



## Policy and Resources Committee

**Date:** THURSDAY, 24 SEPTEMBER 2020

**Time:** 1.45 pm

**Venue:** <https://youtu.be/O2YXBs01lcA>

**Members:**

Randall Anderson (Ex-Officio Member)	Andrew McMurtrie
Rehana Ameer	Wendy Mead
Nicholas Bensted-Smith (Ex-Officio Member)	Andrien Meyers
Deputy Keith Bottomley	Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Tijs Broeke	Deputy Alastair Moss (Ex-Officio Member)
Karina Dostalova	Deputy Joyce Nash
Anne Fairweather	The Rt Hon. the Lord Mayor,
Marianne Fredericks	Alderman William Russell (Ex-Officio Member)
Alderman Timothy Hailes	Alderman Baroness Scotland (Ex-Officio Member)
Sheriff Christopher Hayward	Deputy Tom Sleigh
Deputy Wendy Hyde (Ex-Officio Member)	Sir Michael Snyder
Deputy Jamie Ingham Clark	Deputy James Thomson (Ex-Officio Member)
Shravan Joshi	Mark Wheatley
Deputy Edward Lord	Deputy Philip Woodhouse
Alderman Vincent Keaveny	Alderman Sir David Wootton
Alderman Ian Luder	
Jeremy Mayhew	
Deputy Catherine McGuinness	

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### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/O2YXBs01lcA>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**  
To receive the Order of the Court of Common Council dated 16 July 2020, appointing the Committee and confirming its Terms of Reference.  
**For Information**  
(Pages 1 - 4)
4. **ELECTION OF CHAIR**  
To elect a Chair in accordance with Standing Order No.29.  
**For Decision**
5. **ELECTION OF DEPUTY/VICE CHAIRS**  
To elect the Deputy / Vice Chairs in accordance with Standing Order No. 30.  
**For Decision**
6. **MINUTES**  
To consider minutes as follows:-
  - a) To agree the public minutes of the meeting held on 9 July 2020.  
**For Decision**  
(Pages 5 - 18)
  - b) To agree the public minutes of the joint meeting of the Policy and Resources Committee and Establishment Committee held on 20 July 2020.  
**For Decision**  
(Pages 19 - 20)
  - c) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 23 July 2020.  
**For Information**  
(Pages 21 - 24)
  - d) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 7 September 2020.  
**For Information**  
(Pages 25 - 30)
  - e) To note the public minutes of the Projects Sub-Committee meeting held on 30 July 2020.  
**For Information**  
(Pages 31 - 36)

- f) To note the public minutes of the meeting of the Public Relations and Economic Development Sub Committee held on 16 September 2020.

**For Information**  
(Pages 37 - 42)

- g) To note the public summary of the Tackling Racism Taskforce meeting held on 13 July 2020.

**For Information**  
(Pages 43 - 44)

- h) To note the public summary of the Tackling Racism Taskforce meeting held on 24 July 2020.

**For Information**  
(Pages 45 - 46)

- i) To note the public summary of the Tackling Racism Taskforce meeting held on 4 September 2020.

**For Information**  
(Pages 47 - 48)

7. **RESOLUTION FROM THE PROPERTY INVESTMENT BOARD**

To receive a resolution from the Property Investment Board concerning London City Airport.

(Pages 49 - 50)

8. **CLIMATE ACTION STRATEGY**

Report of the Town Clerk.

*(To be read in conjunction with the confidential appendix at Item 28, to follow).*

**For Decision**  
(Pages 51 - 92)

9. **APPOINTMENT OF SUB COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**

Report of the Town Clerk.

**For Decision**  
(Pages 93 - 110)

10. **GOVERNANCE REVIEW**

Report of the Town Clerk.

**For Decision**  
(Pages 111 - 262)

11. **BRIDGE HOUSE ESTATES STRATEGY: BRIDGING LONDON, 2020 - 2045**

Report of the Chief Grants Officer & Director of the City Bridge Trust.

**For Decision**  
(Pages 263 - 282)

12. **PROPOSED INCREASE TO ADMINISTRATION FEES CHARGED BY THE FILM LIAISON TEAM**  
Report of the Director of Communications.  

**For Decision**  
(Pages 283 - 286)
13. **MARKETS CO-LOCATION PROGRAMME: FOOD SCHOOL**  
Joint report of the City Surveyor and the Director of Markets & Consumer Protection.  

**For Decision**  
(Pages 287 - 306)
14. **UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS**  
Report of the Chamberlain.  

**For Decision**  
(Pages 307 - 316)
15. **RESETTING OF DEPARTMENTAL BUDGETS 2020/21**  
Report of the Chamberlain.  

**For Decision**  
(Pages 317 - 326)
16. **REVENUE OUTTURN**  
Report of the Chamberlain.  

**For Information**  
(Pages 327 - 334)
17. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  

**For Information**  
(Pages 335 - 348)
18. **CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY**  
Report of the Director of the Built Environment.  

**For Information**  
(Pages 349 - 358)
19. **INTERIM REPORT ON TACKLING RACISM**  
Report of the Town Clerk on behalf of the Tackling Racism Task Force.  

**For Information**  
(Pages 359 - 392)
20. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
Report of the Town Clerk.  

**For Information**  
(Pages 393 - 400)
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

23. **EXCLUSION OF THE PUBLIC**

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

**Part 2 - Non-Public Agenda**

24. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the Policy & Resources Committee meeting held on 9 July 2020.

**For Decision**  
(Pages 401 - 406)

- b) To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 7 September 2020.

**For Information**  
(Pages 407 - 410)

- c) To note the non-public minutes of the Projects Sub-Committee meeting held on 30 July 2020.

**For Information**  
(Pages 411 - 418)

- d) To note the non-public minutes of the meeting of the Public Relations and Economic Development Sub Committee held on 16 September 2020.

**For Information**  
(Pages 419 - 420)

25. **BASTION HOUSE**

Report of the City Surveyor.

**For Decision**  
(Pages 421 - 432)

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

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

**Part 3 - Confidential Agenda**

27. **CONFIDENTIAL MINUTES**

To consider confidential minutes of meetings as follows:-

- a) To agree the confidential minutes of the Policy & Resources Committee meeting held on 9 July 2020.

**For Decision**

- b) To agree the confidential minutes of the joint meeting of the Policy & Resources and Establishment Committees held on 20 July 2020.

**For Decision**

28. **CONFIDENTIAL APPENDIX: CLIMATE ACTION STRATEGY**

*To be considered in conjunction with Item 8 (TO FOLLOW).*

**For Information**

29. **MARKETS CONSOLIDATION PROGRAMME: PROGRESS REPORT**

Joint report of the City Surveyor and the Director of Markets & Consumer Protection.

**For Information**

30. **PROMOTION OF CITY OF LONDON (MARKETS) BILL**

Report of the Remembrancer.

**For Decision**

31. **TARGET OPERATING MODEL UPDATE**

Report of the Town Clerk (TO FOLLOW).

**For Information**

# Agenda Item 3

RUSSELL, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 16 <sup>th</sup> July 2020, doth hereby appoint the following Committee until the first meeting of the Court in April, 2021.
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## POLICY & RESOURCES COMMITTEE

### 1. **Constitution**

A Non-Ward Committee consisting of,

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

### 2. **Quorum**

The quorum consists of any nine Members.

### 3. **Membership 2020/21**

#### ALDERMEN

- 3 Timothy Russell Hailes, J.P.
- 5 Ian David Luder, J.P.
- 2 Vincent Thomas Keaveny
- 11 Sir David Wootton

#### COMMONERS

- 4 (4) Keith David Forbes Bottomley, Deputy
- 4 (4) Christopher Michael Hayward, Sheriff
- 34 (4) Joyce Carruthers Nash, O.B.E., Deputy
- 26 (4) Sir Michael Snyder
- 4 (4) Philip Woodhouse, Deputy
- 3 (3) Tijs Broeke
- 3 (3) Jamie Ingham Clark, Deputy
- 20 (3) Jeremy Paul Mayhew
- 3 (3) Andrew Stratton McMurtrie, J.P.
- 3 (3) Mark Raymond Peter Henry Delano Wheatley
- 2 (2) Karina Dostalova
- 2 (2) Anne Helen Fairweather
- 2 (2) Shravan Jashvantrai Joshi
- 12 (2) Edward Lord, O.B.E., J.P., Deputy
- 17 (2) Wendy Mead, O.B.E.
- 1 (1) Rehana Banu Ameer
- 9 (1) Marianne Bernadette Fredericks
- 16 (1) Catherine McGuinness, Deputy

1 (1) Andrien Gereith Dominic Meyers

5 (1) Tom Sleigh, Deputy

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

4. **Terms of Reference**

To be responsible for:-

**General**

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

**Resource Allocation**

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

**Corporate Assets**

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

**Projects**

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

**Hospitality**

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

**Privileges**

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

**Sustainability**

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

**City Courts**

- (p) for a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the City Courts;

**Business Improvement Districts**

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

**Sub-Committees**

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

\* Resource Allocation

Projects

Outside Bodies

Public Relations and Economic Development

Courts

†Hospitality



†Members' Privileges

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

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

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## POLICY AND RESOURCES COMMITTEE Thursday, 9 July 2020

Minutes of the meeting of the Policy and Resources Committee held on  
Thursday, 9 July 2020 at 1.45 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chair)	Alderman Vincent Keaveny
Sheriff Christopher Hayward (Deputy Chairman)	Alderman Ian Luder
Simon Duckworth (Vice-Chair)	Jeremy Mayhew
Deputy Tom Sleigh (Vice-Chair)	Andrew McMurtrie
Randall Anderson (Ex-Officio)	Wendy Mead
Nicholas Bensted-Smith (Ex-Officio)	Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Deputy Keith Bottomley	Deputy Joyce Nash
Tijs Broeke	Deputy Dr Giles Shilson
Karina Dostalova	Sir Michael Snyder
Anne Fairweather	Deputy James Thomson (Ex-Officio Member)
Marianne Fredericks	Mark Wheatley
Alderman Timothy Hailes	Deputy Philip Woodhouse
Deputy Wendy Hyde (Ex-Officio)	Alderman Sir David Wootton
Deputy Jamie Ingham Clark	
Shravan Joshi	
Deputy Edward Lord	

#### In Attendance:

Mark Bostock  
Peter Dunphy  
Alderman Sir Roger Gifford  
Alderman Prem Goyal  
Alderman Alison Gowman  
Graeme Harrower  
Ann Holmes  
Vivienne Littlechild  
Graham Packham

#### Officers:

John Barradell	• Town Clerk and Chief Executive
Peter Lisle	• Assistant Town Clerk & Director of Major Projects
Angela Roach	• Assistant Town Clerk & Director of Member Services
Charlotte Gordon	• Town Clerk's, Deputy Elections Manager
Emma Cunnington	• Town Clerk's Department
Greg Moore	• Town Clerk's Department
Lorraine Brook	• Town Clerk's Department
Peter Kane	• Chamberlain
Caroline Al-Beyerty	• Deputy Chamberlain

Paul Chadha	• Comptroller and City Solicitor's Department
Chrissie Morgan	• Director of HR
Paul Double	• City Remembrancer
Paul Wright	• Deputy Remembrancer
Paul Wilkinson	• City Surveyor
Simon McGinn	• City Surveyor's Department
Peter Young	• City Surveyor's Department
Anna Dunne	• City Surveyor's Department
Carolyn Dwyer	• Director of Built Environment
Bruce McVean	• Department of the Built Environment
Bob Roberts	• Director of Communications
Richard Messingham	• Communications Team
Damian Nussbaum	• Director of Innovation & Growth
Giles French	• Innovation and Growth
Vic Annells	• Executive Director Mansion House & Central Criminal Court

1. **APOLOGIES**

Apologies were received from Deputy Alistair Moss.

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

There were no declarations.

3. **MINUTES**

- a) The public minutes and summary of the meeting of the Policy and Resources Committee held on 11 June 2020 were approved.

**Matters arising**

**Climate Action Strategy:** In respect of the governance process for the Climate Action Strategy, which had been approved at the previous meeting, the Chair suggested that Deputy Keith Bottomley might be asked on behalf of the Committee to take on a Sherpa-style role in assisting officers with the Strategy's development, working with Alderman Alison Gowman on the Green Finance and COP26 aspects in particular. This would provide for greater Member scrutiny and involvement over the summer period. Members supported this suggestion and noted that a further report on the Strategy would be forthcoming in September 2020.

**Public Works Loan Board:** Noting the resolution from the Property Investment Board received at the last meeting, which had highlighted concerns about the end of Public Works Loans for investment properties, it was noted that suitable representations would be made through the consultation process.

- b) The public minutes and summary of the meeting of the Resource Allocation Sub-Committee held on 25 June 2020 were noted.

- c) The public minutes and summary of the meeting of the Projects Sub-Committee held on 25 June 2020 were noted.
- d) The public summary of the Tackling Racism Taskforce meeting held on 26 June 2020 was noted.

4. **COVID-19 IMPLICATIONS - POSSIBLE POSTPONEMENT OF THE CITY-WIDE ELECTIONS IN MARCH 2021**

The Committee considered a report of the Town Clerk concerning the City-wide elections currently scheduled for March 2021 and the possibility of moving the date of the election to later in 2021 or 2022.

During debate and questions on this item, the following points were noted:

- It was accepted that the realities of the current COVID-19 situation meant that conducting the canvass in September 2020 would compromise the safety both of canvassers and voters, as well as being ineffective. Businesses were also likely to be preoccupied with other matters at this point in time and the registration process for business voters would likely be impacted. The process would, therefore, be extremely unlikely to be able to achieve credible elector lists for March 2021, resulting in a poor turnout and a significant reputational risk.
- A Member expressed the view that the report did not sufficiently advance an argument for continuing to hold the elections in March 2021 and voiced their concern in relation to the risk of not being shown to grant sufficient consideration to this. However, on balance, it was felt that the practicalities precluded proceeding with this approach.
- In response to queries in relation to canvassing timetables, it was clarified that the Greater London Authority and London Borough Elections had a different canvass cut-off date, with the City Corporations' date being different and fixed by primary legislation.
- It was noted that the Court of Aldermen had delayed taking a decision on their elections, pending the outcome of today's discussions.
- In considering how long to delay the elections, Members noted the possibility of a second spike of the pandemic in late 2020 or early 2021, which would then require the further postponement of any July 2021 elections to 2022 in any event. It was, therefore, felt that delay until March 2022 would be more appropriate and prudent.
- It was clarified that, were the elections to be postponed until 2022, the ensuing terms of office would run for three years (rather than the usual four) to maintain the established electoral cycle.
- A Member suggested that a new and more robust register might be used to inform consideration of representation within Wards and a potential reallocation of Members.

- Whilst the situation in general was far from ideal, Members reflected that the delay presented an opportunity to significantly improve the registration process and encourage far greater participation in City elections. It was asked that robust efforts be placed into exploring the digitisation of the registration process, as well as communication with businesses, to significantly increase the business vote registration; it was also suggested that mechanisms for electoral voting should be explored seriously, with the possibility for the City to take the lead in modernising the entire voting process ahead of the rest of the UK.
- It was confirmed that new software had indeed recently been purchased as a first step in digitising the registration process, to enable this to be in place for next year.
- In relation to queries around next steps, the Town Clerk confirmed that any change would be effected by a Bill for Act of Common Council. This would be drafted over the Summer in order to allow it to be submitted to the Court in September. The Bill would be subject to three readings, with completion expected in October 2020.

In concluding the debate, Members confirmed the request for a more detailed report on digital registration and what could be done to drive an improvement in the level of business voter registration, as well as the quality of information held and a greater sense the level of turnover on a ward list over a given period. The report should also begin to examine the options for an electronic voting system.

RESOLVED: That:-

1. A Bill for Act of Common Council be produced and submitted to the Court of Common Council, recommending that the City-wide elections in March 2021 be moved to March 2022.
2. The impact of COVID-19 on voter registration in respect of the preparation of the Ward Lists be noted.
3. The Town Clerk be instructed to produce a further report on improvements to the registration and voting process.

#### 5. **FINANCIAL ASSISTANCE FOR MEMBERS**

The Committee considered a report of the Town Clerk, drafted on behalf of the Members' Financial Assistance Working Party, concerning financial assistance for Members.

Noting the concern that the introduction of the report's recommendations might create a tax liability to all Members, irrespective of whether they sought the payment, it was advised that the Deputy Chairman of the Finance Committee had explored a possible solution with the City's Tax Advisers which would create a tax liability only for those Members making a claim. This would leave the choice to claim in individual Members' hands, thus allowing those who wished to maintain their current position to do so.

Consequently, he proposed an amendment to the recommendations to the effect that such a basic allowance would be implemented on a non-compulsory basis for those Members who wished to claim it, through a Scheme to be designed by the Corporation's tax advisers, where only those Members receiving the allowance would be liable to pay tax.

Members welcomed the report and thanked the Deputy Chairman for his most helpful intervention. Members emphasised the need to ensure that any solution should be implemented in a way that would not make Members feel uncomfortable, with several Members also noting the benefits that this arrangement might bring in respect of the current diversity agenda and widening representation on the Court.

RESOLVED: That:-

1. The introduction of an annual, flat rate allowance, based on the City Corporation's rate for inner-London Weighting (currently £6,710.04), payable to all Members and effective from April 2021 be approved, together with the following:-
    - a) expenses associated with travel, subsistence and caring responsibilities, with childcare and dependent adults being retained as separate payments;
    - b) a payment of £500 being made available to Members to cover the cost of formal clothing following election or re-election; and
    - c) the City Corporation meeting the reasonable costs of venue hire for Ward surgeries.
  2. Such basic allowance as outlined in recommendation 1 to be implemented on a non-compulsory basis for those Members who wish to claim it, through a Scheme to be designed by the Corporation's tax advisers, where only those Members receiving the allowance would be liable to pay tax.
  3. Tax and national insurance contributions on benefits in kind and the clothing allowance (which would be become liable as a result of the introduction of an allowance) be met by the City Corporation, subject to the implications of the proposal being examined and approval of the quantum of that liability once it is known.
  4. The introduction of a Special Responsibility Allowance be revisited by the Working Party, following the conclusion of the Fundamental Review and the Governance Review.
  5. Approval of the Court of Common Council be sought accordingly, once the implications of the tax liabilities and final arrangements be confirmed.
6. **COLAT TRUSTEE APPOINTMENT**  
The Committee considered a report of the Town Clerk in respect of the appointment of a Trustee to the City of London Academies Trust (CoLAT).

The Chair thanked the outgoing appointee, Andrew McMurtrie, for his hard work and commitment to CoLAT over the past several years. It was advised

that the Trust had suggested the appointment of Deputy Edward Lord as a replacement for Andrew McMurtrie and Members expressed support for the proposal.

In response to a wider query concerning the process generally for volunteering for this and similar positions in the future, it was suggested that the general approach should be considered through the Governance Review process.

RESOLVED: That Deputy Edward Lord be appointed as a Sponsor Trustee of the City of London Academies Trust Board of Trustees, for a four-year term commencing 10 July 2020.

**7. COMMUNITY INFRASTRUCTURE LEVY: CHANGES TO INSTALMENT POLICY**

The Committee considered a report of the Director of the Built Environment in respect of the Community Infrastructure Levy (CIL) and proposed time-limited changes being advocated by Government.

RESOLVED: That the proposed time limited amendment, until 1 April 2021, to the Community Infrastructure Levy Instalment Policy be approved as set out in paragraph 9 of the report, and the flexibility on late payments as set out in paragraph 11 of the report.

**8. COLPAI TEMPORARY ACCOMMODATION COSTS**

The Committee considered a report of the Director of Community and Children's services in respect of the temporary accommodation arrangements for the City of London Primary Academy Islington (COLPAI).

RESOLVED: That:-

1. Additional funding of £283,066.38 be approved for temporary accommodation costs for the 2020/21 Spring Term, as a result of further delays to the completion of the permanent school build, due to the impacts of the Coronavirus pandemic.
2. The revised projected costs for COLPAI temporary accommodation at Copenhagen Primary School during the 2020/21 Autumn Term, following approval for up to £300k by the Policy and Resources Committee on 12 December 2019, be noted.
3. It be noted that further funding requests may be forthcoming, should the impact of the Coronavirus pandemic cause further delay to the completion of the COLPAI permanent build into the 2020/21 Summer Term.

**9. PROJECT FUNDING UPDATE**

The Committee considered a report of the Chamberlain concerning capital prioritisation and the 2020/21 round of annual capital bids.

Members noted that this report had been discussed earlier in the day at the Resource Allocation Sub-Committee, where there had been particular discussion in relation to the bid for up to £1.9m for the Wanstead Flats Artificial



Grass Pitches project, to be met from City's Cash. It was advised that, following discussion, Members had agreed in principle to support the bid, subject to clarification on a particular item concerning arrangements with a third-party contributor and potential reprioritisation of funding to accommodate this, and had recommended that authority be delegated to the Town Clerk in consultation with the Chair and Deputy Chairman to approve the various proposals as a result, following the receipt of said clarification.

The Chairman of Finance spoke to express his concerns in relation to financial discipline and made reference the wider discussion at the Resource Allocation Sub-Committee earlier that day. Other Members of the Resource Allocation Sub-Committee spoke to challenge the assessment of the position, following which the Chair acknowledged that difficult decisions would need to be taken over the coming months and, as detailed discussion on future decisions may stray into categories exempt under the Local Government Act, asked that further debate be reserved for the non-public session.

RESOLVED: That:-

1. Authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, to:-
  - a) To review the four schemes listed in Table 1 (detailed in paragraph 7) and, in the context of the current crisis, to confirm their continued essential priority for release of funding at this time.
  - b) That subject to this confirmation, to agree to the release of up to £5.057m for schemes (i) to (vi) from the reserves of the three funds as set out in Table 1, subject to the approval of the relevant gateway reports.
  - c) To consider the 'in principle' allocation of central funding for the three new schemes submitted outside of the 2020/21 annual bid process (detailed in paragraph 8):
    - (i) Transportation response to Covid-19 Phase 3 – up to £568.5k (City Fund)
    - (ii) COLPAI Temporary Accommodation additional costs £283.1k (City's Cash)
    - (iii) Wanstead Flats Artificial Grass Pitches £1.9m (City's Cash)
  - d) That, subject to 'in principle' approval of bids (i) and (ii) above, approval be granted to the immediate release of funding of up to £568.5k from the On-Street Parking Reserve (also noting the loss of £336k in potential income) and £283.1k from the City's Cash provision, with funding to be identified from within the approved provisions set aside for the 2020/21 capital bids.
2. It be noted that an assessment of the financial impact and practical implications of Covid-19 on the 46 approved 2020/21 annual bids was underway to identify schemes for possible deferral, with a view to identifying substitute funding for the new bids.

3. It be noted that officers were being encouraged, in the first instance, to explore the opportunities to de-scope projects to contain increased costs arising from Covid-19 within the existing funding envelope.

#### 10. **INTERNATIONAL PRIORITISATION**

The Committee considered a report of the Director of Innovation and Growth concerning a review of the prioritisation of international partners and sectors. Members noted the initial findings as set out in the slide deck in the appendix to the report.

In response to a query concerning the FinTech and wider Tech sector, the Chair assured Members that there was considerable focus in this area, although it was accepted that there was no specific focus on 'big tech' given the current lack of fit with existing strategies. It was suggested that the Public Relations and Economic Development Sub-Committee should be asked to keep this under review.

RESOLVED: That the approach and initial findings set out in the appendix to the report be approved.

#### 11. **UPDATED MAYORAL PROGRAMME**

The Committee received a joint report of the Executive Director, Mansion House & Central Criminal Court, the Director of Community & Children's Services, the Assistant Town Clerk, the Director of Economic Development and the Director of Communications, in respect of the updated Mayoral Programme for 2019/21; i.e. - "*Global UK – The New Future*".

In response to a question about the "one team" approach, the Executive Director of Mansion House advised that his staff were working closely with the Innovation and Growth Team; however, given the difference in the roles; i.e. - political/financial and ambassadorial - some overlaps were inevitable. Officers were aware of where this might occur and would ensure that joint working was complementary.

Members noted the importance of measurable or tangible outcomes from engagement to allow for assessment of impact and the value of repeat activity. Whilst it was currently very difficult to be precise as to what could be achieved over the next 12 months, given the pandemic and evolving situation, it was noted that this Theme would help steer the Lord Mayor into trade growth and helping businesses through the crisis and recovery. The Chair added her thoughts on the successes of the current virtual engagement programme and expressed her hope that some aspects could continue moving forwards.

The Chair advised that the Resource Allocation Sub Committee's Away Day had discussed possible future aspects of the "one-team" approach and Members would be invited to consider these in due course.

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

12. **2020 PARTY CONFERENCES AND THINK TANK ENGAGEMENT UPDATE**

The Committee received a report of the Director of Communications in respect of the updated arrangements for Party Conferences and Think Tank Engagement in 2020.

In relation to queries around potential cost savings that might accrue from the changes necessitated by COVID-19, both in respect of these particular activities and across the organisation more widely, the Chamberlain advised Members that officers were currently undertaking a review of cost savings and increases arising as a result of the pandemic.

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

13. **SUPPORT FOR SMALL, MEDIUM ENTERPRISES (SMEs) IN RESPONSE TO COVID-19**

The Committee received a report of the Chair of the Covid 19 Business Engagement Group in respect of support for SMEs,

Members expressed concern in relation to those businesses reliant on office workers and footfall for their customer base, given the very low numbers currently in the City. Officers advised Members of various promotions and activities, such as the London & Partners campaign (detailed more fully at Item 23) and its work through its cultural institutions to encourage visitors, but acknowledged the difficulty of the situation, particularly given current Government guidance around working arrangements. The Chair also referenced the need to support City SMEs but emphasised that it was unrealistic for the City Corporation to hope to find a general panacea; unfortunately, some businesses simply would not survive regardless of help that might be offered. Whilst the City Corporation was working with Government on the messaging in respect of a safe return to work and the use of public transport, the Chair reminded Members that the City Corporation was a local authority, responsible for public health, and so had to consider its position in that context.

In response to further queries, it was advised that a dashboard on emerging indicators in this area had been produced, identifying items such as levels of use of public transport, numbers of pedestrians and cyclists, and so on. Whilst there was no single data source currently available on the number of closed or units, officers would work to seek to extrapolate this data.

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

14. **CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY (PHASE 3)**

The Committee received a report of the Director of the Built Environment in respect of the transportation response to support the COVID-19 recovery.

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

15. **RECOGNITION OF WOMEN: PROGRESS UPDATE**

The Committee received a report of the Town Clerk which provided a progress update in respect of work under the *Recognition of Women* theme.

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

16. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**

The Committee received a report of the Chamberlain which provided the latest position in respect of the Policy Initiatives Fund (PIF), the Committee's Contingency Fund, the Brexit Contingency Fund, and the Committee's Project Reserve.

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

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

Members received a report of the Town Clerk which updated on one matter agreed under urgency procedures since the last meeting of the Committee, in respect of the Tackling Racism Working Party.

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

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

**Hong Kong**

Mark Wheatley asked a question in relation about the City Corporation's position in relation to the recent imposition of the Law of the People's Republic of China on Safeguarding National Security in the Hong Kong Special Administrative Region. Specifically, he asked whether the Chair would endorse a statement offering the City's welcome to Hong Kong Citizens with the right to live and work in Britain, or seeking asylum as a result of the removal of their political rights.

The Chair thanked the Member for the question and expressed the view that caution should be exercised in respect of making what could be construed as a foreign policy statement. Several Members spoke to endorse the view that the City Corporation's role was to support the City's business and financial sectors, with international politics being the domain of Her Majesty's Government; however, the City Corporation would continue to be mindful of Government guidance in this area and seek advice from the Foreign and Commonwealth Office.

Several Members expressed the view that China's behaviour was in contravention of the Sino-British Joint Declaration, noting that the Government had already intimated a pathway to citizenship for Hong Kong's residents. The Chair stressed that the City welcomed all talented workers from across the world and observed the City would continue to trade with Hong Kong as a financial business centre.

*At 3.30pm Members agreed to extend the business of the agenda beyond two hours, in accordance with Standing Order 40, in order to conclude the business on the agenda.*

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

**Investment Committee Appointments**

The Town Clerk was heard in respect of appointments to the Investment Committee.

Members noted that the Policy and Resources Committee was responsible for appointing eight Members to the Investment Committee; however, owing to the timescales arising from the coronavirus pandemic and the Court of Common Council's decision to undertake its Annual Appointment of Committees at its meeting on 16 July 2020, the scheduling of meetings was such that this was not due to take place until the September meeting.

It was suggested that it would be pragmatic for the Policy & Resources Committee to make its eight appointments to Investment Committee during July, thereby enabling the Investment Committee to meet ahead of the summer recess and appoint its Financial, Property and Social Investment Boards for the ensuing year, given the key issues concerning income generation at this point in time. This proposal was agreed, with delegated authority granted to the Town Clerk, in consultation with the Chair and Deputy Chairman, to make the appointments to Investment Committee following an electronic indicative ballot.

RESOLVED: That authority be delegated to Town Clerk, in consultation with the Chair and Deputy Chairman, to approve appointments to the Investment Committee on the basis of an indicative electronic ballot process, to be undertaken following the Annual Court meeting on 16 July 2020.

**20. EXCLUSION OF THE PUBLIC**

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

<b>Item no</b>	<b>Para No</b>
21-30	3

**21. NON-PUBLIC MINUTES**

- a) The non-public minutes of the meeting of the Policy and Resources Committee held on 11 June 2020 were approved.
- b) The non-public minutes the meeting of the Resource Allocation Sub-Committee held on 25 June 2020 were noted.
- c) The non-public minutes of the Projects Sub-Committee meeting held on 25 June 2020 were noted.

22. **NON-PUBLIC APPENDIX: COLPAI TEMPORARY ACCOMMODATION COSTS**  
The Committee received a non-public appendix in respect of agenda item 8.
23. **LONDON AND PARTNERS: REPURPOSING DOMESTIC TOURISM CONSORTIUM UNDERSPEND**  
The Committee considered and approved a joint report of the Director of Major Projects and the Director of Communications concerning the repurposing of funds to promote domestic tourism.
24. **CITY OF LONDON POLICE (COLP) CAPITAL PROGRAMME - LOAN FUNDING**  
The Committee considered and approved a joint report of the Commissioner of the City of London Police concerning loan funding for a capital programme.
25. **MARKETS CONSOLIDATION PROGRAMME - INTERIM BUSINESS CASE AND BUDGET REPORT**  
The Committee considered and approved a joint report of the City Surveyor and Director of Major Projects concerning the Markets Consolidation Programme.
26. **BILLINGSGATE SITE - REVISED STRATEGY PROPOSAL**  
The Committee considered and approved a report of the City Surveyor concerning the strategy for the Billingsgate Market site.
27. **COVID-19 CAPITAL PROJECTS CONTINGENCY FUND**  
The Committee considered and approved a report of the City Surveyor concerning projects impacted by COVID-19.
28. **65A BASINGHALL STREET - FUTURE USE**  
The Committee considered and approved a report of the City Surveyor in relation to the use of 65a Basinghall Street.
29. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
30. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**  
One item of business was discussed while the public were excluded.
31. **INFORMAL RESOURCE ALLOCATION SUB-COMMITTEE AWAY DAY OUTCOMES**  
Members considered the draft confidential minutes of the Informal Meeting of the Resource Allocation Sub-Committee meeting held on 2-3 July 2020.

**The meeting ended at 4.25pm**

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Chair

**Contact Officer: Gregory Moore**  
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**gregory.moore@cityoflondon.gov.uk**

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## JOINT MEETING OF THE POLICY AND RESOURCES COMMITTEE AND ESTABLISHMENT COMMITTEE

Monday, 20 July 2020

Minutes of the joint meeting of the Policy and Resources and Establishment Committees  
held on Monday, 20 July 2020 at 11.30 am

### Present

#### Members:

Deputy Catherine McGuinness (Chair, Policy & Resources)	Deputy Jamie Ingham Clark
Deputy Edward Lord (Chair, Establishment)	Shravan Joshi
Rehana Ameer	Alderman Vincent Keaveny
Randall Anderson	Alderman Ian Luder
Deputy Keith Bottomley	Jeremy Mayhew
Alderman Sir Charles Bowman	Andrew McMurtrie
Tijs Broeke	Andrien Meyers
Henry Colthurst	Deputy Brian Mooney (Chief Commoner)
Karina Dostalova	Sylvia Moys
Deputy Kevin Everett (Deputy Chairman, Establishment)	Deputy Joyce Nash
Anne Fairweather	Deputy Elizabeth Rogula
Marianne Fredericks	Ruby Sayed
Tracey Graham	Deputy Tom Sleigh (Vice Chair, Policy & Resources)
Alderman Timothy Hailes	Sir Michael Snyder
The Revd Stephen Haines	Deputy James Thomson
Sheriff Christopher Hayward (Deputy Chairman, Policy & Resources)	Mark Wheatley
Deputy Wendy Hyde	Deputy Philip Woodhouse
	Alderman Sir David Wootton

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk & Director of Member Services
Emma Cunnington	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Greg Moore	- Town Clerk's Department
Chrissie Morgan	- Director of HR

#### 1. APOLOGIES

Apologies were received from Nicholas Bensted-Smith, Wendy Mead, Deputy Alastair Moss, Deputy Richard Regan, and the Rt Hon. the Lord Mayor, Alderman William Russell.

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

There were no declarations.

3. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEES**

There were no questions.

4. **ANY OTHER BUSINESS THAT THE CHAIRS CONSIDER URGENT**

There were no urgent items.

5. **EXCLUSION OF THE PUBLIC**

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

6. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEES**

There was one question, concerning the potential return to workplace of employees and the meeting in-person of committees. It was clarified that Government advice at this time was to refrain from holding committee meetings physically but that thought was being given to managing hybrid virtual and physical meetings when that might be permitted. In relation to the wider return of staff to the workplace, staff were being encouraged to continue working from home at this point in time whilst the City Surveyor's staff worked to make the Guildhall safe and compliant with latest guidance,

7. **ANY OTHER BUSINESS THAT THE CHAIRS CONSIDER URGENT AND WHICH THE COMMITTEES AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

8. **TARGET OPERATING MODEL**

The Committee considered and approved a joint report of the Town Clerk and the Director of Human Resources concerning a new Target Operating Model (TOM).

**The meeting ended at 1.05 pm**

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Chairman

**Contact Officer: Gregory Moore**  
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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 23 July 2020

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 23 July 2020 at 2.45 pm

### Present

#### Members:

Deputy Catherine McGuinness (Chair)	Sheriff Christopher Hayward
Jeremy Mayhew (Deputy Chairman)	Alderman Vincent Keaveny
Deputy Keith Bottomley	Deputy Edward Lord
Tijs Broeke	Alderman Ian Luder
Deputy Jamie Ingham Clark	Deputy Tom Sleight
Karina Dostalova	Alderman Sir David Wootton
Anne Fairweather	

#### In Attendance

Randall Anderson  
Alderman Alison Gowman  
Alderman Prem Goyal  
Deputy Alastair Moss  
Deputy James Thomson

#### Officers:

John Barradell	- Town Clerk & Chief Executive
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Bob Roberts	- Director of Communications
Michael Cogher	- Comptroller and City Solicitor
Carolyn Dwyer	- Director of Built Environment
Damian Nussbaum	- Director of Innovation and Growth
Stuart Wright	- Innovation and Growth
Nigel Lefton	- Remembrancer's
Vic Annells	- Executive Director of Mansion House & CCC
Paul Thomson	- Open Spaces
Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Angela Roach	- Assistant Town Clerk & Director of Members Services
Becky Muscat	- Town Clerks
Emma Cunnington	- Town Clerks

#### 1. APOLOGIES

Apologies were received from Sir Michael Snyder.

The Policy Chair took the opportunity to thank Simon Duckworth and Deputy Dr Giles Shilson for their hard work and commitment to the Resource Allocation Sub Committee.

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

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 9 July 2020 were approved as a correct record.

4. **REPORT OF ACTION TAKEN**

This item was withdrawn.

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

Return to Guildhall

A question was raised concerning the plans for the City Corporation to return its staff to Guildhall and related activities.

The Gold Command Lead and the Director of Members Services explained that the City Corporation was continuing to follow government guidance, which stated that workers could return to the workplace as long as workplaces were Covid secure. It was reported that the City Surveyor had been working hard to produce a road map on return with risk assessments in place. The HR department would also need to undertake risk assessments on each individual member of staff. Members heard that the North Wing was still in operation and work was being undertaken to open the West Wing too, but with all of the Guildhall offices only operating at a 40% capacity. The Director of Members Services added that the aim was to enable Members to return to Guildhall, if they wished to, by September 2020.

The message was reinforced that Members could not expect the same level of physical service as in pre-pandemic times. In particular, committee meetings would likely be hybrid with a small number of Members coming into Guildhall but the majority of Members and officers still accessing meetings remotely. Members of the public would continue to view meetings via the YouTube channel. Anyone entering the building would be required to complete an initial risk assessment. It would be important for people to adhere to designated areas and ways of ensuring compliance were currently being examined. Members also noted that to help the track and trace system, the City Corporation would be implementing a booking system.

Further discussion ensued and the following points were raised:

- The Property Investment Board had discussed the importance of building confidence in London and the City Corporation should demonstrate this by bringing its workers back into the office;

- It was important that the technology in committee rooms be improved to ensure good levels of sound quality for hybrid meetings;
- When talking to Government and London Councils, the City Corporation should continue to emphasise how important it is for digital meetings to continue beyond the sunset of the Coronavirus Bill.
- Consideration should be given to turn the Club Cook and Butler dining room into a fifth committee room to provide more space.
- It was important that Members did not feel pressurised to return especially if they were vulnerable and/or in the shielding category.

#### Frequency of Resource Allocation Sub Committee meetings

A Member asked for views on the frequency of Resource Allocation Sub Committee meetings and whether they should take place monthly rather than fortnightly come the Autumn. Others felt it was important for meetings to take place when needed rather than necessarily every fortnight, and the Policy Chair reminded officers of her request for an overall governance timeline, which brought together the fundamental review, target operating model, governance review and the Fraser review.

#### 6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

#### 7. **EXCLUSION OF THE PUBLIC**

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

**Item No.**  
8-9

**Paragraph No.**  
3

#### 8. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 9 July 2020 were approved as a correct record.

#### 9. **NOTE OF THE INFORMAL MEETING**

The note of the informal meeting held on 9 July was received.

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

##### Wanstead Flats Artificial Grass Pitches

A Member asked for clarification as to why the Wanstead Flats Artificial Grass Pitches delegated authority had not yet been approved. The Deputy Chamberlain explained that at the meeting the suggestion had been for this to be invest to save, however the project managers had since clarified that this could not be undertaken via an invest to save scheme and so further discussions were being undertaken at officer level.

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

There were no items of urgent business.

**The meeting ended at 3.00 pm**

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Chair

**Contact Officer: Emma Cunnington  
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emma.cunnington@cityoflondon.gov.uk**

## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Monday, 7 September 2020

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)  
Committee held at Virtual Meeting on Monday, 7 September 2020 at 9.30 am

### Present

#### Members:

Deputy Catherine McGuinness (Chair)	Sheriff Christopher Hayward
Jeremy Mayhew (Deputy Chairman)	Alderman Vincent Keaveny
Deputy Keith Bottomley	Deputy Edward Lord
Tijs Broeke	Alderman Ian Luder
Deputy Jamie Ingham Clark	Deputy Tom Sleigh
Karina Dostalova	Sir Michael Snyder
Anne Fairweather	Alderman Sir David Wootton

#### In Attendance

Randall Anderson  
John Fletcher  
Alderman Alison Gowman  
Deputy James Thomson  
Alderman Prem Goyal

#### Officers:

Alistair MacLellan	- Town Clerk's
Caroline Al-Beyerty	- Chamberlains
John Barradell	- Town Clerk & Chief Executive
Andrew Carter	- Director of Community & Children's Services
Michael Cogher	- Comptroller and City Solicitor
Emma Cunnington	- Town Clerk's
Paul Friend	- City Surveyors
James Gibson	- IT
Nick Gill	- City Surveyors
Peter Kane	- Chamberlain
Simon Latham	- Town Clerk's
Nigel Lefton	- Remembrancers
Damian Nussbaum	- Director of Innovation & Growth
Bob Roberts	- Director of Communications
Simi Shah	- Innovation and Growth
Kate Smith	- Town Clerk's
Stuart Wright	- Innovation and Growth
Peter Young	- City Surveyors
Carolyn Dwyer	- Director of Built Environment
Devika Persaud	- Town Clerk's

Greg Moore - Town Clerk's  
Jacqueline Eggleston - Open Spaces

1. **APOLOGIES**

There were no apologies. The Sub-Committee were advised that Alderman Vincent Keaveny was running half an hour late.

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

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 23 July 2020 were approved as a correct record.

4. **CLIMATE ACTION STRATEGY**

The Sub-Committee considered a report of the Town Clerk outlining the proposed Climate Action Strategy.

The Policy Chair introduced the report and focused on the importance of delivering a hallmark strategy for the future of the City but in the context of huge financial pressures. Deputy Keith Bottomley, Alderman Alison Gowman and Deputy Jamie Ingham Clark, who had been working closely on the strategy over the August then gave updates as follows:-

- This strategy needed to be impactful, deliverable, and affordable. No services would be affected, nor major projects impacted. All decisions on this strategy would be forward-looking.
- Member engagement was intensified through the Summer and the strategy would be considered by 8 committees in September to confirm their support for the onward development of the action plan. Externally, an engagement campaign has been run, which had received 2,500 responses.
- In terms of funding, work has been carried out to ensure that the source of funds had been identified before presenting the strategy. There would also be return on investment and cashflow to ensure it could be delivered. This model should be used for future strategies.

Members asked for clarification on the governance process of this strategy, as some felt that more of the Open Spaces Committees should be consulted formally rather than just through a Chairs' meeting. It was confirmed that the Policy and Resources Committee, at its June meeting, had previously approved that the governance of this strategy would sit with the Policy and Resources Committee meeting on 24 September, followed by the Court of Common Council meeting on 8 October. Some Members still felt that this governance structure did not allow committees to "buy-in" from a budgeting perspective.

Following a question, the Director of Innovation and Growth and the Chamberlain agreed that the annual programme of projects had been reviewed



over the Summer and that this Sub-Committee would be considering the prioritisation of these projects at the meeting on 18 September.

RESOLVED, that:-

- The report, the draft strategy and the action sets by committee be noted.

5. **REPORT OF ACTION TAKEN**

The Sub-Committee received a report of the Town Clerk detailing action taken in between meetings using delegated procedures.

This report set out the action taken to agree two bids under the Capital Funding Scheme:

1. Transportation Response to COVID19 Phase 3
2. The CoLPAI Temporary Accommodation

RESOLVED, that:-

- The report be noted.

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

There were three questions:-

Project London

A Member asked a question concerning the City Corporation's engagement to help promote London's status beyond Brexit. The Policy Chair asked the Director of Innovation and Growth to provide Members of the Public Relations and Economic Development Sub Committee an update on the work around "Project London", undertaken in partnership with Oliver Wyman, at its next meeting.

Assistance to Investment Tenants Paper

The Chair of the Property Investment Board asked for an explanation as to why the paper concerning Assistance to Investment Tenants was circulated so late and why it was only marked for information. The Clerk explained that, despite receiving a paper on assistance to operational tenants in time for agenda publication, this particular paper had only been received two working days ago. Following a conversation with the Chair and Deputy Chairman of Resource Allocation Sub-Committee, and following confirmation from the Chamberlain that a delay on decision would not affect the quarter, it was agreed that this paper would be put to the Resource Allocation Sub-Committee for information at this stage with the full decision to be made at its meeting on the 18 September.

Member Return to Guildhall

The Chair of the Establishment Committee advised the Sub-Committee that he had received notice of a question to be put to him at the next Court of Common Council meeting, relating to the lack of Member involvement in decisions concerning their return to the Guildhall. The Town Clerk explained that the situation was fluid, and communication to Members was happening as regularly as possible. He also assured the Sub-Committee that work was being carried

out at pace to fit out the committee rooms for hybrid meetings, as well as bringing staff back to the office.

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

There were no items of urgent business.

**8. EXCLUSION OF THE PUBLIC**

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

<b>Item No.</b>	<b>Paragraph No.</b>
9-10	3
11, 14	3, 4

**9. NOTE OF INFORMAL MEETING**

The Sub-Committee received the note of the informal meeting held on 23 July 2020.

**10. ASSISTANCE TO TENANTS**

The Sub-Committee considered a report of the City Surveyor setting out recommendations on how the City Corporation could financially support City of London operational tenants for the September quarter.

**11. REVIEWS TIMELINE**

The Sub-Committee received a report of the Town Clerk setting out the timelines of the various internal reviews.

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

There were no non-public questions.

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

There was one item of urgent business:-

- Assistance to Investment Tenants for the September Quarter

**14. CONFIDENTIAL APPENDIX: CLIMATE ACTION STRATEGY**

The Sub-Committee considered a confidential appendix relating to the Climate Action Strategy.

**The meeting ended at 10.43 am**

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Chairman

**Contact Officer: Emma Cunnington**  
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## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 30 July 2020

**Minutes of the meeting of the late Projects Sub (Policy and Resources) Committee held on Microsoft Teams at 11.00 am**

### **Present**

#### **Members:**

Deputy Keith Bottomley (Chairman)	Deputy Edward Lord
Deputy Jamie Ingham Clark (Deputy Chairman)	Andrew McMurtrie
Rehana Ameer	Deputy Catherine McGuinness
Randall Anderson	James de Sausmarez
Karina Dostalova	Deputy Philip Woodhouse
Sheriff Christopher Hayward	

#### **Officers:**

Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Emma Cunnington	- Town Clerk's Department
Joe Anstee	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Nicholas Richmond-Smith	- Chamberlain's Department
Bukola Soyombo	- Chamberlain's Department
Ola Obadara	- City Surveyor's Department
Dorian Price	- City Surveyor's Department
Julian Kverndal	- City Surveyor's Department
Andrew Agbo	- City Surveyor's Department
Ian Hughes	- Department of Built Environment
Melanie Charalambous	- Department of Built Environment
Paul Murtagh	- Department of Community and Children's Services
Michael Gwyther-Jones	- Department of Community and Children's Services
Jamie Bottono	- Department of Open Spaces
Perry Stokes	- City of London Police

### **1. APOLOGIES**

Apologies were received from Ben Murphy.

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

There were no declarations.

3. **GATEWAY APPROVAL PROCESS**

**RESOLVED**, that the Gateway Approval Process be received.

4. **MINUTES**

**RESOLVED**, that the public minutes and non-public summary of the meeting held on 25 June 2020 be approved.

5. **PUBLIC ACTIONS**

Members considered a report of the Town Clerk regarding public actions and the following points were made.

**43/2019/P – Transport Strategy**

- The Chairman noted that this action had been outstanding for some time and requested that it be closed in advance of the September 2020 meeting.

**2/2020/P – Central Criminal Courts Programme Overview**

- The Town Clerk noted that a draft report had been prepared for consultation with the Chairman and Deputy Chairman in anticipation of the final report being submitted to the September 2020 meeting.

**13/2020/P – Parent Company Guarantees and Performance Bonds**

- A Member requested the minute of the Procurement Sub-Committee at which the resolution had been considered to be circulated to the Projects Sub-Committee. the Chamberlain noted that the issue of Parent Company Guarantees and Performance Bonds was being reviewed with a view to embedding an assessment of whether they should be adopted during a project's options appraisal stage. The Chamberlain agreed to report back to the Sub-Committee on the outcome of the review.

**RESOLVED**, that the report be received.

6. **GATEWAY 1/2/3/4/5 - TOWER BRIDGE - REPLACEMENT OF DEFECTIVE BRIDGE DRIVING MACHINERY HYDRAULIC COMPONENTS**

Members considered a Gateway 1/2/3/4/5 report of the Director of Open Spaces regarding Tower Bridge – Replacement of Defective Bridge Driving Machinery Hydraulic Components and the following points were made.

- The Chairman noted that a full replacement solution would cost in the region of £14m-£20m excluding risk.
- The Chamberlain noted that City Procurement was content that the recommended option was the only viable solution.

**RESOLVED**, that Members,

- Approve Option 2 (Replacement of Defective Bridge Driving Machinery);

- Note the total estimated cost of the project at **£1,151,565** (excluding risk),
- Approve a revised budget of **£1,151,565** to get to the next gateway (excluding risk),
- Approve a Costed Risk Provision of **£114,000** (to be drawn down via delegation to Chief Officer),
- Approve the use of a sole supplier waiver, Bosch Rexroth Limited, as per the recommended option.

#### 7. **CITY CLUSTER AREA - UPDATED DELIVERY PLAN**

Members considered a report of the Director of the Built Environment regarding the City Cluster Area – Updated Delivery Plan and the accompanying Gateway 3 report of the Director of the Built Environment regarding the City Cluster Area – Well-being and Climate Change Resilience Programme and the following points were made.

- The Director of the Built Environment noted that the proposal before Members was to deliver an updated delivery plan financed by s106 monies. The plan would be focused on three programmes: pedestrian priority and traffic reduction; well-being and climate change resilience; and activation and engagement.
- The Deputy Chamberlain noted that her department had reviewed the programme and noted that elements of the programme would only proceed once the associated funding was confirmed.
- In response to a question, the Director of the Built Environment confirmed that associated costs such as those concerning engagement and consultation were included within the figures quoted in the reports.
- In response to a question, the Director of the Built Environment confirmed that St Peter-upon-Cornhill was included within the programme but that, due to access issues, St Katharine Cree was not included.

**RESOLVED**, that Members,

- Agree the updated City Cluster area delivery plan 2020-2023 as set out in this report.
- Note the estimated cost of £2.4m - £2.9 to deliver the three programmes for 2020-2023, to be fully funded by site specific Section 106 contributions and the Transport for London Liveable Neighbourhoods grant, however this cost estimate does not preclude the opportunity to secure additional funding to deliver further change where there is a

demonstrable need from TfL, from restricted funds linked to local development sites or from third party sponsorship, subject to Member approval (refer to Appendix 4 for detailed information on funding structure).

- Note that gateway reports will be submitted for each individual project and area programme reports are to be submitted annually.
- Approve the allocation of £37k staff costs from the Pinnacle S106 towards the development and management of the City Cluster Area programme.

7.1 **Gateway 3 - City Cluster Area - Well-being and Climate Change Resilience Programme**

Members considered a Gateway 3 report of the Director of the Built Environment regarding the City Cluster Area – Well-being and Climate Change Resilience Programme.

**RESOLVED**, that Members,

- Approve Option 1 (series of projects) to be taken forward to the next Gateway, which involves the evaluation and development of projects within the Well-being and Climate Resilience programme.
- Approve that a budget of £95,000 (£80k staff costs and £15k fees) from the Section 106 Agreements from the Pinnacle and Mitre Square developments to reach the next Gateway.

8. **GATEWAY 1/2/3/4/5 - TRAFFIC ENFORCEMENT BY CCTV**

Members considered a Gateway 1/2/3/4/5 report of the Director of the Built Environment regarding Traffic Enforcement by CCTV.

**RESOLVED**, that Members,

- Approve a budget of **£257k for Phase 1 and £113k for Phase 2** for completion of the project
- Approve that the annual revenue budget increase on the On-Street Parking Account is increased by:
  - a. Equipment Maintenance: £24.5k pa for Phase 1 and £13.5k for Phase 2
  - b. Expected Works: 5k pa for Phase 1 and 3k pa for Phase 2
- Note the total estimated cost of the project is **£370k** (excluding risk and on-going maintenance / works costs)
- Note that a Costed Risk Provision is not required due to the high degree of cost certainty



- Approve Option 3 (implement both phases on an equipment purchase basis).
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no questions.
  10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no items of urgent business.
  11. **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 I of the Schedule 12A of the Local Government Act.
  12. **NON-PUBLIC MINUTES**  
**RESOLVED**, that the non-public minutes of the meeting held on 25 June 2020 be approved.
  13. **NON-PUBLIC ACTIONS**  
Members considered a report of the Town Clerk regarding non-public actions.
  14. **HOUSING MAJOR WORKS PROGRAMME (CURRENT AND FUTURE) FINANCIAL UPDATE**  
Members considered a report of the Director of Community and Children's Services regarding Housing Major Works Programme (Current and Future) Financial Update.
  15. **HOUSING DELIVERY PROGRAMME - PROGRESS REPORT**  
Members considered a progress report of the Director of Community and Children's Services regarding the Housing Delivery Programme.
  16. **GATEWAY 4C ISSUE - SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**  
Members considered a Gateway 4c Issue report of the City Surveyor regarding Sydenham Hill Redevelopment, Lewisham, SE26 6ND.
  17. **GATEWAY 5 - ISLEDEN HOUSE INFILL PROJECT**  
Members considered a Gateway 5 report of the Director of Community and Children's Services regarding the Isleden House Infill Project.
  18. **GATEWAY 1/2/3/4 - IT - PROJECT TO MIGRATE UNSTRUCTURED INFORMATION INTO SHAREPOINT**  
Members considered a Gateway 1/2/3/4 report of the Chamberlain regarding a project to migrate unstructured information to Sharepoint.

19. **GATEWAY 2 - GUILDHALL - GREAT HALL INTERNAL HEALTH AND SAFETY AND RESTORATION WORKS**  
Members considered a Gateway 2 report of the City Surveyor regarding Guildhall – Great Hall Internal Health and Safety and Restoration Works.
20. **GATEWAY 3/4 ISSUE - REFURBISHMENT OF ELECTRA HOUSE, 84 MOORGATE, EC2 - BRIDGE HOUSE ESTATES**  
Members considered a Gateway 3/4 Issue report of the City Surveyor regarding the refurbishment of Electra House, 84 Moorgate, EC2 – Bridge House Estates.
21. **GATEWAY 6 - CCTV INSTALLATION ACROSS HOUSING ESTATES**  
Members considered a Gateway 6 report of the Director of Community and Children’s Services regarding CCTV installation across Housing Estates.
22. **NON-COMPLIANT WAIVER - PROJECT MANAGEMENT ACADEMY**  
Members considered a report of the City Surveyor regarding a Non-Compliant Waiver – Project Management Academy.
23. **CITY FUND, CITY'S ESTATE & BRIDGE HOUSE ESTATES - REVENUE WORKS PROGRAMME - 19/20 PROGRESS/ OUTTURN REPORT**  
Members considered a report of the City Surveyor regarding City Fund, City’s Estate & Bridge House Estates – Revenue Works Programme – 19/20 Progress/Outturn Report.
24. **PORTFOLIO OVERVIEW**  
Members considered a Portfolio Overview of the Town Clerk.
25. **REPORT ON ACTION TAKEN**  
Members considered a report of the Town Clerk regarding action taken.
26. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no questions.
27. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were two items of other business.

**The meeting closed at 12.44 pm**

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Chairman

**Contact Officer: Alistair MacLellan / 020 7332 1416 /  
alistair.maclellan@cityoflondon.gov.uk**

## **PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE**

**Wednesday, 16 September 2020**

**Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held virtually at 3.00 pm**

### **Present**

#### **Members:**

Deputy Catherine McGuinness (Chair)  
Sheriff Christopher Hayward (Deputy Chairman)  
Deputy Keith Bottomley  
Tijs Broeke  
Dominic Christian  
Karina Dostalova  
Anne Fairweather  
Alderman Prem Goyal

Deputy Jamie Ingham Clark  
Alderman Vincent Keaveny  
Deputy Edward Lord  
Andrew Mayer  
Jeremy Mayhew  
Deputy Tom Sleigh  
James Tumbridge  
Alderman Sir David Wootton

#### **Officers:**

Jeremy Blackburn	- Mansion House
Sarah Bridgman	- Corporate Affairs
Peter Cannon	- Corporate Affairs
Nick Collier	- Managing Director of Brussels Office
Emma Cunnington	- Town Clerks
Paul Double	- Remembrancer
Giles French	- Innovation & Growth
Kiki Hausdorff	- Remembrancers
Sam Hutchings	- Corporate Affairs
Nigel Lefton	- Remembrancers
Emma Lloyd	- Town Clerks
Kerstin Mathias	- Innovation and Growth
Richard Messingham	- Corporate Affairs
Damian Nussbaum	- Director of Innovation and Growth
Alex Redman	- Town Clerks
Bob Roberts	- Director of Communications
Ellen Wentworth	- IT
Paul Wright	- Remembrancers

#### **1. APOLOGIES FOR ABSENCE**

There were no apologies.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 19 February 2020 be approved as a correct record.

4. **CHAIR'S UPDATE**

The Policy Chair gave an update to Members of the Sub-Committee on three areas:

- EU/Brexit negotiations
- COVID19 Recovery
- Virtual visit to Switzerland.

The Managing Director of the Brussels Office also gave an update on the EU engagement plan that had been coordinated with TheCityUK.

Members then asked questions about the Internal Markets Bill and whether the City of London Corporation should make a stand about the alleged breaking of international law, due to the impact it could have on London's competitiveness. Members were reminded of the motion passed at the Court of Common Council last year, which reiterated the City Corporation's position on the importance of upholding the rule of law. This message is fed into the Policy Chair's briefings and is frequently communicated. The Remembrancer also reported that the City Corporation's support for the rule of law had been made known to Members of Parliament and selected Peers in a briefing before the second reading of the Bill in the Commons.

5. **IG MONTHLY UPDATE - SEPTEMBER**

The Sub-Committee received a report of the Director of Innovation and Growth giving an update of the work of that department in September.

A Member asked for further information on how to promote the cultural aspect of City Corporation work and it was agreed that attractiveness of the City was interwoven by themes such as culture and open spaces.

Another Member raised the issue of the removal of free travel for under 18s on the Transport for London (TfL) network, and due to our connections and locus with schools, whether we should take a public position on this and petition the Government. The Director of Communications advised Members that the City Corporation did have a locus in this area due to the family of schools, and that the Chair of Policy had already supported this with London Councils, who are working closely with TfL on this. The Chairman of Finance commented that any policy scheme would need a clear funding source, but it was clear that there was a political point here too as travel is an essential part of London's infrastructure.

Questions were also raised about the Waterloo and City line closure and the impact that was having on encouraging workers back into the City. The Deputy Chairman informed the Sub-Committee that he had made this point at his recent appearance in front of the London APPG.

A Member asked for more detail about the taskforce to boost socio-economic diversity at senior levels in the financial and professional services sector, and other Members requested that this work be joined up with the City's academies. Following a question, the Director of Innovation and Growth advised that the research would be launched in October 2021 and that inclusion of individuals from lower socio-economic backgrounds on the taskforce would be very important, although this would be considered after the research had been undertaken.

**RESOLVED**, that:-

- The report be noted.

**6. CORPORATE AFFAIRS UPDATE**

The Sub-Committee received a report of the Director of Communications concerning an update on Corporate Affairs.

The Chair of Policy gave an overview of the plans for the City Corporation engaging with party conferences, which would be taking place virtually this year. Whilst Member participants would be chosen based on their skills and expertise, it was also requested that consideration be given to the political party that individual Members belong to.

**RESOLVED**, that:-

- The report be noted.

**7. SPORT ENGAGEMENT - PROGRESS UPDATE**

The Sub-Committee received a report of the Director of Communications giving a progress update on sport engagement. The Sport Engagement Manager updated Members on the research projects being undertaken and also the planned sport related event opportunities for next year and beyond.

Members highly commended this report. One Member asked that it be looked into for the City Corporation to arrange some hospitality around the Commonwealth Games Confederation General Assembly. Members also agreed that the London Sports Awards had been a successful event with a diverse range of participants.

A Member asked for consideration to be given to recognise grassroots sport volunteers across London boroughs through the presentation of City freedoms. It was noted that the London Sport Awards could help facilitate this engagement.

**RESOLVED**, that:-

- The report be noted.

**8. SIX-MONTH MEDIA UPDATE**

The Sub-Committee received a report of the Director of Communications giving an update on media engagement.

Members commended the Director of Communications on the hugely successful range of coverage in recent times.

A Member noted that – apart from the Policy Chair – the Chairs of our Open Spaces Committees had to front a lot of media interventions and should be praised for their hard work and dedication to them.

**RESOLVED**, that:-

- The report be noted.

**9. PARLIAMENTARY TEAM UPDATE**

The Sub-Committee received a report of the Remembrancer concerning an update on the Parliamentary Team.

**RESOLVED**, that:-

- The report be noted.

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

One question was raised as follows -

Engaging with activist pressure groups

A Member asked how the City Corporation engaged with activist pressure groups such as Extinction Rebellion and Black Lives Matter.

The Director of Communications advised the Sub-Committee that there should be three tests to be met before engaging with pressure groups or demonstrations:-

1. Does the City Corporation have a locus to speak on this?
2. Does the City Corporation have an established policy position, agreed by Members?
3. Is it in the interest of the City or the City Corporation to intervene? If, for example, a pressure group had accused the City Corporation of doing something wrong, we might amplify this message by engaging or responding to it.

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

There were no urgent items.

**12. EXCLUSION OF THE PUBLIC**

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

<b>Item</b>	<b>Paragraph</b>
13-14	3

**13. NON-PUBLIC MINUTES**

The non-public minutes and summary of the meeting held on 19 February 2020 were approved.

14. **NOTE OF THE INFORMAL MEETING**

The note of the informal meeting held on 1 May 2020 was received.

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

One question was raised in respect of the following –

- Communication Plan of Governance Review

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

There were no items of urgent business.

**The meeting closed at 4.33 pm**

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Chair

**Contact Officer: Emma Cunnington  
emma.cunnington@cityoflondon.gov.uk**

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## Tackling Racism Taskforce

*A public summary of the Tackling Racism Taskforce's meeting held on 13 July 2020.*

The Tackling Racism Taskforce held its second meeting on 13 July 2020. The key focus of this meeting was on **staffing**.

At the beginning of the discussion, elected Members listened to the experiences of BAME staff working for the City of London Corporation in smaller “breakout rooms” to help provide context to the discussion. As a whole group, many ideas were discussed as to what initiatives could be put in place to improve diversity of the workforce and to enable a better sense of inclusion for BAME employees.

Some of the key recommendations that came out of the discussion were as follows:-

- To introduce anonymised recruitment across the board (not just at senior levels)
- To develop mentoring and reverse mentoring schemes
- To ensure that all departments allocate budgets for all employees to access for their personal development (this is separate from and in addition to budgets for professional and technical training)
- To provide and define a “safe space” for staff and provide clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff
- To train key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis
- To support work experience programmes with schools and young adults
- To update HR policies on harassment and bullying
- To consider how the diversity of the City Corporation's leadership (especially Members) may impact on a culture of inclusion
- To consider how the City Corporation could better collect and publish data and information on diversity of its workforce at all levels.

These recommendations will now be formalised by the Taskforce at its next meeting and, following approvals from the Establishment Committee and the Policy and Resources Committee, will be progressed by the HR department.

In addition, the Taskforce agreed to adopt the Equalities and Human Rights Commission's definition of racism as *“when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful.”*

The Taskforce briefly discussed some of the recommendations that were not implemented from the Members Diversity working Party, including the subject of pay to remove barriers for individuals of diverse groups, who may be considering standing for election. Whilst it was felt that Member remuneration was an important matter to discuss at an early opportunity, the majority of the Taskforce felt that a more urgent aspect of the Taskforce's workstreams should be to engage with current debates

surrounding the viability of historic landmarks and street names that are associated with Britain's role in the slave trade, colonial history and historic racist acts, and consider those landmarks and street names under the jurisdiction of the City of London Corporation. A report on this matter will be coming to the next meeting of the Taskforce for consideration.

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

## Tackling Racism Taskforce

*A public summary of the Tackling Racism Taskforce's meeting held on 24 July 2020.*

The Tackling Racism Taskforce held its third meeting on 24 July 2020. The key focus of this meeting was on **culture**, and specifically on historic landmarks within the City of London.

The Taskforce considered a report concerning historic landmarks within the City of London with a proposal for a consultative exercise to be undertaken to help inform the Taskforce's recommendation on what action should be taken to address historic landmarks that are associated with Britain's role in the slave trade, colonial history and historic racist acts.

A detailed discussion took place considering several options such as adapting current statues to include added description or visual interpretation, replacing statues with a memorial, or leaving statues but adding a memorial to victims of the slave trade, amongst other options. The Taskforce concluded that they would like to undertake a consultative exercise to capture more views to help inform their recommendation to the Policy and Resources Committee. Working closely with the Mayor's commission to review the diversity of its public realm, this consultative exercise will aim to begin in September and will run for three months. Further work will be undertaken over the Summer to develop the scope, governance and mechanism of the consultation. The Taskforce urged that the work on this matter be carried out at pace.

In addition, the Taskforce agreed to the formal recommendations relating to staffing, which will be considered by the Establishment and Policy & Resources Committee in September. These recommendations were set out in the public summary of the 13 July 2020.

There was also a suggestion that this Taskforce put together some guidance for Chairs, as well as Members and Officers, to help with conversations about diversity in Committee meetings. This would complement the Equally Yours unconscious bias training which all Members and Officers are asked to complete. The Taskforce agreed to look at some proposed guidance at its meeting focused on governance and civic issues in September.

Finally, an elected Member of the Taskforce raised a concern that the balance of discussion during these Taskforce meetings tended to be weighted on the elected Members' side. Officers were encouraged to feel free to challenge and disagree with Members, and the Clerk was asked to consider mechanisms to allow for more discussion from everyone, such as the use of breakout rooms, which had worked well for the staffing session previously.

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

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## Tackling Racism Taskforce

*A public summary of the Tackling Racism Taskforce's meeting held on 4 September 2020.*

The Tackling Racism Taskforce held its fourth meeting on 4 September 2020. The key focus of this meeting was on **governance**, and specifically on the interim report that the Taskforce were submitting to the Policy and Resources and the Establishment Committees in September.

As the Taskforce considered the interim report, they received an update from the Diversity and Engagement Lead Officer on some of the HR recommendations:

- Anonymised recruitment is still in testing stage, but it has been implemented at interview stage using mixed panels.
- The Bullying and Harassment Procedure is out for consultation and is being linked to the Grievance Policy.
- Piloting for mentoring and reverse mentoring has started, and senior Members and Officers (such as the Lord Mayor, Chair of Policy and Town Clerk) have been part of this.
- Work experience schemes are being reviewed to ensure they are fit for purpose.

Following an update on the launch of the consultative exercise on historic items with links to racism and slavery, the Taskforce reviewed – in detail – the guidance for Members, Chairs and Officers when discussing racial injustice. There was some discussion relating to the term ‘microaggression’ and whether this had become a politicised word. The Taskforce also debated the pros and cons of listing (or recommending) particular books for individuals to educate themselves on the issue, such as *Why I'm no longer talking to white people about race* by Reni Eddo-Lodge or *White Fragility* by Robin DiAngelo.

The Taskforce also briefly discussed a report of the Members Diversity Working Party concerning recommendations relating to improving the diversity of the Court of Common Council. In particular, Members discussed recommendations around nomenclature (i.e. that the City Corporation had changed Standing Orders to allow for Committee Chairs to officially call themselves ‘Chairs’ rather than ‘Chairmen’, if they wished to) and ensuring that the nominated electorate from businesses were a diverse representation of their workforce.

There was also a discussion relating to whether the City Corporation should sign up to particular Charters on improving ethnic diversity. It was agreed that some Charters, such as the *Charter for Black Representation in Finance and the Professions*, could be supported by the City of London Corporation, without the organisation being signatories.

Finally, the Co-Chair suggested that the next meeting should focus on asking Members of the wider Court of Common Council to attend (or submit views in advance) to input into what the Taskforce are doing. This would be a private meeting.

Following this meeting, the Taskforce would then focus on its workstreams of police, education and business.

*For any enquiries to the Tackling Racism Taskforce, please contact [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)*

TO: **POLICY AND RESOURCES COMMITTEE**

Thursday, 26 September 2020

FROM: **PROPERTY INVESTMENT BOARD**

Wednesday, 19 August 2020

## **RESOLUTION FROM PROPERTY INVESTMENT BOARD**

The Property Investment Board requested that the Policy and Resources Committee direct Officers to follow up with London City Airport to reiterate the City of London Corporation's support for the redevelopment plans and to encourage them to work with the relevant authorities to restart the project.

### **Background:**

The agreed support from the City of London Corporation to London City Airport was given in September 2019 after a detailed report was scrutinised at Policy and Resources Committee.

The proposals were a masterplan aimed to manage capacity through to 2035 and wasn't to introduce a new runway or increase airline capacity through a larger geographical footprint.

Proposals included:

- Increased connectivity to the airport specifically using public transport and active transport infrastructure.
- There was an ambition to interchange with Crossrail, to give improved access to the City.

The City Corporation decided to support the proposals with some caveats, as recommended by Officers, around the number of flights during sensitive hours and flightpaths. It was agreed to work with London City Airport to understand these in more detail and lower any negative impact on the City's own air quality, climate and noise policies.

In August 2020 the project has been stopped, based on the COVID situation and the impact on the air travel sector.

### **Property Investment Board impact:**

From the Property Investment Board's perspective the redevelopment has an impact as the City would benefit through increased attractiveness to international businesses, as a well-connected and accessible part of London. The Property Investment Board is also of the view that tenancy rates and rental income would potentially benefit from the improved infrastructure.

The Government's own 'levelling up' policy for the Nation has identified air travel as a way of connecting parts of the country and an improved London City Airport could be pivotal to realising that national policy.

To date, some of the redevelopment works have already begun and foundations are already laid for parts of the project.

The decision to stop this redevelopment will potentially harm confidence in the City property market and could impact the rate of recovery from the COVID-19 shutdown. A 15 year time-horizon for such a project is reasonable and the City agreed to support it on this basis. In light of the COVID situation, when even conservative indicators suggest that a 1-2 year period should see the economy recover to pre-COVID levels, it doesn't make sense to halt such a redevelopment project.

*Note: For ease of reference, the report considered at the September 2019 meeting of the Policy & Resources Committee has been circulated to all Members and is viewable at Item 12 within the agenda pack online [here](#).*



<b>Committee</b>	<b>Date</b>
Property Investment Board with Corporate Assets Sub Committee ( <i>For Information</i> )	19 August 2020
Resource Allocation Sub Committee ( <i>For Decision</i> )	7 September 2020
Planning & Transportation Committee ( <i>For Information</i> )	8 September 2020
Procurement Sub Committee ( <i>For Information</i> )	9 September 2020
Open Spaces Chairs ( <i>For Information</i> )	9 September 2020
Projects Sub Committee ( <i>For Information</i> )	15 September 2020
Corporate Asset Sub Committee ( <i>For Information</i> )	15 September 2020
Property Investment Board ( <i>For Information</i> )	16 September 2020
Port Health & Environmental Services Committee ( <i>For Information</i> )	22 September 2020
Finance Investment Board ( <i>For Information</i> )	23 September 2020
<b>Policy &amp; Resources Committee (<i>For Decision</i>)</b>	<b>24 September 2020</b>
Court of Common Council ( <i>For Decision</i> )	8 October 2020
<b>Subject</b>	<b>Public</b>
Climate Action Strategy	
<b>Report of</b>	
The Town Clerk & Chief Executive	
<b>Report Author</b>	<b>For Decision</b>
Damian Nussbaum, Director of Innovation & Growth	

## Summary

This paper contains a scoped and costed Climate Action Strategy for the City of London Corporation, to be considered by the Policy & Resources Committee in September and the Court of Common Council in October 2020. It presents:

- i. **Appendix 1:** The proposed Climate Action Strategy;
- ii. **Appendix 2:** Action sets by committee; and
- iii. **Confidential Appendix 3:** The recommended funding route.

The proposed strategy has three interlinked primary objectives for the City Corporation and the Square Mile: to support the achievement of net zero emissions, to build resilience and to champion sustainable growth.

Climate Action is an extension of our work to advance London and the UK as a centre of excellence in green finance. Championing sustainable growth is therefore already core to the City Corporation's work. It is also an integral part of our Responsible Business Strategy (2018-23).

This paper therefore focuses on the other two primary objectives:

- Net zero: mitigating the impact of climate change by achieving net zero emissions for the City Corporation and the Square Mile; and
- Resilience: ensuring our buildings and public realm are resilient to the more extreme weather conditions and rising sea levels that are going to occur.

Founded on science-based targets, rather than simply a call to action, the proposed strategy sets out a vision and goals for the next two decades. By approving the recommendations in this report, the City Corporation would be committing to:

- 1. Achieve net zero emissions by the end of:**
  - **2027 for the City Corporation's operations**
  - **2040 in the City Corporation's full value chain**
- 2. Achieve net zero emissions in the Square Mile's operations, excluding other indirect emissions (e.g. investment activity)**
- 3. Further reduce climate-related risks by strengthening climate resilience of the Square Mile and the City Corporation's assets to extreme weather conditions and rising sea levels.**

To do this, we will cut the emissions associated with our direct activities. We will also tackle indirect emissions that are associated with our purchased goods and services, and our investments and other parts of our value chain. We will optimise the role of our open spaces and the public realm in removing carbon and as places for people and nature. We will work with our partners across the Square Mile to build upon our efforts to increase climate resilience and reduce risks posed by climate change. And we will maximise how net zero and resilience mutually reinforce each other, especially with respect to buildings.

The Climate Action Strategy introduces a new and permanent way of working for the City Corporation, where all decision-making integrates considerations of the risks and opportunities associated with climate change. It reinforces existing City Corporation strategies and will be pivotal to achieving the outcomes at the heart of the Corporate Plan (2018-23). As much as the overarching strategy addresses the next 20 years, the baselines, action plan and targets will be reviewed and refreshed every five years to drive transparent performance tracking and accountability. Learning regarding which actions and interventions are most efficiently driving impact will be incorporated on a more frequent basis.

Through this strategy, we will secure and strengthen our market position globally as a financial centre. Locally, we will ensure the competitiveness of our buildings, investment properties and public spaces as attractive places to work, live, study and visit, both now and in the future.

Though focused on tackling climate change, the strategy's impact will be wider. It will support the economy. It will enhance the physical environment and open spaces. And it will benefit individuals through improving air quality and creating jobs.

Setting out our net zero and resilience goals also allows us to take our place on the global stage. We will champion sustainable growth in all our global engagement but particularly at the Green Horizon Summit which we are hosting in November and COP26, the United Nations annual climate meeting, next year.

## Recommendations

The Policy & Resources Committee is recommended to:

- i. Approve the draft strategy at **Appendix 1** and the action sets by committee at **Appendix 2**; and
- ii. Approve the allocation of additional budget required to deliver the strategy, as recommended at RASC and shown at **Confidential Appendix 3** as recommended by Resource Allocation Sub Committee.

## Main Report

### Background

1. In June 2020, the Policy & Resources Committee agreed that a Climate Action Strategy should be presented for approval to the Committee in September, and the Court of Common Council in October. Building on a series of studies which reported in June and July, intensive work has taken place over the summer to develop the strategy, so that it is impactful, affordable and deliverable.
2. The City Corporation's approach to developing this strategy has been set out in previous public papers and is summarised in the strategy at **Appendix 1**.

### Current position

3. The baseline position, describing current and projected resilience risks, emissions sources and carbon removal capacity for the City Corporation and Square Mile, was shared with Members at a briefing in May and is also summarised in the strategy at **Appendix 1**.
4. With enormous financial pressures, affordability is critical. Initial indications pointed to additional spending of £100m-£120m for the remaining four years of the Medium-Term Financial Plan (MTFP). Over the summer, officers across the City Corporation have worked at pace to strengthen the financial modelling, strip out costs and both reprioritise and align with existing programmes. Members have also looked at how to achieve the outcomes while managing cost and risk. As a result, the additional envelope for the MTFP amounts to a total investment of £68m, of which £9m is revenue and £59m is capital spend. This amounts to an average yearly spend of £1.5 of revenue and just under £10 of capital spend.
5. There is also a major financial upside. These capital investments will also bring major reductions in energy costs. In the case of the owned/operated properties, this will drive down future revenue requirements, as less money is spent on energy. This has the potential to save £3.5m per annum in future revenue costs. Equally, on the investment property estate, the reduction in energy costs amounts to £2m per annum. This offers an opportunity to

enhance yields and has not been included in our required contributions for funding the strategy.

## **Options**

6. Funding options were considered by the Resource Allocation Sub Committee in July and September 2020. The recommended funding route is set out in **Confidential Appendix 3**.

## **Proposals**

7. Proposed actions for the first six years of the strategy are set out at **Appendix 2**. These have been shared with relevant committees in advance of this meeting. The list of committees is shown in the title box of this report.

## **Public and stakeholder engagement**

8. The engagement plan approved by this committee in June 2020 has three phases. Phase 1 – April to June 2020 – involved workshops with expert officers and external technical experts, written submissions from stakeholder groups and a survey of businesses about their climate action plans.
9. Phase 2 – mid-July to the end of August 2020 – broadened out the opportunity to share views to the wider public by means of an online survey on a dedicated web portal. Its purpose was to check levels of importance and the feasibility of potential options with our stakeholders and to gather contact details and followers in preparation for phase 3. Over 2600 people responded to the survey. 16% were residents, 44% were workers, 20% were visitors, 4% were students and 8% work at the City Corporation. Due to the timing and disruption at educational facilities, under 25s representation was low. 6% used the Bengali translated site. 76% said climate change should be extremely important to the City Corporation. Further details are available upon request.
10. Phase 3 will commence with the launch of the strategy following approval by the Court of Common Council and continue for the duration of the strategy. Its purpose is to support implementation and local action. As each specific project is initiated, officers will reach out to those with an interest or likely to be impacted to let them know what is planned and seek more specific views. This may be in the form of formal consultation, depending on the project. In this way people's views and ideas will be taken into account at the outset and used to help find solutions that suit their needs, as well as deliver on our net zero and resilience commitments.

## **Next steps and governance**

11. If Policy & Resources Committee and the Court of Common Council approve and endorse this strategy, the cross-departmental officer team will complete detailed action plans and key performance indicators for the first period of the strategy, taking us up to 31 March 2027. The first step is to ensure the financials

and actions are embedded in departmental budgets and Business Plans. As officers move to the new operating model, budgets and Business Plans will be reallocated as needed to ensure delivery.

12. Implementation will commence in April 2021 by which point it is expected that any new Member governance structures will be in place. As a corporate priority, oversight is expected to remain ultimately with Policy, with regular monitoring of progress, annual reviews of impact and refreshing of plans to reflect learning and improvements in the approaches to both net zero and resilience. In the meantime, the Members who have been providing oversight and engaging with relevant committee chairs, will continue to do so.
13. The approach to developing this strategy has set the bar in terms of joined up working between Members and officers from across the City Corporation, the integration of commercial and sustainability considerations and the rigour of the funding proposal. Its implementation will require a new approach to capability development and delivery assurance. In the coming months, it will offer opportunities to work more effectively across the City Corporation and improve how we drive collective performance. Mechanisms will also be put in place to ensure that funding will only be released as and when sufficient controls – clear targets, transparency on outcomes and accountability – are demonstrably in place. All funding is subject to the usual business planning and capital allocation processes and as well as annual confirmation.

### **Corporate & Strategic Implications**

14. Strategic Implications – This strategy complies with the latest climate science necessary to meet the goals of the Paris Climate Agreement (2015) and is complementary to London-wide and national efforts to reduce emissions and improve resilience of our communities and urban spaces. This includes the draft London Plan, the Greater London Authority's London City Resilience Strategy 2020, the UK Committee on Climate Change Climate Risk Assessment 2017 and National Adaptation Programme, as well as the landscape of policies set out by government.
15. It is integral to achieving economic, societal and environmental outcomes in the Corporate Plan, 2018-23. As stated above, it builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the Responsible Investment Policy, the City Procurement Strategy 2020-24, the Local Plan 2015, the draft City Plan 2036, the Transport Strategy 2018-43, the Air Quality Strategy 2015-20, the Climate Mitigation Strategy, the Carbon Descent Plan, the Transition to a Zero Emission Fleet Policy, the Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned to ongoing reviews of our financial and property investment portfolios and is influencing the development of the Bridge House Estates Strategy 2020-45 which is proceeding in parallel through governance.
16. Financial Implications – The additional envelope amounts to an annual cost of £10m capital and £1.5m revenue. Project spend on Climate Action will be

brought to Members in the usual way, with return on investment clearly modelled where relevant.

17. Resource Implications – Implementing the strategy will require changes in capability, capacity and culture. This will include expertise and skills sets in some areas that the City Corporation does not currently have. It will be critical to the deliverability of the strategy that there is not only the funding for the capital works, but the capability to manage these projects successfully. Resource and capability requirements are being built into the new operating model. Any additional resources are included in the funding calculations or will be absorbed into existing budgets. Similarly, Member training will be made available, as requested, to help them fulfil their duties in overseeing delivery of the strategy.
18. Risk Implications – This strategy is primarily focused on addressing risks to the competitiveness and physical environment of the Square Mile. These relate to unavoidable climatic events impacting critical infrastructure and natural resources, financial risk from decreased value of assets or opportunity loss and reputational risks from both operational failure and failing to adapt to UK and global decarbonisation commitments. Residual risks relate to successful implementation. These will be explored by means of a ‘deep dive’ discussion at Audit & Risk Management Committee on 1 October 2020, to provide additional assurance to the Court.
19. Legal Implications – There are no legal implications at this stage as recommendations are compliant with legislation, including the City Corporation’s obligations under the UK Climate Change Act (revised 2019), which has enshrined in law both a target of net zero emissions by 2050 and requirements for measures for climate adaptation (improved resilience).
20. Equalities Implications – A Test of Relevance was undertaken on the options put forward for consideration to Resource Allocation Sub Committee in June 2020. The purpose was to identify any potential detrimental impact on the nine protected groups defined in the Equality Act 2010. It showed that people in at least one of the following five protected groups - age, disability, race, pregnancy/maternity and gender - would be likely to benefit from actions set out in this strategy. This is due to the emphasis on improvements in air quality, the public realm and indoor comfort and on potential reductions in fuel poverty. The widening of pavements would be expected to lead to an enhanced feeling of safety for all. No negative impacts were identified. Equalities analysis will be carried out throughout implementation so that any negative impacts can be mitigated and opportunities for positive impacts exploited.
21. The public survey included standard demographic questions to enable equality analysis and to provide insights into the priorities and preferences of different groups. This will be used to tailor communications and engagement activities so that they are accessible, sensitive and effective.
22. Security Implications – There are no security implications arising from the recommendations in this report.

23. Climate Implications – This section will be added to all committee papers seeking decisions going forward so that climate related risks and opportunities are considered within all decisions.

## **Conclusion**

24. The Climate Action Strategy offers the City Corporation a unique opportunity to act decisively in responding to climate change – a key challenge of our time – while managing costs. The strategy has the potential to be a defining cross-Corporation policy. Founded on science-based targets, rather than simply a call to action, it will ensure that the City Corporation has a credible approach to climate action that is impactful, affordable and deliverable. This will allow us to protect our physical and financial assets for decades to come. It also positions the City to seize the opportunities presented by the transition to a net zero future.

## **Appendices**

1. The Climate Action Strategy (2020)
2. Detailed profile of each action area for net zero and climate resilience
3. Recommended funding route (Confidential)

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# **The City of London Corporation's Climate Action Strategy 2020**

**September 2020**

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# Executive summary

This document sets out the City of London Corporation's Climate Action Strategy for 2020 onwards. It explains the importance of climate action to the achievement of the economic, societal and environmental outcomes described in our [Corporate Plan, 2018-23](#), and why we need to act now.

It describes our rigorous approach, our strategic aims, the actions we will take over the first six years and how we will ensure it underpins all decision-making by the City Corporation.

## The headlines

Through this strategy, the City Corporation will:

- Achieve net zero<sup>1</sup> by 2027 in the City Corporation's operations
- Achieve net zero by 2040 across the City Corporation's full value chain
- Achieve net zero by 2040 in the Square Mile
- Achieve climate resilience<sup>2</sup> in our buildings, public spaces and infrastructure

At the City Corporation we will do this through major investment in:

- Improving energy efficiency in investment and corporate properties
- Aligning our investment portfolio with the Paris Agreement<sup>3</sup>
- Enhancing carbon removal<sup>4</sup> in our open spaces
- Protecting our shared natural resources
- Driving net zero through our supply chain
- Integrating climate considerations into all our decisions

Across the Square Mile we will:

- Work with all stakeholder groups to accelerate the transition to net zero
- Support SMEs<sup>5</sup> to reach net zero
- Mitigate climate-related risks

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<sup>1, 2, 3, 4, 5</sup> See Glossary at Page 16

# Who we are

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.

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.

# What we can do

In the context of climate action, this means we can support the achievement of net zero, build climate resilience and champion sustainable growth to achieve a truly sustainable City. We will do this by means of the following actions, committed to in our [Corporate Plan, 2018-23](#), against which we drive our performance.

We will...

## 1. Support the achievement of net zero by...

- Influencing UK and global policy and regulation and international agreements to protect the environment.
- Providing environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- Providing a clean environment and driving down the negative effects of our own activities.

## 2. Build climate resilience by...

- Preparing our response to natural and man-made threats by strengthening, protecting and adapting our infrastructure directly and by influencing others.
- Protecting consumers and users of buildings, streets and public spaces.
- Providing thriving and biodiverse green spaces and urban habitats.

## 3. Champion sustainable growth by...

- Providing world-class spaces for business and markets to thrive.
- Modelling new ways of delivering inclusive and sustainable growth.
- Supporting organisations in pioneering, preparing for and responding to changes in regulations, markets, products and ways of working.
- Supporting, celebrating and advocating for responsible practices and investments.

# Why us? Why now?

The City of London Corporation's core purpose is to promote the long-term interests of the City, and thereby support the UK's economy. We have long been champions of sustainability. We were the first local government body to introduce a smokeless zone, two years ahead of the Clean Air Act (1954), and to develop a climate change adaptation strategy (2010). More recently, we have supported the growth of the UK's green finance sector.

Scientific evidence tells us that the climate is already changing and that we need to act now if we are to limit global warming to 1.5 degrees, thereby avoiding the more extreme effects of climate change. This means we must commit to achieving net zero and to ensuring that the Square Mile, and our assets outside it, are resilient to more extreme weather events. Acting now is not only the right and responsible thing to do, it is key both to securing and advancing our global market position as a financial centre. It will also ensure the competitiveness of our buildings, investment properties and public spaces as attractive places to work, live, study and visit, both now and in the future.

We do not need to compromise the economy to fix the environment - in reality, climate action will drive growth and jobs. In order to remain relevant and commercially viable, we need to be responsible and resilient. What used to be 'green finance' is fast becoming the only option for the financial and professional services sector. Integrating climate risks and opportunities into all decision-making is similarly becoming the new normal.

In developing this strategy, we have focused on achieving best practice with an evidence-based approach, the breadth of emission sources we include and the range of physical risks we address. Founded on science-based targets, rather than simply a call to action, our Climate Action Strategy aims to ensure that the Square Mile and City Corporation make a positive contribution to tackling climate change, are resilient to the risks it poses, and seize the opportunities presented by the transition to a net zero economy.

This is one of the defining cross-City Corporation policy approaches supporting delivery of our Corporate Plan, 2018-23. But we cannot do this alone. This strategy sets out how we will work in partnership with City stakeholders to develop the solutions to tackle climate change and build back better following the pandemic, making sure no one is left behind. We invite you to work with us as we adapt our physical and financial assets so that our society can flourish for decades to come.

[Insert photo and signature]

[Insert photo and signature]

The Rt Hon. The Lord Mayor,  
Alderman William Russell

Catherine McGuinness  
Chair of the Policy & Resources Committee

# Our approach

As stated above, we cannot fulfil our ambitions alone. This means we must demonstrate robust climate action ourselves and share our methodology with, and learn from, others on this journey. So, in developing this strategy, we have focused on achieving best practice with our evidence-based approach, the breadth of emission sources we include, the range of physical risks we will address, embedding climate action in everything we do and working within the latest targets and advice.

## Our evidence base

This strategy brings together numerous related City Corporation strategies, policies and campaigns – from our Local Plan and Responsible Business Strategy through to our Clean City Awards – and builds on the momentum, progress and lessons learned so far. See the ‘Our baseline’ section for more information on achievements to date.

To understand how far we had come already and what is left to do, we commissioned expert advice on our current and future resilience levels, carbon emissions and capacity for removing carbon from the atmosphere. We followed the leading global standards and best-practice guidelines in developing our approach.

We explored resilience risks with the sectors and organisations that our economic growth is built upon, from utilities and transport providers through to financial and professional services and our cultural sector. Together, we identified what is needed for the Square Mile to continue to compete successfully in the face of climate change. And we asked the public how important climate action is to them, what they would like to see happen and what they would be willing to do themselves - three-quarters of respondents said climate change should be extremely important to us.

Together, this provided the evidence base upon which we built our action plan and the data we need to set and track stretching but achievable targets, and test and learn as we go. It also means that rather than picking one date as our net zero target, we have identified separate targets for the Square Mile, the City Corporation and types of emissions to ensure we deliver as much as possible, as soon as possible.

## The breadth of emission sources we include

Many organisations and authorities focus on driving down the emissions they have most control over – scope 1 and 2. Addressing scope 3 can be daunting as it covers everything an organisation buys, sells, invests in, leases to others and disposes of as well as commuting and business travel. But for organisations and financial centres like ours, scope 3 makes up a large portion of the total carbon footprint – and measuring it can lead to the design of innovative solutions to reduce carbon emissions significantly.

We have included scope 1, 2 and 3 emissions to take ownership, show leadership and help make this standard practice. This can make it appear that we are greater emitters than our peers that have not included as full a picture of scope 3 in their data. We will continue to enhance our understanding of scope 3 data with our partners and keep advocating standardisation of reporting to ensure everyone addresses their total carbon footprint effectively.

## Turning risks into opportunities

Whatever action we and others take, we still need to prepare for hotter drier summers, warmer wetter winters, stronger winds, more frequent extreme weather events and rising sea levels. As we do this, we will go beyond mitigation and seize opportunities to deliver social, economic and environmental outcomes that mean that everyone benefits from the action we take.

[Here we will use an infographic showing the range of risks we address and how risks can become opportunities:

- Risks to health, wellbeing and productivity from high temperatures
- Risk of shortages in the public water supply
- Flooding of communities, businesses and infrastructure
- Risks to natural capital<sup>6</sup>, including terrestrial and freshwater ecosystems, soils and biodiversity
- Threats to food production and trade
- New and emerging pests and diseases, and invasive non-native species, affecting people, plants and animals
  
- Fewer people living in fuel poverty
- Benefits to health, wellbeing and productivity from climate action
- More and better space for people and nature, including urban biodiversity
- A resilient global business environment in the face of climate impacts
- Benefits over other global financial centres which will face more extreme challenges
- Job creation
- Reductions in insurance premiums and support for the City's Insurance sector
- Reduction in unnecessary use of resources (water, food) and generation of waste and use of natural capital (greening rather than air conditioning to reduce temperatures)]

## Factoring climate action into everything we do

Reinforcing and building on the commitments we made in our [Corporate Plan \(2018-23\)](#) and to make sure we are doing all we can to reach our goals, we commit to:

- Working with our stakeholders and partners and listening to their ideas, experiences and views
- Ensuring that vulnerable groups who are most likely to be impacted by climate change are prioritised in our decision-making
- Identifying measurable targets to track performance against our goals
- Keeping our actions and targets in line with changing legislation and recommendations (see next section for more details)
- Accessing the best evidence of our impact possible so we can learn, share our experience and hone our actions as we go
- Embedding a climate lens into all our decision-making
- Monitoring progress against our targets at regular intervals
- Reporting publicly to our committees and via published annual reports
- Reviewing and refreshing the action plan every five years

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<sup>6</sup> See Glossary on Page 16

## **How we complement others' efforts**

This strategy has been developed to support the delivery of the Paris Climate Agreement (2015) and our obligations under the UK Climate Change Act (amended 2019), which has enshrined in law both a target of net zero emissions by 2050 and measures for climate adaptation (improved resilience). It is complementary to London-wide and national efforts to reduce emissions and improve the resilience of our communities and urban spaces.

Crucially this includes the draft London Plan, the Greater London Authority's London City Resilience Strategy 2020, the UK Committee on Climate Change Climate Risk Assessment 2017 and National Adaptation Programme, as well as the landscape of policies set out by government and advice from the Intergovernmental Panel on Climate Change.



# Our baseline [using mainly infographics]

## Supporting the achievement of net zero

The City Corporation has achieved a 19% reduction in energy consumption within our operational sites since 2008 (using data from 2018/19). Since 2018 100% of the electricity we have purchased has been renewable.

We bought six new electric vehicles and eight new hybrid vehicles in 2018/19 and in 2019/20 installed 20 new electric vehicle charging points as part of the City's "Transition to a Zero Emission Fleet" policy.

The Square Mile has achieved a 55% reduction in Scope 1 and 2 emissions since 2008 (using data from 2018/19). This has been assisted by our ambitious planning requirements which have led to 75% of new commercial developments with over 20,000m<sup>2</sup> floorspace achieving at least a BREEAM 'Excellent' rating since 2014.

## Where the City Corporation's emissions come from

## Where the Square Mile's emissions come from

## How we remove carbon from the atmosphere

We look after over 11,000 acres of green spaces across London and its green belt. This equates to approximately 5,500 football pitches. This natural capital not only provides valued space for people and nature but also currently removes **16 ktCO<sub>2</sub><sup>7</sup> per year**. This is equivalent to 40% of the City Corporation's scope 1 and 2 emissions.

## Building resilience

The City Corporation has long used its planning powers to implement a range of resilience measures in the Square Mile. These include green roofs, urban greening, landscaping, flood resilience and climate resilient new buildings.

As of 2020, the Square Mile has 42,600m<sup>2</sup> of green roof, up from 11,200 m<sup>2</sup> in 2005. This is set to increase to 65,800m<sup>2</sup> by 2024 through planning permissions in the current pipeline.

## Championing sustainable growth

The UK is the only global financial centre that is also a leading centre for green finance, topping both conventional and 'green' rankings. UK market players are committed to sustainable principles and the regulatory context is both favourable and innovative. The London Stock Exchange is the 'greenest' main stock exchange across all global financial centres. The UK was the first government to adopt a Green Finance Strategy, which was launched at the Guildhall alongside the Green Finance Institute. The UK is best placed to produce talent that is trained and skilled in sustainability matters. This places us well to lead and support other economies as they transition to net zero.

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<sup>7</sup> See Glossary on Page 16

# Our climate vision, aims and goals

## Our vision

The City of London is responsible, sustainable and competitive.

## Our aims

- 1) To support the achievement of net zero
- 2) To build climate resilience
- 3) To champion sustainable growth.

## Our goals

### For the City of London Corporation

- A. City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040<sup>8</sup>.
- B. The City of London Corporation and its assets are resilient to climate change.
- C. The City of London Corporation supports UK and overseas organisations to become climate responsible.

### For the Square Mile's fabric and function

- D. The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040.
- E. The Square Mile's buildings, public spaces and infrastructure are resilient to climate change.

### For society

- F. People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation.

## The first six years

Our actions and targets build upon our [Responsible Business Strategy \(2018 - 23\) – “Towards a Sustainable Future”](#) and our ongoing work in supporting innovation and growth in the financial and professional services sector.

Implementation of this strategy starts in April 2021. The actions and impact measures set out in the next three sections relate to the first six years of the strategy – **up to 31 March 2027**.

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<sup>8</sup> The Science Based Targets initiative (SBTi) requires inclusion of at least two thirds of the City Corporation's value chain (scope 3) emissions in its target boundary (SBTi, Science-Based Target Setting Manual, April 2020)

## Actions to support the achievement of net zero

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
<p>A City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040</p>	<p>Transform the energy efficiency of our operational buildings through the adoption of best available technologies</p> <p>Maximise the use of renewable energy sources across our operational buildings</p> <p>Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value</p> <p>Align our financial investment portfolio with the goals of the Paris Agreement on climate change</p> <p>Embed circular economy<sup>9</sup> principles into our capital projects and reducing carbon intensity by using life cycle carbon and cost assessment techniques and design specifications</p> <p>Accelerate the move to net zero carbon and energy efficient tenanted buildings, working closely with tenants to achieve shared goals</p> <p>Strengthen our requirements and supplier engagement to drive performance and innovation in delivering sustainable products and solutions</p>	<p>The energy and carbon intensity of our operational portfolio (kWh per m<sup>2</sup> and tonnes of carbon dioxide equivalent per m<sup>2</sup>, volume of fugitive gas emissions)</p> <p>Total consumption of energy by the City Corporation from renewable sources (kWh)</p> <p>Amount of carbon storage and sequestration annually against Climate Action Plan targets and increasing ecological monitoring to assess biodiversity condition</p> <p>% of investment portfolio aligned with the Paris Agreement, below 2 degrees ambition</p> <p>Energy efficiency per m<sup>2</sup> according to archetype and embodied carbon (tonnes) thresholds, and measurement of sustainability and circular economy criteria met</p> <p>% of supply (by £) with Paris-aligned net zero plans</p> <p>% reduction in carbon intensity of top 25 contracts according to highest spend, emissions and leverage, compared to 2018/19</p>
<p>D. The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040</p>	<p>Work with businesses and organisations to develop a Climate Action Fund to improve the energy efficiency of buildings in Square Mile</p> <p>Develop a Square Mile renewable energy strategy to support others to transition to renewable energy</p>	<p>Tonnes of carbon dioxide equivalent reduced from Square Mile buildings</p> <p>Total consumption of energy by Square Mile buildings from renewable sources (kWh)</p>

<sup>9</sup> See Glossary on Page 16

	<p>Use our planning role to influence others to embed carbon analysis and circular economy principles in capital projects</p> <p>Advocate the importance of green spaces and urban greening as natural carbon sinks<sup>10</sup>, and their contribution to biodiversity and overall wellbeing</p> <p>Support organisations in the Square Mile to build circular, low-carbon<sup>11</sup> and resilient supply chains</p> <p>Provide tailored support to SMEs on their decarbonisation journeys</p> <p>Increase engagement and communications about sustainability with residents, businesses, visitors and other stakeholders</p>	<p>% of low-carbon and circular buildings (to be defined) in existing stock and new builds</p> <p>The City of London's natural capital value in terms of ecosystem services<sup>12</sup>, and critical role in climate change mitigation, wellbeing and reversing biodiversity and natural habitat degradation</p> <p>% of Square Mile businesses committed to transition to low-carbon and resilient supply chains</p> <p>% of SMEs assisted in advancing net zero commitments and plans</p>
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<sup>10, 10, 11</sup> See Glossary at Page 16

## Actions to build climate resilience

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
<p>B. The City of London Corporation and its assets are resilient to climate change</p>	<p>Build on our existing work to develop an early warning system, and clear resilience strategies for pests and diseases across our ports and markets, driving down the climate related food security risks</p> <p>Embed resilience measures into our upgrade plans for our owned and operated buildings</p> <p>Upskill our workforce on climate resilience</p> <p>Embed a climate resilience lens into all our decision-making</p>	<p>Open Spaces management of current and anticipated biosecurity risks (annual report on specific pest and diseases)</p> <p>Resilience measures incorporated into building refurbishments and major projects</p>
<p>E. The Square Mile's buildings, public spaces and infrastructure are resilient to climate change</p>	<p>Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials</p> <p>Reduce the risk of flooding through developing sustainable rain and surface water management policies, resulting in a connected system of water recycling, sustainable urban draining and rainwater management measures</p> <p>Strengthen our planning guidance on climate resilience measures for new developments</p> <p>Work with our partners to create a more climate resilient and diversified energy network across the Square Mile</p> <p>Develop a strong, data-led approach to deepen our understanding of climate related risks and mitigations across the Square Mile</p> <p>Ensure that we continue to protect the residents, critical assets, infrastructure and heritage of the Square Mile</p>	<p>Attractiveness ratings of workers, residents, visitors and students and monitoring local conditions in public spaces, e.g. temperature</p> <p>Volume of rainwater attenuated through Sustainable Urban Drainage Systems implementation in the City</p> <p>The effectiveness of flood alleviation management works on Open Spaces' water bodies and the impact on the wider urban environment</p> <p>Number of pre-application discussions which cover climate resilience measures</p> <p>Sub national energy consumption for the City</p> <p>Periodic review of the Strategic Flood Risk Assessment and climate resilience adaptive pathways</p> <p>Number and location of flooding incidents</p>

## Actions to champion sustainable growth

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
<p>C. The City of London Corporation supports UK and overseas organisations to become climate responsible</p>	<p>Mobilise capital into Sustainable Finance</p> <p>Secure the UK and London's place as a leader for investment in Sustainable Finance products</p> <p>Help faster development and adoption of Sustainable Finance products and services</p> <p>Share best practice on standards, tools, platforms and expertise to facilitate green and sustainable investment and growth</p> <p>Encourage global movement towards disclosure and production of credible transition plans as the norm</p> <p>Foster an ambition to achieve net-zero emissions by 2050 or sooner for UK based financial and professional services firms</p> <p>Join other investors working through development and implementation of net zero transition action plans</p> <p>Support Financial institutions committing to net zero in the 2040s or by 2050 at the latest, covering all emissions, including scope 3 and where data allows reliable measurement</p> <p>Support charities and SMEs to consider, prepare for and lead response to climate change</p> <p>Promote responsible procurement and investment practices for both asset managers and owners</p> <p>Enhance the UK/London's capacity to finance sustainable investment opportunities globally including emerging markets</p>	<p>Value of green and sustainable bonds issuance &amp; trading at London Stock Exchange</p> <p>UK based signatories to implement robust disclosures in line with the Task Force on Climate-related Financial Disclosures (TCFD)</p> <p>London Stock Exchange sustainability disclosure rate</p> <p>Z/Yen's latest Global Green Finance Index report</p> <p>Number of listed firms in the UK who have published transition to net zero</p> <p>Results of Climate Stress Tests</p> <p>Sustainable listings on the London Stock Exchange AIM Market</p> <p>Adoption of leading sustainability reporting standards and frameworks</p>

	<p>Work with financial services sector and UK Government to promote and scale sustainable finance products and services that countries and corporates need to help them transition to net zero</p> <p>Influence and support the delivery of technical solutions to increase comparability of data and ease of reporting</p> <p>Share learning and best practice about the challenges and opportunities of our net zero journey</p>	
<p>F. People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation</p>	<p>Address existing inequalities and ensuring no one is left behind</p> <p>Prepare people for jobs of the future</p> <p>Facilitate collaborative action on air pollution in London</p> <p>Reduce pollution and increase the resilience of the Square Mile</p> <p>Implement our ambitious air quality and transport strategies</p> <p>Embrace circular economy principles across our strategies and work</p> <p>Work with our creative and educational sector partners to deliver sustainable initiatives</p> <p>Enhance greening and biodiversity across our public realm and open spaces</p>	<p>% of the Square Mile to reach World Health Organisation compliance for nitrogen dioxide</p> <p>Energy performance of residential buildings</p> <p>Number of firms in the Square Mile engaged in Responsible Business initiatives</p> <p>Visitor satisfaction levels for Square Mile and open spaces</p> <p>% change annually in conversion to zero emission vehicle fleet</p> <p>Urban Greening Factor for the City's public realm schemes</p> <p>The effects of urban greening on issues such as 'heat island'</p> <p>% by area of central London open spaces converted to wildlife refuges annually</p>

# Glossary

**BASIC+ definition** emissions include those from within the Square Mile from stationary energy, transportation and waste, as well as transboundary transportation, industrial processes and product use and the agriculture, forestry and land use sectors. It does not include emissions from investments.

**Carbon removal** is the process by which a **carbon sink**, such as forestry, reduces the amount of greenhouse gases in the atmosphere.

**Circular economy** means keeping resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and regenerating products and materials at the end of each service life.

**Climate resilience** is the ability to anticipate, prepare for and respond to hazardous events, trends or disturbances related to climate (Centre for Climate and Energy Solutions).

**Ecosystem services** are benefits to humans from the natural environment and from healthy ecosystems.

**GHGs** means greenhouse gases - the emissions responsible for global warming. These include methane, nitrous oxide and fluorinated gases amongst others.

**ktCO<sub>2</sub>** is the unit of measurement for GHG emissions. It standardises greenhouse gases into units of kilo-tonnes of carbon dioxide equivalent (ktCO<sub>2</sub>e).

A **low-carbon economy** is simply an economy that causes low levels of GHG emissions compared with today's carbon-intensive economy. 'Carbon' refers to carbon dioxide, the GHG which contributes the most to climate change. The low-carbon economy can be seen as a step in the process towards a zero-carbon economy. (Science Direct)

**Natural capital** refers to the stock of natural resources, which includes geology, soils, air, water and all living organisms.

**Net zero** emissions are achieved when anthropogenic emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period (Science Based Targets initiative (SBTi) and CDP, Towards a science-based approach to climate neutrality in the corporate sector, September 2019). N.B. Further guidance on the definition of net zero and its guiding principles are due later in 2020 from the SBTi.

**Science-based / Paris-aligned** (Science-Based Target Setting Manual, April 2020) GHG emissions reduction targets are considered "science-based" if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Climate Agreement 2015 - to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

**SMEs** refers to small and medium-sized enterprises.



## Scopes 1, 2 and 3:

**For an organisation:** (Defra Environmental Reporting Guidelines and the Greenhouse Gas Protocol, A Corporate Accounting and Reporting Standard, revised edition)

**Scope 1** (direct) means emissions from activities owned or controlled by your organisation that release emissions into the atmosphere. They are direct emissions. Examples of Scope 1 emissions include emissions from combustion in owned or controlled boilers, furnaces, vehicles, emissions from chemical production in owned or controlled process equipment.

**Scope 2** (energy indirect) means emissions released into the atmosphere associated with your consumption of purchased electricity, heat, steam and cooling. These are indirect emissions that are a consequence of your organisation's activities, but which occur at sources you do not own or control

**Scope 3** (other indirect) means emissions that are a consequence of your actions, which occur at sources which you do not own or control and which are not classed as Scope 2 emissions. Examples of Scope 3 emissions are business travel by means not owned or controlled by your organisation, waste disposal which is not owned or controlled, or purchased materials.

**For a city** (GHG Protocol, Global Protocol for Community-Scale Greenhouse Gas Emission Inventories):

**Scope 1** Scope 1 means GHG emissions from sources located within the city boundary

**Scope 2** means GHG emissions occurring as a consequence of the use of grid-supplied electricity, heat, steam and/or cooling within the city boundary

**Scope 3** means all other GHG emissions that occur outside the city boundary as a result of activities taking place within the city boundary

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## Appendix 2a – Detailed profile of each action area for net zero

### Action Area 1: Corporate Property and Landlord Areas

Committee: Corporate Asset Sub Committee

<p><b>NET ZERO VISION:</b> The City Corporation is responsible for some of Central London’s most historic, landmark buildings. The net zero future will prepare them for the next one hundred years, reducing emissions and costs, while improving occupant comfort and productivity.</p>			
<p><b>STRATEGY GOALS:</b> A) City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040</p>			
<p><b>High level actions</b></p> <p><b>Action 1.1</b> Update building condition surveys</p> <p><b>Action 1.2</b> Undertake funding sources review</p> <p><b>Action 1.3</b> Develop energy efficient and low-carbon refurbishment standards</p> <p><b>Action 1.4</b> Upgrade assets (e.g. LED lighting and controls)</p> <p><b>Action 1.5</b> Implement centralised BEMS</p> <p><b>Action 1.6</b> Sub-meter energy consumption</p> <p><b>Action 1.7</b> Begin installation of energy-efficient and net zero technology (e.g. heat pumps) and complete a deep fabric retrofit schedule</p>	<p><b>Gross cost £M / yr.</b></p> <p>£5.30</p>	<p><b>Impact on employment</b></p> <p>(estimate of total new jobs created in the green economy /yr.)</p> <p><b>69</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A better understanding the condition of our buildings to allow us to prioritise our investment approach</li> <li>• The ability to maximise the use of external funding to scale up our ability to increase energy efficiency of the portfolio</li> <li>• An upgrade to the lighting in our buildings to be energy efficient</li> <li>• A change in the way we manage the energy use of our buildings to make it more efficient</li> <li>• An upgrade to the insulation in the fabric of our buildings to increase energy efficiency</li> <li>• An upgrade of our gas boilers to low emission heat pumps</li> <li>• A mobilisation plan to address owned and operated properties including Department of Community and Children’s Services (DCCS) and housing</li> </ul>
<p><b>Impact on net zero</b></p> <p>2,250 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Energy intensity (kWh/m<sup>2</sup>) of operated buildings</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Improved indoor comfort</li> <li>• Improved occupant satisfaction, increased productivity and employee retention</li> <li>• Future-proof Corporate Property Group (CPG) estate</li> <li>• Support the reduction of fuel poverty for residents</li> <li>• Increased building performance data</li> <li>• Reduction in long-term property maintenance costs</li> <li>• Increased visibility and control on capital spend</li> <li>• Green jobs and economic multipliers for green / tech ecosystem</li> <li>• Energy savings</li> </ul>	<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 5,11,12, Lighting Strategy 2018-21, Responsible Business Strategy 2018-23, the Local Plan 2015, The draft City Plan 2036, Waste Strategy 2013-20</p>

Action Area 2: Purchased Goods and Services

Committee: Finance Committee and Procurement Sub Committee

**NET ZERO VISION:** A future where climate and carbon are a leading driver in all organisational procurement decisions and where individuals and organisations have adjusted their consumption and travel habits, with consequential health and wellbeing, community and family benefits.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040

F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation

High level actions	Gross cost £M / yr.	Impact on employment (estimate of total new jobs created in the green economy /yr.)	What it pays for
<p><b>Action 2.1</b> Measured-data emissions footprint</p> <p><b>Action 2.2</b> Strengthen supplier engagement</p> <p><b>Action 2.3</b> Set carbon intensity reduction targets for top 25 emitters</p> <p><b>Action 2.4</b> Decarbonisation route map</p> <p><b>Action 2.5</b> Upgrade fleet vehicles to Electric Vehicles (EV) and install charging infrastructure</p>	£0.28M	4	<ul style="list-style-type: none"> <li>• A better understanding of the carbon emissions in our supply chains</li> <li>• A strengthened relationship with our suppliers through shared goals on carbon emission reduction</li> <li>• Clear targets for carbon reduction in our top suppliers</li> <li>• An automated carbon emissions reporting tool for our supply chain</li> </ul>
<p><b>Impact on net zero</b></p> <p>87000 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Carbon intensity (ktCO<sub>2</sub>e per £m of revenue spend)</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Positive reputation amongst suppliers</li> <li>• Improved supplier emissions footprints benefit other buyers</li> <li>• New standards and approaches to procurement for local authorities</li> <li>• Increased visibility and standards across and within projects</li> <li>• Economic multipliers for green / clean tech ecosystem</li> </ul>
<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 5,11,12, Transport Strategy 2018-43, Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>			

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Action Area 3: Capital Projects

Committee: Policy & Resources Committee and Projects Sub Committee

**NET ZERO VISION:** A future where all construction materials have a second life and innovation and best practices drive the adoption of low-impact materials and design efficiencies. Where all organisations are competing to rent the lowest carbon and circular buildings and where empty existing buildings are immediately re-purposed.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040

F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation

High level actions	Gross cost £M / yr.	Impact on employment (estimate of total new jobs created in the green economy /yr.)	What it pays for
<b>Action 3.1</b> Measured-data emissions footprint <b>Action 3.2</b> Sustainable and circular design standards (new build and refurb) <b>Action 3.3</b> Low-impact materials specifications <b>Action 3.4</b> Circular construction / low-embodied emissions pathfinder project <b>Action 3.5</b> Assess commercial and operational viability of new design standards	£0.35m	5	<ul style="list-style-type: none"><li>• A new toolkit to assess the life cycle carbon emissions of our capital projects to enable better decision making</li><li>• A commercially viable standard specification guide to ensure climate action and responsible business goals are considered in new builds and refurbishments</li><li>• An approved catalogue of low carbon, low impact materials to replace higher carbon, commonly used materials</li><li>• A historic building refurbishment programme demonstrating best practice on interventions</li></ul>
<b>Impact on net zero</b> 9500 ktCO <sub>2</sub> e per year	<b>Measurement</b> Carbon intensity (ktCO <sub>2</sub> e per £m of revenue spend)	<b>Key Benefits</b> <ul style="list-style-type: none"><li>• Economic multipliers through growth in green / clean tech industries</li><li>• Positive reputation amongst businesses</li><li>• Catalyse change across UK real estate market</li><li>• Increased visibility and standards across and within projects</li><li>• Increased visibility and control on capital spend</li></ul>	
<b>Strategic Links</b> Corporate Plan Outcomes – 5,11,12, Waste Strategy 2013-20, City Procurement Strategy 2020-24			

Action Area 4: Investment Property Group (Leased Downstream Assets)

Committee: Property Investment Board

<p><b>NET ZERO VISION:</b> The City Corporation is responsible for some of Central London’s most historic, landmark buildings. The net zero future will prepare them for the next one hundred years, reducing emissions and costs, while improving tenant satisfaction and long-term valuation.</p>			
<p><b>STRATEGY GOALS:</b> A) City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040 D) The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040</p>			
<p><b>High level actions</b></p> <p><b>Action 4.1</b> Review risks of future relevant regulations and develop a readiness plan</p> <p><b>Action 4.2</b> Ensure environmental requirements in new acquisition and leases</p> <p><b>Action 4.3</b> Embed energy efficient and net zero solutions in refurbishment standards</p> <p><b>Action 4.4</b> Establish a comprehensive program to monitor energy consumption</p> <p><b>Action 4.5</b> EPC B upgrade programme for buildings coming off lease with planned refurbishment works between 2021-2027</p> <p><b>Action 4.6</b> Design and agree operational plan to deliver 50% emission reduction across the IPG estate by 2040 with 5-year incremental performance targets named, with yearly reporting on progress against targets</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£3.5</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>45</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A plan for meeting and potentially exceeding The Non-Domestic Private Rented Sector Minimum Energy Efficiency Standards.</li> <li>• A strengthened relationship with our tenants through identifying and agreeing interventions with shared benefits</li> <li>• A strong alignment of energy efficiency initiatives across our leased buildings, new capital project design specifications, and refurbishment guidance</li> <li>• A new central energy monitoring system for leased buildings</li> <li>• Upgrades to achieve EPC B rating or better across leased properties</li> </ul>
<p><b>Impact on net zero</b> 2,350 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b> Energy intensity (kWh/m<sup>2</sup>) of investment property</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Energy savings</li> <li>• Potential increase in property values and yield</li> <li>• Increase in tenant satisfaction and reduced void periods</li> <li>• Reduction in long-term property maintenance costs</li> <li>• Reduction in letting costs</li> <li>• Future proof key asset base for Corporation</li> <li>• Increased visibility and control on capital spend</li> <li>• Green jobs and economic multipliers for green tech ecosystem</li> </ul>	<p><b>Strategic Links</b> Corporate Plan Outcomes – 5,7,11,12, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>

<p><b>NET ZERO VISION:</b> ESG Integration and Climate Related Financial Risk Analysis are used to drive manager and product selection. The City Corporation supports others to take action and actively contributes to advancing understanding of how to manage climate related financial risks.</p>			
<p><b>STRATEGY GOALS:</b> A) City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040                  B) The City of London Corporation and its assets are resilient to climate change                  C) The City of London Corporation supports UK and overseas organisations to become climate responsible</p>			
<p><b>High level actions</b></p> <p><b>Action 5.1</b> Embed ESG Integration and Climate Related Financial Risk in Investment Mandates  <b>Action 5.2</b> Ensure climate criteria are embedded in Fund Manager selection  <b>Action 5.3</b> Commit to at least 60% of portfolio Paris-aligned by 2040  <b>Action 5.4</b> Join others in signalling ambition for 100% portfolio aligned by 2030 and become signatory to TCFD</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£0.1m</b></p>	<p><b>Impact on employment</b>                  (estimate of total new jobs created in the green economy /yr.)</p> <p><b>1</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A better understanding of the ESG and climate risk exposure in our portfolio</li> <li>• A clear plan on how to achieve a Paris-aligned portfolio by 2040</li> <li>• A stretching plan on how to achieve a Paris-aligned portfolio by 2030</li> <li>• A new investment criterion on climate action added into our fund manager mandates</li> <li>• Regular reporting to the Task Force on Carbon Disclosure (TCFD) in line with our peers</li> </ul>
<p><b>Impact on net zero</b>                  -10,750 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b>                  Carbon intensity (ktCO<sub>2</sub>e per £m of revenue spend)</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Reduction of reputational and climate-related financial risk</li> <li>• Capitalise on investment returns as economy transitions</li> <li>• Future proof key asset base of Corporation</li> <li>• Increased visibility on performance and engagement record</li> <li>• Corporation’s profile as responsible investor aligned with peers and international dialogue at Green Horizons Summit, COP26 and other international platforms</li> <li>• Increased understanding of risk across portfolio</li> </ul>
<p><b>Strategic Links</b>                  Corporate Plan Outcomes – 5,11,12, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036</p>			

<p><b>NET ZERO VISION:</b> Streets that inspire and delight, world-class connections and a Square Mile that is accessible to all. The Square Mile will be a healthy, attractive and easy place to live, work, learn and visit.</p>			
<p><b>STRATEGY GOALS:</b> D) The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 F) People in the Square Mile and beyond benefit from a cleaner, greener and safer environment and job creation</p>			
<p><b>High level actions</b></p> <p><b>Action 6.1</b> Pavement widening to comfort level A+ <b>Action 6.2</b> Additional 20km timed street closures <b>Action 6.3</b> Freight consolidation centre pilot</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£1.51m</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>20</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• 14km of widened pavement to support pedestrian movements and reduce emissions from vehicles</li> <li>• A network of new pedestrian priority streets</li> <li>• A pilot study on a new logistical hub to manage and reduce freight vehicles and emissions</li> </ul>
<p><b>Impact on net zero</b> 250 ktCO<sub>2</sub>e per year</p> <p>Page 82</p>	<p><b>Measurement</b> Carbon intensity (ktCO<sub>2</sub>/m<sup>2</sup>) per capita</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Improved air quality</li> <li>• Improved employee health leads to reduced absenteeism</li> <li>• Increased footfall and local spending</li> <li>• Job creation</li> </ul>
	<p><b>Strategic Links and Partners</b> Corporate Plan Outcomes –1, 5,11,12, Air Quality Strategy 2019-24, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036, Culture Strategy 2018-22, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>		



<p><b>NET ZERO VISION:</b> The net zero future sees the unique built environment of the Square Mile prepared for the next one hundred years, reducing emissions and costs, while improving commercial value and occupant comfort.</p>			
<p><b>STRATEGY GOALS:</b> D) The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change</p>			
<p><b>High level actions</b></p> <p><b>Action 7.1</b> Square Mile renewable energy strategy <b>Action 7.2</b> Historic building energy efficiency retrofit challenge <b>Action 7.3</b> Create exemplar guidance on Square Mile refurbishment <b>Action 7.4</b> Tighten standards for new buildings through SPG <b>Action 7.5</b> Support SMEs to make net zero plans</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£0.21</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>3</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A leading strategy developed with key stakeholders on how to source renewable energy for the Square Mile</li> <li>• New approaches to energy efficiency in historic buildings developed through an innovation competition, hosted in partnership with Royal Institute of British Architects</li> <li>• A guide for best practice in energy efficiency design approaches for building types in the Square Mile</li> <li>• A Supplementary Planning Guidance document requiring improvement in the carbon emissions and energy efficiency performance of new developments</li> <li>• Support programme for SMEs</li> </ul>
<p><b>Impact on net zero</b> 11,800 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b> Carbon intensity (ktCO<sub>2</sub>/m<sup>2</sup>) per capita</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Improved air quality</li> <li>• Improved employee health leads to reduced absenteeism</li> <li>• Increased footfall and local spending</li> <li>• Green jobs and economic multipliers</li> </ul>	<p><b>Strategic Links</b> Corporate Plan Outcomes –1, 5,11,12, Air Quality Strategy 2015-20, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Plan 2015, The Draft City Plan 2036, Waste Strategy 2013-20</p>

<b>NET ZERO VISION:</b> The Square Mile transitions towards a circular economy, where the City Corporation engages with key stakeholders to accelerate the adoption of global best practices.			
<b>STRATEGY GOALS:</b> C) The City Corporation supports UK and overseas organisations to become climate responsible D) The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040			
<b>High level actions</b>  <b>Action 8.1</b> Improve material and floorspace efficiency in construction <b>Action 8.2</b> Scope Square Mile Climate Action Fund <b>Action 8.3</b> Launch Square Mile Climate Action Fund	<b>Gross cost £M / yr.</b>          <b>£0.21</b>	<b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)          <b>3</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• Collaborative Square Mile-wide solutions to deal with supply chain emissions, working closely with the business community</li> <li>• A Square-Mile Climate Action Fund, which all businesses can contribute to, to balance residual emissions with Greenhouse Gas Removals (GGR)</li> </ul>
<b>Impact on net zero</b> N/A (outside of target scope)	<b>Measurement</b> N/A		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Positive reputation as innovative green finance leader</li> <li>• Green jobs and economic multipliers</li> </ul>
<b>Strategic Links</b> Corporate Plan Outcome 7, Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23			

Action Area 9: Carbon Removals and Land Management

Committee: Open Spaces & City Gardens Committee and Epping Forest & Commons Committee

**NET ZERO VISION:** The City Corporation’s open spaces are celebrated as high-value ecological habitats that also form an integral part of balancing any residual emissions. Enhanced land management practices set the standard for others to follow.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040

C) The City of London Corporation supports UK and overseas organisations to become climate responsible.

F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation

<p><b>High level actions</b></p> <p><b>Action 9.1</b> Sequestration modelling study building upon baseline study and land enabling works</p> <p><b>Action 9.2</b> Woodland and grassland ecological restoration, re-introduction of harvesting and use of wood products</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£0.53m</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>7</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A change in land management to re-introduce pollarding and coppicing on Epping Forest</li> <li>• A commercially viable and sustainable model for using harvested timber Epping Forest and Burnham Beeches</li> </ul>
<p><b>Impact on net zero</b> 10,000 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b> Carbon removal (ktCO<sub>2</sub> per year)</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Enhanced biodiversity</li> <li>• Optimisation of benefits from other ecosystem services, such as pollination, water quality and air pollution mitigation</li> <li>• Enhance and expand area of ecosystem services resilience</li> <li>• Direct effect on green jobs</li> </ul>
<p><b>Strategic Links</b> Corporate Plan Outcomes 11,12. Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23, Hampstead Heath Management Strategy 2018-28, Waste Strategy 2013-20</p>			

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**NET ZERO VISION:** Climate action is embraced and integrated across the City Corporation, with Members informed and officers empowered to deliver measurable impact. This cross-Corporation function responds to changing conditions, monitoring performance and realigning strategy and plans where necessary, ensuring long-term emissions targets are achieved or exceeded. Climate action becomes a driver of corporate performance.

**STRATEGY GOALS:** A) City of London Corporation scope 1 and 2 emissions are net zero by 2027 and scope 3 emissions are net zero by 2040  
 B) The City of London Corporation and its assets are resilient to climate change  
 C) The City of London Corporation supports UK and overseas organisations to become climate responsible

<p><b>High level actions</b></p> <p><b>Action 10.1</b> Identify programme and data management resource for implementation</p> <p><b>Action 10.2</b> Create a data management and carbon accounting system</p> <p><b>Action 10.3</b> Monitor performance targets</p> <p><b>Action 10.4</b> Report progress to agreed internal and external partners / networks</p> <p><b>Action 10.5</b> Sustained engagement programme and publicise success stories</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£0.4m</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>5</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A dedicated climate action strategy programme team</li> <li>• A carbon accounting system</li> <li>• A performance measurement and reporting system linked to the corporate performance framework</li> <li>• Regular reporting of progress and targets to both internal and external partners</li> <li>• A clear internal and external communications and engagement plan</li> </ul>
<p><b>Impact on net zero and resilience</b></p> <p>Ensures effective and impactful delivery across the programme</p>	<p><b>Measurement</b></p> <p>Climate goals and performance measures on or ahead of schedule</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Climate related performance drives commercial performance across Corporation</li> <li>• Additional skills and expertise transferred to wider staff</li> <li>• Accelerate use of Corporate Performance Framework</li> <li>• Implementation of carbon accounting system will allow for capture of other sustainable accounting practices</li> </ul>
<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 7,8</p> <p>Responsible Business Strategy 2018-23</p>			

## Appendix 2b – Detailed profile of each action area for climate resilience

### Action Area 1: Ports and Market Resilience

Committee: Port Health & Environmental Services Committee and Markets Committee

**CLIMATE RESILIENCE VISION:** A future where the risk of climate-related emergencies or new pest and disease outbreaks in the City's Port and Market operations is minimised and food security is not impacted by climate change.

**STRATEGY GOALS:** B) The City of London Corporation and its assets are resilient to climate change

E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change

High level actions	Gross cost £M / yr.	Impact on employment (estimate of total new jobs created in the green economy /yr.)	What it pays for
<p><b>Action 1.1</b> Pest and disease horizon scanning, surveillance and research programme</p> <p><b>Action 1.2</b> Ports and markets operational resilience planning</p> <p><b>Action 1.3</b> Undertake funding sources review</p>	£0.1m	1	<ul style="list-style-type: none"> <li>• Clear mitigation strategies for a wide variety of pests and diseases, with emphasis on those specific to markets and ports</li> <li>• An early warning system for pests and diseases</li> <li>• A dedicated resilience strategy for the ports and markets</li> <li>• An ability to maximise external funding sources and strategies</li> </ul>
<p><b>Resilience Risks</b></p> <p>Food</p> <p>Pest and disease</p> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• A dedicated resilience strategy for ports and markets will allow effective response to shock events and climate related emergencies</li> <li>• An early warning system for pests and disease will allow us to respond quickly and effectively</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Future-proof commercial resilience of key assets</li> <li>• Indirect effect on green jobs</li> </ul>	
<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes –11,12.</p>			

Action Area 2: Resilient Streets and Greening

Committee: Planning & Transportation Committee

**CLIMATE RESILIENCE VISION:** The Square Mile and City Corporation assets elsewhere are an exemplar of climate resilience, pre-empting inevitable climate related risks and impacts, providing a model for others to follow.

**STRATEGY GOALS:** B) The City of London Corporation and its assets are resilient to climate change

E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change

F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation

<p><b>High level actions</b></p> <p><b>Action 2.1</b> Flood modelling, which include SUDs and other mitigation strategies, to complement EA flood models</p> <p><b>Action 2.2</b> Conduct pilot to test heat resistant materials in planned works for streets and highways during 2021-2025</p> <p><b>Action 2.3</b> Develop City Corporation and Square Mile water footprint management strategy</p> <p><b>Action 2.4</b> Develop natural flood risk management areas</p> <p><b>Action 2.5</b> Sustainable rain and surface water management policies and implementation</p> <p><b>Action 2.6</b> Work with partners to accelerate actions to address water leak management</p> <p><b>Action 2.7</b> Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces</p> <p><b>Action 2.8</b> Introduce climate-resistant and adaptive landscaping in planned works</p> <p><b>Action 2.9</b> Undertake funding sources review</p>	<p><b>Gross cost</b> <b>£M / yr.</b></p> <p><b>£2.0m</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>8</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• An investigation into new water infrastructure such as strategic SUDs, roof top greening, catchment greening and afforestation, and more as relevant</li> <li>• A register and upgrade plan for roads that are vulnerable to acute heat which mainstreams heat-resistant road surfacing</li> <li>• A connected system of water recycling, urban drainage and rainwater management measures</li> <li>• Increased greenery in the Square Mile public realm</li> <li>• Climate change adaptable landscapes and planting</li> <li>• A strong partnership with Thames Water to reduce water wastage from leakage</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Overheating</li> <li>• Water stress</li> <li>• Natural capital</li> </ul> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Additional guidance on climate resilience forming part of Planning Policy will reduce all resilience risks</li> <li>• Minimising temperature increases through the public realm, creating cool spots</li> <li>• Interventions such as shading, urban greening, heat-resistant road surfacing, natural flood risk management areas, flood defence asset maintenance and careful material selection will reduce all resilience risks</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Positive reputation amongst suppliers and construction industry</li> <li>• Indirect effect on green jobs and economic multipliers for green tech ecosystem</li> <li>• Increased visibility and standards across projects</li> <li>• Future proof public realm for climate impacts</li> </ul> <p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 5,7, Local Plan 2015, The draft City Plan 2036, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Flood Risk Management Strategy 2014-2020</p>	

Action Area 3: Resilient Buildings

Committee: Property Investment Board and Corporate Asset Sub Committee

**CLIMATE RESILIENCE VISION:** A future where the Square Mile’s built environment and infrastructure is adapted to meet the challenges of hotter, drier summers; warmer, wetter winters; stronger winds; more frequent weather extremes and sea level rise.

**STRATEGY GOALS:** B) The City of London Corporation and its assets are resilient to climate change

E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change

F) People in the Square Mile and beyond benefit from a cleaner, greener and safer environment and job creation

<p><b>High level actions</b></p> <p><b>Action 3.1</b> Embed resilience measures into 5-year upgrade plans for IPG and CPG properties</p> <p><b>Action 3.2</b> Diversify energy sources and partner with regional organisations and utility providers to increase back-up power for critical services</p> <p><b>Action 3.3</b> Flood defence assets maintenance and management regimes incorporated into upgrade plans</p> <p><b>Action 3.4</b> Protect key assets, critical infrastructure and sensitive equipment in flood zones</p> <p><b>Action 3.5</b> Undertake funding sources review</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£2m</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>26</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A more climate resilient and future proofed property portfolio</li> <li>• A more resilient energy network for the Square Mile</li> <li>• An assessment of flood risk vulnerability for all the critical infrastructure, services, or features of heritage and archaeological value for the Square Mile</li> <li>• A plan for managing and upgrading critical flood defences in buildings, using nature led approaches where possible</li> <li>• An ability to maximise external funding sources and strategies to support resilience outcomes</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Overheating</li> <li>• Water stress</li> </ul> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Retrofits can be used to adapt buildings to reduce their influence on and risk from climate change</li> <li>• Introduction of shading and ventilation strategies can mitigate overheating</li> <li>• Flood protection measures such as water proofing, attenuation and flood barriers reduce flood risk</li> <li>• Interventions to reduce water consumption in buildings reduce water stress</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Indirect effect on green jobs and economic multipliers for green tech ecosystem</li> <li>• Positive reputation amongst businesses</li> <li>• Catalyse change across UK real estate market</li> <li>• Increased visibility and standards across projects</li> <li>• Future proof key asset base for the Corporation</li> </ul>	<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 5,7</p> <p>Local Plan 2015, The draft City Plan 2036</p> <p>Transport Strategy 2018-43</p> <p>Responsible Business Strategy 2018-23</p> <p>Local Flood Risk Management Strategy 2014-2020</p>

Action Area 4: Resilience Co-ordination and Training

Committee: Primarily Porth Health & Environmental Services Committee and Planning & Transportation Committee

**CLIMATE RESILIENCE VISION:** A future where the City’s communities benefit from a fair and equitable transition to a climate resilient City with open access to data, knowledge and skills resulting in collaborative climate responses.

**STRATEGY GOALS:** B) The City of London Corporation and its assets are resilient to climate change

E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change

F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation

<p><b>High level actions</b></p> <p><b>Action 4.1</b> Develop financial package and programme to manage resilience in longer term</p> <p><b>Action 4.2</b> Expand use and availability of non-sensitive data to monitor effectiveness of interventions</p> <p><b>Action 4.3</b> Embed principles of inclusion and equity throughout all resilience strategies</p> <p><b>Action 4.4</b> Design and deliver cross-Corporation training programme to strengthen skills and capabilities on resilience</p> <p><b>Action 4.5</b> Mainstream climate resilience into City Corporation governance and decision-making</p> <p><b>Action 4.6</b> Review of above and below ground space utilisation in the Square Mile</p> <p><b>Action 4.7</b> Strengthen resilience requirements for planning</p> <p><b>Action 4.8</b> Undertake external funding sources review</p>	<p><b>Gross cost £M / yr.</b></p> <p><b>£0.3m</b></p>	<p><b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)</p> <p><b>4</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A considered plan on funding options for climate resilience work, blending internal and external funding sources</li> <li>• A stronger, data-led approach to understanding climate related risks and mitigations across the Square Mile</li> <li>• A method to ensure that the needs of the most vulnerable to climate change are prioritised in decision making</li> <li>• A workforce with the knowledge and skills required to manage climate resilience across the Square Mile, backed up by a climate resilience lens across all decision making</li> <li>• A review of the supplementary planning guidance and approach for new developments to strengthen climate resilience measures</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Water stress</li> <li>• Overheating</li> <li>• Cross-cutting themes</li> </ul> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Embedding inclusion and equity in strategies and projects will ensure that the needs of the most vulnerable are prioritised</li> <li>• Skills gap analysis, skills sharing, and training will future proof the organisation</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• External investment in Corporation assets</li> <li>• Increased visibility and standards across projects</li> <li>• Increased performance from capital spend</li> <li>• Future proof key asset base for the Corporation</li> <li>• Decreased costs due to integration of resilience actions</li> </ul>	
<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 5,7</p>			



<ul style="list-style-type: none"> <li>• Deeper understanding of climate related data, as well as a review of ground space utilisation, will allow better strategic planning</li> </ul>	Local Plan 2015, The draft City Plan 2036 Transport Strategy 2018-43 Local Flood Risk Management Strategy 2014-2020
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*Action Area 5: Public Health Engagement and Education*

Committee: Primarily Port Health & Environmental Services Committee and Community & Children’s Services Committee

<b>CLIMATE RESILIENCE VISION:</b> A future where the health and wellbeing of the City’s communities is enhanced through the development of a climate-ready City.			
<b>STRATEGY GOALS:</b> B) The City of London Corporation and its assets are resilient to climate change E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation			
<b>High level actions</b>  <b>Action 5.1</b> Climate-ready, fortified public health programme <b>Action 5.2</b> Develop urban heat vulnerability index and mitigation strategy <b>Action 5.3</b> Strengthen community and business networks to build adaptive capacity <b>Action 5.4</b> Strengthen climate resilience education track at Open Spaces <b>Action 5.5</b> Public communications and awareness raising campaign(s)	<b>Gross cost</b> <b>£M / yr.</b>  <b>£0.1m</b>	<b>Impact on employment</b> (estimate of total new jobs created in the green economy /yr.)  <b>1</b>	<b>What it pays for</b>  <ul style="list-style-type: none"> <li>• A plan to protect public health and social services critical services and infrastructure during shock events</li> <li>• An Urban Heat Vulnerability Index to help prioritise temperature reducing measures for vulnerable groups</li> <li>• A more cohesive community through supporting grassroots resilience projects, community groups and business networks</li> <li>• A clear communications plan to integrate climate resilience into existing education strategies across our services</li> </ul>
<b>Resilience Risks</b> <ul style="list-style-type: none"> <li>• Overheating</li> <li>• Cross-cutting themes</li> <li>• Pest and Disease</li> </ul>	<b>Measurement</b> Total no. climate risks managed		<b>Key Benefits</b>  <ul style="list-style-type: none"> <li>• Enhanced reputation and public support</li> </ul>
<b>Impact on resilience risks</b> <ul style="list-style-type: none"> <li>• Identification of food insecurities and robust plans for mitigation</li> <li>• Working with mutual aid, community aid and business networks to ensure vulnerable populations are supported</li> <li>• Planning to protect critical health and social care structures during shock events and emergencies</li> </ul>	<b>Strategic Links</b> Corporate Plan Outcomes 5,7,9,10,12 Responsible Business 2018-23 Local Plan 2015, the draft City Plan 2036		

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# Agenda Item 9

<b>Committee:</b>	<b>Date:</b>
Policy and Resources	24 September 2020
<b>Subject:</b> Appointment of Sub Committees, Working Parties and Representatives On Other Committees	<b>Public</b>
<b>Report of:</b> Town Clerk <b>Report Author:</b> Greg Moore	<b>For Decision</b>

## Summary

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

The Committee now appoints the following sub-committees, working parties, and working groups:-

- Courts Sub-Committee;
- Members' Privileges Sub-Committee;
- Outside Bodies Sub-Committee;
- Projects Sub-Committee;
- Public Relations and Economic Development Sub-Committee;
- Resource Allocation Sub-Committee;
- Hospitality Working Party;
- Ceremonial Working Party;
- Housing Delivery Working Group;
- Culture Mile Working Party;
- Members' Diversity Working Party; and
- Members' Financial Assistance Working Party
- Tackling Racism Taskforce

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

For ease of reference, details of the composition and terms of reference of the Committees sub-committees and working parties are set out in the Appendix to this report, together with the details of the representatives appointed to serve elsewhere.

On this occasion, in view of the particular circumstances around some of these bodies (for instance, where there is no scheduled meeting for the remainder of the COVID-shortened municipal year; or, where the particular body is a task and finish group undertaken to complete a specific task), it is recommended that no change is made to memberships at this point in time. These are highlighted in the report.

Members will recall that the traditional manner in which the appointments process is undertaken in Committee can take some considerable time and can disrupt the flow of the meeting. Therefore, in view of the large number of appointments and the size of today's agenda, together with the opportunities afforded by electronic voting, it is proposed that, on this occasion, confirmation of final nominations be provided at the meeting and that

electronic ballot papers be issued for completion following the meeting. This will allow all Committee Members time to consider the nominations and vote accordingly, in the same fashion as was adopted in respect of appointments to the Investment Committee (undertaken in July) and which worked well.

### **Recommendations**

It is recommended that:-

1. consideration be given to the appointment, composition and terms of reference of the following sub-committees and working parties for the ensuing year:-

- Courts Sub-Committee (1 vacancy – no change recommended)
- Members' Privileges Sub-Committee (no vacancies)
- Outside Bodies Sub-Committee (no change recommended)
- Projects Sub-Committee (4 vacancies)
- Public Relations and Economic Development Sub-Committee (5 vacancies)
- Resource Allocation Sub-Committee (6 vacancies)
- Ceremonial Working Party (no change recommended)
- Culture Mile Working Party (4 vacancies)
- Members' Financial Assistance Working Party (no change recommended)
- Hospitality Working Party (no vacancies)
- Housing Delivery Programme Working Group (no change recommended)
- Members Diversity Working Party (no change recommended)
- Tackling Racism Taskforce (no change recommended)

(please see sections A – M of the Appendix for terms of reference, compositions, and 2019 appointments);

2. the Chairman and Deputy Chairman of the Projects Sub-Committee be confirmed under delegated authority, following consultation, after appointments to the Sub-Committee are confirmed;
3. the eight Members already appointed to serve on the Investment Committee, following your July meeting, be noted (see Section Q of the Appendix);
4. one Member be appointed to represent the Committee on each of the following:-
  - Audit and Risk Management Committee
  - Barbican Centre Board
  - Education Board (this is open to all Members of the Court)
  - Freedom Applications Committee
  - Local Development Framework Reference Sub (Planning) Committee

(please see Section P of the Appendix for 2019 appointments);

5. two Members be appointed to represent the Committee on the Capital Buildings Committee (see section R of the Appendix for 2019 appointments);

6. three Members be appointed to represent the Committee on the Corporate Asset Sub-Committee (see Section O of the Appendix for 2019 appointments);
7. representatives be appointed for informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances (see Section N of the Appendix for 2019 appointments); and
8. that the various appointments listed above be balloted on electronically (where a contest is required) and that authority be delegated to Town Clerk, in consultation with the Chair and Deputy Chair, to approve appointments on the basis of said electronic ballot process.

## **Main Report**

### **Background**

1. This report considers the appointment, terms of reference and composition of the Policy and Resources Committee's sub-committees and working parties. It also sets out details of the representatives the Committee is requested to appoint to serve on other City Corporation bodies.
2. The Committee is also required to review the frequency of its meetings. It usually meets on a monthly basis (with the exception of recess periods). No meetings were cancelled last year and meeting on a monthly basis is still working well.

### **Current Position**

3. There are a number of specific areas of the Committee's work which it has determined require greater focus and for which it has created a sub-committee, namely:-
  - The City's Courts
  - Members' Privileges
  - Outside Bodies
  - Project Management
  - Public Relations and Economic Development
  - Resource Allocation
4. The Chair serves in an ex-officio capacity on all the Committee's Sub-Committees. The Deputy and the two Vice Chairmen also serve on the Sub-Committees, with membership on four of them being shared between them. All three positions serve on the Resource Allocation and the Public Relations and Economic Development Sub-Committees.
5. The Committee also has seven working parties, groups, or task forces covering hospitality, diversity, ceremonial, financial loss, housing delivery, tackling racism, and the culture mile. Work in all these areas are ongoing to one degree or another.
6. Each of the Committee's proposed sub-committees, working parties and the appointments to other committees are considered in turn below. Details of their terms of reference and proposed composition are set out in the Appendix to this report.

## **Courts Sub-Committee**

7. This Sub-Committee was created for a period of five years (expiring April 2021) to be responsible for the oversight of the management of all matters relating to the Central Criminal Court, the City of London Magistrates' Court and the Mayor's and City of London Court (excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty and in so far as they concern the City of London Corporation).
8. In terms of places on the Sub-Committee, in addition to the Chair and the Deputy Chairman, one further place is filled by this Committee and four are appointed by the Court of Common Council for a term of four years. There is one place on this Sub-Committee which the Grand Committee appoints to, currently filled by Deputy Edward Lord.
9. However, the Sub-Committee has not had cause to meet since 2019 and has no current future meeting scheduled. Given the unusual circumstances of the current year, together with the April 2021 end-date for the sub-committee, it is suggested that it would not be pragmatic to go through what would likely amount to an unnecessary appointments process for a six-month period in which no meetings are planned. Instead, it is **recommended** that the term of the incumbent be extended by a further six months, at which time the Sub-Committee will cease to exist.

## **Members' Privileges Sub-Committee**

10. The Members' Privileges Sub-Committee focuses on Members' privileges (but not those relating to City Hospitality which are dealt with by the Hospitality Working Party); Members' facilities (excluding Guildhall Club as this is dealt with by a dedicated committee); and Member development and training. This Sub-Committee is chaired by the Chief Commoner and can report directly to the Court of Common Council. Vacancies on this Sub-Committee are appointed to by the Court (please see the Appendix for the full composition).

## **Outside Bodies Sub-Committee**

11. This Sub-Committee oversees the City Corporation's Outside Bodies Scheme on behalf of the Committee. Its primary purpose is to keep the City Corporation's policy and protocol towards outside bodies under review to ensure that they remain fit for purpose. In addition to the Chair and a Deputy or Vice Chairman, three places are filled by this Committee on an annual basis (but not necessarily from Members of the Committee) and three are appointed by the Court for staggered three-year terms.
12. As with the Courts Sub-Committee, this Sub-Committee has not met for some time – in this case, since 2018. There are no scheduled meetings and it is generally the case that, wherever an outside body related issue arises, it is the sole item for discussion (and is usually fairly straightforward). As the Sub-Committee can only make recommendations to the Policy & Resources Committee, it is generally determined that there is little merit in convening a one-item meeting, so such items are referred directly to Policy & Resources.

13. Again, given that only six months remain in the year and there are no scheduled meetings, it is suggested that membership be kept the same for the coming six months and the incumbents reappointed.

### **Projects Sub-Committee**

14. The Projects Sub-Committee provides additional scrutiny, oversight and challenge for the management of projects and programmes on behalf of the Policy and Resources Committee. The Chairman and Deputy Chairman of the Sub-Committee are appointed by the Grand Committee. There are **four** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

### **Public Relations and Economic Development Sub-Committee (PR/ED Sub)**

12. This Sub-Committee focuses on all matters relating to the City Corporation's Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies. There are **five** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

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

13. Determining resource allocation in accordance with the City Corporation's strategies is undertaken on behalf of the Committee by the RA Sub-Committee. As part of the recent review of the city Corporation's grant giving activities, the Committee agreed to the Sub-Committee being responsible for:-
  - setting the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);and
  - considering the annual performance reports for all grants programmes from the Finance Committee.

The Resource Allocation Sub-Committee also performs the role of a Reference Sub-Committee, in that it considers and makes recommendations on matters referred to it by the Grand Committee (such as in respect of the current Governance Review). Its constitution is determined by the Court. There are **six** vacancies on this Sub-Committee to which the Grand Committee is asked to appoint.

### **Ceremonial Working Party**

14. The Ceremonial Working Party was established for a limited period in 2016 to review the City Corporation's ceremonial protocols and practices and to update and consolidate the *Ceremonials* Book. Whilst good progress was made, the subsequent reorganisation of Mansion House and the Central Criminal Court had an impact on the timely delivery of this project and activity was paused pending the outcome of that work. The ongoing discussions around a new Target Operating Model would suggest it would be imprudent to recommence activity now, but it is envisaged that the review will be able to resume once the reorganisation is settled in 2021. It is, therefore, suggested that this Working Party be held in abeyance for the time being.

### **Culture Mile Working Party**

15. The Cultural Mile Working Party (formerly the Culture Hub Working Party) was established in 2013 to oversee the development of a cultural hub in the Barbican area to coordinate improvements to the street scene, links to future transport infrastructure developments, and increased collaboration between the cultural institutions in and around that area. There are **four** vacancies on the Working Party.

### **Hospitality Working Party (HWP)**

16. The HWP is chaired by the Chief Commoner and reports directly to the Court of Common Council. It is responsible for considering and making recommendations on City Corporation hospitality and on the applications for the use of Great Hall. Applications for the use other venues within Guildhall are determined by the Remembrancer in consultation with Chief Commoner. Vacancies on this Working Party are appointed by the Court. Please see the Appendix for the full composition.

### **Housing Delivery Programme Working Group**

17. This Working Group was established to support the planning, inform decision making and progress the delivery of the City Corporation's target of 3,700 for creating new homes. Its membership is drawn from this Committee, the Property Investment Board and Community and Children's Services.
18. Until his resignation in March 2019, Sir Mark Boleat served as the Group's Chairman. Following Sir Mark's departure, Deputy James Thomson was appointed as Chair.
19. Much of the Group's work has been delayed or otherwise impacted by the COVID-19 outbreak and it has not been able to meet for several months. In keeping with your decision last year and given its status as a "task and finish" style Group, changes at this point in time are felt to be undesirable in respect of continuity and so it is recommended that no change be made.

### **Members Financial Assistance Working Party (MFAWP)**

19. In 2018, the Committee supported a review of the financial loss scheme. It was agreed that rather than this being undertaken independently, a working party should be created to review the Scheme and to also examine what additional assistance could be given to Members to support them in conducting their duties as elected Members the City of London Corporation. The Members Financial Assistance Working Party was, therefore, established.
20. William Upton and Sophie Fernandes were appointed by this Committee as the two to the Working Party. Given the nature of this Group, whose work is shortly expected to conclude, it is recommended that no change be made to membership at this time.



### **Members Diversity Working Party (MDWP)**

21. The Policy and Resources Committee had been looking at ways in which to enhance the diversity of the Court of Common Council and, to help shape some of these ideas, it was agreed that the Members' Diversity Working Party should be established. The Working Party has since recommended a suite of proposals and work or consideration on specific areas is ongoing.
22. Representatives were appointed from the Court membership to serve and, given the nature of the Working Party and its ongoing activity, it is recommended that no change be made at this point in time.

### **Tackling Racism Taskforce (TRT)**

23. The Tackling Racism Taskforce (TRT) was set up in June 2020 and tasked to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them. The aim of the Taskforce is submit a final report to the Establishment Committee and the Policy and Resources Committee in December 2020, but felt it was important for these Committees to have sight of the findings of the Taskforce to date, particularly around the workstreams of staffing and culture.
24. Given the very recent appointment of the Taskforce and its membership, it is recommended that it be left unchanged.

### **Investment Committee**

25. 14 Members of the Investment Committee are elected by the Court. In addition to this the Policy Committee appoints eight Members to serve on it from amongst all Members of the Court. This year, in view of the timing of appointments, the Policy & Resources Committee agreed to appoint its eight representatives under delegated authority arrangements in July, so no further action is required at this point.

### **Appointments to other Committees and Sub-Committees**

26. The Policy and Resources Committee is required to appoint representatives to serve on the following Committees, Sub-Committees and Boards:-
  - **Audit and Risk Management Committee**
  - **Barbican Centre Board**
  - **Capital Buildings Committee** (two representatives appointed from amongst the wider Court)
  - **Corporate Asset Sub-Committee** (three representatives)
  - **Education Board**
  - **Freedom Applications Committee**
  - **Local Development Framework Reference Sub (Planning) Committee**
  - **Mayoralty and Shrievalty Allowances** (for the purposes of consultation with the Court of Aldermen and representatives of the Finance Committee)

27. It should be noted that, when filling the vacancies on the various committees and sub-committees referred to above, a ballot will be required where expressions of interest in serving on them exceed the number of vacancies.

### **Appendices**

Appendix – composition and terms of reference of the Policy Committee’s sub-committees and working parties together with details of the representatives the Committee appoints to serve elsewhere.

### **Contact:**

Greg Moore

Telephone: 020 7332 1399

Email: [gregory.moore@cityoflondon.gov.uk](mailto:gregory.moore@cityoflondon.gov.uk)

(A) **Courts Sub-Committee**

**Composition**

- Chairman of the Policy and Resources Committee (Chairman)
- Deputy Chairman of the Policy and Resources Committee;
- Two Aldermen nominated by the Court of Aldermen;
- Four Members appointed by the Court of Common Council;
- One Member appointed by the Policy and Resources Committee;
- One Member appointed by the Finance Committee;
- the Recorder and Sheriffs at the Central Criminal Court (Ex-officio), with the Recorder and any Sheriff who was not a Member of the Court of Common Council, having no voting rights

*N.B. the Recorder and a Sheriff who is not an Alderman or Common Councilman shall have no vote.*

In 2019/20, Deputy Edward Lord was appointed by the Policy and Resources Committee to serve.

**Terms of Reference**

For a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the Central Criminal Court, the City of London Magistrates' Court and the Mayor's and City of London Court so far as they concern the City of London Corporation but excluding the appointment of the Secondary and Under Sheriff and matters relating to the Shrievalty.

(B) **Members' Privileges Sub-Committee**

**Composition**

- Chief Commoner (Chairman)
- Immediate past Chief Commoner \*
- Chairman and Deputy Chairman of the House Committee of Guildhall Club (Ex-officio)
- Chairman and a Deputy or Vice Chairman of the Grand Committee
- Up to 6 Members appointed by the Court of Common Council.

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

**Terms of Reference**

- To consider and make recommendations to the Policy and Resources Committee on:-
  - Members' privileges, other than those relating to City Hospitality which is dealt with by the Hospitality Working Party; and

- Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.
- To agree a programme of Member training and development, to ensure that all Members have access to opportunities to broaden their specialist knowledge and skills in relation to their duties.

(C) **Outside Bodies Sub-Committee**

**Composition**

- the Chairman and one Deputy Chairman of the Policy and Resources Committee;
- three Members appointed by the Court of Common Council;
- one Alderman, appointed by the General Purposes Committee of Aldermen;
- three Members appointed by the Policy and Resources Committee (but not necessarily Members of the Policy and Resources Committee).

In 2019/20, two Members were appointed by the Policy and Resources Committee, as follows:-

Jeremy Mayhew  
James Tumbridge

**Terms of Reference**

To be responsible for overseeing the City Corporation's Outside Bodies Scheme, to include:-

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

(D) **Projects Sub-Committee**

**Composition**

- the Chairman and one Deputy Chairman of the Policy and Resources Committee
- Four Members appointed by the Policy and Resources Committee
- Two Members appointed by the Finance Committee
- Up to four Members to be co-opted from the Court of Common Council with relevant experience.

In 2019/20, the Policy & Resources appointees were:-

- Deputy Keith Bottomley
- Karina Dostalova
- Deputy Jamie Ingham Clark
- Deputy Philip Woodhouse

*\*The Chairman and Deputy Chairman of the Sub-Committee to be appointed by the Policy and Resources Committee*

### **Terms of Reference**

To be responsible for:-

- Authorising individual projects on behalf of the Policy and Resources Committee at each stage of the City's agreed Project Approval Process;
- Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
- Overseeing the City Corporation's programme of projects, excluding those within the remit of the Cyclical Works Programme (although these may be called-in by the Projects Sub-Committee) to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee.
- Overseeing the City Corporation's programme of projects, excluding those within the remit of the Corporate Asset Sub-Committee, to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee;
- Monitoring the procurement arrangements for capital and supplementary revenue projects and advising the Finance Committee of any issues; and
- Periodically reviewing the City Corporation's project management processes and procedures.

### **(E) Public Relations and Economic Development Sub-Committee**

#### **Composition**

Chairman, Deputy Chairman & Vice Chairmen of the Policy and Resources Committee

Past Chairmen of the Policy and Resources Committee, still on the Committee

Chairman of the Finance Committee

Five Members of the Policy and Resources Committee, elected by the Committee

Four Members of the Court of Common Council, co-opted by the Sub-Committee

Up to two non-City of London Corporation members, who shall not have voting rights.

In 2019/20, the Members appointed by the Policy & Resources Committee were as follows:-

- Deputy Keith Bottomley
- Tijs Broeke
- Karina Dostalova
- Anne Fairweather
- Deputy Jamie Ingham Clark
- Deputy Edward Lord

#### **Terms of Reference**

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

(F) **Resource Allocation Sub-Committee**

**Composition (*the Constitution has been agreed by the Court of Common Council*)**

Chairman of the Policy and Resources Committee (Chairman)

Chairman of the Finance Committee (Deputy Chairman)

The Deputy Chairmen of the Policy and Resources Committee

The Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

The Senior Alderman below the Chair

The Chairman of the Establishment Committee

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

Together with 6 Members of the Policy and Resources Committee - in 2019/20 these Members were as follows:-

- Deputy Keith Bottomley
- Tijs Broeke
- Karina Dostalova
- Anne Fairweather
- Alderman Ian Luder
- Deputy Giles Shilson

**Terms of Reference**

- to recommend to the Grand Committee an appropriate allocation of financial resources in respect of the City Corporation's capital and revenue expenditure;
- to meet with Chairmen of Service Committees to advise on the status of the City Corporation's budgets and the recommended allocation of financial resources overall and discuss any emerging issues;
- following advice from the Corporate Asset Sub-Committee, to have power to determine the City Corporation's programme for repairs, maintenance and cyclical replacement of plant & equipment in respect of all operational and noninvestment properties, including the prioritisation of the various schemes and projects;
- to determine the appropriate investment proportions between property and non-property assets;
- to recommend to the Grand Committee the extent of properties held by the City of London Corporation for strategic purposes, including within the City of London itself;
- to recommend to the Grand Committee the allocation of operational property resources for service delivery (following Corporate Asset Sub-Committee's consideration of effective use);
- to be the reporting and oversight body for the review of Operational Property;
- to set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);
- to consider the annual performance reports for all grants programmes from the Finance Committee;
- to consider funding bids in respect of the Community Infrastructure Levy Neighbourhood Fund of over £50,000; and
- to consider and make recommendations in respect of matters referred to it by the Grand Committee including matters of policy and strategy.

(G) **Ceremonial Working Party**

**Composition**

- Chairman of the Policy & Resources Committee
- A Deputy Chairman of the Policy & Resources Committee (Catherine McGuinness)
- Chief Commoner
- Two Aldermen, nominated by the Chairman of the General Purposes Committee of Aldermen (Alderman Sir David Wootton and Alderman Tim Hailes)
- Three Members appointed by the Policy and Resources Committee (Roger Chadwick, Simon Duckworth and Deputy Edward Lord)
- Two Members with over ten years' service, appointed by the Court of Common Council (Wendy Mead and Deputy Joyce Nash)
- Two Members with under ten years' service at the time of their appointment, elected by the Court of Common Council (Henry Colthurst and Deputy Dr Giles Shilson)
- The Remembrancer
- Town Clerk

**Terms of Reference**

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

(H) **Culture Mile Working Party**

**Composition**

- The Chairman or his/her representative
- four Members nominated by the Policy & Resources Committee. In 2019 these were as follows:-
  - Tijs Broeke
  - Deputy Michael Cassidy
  - Deputy Jamie Ingham Clark
  - Jeremy Simons

The Chairman or his/her representative from the following committees/boards:-

- the Board of Governors of the Museum of London
- the Barbican Centre Board
- the Board of Governors of the Guildhall School of Music and Drama
- the Culture, Heritage and Libraries Committee
- the Planning and Transportation Committee
- the Barbican Residential Committee

The following senior officers: -

- Town Clerk
- Managing Director, Barbican Centre
- Director of the Built Environment
- Director of Community and Children Services
- Director of Culture, Heritage and Libraries
- Director, Museum of London
- City Surveyor

### **Terms of Reference**

The working party will oversee and co-ordinate the work being undertaken to develop the cultural hub in the Barbican area.

It will do this by: -

- Providing a cross-cutting overview of emerging activities related to the creation of a cultural hub
- Providing advice on the potential of individual projects to contribute to the delivery of a cultural hub; and
- Ensuring that decision making committees of the City of London Corporation are fully aware of the impact individual projects might have in the delivery of a cultural hub.

*Note: The Culture Mile Working Party shall have the power to co-opt people with relevant expertise or experience.*

### (I) **Hospitality Working Party**

#### **Composition**

Chief Commoner (Chairman)

Immediate past Chief Commoner\*

Chairman and a Deputy Chairman of the Policy and Resources Committee

Chairman and Deputy Chairman of the Finance Committee

Chairman of the General Purposes Committee of the Court of Aldermen

Senior Alderman Below the Chair

Together with four Members appointed by the Court of Common Council

The Remembrancer

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

#### **Terms of Reference**

- To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- To keep the arrangements for hospitality (including Committee allowances, annual functions, invitations and seating) under review and to make recommendations thereon to the Grand Committee;
- To consider applications for the use of Great Hall and make recommendations thereon to the Court of Common Council;



- To consider the list of approved caterers and make recommendations thereon to the Grand Committee; and
- To consider the level of charges for the event spaces within Guildhall and make recommendations to the Grand Committee.

(J) **Housing Delivery Programme Working Group**

- the Chairman of the Policy and Resources Committee (or his/her representative)
- the Chairman of Community and Children's Services Committee (or his/her representative – Dhruv Patel)
- the Chairman of the Housing Management and Almshouses Sub Committee (or his/her representative – Randall Anderson)
- four Members of the Court of Common Council elected by the Policy and Resources Committee (Deputy Michael Cassidy, Alderman Greg Jones, Deputy James Thomson and Deputy Philip Woodhouse)

**Terms of Reference**

To be responsible for supporting the Policy and Resources Committee in progressing the delivery of the Corporation's target of establishing 3,700 new houses over the next 10 years.

(K) **Members Financial Assistance Working Party**

**Composition**

- The Chairman and named Deputy Chairman or one of the Vice Chairmen of the Policy and Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee
- The Chairman of the General Purposes Committee of the Court of Alderman or his/her representative
- The Chief Commoner
- The Town Clerk
- two Members appointed by the Policy and Resources Committee from the wider Court (Sophie Fernandes and William Upton).

**Terms of Reference**

To undertake a review of the Members' Financial Loss Scheme to ensure that it is fit for purpose and to establish whether any further assistance should be established to support Members with the delivery of their duties as elected Members of the City Corporation.

(L) **Members' Diversity Working Party**

**Composition**

- The Chairman of the Policy and Resources Committee or his/her representative
- The Chairman of the General Purposes Committee of the Court of Aldermen or his/her representative
- The Chief Commoner
- The Immediate past Chief Commoner \*
- The Chairman of the Establishment Committee

- Six Members appointed by the Policy and Resources Committee from the wider Court – in 2018/19 and 2019/20, these were:
  - Munsur Ali
  - Randall Anderson
  - Tijs Broeke
  - Alderman Alison Gowman
  - Shravan Joshi
  - Dhruv Patel
- Together with co-option by the Working Party of up to two external people (with no voting rights).

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

### **Terms of Reference**

To consider and make recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council to represent better its constituency.

## **(M) Tackling Racism Taskforce**

### **Composition**

- Chair of Policy and Resources Committee
- Chair of Establishment Committee
- Chair of Community & Children’s Services Committee
- Chair of Member Diversity Working Party
- Chair of Culture, Heritage & Libraries Committee
- Six Members from the wider Court:-
  - Caroline Addy (co-Chair)
  - Alderman Emma Edhem
  - Shravan Joshi
  - Natasha Lloyd-Owen
  - Andy Mayer
  - Andrien Meyers (co-Chair)
- Town Clerk & Chief Executive
- Sponsor of the BAME Staff Network
- Chair/Deputy Chair of the BAME Staff Network or their representatives
- Director of Community & Children’s Services
- Director of Members’ Services
- Director of Communications
- Diversity & Engagement Lead Officer, HR

### **Terms of Reference**

- To consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them.

- To report its findings to both Policy & Resources Committee and the Establishment Committee.

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

This is a joint deputation of representatives comprising Aldermen, the Policy and Resources Committee and the Finance Committee. The deputation is responsible for giving detailed consideration to the allowances for expenses for the offices of the Lord Mayor and the Sheriffs for the coming year.

- Chair of the Policy and Resources Committee
- The Chief Commoner
- One representative from this Committee - in 2019/20, Deputy Edward Lord was appointed to serve.

- (O) **Corporate Asset Sub-Committee** – This Sub-Committee is responsible for the performance and adequacy of all the City Corporation’s operational property, including reviewing and agreeing the repairs and maintenance of those properties. Three representatives of this Committee are appointed to serve on it. In 2019/20, Marianne Fredericks, Deputy Joyce Nash and Deputy Philip Woodhouse were appointed by the Committee to serve.

(P) **Representations on Other City Corporation Committees**

The appointment of one Member on the following:-

- i) **Audit and Risk Management** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Marianne Fredericks represented the Policy and Resources Committee in 2019/20.
- ii) **Barbican Centre Board** – the terms of reference of this Committee can be found in the Appointment of Members on Committee report to the Court or is available on request. Simon Duckworth represented the Committee on the Board in 2019/20.
- iii) **Education Board** – the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request. Tijs Broeke represented the Committee on the Board in 2019/20. *NB: Members are required to submit a CV in support of their candidature for serving on the Education Board.*
- iv) **Freedom Applications Committee** - the terms of reference of the Board can be found in the Appointment of Members on Committee report to the Court or is available on request. Jeremy Mayhew represented the Committee on the Committee in 2019/20.

- v) **Local Development Framework Reference Sub (Planning) Committee** - This Sub-Committee is responsible for giving detailed consideration to two of the City Corporation's strategic documents, the Local Development Framework and Local Implementation Plan. Deputy Jamie Ingham Clark represented this Committee on the Sub-Committee in 2019/20.

(Q) **Investment Committee**

**Composition**

14 Members elected by the Court

8 Members to be appointed by this Committee from all the Court

Together with the Chairmen and Deputy Chairmen of the Policy and Resources and Finance Committees (ex-officio)

For 2020/21, Policy representatives have already been appointed as follows:-

Tijs Broeke

Anne Fairweather

Alderman Prem Goyal

Deputy Tom Hoffman

Michael Hudson

Shravan Joshi

Dhruv Patel

Deputy Tom Sleigh

(R) **Capital Buildings Committee**

The terms of reference of the Committee can be found in the Appointment of Members on Committee report to the Court and are available on request.

This Committee has the right to appoint two Members to serve on the Capital Buildings Committee. In 2019/20, the Committee appointed Peter Bennett and Deputy Keith Bottomley.

The Chair and a Deputy/Vice Chair of Policy also serve.

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

<b>Committee:</b> Resource Allocation Sub-Committee Policy & Resources Committee	<b>Date:</b> 18 September 2020 24 September 2020
<b>Subject:</b> Governance Review	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>

## Summary

In September 2019, the Policy and Resources Committee proposed the undertaking of a comprehensive Governance Review of the City Corporation.

This proposal, endorsed by the Court of Common Council, recognised that because of the unique and historic nature of the City Corporation it requires good governance to ensure it functions effectively and to the highest possible standards.

The Committee was conscious that some potentially contentious issues needed to be addressed and that some radical changes may need to be considered. It was, therefore, agreed that the review should be undertaken independently and Robert Rodgers, The Lord Lisvane, was appointed to conduct the Review, due to his significant expertise and experience.

He was encouraged to take a comprehensive and critical “warts and all” look at the totality of the Corporation’s arrangements, without fear or favour, and he has now submitted his findings (attached at Appendix 1).

Lord Lisvane’s independent report is detailed and contains more than 90 specific recommendations, together with wider commentary and analysis. These recommendations are far reaching and wide ranging; it is now for Members to consider how far they are appropriate and which should be taken forward. The recommendations are not all contingent upon each other and thus do not represent a “single package”: Members will have the option to consider which recommendations (and to what extent) are implemented, and timescales for this.

It will be important to go through the Review in a structured and methodical way in the coming period, with Members afforded sufficient time to read and consider the content and implications. This paper, therefore, seeks Members’ consideration as to a proposed approach for deliberating and reviewing these proposals, rather than on the specific content of the Governance Review (which will be debated in the coming period). It will also be of the utmost importance to ensure that the process moving forward provides adequately for all Members of the Court to continue to have the opportunity to input and comment on the Review.

It should be noted that the Governance Review was also asked to take into consideration, various other reviews into aspects of the Corporation’s activities (such as education, support for the financial and professional services sector, and its internal structures).

## **Recommendations**

It is recommended that:-

- Lord Lisvane’s Governance Review report be received;
- consideration be given to the next phase of the process, including wider Member consultation, as set out at paragraphs 8-18 of this report, with the Resource Allocation Sub-Committee being asked to go through the report in detail; and,
- formal thanks be placed on record to Lord Lisvane for his efforts in conducting the Review.

## **Main Report**

### **Background**

1. At its meeting on 14 March 2019, the Policy and Resources Committee agreed to a fundamental review (FR) of the allocation of the City of London Corporation’s resources being undertaken. The purpose of the review was to ascertain how resources are currently being allocated against our Corporate Plan priorities and to ensure that:-
  - spending was being undertaken in accordance with agreed priorities;
  - the City Corporation’s financial plans were sustainable in the medium term;
  - action was being taken to mitigate any risks which might be associated with Government’s desire for public bodies to focus on need and its plans to change current funding mechanisms to reflect this; and
  - the City Corporation remains fit for purpose in the wake of, amongst other things, Government’s forthcoming spending review, fair funding review, reforms to business rate retention and a police formula funding review.
2. The nature of the organisation’s funding and service provision is diverse and good governance is essential to ensure that it is functioning effectively and remains fit for purpose. Supporting its governance structures incurs a significant part of the Corporation’s expenditure. Furthermore, any changes proposed through the Fundamental Review were likely to have implications for governance. Therefore, a number of Members suggested that a review of governance arrangements should be undertaken in parallel with the FR.
3. There was also a range of wider activity underway which played into the same piece, looking at how the City Corporation might improve the efficiency, diversity, and outcomes of its work across various areas. Its support for the competitiveness agenda, of increasing importance in the current context to support the UK’s financial and professional services industries, was also an area where focus could be sharpened and where changes to governance might improve the efficacy of the organisation’s activities.
4. This view was supported by the Policy and Resources Committee, as well as its Resource Allocation Sub-Committee (which had been identified as the “reference

sub-committee” for considering the Governance Review matters in the first instance). It was noted that it had been almost nine years since the last comprehensive review of the City Corporation’s governance arrangements was undertaken and, since that time, the number of bodies forming part of the decision making structure had increased to approximately 130 committees, sub-committees and working parties, excluding some of the bi-lateral committee meetings.

5. In reaching their conclusion, Members were of the view that radical changes would need to be considered and that hard choices might need to be made. The difficulties associated with undertaking the review internally were acknowledged and it was, therefore, agreed that any review should be undertaken independently.
6. The Town Clerk was asked to look at the possibility of engaging a suitable individual and, following this process, your Committee supported the appointment of The Lord Lisvane KCB DL (Robert Rogers), as an independent person to undertake the review.
7. The evolution of the Fundamental Review, together with other discrete areas of Review (such as the Tomlinson Review into the City’s education provision, or the Fraser Review into the City’s work in support of competitiveness and the financial and professional services sector), have presented additional areas of consideration which result in implications for the Corporation’s governance. Their recommendations have, therefore, been incorporated so far as possible within Lord Lisvane’s Review.

#### **Proposal / Timetable**

8. Having started work on the Review in 2020 (and, notwithstanding the complications added by the COVID-19 outbreak), Lord Lisvane has now submitted his report for Members’ consideration.
9. As the responsible body for the co-ordination of the City Corporation’s governance, as well as the originators of the Governance Review, the report is now presented to the Policy and Resources Committee for consideration as to how it wishes to take it forward.
10. The report is some 147 pages long and contains more than 90 recommendations. It would, therefore, be impractical to seek to consider the report in a single sitting: quite aside from the question of volume, it is inevitable that there will be various options to explore in some cases, or implications to consider when coming to a view as to the implementation of specific proposals.
11. The various recommendations are, in many cases, not contingent upon each other and it will be for Members to determine which (and to what extent) they wish to accept and implement. There may be some recommendations that could be adopted relatively swiftly, whilst others would either require or benefit from a longer-term implementation.

12. Members will also need to consider the proposals with reference to the context of the Review. As noted within the Review itself, the City Corporation is a highly complex non-party political organisation, active or involved across a diverse range of areas, and with a considerable role in London-wide government. It would be unreasonable, therefore, to expect that every nuance or implication of particular relationships or activities has been made available to Lord Lisvane within the time period of the Review to date. The expertise of Members and others in these areas will, therefore, be of importance in considering the implementation of proposals.
13. Members will, therefore, need time to absorb and consider the various items and deliberate in a structured and thorough fashion.
14. It is, therefore, suggested that the Resource Allocation Sub-Committee, having previously been identified as the reference sub-committee for the Governance Review, be asked to go through the report over the course of a series of meetings in the first instance and consider whether to accept specific recommendations, as well as their implementation. That Sub-Committee has frequent meetings scheduled over the coming period as follows, which will allow several opportunities for the content to be considered and scrutinised:
  - Wednesday 7 October
  - Thursday 22 October
  - Thursday 5 November
  - Friday 20 November
  - Thursday 10 December
15. The Sub-Committee will make recommendations thereon to the Policy and Resources Committee which, in turn, would consider the various recommendations and submit formal proposals to the Court of Common Council.
16. The Governance Review will affect all aspects of the City Corporation's governance and all Members as a consequence. It is, therefore, imperative that any implementation reflects the view of the Court, and it is likely that all Members will have views on particular elements. Their continued input remains integral and incorporating all Members' views within the next steps of the process will be vital in ensuring that the recommendations which are ultimately put to the Court are viable.
17. Given this, as well as the clear interest in the matter, the report has been circulated to all Members and external / co-opted Members of City Corporation Committees. It is suggested that, in the first instance, feedback be sought and collated, and made available to the Resource Allocation Sub-Committee to consider as they deliberate on the report in the coming period.
18. In addition, it is suggested that the informal Court meeting, scheduled for Thursday 12 November, could be utilised as a forum to enable debate on the review and the Sub-Committee's emerging proposals.



19. It may also be of particular benefit to hold additional all-Member sessions, or for the Sub-Committee to invite specific Chairs or Members with relevant interests to attend discussions of certain items or recommendations.
20. It will also be important to provide the Sub-Committee with sufficient discretion and latitude to manage or adjust the consultation or engagement process as it deems appropriate, given the particular circumstances or considerations they will need to make on various issues.
21. Depending on the length of time that the Resource Allocation Sub-Committee feels is necessary to come to its conclusions, recommendations could be made to the Policy and Resources Committee at its meetings on either 19 November or 10 December. This would allow for recommendations to be submitted to the Court of Common Council by January 2021.

#### **Strategic Implications and Conclusion**

22. Effective and responsible stewardship of the City Corporation and its resources is fundamental for the organisation to continue to deliver excellent services for all its stakeholders. A review of the governance arrangements will ensure that how the City Corporation governs itself is appropriate, efficient and transparent. It will also enable the organisation to ensure that the best arrangements are in place; that it is operating efficiently, functioning effectively and that remains fit for purpose in the medium to long term.

***Corporate Governance of the  
City of London Corporation***

***Report of a Review by  
The Lord Lisvane KCB DL***

***September 2020***

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# REPORT

## 1

### *Introduction*

#### *My Review*

1. On 6<sup>th</sup> February 2020 I was formally engaged to undertake an independent review of the City Corporation's governance arrangements.<sup>1</sup>
2. The terms of reference for this review, as agreed by the Policy and Resources Committee in September 2019, were:

*“To review the governance arrangements of the organisation by undertaking a comprehensive examination of the City Corporation's Code of Corporate Governance to ensure that the arrangements are efficient, fair, transparent and accountable.”*

3. The Corporation's Code of Governance, as presented on its website, is not a single document but “a series of regulatory documents and protocols which govern how we operate and take decisions. These procedures are followed to ensure our actions are fair, efficient, transparent and accountable”.
4. There are in fact no fewer than 29 documents falling within this description (which are listed in Appendix A), and during my Review I encountered a number of other documents which I judged significant.
5. I have of course had in mind the agreed terms of reference throughout, but I have been guided by the instruction that my Review should be “comprehensive”; so I have also covered any matters which seemed to me to be important in terms of governance.

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<sup>1</sup> The title “City of London Corporation” replaced the “Corporation of London” in 2006.

6. I have not dealt with policies; good governance is about effective delivery of agreed policies. But on one subject – climate issues – I have suggested how these might be addressed procedurally.<sup>2</sup>

### ***Acknowledgements***

7. I have much appreciated the enthusiasm with which Members, Officers and others have engaged with my Review, and I am grateful for the extensive help which they have given me. I was especially impressed by the appetite for and the openness to change.
8. The Chief Officers' submissions have generally been made following wide consultation with staff, which is welcome.
9. I have been fortunate indeed to have had the expert assistance of Gregory Moore, Principal Members' Services and Committee Manager, and Emma Lloyd, Policy and Research Officer, both of the Town Clerk and Chief Executive's Office. Their help, in researching issues, tracking down papers and arranging interviews, has been invaluable, and I am very grateful to them both.

### ***Independence***

10. I have been aware of some comment as to whether my Review would be genuinely independent. I have some knowledge of the City, as my declaration of relevant interests shows. But, for the avoidance of doubt, I should say that although I have of course been the recipient of a wide variety of views and advocacy, my recommendations are mine alone. Nobody has marked my card.

### ***Interests***

11. I should record here that I am a Freeman and Skinner, that I was Master of the Skinners' Company 2018-19, and that I lived in the Square Mile for my year as Master. The Company has presentation rights for two pupils at Christ's Hospital, to whose Board of Governors the Corporation appoints up to four members, and where the Corporation funds bursaries. I am a member of the Company's Committee for the Lawrence Atwell Charity, whose activity includes *Awards for Excellence* at five higher education institutions, among which is the Guildhall School of Music and Drama.
12. I am a Trustee and a Board Member of the VOCES8 Foundation, a musical performance and education charity, which is based at the

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<sup>2</sup> See paragraphs 251 and 252.



Church of St Anne and St Agnes in Gresham Street in the City. Among many donations, the Foundation has received one from the Masonic Charities Foundation in support of its educational work. I had no involvement in that donation.

13. I am an Honorary Bencher of the Middle Temple; the Inn pays Council Tax to the Corporation.

14. I am a former independent Vice-President of the Local Government Association.

15. On Standards matters, I have the benefit of experience as member and Independent Chairman of Standards Committees of a county council, a police authority and a fire and rescue authority. This was under the previous, and more prescriptive, statutory regime introduced under the Local Government Act 2000.

16. In response to a question I have been asked a number of times, I should put on record that I am not a Freemason.

### *Nomenclature*

17. I note that on 17<sup>th</sup> January 2019 the Policy and Resources Committee (P&RC) agreed that occupants of Chairs might describe themselves as “Chair” rather than “Chairman” but that the default term would remain “Chairman”. I have, however, generally used “Chair” except where the context requires otherwise.

18. I also note that on 14<sup>th</sup> March 2019 the P&RC resolved that “the gender-neutral title of Common Councillor be used in all communications and documents, other than documents intended to have legal effect”.<sup>3</sup> I have therefore followed this practice.

### *Method*

19. On 28<sup>th</sup> January I wrote to all Members, Chief Officers and other stakeholders seeking their views on the present operation of the Corporation. I asked them especially to identify inefficiencies, duplications and barriers to effective decision-making, and how matters might be improved.

20. I received submissions from the 67 sources listed in Appendix B. Several individuals provided more than one submission.

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<sup>3</sup> Minute 15, Resolution 2.

21. The COVID-19 pandemic, and the effect of the restrictions which accompanied it, meant that almost all of my Review had to be conducted virtually. I held interviews and discussions with 38 people, some of whom had submitted written evidence, and a number who had not. These are also listed in Appendix B. I also had a considerable number of informal conversations (again, remotely). I joined the Resource Allocation Sub-Committee remotely on 3<sup>rd</sup> July to brief them on the progress of my Review.
22. I observed some 40 meetings of Committees and Sub-Committees via the Corporation's YouTube page.
23. I also reviewed the public working papers of all the Committees and Sub-Committees meeting from March 2019 to June 2020.
24. I have treated all the written submissions and interviews as in confidence. I have quoted occasional statements and phrases, but unattributably.<sup>4</sup>
25. I have avoided recommending changes which would require primary legislation. Some possible changes might be achieved by private bill, but it is likely that some would involve changes to the public general law and would need to be effected by public bill. There are two arguments against such a course.
26. First, securing a place in any government's legislative programme is extremely difficult, and it is unlikely that such legislation would commend itself to the business managers of the day.
27. Second, the scope of a bill determines what proposed amendments to it may be judged to be in order. If such a bill provided for changes in the constitution of the City Corporation, it is possible that unfriendly amendments might be proposed which were within scope but which went far outside the original legislative intention. Despite the undoubted skills of the Remembrancer, there would be a risk of losing control of the legislation, and ending up with a highly unwelcome result.

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<sup>4</sup> With the exception of the submission from the Establishment Committee. As this was a collective submission I have felt it proper to refer to the views expressed there.

## 2

# The Corporation

28. In this part of my Report I briefly set out the structure and operation of the Corporation. These things may be wearily familiar to many, but for other readers they may provide some helpful context.

### *The elements of the governance structure*

29. The Corporation of the City of London is a corporation by prescription<sup>5</sup>. It is not a local authority but performs many functions similar to “conventional” local authorities elsewhere in the country. The application of primary legislation to the Corporation is always provided for explicitly in statute. The Corporation also discharges a wide range of private and charitable functions.

The City’s **financing** has three sources:

- **The City Fund:** this meets the cost of the City’s local authority, police authority and port health authority work. The Fund generates rental and interest and receives grants from central government in the same way as conventional local authorities, together with a share of business rates and a proportion of council tax (which is very small because of the small residential population). In addition, the City is allowed to retain a small proportion of the business rates paid in the Square Mile (this is known as “the City offset”). Annual City Fund income amounts to £460.48M;<sup>6</sup>
- **City’s Cash:** this is an endowment fund built up over some 800 years, derived from property and investment earnings. It finances the maintenance and conservation of about 11,000 acres of parks and open spaces, the Mayoralty, Smithfield, Billingsgate and Leadenhall Markets, the City’s three independent schools and the Guildhall School of Music and Drama, all at no cost to the public finances. The current value of City’s Cash is £2,669.8M;<sup>7</sup> and

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<sup>5</sup> By Charter of 1608; a statute of 1690 declared that the Mayor, Commonalty and Citizens should “remain, continue and be and prescribe to be a body corporate and politick in re, facto et nomine”.

<sup>6</sup> 2020/2021 budget figures.

<sup>7</sup> As at 31<sup>st</sup> March 2019.

- **Bridge House Estates:** an ancient charity whose primary object is the maintenance of five of the bridges which cross the Thames into the City<sup>8</sup>, but which also has significant grant-giving powers through the City Bridge Trust.

30. The City has three governance elements: the Court of Common Council, the Court of Aldermen, and the Livery, acting through Common Hall.
31. The **Court of Common Council** has 100 Members, elected every four years<sup>9</sup> on a franchise with two elements: residential and business. I consider the franchise in paragraphs 124 to 128. The great majority of Members, whatever their personal political standpoints, sit as independents. The duty to allocate seats to political groups under the Local Government and Housing Act 1989 does not apply to the Corporation.<sup>10</sup>The 25 Aldermen are also Members of the Court of Common Council.
32. The Court normally meets nine times a year in formal session and is presided over by the Lord Mayor. It conducts the majority of its business through an extraordinarily large number of committees, foremost among which is the Policy and Resources Committee. A list of Committees and related bodies is at Appendix E.) The Chair of Policy and Resources (CPR) has a function which in local government generally would be discharged by the Leader – normally the leader of the largest political party. The Corporation does not apply the “executive arrangements” under the Local Government Act 2000 which provide for cabinet governance, but the membership of the Policy and Resources Committee has something in common with a cabinet, with the CPR as akin to a non-executive Leader.
33. The Corporation voluntarily applies the access to meetings rules under the Local Government Act 1972, as amended (a presumption that meetings and papers are publicly accessible unless statutory criteria for confidentiality are judged to apply). This is laudable in the interests of transparency but is not appropriate across all the Corporation’s functions (for example, the meetings of governing

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<sup>8</sup> London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and the Millennium Footbridge.

<sup>9</sup> The next elections, due in 2021, may be deferred to 2022 in consequence of the pandemic.

<sup>10</sup> Section 15 of the 1989 Act applies to “relevant authorities” as defined in section 21. Those authorities are those specified in paragraph 1 of Schedule 2 to the Act, which relies upon the section 21 definitions but excludes the Common Council of the Corporation of London (together with the Council of the Isles of Scilly).

bodies of the Corporation's independent schools). I return to the issue in paragraph 542.

34. The Localism Act 2011 requires the Corporation, in common with conventional local authorities, to have “arrangements” to secure high standards of conduct on the part of Members and co-opted Members. In the City, this requirement was met by the establishment of a Standards Committee and associated machinery. I think it is fair to say that this has not been a happy experience, and I recommend alternative arrangements in Part 8 of this Report.
35. There is no retirement age for Common Councillors.
36. **Aldermen** are senior elected Members of the Corporation (one for each Ward, by convention elected every six years), who may go on to serve as Sheriff and Lord Mayor. They have a close relationship with the Central Criminal Court (The Old Bailey) acting on a monthly duty rota. They frequently represent the Lord Mayor at functions and events.
37. Aldermen are an integral part of the Court of Common Council, but they also sit as the Court of Aldermen, presided over by the Lord Mayor. The Court of Aldermen makes the final choice of Lord Mayor from the two candidates nominated by Common Hall each September.
38. The Court of Aldermen has two Standing Committees: Privileges and General Purposes, of which all Aldermen are members. By convention the retirement age for Aldermen is 70, reflecting an historic link with the Magistracy.
39. **The Livery**, acting through Common Hall, consists of the Livery<sup>11</sup> of the 110 City Livery Companies. Originally attendance at Common Hall was open to all Freemen, but was limited to the Livery in 1475. The current Common Hall register of voters contains 25,949 names.
40. **The Lord Mayor** is the first Citizen of the City, and in the Square Mile subordinate only to the Sovereign. He or she presides over the Court of Common Council, the Court of Aldermen, and Common Hall. The Lord Mayor is a major player on the national and

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<sup>11</sup> Liverymen and Liverywomen are a level above that of Freemen and Freewomen, by decision of the Court of their Company. They are so called because they are “clothed” upon joining the Livery, originally with a distinctive robe which denoted the trade or craft of that Company. Until the Reform Act of 1832 the Livery elected the four Members of Parliament for the City of London.

international stage, promoting the interest and standing of the City as a world centre of financial and professional business services. He or she has a significant ambassadorial role, taking the City's case worldwide to governments, businesses and influencers of all sorts. I consider the role further in Part 6.

41. The Lord Mayor is assisted by the **Sheriffs** who are, like the Lord Mayor, elected every year by the Livery at Common Hall. One Sheriff is the "Aldermanic Sheriff" who is an elected Alderman, and one is a "non-Aldermanic Sheriff".<sup>12</sup>
42. The City is organised into sub-divisions called **Wards**, which are listed in Appendix C, together with the number of Common Councillors elected for each Ward. As noted above, one Alderman is elected for each Ward.
43. The original number of 24 Wards was increased by the division of Farringdon into two Wards in 1394 and the addition of Bridge Ward Without in 1550. The number now stands at 25. **Wardmotes**, presided over by the Alderman for that Ward, are held annually and provide an opportunity for voters to question their local Members. Every fourth year the Wardmote is also the occasion for the election of Members of the Common Council.

### ***The History***

44. No examination of the Corporation and its governance can ignore the extraordinary historical tapestry which has led to the 21<sup>st</sup>-Century Corporation. By Charter of 1067 William the Conqueror (William I if you prefer) confirmed the rights and privileges enjoyed by the Citizens of London under Edward the Confessor. Their unification into a commune or corporation had Royal approval in 1191 and led in 1189 to the appointment of a Mayor as their presiding officer. The 1215 Magna Carta confirmed all the ancient liberties and free customs of the City.<sup>13</sup>
45. The Sheriffs (successors of the pre-Conquest portreeves) were by a Charter of 1199 to be elected by the Citizens of London.

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<sup>12</sup> There are occasionally two Aldermanic Sheriffs.

<sup>13</sup> Clause IX: *Civitas Londinie habeat omnes antiquas libertates et liberas consuetudines suas.*

46. By 1346 a recognisable authority of Mayor, Aldermen and Council had emerged. It had already (in 1341, confirmed by Parliament in 1377) secured the power to amend its own constitution.

### *My review of these elements*

#### *Wards*

47. I have been urged to recommend a radical reshaping of the Ward structure, combining Wards to create divisions roughly similar in size (and, of course, just as energetically urged to do no such thing). The question to be asked is: what would that reshaping actually achieve?
48. Although, as I noted in paragraph 43, there has been modest adjustment of the Wards over the centuries, I am reluctant to recommend interference with a structure with which most people are content, and which has the patina of long usage.
49. Accordingly, **I recommend that there should be no change in the Ward structure.** Ward Committees of Common Council, on the other hand, are a different matter, and I return to them in paragraph 270.

#### *The Court of Common Council and the Court of Aldermen*

50. Arguments have been deployed in favour of dissolving the Court of Aldermen. If they are part of the Court of Common Council, so the case runs, why should there be any distinction? Again, the examination question is: what would be achieved?
51. The Court of Aldermen has its own particular roles, especially in proposing candidates for the offices of Lord Mayor and Sheriffs. As a Court containing a number of former Lord Mayors, the Court of Aldermen is a resource of experience and expertise for the Corporation as a whole.
52. It is also an “alternative voice” which would not be heard were Aldermen to be simply Members of Common Council and not Members of their own Court.
53. I have considered whether there might be merit in building upon the different existences of the Court of Common Council and the Court of Aldermen, for example by introducing a formal bicameralism,

perhaps in considering Acts of Common Council. I conclude that this would introduce a procedural complexity to no good purpose.

54. I therefore **recommend that there should be no change in the separate existence of the Court of Common Council and the Court of Aldermen, nor in their relationship one to the other.**<sup>14</sup>

### *The Livery*

55. Even though I am a Liveryman, and a Great Twelve Past Master, I cannot help concluding that in some respects the role of the Livery directly *in the corporate governance* of the City has been a little oversold. For example, and speaking from experience, Members of the Livery are largely passive participants at the essentially theatrical occasions at which the Lord Mayor and Sheriffs<sup>15</sup> are elected. **I therefore recommend no change in the mainly symbolic role of the Livery acting through Common Hall.** I return to the matter of the election, or I would rather say selection, of the Lord Mayor and Sheriffs in Part 6.
56. The broader role of the Livery is another matter entirely. The role of the Livery Companies in educational and charitable activity is centuries old, but its range and reach has never been greater, and the work of the Companies is a huge asset for the City. Not only do their schools and academies educate and care for many thousands of young people, but their almshouses shelter and support the elderly and vulnerable, and their charities reach into every part of life where charitable giving can affect social cohesion, quality of life, wellbeing and opportunities.
57. The way in which the Livery Companies responded to the COVID-19 pandemic was emblematic of their approach: from providing meals for health and other key workers (an initiative in which 31 Companies were involved) to their schools and academies making personal protective equipment (PPE) on a large scale, despite the operational challenges imposed by the pandemic. In addition, the Companies provided financial and other support through their charities to a range of people affected by the pandemic.

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<sup>14</sup> I note that this was not the view of the 1854 Royal Commission, which recommended the abolition of the Court of Aldermen: *Report of the Commissioners appointed to inquire into the state of the Corporation of London, 1854*, page xii. The formal absorption of the Court of Aldermen into the Court of Common Council would probably require the authorisation of legislation, or a Royal Charter.

<sup>15</sup> And certain other Officers.



58. Livery Companies are rightly proud of their independence, but I expect that this sort of collective effort will have a greater role in the future life of the City and more widely. The Pan-Livery Initiative, developed some three years ago as a move in this direction, has the potential to play a larger part; and the Livery Committee<sup>16</sup> may need to play a more active role in linking the Livery more closely with the wider endeavours of the City.

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<sup>16</sup> The Livery Committee is a Committee of Common Hall rather than of the Court of Common Council. I have taken it to lie outside the scope of my Review.

### 3

## The City which the Corporation serves

### *Demography*

59. From the 16th century to the middle of the 19<sup>th</sup> century the population of the City was fairly constant at around 125,000.<sup>17</sup> Changes in patterns of industry and retail distribution, and improvements in affordable transport, principally the railway boom, meant that commuting into the City became an ever more practical option.
60. So the commuting population continued to grow, while the residential population became minuscule by comparison. The figures which follow are of course pre-pandemic, but illustrate the character of the City up to March this year.
61. The residential population stands at about 7,500<sup>18</sup>; there are 7,137 electors on the electoral register for the City.<sup>19</sup>
62. The City accounted for 522,000 jobs, or 10% of London's total workforce, and 1 in 59 of all workers in Great Britain.<sup>20</sup> Financial, professional and business services were the largest employers in the City, employing 374,000 people. "Tech services"<sup>21</sup> was the fastest growing sector, and in 2018 grew by 11% in terms of total employment.
63. The workforce in the City was young – 61% aged between 22 and 39; highly skilled – 70% employed in highly-skilled jobs<sup>22</sup>. 28% were of black, Asian or minority ethnic origin.<sup>23</sup> 61% of City workers were UK-born; 15% came from the EEA, and 24% from the rest of the world.<sup>24</sup>

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<sup>17</sup> In 1801 the population was 128,833; and in 1851, 129,128. See Report of the 1854 Royal Commission, page vii.

<sup>18</sup> *Corporate Plan 2018-2023*.

<sup>19</sup> Report for the Policy and Resources Committee, 9 July 2020, *COVID-19 implications – possible postponement of the City Wide Elections in March 2021*, paragraph 14.

<sup>20</sup> Corporation website, January 2020.

<sup>21</sup> Information and communication.

<sup>22</sup> Professional or technical occupations, or managers and directors. Source: Annual Population Survey, Workplace Analysis, 2019.

<sup>23</sup> ONS 2018 figure, published 2019.

<sup>24</sup> Corporation website, January 2020.

64. The City's contribution to the economy is very significant, amounting to £69 billion in gross value added in 2018, or 15% of the figure for London as a whole, and 4% of the figure for the UK.
65. In 2019 there were 23,890 businesses in the City. 99% of those were SMEs; the apparent disparity is accounted for by the large firms being very large – 280 businesses with more than 250 employees accounted for 50% of the City's jobs.<sup>25</sup>

## ***COVID-19***

### ***The pandemic***

66. The coronavirus pandemic has affected every part of our national life, fundamentally changing patterns of work and imposing immense economic and financial strains.
67. The Corporation has played its part in responding to the crisis. The Town Clerk and Chief Executive chaired the Strategic Co-ordination Group (SCG) charged with the London-wide response, and Officers at all levels have been involved in supporting the SCG and its Transition Management Group successor from 13<sup>th</sup> July, as well as the over-arching London Recovery Board, which brings together the Mayor of London and the London Councils.
68. Members, led by the Chair of Policy and Resources, have been active in the City's response, and Ward Members have played their part in supporting residential communities under strain as a result of the sweeping restrictions.

### ***The effects***

69. The future is uncertain to say the least, in terms of infection rates, the geographical distribution of new cases, and Government restrictions aimed at containing the pandemic.
70. The Corporation has already suffered considerably. The businesses for which it is directly responsible – notably the Barbican Centre, the three fee-paying schools, the Guildhall School of Music and Drama, the wholesale food markets, and the Museum of London<sup>26</sup> have been severely affected. The loss of income will have a significant effect upon the Corporation's budget.

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<sup>25</sup> *ibid.*

<sup>26</sup> A joint responsibility with the Greater London Authority.

71. In the longer term there will be some effect – it is probably too early to predict how severe – on the Corporation’s rental income of some £100M a year on a property investment portfolio of about £4 billion.
72. In turn, this may impact upon the major capital projects to which the Corporation is committed: a new Courts building, a new integrated food market, a new building for the Museum of London in Smithfield General Market, and – perhaps more speculatively – a new concert hall.
73. The Corporation’s wider responsibilities, supporting and enhancing the City as a pre-eminent world centre of financial, professional and business services, will be even more challenging. The working population of the City fell by as much as 90% during the pandemic, and there will need to be a major effort to get businesses operating as normally as possible in the Square Mile, and to get those businesses to encourage their workers to return.
74. Expectations of future working patterns can be no more than speculative, and will remain so for some time. One possibility is that, even if there are large-scale returns to business premises, there will still be significant working from home, perhaps for one or two days a week. The reliability and capability of the technology is likely to improve markedly. But as convenient and necessary as remote working has been for many, it has also reminded us of the essential need for human interaction in person rather than on a screen.
75. The City has remarkable resilience and adaptability, and confidence in its response to the pandemic is encouraging. A poll carried out between 5<sup>th</sup> and 10<sup>th</sup> July 2020 by FTI Consulting for the Corporation tested the intentions of 506 leading global investors with €850 billion of assets under management. It found that 99% were keen to invest in the City, with 79% actively doing so at the moment.
76. In the poll – the first of its kind since the COVID-19 outbreak – the City scored highly in terms of global connectivity and as a hub for business, and for its built environment and fostering of innovation. It was also favourably viewed (by 85% of the businesses polled) by comparison with other major financial centres in its ability to instil confidence in employees to return to work when the pandemic has been contained.

77. However, 72% of respondents wanted to see the development of a plan to prevent a recurrence of pandemic disease in order for them to look more favourably upon the City in their investment decisions. The Corporation is already addressing this, but achieving it will be challenging.
- 78. In the near and medium term the demands which the pandemic will continue to place upon the Corporation's governance, in terms of the need for clear-sighted analysis and decisive action, will be considerable.**
- 79. Brexit, on whatever departure (and regulatory) terms are finally agreed, is a further area of uncertainty. So too is the political leadership of the United States, and the powerful but enigmatic role played by China. Even so soon after a General Election there are uncertainties at home: "a mood of radical, disruptive thinking at the centre".<sup>27</sup>**
- 80. My recommendations would have been radical had the pandemic not occurred, but the challenges which the Corporation faces and will face, and the need for swift and effective decision-making, have confirmed me in a radical approach to governance reform.**

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<sup>27</sup> *Financial and professional services: strengthening the effectiveness of the City of London Corporation*; a Review by Sir Simon Fraser and Flint Global [subsequently, Fraser Report], Introduction.

## 4

## The Corporation's strengths and weaknesses

### *Strengths*

#### *Reach and resonance*

81. Detractors of the Corporation and the City are apt to characterise it simply as “a small, rich borough”. Nothing could be further from the truth. The City is a unique and powerful player on the world stage. The Lord Mayor is not only an ambassador but a “door-opener” to the highest levels of business and government all over the world, and the Chair of Policy and Resources is also a key figure. People who matter know about the City and respect it.

#### *The Corporation's people*

82. The Common Councillors, and the Aldermen, are people among whom there is evident love for and loyalty to the City and its success. There is also a powerful ethos of public service. This is drawn upon in arguments against Members being paid; that they give their services voluntarily. This has some merit; but the downside is that there are implications for the perception of the Corporation, and especially of its diversity and inclusiveness.<sup>28</sup>

83. The Corporation's Members possess an enviable resource of expertise, ability and skills to put at the service of the City. But the Corporation could be very much more effective in using this resource to the City's benefit, as I consider in Part 7.

84. In my experience the City's officials are of a very high quality: motivated, expert and well led. Working for the Corporation of the City of London is seen as a good career move by many in public service, and this reputation is a valuable asset.

#### *The long-term view*

85. During its long history, the City has shown itself good at taking the long-term view; for example, in making financial, charitable and educational dispositions designed to last for centuries. This is a great strength, and lends to the Corporation's affairs a grounding and proportionality which is welcome. But it as easily gives rise to a false

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<sup>28</sup> See paragraphs 129ff.

sense of security. As I show in this Report, the long-term view needs to be combined with the innovation, speed and agility necessary to address some pressing challenges. I strongly endorse Sir Simon Fraser’s judgement that “The Corporation’s history and tradition are a strength, but it is now essential and urgent to balance this with a more forward-looking image, energy and ethos”.<sup>29</sup>

### ***Convening power***

86. The City has an extraordinary ability to bring the prominent and powerful together. This is for a number of reasons: perceived mutual benefit; the making of connections; the gathering of intelligence. But this convening power is lifted to another plane by the grandeur and pageantry which it is able to deploy. The Royal Commission of 1854 spoke of “decent hospitality and splendour”<sup>30</sup> and this remains an important element in the City’s ability to convene and impress. In addition, the conferring of Freedom by Special Nomination, or as Honorary Freedom, is a mark of high distinction.

### ***Agglomeration (“clustering”)***

87. This inelegantly but effectively describes the City’s huge geographical advantage. Key people and key institutions are either within the Square Mile, or not far away. The pandemic has diluted this a little, and it is to be hoped only temporarily, but it is a powerful factor in the City’s effectiveness.

### ***Richness of texture***

88. The Corporation is responsible for a bewildering extent and variety of activities. It delivers cultural, environmental, planning, and highways services; children’s services and adult social care; public health; and housing. But it is also responsible for a major Courts complex; for the maintenance of five bridges; for Port of London port health; for 11,000 acres of open space and parks in and around London; for three wholesale markets; for three independent secondary schools and a maintained primary school; for ten academies;<sup>31</sup> for one of the world’s leading conservatoires and one of its great cultural centres; for a library, art gallery, and archives; and for its own police force.

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<sup>29</sup> Fraser Report, page 7.

<sup>30</sup> Page xxxii.

<sup>31</sup> Two are co-sponsored: The City Academy, Hackney, is co-sponsored with KPMG and the City of London Academy Islington is co-sponsored with City University.

89. In one sense this recalls the famous observation of the 1960 Royal Commission on Local Government: “If we were to be strictly logical we should recommend the amalgamation of the City and Westminster. But logic has its limits and the position of the City lies outside them”.<sup>32</sup> However, it also indicates the extraordinary opportunities for business and educational cross-fertilisation; for enhancing the experiences of all for whom the Corporation is responsible or who come into contact with the City; and for demonstrating that the whole is so much more than the sum of the parts.

90. Nevertheless, **the number and variety of activities and responsibilities must prompt the question of whether everything needs to be owned by the Corporation; and, if it does, whether everything needs to be run by the Corporation.** I return to this issue in Part 9.

## *Weaknesses*

### *The perception of the Corporation*

91. However it may be viewed from within, outside perceptions of the Corporation are often not complimentary. It is seen as secretive and lacking transparency, with many of its ways of doing business lamentably out of date. It is too often described as “an old boys’ club”, a reflection upon its diversity in terms of age, sex and ethnic origin. Criticisms of the Corporation’s slowness in decision-taking, lack of effective political co-operation, poor lines of accountability, and undeserved benefits, have real force. **These are all things that the Corporation needs to grip.**

### *A lack of corporate endeavour*

92. This has been an overwhelming impression during my Review. I do not say that Members do not understand the need for it, nor that they do not wish to achieve it. However, it has to be accepted that developing and delivering resilient and effective corporate policy at any time, let alone in the present difficulties, requires muscular and disciplined organisation of business.

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<sup>32</sup> Cmnd. 1164, October 1960, paragraph 935.



93. In my discussion with the Resource Allocation Sub-Committee I described it as “an obsession with the clockwork to the exclusion of actually using the clock to tell the time”.

94. There are many reasons for this, and I explore some of them in more detail below.

### ***Slow transaction of business***

95. It used to be said of Spain under the rule of Philip II that “if Death came from Madrid, we would be immortal.” The complexity and slowness of decision-making within the Corporation is extraordinary. It is not too much to describe it as sclerotic.

### ***Multiplicity of Committees***

96. There are some 130 Committees, Sub-Committees and similar bodies listed on the Corporation’s website.<sup>33</sup> Some of these are so specialised or single-purpose as to be insulated from the broader work of the Corporation, but a significant number are not, and clearly feel that they have a role to play in most types of Corporation business.

97. In Part 7 of this Report I recommend a wholesale reorganisation of Committees to align their identity and structures more closely to the Corporation’s needs. I also deal with numbers of Members, terms of office of Members and Chairs, and power to appoint sub-committees, as well as some other issues.

### ***Multiple involvement of Committees***

98. A practice has grown up of referring business to multiple committees for information – and even to multiple committees for decision. Committees may believe that an item sent to them for information actually engages their substantive responsibilities, and so start contributing to a decision. This obscures the picture further.

99. An inevitable result is to slow down or even stop the process of consideration. The extent of “multiple engagement” is alarming – I have come across items of business which appeared on the agendas of no fewer than 15 Committees or Sub-Committees.

100. A further result is that Members may be unclear about what their role is in respect of a particular item of business: are they

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<sup>33</sup> See Appendix E.

deciding it, contributing to a decision or simply noting it? There is a limit to how far Committee staffs can guide Members if they are getting little help from a creaking structure.

101. A casualty of this way of doing business is of course accountability, both in terms of the Court of Common Council having a clear picture of the genesis of a proposal, and who is really responsible for it, and for the public to be able to follow the process of coming to the decision.

### ***Sequencing of Committees***

102. Another problem arises when the programmes of Committees concerned do not mesh. Proposal X may be thought to need clearance from Committees A, B and C. A is meeting this month, but B not till next month when it has too heavy an agenda to be sure of dealing with the proposal, and C should have dealt with it this month but was inoperative. Proposal X is thus already running into the sand.
103. In addition, the period of time covered by multiple consideration means that reports for Committees need to be written much further in advance than should be necessary: a factor in the overall slowness of the process.
104. The simplification I recommend in Part 7 should dramatically reduce multiple engagement and problems of sequencing.

### ***Silos***

105. If corporate policies are to be developed and delivered effectively, Committees and Members need a common understanding of, and support for, what is to be achieved. This may require compromises in the interests of the larger aspiration, but above all a shared awareness and a willingness to co-operate.
106. I have come across a number of instances where this has been emphatically not the case, and even where there has been an unwillingness to share information with other Committees. This is another factor in poor and slow decision-making.
107. One phenomenon observed by many is that of Members who are keen to espouse some pet project, and are advocates for it on the subject Committee concerned. But on another Committee – perhaps with a finance function, the same Members become hawkish about

such projects. This too can make business difficult to handle effectively.

108. I was surprised to find that Departments did not see each others' business plans in draft in order to co-ordinate them. **This needs to change.**
109. In this connection, I was also surprised to find that there is no Chief Operating Officer among the senior Officers. They each have a Departmental responsibility. The Town Clerk and Chief Executive is the only senior individual who can look across the organisation and its collective operation; but his job is very demanding and heavily loaded.
110. A Chief Operating Officer, dealing with cross-cutting issues, could also be charged with integration of policy advice and – vitally – fostering corporate behaviours. He or she would be in the central staff, reporting to the Town Clerk and Chief Executive, but would also have a close relationship with the Chair of Policy and Resources, one of whose aims is more co-ordinated and corporate behaviour. **I so recommend.**

### *A non-party Court*

111. As I noted in paragraph 31, the vast majority of Members of the Court of Common Council, whatever their personal political standpoints, sit as independents. I have heard it described as “an organisation run by 125 individuals”.
112. This means that there are no Whips. Enoch Powell once said that “a Parliament without Whips is like a city without sewers”. Although Whips in democratic institutions, over many decades, have had a poor press, their operation makes it easier to identify issues, coalesce support, and deliver outcomes, which is valuable.
113. But an inevitable result of individual independence in the Court of Common Council is a level of unpredictability, and of shifting coalitions of support, which can make it hard to deliver outcomes. In turn this can mean something of a hand-to-mouth existence, with a loss of certainty which can be damaging. This is not to devalue independence of view in any way, and I have no easy answer to suggest. It may be that the fostering of the sense of corporate endeavour I mentioned earlier will tend to change the culture.

114. There is one possible advantage of majority independence which I should record for the sake of completeness. It is no bad thing to have a Court of Common Council which does not bear a party label which may from time to time differ from that of the government of the day.

### ***The local/national tension***

115. Members of course have a duty to represent their constituents. But the tiny size of those constituencies<sup>34</sup> (their Wards) means that very small pressure groups may have a disproportionate effect. And a tension arises when a major proposal which, it may be argued, could be to the great benefit of the City, and of UKplc, is opposed on the grounds that a very small number of constituents might not like it. Again, there are no easy answers. Members must use their judgement; but it is a tension that is worth identifying. Again, a more corporate approach should help to set matters in proportion.

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<sup>34</sup> At the last elections in 2017 a total of 4,779 votes were cast. This includes business votes.

## 5

# The Court of Common Council and Proceedings

### *Number of Common Councillors*

116. Over the centuries, the number of Common Councillors (previously “Common Councilmen”) has broadly reflected the population of the City. In 1285 it was 40, and 96 a century later. By 1826 it had reached 240, but was reduced to 206 and then to 159 by 1964, and 130 as a result of decisions in 1973. As part of the negotiations on the Bill for the City of London (Ward Elections) Act 2002 the number was further reduced to 100.
117. Unsurprisingly, there is a wide range of views on future numbers. On the one hand, having 100 Common Councillors for so small an electoral base is seen as bizarre, and contributing to a negative view of the Corporation.
118. On the other side of the argument, it is said that the number of activities for which the Corporation has to find participants and representatives justifies having so many Common Councillors.
119. Concerns have been expressed to me that a change in numbers now might risk destabilising that settlement. I am not wholly convinced by this, but I accept that putting the issue into play at the wrong time might have unwelcome results, even though the change can be effected by Act of Common Council and does not require other legislation.
120. My conclusion is that the question is asked the wrong way round: it is not simply “how many Common Councillors should we have” but “how many do we need to operate the institution effectively?”
121. The restructuring of the Committee system, including the dramatic reduction in the panoply of Sub Committees, Consultative Groups and Working Groups which I recommend, will mean that significantly fewer Common Councillors are needed to operate it.
122. But that of course requires the Corporation to accept my recommendations. **Accordingly, until that structure is settled for**

**the longer term there is little point in taking a view on the number of Common Councillors. If there is a marked reduction in future, I expect that to be driven by those structural considerations. As to the democratic mandate, even a very much smaller number of Common Councillors will be sufficient to discharge it.**

123. I see the number of Aldermen as a different issue. If the number of Common Councillors is reduced then the Aldermen will *pro rata* form a larger proportion of the Court of Common Council. However, they are elected one to a Ward, and if the Wards are to remain unchanged then there would have to be some combination of Wards for electoral purposes. But I do not see this issue as relevant at the moment.

### ***The Franchise***

124. The unique franchise applying to elections to the Court of Common Council is prescribed by the City of London (Ward Elections) Act 2002. The Act defines a “qualifying body” – in effect, an employer within the Square Mile. That qualifying body may appoint voters: one for a workforce of up to five, plus one for every five thereafter, up to 50. For a workforce larger than 50, a voter may be appointed for each subsequent 50. A qualifying body must ensure that so far as possible its appointments reflect the composition of the workforce. There is a “requirement of connection” by employment within the City, either for the previous year, or for an aggregate of five years (or ten years if the voter has worked for more than one employer).
125. At the next elections, probably now in March 2022 as a result of the pandemic, the electorate is likely to be a little more than 20,000, split 1/3 residents and 2/3 business. In 2017 144 candidates contested 100 Common Council seats; for 26 seats a candidate was returned unopposed. Electorates in each Ward ranged from 237 voters to 3,031 voters.
126. This system has its determined critics: on the basis of the unacceptability of *appointing* voters in any circumstances; on some odd results of the eligibility rules (for example, all the members of a barristers’ chambers qualifying, but a relatively low proportion of the employees of a large company); and on the extent to which employers in the Square Mile involve their employees with the system.

127. The Corporation already makes efforts to contact employers to improve participation in the electoral process, and it may be that more could be done in this respect. It has been suggested to me that effective participation could be made a condition of Corporation leases on premises occupied by employers, and **this would be worth following up when occasion offers.**
128. However so far as the franchise itself is concerned – and I recognise that this may be a disappointment to some – I make no recommendations. I said in paragraph 25 that I was avoiding recommendations that would involve primary legislation. As I remember very well the events surrounding the passage of the Bill for the 2002 Act, I do not think that this is something upon which the Corporation would be keen to embark.

### *Diversity*

129. I noted in paragraph 91 that a perceived lack of diversity is a reputational issue for the Corporation.
130. “Diversity” is too often seen only in terms of sex and ethnicity, but it is important to remember that the Equality Act 2010 prescribes nine “protected characteristics” to the treatment of which the Act applies. They are: age, disability, gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief, sex, and sexual orientation.<sup>35</sup>
131. However, in terms of public perception, sex and ethnicity are the most evident elements of diversity. Of Common Councillors, 26% are women and some 7% are BAME; on the Court of Aldermen the figures are 16% and some 4% respectively.
132. There is clearly some way to go for the Court of Common Council more closely to reflect the City community which it serves. Of workers in the City, 34% are women (although for the country at large, the figure is 51%<sup>36</sup>). As I noted in paragraph 63, 28% of the City’s workforce are BAME.<sup>37</sup> The Corporation is aiming for 30% of candidates at the next elections<sup>38</sup> to be women, and 15% to be BAME.

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<sup>35</sup> Equality Act 2010, section 4.

<sup>36</sup> From the 2011 Census: the latest figures available from [gov.uk](http://gov.uk)

<sup>37</sup> 2018 figure.

<sup>38</sup> As already noted, these may be delayed from 2021 to 2022.

133. So far as Officers are concerned, the Corporation is aiming for 45% of senior positions to be occupied by women by 2023.
134. There are of course ways in which an institution can become more diverse as well as by reference to the protected characteristics. More younger people on the Court (recalling that nearly two-thirds of City workers are aged between 22 and 39), and more diversity of background, would be to the benefit of the Corporation.
135. Easier said than done, of course. The encouragement of colleagues and influencers, the value of the role that the Corporation is seen to fulfil, and a modern and inclusive way of doing business, will all have a part to play, as would a system of mentors to support and brief new Members.
136. So too will Corporation working patterns that fit easily with day jobs. Senior people, even though their jobs may be demanding, tend to have some control over their schedules. Those who are less senior, or who are limited by shifts or opening hours, may find it harder to do so.
137. The timing of Committees is a good example. At the moment they tend to be grouped in mid- to late morning, or mid-afternoon. Earlier morning meetings, or early evening meetings, might be more attractive to those who are limited by working or caring responsibilities. And early evening meetings are in any event sensible for meetings which may affect residents.
138. The Corporation is to be commended on setting up the Tackling Racism Taskforce, addressing one aspect of diversity – but a particularly pressing one in current circumstances; and I was grateful for a useful meeting with the Co-Chairs, Andrien Meyers and Caroline Addy.
139. It has been suggested to me that the Corporation is perhaps missing a trick in not ensuring that those taking part in its outward-facing activities need to include those who by their presence can demonstrate diversity within the Corporation. **I think this is a good point, and should be pursued.**
140. **Whatever approaches are taken, there is one respect in which the Corporation needs to display best practice, and that is professional training in diversity being undertaken and**



**periodically refreshed. This is already required of Officers.<sup>39</sup> For Members, without Whips to deliver, I recommend that appointment to any Committee should be strictly conditional on compliance.**

141. For the sake of completeness I should mention the question of age. I am aware of criticisms that Common Councillors stay on the Court for too long (and the conventional retirement age for Aldermen is 70). However, as age is one of the protected characteristics I make no comment.

### *Pay for Members*

142. The question of whether or not Members should be paid has been a subject of debate for some time. In favour of payment it is argued that it might encourage a wider range of people to stand for election, especially those in employment rather than retired; and that the payment of an allowance is normal in local authorities. Against payment it is said that it would be against the Corporation's ethos of voluntary service; and that a parallel with local authorities is misplaced.

143. In 2006 a Members' Financial Loss Scheme (FLS) was introduced. This scheme, which paralleled that applicable to the Magistracy, was essentially to provide that those who suffered financial loss as a direct result of their civic duties should be compensated to some degree. It had disadvantages: there was an element of embarrassment in making application; and it was seen as a hardship scheme rather than as an enabler. As fewer than ten Members applied to the scheme in the 14 years of its existence, it was doubtful whether it was fulfilling its intended purpose.

144. A proposal has now been developed<sup>40</sup> to introduce an annual flat-rate allowance, based on the Corporation's rate for inner-London weighting, presently £6,710.04. Expenses for travel, subsistence and caring responsibilities would be retained; a payment of £500 to meet the cost of formal clothing would be payable following election or re-election; and reasonable costs of the hire of premises for Ward

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<sup>39</sup> Mandatory courses for Officers are: Equality Analysis (for managers); Unconscious Bias; Equality Awareness. Additional training which is not mandatory but which is highly recommended: Transgender Awareness; and "Equally Yours" (an introductory course).

<sup>40</sup> By the Members' Financial Assistance Working Party, set up by the Policy and Resources Committee in March 2018.

surgeries would be met. Tax and National Insurance contributions on benefits in kind and the clothing allowance would in principle be met by the Corporation. Members would not be required to take the allowances if they did not wish to do so.

145. This proposal was approved by the Policy and Resources Committee, and is likely to be submitted to the Court of Common Council in the Autumn. I think it may increase the diversity which I have advocated, and so I commend it. At this stage I make no alternative suggestion.

### *Pay for Chairs*

146. Chairs of active and heavily loaded Committees take on a great deal of work for no remuneration. The Chair of the Policy and Resources Committee is an especially notable example. I found no evidence, however, that the lack of pay for Chairs is proving a deterrent; but this may be a matter to be reconsidered at some stage.

## *Standing Orders of Common Council*

### *General*

147. The Standing Orders of the Court of Common Council unsurprisingly bear signs of having accreted over a long period. They are in places over-drafted, and have some duplications and superfluties (as well as an endemic confusion between “will” and “shall”). **The Standing Orders would benefit from a thorough housekeeping/drafting exercise. I should be happy to undertake this at a later stage should the Corporation wish it.**

### *Standing Orders as they apply to proceedings*

148. In this section I consider the Standing Orders (SOs) *seriatim*, and make suggestions for substantive amendment. This does not include the drafting exercise referred to above. **I do not include all the amendments to SOs relating to Committees, because they will require substantial amendment as a result of my recommendations on the Committee structure in Part 7.**

149. The Ballots provided for under **SO 10** take place in secret. I do not think that this is appropriate, and it is at odds with the openness that the Corporation should be seeking; its alleged secretiveness is a frequent ground of criticism. I understand the view that a secret ballot

removes political pressure,<sup>41</sup> but it also allows groups to operate below the radar and not to take responsibility for their group activity. **I therefore recommend that SO 10 be amended to provide for open and recorded ballots, just as Divisions under SO 14 are open and recorded.**

150. **SO 12.2** requires that, with certain exceptions, Notices of Motion shall be signed by not fewer than 10 Members. It falls to be considered whether this provision should be in order to demonstrate minimum support – a bar that must be surmounted – or the use of “at least ten” should properly allow the gathering of a great many signatures as a means of advocacy. I do not offer a view, but it may be worth giving the matter thought. “Not less and not more than ten” would be an easy fix – but perhaps with the latter figure rather larger to prevent sabotage by the withdrawal of names.
151. I believe **SO 12.5** to be defective – or perhaps misdirected – in that it allows a Motion actually under debate to be withdrawn by the Mover and Seconder at any time. However, by that stage the Motion is in the possession of the Court, and **I recommend that the permission of the Court should be required for its withdrawal.**
152. Having observed meetings of the Court, I suggest that the provisions of **SO 13** relating to questions might be tightened up. First, in asking the question there is a tendency for the questioner to be discursive, in effect making a speech. **I recommend that the text of each oral question should be on the Agenda, so that it does not have to be put orally.** The questioner, of course, has the chance to expand – within limits – in asking the supplementary. Public notice of the questions to be asked given in that way would be a small but useful improvement in transparency.
153. **SO 13.5**, allowing Members to ask no more than three questions at any meeting of the Court, **seems to me to be unduly generous. One would surely be enough, especially as the SO limit excludes supplementaries.**
154. Similarly, there is an argument for **changing the provision in SO 13.6 to allow six Members to ask one supplementary each**

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<sup>41</sup> I am well aware of the provisions in the House of Commons for secret ballots for posts including the Speaker (SO No 1B), the Deputy Speakers (SO No 2A) and Chairs of certain Select Committees (SO No 122B) – indeed, I was involved in their introduction. But those provisions operate in a heavily Whipped environment, and the considerations are very different.

rather than three Members each being given a ration of two, and might make better use of the 40 minutes allowed.

155. The provision in **SO 13.10** for questions not dealt with at one meeting to be deferred to the next is a recipe for making the Court's agenda stale. **The default setting should be that a question not answered orally is responded to in writing.** If the Member wishes, he or she can of course withdraw the question for that meeting and resubmit it for the next meeting – possibly in an updated form.
156. As throughout this Report I stress the need for the Court and its Committees to engage with the corporate agenda and aims, it will not be surprising **that I recommend a more generous allowance of questions – perhaps six – under SO 13.11**, in which Members are able to question the Chair of the Policy and Resources Committee on the Chair's statement about “the key policy and strategic issues affecting the City and the work of the City of London Corporation”.
157. SO 26: “Each Committee will have Terms of Reference approved by the Court” seems pointless. Was its motivation the possibility that the Court might approve the establishment of a Committee with no terms of reference? That seems highly unlikely, and in any event the matter is in the hands of the Court. **I recommend that SO 26 is repealed.**
158. SO 28 deals with a “Joint Committee” but appears misconceived. I take it from the text that this was intended to refer to joint meetings of two pre-existing Committees rather than the creation of a new body, but that is not what the SO says. **It should be amended to refer to joint meetings.**
159. My observations on secret ballots under SO 10 apply with equal force to **SOs 29.6, 30.7 and 30.8. All should be amended to provide for open and recorded ballots.**
160. **SO 36** deals with quorum but, I suggest, in an over-complicated way. Rather than an annual setting of quorums by the Court, **there should be a general quorum provision** which can be notwithstanding by Court decision should there be particular factors relating to one Committee. A norm might be a quorum of one-third of the Members (rounding up or down as necessary).

161. I note that the quorum for all Sub-Committees is set by SO 27.2, at three Members, but strangely without any reference to the number of Members on the Sub-Committee concerned. **A general quorum provision (again, perhaps one-third) should apply also to Sub-Committees, and a version of the Committee quorum should apply to joint meetings of Committees, with both, or all, participating Committees required to be quorate for the meeting to be quorate.**
162. I believe that the drafting (or intent) of **SO 38**, relating to decisions in Committee, is open to criticism. If there is a vote, the only names recorded are those of Members “dissenting from a majority decision”. This means that a Member who is recorded as attending the meeting, but who may have left by the time a vote is taken, is deduced to be in the majority, which may not be the case. **The names of all Members voting in Divisions in Committee should be recorded.**
163. In Committee (and certainly in the smaller Committees which I recommend) **it should be possible for a single Member to call for a Division, and to have the names of those voting to be recorded.**<sup>42</sup> It is important to allow a recorded voice to a minority, however small.
164. I deal with delegations in Part 7 of this Report. If my recommendations are accepted, amendment of the writing-off limits in **SO 52** will be needed.
165. The move to paperless working which I recommend below will require the repeal of **SOs 9.1 and 17.1 and the amendment of SOs 20.1 and 46.2.** I take it that by an *eiusdem generis* interpretation the provisions relating to “papers being sent” as in **SOs 6.2 and 34.4** will apply unamended to electronic copy, as will the references to “copy” and the rights of access to “documents” in **SO 45.**

### ***Going paperless***

166. The Corporation’s Corporate Plan 2018-23 has as its Outcome 9:  
 “We are digitally and physically well-connected and responsive. We will:
- champion and facilitate a world-leading digital experience.

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<sup>42</sup> I note that the Policy and Resources Committee rejected this proposed change on 6 July 2017.

- b. develop and trial smart innovations...”

167. The Corporation is responsible for the Square Mile in which digital information is the norm, and the speed of electronic communication is taken for granted.

168. **It may be initially uncomfortable for some, but I do not see how entirely paperless Corporation business can be delayed any longer.** The advantages include:

- significant savings;
- speed of communication of information and working documents;
- an end to the routine circulation of expensively printed Committee documents “for information”. In 2018/19 *over 2,000 items* taken in Committee and Sub-Committee were simply for information. All the documents can be made available via a portal, and links inserted in reports where necessary;
- a clear public demonstration of the Corporation’s green credentials (the 2018-23 Corporate Plan champions sustainability and promises environmental stewardship in use of resources); and
- bringing greater credibility to the Corporation’s engagement with players for whom paperless is already the norm.

169. Careful preparation will of course be needed, in the procurement of some of the very capable document-handling software that is available, and proper training.

170. **But when the Corporation is ready to go it must be decisive. If the last printed circulation is on a Friday then on Monday the Corporation must be paperless. If going paperless is still a matter of individual choice then it will fail, and the advantages I outlined above will not be secured.**

171. I leave it to the Corporation to decide whether this Report should be made available in hard copy, or only electronically.
172. There are other ways in which the use of technology can be extended. From 4<sup>th</sup> April 2020 local authorities have been able to hold remote meetings under The Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) Regulations 2020<sup>43</sup>. At present the provisions apply until 7<sup>th</sup> May 2021, but that will obviously be dependent upon the containment of the pandemic.
173. These Regulations will apply to relevant parts of the Corporation's activities, but of course it will be open to the Corporation to have equivalent provision for its other activities if it wishes. This might be helpful for meetings involving people outside the Corporation.
174. Whatever the future of remote participation, **a sensible use of video technology would be to stream all meetings of Corporation committees and Sub-Committees for access within Guildhall (or webcast more widely, as preferred)**. Officers could then monitor the progress of Committee business and attend for items for which they were needed, rather than having to be present for an entire session, with savings of time and money. I am told that this could be done for a one-off cost of £100,000, with modest annual costs thereafter.

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<sup>43</sup> S.I., 2020, No 392. See also Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) (Amendment) Regulations 2020 (S.I., 2020, No. 808.

## 6

# Competitiveness and Prosperity

175. In this Part of my Report I consider how the central purpose of the Corporation – as an advocate and enabler for the financial, professional and business services of the City of London – can best be furthered through governance changes. I do not in any way undervalue the other activities of the Corporation, but unless it is successful in this respect – not least to support those other activities – then the City will be (literally) a poorer place.
176. I also consider how this endeavour can best be supported, and corporate behaviour can best be encouraged. And because the role of the Lord Mayor, with the Chair of Policy and Resources, is crucial, this may be a convenient place to examine how the Lord Mayor is appointed.
177. I make recommendations about a Competitiveness Committee in this Part rather than in my wider consideration of Committees in Part 7 as it is simpler to do so here rather than in the complexities of the Committee system as a whole.

### *The Fraser Report*

178. I have already referred to the 2020 Report by Sir Simon Fraser, and the 2015 Report of which it was a “light-touch” review. I have had a very useful discussion with Sir Simon, and I am in complete agreement with his analysis and recommendations – although I take his recommendations a little further. And of course his agenda takes in wider issues of policy while my focus is on how those are best supported through governance arrangements.
179. The central conclusions of Sir Simon’s 2020 Report, which are amply confirmed by my Review, are that the Corporation
- “should work to achieve a clearer, more united policy strategy for its work to promote prosperity, with more focused priorities, more strategic and consistent communication, a co-ordinated plan to deliver its goals, increasingly united leadership, clearer, more decisive governance to drive outcomes, and stronger external relationships to deliver results...the overriding priority is to defend



and improve the competitiveness of London as a global financial centre. This effort should be brought together in a Corporation ‘competitiveness strategy’ for the City.”<sup>44</sup>

### ***The present arrangements***

180. The terms of reference of the Policy and Resources Committee (P&RC) include “the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation’s economic development activities, communications strategy and public relations activities”.<sup>45</sup>

181. In theory this function is delegated to the Public Relations and Economic Development Sub-Committee (PRED), whose terms of reference, approved by the P&RC, are “to consider and report to the Grand Committee on all matters relating to the City Corporation’s Economic Development, Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies.”<sup>46</sup>

182. This is an odd mix of responsibilities; and moreover the title of the Sub-Committee puts PR ahead of economic development. In addition, the task of the Sub-Committee is couched in somewhat passive rather than active terms. The Sub-Committee has a minimum of 16 Members,<sup>47</sup> but is not especially active. Its meetings on 15<sup>th</sup> April and 9<sup>th</sup> June were cancelled, and if it meets as scheduled on 16<sup>th</sup> September it will not have met formally for nearly six months.<sup>48</sup>

183. I have encountered no criticism of the Sub-Committee’s work on public relations and communications, but considerable frustration that its economic development role is less effective – perhaps unsurprising if the Sub-Committee is essentially reactive.

### ***Current activity***

184. The Innovation and Growth Directorate in the Town Clerk’s Department is active and focused, and excellent work has been done recently: setting up a major Climate Conference with Mark Carney in November this year; jointly launching a review with HM Treasury

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<sup>44</sup> Fraser Report, page 4.

<sup>45</sup> See *Appointment of Members on Committees, 2019/2020*, page 155, paragraph (d).

<sup>46</sup> See Minutes of the Policy and Resources Committee, 4<sup>th</sup> May 2017.

<sup>47</sup> Not counting any former Chairs of Policy and Resources who are still on that Committee.

<sup>48</sup> On 5 November 2019 the Sub-Committee agreed to reduce its meetings from 11 a year to 6.

on how Fintech will power UK success in the future; and publishing a study of how to remove barriers for financial and professional services to do more business in Australia. The Directorate has good working relationships with No.10 Downing Street, the Treasury, the Department for International Trade and the Foreign and Commonwealth Office, and with Parliament, the GLA and leaders across all parts of the UK and its regions. These are key networks for the Corporation to play its part in fostering competitiveness and prosperity.

185. However, these endeavours are held back by two things: there is no politically endorsed clear overall strategy; and there is a low level of Member involvement in driving things forward. I also believe that the Corporation could use the Member expertise available to it more effectively.
186. On the first, the Fraser Report has supplied the way forward. Under *Clarity of Purpose* it recommends<sup>49</sup> that
- “The Corporation should establish a focused set of medium-term strategic policy priorities to promote and protect the UK FPS sector, both at home and abroad. They should include clear goals and measurable objectives linked to clear timeframes
  - “Together these should underpin a new Competitiveness Strategy of the Corporation on behalf of the City, aligned with the priorities agreed with TCUK.<sup>50</sup>”
187. I hope that the Court of Common Council will approve this recommendation soon, and that early formulation of the policy priorities will be a key aim.
188. On governance, Fraser recommends a “new, specialised and senior ‘Competitiveness Sub-Committee’” of the Policy and Resources Committee.<sup>51</sup> This would address the problems of lack of appropriate Member involvement and political energy, but I would go further.

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<sup>49</sup> Fraser Report, page 11.

<sup>50</sup> TheCityUK.

<sup>51</sup> Fraser Report, page 12

189. **I therefore recommend the establishment of a free-standing Competitiveness Committee.** I suggest that a free-standing Committee has much to recommend it:

- the status of a dedicated Committee would be emblematic of the Corporation’s wish to press ahead with the competitiveness agenda – assuming that, as I hope, this agenda is approved at an early stage;
- the fact that the Committee would not have to report through another body should speed up its work and provide the speed of response that will be needed;
- any criticism that it will somehow be in competition with the P&RC can easily be met by a degree of overlapping membership and Chair;
- I do not believe that the P&RC has the bandwidth to deal with yet another Sub-Committee reporting to it, despite my recommendations to simplify the Sub-Committee structure.

### *Terms of reference*

190. These will be a version of paragraph (d) of the P&RC’s current terms of reference, modified to take in the new Competitiveness Strategy; something like

**“To be responsible for:**

- **the support and promotion of the City of London as the world leader in international financial and business services;**
- **driving the implementation of the Competitiveness Strategy;**
- **adapting and updating the Strategy to meet developing circumstances”**

191. It would be sensible if **this Committee were to take in the functions of the Hospitality Working Party**, as most significant hospitality will impinge on the priorities of the Strategy.

## **Membership**

192. I would not be prescriptive at this stage, but I suggest that there are some key principles:

- **the total permanent membership should be no more than 12 to 15** (this would be consonant with the recommendations I make on the Committee system as whole);
- **it should be chaired by the Chair of Policy and Resources (CPR)** who will thus be able to take a co-ordinating view of the work of both Committees;
- **the Chair of the General Purposes Committee of the Court of Aldermen (GPC) should be the Deputy Chair** (or alternate Chair);
- in order to make the best use of the Corporation's resource of expertise, **the membership should be made up of Members who have held senior roles in financial, professional and business services**; both P&RC and GPC might have roles in designating suitable individuals.<sup>52</sup> This would make best use of the array of talent available. I have in mind, as just one example, the way in which Sir Roger Gifford has been able to transform the Corporation's impact on green finance;
- I do not recommend any *ex officio* places on the Committee, not wanting to take places away from those with the high-level expertise which will be required. If those with a claim to be *ex officio* have the necessary expertise, they will have a claim to be on the Committee in any event);
- it will be important to draw upon the views and expertise of those outside the Corporation who are currently involved at a high level in the relevant sectors. Rather than have a large permanent co-opted membership which could make the Committee unwieldy (and which might not always be right for the business before the Committee), I suggest that **the Committee could draw upon small sectoral panels of external members, which would also link the Corporation more closely with the key players, and who could attend**

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<sup>52</sup> Such a role would in due course fall to the Governance and Nominations Committee which I recommend, but the Competitiveness Committee should begin work as soon as possible.

**depending on the business under consideration** (as well as receiving the full range of working papers).

193. Although the Competitiveness Committee would lead on promotion of the City, **I would not freight it with the more general public relations issues which fall to PRED at the moment**. So far as they may need Committee engagement or approval, I think that they could be re-absorbed by P&RC.
194. **CPR’s chairing of the Competitiveness Committee will reinforce the case for that role to have enhanced Officer support**, a point which has emerged from my Review and which was also identified by the Fraser Report.<sup>53</sup>

***“Chair of Policy and Resources”*: title**

195. This may be a convenient point at which to deal with this issue, which has long been the subject of debate. The fact that it is one of the *arcana imperii* is seen by some as very good, and by others as just as bad.
196. The Fraser Report observes that “Chair of Policy and Resources” may be seen as opaque and misrepresenting to outsiders the importance and profile of the role. “A title such as ‘Chair of Policy and Leader of the Corporation’ would have greater impact and may help achieve wider and higher access.”<sup>54</sup>
197. I agree that this is an issue. However, during my Review I encountered widespread and settled opposition to the use of the term “Leader”, on the grounds that it is so closely associated with local authorities, and that it indicates the person who leads not only the Council, but also the majority party or faction – something which is impossible in the Corporation context.
198. Mindful of the eternal truth that in governance reviews there is nothing so controversial as what things are to be called, I do not recommend adopting the title of “Leader”.
199. “Chair of Policy and Resources” combined is indeed unwieldy; but “Chair of Policy” seems to me to be fit for purpose, even if P&RC retains its name. “Policy” is clearly the most important

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<sup>53</sup> Page 12.

<sup>54</sup> Page 9.

overarching issue, and will be seen as such outside the City. **So I recommend the use of the title “Chair of Policy (CP)”** and I use that title in the remainder of this Report.

### ***Co-ordinating support for the competitiveness agenda***

200. In Part 4 of this Report I was critical of what I termed “a lack of corporate endeavour”.<sup>55</sup> Curing this will be important across all the Corporation’s activities, but nowhere more so than in supporting the competitiveness agenda.

### ***Guildhall and Mansion House***

201. The Chair of Policy is clearly the lead on policy matters, and I believe that that role will be enhanced if CP also chairs the Competitiveness Committee. The Lord Mayor has a vital ambassadorial and promotional role. The two are rightly complementary, and it is important that they are also closely co-ordinated.

202. It has been suggested to me that the staff of Mansion House should be merged with the staff at Guildhall. I am not convinced by this. The two staffs are doing different things, but there is no reason why they should not do them to achieve shared aims. This is also not the time for a complex re-engineering exercise, no doubt with negotiations about roles and reporting lines.

203. What is essential is that CP and Lord Mayor – Guildhall and Mansion House – speak with one voice, and that both enable the priorities identified in the Competitiveness Strategy. It should mean, too, that the two staffs work very closely together to the same aim. To take one example, the Lord Mayor’s speechwriters need to be constantly up to date with developments affecting the Competitiveness Strategy.

204. In practice this will mean that the Lord Mayor’s convening and “door-opening” role is key in powering the Strategy. In turn this should mean that the planning of the Lord Mayor’s activities, both outreach and inward visits, maps onto the priorities of the Strategy.

205. The City has benefited from the fact that the priorities of the present Lord Mayor and his two predecessors have had a consistency

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<sup>55</sup> I note that the Fraser Report (page 5) observes that “There is little understanding of how the work of different parts of the Corporation is brought together to achieve a collective purpose”.

in reflecting corporate aims, and the framework of the Strategy should help this to continue with future holders of the office.

### ***Speaking for the City***

206. Just as the message needs to be agreed and clear, so the means of its delivery must be clear and understood. It has been suggested that a prominent “outside” figure might act as a high-level ambassador for the City, but I think it right that the Lord Mayor and CP should continue to be in the lead; any other “spokesman” role is potentially confusing. This does not mean, however, that CP and the Lord Mayor should not designate senior people, from the Corporation or outside, to lead on particular issues or relationships.<sup>56</sup>

### ***The Lord Mayor***

207. The importance of this role will be clear from the Fraser Report and from my Report, as also the importance of its being filled by exceptional people. However, the method of appointment has been a matter of long-standing debate and some criticism.

### ***The method of appointment***

208. Only a serving Alderman, who has served in the Office of Sheriff, is eligible for election. Each year, usually around May, the Court of Aldermen nominate one Alderman, occasionally two, for the following year’s election by the Livery as one of the Sheriffs.

209. At the same time, the Court vote to nominate an Alderman as their preferred candidate for Lord Mayor for the following year. At Common Hall in September, the Livery return two names to the Court of Aldermen, who then carry out the final vote to elect the Lord Mayor.

### ***The present appraisal process***

210. A review of the appraisal process for candidates for the Mayoralty and the Shrievalty was undertaken in the Autumn of 2019 with the help of the recruitment consultants Saxton Bampfylde. A small working party of Aldermen (a mix of those who had, and had not, been Lord Mayor) was then convened.

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<sup>56</sup> I have in mind the roles played by the former FCO and Home Office Minister Jeremy Browne leading on EU relationships, and Sherry Madera, former Minister-Counsellor and Director at the British Embassy in Beijing, in respect of Asia.

211. Its proposals were agreed in February this year; they included the development of comprehensive job descriptions; clear guidance on the process of application and appraisal,<sup>57</sup> and a robust procedure for interview and assessment, taking proper account of fairness and equalities issues.<sup>58</sup>
212. Candidates must submit a personal statement of why they feel they meet the requirements of Sheriff and ultimately Lord Mayor (including track record, networks and relationships, personal qualities, and aspirations in office); a full *curriculum vitae* as well as a personal biography; and a list of between four and seven referees.
213. The composition of the Appraisal Panel for 2020 is: Chair of the Privileges Committee of the Court of Aldermen, presiding; the Deputy Chair of the Privileges Committee; the Chair of the General Purposes Committee; the late Lord Mayor; the Chief Commoner; and a minimum of three Independent Members from the business City appointed by the Privileges Committee.<sup>59</sup>
214. Because of the pandemic, the present Lord Mayor and Sheriffs will serve for a further 12 months, so the 2020 selection process has been suspended. It is expected that the membership of the Panel may be changed to: the Chair of the Privileges Committee, presiding; the Deputy Chair of the Privileges Committee; the Chair of the General Purposes Committee of Aldermen; the Chair of Policy; the Chief Commoner; and five independent members.
215. **The increase in the number of independent members is welcome; but the possible size of the Panel is considerably larger than current best practice would suggest. This may be something to consider in the light of professional advice; I would hope that such advice will continue to be available to the Panel.**

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<sup>57</sup> On the Corporation's website at <http://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/aldermanic-appraisal-process.pdf>

<sup>58</sup> The Corporation is under an obligation to show "due regard" in its decision-making to the Public Sector Equality Duty, which requires the elimination of discrimination, the advancement of equality of opportunity between different groups, and the fostering of good relations between groups in the City's communities to tackle prejudice and promote understanding.

<sup>59</sup> At present Sir Roger Carr, Chairman of BAE Systems; Dame Elizabeth Corley DBE, Vice-Chair of Allianz Global Investors; and Lord Grimstone of Boscobel Kt, former Chairman of Barclays Bank plc and of Standard Life, appointed Minister of State for Investment in April 2020.



## *Criticisms*

216. Criticisms of the current method of appointment of the Lord Mayor have three main elements:

- The authority of appointment;
- The diversity of the Mayoralty; and, related to that;
- The accessibility of the Mayoralty

## *The authority of appointment*

217. **There is a school of thought that holds that the Lord Mayor should be elected by the Court of Common Council. I do not see this as an attractive or effective option.** Such a process will inevitably be dominated by personal and (small-p) political views, when the overriding need is to get the very best candidate to discharge a crucially influential role.

218. It may be argued that something like the updated procedure described earlier could provide a choice of candidates, perhaps ranked according to their performance in the appraisal process. I do not see this as much of an improvement. It would be open to factional decision, when what is wanted is to select the best candidate by as objective a process as possible.

219. It is welcome that a detailed job description for the post of Lord Mayor (as also for the Sheriffs) has been developed, and is available on the Corporation's website, where it is described as one of the documents that go to make up the Code of Corporate Governance.

220. I do not see job descriptions as sitting easily with an electoral process. They are tools of selection, not election. (I realise that there are job descriptions for the Chief Commoner and for Chairs of Committees, but these are more indicative than prescriptive.)

221. As I indicated in paragraph 55, I do not regard the role of the Livery acting through Common Hall as much more than symbolic. The heart of the process, in my view, has to be a professionally conducted and rigorous selection.

### *The diversity of the Mayoralty*

222. Here there is an undoubted challenge. The Mayoralty has, overwhelmingly, been held by white men. There have been only two female Lord Mayors.<sup>60</sup> The Court of Aldermen has few women Members, and even fewer Members of BAME heritage.
223. I was glad to hear that the Court of Aldermen is aware of this challenge, and also that there are expectations that, with retirements and possible new Members, there is a fairly imminent prospect that this will change.
224. Personal wealth is not an issue in the way that it used to be, as the costs of the Mayoralty (other than any personal initiatives taken by the incumbent) are borne by the City Corporation. **I would expect the Corporation to ensure that modest personal circumstances do not in future become an inhibition upon seeking the Mayoralty.**

### *The accessibility of the Mayoralty*

225. There is a diversity strand to this, but the underlying issue is: how attractive and practical is aspiration to the Mayoralty for the best possible candidates?
226. As it was described to me: “You need to be a member of several Livery Companies, preferably Master of one; then you need to be elected as an Alderman, and then go forward to be a Sheriff. The minimum period between becoming an Alderman and being Lord Mayor is six years, and the average is longer than this. So you have to ask people if they are interested in becoming Lord Mayor in about eight years’ time.”
227. This may not sit easily with the requirement in the job description that candidates for the Mayoralty “must have a significant track record and be recognised as a leader in their field, have an extensive network and also the personal qualities that will enable them to fulfil the duties of a high-profile public office”. Those who are the foremost leaders in their field may have other things on their minds than becoming Lord Mayor in eight years’ time or so.

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<sup>60</sup> Dame Mary Donaldson, GBE DStJ, afterwards Baroness Donaldson of Lymington, Lord Mayor 1983-84, and Dame Fiona Woolf, DBE DStJ DL, Lord Mayor 2013-2014.

*An alternative approach*

228. It would be possible to take a more radical approach to the process. Serving as Sheriff is no doubt a useful apprenticeship; but it should not be necessary to dog the Lord Mayor's footsteps in order to understand the role, nor for both Sheriffs to be present on every occasion. This might assist those who are juggling demanding commitments elsewhere.
229. It might also be that the requirement to have served in the Office of Sheriff could be dispensed with. I understand that this could be achieved by Act of Common Council.
230. More radically, the present cursus could be replaced entirely, with the Court of Aldermen being given a brief to scour the City for the best candidates to be Lord Mayor in say three years' time, with the chosen candidate being given an automatic seat as an Alderman (which would probably have to be supernumerary).
231. **I do not recommend such a change now; but if the present (modified) process does not deliver both quality and diversity this is an option for the future.**

## 7 Committees

### *The system isn't working*

232. Throughout my Review, the Corporation's Committee system has been a consistent target of strong and widespread criticism – so much so, in fact, that I was surprised that it has survived in its present form. It has become a means in itself rather than a means to an end.

233. In Part 4 I identified three particular problems of the Committee system: the number of Committees; the engagement of multiple committees with a single issue; and the sequencing of meetings of Committees involved, meaning that the convoy moves at the speed of the slowest ship. In this Part of my Report I identify some general issues relating to Committees, and then move on to propose a way in which the talent and expertise of Members could be put to better use, followed by proposals for a radical restructuring.

### *General issues*

#### *Are Members non-executives?*

234. In the course of my Review I was often told that Members, especially in their Committee work, should be regarded as non-execs. I do not agree. In a normal corporate environment, non-executive members sit with executive members, sharing corporate responsibility. But (except in a few cases governed by local rules) the non-execs as a group do not take decisions on their own. In Corporation Committees, on the other hand, the Members do have to take decisions. The key issue is the level at which they engage.

235. There is a temptation to micro-manage; a temptation, moreover, which is too often not resisted. Committees should set policy in their areas; agree (or secure) overall resources; review delivery and risk; and hold Officers to account – but for overall delivery, not for day-to-day activities. **This, combined with the review of delegations which I recommend later in this Report, should rebalance the Member/Officer relationship to the general benefit (and should also allow Committees to do their work with significantly fewer meetings).**

### ***Committee staffs***

236. Earlier I identified the quality of staff as a Corporation strength.<sup>61</sup> The Corporation's Committees are served by highly competent Officers, but I think that **the work of Committees might be better enabled if Committee staff felt empowered to be more pro-active**, guiding Committees to a greater degree, perhaps commissioning papers (with Chair approval) when necessary. If my recommendations on restructuring the system are accepted, they will also have a role in diplomatically assisting Committees to keep to their terms of reference.

237. I am encouraged in this view by having been at one stage responsible for the staffing of House of Commons Select Committees. In that system Clerks, while of course not supplanting the primary role of Members, feel that they have an important complementary (and self-starting) role in contributing to a Committee's effectiveness and success.

### ***Committee reports***

238. I have been impressed by the quality of the reports submitted to Committees. They are authoritative, comprehensive and well – even stylishly – written. But they are often discursive, no doubt with the best of intentions, and this can encourage Committees to lose focus on matters for decision, or indeed to request further reports. **There should be a move to much shorter reports, focused on the single issue at hand, with the matters for decision clearly identified.** If my recommendation that the Corporation should go paperless is accepted, then there will be much less need to provide background; live links to the portal will access the necessary papers, and the concept of a free-standing “for information” paper, of which – as I noted earlier – there were more than 2,000 on agendas in 2018/19, should disappear.

### ***Committee and Court minutes***

239. **There is also scope for streamlining minutes throughout the organisation.** If my recommendation for webcasting all meetings<sup>62</sup> is accepted, there will be a permanent record. Minutes can then adopt the style of the Cabinet Office, focusing on *decisions*, and recording discussion as economically as possible: “in discussion the following main points were made...”

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<sup>61</sup> See paragraph 84.

<sup>62</sup> Paragraph 174.

### *Cancel when necessary*

240. I have been struck by the number of very lightly loaded Committee and Sub-Committee meetings. **When there is little substantive business, Chairs should cancel meetings** (and Committee Clerks should feel free to suggest it).

241. A subset might be a planned reduction in the frequency of meetings, with the use of urgency/Chairman's decision when necessary.<sup>63</sup>

### *Keep to Terms of Reference*

242. This should be obvious. However, terms of reference of committees have developed over time; they show some signs of political compromise; they are sometimes loosely phrased; and there are some overlaps. If my recommendations on restructuring are accepted, **there will need to be a careful revisiting of Committee terms of reference to improve clarity and minimise overlap.**

### *Limit Sub-Committees*

243. Setting up a Sub-Committee has almost become a default setting. But if there is real discipline in Committee business, and a raising of the Member/Officer threshold, then **setting up a Sub-Committee should be very much the exception**, and the system should be greatly simplified thereby.

244. In order to achieve this, I recommend that **there should be no general Committee power to establish Sub-Committees, and that SO 27.1.a should be repealed.** Any genuinely necessary Sub-Committee should be provided for in the terms of reference of the parent Committee (as the Resource Allocation Sub-Committee is to the Policy and Resources Committee). **And there would be merit in sunseting Sub-Committees so that explicit revival would be required if the Sub-Committee concerned were still needed.** I make further recommendations about terms of reference and Sub-Committees in paragraphs 281 and 282 below.

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<sup>63</sup> Under SO 41.

### *Joint meetings*

245. I am told that joint meetings of Committees have proved very useful on occasion, and such meetings may have merit in the restructured system.<sup>64</sup>

### *Member briefing*

246. If the leaner Committee structure which I propose is to realise its full potential, Members will need to have a really good understanding of their own Committee's business. I do not say that this does not happen already; but there are undoubted benefits to be had if all the Members of a Committee have a shared understanding of current developments in their area, and also an insight into the challenges with which Officers are dealing. **So regular briefings, in informal surroundings, not part of a Committee meeting, have a part to play.** This has occasionally happened with existing Committees, but should become a general practice.
247. My proposals will greatly reduce the number of Committee places available; but there will be merit in involving the wider membership of the Court nevertheless. One possibility might be **occasional briefings by individual Committees and their supporting Officers, whereby any Member of the Court can keep up with other Committees' current work and challenges.** This might also encourage the sense of collective effort which is lacking at the moment.

### *Chair training and appraisal*

248. Some may see it as unnecessary or even demeaning, but a professional system requires the best possible approach to chairing, and **periodic training (even if only in the form of a mentoring discussion) should be routine.**
249. For the same reasons, **there should be a light-touch 360-degree appraisal of Chairs; and Chairs should be involved in the appraisal of senior Officers.**

### *Handling vacancies*

250. At the moment vacancies on Committees are re-advertised, sometimes more than once. Vacant Committee places may be much rarer under my proposals, but in any event I recommend that **there should be no re-advertising of Committee vacancies.** A

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<sup>64</sup> See SO 28, and my comments on the drafting of that SO in paragraph 158.

Committee should run with a vacant place which can be filled on a casual basis later if necessary. A Member can easily find out at any time which Committees have vacancies.

### *Green impact assessments*

251. **I recommend that a “green impact assessment” should accompany every policy or project proposal submitted to Committee.** Other impact assessments are already used (and have been used for Brexit implications) but, given the headline commitment to environmental sustainability in the Corporation’s Corporate Plan, **green impact assessments seem to me to be essential.**

252. Even though environmental awareness should pervade the organisation, **there is much to be said for assigning climate issues, and the Corporation’s response, to a lead Committee.**<sup>65</sup>

### *Committee not Ward*

253. It is important that Members sitting on Committees should remember that as Committee Members their role is not to represent their Wards but to contribute in a dispassionate way to the Committee’s deliberations and decisions. I deal with Ward Committees in paragraphs 270 to 272 below.

## *Making best use of the talent*

### *The challenge*

254. There is a great deal of talent, skill and relevant experience among the Members of the Court of Common Council, but it is not effectively deployed on Committees.

255. This is partly because of the somewhat opaque method of appointment, and partly because of a culture that feels that new Members must serve an extended apprenticeship before getting Committee places that they may particularly want, or for which they are especially fitted or qualified.<sup>66</sup> This may also act as a deterrent to new Members who may have a lot to contribute to the Corporation.

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<sup>65</sup> The Policy and Resources Committee has (Order of Appointment, paragraph 4(o)) sustainability issues as part of its portfolio, but this needs to be framed in rather more prescriptive terms.

<sup>66</sup> I acknowledge that the orders of appointment of certain committees provide that the membership should include a small number of Members with shorter periods of service on the Court; but these provisions as drafted have no link to skills and experience.



### *A Governance and Nominations Committee*

256. I think the time has come for a wholly new approach. **I recommend the establishment of a Governance and Nominations Committee (G&NC), whose task would be to recommend Members for appointment to Committees on the basis of what they could contribute.**
257. As a first step in an appointment round, Members could put in for Committee places, setting out how they were qualified and what they could contribute.<sup>67</sup> The Committee would no doubt also take into account their attendance records at the Committees of which they had been members.
258. The Committee would make recommendations in respect of each Committee, to be decided upon by the Court. To provide a discretionary element, the Committee could recommend as appointable a number larger (by say 20%) than the number of places to be filled.
259. The same procedure could be followed with casual vacancies, or the Committee might be empowered to appoint in such cases without a Court decision.
260. As I observed in respect of the Competitiveness Committee, I am loath to recommend a new Committee while trying to simplify the structure but, as will be clear from later proposals, I have in mind that the Governance and Nominations Committee will absorb functions from elsewhere, so contributing to the overall reduction.
261. I do not make detailed recommendations about the membership of this Committee (although I think the Chief Commoner might be an appropriate *ex officio* member); but to give the Committee's nomination functions authority and credibility, **the membership should reflect the make-up of the Court of Common Council as a whole, rather than being limited to the "usual suspects"**. This does not mean, of course, that a modest number of "usual suspects" will not have a role to play in a total membership of about 15.

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<sup>67</sup> This principle is recognised to a very limited extent in the current arrangements, as for example in the membership of the Capital Buildings Committee of two Court of Common Council Members "with appropriate experience, skills or knowledge", but the principle should operate across the whole system.

262. It may be thought that a Committee of this sort could become unduly influential; but, if applications were open, so also would be the degree to which the Committee discharged its functions objectively and impartially.

263. In paragraph 377 I list responsibilities which should go to the G&NC from Committees which I recommend should be re-organised or abolished.

## *Restructuring*

### *Principles*

264. I have proceeded on the basis that Committees need to align fairly closely to the activities needed to deliver the Corporate Plan. However, I do not think it wise to allow the elements of the Corporate Plan to dictate the Committee structure. Changes in the Plan should not then require changes in Committees.

265. I have rejected the possibility of each Committee having “its own” Chief Officer. Although individual Chief Officers will naturally work more closely with one Committee than with others, to formalise that relationship would be a recipe for creating silos at a time when the priority must be to break down silos and foster a corporate approach.

### *“Grand” and “Service” Committees*

266. I do not see much point in the distinction between Grand Committees and Service Committees, and **I recommend that it is discontinued.** Committees should be simply Committees.

### *Size of Committees*

267. Almost all Committees are much too big. The Committees/Boards listed below are in the order in which they appear in the *Appointment of Committees* document. The numbers of Members of some Committees cannot be definitive, as the orders of appointment contain provisions such “at least” and “not fewer than”.

- Policy and Resources 38
- Finance 39
- Capital Buildings 18

• Investment	27
• Audit and Risk Management	16
• Planning and Transportation	35
• Port Health and Environmental Services	33
• Markets	33
• Police Authority Board	13
• Crime and Disorder Scrutiny	8
• Culture, Heritage and Libraries	35
• Governing Bodies: City of London School	21
City of London Girls' School	21
City of London Freemen's School	22
• Guildhall School of Music and Drama	21
• Education Board	18
• Community and Children's Services	37
• Gresham (City Side)	12
• Establishment	17
• Open Spaces and City Gardens	12
• West Ham Park	15
• Epping Forest and Commons	16
• Hampstead Heath, Highgate Wood and Queen's Park	18
• Freedom Applications	10
• Barbican Residential	21
• Barbican Centre Board	20
• City Bridge Trust	17
• Standards	19
• Standards Appeals	12
• Licensing	15
• Health and Wellbeing Board	13
• Health and Social Care Scrutiny	7
• Local Government Pensions Board	7

268. Committees of 30 Members or more are not really Committees; they are in effect sub-plenaries: debating bodies, not fora for taking decisions. Even the smaller Committees in the list above are unwieldy; and the three Boards of Governors, together with the Boards of the Guildhall School of Music and Drama and of the Barbican Centre, are well above the recommended size for such bodies. I return to this latter point in Part 9 of this Report.

269. **I recommend that Committees should have no more than 15 Members, with an optimum size of between 12 and 15.** It may be that Planning and Transportation may need to be slightly larger in order to cope with the need to provide non-overlapping panels to consider applications.

### ***Ward Committees***

270. I can see no argument for the retention of Ward Committees. I have been told that they are desirable because they give new Members a chance to serve on Committees. I suggest that that clearly indicates that Ward Committees are there to provide a role, not to do a job, and I am not convinced.
271. **I therefore recommend the abolition of all the Ward Committees as Ward Committees: Finance; Planning and Transportation; Port Health and Environmental Services; Markets; Culture, Heritage and Libraries; and Community and Children's Services;** Where their role survives into the new structure, they should be reconstituted as subject Committees of between 12 and 15 Members.
272. This means that **SO 23 should be repealed and SO 24 amended.**

### ***Multiple membership***

273. SO 22 sets a maximum number of Committees on which Member may serve at eight. Moreover, the limit does not apply to additional, *ex officio*, membership of Committees; and it also allows membership of a Committee on which a Member is filling a twice-advertised vacancy to be added above the limit. I find this extraordinary. It also suggests that a Committee's work is not sufficiently valued. Full participation in a Committee's work, taking into account time needed for preparation and for events outside a Committee's formal sittings, should be demanding and will be time-consuming.
274. Setting *ex officio* memberships outside the limit is illogical. Such memberships will usually be because the Member concerned chairs another, relevant, Committee. That should mean more work, not less, if the liaison role is to be carried out effectively.

275. I recommend that

- **no Member should be a member of more than two Committees;**
- **that membership of *one* of the governing bodies of the independent schools and of the Guildhall School of Music and Drama; of the Barbican Centre Board; and of the Police Authority Board should not count against this limit (I later recommend that these Boards should be taken out of the committee structure);**
- ***ex officio* membership of a Committee or Committees should raise the limit to four. It may occasionally be that a single Chair carries with it more than four *ex officio* memberships. In such cases the limit should not apply; and**
- **SO 22 is amended accordingly.**

### ***Service on outside bodies***

276. SO 43 provides that a Member may not serve as a representative of the City Corporation on more than six outside bodies at a time. This does not include *ex officio* appointments. This limit seems high, but on the basis that such membership may not be unduly demanding **I do not recommend a change.**

### ***Chair terms***

277. SO 29 specifies the terms<sup>68</sup> for which a Chair may be held: Policy and Resources, five years; Finance, five years; the Police Authority Board, four years; and other Committees, three years. These seem reasonable, but for consistency **there is a case for making all Chair terms four years.**

### ***Deputy Chairs***

278. Under SO 30.3.a, an immediate past Chair becomes Deputy Chair for the first year of the new Chair. I do not think that this is a good idea, and is certainly not in accordance with current best practice. The new occupant of the Chair needs to start a term afresh

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<sup>68</sup> Expressed in years consecutively.

without the possibly brooding presence of his or her predecessor. Any guidance from experience that may be needed can be drawn upon informally. **I therefore recommend that a Chair ending a term of office should not be eligible to rejoin that Committee during the successor's term of office. The SO will need amendment accordingly.**

### ***Chairs-in-waiting***

279. There is a current practice whereby the Member who is to take the Chair is identified and becomes a Chair-in-waiting for two years. This seems an unnecessarily long time. A year should be long enough.

### ***Member terms***

280. There will be a degree of “institutional churn” as a result of elections, personal preferences and other factors. However, there are examples of Members remaining on Committees for a very long time. **I therefore recommend that the maximum period of service on a Committee should be eight years, with four years to pass before rejoining. *Ex officio* memberships should be excluded from this rule. SO 24 will need to be amended accordingly.**

### ***Committee terms of reference***

281. Under SO 21 Committees are “reconstituted” each year at the first regular meeting of the Court in April. The terms of reference of each Committee are included in the *Appointment of Committees* document. The opportunity is frequently taken by individual Committees to seek amendment of their terms of reference, and such requests are routinely approved. **This seems to me to be a recipe for mission creep and overlap.**

282. **I therefore recommend that:**

- **following the restructuring of the Committee system, the terms of reference of each Committee should be in its own Standing Order;<sup>69</sup> and that**
- **amendment of any set of terms of reference (including a request to establish a Sub-Committee) should be considered by the Court only following a recommendation by the Governance and Nominations Committee.**

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<sup>69</sup> And so not combined with the Order of Appointment.

### *Aldermanic seats*

283. Even though they have their own Court of Aldermen, Aldermen sit as Members of the Court of Common Council, and, depending upon the terms of reference of individual Committees, have seats reserved for them.
284. In order to draw fully upon the resource represented by the Aldermen, **I recommend that there should be no bar, formal or by convention, to an Alderman being Chair of any Committee.**
285. If Aldermen were to be represented *pro rata* in the new Committee structure, they would account for one seat in every five. However, I do not recommend reserved places, which may well vary from Committee to Committee; this will be something for the new Governance and Nominations Committee to consider in making their recommendations.

### ***“Rapporteurs”***

286. In the leaner Committee structure, taking into account the considerable workload that will continue to fall upon Chairs of Committees, there may be a role for *rapporteurs*, in the Continental usage: Members taking the lead on particular subjects within a Committee’s area. This happens to some extent already, but in the context of smaller Committees it may be worth using more extensively.

### ***The new Committee structure***

287. I deal with the current Committees in the order in which they appear in the *Appointment of Committees* document. New Committees appear in the place of a Committee I propose that they should absorb. An annotated list of Committees, reflecting my recommendations, is at Appendix F.

### ***The Policy and Resources Committee***

288. I am aware of a feeling amongst Members that the P&RC has become in effect a Cabinet, even though the formal power to apply “executive arrangements” under Chapter 2 of the Local Government Act 2000 does not apply to the Corporation.

289. Nevertheless, the Corporation needs a co-ordinating Committee to take the lead in pursuing its corporate aims; and that Committee needs to draw together, through the membership of certain Chairs of other Committees, the Corporation's work as a whole. P&RC will need to be much smaller in order to operate effectively and provide a dynamic at the centre of the organisation.
290. I suggest that **the remodelled P&RC should have as *ex officio* members the Chairs of Governance and Nominations (new Committee), Finance, Property (new Committee), Planning and Transportation, Port Health and Environmental Services, the Police Authority Board, Community and Children's Services, and Culture, Heritage and Libraries (to be renamed "Culture");** a total of eight seats out of an ideal of 15.
291. **The Deputy Chairs of Finance and of Investment (which latter Committee in any event I recommend abolishing) should not have seats;** but the Deputy Chair of Finance could deputise for the Chair if necessary.
292. The Lord Mayor should remain as an *ex officio* member, reflecting the importance of drawing Guildhall and Mansion House more closely together, even though the demands of office mean that the incumbent may often not be able to attend.
293. The Chief Commoner has an important role to play in the Corporation more generally, but I do not see that post as a strong contender for *ex officio* membership of the Committee, although the Chief Commoner would be an appropriate *ex officio* member of the Governance and Nominations Committee.
294. **There should not be seats for any Members who have seats in Parliament. This is an historical survival, which should end.**
295. **Residential representation on the Committee should end; it is not an appropriate element for the issues with which P&RC has to deal.** It also institutionalises the confusion between Committee responsibilities and Ward representation.<sup>70</sup>

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<sup>70</sup> See paragraph 253.



296. The system of having three Deputy Chairs of this Committee does not seem to have worked well; it has led to a degree of confusion of roles, and should be discontinued. **One designated Deputy Chair is enough.**

### ***Sub-Committees of P&RC***

297. **The Resource Allocation Sub-Committee should continue.**  
Of the other Sub-Committees:

- **Courts:** this was set up in 2016 and is due to be sunsetted in 2021. **It should be abolished now**, in view of the fact that the General Purposes Committee of the Court of Aldermen is equipped to deal with Courts issues;
- **Hospitality (working party):** as I suggested in paragraph 191, hospitality issues will need to be co-ordinated with the broader competitiveness agenda, and **so should fall to the Competitiveness Committee**, not needing a separate Sub-Committee;
- **Members' Privileges:** this rarely meets, and will naturally **fall to the Governance and Nominations Committee (GNC)**, which should not need a separate Sub-Committee to deal with any business under this head;
- **Outside Bodies:** does not appear to have met since January 2018. It is in any event very lightly loaded and **any residual functions should be transferred to the Governance and Nominations Committee (GNC)**, which should not need to set up a Sub-Committee to discharge them;
- **Projects:** to be taken on by the new **Property Committee**; and
- **Public Relations and Economic Development:** with the establishment of the Competitiveness Committee, **this is unnecessary and should be abolished**;

### ***Finance Committee***

298. I see no need for a separate Investment Committee, especially as this is a Committee which seems to have had a tendency to follow

its own, rather than a corporate line. **Accordingly I recommend folding the Investment Committee into the Finance Committee**, which is perfectly capable of discharging this function (some functions may fall to the Property Committee I recommend below). Of the existing Sub-Committees of the Finance Committee:

- **Corporate Assets:** the business of this Sub-Committee includes some relatively low-level items which might be dealt with under revised delegations to Officers. In any event, its business seems appropriate to be dealt with by the new Property Committee which I recommend. **It need not be retained.**
- **Digital Services:** digital services as a responsibility of a finance committee is a frequent survival in many organisations, but has been overtaken in the modern context. If digital services are not to be the task of a separate Committee (and there are arguments in favour of that solution) **then it should be the responsibility of the G&NC, and will need to be a Sub-Committee of that Committee.**
- **Efficiency and Performance:** I think that this Sub-Committee should struggle to survive, given its very light loading. **It should be absorbed into the Audit and Risk Management Committee;**
- **Finance and Grants Oversight:** I do not think that the level of business warrants the existence of this Sub-Committee, nor its being under the wing of the Finance Committee. **The new Bridge House Estates Committee can fulfil this function;**
- **Procurement:** this Sub-Committee **has a continuing role to play, even though its scrutiny thresholds are much too low.**

299. **The Social Investment Board, at present reporting to the Investment Committee, should be abolished** as its functions will be absorbed by the new Bridge House Estates Committee (see paragraph 369 below).

### ***Property Committee (new Committee)***

300. At the moment there is insufficient co-ordination and oversight, and there is a dilution of decision-making and

accountability across several committees. **I recommend the establishment of a new Property Committee to bring together all the City's property functions**, including the Property Investment Board; the Markets Committee (so far as this needs to be a Committee responsibility in its current form); the Capital Buildings Committee; the Projects Sub-Committee of P&RC; and any residual functions of the Barbican Residential Committee (which I recommend should be abolished).

301. Through subordinate but empowered Project Boards, this Committee should be in a position to ensure tight programme co-ordination and oversight, with the members of those bodies developing a real understanding and knowledge of the projects they are overseeing.

302. There might be an argument for putting the Open Spaces Committee into this new Committee, but I think it is better kept separate, not least as a way of folding in the various Open Spaces and Parks Committees.

### ***Capital Buildings Committee***

303. See the new Property Committee.

### ***Investment Committee***

304. See the Finance Committee.

### ***Audit and Risk Management Committee***

305. There are good governance reasons for having a separate Audit Committee, with which Risk Management normally sits comfortably. **The Committee should take on the responsibilities of the Efficiency and Performance Sub-Committee of the Finance Committee (but without setting up a Sub-Committee to do so).**

### ***Planning and Transportation Committee***

306. **This should continue with its present responsibilities (but with a sharply reduced membership).** The statutory functions of the Committee are set out in Appendix G.

307. The planning process will be effective and resilient if the Committee majors on setting a strategic and policy framework.

Applications are then more easily dealt with by Officers<sup>71</sup>, leaving the Committee to deal with substantial or strategic cases, potential breaches of policy, or contentious issues.

308. It is important to emphasise that the purpose of examining planning proposals is to provide dispassionate assessment and compliance with agreed policies, not to debate on behalf of electors.
309. **Where Member consideration of proposals is required, this should be through small panels. No Member should sit on a panel considering an application in his or her Ward, or which might affect his or her Ward.** It has been suggested to me that there should be standing geographical panels, but I do not agree; there is a risk that such an arrangement can become cosy. The panels should be assembled afresh as required.
310. I am aware of concern that it is harder to maintain absolute propriety in the case of a small planning committee by comparison with a large one. This may possibly be the case; but *ad hoc* panels, with visibility by the Committee, should minimise this risk.
311. I have been asked to consider the possibility of conflict when the Corporation is both the developer and the planning authority, and this may be a convenient place to deal with the issue. I have helpfully been provided with papers for four contentious applications which help expose the issues.
312. Regulation 10 of the Town and Country Planning General Regulations 1992<sup>72</sup> governs arrangements for taking decisions on planning applications. It prohibits the decision being taken by a committee, sub-committee or officer if any of them has any responsibility for the management of any land or building to which the application relates. The Corporation is subject to this requirement.
313. The issue is also covered by the Corporation's Planning Protocol, which forms part of the Code of Governance, and which says: "A Member of the Planning and Transportation Committee who is, at the same time, a member of a City of London Corporation committee responsible for a site or building that is the subject of an

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<sup>71</sup> As 97% of cases are at the moment.

<sup>72</sup> S.I., 1992, No. 1492.

application does not, by that fact, have an interest that is disclosable under the Code of Conduct.”<sup>73</sup>

314. This is in my view too lax. **It does not meet the accepted conduct standard of something which may be *perceived* to give rise to bias, and should be amended or removed.**
315. The Planning Protocol also says that if a Member of the Planning and Transportation Committee is a member of another Committee which is the applicant or which has taken a view on the application, he or she should not participate in the decision on the application.<sup>74</sup> **This should be amplified to include participation in consideration or debate, not merely decision.**
316. The restructuring of Committees is an opportunity to distance the planning function from the proprietorial; **I recommend that no member of the new Property Committee should be eligible for appointment to the Planning and Transportation Committee.** This will not of course entirely remove the possibility of conflict, which may arise in respect of other functions, including Open Spaces, the Schools, the Guildhall School of Music and Drama, the Barbican Centre and the Police Authority Board; but it reduces the possibility of institutionalised conflict.
317. The Committee has two Sub-Committees at the moment: Local Plans and Streets and Walkways. Local Plans is lightly loaded but I do not see a pressing case for its absorption into the main Committee. Streets and Walkways has a useful portfolio of its own.

### ***Port Health and Environmental Services Committee***

318. Apart from reducing its size to the new 12-15 Member norm, I have no other recommendation to make. The Committee’s statutory obligations are set out in Appendix G.

### ***Markets Committee***

319. I acknowledge the strong sense of connection that many members of this Committee feel with the markets and their development; but it is a lightly loaded Committee which meets every two months. Much of the routine business can be left to Officers and

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<sup>73</sup> Paragraph 7(5).

<sup>74</sup> Paragraph 10.

the consolidation project will fall to the new Property Committee. **I recommend that it should be abolished.**

### ***Police Authority Board***

320. I deal with the Police Authority Board in Part 9.

### ***Crime and Disorder Scrutiny Committee***

321. The Police and Justice Act 2006 requires relevant authorities (which includes the Corporation) to have a “crime and disorder committee” to “review or scrutinise decisions made, or other action taken...in discharge...of crime and disorder functions” and “to make reports or recommendations to the local authority with respect to the discharge of those functions”.<sup>75</sup>

322. The Act allows the Common Council itself to act as the Crime and Disorder Scrutiny Committee, but this would not be a practical arrangement, and it has never done so. However, the Committee appointed by the Corporation to comply with its duties under the Act has met only once, on 7<sup>th</sup> July 2016, some ten years after the statutory duty was imposed; and it has not met since.

323. **As it is a statutory requirement to have such a Committee I can hardly recommend its abolition, but this situation perhaps calls for some re-examination.**

### ***Culture, Heritage and Libraries Committee***

324. **I suggest that the somewhat tautologous title is simplified to “Culture Committee”.**

325. The Committee has only one Sub-Committee: the rather niche Benefices Sub-Committee. **I see no reason to change its status.**

326. I have been urged to put the Barbican Centre Board under the wing of the Culture Committee, but I make a different recommendation in Part 9.

327. **The Keats House Consultative Committee should be treated in the same way as the bodies covered by the Open Spaces Committee (see paragraphs 341 to 348) and the separate existence of the Consultative Committee ended.**

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<sup>75</sup> Section 19.

328. Apart from reducing the size of the Committee to the new norm of 12 to 15 Members, I have no other recommendation to make.

***Board of Governors of the City of London School***

***Board of Governors of the City of London School for Girls***

***Board of Governors of the City of London Freeman's School***

***Board of Governors of the Guildhall School of Music and Drama***

329. I make recommendations in Part 9 which would result in these Boards being taken out of the Corporation's Committee structure.

***Education Board***

330. It has been suggested to me that a new Education Committee could take in the Education Board, the Independent Schools and the Guildhall School, combining this with responsibility for employment and skills. But, given the recommendations to which I have just referred, **I am content to make no recommendation in respect of the Education Board.**

***Community and Children's Services Committee***

331. Apart from reducing the membership, **I have no recommendation to make.** A possible amalgamation might have been with the Culture Committee to form a Community Services Committee, but I think that the resulting portfolio might have been unwieldy, especially with a smaller membership.

332. This Committee has four Sub-Committees: Housing Management and Almshouses; Safeguarding; Integrated Commissioning; and Homelessness and Rough Sleepers. **All appear to have a part to play, and I do not recommend change.** However, with the reduction in size of the parent Committee, the Sub-Committees will have to be relatively small, with some overlapping membership.

***Gresham Committee (City Side)***

333. I appreciated the opportunity to discuss the role of this Committee with the Master of the Mercers' Company, as the Mercers provide the "other" side of the Committee. So far as this Review is concerned, the Committee is a single-purpose Committee; it needs to continue, and there is no convenient or sensible amalgamation. **I therefore make no recommendation.**

### ***Establishment Committee***

334. The Establishment Committee made a collective submission to my Review. In this Report I have not quoted from individuals, but as this was a collective view I have referred to it specifically.
335. The Committee made a case for its continuing separate existence and for its statutory duties to be maintained uninterrupted. The list of the Corporation’s statutory duties with which I have been supplied does not include any of the elements of the Establishment Committee’s terms of reference.
336. Those terms of reference<sup>76</sup> include a number of reactive functions, and some which should be Officer and not Member responsibilities. The submission asserted that the Corporation has a statutory duty to maintain an independent remuneration scrutiny function, which I take as relating to remuneration of senior officers. The duty to set and comply with a Pay Policy Statement under Chapter 8 of the Localism Act 2011 is a full Council, not Committee, function.
337. The Committee also quoted the UK Corporate Governance Code as promoting “the importance for large organisations to maintain a standalone HR focused Committee”. This should perhaps be put into context; the Code is explicitly designed for the private sector,<sup>77</sup> and a standalone HR focused committee is only one of three methods it suggests for “engagement with the workforce”.<sup>78</sup>
338. One point made by the Committee has a particular resonance; the need to keep the staff-focused function separate from the finance-focused function; and the Committee argued against a merger with the Finance Committee. **I endorse this view.**
339. However, I do not see a compelling case for the Committee to continue as a separate body. **I therefore recommend that the Establishment Committee is abolished, and that those of its functions for which there is a continuing need should be transferred to the new Governance and Nominations Committee (G&NC).**

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<sup>76</sup> *Appointment of Committees 2019/2020*, pages 30 and 31.

<sup>77</sup> See *UK Corporate Governance Code 2018*, page 3: “This Code is applicable to all companies with a premium listing”.

<sup>78</sup> *ibid.*, paragraph 5.



340. Those functions (or rather, the current terms of reference) will need to be trimmed to address the points above. Possibly the most significant is the present Committee's oversight of diversity issues, which I suggest should be a specific task of the G&NC.

### ***Open Spaces and City Gardens Committee***

341. At the moment this Committee has 12 members and so complies with the Committee size that I have recommended. But it may need a modest increase in numbers to discharge the functions that I have in mind.

342. The formal functions of the Committee are relatively few, and some ("management and day-to-day administration of the gardens, churchyards and open spaces in the City" and making dangerous trees safe) are evidently for Officers and not for a Committee.

343. But the Committee stands in effect at the centre of an extensive structure of 11 Committees, Consultative Committees and Consultative Groups concerned with the open spaces of various kinds for which the Corporation is responsible:

- West Ham Park Committee<sup>79</sup>
- Epping Forest and Commons Committee
- Hampstead Heath, Highgate Wood and Queen's Park Committee
- Ashted Common Consultative Group
- Burnham Beeches and Stoke Common Consultation Group
- Epping Forest Consultative Committee
- Epping Forest Joint Consultative Committee
- Hampstead Heath Consultative Committee
- Highgate Wood Consultative Group
- Queen's Park Consultative Group
- West Wickham, Spring Park and Coulsdon Commons Consultation Group

344. Appendix G sets out the statutory, testamentary or other requirements which underpin the separate existence of all these bodies. I understand that it has generally been assumed that, given

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<sup>79</sup> The membership of this Committee is identical to that of the Open Spaces and City Gardens Committee.

the difficulties of changing these requirements, the bodies must remain distinct, as they are now.

345. **However, I think there should be a different and radical approach. If the Open Spaces and City Gardens Committee were to take on the responsibilities of all these bodies, then they would cease to have a separate existence, with a welcome and substantial simplification of the Committee structure.**

346. But the statutory, testamentary and other obligations would still be discharged. The parent Committee would simply constitute itself as “the Committee acting on behalf of the Corporation in accordance with the terms of conveyance of the [West Ham] Park by John Gurney, Esq. to the City of London Corporation dated 20<sup>th</sup> July 1874 and the Charity Commission Scheme from 1991” or “the Committee acting on behalf of the Corporation in accordance with the Epping Forest Acts 1878 and 1880 (as amended)”, and so on.

347. Any charitable responsibilities attributable to the individual bodies could be discharged by the Open Spaces and City Gardens Committee on the same principle.

348. So far as business is concerned, agendas could be arranged to reflect the mode in which the Committee was operating. And it may be that increased use of video-conferencing will allow the consultative roles to be discharged more easily and effectively.

349. **The authority of a Resolution of the Court of Common Council in appropriate terms would put matters beyond doubt.**

350. I note the existence of a related body, the Wanstead Park Working Party, but as this has not met since 2016 **it should be wound up.**

351. I suggest that the parent Committee’s title, which is somewhat tautologous, **should be simplified to “The Open Spaces Committee”.**

### ***Freedom Applications Committee***

352. This is a Committee with the limited task of considering the Freedom, Honorary Freedom and related matters (applications, nominations, and so on. Paragraph (d) of its terms of reference, “to consider matters relating to the general use of the Freedom, such as

for City of London Corporation policy objectives”, suggests that it should keep in touch with any priorities identified by the Competitiveness Committee. **I make no other recommendation.**

### ***Barbican Residential Committee***

353. This Committee’s task, according to its terms of reference, is entirely one of management.<sup>80</sup> If that is the case, I cannot see why it should exist as a Corporation Committee. So far as the interests of the Corporation are concerned, that function can be dealt with by Officers. So far as the internal arrangements are concerned, those can surely be made by the residents themselves.

354. I note that the business of this Committee has given rise to a significant number of standards and conduct issues. As it was described to me, the Committee “has conflict of interest hard-wired into it.”

355. I also note that there are Corporation tenants elsewhere in the City who do not have a dedicated Committee.

356. **I have no doubt that the Barbican Residential Committee should be abolished, and I so recommend.** The Barbican Estate Residents Consultation Committee is not a Committee of the Court, and so I make no recommendation. It may be that in the wake of the abolition of the Barbican Residential Committee the Corporation will review its mechanisms for consulting and engaging with residents; if so, it would be as well to include all residents, not simply those of the Barbican Estate.

### ***Barbican Centre Board***

357. I make recommendations in Part 9 which would result in the Barbican Centre Board being taken out of the Corporation’s Committee structure.

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<sup>80</sup> “The management of all completed residential premises and ancillary accommodation on the Barbican Estate, e.g. the commercial premises, launderette, car parks, baggage stores, etc. (and in fulfilling those purposes, to have regard to any representations made to it by the Barbican Estate Residents’ Consultation Committee)”.

## *City Bridge Trust Committee*

### *Background*

358. It may be worth mentioning the broader issue of the Corporation's functions as charity trustee and appointer of charity trustees, as the present situation should be the cause of some unease to the Corporation.

359. The modern legal duties of charity trustees are uncompromising and indeed demanding. They include:

- only to promote the charitable purposes of the charity;
- To comply with the charity's governing documents, and with the law;
- to take decisions only when these are consistent with the charity's objects and powers;
- to act only in good faith and only in the best interests of the charity (which may include managing potential conflicts of interest);
- to safeguard and protect the assets of the charity; and
- to act with reasonable care and skill.

360. These duties may not seem problematical in theory, but in a complex environment discharging them may not be easy. The problem for the Corporation is that what should be a clear picture of trustees discharging these duties is greatly obscured by the involvement of multiple committees whose decisions may impact upon the operation and interests of the charities. In the current structure, the Policy and Resources Committee, the Finance Committee, the Audit and Risk Management Committee, the Finance Grants Oversight and Performance Sub-Committee and the Committees involved in any way in providing support services may all be involved to some degree.

361. In turn this risks weakening the administration of the charities concerned and the freedom of decision of trustees, which will open the Corporation to criticism and possible reputational damage.

362. I was glad to find that a Corporate Charities Review is in progress.<sup>81</sup> It seems to be focused in exactly the right way, and I therefore make no further comment on the broader issue, but now turn to the specifics of the City Bridge Trust Committee and Bridge House Estates.

### ***The Committee and Bridge House Estates***

363. The Committee is charged with administering the Bridge House Estates charity.<sup>82</sup> The charity's primary purpose is to maintain five bridges across the Thames; surplus income may be used for more general purposes within Greater London – the “ancillary object”.

364. This charity is a so-called *cy-près* scheme; that is, one which allows the wishes of a donor or donors to a charity to be carried out even if the original purpose of the gift has failed. The Charity Commission has the power to apply the *cy-près* doctrine as appropriate.

365. The Bridge House Estates (BHE) charity is a very large one – in terms of asset valuation, the seventh largest in the UK, and its governing documents are complex, originating over a period of more than seven centuries.

366. Unfortunately its governance exhibits all the weaknesses of charity governance referred to in paragraphs 359 and 360 above, and represents serious legal and reputational risks. No fewer than 19 Corporation Committees and other bodies impinge upon the charity in some way.

367. I have been presented with a proposal that would address these weaknesses. It would create a Bridge House Estates Committee (BHEC) replacing the City Bridge Trust Committee, and exercising management and control of BHE. The Corporation would remain the charity Trustee with overall responsibility, and certain high-level decisions would be taken by the Court of Common Council.

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<sup>81</sup> The charities within scope of Phase One of the review, generally where the Trustee is the Corporation acting through the Court of Common Council, are listed in Appendix H.

<sup>82</sup> Charity No. 1035628, in accordance with a Scheme made by the Charity Commissioners on 9<sup>th</sup> February 1995 (as amended) and brought into effect by the Charities (The Bridge House Estates) Order 1995.

368. Crucially, this arrangement would remove the complex involvement of multiple Committees entirely, and leave the management of the charity in the hands of the BHEC.
369. The proposal envisages the BHEC being supported by five Sub-Committees: Bridge Management; Grants; <sup>83</sup> Finance; Investment; and Audit and Risk. This is more than ideally I would like to see, and it might be that the finance function could be discharged by the main Committee. The responsibilities of the Social Investment Board, which I earlier recommended should be abolished,<sup>84</sup> would be vested in one of the Sub-Committees, probably Grants.
370. A key element of the new arrangements will be the opportunity to have a properly constituted and empowered (and accountable) charity board. Best practice suggests that such a board should have no more than 12 members. Those who are Members of the Court of Common Council should be nominated by the Governance and Nominations Committee, taking into account the mix of skills required by the Board. Given the risk of re-introducing the conflict problem, it would be best to have no *ex officio* places.
371. The remaining members of the Committee would be external co-opted members, recruited by due process, again to contribute to the appropriate mix of skills.
372. **I recommend that this proposal should be urgently pursued, to lead to the creation of a Bridge House Estates Committee; and that the City Bridge Trust Committee should be abolished.**

### ***The Standards Committee and the Standards Appeals Committee***

373. In the next Part of the Report I consider the standards regime, and conclude that the Standards Committee (and with it the Standards Appeals Committee) should be abolished and replaced with a new system.

### ***Licensing Committee***

374. This is a statutory Committee, responsible for the Corporation's licensing functions under a number of legislative

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<sup>83</sup> Termed the Trust Sub-Committee in the proposal.

<sup>84</sup> See paragraph 299.

provisions.<sup>85</sup> **I have no recommendation to make in respect of the Committee's terms of reference** but, as with the planning process, it is essential that Members representing affected Wards are taken entirely out of the decision-making process, if necessary by the use of *ad hoc* panels.

### ***Health and Wellbeing Board and Health and Social Care Scrutiny Committee***

375. The Board and the Committee discharge relatively narrow statutory duties and **I see no need for change.**

### ***Local Government Pensions Board***

376. This is a single-purpose Committee with focused statutory responsibilities. **I do not recommend any change.**

### ***Functions to be transferred to the Governance and Nominations Committee (G&NC)***

377. In addition to its responsibilities for nominating Members to Committees on the basis of experience, knowledge and skill, there are functions which I suggest should be moved to the G&NC from Committees which I recommend should be reorganised or abolished:

- **digital services** (from Finance);
- **diversity, equality and inclusion** (from Establishment); **this should also take in the Member Diversity Working Party;**
- **revision of Codes of Conduct** (from the former Standards Committee) and other Code of Governance documents as necessary (from Standards);
- **overseeing Member training;**
- **Standing Orders** (from Policy and Resources);
- **Members' privileges, facilities and development** (from Policy and Resources);
- **outside bodies** (from Policy and Resources);

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<sup>85</sup> See Appendix G.

- **resolving overlaps and conflicts between Committees** (from Policy and Resources);
- **senior appointments and remuneration** (from Establishment)

It is important that these functions do not lead to a proliferation of Sub-Committees. Digital services and diversity (and perhaps senior appointments and remuneration) may be candidates for Sub-Committee treatment; but the other responsibilities should be for the full Committee.

### ***Reference Sub-Committees***

378. Seven “Reference Sub-Committees” appear on the list of Corporation Sub-Committees. Two relate to Committees that I recommend should be abolished (Barbican Residential and Markets); and two relate to the Barbican Centre and the GSMD, which I recommend should be taken out of the formal structure.
379. The remaining Reference Sub-Committees (Licensing, Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of Christ’s Hospital, and Port Health and Environmental Services) **should be abolished**.
380. More generally, the concept of a Reference Sub-Committee (which I take to be set up just in case something needs to be referred to it) seems misplaced. **The presumption should be that such Sub-Committees should not be established** (and with the constraints I recommend upon Committees establishing Sub-Committees<sup>86</sup> the issue may not arise).

### ***Delegations***

381. **The restructuring of the Committee system should provide an opportunity to review the system of delegations, both financial and decision-making.**
382. I do not offer specific recommendations on this, but my Review has confirmed my suspicion that **delegations are generally set at much too low a level, and that they do not assist the distinction between setting high-level strategy and plans (in**

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<sup>86</sup> See paragraphs 243 and 244, and 282.



**which Committees should of course be fully involved) and more detailed matters which are more appropriately left to Officers.**

383. One good example is SO 52 relating to write-offs, where decisions are for Committees to take, and where the limits are set extraordinarily low, any write-off of more than £10,000 having to be approved by the Finance Committee. A limit of £3,500 per term for the writing-off of school fees seems very low; but if my recommendations are implemented, such decisions will be for Boards of Governors to take.

384. There will in any need to be a different approach to the institutions whose freeing from the Committee structure I recommend. There the approach will have to be to set financial envelopes and broad principles for the purchase of services, but with the processes determined locally.

385. **Any review of delegations should be repeated at regular intervals, both as to financial limits, but also to ensure that delegations remain appropriate in the light of the changing operations of the Corporation and its Committees.**

## 8

# Standards and Conduct

### *The statutory requirement*

386. The Localism Act 2011 replaced the conduct regime of the Local Government Act 2000 with rather less prescriptive requirements, and no effective sanctions (except in the case of non-registration of interests<sup>87</sup>). The Corporation is subject to the 2011 Act's requirements in respect of standards and conduct, in its capacity as a local authority and also as a police authority. It has chosen to apply its standards and conduct arrangements to all its functions, even if these are not of a local authority type.

387. The 2011 Act provides that “a relevant authority [which the Corporation is] must promote and maintain high standards of conduct by members and co-opted members of the authority”.<sup>88</sup>

388. The Act requires the adoption of “a code dealing with the conduct that is expected of members and co-opted members of the authority when they are operating in that capacity”.<sup>89</sup> Such a code must be consistent with the Nolan principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

389. Under the 2000 Act, authorities had to have standards committees chaired by an independent person. Under the 2011, all that is necessary is that there should be “arrangements”:

“arrangements under which allegations can be investigated; and

“arrangements under which decisions on allegations can be made.”<sup>90</sup>

390. The arrangements must also include the appointment of “at least one independent person

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<sup>87</sup> Section 34 introduced a new criminal offence of failing to declare or register a pecuniary interest.

<sup>88</sup> Section 27(1).

<sup>89</sup> Section 27(2).

<sup>90</sup> Section 28(6).

“whose views are to be sought, and taken into account, by the authority before it makes its decision on an allegation that it has decided to investigate.”<sup>91</sup>

391. The Corporation decided to discharge the duty to have “arrangements” by setting up a Standards Committee. This consists of two Aldermen, ten Common Councillors and five (previously four) co-opted (external and independent) members.
392. The Committee has the task of promoting and maintaining high standards of conduct; maintaining the Code of Conduct and the Protocol on Member/Officer Relations, and associated guidance; advising and training Members and co-opted Members on conduct matters; monitoring allegations referred to it, and assessing and hearing such allegations; deciding on whether allegations should be investigated; deciding on whether a breach has occurred; and determining an appropriate sanction.
393. There is nothing out of the way about these functions; they are similar to those in the arrangements made by many authorities, and they are broadly similar to those under the previous statutory regime.
394. I will not rehearse the detailed provisions and processes; they are dealt with thoroughly and very well in the Independent Review by Charles Bourne QC,<sup>92</sup> who also makes observations on how they might be improved, and I return to some of these below.

### ***The experience of the Standards Committee and the conduct regime***

395. I must first acknowledge the efforts made by all those who have tried to make the standards regime work as intended. They have done so in good faith, and are not to be blamed for the present situation.
396. However, the Corporation has now got to the point where I do not think that it is sensible or practical to try to repair the current arrangements, nor to try and reconstitute the Standards Committee along new lines.

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<sup>91</sup> Section 28(7).

<sup>92</sup> *An Independent Review by Leading Counsel of the Arrangements made under the Localism Act 2011 by the City of London Corporation for Addressing Matters Connected with the Conduct of Members and Co-opted Members*, December 2016.

397. The problems appear to have started in 2015 with the first complaint against a Member to reach the investigation stage. The Member was found, both at the initial hearing and on appeal, to have breached the Code of Conduct. Information about this complaint in the Standards Committee's Annual Report of 23 June 2016 included the name of the Member concerned, and on that account provoked widespread criticism of the process.
398. From there things seem to have gone downhill, with the Standards Committee and its members being subjected to frequent criticism, sometimes expressed in unacceptably discourteous terms. The Standards Committee commissioned the independent review from Charles Bourne QC to which I have referred. Following that review, the Court established a Standards Regime Review Working Party, separately from the Standards Committee.
399. That Working Party, and subsequent consideration by the Court, rejected the Bourne Report's recommendation that undertaking training in standards and conduct matters should be a prerequisite for being appointed to any Corporation Committee. It also ignored Mr Bourne's warning about splitting decision-making on appeals, providing that the new Appeal Panel, independent of the Standards Committee, should be able to substitute a new decision on appeal (on the papers only) rather than refer the case back to the Standards Committee for reconsideration.
400. However, the Bourne Report led to the establishment of new complaints procedures, and a revised Code of Conduct and guidance from March 2018. A Standards Appeals Committee was also established.
401. Unfortunately the new procedures did not receive practical backing from the Court. A complaint was made against a Member; after hearing and appeal he was found to have breached the Code of Conduct, and the Standards Committee recommended that he be suspended for twelve months from the Standards Appeals Committee, of which he was a member.
402. However, when in March 2020 the matter was reported to the Court of Common Council for endorsement, the Court declined to do so. The debate illustrated the weakness of the Corporation's approach to matters of Member conduct. In the debate the appropriateness – or otherwise – of the whole process was revisited; arrangements

previously approved by the Court were criticised; and the case was rehearsed without adequate evidence.<sup>93</sup>

403. The handling of Standards matters has involved significant cost. At one time or another, four Silks have been involved, together with external investigators. To date the total cost, including the internal costs of running the Ethical Framework, is more than £500,000, which is wholly disproportionate.

### ***Dispensations***

404. The standards mix has been made more toxic by a long-running dispute over the granting of dispensations.
405. The Localism Act 2011 replaced the 2000 Act's provisions relating to personal and prejudicial interests with a scheme for "disclosable pecuniary interests" (DPIs).
406. Interests which may give rise to a DPI are listed in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012<sup>94</sup>. They fall into the following categories: employment, office, trade or profession; sponsorship (of the Member concerned by a third party) a current contract for goods or services; beneficial interest in land in the authority's area; licence to occupy land in the authority's area; tenancy with beneficial interest; and beneficial interest in securities of a body based in the authority's area. A Member's spouse, civil partner or co-habitor with such an interest is within the registration and declaration requirements.
407. The default setting, under section 31(4) of the Localism Act 2011, is that a Member with a DPI which is engaged (in other words, upon the precise item of business before the Court or a Committee) should neither speak nor vote.
408. However, it is possible for the authority concerned, on written application, to grant a "dispensation", on the terms specified in section 33 of the 2011 Act, but subject to conditions which are explicit in that section, and which amount to the following (two conditions, relating to political groups and executive arrangements, do not apply to the Corporation's circumstances):

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<sup>93</sup> Minutes of the Court of Common Council, 5<sup>th</sup> March 2020, Minute 24.

<sup>94</sup> S.I., 2012. No. 1464.

- without the dispensation the number of Members affected would make up so great a proportion of the whole that the transaction of business would be impeded;
- that the dispensation would be in the interests of persons living in the authority's area; and
- (a catch-all) "that it is otherwise appropriate to grant a dispensation".

Section 33 says that a dispensation may not be given for a period longer than four years. A dispensation may be in respect of speaking or voting, or both.

409. The issue at the centre of contention was whether the Corporation could give "blanket" or "open-ended" dispensations up to, or preferably for the whole of, the maximum of four years allowed by the Act. In December 2019 the City Solicitor took advice from Leading Counsel (Philip Kolvin QC) as to the lawfulness of open-ended dispensations.

410. In his Opinion Mr Kolvin advised that such dispensations would be unlawful. The two principal grounds of his advice were, first, that they would be too wide, taking in everything relevant to a DPI except (in the terms of the applications at issue) something which affected the Member concerned in a unique way; and second, that the authority could grant a dispensation only "having had regard to all relevant circumstances". It would not be possible to grant a blanket dispensation of up to four years because there was no way of predicting those circumstances.

411. Mr Kolvin identified five other difficulties with the open-ended approach, but also offered a possible compromise policy. I respectfully agree with Mr Kolvin. I do not believe that by any stretch of statutory construction he could have come to any other conclusion.

412. The events which followed were no more edifying than those which preceded Mr Kolvin's advice. It was alleged that the City Solicitor had given partial Instructions to Counsel, and that this had resulted in partial and incorrect advice. This resulted in a tart rejoinder from Mr Kolvin in his Supplementary Advice. On 24<sup>th</sup>

January 2020, after a somewhat confused debate, the Standards Committee voted to accept Mr Kolvin's substantive Opinion.

413. On 18<sup>th</sup> June 2020 the Court of Common Council considered the standards regime on the basis of a Motion moved by Marianne Fredericks "to address the longstanding concerns of Members in relation to the current Standards Regime". Following the approval of an amendment to the Motion, the Court resolved: "That this Honourable Court resolves that the Motion to convene a Working Party chaired by the Chief Commoner to report to the Court as soon as practicable on how proceedings for breaches of the Code of Conduct may be conducted be referred to Lord Lisvane for full and comprehensive incorporation into the Governance Review."<sup>95</sup>

414. I trust that this Part of my Report demonstrates that I have taken the view of the Court expressed through this Resolution fully into account.

### ***Where does the Corporation stand now?***

415. I think that there would be widespread agreement that on conduct matters the events of the last five years have been regrettable. They have also been potentially damaging to the Corporation's reputation. An authority of the stature of the City of London Corporation, seeking to present itself as a champion of the highest standards, simply cannot afford to continue in this way.

### ***The way forward: principles***

416. Above all, the Corporation must set itself to maintain and support the promotion of those highest standards, and its Members need to be fully engaged in this endeavour.

417. Experience so far shows that Members cannot (and, in my view, should not) pass judgement upon their colleagues.<sup>96</sup> I note that, in the consideration of the Motion on 18<sup>th</sup> June, the words "without Members sitting in judgement on each other" were removed, on the basis that "a jury of peers could well offer the best protection to Member complaints being dealt with fairly, notwithstanding the challenges for Members involved".<sup>97</sup>

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<sup>95</sup> Minutes of the Court of Common Council, 18<sup>th</sup> June 2020, Minute 11.

<sup>96</sup> I cannot resist a quotation from Sellers and Yeatman, *1066 And All That*, speaking of the provisions of *Magna Carta* (no doubt Clause 21): "No baron should be tried, except by a special jury of other barons who would understand". For the avoidance of doubt, I think that it was intended to be satirical.

<sup>97</sup> Minutes of the Court of Common Council, 18<sup>th</sup> June 2020, Minute 11.

418. It will be clear from this Report that I strongly disagree with that view; and I judge that, increasingly, it does not have public credibility.
419. A fair but exacting process must be available to deal with complaints against Members, whether those come from other Members, Officers, or members of the public.
420. Consistent with the principles of natural justice, decision-making processes should be as open and transparent as possible, not least so that constituents can be properly informed when holding Members to account.
421. As the Bourne Report pointed out<sup>98</sup>, there is a role for conciliation, drawing upon the skills both of the Monitoring Officer and the Chief Commoner, and no doubt others. But I echo Charles Bourne’s caution against relying too much upon informal resolution. If a complaint is *prima facie* sufficiently serious, then informal resolution may not be appropriate and indeed may be reputationally hazardous.

### ***The way forward: practicalities***

422. It is clear that the Standards Committee approach has failed and that it cannot realistically be revived.
423. Although I have been told that the “outsourcing” of the Standards process is not possible, I disagree. The 2011 Act no longer requires that a relevant authority should have a Standards Committee, merely that “arrangements” should be in place. Those arrangements must include the appointment of *at least* [my italics] one independent person.<sup>99</sup>
424. It is therefore the case that an authority may decide to have arrangements which are almost entirely in the hands of independent persons.
425. **I therefore recommend that the Corporation should set up an Independent Panel composed only of independent persons, and charge that Panel with:**

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<sup>98</sup> Paragraph 98.

<sup>99</sup> Section 28(7).



- receiving allegations of misconduct referred to it by the Monitoring Officer;
- deciding whether any allegation should be investigated;
- on the basis of the allegation, determining whether there has been a breach of the code of Conduct;
- reporting that determination, together with a full report of the facts, to the Court for endorsement;<sup>100</sup>
- hearing any appeal (the appeal function will of course need to be separated rigorously from the assessment and determination function)
- after determination, and appeal if necessary, recommending an appropriate sanction, giving reasons as necessary.

426. The Localism Act 2011 places on the authority the responsibility deciding whether there has been a breach of the Code of Conduct, and of taking action following a finding of a breach.<sup>101</sup> These are therefore not functions which may be delegated to a Panel of the sort that I have recommended.

427. But it will be essential to avoid the replaying of a case in the way that occurred in March 2020. This would be especially so if the upheld complaint were to be from an Officer (who would not have the opportunity of defence in a debate) against a Member (who would).

428. **I therefore recommend a Standing Order provision which would require the Panel's**

- **determination that a breach had occurred; and**
- **recommended sanction**

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<sup>100</sup> Under Section 28(11) of the Localism Act 2011.

<sup>101</sup> Section 28(11).

**to be decided without debate (and a further provision which would make it difficult or impossible for such a Standing Order to be dispensed with).**

429. The Panel should review the current Codes of Conduct and guidance, in consultation with the Governance and Nominations Committee, and develop its own Rules of Procedure, for communication to (but not for approval by) the Court of Common Council.
430. The Independent Members<sup>102</sup> of the Panel should be recruited in the same way as the co-opted members of the Standards Committee have been. Judicial or other legal experience should not be a necessary qualification, but independence, authority, judgement, skill in analysing and assessing evidence, and experience at a fairly high level in the public or private sectors, will be required.
431. I think that it may be necessary to have about eight Members of the Panel, to provide Members to constitute Hearing Panels and Appeal Panels, and to provide a degree of collegiate approach and mutual support. Members of the Panel should be paid an appropriate daily rate. It will be for the Corporation to decide whether the present co-opted members of the Standards Committee should, if they are willing, become Independent Members of the Panel, or whether there should be a clean break and a new recruitment from scratch.
432. The terms of appointment will need to be staggered to avoid the need for substantial replacement of the Panel, and loss of embodied experience, at any one time. A base term of appointment might be four years, with reappointment for one further term.
433. I do not offer a draft Standing Order at this stage, but will provide one if the Corporation wishes it.
434. Indemnity and insurance will be required, as agreed by the Court for the current co-opted Members.<sup>103</sup>
435. Until the Independent Panel has been recruited and is ready to begin its work, the present arrangements should remain in place.

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<sup>102</sup> The Localism Act uses the term “independent person”. In the context of the Panel I have used the term “Independent Member”. Section 28(8)(c) of the Localism Act makes provision for the method of appointment.

<sup>103</sup> See Minutes of the Court of Common Council, 5<sup>th</sup> December 2019.

**Thereafter, the Standards Committee should be abolished, and with it the Standards Appeals Committee.**

436. **I realise that these new arrangements may be unwelcome or uncomfortable for some, but I would observe that the Corporation had the opportunity to get this right, and failed to do so.**

437. If my recommendation for the abolition of the Barbican Residential Committee is accepted, I suspect that the cause of at least some of the difficulties experienced over the last few years will be removed.<sup>104</sup> It may also be that the restrictions imposed by section 618 of the Housing Act 1985<sup>105</sup> will for the same reason become less irksome.

### *Other issues*

#### *The Register of Interests*

438. At the moment, the registrable interests of an individual Member may be seen by going to that Member's page on the website. So far as the Corporation as a whole is concerned, I do not think that provides adequate transparency. **The whole of the Register of Interests should be available on dedicated pages on the website.** This will, for example, allow easy visibility of whether an interest relevant to a particular function of the Corporation is shared by a number of Members.

439. The current practice also appears to be in contravention of section 29 of the Localism Act 2011, which requires that the authority's register "is published on the authority's website". I take this to mean that the register is accessible in its entirety, not that excerpts from it are attached to individual pages.

#### *Training on standards and conduct matters*

440. The Bourne Report said that "In my view the City's Code, or its arrangements in general, would be materially improved by requiring Members to attend such training on conduct and standards matters as the City may provide from time to time...It would be

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<sup>104</sup> See also SO 44.

<sup>105</sup> "...no person shall vote as a member of that [Common] Council, or any such committee [charged with any purpose of the 1985 Act or the Housing Associations Act 1985] on a resolution or question which is proposed or arises in pursuance of this Act or the Housing Associations Act 1985 and relates to land in which he is beneficially interested" (s618(3)).

appropriate to require attendance as a condition for serving on committees” .<sup>106</sup>

441. This recommendation was unfortunately not accepted, and I repeat it now. **Training on standards and conduct matters should be mandatory, and without which no Member should be appointed to a Committee.** Charles Bourne QC observed “standards in public office and attitudes to equality and diversity do not stand still but instead continuously evolve, and those elected to public office should be leaders rather than followers in this process”.<sup>107</sup> **I agree.**

442. Apart from being a sensible precaution to protect the Corporation from criticism, I doubt whether in the absence of such a requirement the Corporation could meet – certainly the spirit, but possibly also in full the formal provision – of section 27(1) of the Localism Act 2011, which requires a relevant authority to promote and maintain high standards of conduct. To reject mandatory training would seem to fall short of the requirement to promote high standards of conduct.

### ***Member/Officer relations***

443. The Corporation has a Protocol on Member/Officer Relations, which forms part of the Code of Corporate Governance. This needs to be read in parallel with the Code of Conduct applying to Members.

444. It is essential that Officers at any level are able to raise matters relating to the conduct of other Officers (for which there are separate provisions) or to the conduct of Members towards them. And it should be borne in mind that this is a relationship which is not under the sole control of the Corporation. A serious case may end up in an Employment Tribunal, with all the reputational risks involved.

445. It should not need saying that a mutually respectful relationship between Members and Officers is essential to the Corporation’s success and reputation, and to the retention of the staff who are an asset to the institution.

446. I note that SO 64 (6) (Disciplinary Action) envisages the involvement of Independent Members of the Standards Committee

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<sup>106</sup> Bourne Report, paragraph 52.

<sup>107</sup> *ibid.*

on a Statutory Officer Review Panel. This is a statutorily required<sup>108</sup> role which will fall to Independent Members of the Panel recommended above.

### *Freemasonry*

447. I mention this issue because it has been raised with me a number of times during my Review, both in the context of diversity “there are more Freemasons on the Court than there are women” and in respect of what individuals have seen as “below the radar” collective influences upon Committee appointments, the allocation of Chairs, and other decisions.
448. Freemasonry is a society which has more than 300,000 members, all men, in England and Wales, including some 40,000 in London. Its three key principles are Neighbourly Concern, Charity and Moral Standards (referred to by Masons as Brotherly Love, Relief and Truth). It is a charitable donor on a very large scale all over the country, including support of projects within the Square Mile.
449. I should put beyond any doubt that I make no comment on Freemasonry or its role but, given the views put to me, I think it helpful to comment upon issues of transparency. The recommendations that I make on recorded votes, and on the availability of a full Register of Interests as a single document on the website, will contribute to that transparency.
450. So far as the use of Guildhall facilities (also raised with me) is concerned, I take it that Masonic gatherings are on the same basis, and charged on the same basis, as any other gathering of Members for a purpose not directly connected with Corporation business.

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<sup>108</sup> See The Local Authorities (Standing Orders)(England)(Amendment) Regulations 2015 (S.I., 2015, No. 881), Schedule, paragraph 4.

## 9

### Devolution and Demerger

451. In Part 3 of this Report I said that “the number and variety of activities and responsibilities [of the City Corporation] must prompt the question of whether everything needs to be owned by the Corporation; and, if it does, whether everything needs to be run by the Corporation”.

452. In this Part I consider the position of:

- The three Independent Schools;
- The Guildhall School of Music and Drama (GSMD)
- The Barbican Centre
- The City of London Police

Different legal considerations apply to each of these four categories/institutions. If in the interests of good governance they are to be distanced from the Corporation in the ways that I suggest, there will still need to be means of ensuring proper authorisation of decisions (for example in entering into contracts). I am confident that this can be done without diluting the greater independence that I recommend, perhaps by suitable delegations; but it will obviously be essential to ensure, upon legal advice, that decisions are properly and lawfully taken on behalf of the Corporation.

453. So far as the Schools are concerned, I have been greatly assisted by the Report by Sir Michael Tomlinson of his inquiry into the Corporation’s funding of education, and I have also had the benefit of a discussion with him of the points that especially concern my Review. I have sought not to cover the same ground as his magisterial Report, but I have pursued the issues of governance which he raises.

## *Common problems*

### *Governance*

454. The first problem, especially affecting the Schools and the GSMD, but common to all, arises from the present system of Committee governance.
455. Because the appointment of Members of the Court of Common Council to the Committees which are the governing bodies of these institutions is achieved by the same opaque process which operates for Committees in general, there is no certainty, or even probability, that the Members appointed will have the necessary skills and experience, either alone, or as contributing to the necessary mix of skills which makes for an effective Board.
456. The result is that the institutions, rightly wishing to recruit Governors and Board Members who will make an effective contribution, rely on co-opted Members with the right qualifications. In turn this means that the size of the Board concerned expands to a size which hampers its efficiency and prevents it being compliant with best practice.
457. A further problem is that, again because of the vicissitudes of the Committee appointment system, Board Members may serve for too short a time (and, in some cases, for much too long a time).
458. I now deal with governance issues as they affect each institution or group of institutions.

### *The Independent Schools*

459. The Independent Schools are: the City of London School; the City of London School for Girls; and the City of London Freemen's School. All are high-performing, well-regarded and successful schools.
460. I note that in November 2018 the Education Board agreed that the Education Unit would conduct a review of governance across the "Family of Corporation Schools".<sup>109</sup> Among the recommendations of that review were:

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<sup>109</sup> The "Family of Schools" refers to those schools for which the Corporation has either direct responsibility as proprietor, sponsor, or local authority, or as a result of historic links. These include, but are not restricted to: The City of London School, the City of London School for Girls, the City of London Freemen's School, the City

- that there should be no more than 12 members of a Governing Body, selected with reference to their skills;
- that there should be a minimum of two, and a maximum of four Members of the Court of Common Council on each Governing Body;
- that Governors' terms of office should be for four years, renewable once.

461. This is a welcome approach, and it is endorsed in the Tomlinson Report.<sup>110</sup> My broader recommendations on governance are aimed at making this the normal way of doing business.

462. The Tomlinson Report observes that the reality of the Schools' independence is open to question or, at least, comment: "In some key aspects they are unlike almost all other independent schools: they are not charities; they do not pay rent for the site; the subvention system ties them to accessing the Corporation's own services; and they are not able to raise funds externally for capital projects".<sup>111</sup> Sir Michael makes other highly apposite recommendations relating to the governance of the Independent Schools:

- the governing bodies are much too large at 18-20 members (this applies to eight out of 12 of the Family of Schools); they should be of 12-15 members;
- There is no common fixed term of appointment; nor provisions on repeat appointments; and
- There are potential conflicts of interest where governors are also members of bodies with direct grant-making or funding powers.

### ***Can the status of the Independent Schools be changed?***

463. In February 2019, at the request of members of the Policy and Resources and Finance Committees, the Comptroller and City

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Academy Hackney (co-sponsored with KPMG), the City of London Academy Islington (co-sponsored with City University), the Academies managed by the City of London Academies Trust, and the Sir John Cass (as presently named) Foundation Primary School.

<sup>110</sup> Paragraph 31.

<sup>111</sup> Paragraph 24.



Solicitor gave his advice on the possibility of transferring the three Independent Schools to a company.

464. His advice in respect of each of the Schools was:

- **The City of London School:** established under the City of London Schools Act 1834 (more properly, I think, the Honey Lane Market School Act 1834), which provided that “...the said Mayor and Commonalty and Citizens and their successors shall for ever after maintain...a school for the religious and virtuous education of boys...” The School was moved twice, and in each case it was thought that an Act of Parliament was necessary to authorise the move (1879 and 1969); and both those Acts incorporate the authority (and restriction) of the 1834 Act.
- **The City of London School for Girls** was founded by William Ward under a Scheme approved by the High Court in 1892 which provides that “the said Mayor and Commonalty, and their successors, shall for ever thereafter maintain...a school for the religious and virtuous education of girls”. That Scheme was amended by Order of the Secretary of State for Education in 1968 to enable the relocation of the School to its present site.
- **The City of London Freeman’s School** was founded pursuant to the London (City) School for Orphans of Freeman Act 1850. Again in similar wording, the Act requires the Corporation to “for ever after maintain...a school for the religious and virtuous education of orphans of freemen of the City of London”. The School was moved to Ashstead Park in Surrey under provisions in the City of London (Various Powers) Act 1924, but the obligation to maintain was preserved.

465. This advice was given in response to a specific enquiry as to whether the Schools could be transferred to a company. It must be the case that the responsibility to “maintain” cannot be lifted except by legislation. (This may, of course, serve as a shrewd warning to those contemplating posthumous generosity: keep it flexible.)

466. Transfer to a separate entity (or three entities) is clearly impractical. But governance changes could be much more simply effected.

467. **The Corporation should decide:**

- **to dissolve the committees which act as the Boards of Governors of the three Schools;**
- **to agree governance Schemes for each School which make it clear that the duty to maintain is unaffected, and expressing the Corporation’s determination to continue discharging this obligation; and**
- **to come to a declaratory Resolution of the Court of Common Council making this clear.**

468. By these means ownership (with complications of legacy assets and other issues) would not change; and the Corporation would explicitly continue its duty to maintain. At the same time the Schools would gain the measure of independence that is clearly necessary for their more effective operation. The question of the “subventions” – grants for the purchase of services – will fall to be considered.<sup>112</sup> The logic of continuing Corporation ownership combined with greater institutional freedom suggests that the system should continue much as at present, but with freedom for the Schools to purchase services in the market. It seems likely that economies in the devolved purchase of services will save the Corporation significant sums.

469. **For each of the Schools, the Schemes should provide for:**

- **an independent Board of Governors, of 12 to 15 persons, with an appropriate mix of skills;<sup>113</sup>**
- **for Governors to be selected according to current best practice, following advertisement, with the process of selection involving both the current Chair and the Head;**

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<sup>112</sup> See the Tomlinson Report, paragraph 20.

<sup>113</sup> By reference to the desirable Governing Body skills identified by the Association of Governing Bodies of Independent Schools, namely: commercial and corporate leadership; business management; accountancy; law; property (as an architect or surveyor) education (ideally as a former member of a Senior Leadership Team); human resources; medicine; religion.

- **for the Board to elect the Chair (who need not be a Member of the Court of Common Council);**
- **for any retiring Chair not to remain on the Governing Body;**<sup>114</sup>
- **for Governors’ terms of office to be of four years, renewable once, with no re-appointment for the four years then ensuing.**

470. The question arises of whether places on each Board shall be reserved for Common Councillors and, if so, for how many. The Governance and Nominations Committee which I have recommended would be in a good position to put forward well-qualified candidates, and as they would no longer be members of a Corporation Committee they would be free of the requirements and uncertainties of Committee appointments.<sup>115</sup>

471. On balance, though, I think that it is best that there should be no reserved places. Well-qualified Common Councillors will be strong candidates in any circumstances. However, should this not be the case, and reserved places be retained, I suggest that Common Councillors should make up less than one-third of each Board.

472. It has been suggested that there should be some sort of overarching “Independent Schools Board”. I disagree. If steps are taken to free up the Schools in terms of their governance and operation, it does not make sense then to impose an additional layer of governance.

### ***The Guildhall School of Music and Drama (GSMD)***

473. The GSMD is one of the world’s leading conservatoires and drama schools, ranked as one of the top ten performing arts training institutions in the world, and No.1 in the UK. It is funded by a combination of City funding, the Office for Students (OfS), and tuition fees.

474. Although all the Corporation’s schools and academies, including the Independent Schools, are subject to formal inspection,

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<sup>114</sup> This mirrors the recommendation I made in paragraph 280 as applying to Committees generally.

<sup>115</sup> In respect of the City of London Freemen’s School the changes that I recommend may help the problem of governor attendance, which I understand has led to meetings occasionally being inquorate, probably because of its situation outside the City and the best part of an hour away.

the GSMD is in a separate category, which is highly demanding in a different way. Appendix I sets out the *Seven Primary Elements of Higher Education Governance*, which the GSMD, under its Board of Governors and Principal, must fulfil in order to satisfy the Office for Students as to the quality of its governance.

475. The Board has “an approved statement of compliance” with these elements of governance, which appears on the GSMD website, with the undertaking that it will be monitored by the Board annually. However, the version that appears on the website is dated July 2017, and there is no further statement of monitoring or compliance. The statement also predates the establishment of the Office for Students, which took place on 1<sup>st</sup> January 2018.<sup>116</sup>
476. Although the statement of compliance covers each of the *Seven Primary Elements of Higher Education Governance* there are extensive qualifications, which result from the status of the Board as a Corporation Committee, and its having to follow Corporation procedures and practices.
477. This puts the Principal of the GSMD in an unenviable position. As the equivalent of a university Vice-Chancellor, she is Accountable Officer, personally responsible to the OfS for a range of things (whether or not specifically delegated by the Board of Governors) for which she is not in direct and overall control, but for which a disseminated responsibility lies with a range of Corporation Committees and Departments.
478. Although the OfS is in its early days, it has not shown itself to be a soft touch, and indeed may have something to prove as a regulator. It also has sweeping powers, up to and including withdrawal of recognition as a higher education institution.
479. The School’s Instrument and Articles of Governance provide for a Board of Governors of no fewer than 21 people: 11 elected by the Court of Common Council, one representative of the academic staff, one representative of the administrative staff, and up to six co-opted external members; all of these to serve for a term of three years, renewable twice); a student representative; and the Principal.<sup>117</sup> The combination of Common Councillors and co-opted Members reflects

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<sup>116</sup> Under the Higher Education and Research Act 2017.

<sup>117</sup> Instrument of Governance, paragraph 1.

the problem of inflation of numbers in order to be able to recruit the necessary skills and experience, and results in a Board which is too large to be effective.

480. The Articles of Governance indicate the range of experience desirable in the Court of Common Council members but provide no way of ensuring that this is taken effectively into account. So far as the co-opted members are concerned, there is a Nominations Committee which is to advertise co-opted vacancies and assess applicants. However, there is unfortunately no provision in the Articles relating to the composition of this Nominations Committee, or anything else about it.

481. The Instrument and Articles of Governance might be thought awkwardly over-drafted even for a Committee; and they are framed for debate, not deliberation (they even include detailed provisions for closure of debate).

482. In my view they are wholly inappropriate for a modern Governing Body. Only Common Councillors are to be eligible for the posts of Chair and Deputy Chair;<sup>118</sup> in meeting the requirement for a quorum only Common Councillors are to be counted;<sup>119</sup> the immediate past Chair is to be Deputy Chair for a year upon the election of a new Chair;<sup>120</sup> and meetings are subject to the (voluntarily, not statutorily, imposed) access to information provisions of the Local Government Act 1972.

483. Elsewhere the Articles make very clear the problem I identified in paragraph 477 above. The Board's terms of reference and, it follows, any delegations to the Principal, are "to be subject to the City of London's Standing Orders,<sup>121</sup> Financial Regulations and such other terms and conditions as the City of London may determine, other than where varied otherwise".<sup>122</sup>

### *The way forward*

484. **I recommend that the Board of Governors of the GSMD should no longer be a Corporation Committee, and that:**

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<sup>118</sup> Article 4.

<sup>119</sup> Article 5.

<sup>120</sup> Article 13.

<sup>121</sup> I take this to mean the Standing Orders of the Court of Common Council, although strictly it does not say so.

<sup>122</sup> Article 1.

- **it should consist of 12 to 15 members with an appropriate mix of skills;**
- **the members should be selected according to current best practice, following advertisement, with both the current Chair and the Principal being involved in the selection process;**
- **the Board should elect the Chair (who need not be a Member of the Court of Common Council);**
- **any retiring Chair should not remain on the Board;**
- **members' terms of office should be of four years, renewable once, with no re-appointment for the four years then ensuing**
- **of the current members of the Board: the Principal remains a member *ex officio*, and the procedures for appointment of representatives of the academic and administrative staffs, and of the student body, continue as at present.**

485. This change will require the authorisation of a new Instrument and Articles of Governance, for approval by the Court of Common Council and the Assent of the Privy Council, in the same way as the present Instrument and Articles.<sup>123</sup> However, as with the Independent Schools, this change will not involve a change in ownership.

486. As with the Independent Schools, the question arises of whether there should be places reserved on the Board of Governors for Common Councillors. My preference would be not; but if this is not to be the case, then the Governance and Nominations Committee will be able to put forward well-qualified candidates. If there are to be reserved places, then I suggest that these should make up less than one-third of the total membership.

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<sup>123</sup> I note that there is a minor error in the present Articles: the amendment provision in Article 33 should refer not to section 129 of the Education Reform Act 1988 but to section 129A, which was inserted by the Further and Higher Education Act 1992. The reference is correct in the preamble to the Instrument.

### ***The Barbican Centre***

487. The Barbican Centre is one of the world's great arts centres, and a glory of London's cultural life. It is a powerful player in dance, film, music, theatre and visual arts, and runs a respected creative learning programme. It benefits from the support of the City Corporation, and in turn the Centre benefits the City, in supporting the justification of local authority funding, and (with the GSMD) projecting the national and international profile of the City and its service to the community.
488. The City Committee, which functions as its Board, has a maximum membership of 20: eight Common Councillors; up to seven co-opted members; a representative of the Policy and Resources Committee; a representative of the Finance Committee; the Chair of the GSMD Board *ex officio*; the Chair of the Barbican Centre Trust *ex officio*; and the Chair of the Culture, Heritage and Libraries Committee *ex officio*.
489. The Chair of the Board must be a Member of the Court of Common Council; the quorum is less exclusive than that for the GSMD: it requires a minimum of any five members, but Common Councillors must be in the majority. There is a maximum continuous service limit of three terms of three years.
490. It appears that the Board operates effectively, with a clear separation between matters of strategy and day-to-day management, which is properly delegated to the management team.
491. However, the composition of the Board suffers from the disadvantages that I have already explored in relation to the Schools and the GSMD:
- it is too large: current best practice would suggest a size of between 12 and 15 Members;
  - without any criticism of the present Common Councillor members, the formal position is that City members of the Board are elected without formal assessment of what they can bring to the Centre in the way of skills, knowledge and experience (which needs to include practical understanding of arts organisations at a high level). (It may be said, of course, that this is

what the co-opted members are there to do, but that is rather to miss the point as to how the Board is made up.)

- in turn, the Board finds it difficult to demonstrate the sort of diversity and inclusion which is a matter of routine for the Boards of major arts organisations;
- in common with other Committees, there is no bar to a former Chair remaining on the Board;

492. My recommendations for the Barbican Centre Board have much in common with my preceding recommendations:

- **the Board should no longer be a Corporation Committee;**
- **it should comprise between 12 and 15 members with an appropriate mix of skills;**
- **the process of advertisement and selection of Board members, following current best practice, should involve the Chair and the Managing Director of the Centre;**
- **the Chair need not be a Common Councillor;**
- **any retiring Chair should not remain on the Board;**
- **members' terms of office should be of four years, renewable once, with no re-appointment during the four years then ensuing.**

493. As with the other boards, the question of reserved places arises. Again, my preference would be not; but if this is not to be the case, then the Governance and Nominations Committee will be able to identify well-qualified candidates. Such members should make up less than one-third of the Board.

494. As with the other institutions, ownership and other arrangements would remain undisturbed, although, as I recommend below, there will need to be a significantly increased freedom of operation.



### ***The City of London Police***

495. The policing of the City of London, independent from that of London generally, which is in the hands of the Metropolitan Police, can be traced to the City of London Police Act 1839. The City of London Police (CoLP) has 840 warranted Officers and 518 civilian staff<sup>124</sup>, and is headed by the Commissioner as Chief Officer. CoLP combines the local policing of the Square Mile with specialist operations and its role as National Lead Force for Economic Crime. Its operating budget is £150.8M, of which about half comes from a Home Office grant.<sup>125</sup> The Force is very well-regarded, and attracts Officers from other Forces country-wide. Its visibility on the streets of the Square Mile is high, and welcomed by businesses as well as residents.
496. The governance of the City of London Police is anomalous, to say the least.<sup>126</sup> The Police Reform and Social Responsibility Act 2011 replaced the system of police authorities, providing political supervision of each Police Force, with Police and Crime Commissioners flanked by Police and Crime Panels.
497. However, the City of London Corporation continued as a police authority. The origin of this lies in an agreement with the then Home Secretary in 1994 before the passage of the Police and Magistrates' Courts Act 1994, which made police authorities free-standing legal entities independent of local authorities. This agreement included an undertaking by the Court of Common Council that it would mirror national governance arrangements in its oversight of the City of London Police.<sup>127</sup> The spirit of that agreement, and the mirroring of national arrangements, was invoked during the passage of the Bill for the 2011 Act.
498. I return to a comparison with national arrangements in paragraphs 514 to 521 below.

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<sup>124</sup> City of London Policing Plan 2020-2023.

<sup>125</sup> *ibid.*

<sup>126</sup> I have drawn upon the Remembrancer's helpful Advice of June 2018 here and on the distribution of staff between the Court of Common Council as Police Authority and the City of London Police.

<sup>127</sup> See Report to the Court of Common Council, 3<sup>rd</sup> February 1994.

### ***The Police Authority Board***

499. The preserved duties of the Corporation as a police authority were discharged by its Police Committee until 2019, when the Committee was renamed the Police Authority Board in order better to reflect Members' statutory responsibilities.<sup>128</sup>
500. The Police Authority Board, although renamed, is still a Corporation Committee. It consists of 13 members: 11 Common Councillors elected by the Court; and two external members. It is charged with providing scrutiny and challenge to the work of the CoLP, ensuring that the Force delivers efficient and effective policing within a sustainable Medium-Term Financial Plan, and holding the Commissioner to account.
501. The Board has three Sub-Committees: Performance and Resource Management; Professional Standards and Integrity; and Economic Crime.<sup>129</sup>
502. I emphasise that it is no criticism of the present members of the Board to say that in governance terms the Board is beset by problems similar to those that I have described in relation to the other institutions. It is of a reasonable size; but the opaque method of appointment of members of the Committee that is the Police Authority Board has the same characteristics as elsewhere; there is no sure means of securing appointment of members with relevant skills and experience, nor of achieving the mix of skills appropriate to a high-functioning Board.
503. Until July 2020 there was no defined term of office, nor any provision about maximum length of service. Three members of the current Board had served for more than ten years. There is a scheme known as the Special Interest Area (SIA) Scheme, the aim of which is to improve Board Members' knowledge about key areas of national and local policing and the work of the CoLP. However, in 11 Special Interest Areas only seven Board Members were involved as Lead Members, with three of those acting as Lead Members on each of two Areas. Some members had not been involved at all.
504. At the same time, there does not seem to be sufficient clarity as to the split between the strategic issues summarised in paragraph

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<sup>128</sup> Report to the Police Committee, 24<sup>th</sup> January 2019.

<sup>129</sup> Together with the Police Pensions Board.

500 above, and the day-to-day matters which are the responsibility of the Commissioner and his staff.

505. The issue of terms of service were addressed in a Resolution of the Court of Common Council of 16<sup>th</sup> July, with the introduction from April 2021 of “a maximum continuous service limit of three terms of four years, with immediate past Chairs qualifying for a further four-year term. Service as Chair/Deputy Chair shall not count towards an individual’s term limit.”
506. It will be clear from earlier recommendations in this Part that I consider this something of an improvement, while falling well short of the ideal.

### ***Governance recommendations***

507. Given the complex antecedents of the present Police Authority Board it may be that the radical approach to governance arrangements which I have adopted in respect of the other institutions will not be wholly appropriate in this case.
508. In particular, a means has to be found for the Corporation legally to continue to discharge its police authority functions. This could in theory be done by the Court (not practical), by a delegated Officer (I presume not acceptable) or by a Committee. It is not therefore possible for the Police Authority Board to cease existence as a Corporation Committee. However, its constitution could be radically simplified with the aim of improving the quality of governance and reducing the procedural baggage with which it is at present burdened.
509. **I therefore recommend that direct appointment by the Court of Common Council should continue, but with two changes: first, that the number of Common Councillors should not be a majority on the Board (so that in practice they should number no more than six); and, second, that they are put forward for election by the Governance and Nominations Committee, taking full account of their skills and experience, and of the overall skills mix required.**
510. **The external members of the Board should be appointed following an open advertisement and selection process.**

511. **Board Members should serve for a term of four years, renewable once, with no re-appointment during the four years then ensuing.** The provision of the Resolution of 16<sup>th</sup> July 2020 that excludes service as a Chair (or Deputy Chair) from counting towards service limits also comports the likelihood that a former Chair could remain on the Board. For reasons I set out elsewhere I think this is undesirable. **A Chair should leave the Board at the end of his or her term of office.**

512. The question arises as to whether the Chair of the Police Authority Board should be involved in the appraisal of the Commissioner. Police and Crime Commissioners hold Chief Constables legally to account for the operational performance of their forces, but there is no overall pattern of PCCs appraising Chief Constables. In the context of the City of London Police, therefore, any arrangements should ensure consistency with policing generally.

### ***Control of CoLP staff***

513. The more than 500 civilian staff of the CoLP are Corporation employees, and so not under the direct control of the Commissioner. Personnel policy for these staff is overseen by the Establishment Committee, but for uniformed Officers it is the Board, and the Commissioner, who are responsible.

514. Until the coming into effect of the Police Reform and Social Responsibility Act 2011, all police staff were employed by police authorities. The 2011 Act made Police and Crime Commissioners corporations sole, thus empowering them to employ staff.

515. Section 2(3) of the 2011 Act speaks of “a police force and the civilian staff of the police force under the direction and control of the chief constable of the force”; and Schedule 15 to the Act provides that as long as a person is employed as a civilian member of staff he or she will be under the control of the Chief Officer of Police for that area.<sup>130</sup>

516. The 2011 Act requires the Secretary of State to issue a policing protocol, which is contained in the Policing Protocol Order 2011.<sup>131</sup> That Protocol drew upon a 2010 Report by Her Majesty’s Inspector of Constabulary,<sup>132</sup> which said “it is critical that police

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<sup>130</sup> Paragraph 7(5). See also paragraph 10(c).

<sup>131</sup> S.I., 2011, No. 2744.

<sup>132</sup> *Policing in Austerity*, October 2010. See page 37 of the Report.

authorities maintain clear division between their governance responsibility and the Chief Constable's responsibility to lead and manage the organisation".

517. The Protocol says that the Commissioner and Common Council are not legally bound by it but "they are encouraged to abide by the working principles of this protocol".<sup>133</sup>

518. It is difficult to see how a responsibility to lead and manage an organisation can be properly discharged when nearly 40% of the workforce are employed by someone else. Moreover, the Commissioner should have the operational flexibility to recruit police-orientated skills in a specialised market.

519. An obvious solution would be for the civilian staff to be transferred so that they were employed by the Commissioner and directly under his control.<sup>134</sup> However, this is problematical. Unlike other Chief Officers of Police, the Commissioner is not a corporation sole in the terms of the 2011 Act,<sup>135</sup> and this means that he is not empowered to employ staff (and indeed would incur personal liability by doing so).

520. However, I am confident that with ingenuity and appropriate legal advice, a scheme can be devised whereby the Commissioner exercises operational control over the civilian staff, thus mirroring "the Chief Constable's responsibility to lead and manage the organisation" referred to in paragraph 516. **Such a scheme should allow the Commissioner to recruit and deploy staff according to the requirements of the City of London Police, even though staff so recruited would be employees of the Corporation. It will be essential for the Commissioner to be able to recruit on terms which meet the operational requirements of the CoLP, rather than being bound by employment policies of wider application, which raises an issue to which I now turn.**

### *Management processes*

521. All six of the institutions have represented to me their frustration with the slowness and often inappropriateness of finance, audit, legal, communications, procurement, building approval and

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<sup>133</sup> Paragraph 6.

<sup>134</sup> By a Scheme such as is envisaged by Part 3 of Schedule 15 to the 2011 Act.

<sup>135</sup> Schedule 2, paragraph 2. See also Schedule 1 to the Police Act 1996,

human resources processes which, as it was frequently described, they have to follow on a “one-size-fits-all” basis.

522. **Audit and risk: *the Schools*** are subject to audits, carried out under City auspices, which cover health and safety, fire, risk management, IT, data, institutional review, key controls, school fees, staff training, cyber security, income generation and vetting of staff. These are all worthy activities, but independent schools have demanding frameworks within which they operate and they are inspected regularly. Under the governance proposals in this Part, the Schools’ Governing Bodies will take responsibility for much of this activity, and will be accountable for it, just like any other independent school. Not only would I expect savings for the Corporation, but also better use of resources within the Schools (any effective audit process is, and should be, demanding).
523. The story at the ***Guildhall School of Music and Drama*** is similar. The OfS’s requirements for audit demand the use of higher education specialists. These are bought in by the Corporation, and the School is charged £150,000 a year for audit services; significantly, the Royal College of Music and the Royal Academy of Music spend some £50,000 a year on similar services.
524. **Human Resources: *the Schools***: again, central provision is not appropriate. Appraisal in a teaching environment requires specialist knowledge and understanding, which is not easily transferable from a purely administrative environment. I am told that response times of central services have not improved matters; and that problems have been encountered with the administration of Teachers’ Pensions. Moreover, independent Boards of Governors can more effectively oversee what Heads and Senior Leadership Teams are doing in each of the three Schools; and there may be scope for savings and efficiencies if the Schools operate collectively on some issues.
525. The ***GSMD*** is required to follow the City’s central HR processes; there is no authority delegated to the senior team for appointments, promotions, or appraisals.
526. This is also a problem for the ***Barbican Centre***, where recruitment of staff, especially for a new role, is an inordinately lengthy process. Redundancies and restructures require approval

from multiple committees, and the process is unnecessarily lengthy, inefficient and costly.

527. So far as the *City of London Police* are concerned, there is the split that I have described between the uniformed staff, employed by the Commissioner, and the civilian staff, employed by the Corporation. The Commissioner does not have the flexibility to recruit in a specialised and competitive market, nor the freedom to deploy staff fully to meet operational requirements.
528. **Finance:** Higher education finance requires specialist knowledge and experience. The *GSMD* has two people at operational level with these skills. With increasing demands from the OfS for financial reporting, this is a potential problem area.
529. The *City of London Police* has its own Performance and Resource Management Sub-Committee, but its finances and financial processes are also scrutinised by the Finance Committee, its Efficiency and Performance Sub-Committee, its Procurement Sub-Committee, and by the Audit and Risk Management Sub-Committee.
530. **Legal:** in a school environment, this requires specialist knowledge. I note that the review of the Parent Contract across all three Schools was outsourced to Veale Wasborough Vizards, and it would make sense for *the Schools* to be able to access specialist advice as they see fit.
531. This is also a problem identified in respect of the *Barbican Centre*, where there is a need for specialist advice appropriate to the cultural and creative industries.
532. **Procurement: *the Schools*;** there is a widespread view that many procurement functions (especially those which involve specialist services) could be procured more quickly and efficiently if the Schools did not have to go through central procurement processes. Again, there may be scope for additional savings if, for example, procurement staff were to work for all three Schools jointly.
533. The *Barbican Centre* encounters similar problems, where centralised contracts may not meet the organisation's needs, as well as being more expensive; and this problem is shared by *the City of London Police*.

### *One size does not fit all*

534. It is easy to see the drivers that lead to the centralisation of services in any organisation: economies of scale; commonality of procedures; the reassurance of defined and (to administrators, at any rate) simple processes.
535. However, in the Corporation the practical result has been the corollary: lack of specialisation; inflexible processes; slowness of decision-making; and frequently uneconomical outcomes.
536. **The freeing up of structures and governance processes which I recommend in this Part will be valuable in itself; but it is essential that it is accompanied by a real effort to free up processes, and to give the institutions a significant degree of autonomy and freedom to make their own arrangements under the supervision of their individual Boards.**
537. If this autonomy is effective, there should be very much less to be prescribed from the centre. Finance will be a key area, but even here, multi-year funding allocations will allow appropriate freedom of management. So far as audit and risk is concerned, the Corporation will need to accept the sort of arrangements routinely made by similar bodies all over the country without imposing its own systems.

### *The institutions: other issues*

#### *Finance and friends at Court*

538. The point has been put to me that, if governance of the institutions is devolved in the way that I recommend, their funding may be made less certain. There would not necessarily be “friends at Court” – a members of key committees who would speak up for the institution concerned because of their personal connection. This is a reasonable argument, but I do not find it especially convincing. Robust business and financial plans should lay out the case; and Chairs of the institutions’ Boards should be effective advocates in the process of resource allocation.
539. There is also the powerful point that, as the Corporation will continue in ownership, the success of the institutions will also be the success of the Corporation. There should be shared endeavour.



540. A related point made to me was in favour of a “central” presence on these Boards (members of P&RC or Finance, for example) “to see how the money is being spent”. I do not find this convincing. Effective financial planning and reporting should provide the necessary information. And membership of a Board on this basis means that *prima facie* the Board Member concerned cannot fully discharge her or his obligation to that Board and the institution concerned.

### ***Conflicts of interest***

541. The smaller Boards I have recommended, the smaller numbers of Common Councillors appointed, and the much leaner Committee structure, should reduce the possibility of conflicts of interest. But in order to minimise these still further, **I recommend that no Member should be eligible for appointment to one of these six Boards if he or she is a member of a Committee responsible for making funding decisions in respect of the body concerned.** I note that Sir Michael Tomlinson makes this point forcefully in respect of the Family of Schools.<sup>136</sup>

### ***Public and private proceedings***

542. I referred earlier to the Corporation’s decision voluntarily to adopt the application of provisions of the Local Government Act 1972 requiring public sitting unless certain criteria for confidentiality were met. **In respect of the first five of the institutions dealt with in this Part, I recommend that those provisions should not apply.**<sup>137</sup>

543. In the case of the Police Authority Board the provisions of the Local Government Act 1972 will no doubt apply.

### ***Board assessments***

544. It is normal practice for Boards to arrange for assessments (often annual, although I prefer biennial) of their performance, ideally by outside assessors. **This should be a routine practice for all six of the Boards considered in this Part.**

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<sup>136</sup> Tomlinson Report, paragraph 34.

<sup>137</sup> See also Tomlinson Report, paragraph 35.

## 10 Conclusion

545. Many of the recommendations in this Report are radical; I acknowledge that some of them will be challenging. However, the Corporation's aspiration of pursuing excellence in so many fields needs to be matched by its standards of governance; and it may be that some of these recommendations are long overdue.
546. I am well aware of concerns that the Corporation in its present, independent, and indeed unique form may be a target for the legislative yearnings of governments. Those may have their origins in history, dogma, grand plans or simply the temptation to tinker. At a time when the government of the day appears to be interested in constitutional and governance reform – albeit in a somewhat inconsistent and piecemeal way – this is not something to be dismissed.
547. Over the years the sheer complexity of the Corporation's structure, responsibilities and operation has been seen as a defence against any outside urge "to do something about the City". Certainly a balance needs to be struck between, on the one hand, governance reform and greater institutional independence and, on the other, the strategic need to maintain the Corporation as a body which is very hard to dismantle legislatively or in any other way.
548. In that respect I am confident that my recommendations do not weaken the City's position. To take the first five institutions discussed in the previous Part as an example, the maintenance of Corporation ownership and the preservation of the legislative and testamentary underpinning would make them just as difficult to hive off as now, but at the same time their standards of governance and efficiency would be much improved.
549. Nevertheless, the City needs to deploy powerful weapons in its own defence. If it can be portrayed as inefficient, lacking diversity, transparency, and good modern governance, then it is already on the back foot, and potentially vulnerable.
550. I hope that the recommendations in this Report will provide some of the weapons necessary.

*Next steps*

551. It will be for the Corporation to decide how it wishes to address my Report and recommendations. If there is further assistance I can give, I will happily do so.
552. However, I would make one final (and strong) recommendation: that, in the interests of openness and transparency, this Report is published as soon as possible.

**Lisvane**  
**11th September 2020**

## **APPENDIX A**

### **CODE OF CORPORATE GOVERNANCE**

The Corporation's website defines the Code of Corporate Governance as "a series of regulatory documents and protocols which govern how we operate and take decisions. These procedures are followed to ensure our actions are fair, efficient, transparent and accountable."

The website lists the following elements of the Code:

Standing Orders of the Court of Aldermen

Standing Orders of the Court of Common Council

Members' Code of Conduct

Guidance to Members on the Code of Conduct

Code of Conduct on Non-Pecuniary Issues

Members' Financial Loss Scheme

Court of Aldermen: Terms of Reference

Anti-Fraud Activities

Whistleblowing Policy

Policy and Guidance on the Granting of Dispensations

Protocol for Members and Officers Appointed to Outside Bodies

Protocol on Member/Officer Relations

Licensing Protocol

Planning Protocol

Filming Protocol

## Members' Diversity Charter

### Job Descriptions for:

- Non-Aldermanic Sheriff
- Common Councilman
- Chief Commoner
- Chairman of the Policy and Resources Committee
- Chairman of the Finance Committee
- Chairman of Committees
- Deputy Chairman of Committees
- Ward Deputy

Guidance for election as an Alderman and Guidance on Progression to the Offices of Sheriff and Lord Mayor

Complaints Procedure [for making a complaint about a Member]

Financial Regulations

Pay Policy Statement

Scheme of Delegations

## APPENDIX B

### EVIDENCE RECEIVED

#### Written submissions

George Abrahams CC

Randall Anderson CC

The Barbican Association and the Barbican Residents' Consultation Committee

Judith Barnes

Matthew Bell CC

Peter Bennett CC

Alan Bird, Head, City of London School, with Jenny Brown, Head, City of London School for Girls, and Roland Martin, Head, City of London Freemen's School

Sir Mark Boleat

Tijs Broeke CC

Chamberlain's Department

City Surveyor's Department

Henry Colthurst CC

Comptroller and City Solicitor

Department of the Built Environment Extended Senior Leadership Team

Department of Markets and Consumer Protection

Peter Dunphy CC

Mary Durcan CC

John Edwards CC

Establishment Committee

Sir Peter Estlin, Alderman and former Lord Mayor

Anne Fairweather CC

David Farnsworth, Chief Grants Officer and Director, City Bridge Trust, on behalf of Bridge House Estates

Helen Fenteman CC

John Garbutt, Alderman

Sir Roger Gifford, Alderman and former Lord Mayor

Prem Goyal, Alderman

Tracey Graham CC

David Graves, Alderman

Caroline Haines CC

Graham Harrower CC

Ann Holmes CC

Michael Hudson CC

Deputy Jamie Ingham Clark

Shravan Joshi CC

Sir Nicholas Kenyon (also on behalf of the Senior Management Group)

of the Barbican Centre)  
 Susan Langley, Alderwoman  
 Greg Lawrence CC  
 Natasha Lloyd-Owen CC  
 Oliver Lodge CC  
 Deputy Edward Lord OBE JP  
 Ian Luder, Alderman and former Lord Mayor  
 Professor Michael Mainelli, Alderman and Sheriff  
 Mansion House  
 Deputy Catherine McGuinness  
 Andrew McMurtrie CC  
 Paul Martinelli CC  
 Wendy Mead OBE CC  
 Brian Mooney CC, Chief Commoner  
 Barbara Newman CBE CC  
 Paul O'Brien CC, Chair, City of London Labour Party  
 Open Spaces Department (Senior Leadership Team)  
 Graham Packham CC  
 Dhruv Patel CC  
 Susan Pearson CC  
 Geoff Pick, Director, London Metropolitan Archives  
 Police Authority Officers  
 Deputy Henry Pollard  
 Elizabeth Rogula CC  
 John Scott JP CC  
 Jeremy Simons CC  
 Jeremy Simons CC, on behalf of the Port Health and Environmental Services  
 Committee  
 Deputy Tom Sleigh  
 Kate Smith, on behalf of the Corporate Strategy and Performance Team,  
 Town  
 Clerk's Office  
 Deputy James Thomson  
 James Tumbridge CC  
 James Tumbridge CC on behalf of the Markets Committee  
 Mark Wheatley CC  
 Lynne Williams, Principal of the Guildhall School of Music and Drama  
 Sir David Wootton, Alderman and former Lord Mayor

### **Interviews**

Nickie Aiken MP  
 Mark Aspinall, Master of the Mercers' Company  
 John Barradell OBE, Town Clerk and Chief Executive (together with  
 Paul Double, Remembrancer)  
 Tijs Broeke CC

Deputy Michael Cassidy CBE  
John Chapman CC  
Michael Cogher, Comptroller and City Solicitor  
Henry Colthurst CC  
Ian Dyson QPM, Commissioner of the City of London Police  
Anne Fairweather CC  
Helen Fenteman CC  
Sir Simon Fraser GCMG (together with Damian Nussbaum, Director of  
Innovation and Growth, and Simon Latham (Head of the Town  
Clerk and Chief Executive's Office )  
David Graves, Alderman  
Christopher Hayward CC, Sheriff  
The Hon. Sir Nicholas Hilliard, Former Recorder of London  
Lord Hogan-Howe QPM  
Anne Holmes CC  
Sir Nicholas Kenyon  
Greg Lawrence CC  
The Lord Levene of Portsoken KBE, former Lord Mayor  
Natasha Lloyd-Owen CC  
Deputy Edward Lord OBE JP  
Deputy Catherine McGuinness  
Professor Michael Mainelli, Alderman and Sheriff  
Jeremy Mayhew CC  
Andrien Meyers CC and Caroline Addy CC  
Sir Andrew Parmley, Alderman and former Lord Mayor  
Susan Pearson CC  
Deputy Henry Pollard  
William Russell, The Rt Hon The Lord Mayor, and Alderman  
Oliver Sells, QC CC  
Sir Michael Snyder CC  
Sir Michael Tomlinson CBE  
Sir David Wootton, Alderman and former Lord Mayor



## APPENDIX C

**WARDS OF THE CITY OF LONDON**, with number of Members of the Court of Common Council in brackets. Each Ward is also represented by one Alderman.

Aldersgate (6)

Aldgate (5)

Bassishaw (2)

Billingsgate (2)

Bishopsgate (6)

Bread Street (2)

Bridge and Bridge Without (2)

Broad Street (3)

Candlewick (2)

Castle Baynard (8)

Cheap (3)

Coleman Street (4)

Cordwainer (3)

Cornhill (3)

Cripplegate (8)

Dowgate (2)

Farringdon Within (8)

Farringdon Without (10)

Langbourn (3)

Lime Street (4)

Portsoken (4)

Queenhithe (2)

Tower (4)

Vintry (2)

Walbrook (2)

## APPENDIX D

### SELECT BIBLIOGRAPHY

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*Appointment of Members on Committees 2020/2021*

*Charity Governance Code* <http://www.charitygovernancecode.org/en>

*City of London Corporation Financial Regulations* (approved 11<sup>th</sup> December 2018)

*Culture and Creative Learning Strategy 2019-2023*, Corporation of the City of London

*Governance Handbook*, Department for Education, March 2019

*Higher Education Code of Governance*, 2014 revised 2018

*In the Matter of Dispensations under section 33 of the Localism Act 2011: Advice of Leading Counsel* (Philip Kolvin QC), January 2020

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*Royal Commission on the Amalgamation of the City and the County of London, Report, 1894*

*Royal Commission on the Existing State of the Corporation of the City of London, Report, 1854*

*Scheme of Delegations to Officers (approved 18<sup>th</sup> July 2019)*

*Standing Orders of the Court of Common Council*

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*Strategic Plan for Education 2019-2023, Corporation of London, Department of Community and Children's Services*

*The City of London Corporation: Promoting the City: a Report by Sir Simon Fraser, January 2016, and*

*Financial and professional services: strengthening the effectiveness of the City of London Corporation, 2020 [a review of the 2016 report by Sir Simon Fraser, Flint Global]*

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*London's Triumph, Stephen Alford, Penguin Random House, 2017*

*London: the biography*, Peter Ackroyd, Chatto and Windus, 2000

# APPENDIX E

## COMMITTEES OF THE CORPORATION

### *Committees:*

- Audit and Risk Management Committee
- Barbican Centre Board
- Barbican Residential Committee
- Board of Governors of the City of London Freeman's School
- Board of Governors of the City of London School
- Board of Governors of the City of London School for Girls
- Board of Governors of the Guildhall School of Music and Drama
- Capital Buildings Committee
- City of London Police Authority Board
- Community & Children's Services Committee
- Culture, Heritage and Libraries Committee
- Education Board
- Epping Forest & Commons Committee
- Establishment Committee
- Finance Committee
- Freedom Applications Committee
- Gresham (City Side) Committee
- Hampstead Heath, Highgate Wood and Queen's Park Committee
- Health and Wellbeing Board
- Investment Committee
- Licensing Committee
- Livery Committee
- Local Government Pensions Board
- Markets Committee
- Open Spaces and City Gardens
- Planning and Transportation Committee
- Policy and Resources Committee
- Port Health & Environmental Services Committee
- Standards Appeals Committee
- Standards Committee
- The City Bridge Trust Committee
- West Ham Park Committee

- 

***Sub-committees:***

- Academic & Education Committee of the Board of Governors of the City of London School
- Academic and Personnel Sub-Committee of the Board of Governors of the City of London Freeman's School
- Assessment Sub-Committee of Standards Committee
- Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music & Drama
- Benefices Sub-Committee (Culture, Heritage & Libraries) Committee
- Bursary Committee of the Board of Governors of the City of London Freeman's School
- Bursary Committee of the Board of Governors of the City of London School
- Bursary Committee of the Board of Governors of the City of London School for Girls
- City of London School for Girls - 125th Anniversary Working Party
- Corporate Assets Sub-Committee of Finance Committee
- Courts Sub-Committee of Policy and Resources Committee
- Digital Services Sub-Committee of Finance)Committee
- Dispensations Sub-Committee of Standards Committee
- Economic Crime Committee of the Police Authority Board
- Education Charity Sub-Committee of Education Board
- Efficiency and Performance Sub-Committee of Finance Committee
- Finance & Estates Committee of the Board of Governors of the City of London School
- Finance and Estates Sub-Committee of the Board of Governors of the City of London School for Girls
- Finance and Resources Committee of the Board of Governors of the Guildhall School of Music & Drama
- Finance Committee of the Barbican Centre Board
- Finance and Grants Oversight Sub-Committee
- Finance, General Purposes and Estates Sub-Committee of the Board of Governors of the City of London Freeman's School
- Financial Investment Board
- General Purposes Committee of Aldermen

- Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music & Drama
- Governance Committee of the Board of Governors of the City of London School
- Hearing Sub-Committee of Standards)Committee
- Homelessness and Rough Sleeping Sub-Committee of Community and Children's Services Committee
- Housing Management and Almshouses Sub-Committee of Community and Children's Services Committee
- Integrated Commissioning Sub-Committee
- Licensing (Hearing) Sub-Committee
- Lighting Up Deputation Sub-Committee of Policy & Resources Committee
- Local Plans Sub-Committee of Planning and Transportation Committee
- Magistracy and Livery Sub-Committee (General Purposes Committee of Aldermen)
- Members Privileges Sub-Committee of Policy and Resources Committee
- Nominations Committee of the Barbican Centre Board
- Nominations Sub-Committee of the Audit and Risk Management Committee
- Nominations Sub-Committee of Education Board
- Outside Bodies Sub-Committee of Policy and Resources Committee
- Performance and Resource Management Committee of the Police Authority Board
- Police Pensions Board
- Privileges Committee of the Court of Aldermen
- Procurement Sub-Committee of Finance Committee
- Professional Standards and Integrity Committee of the Police Authority Board
- Projects Sub-Committee of Policy and Resources Committee
- Property Investment Board
- Public Relations and Economic Development Sub-Committee of Policy & Resources Committee
- Reference Sub-Committee of Barbican Residential Committee
- Reference Sub-Committee (of Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of Christ's Hospital)
- Reference Sub-Committee of Licensing Committee



- Reference Sub-Committee of Markets Committee
- Reference Sub-Committee of Port Health and Environmental Services) Committee
- Reference Sub-Committee of the Barbican Centre Board
- Reference Sub-Committee of the Board of Governors of the Guildhall School of Music and Drama
- Remuneration and Nominations Committee of the Board of Governors of the Guildhall School of Music and Drama
- Resource Allocation Sub-Committee of Policy and Resources Committee
- Risk Committee of the Barbican Centre Board
- Safeguarding Sub-Committee of Community & Children's Services Committee
- Senior Remuneration Sub-Committee of Establishment Committee
- Social Investment Board
- Staff Appeal Committee
- Street Trading Appeal Hearing
- Streets and Walkways Sub-Committee of Planning and Transportation Committee

***Overview and Scrutiny Committees:***

- Crime and Disorder Scrutiny Committee
- Health and Social Care Scrutiny Committee
- Inner North East London Joint Health Overview and Scrutiny Committee

***Consultative Committees:***

- Ashted Common Consultative Group
- Barbican Estate Residents Consultation Committee
- Billingsgate Market Consultative Advisory Committee
- Burnham Beeches and Stoke Common Consultation Group
- Epping Forest Consultative Committee
- Epping Forest Joint Consultative Committee
- Hampstead Heath Consultative Committee
- Highgate Wood Consultative Group
- Independent Custody Visitors Panel
- Joint Consultative Committee
- Keats House Consultative Committee
- Queen's Park Consultative Group
- West Wickham, Spring Park and Coulsdon Commons Consultation Group

***Working parties:***

- Ceremonial Protocols Working Party of the Policy and Resources Committee
- Cultural Strategy Working Group
- Culture Mile Working Party
- Dispensations (Standards) Working Party
- Education Strategy Working Party
- Epping Forest Management Plan Steering Group
- Gresham Working Party
- Hospitality Working Party of the Policy & Resources Committee
- Relocation of the Markets Working Party
- Secure City Programme Oversight Group
- Tackling Racism Taskforce
- Wanstead Park Working Party

***Others:***

- Annual General Meeting of the Guildhall Club
- Board of Trustees of the City of London Academies Trust
- Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of Christ's Hospital
- Finance, Audit and Risk Committee of the City of London Academies Trust
- House Committee of Guildhall Club
- Local Outbreak Board (Integrated Commissioning Sub-Committee)
- Mayoralty Visits Advisory Committee
- Member Development Steering Group
- Safer City Partnership Strategy Group
- Standards and Accountability Committee of the City of London Academies Trust
- The Committee of Aldermen to Administer the Sir William Coxen Trust Fund
- Trustees of the Emanuel Hospital Charitable Trust

# APPENDIX F

## COMMITTEES OF THE CORPORATION, annotated to reflect recommendations in this Report

### *Committees:*

- Audit and Risk Management Committee **retain; add responsibilities of Efficiency and Performance Sub-Committee of Finance Committee**
- Barbican Centre Board **remove from Committee system**
- Barbican Residential Committee **abolish**
- Board of Governors of the City of London Freeman's School **remove from Committee system**
- Board of Governors of the City of London School **remove from Committee system**
- Board of Governors of the City of London School for Girls **remove from Committee system**
- Board of Governors of the Guildhall School of Music and Drama **remove from Committee system**
- **Bridge House Estates Committee (new Committee)**
- Capital Buildings Committee **abolish; transfer functions to Property Committee (new Committee)**
- City of London Police Authority Board **retain but reshape**
- Community & Children's Services Committee **retain**
- **Competitiveness Committee (new Committee)**
- Culture, Heritage and Libraries Committee **retain; rename "Culture Committee"**
- Education Board **retain**
- Epping Forest & Commons Committee **abolish; transfer functions to Open Spaces Committee**
- Establishment Committee **abolish; transfer any necessary functions to the Governance and Nominations Committee (new Committee)**
- Finance Committee **retain**
- Freedom Applications Committee **retain**
- Gresham (City Side) Committee **retain**
- **Governance and Nominations Committee (new Committee)**
- Hampstead Heath, Highgate Wood and Queen's Park Committee **abolish; transfer functions to Open Spaces Committee**
- Health and Wellbeing Board **retain**

- Investment Committee **abolish; transfer functions to Finance Committee**
- Licensing Committee **retain**
- Livery Committee **a Committee of Common Hall rather than of the Corporation; no recommendation**
- Local Government Pensions Board **retain**
- Markets Committee **abolish**
- Open Spaces and City Gardens **retain; rename “Open Spaces Committee”; take on functions of open spaces Committees and Consultative Committees**
- Planning and Transportation Committee **retain**
- Policy and Resources Committee **retain**
- Port Health & Environmental Services Committee **retain**
- **Property Committee (new Committee)**
- Standards Appeals Committee **abolish**
- Standards Committee **abolish**
- The City Bridge Trust Committee **abolish; transfer necessary functions to Bridge House Estates Committee (new Committee)**
- West Ham Park Committee **abolish; transfer functions to Open Spaces Committee**

**Existing Committees: 32; abolish and/or transfer functions, or remove from Committee system: 16; new Committees: 3. Net change: minus 13**

***Sub-Committees:***

- Academic & Education Committee of the Board of Governors of the City of London School **remove from Committee system**
- Academic and Personnel Sub-Committee of the Board of Governors of the City of London Freeman’s School **remove from Committee system**
- Assessment Sub-Committee of Standards Committee **abolish**
- Audit and Risk Management Committee of the Board of Governors of the Guildhall School of Music & Drama **remove from Committee system**
- Benefices Sub-Committee of Culture, Heritage & Libraries Committee **retain (rename Committee)**
- Bursary Committee of the Board of Governors of the City of London Freeman's School **remove from Committee system**
- Bursary Committee of the Board of Governors of the City of London School **remove from Committee system**
- Bursary Committee of the Board of Governors of the City of London School for Girls **remove from Committee system**

- City of London School for Girls - 125th Anniversary Working Party **remove from Committee system**
- Corporate Assets Sub-Committee of Finance Committee **abolish; transfer residual functions to the Property Committee (new Committee)**
- Courts Sub-Committee of Policy and Resources Committee **abolish**
- Digital Services Sub-Committee of Finance Committee **move to be a Sub-Committee of the Governance and Nominations Committee (new Committee)**
- Dispensations Sub-Committee of Standards Committee **abolish**
- Economic Crime Committee of the Police Authority Board **retain**
- Education Charity Sub-Committee of Education Board **retain**
- Efficiency and Performance Sub (Finance) Committee **abolish: absorb into Audit and Risk Management Committee**
- Finance & Estates Committee of the Board of Governors of the City of London School **remove from Committee system**
- Finance and Estates Sub-Committee of the Board of Governors of the City of London School for Girls **remove from Committee system**
- Finance and Resources Committee of the Board of Governors of the Guildhall School of Music & Drama **remove from Committee system**
- Finance Committee of the Barbican Centre Board **remove from Committee system**
- Finance and Grants Oversight Sub Committee **abolish; transfer necessary functions to Bridge House Estates Committee (new Committee)**
- Finance, General Purposes and Estates Sub-Committee of the Board of Governors of the City of London Freemen's School **remove from Committee system**
- Financial Investment Board **abolish; transfer functions to Finance Committee**
- General Purposes Committee of Aldermen **retain**
- Governance and Effectiveness Committee of the Board of Governors of the Guildhall School of Music & Drama **remove from Committee system**
- Governance Committee of the Board of Governors of the City of London School **remove from Committee system**
- Hearing Sub-Committee of Standards Committee **abolish**
- Homelessness and Rough Sleeping Sub-Committee of Community and Children's Services Committee **retain**
- Housing Management and Almshouses Sub-Committee of Community and Children's Services Committee **retain**

- Integrated Commissioning Sub-Committee of Community and Children's Services Committee **retain**
- Licensing (Hearing) Sub-Committee **retain**
- Lighting Up Deputation Sub-Committee of Policy & Resources Committee **no longer appears on website; abolish**
- Local Plans Sub-Committee of Planning and Transportation Committee **retain**
- Magistracy and Livery Sub-Committee (General Purposes Committee of Aldermen) **retain**
- Members' Privileges Sub-Committee of Policy and Resources Committee **abolish: transfer functions to Governance and Nominations Committee**
- Nominations Committee of the Barbican Centre Board **remove from Committee system**
- Nominations Sub-Committee of the Audit and Risk Management Committee **abolish**
- Nominations Sub-Committee of Education Board **retain**
- Outside Bodies Sub-Committee of Policy and Resources Committee **abolish**
- Performance and Resource Management Committee of the Police Authority Board **retain**
- Police Pensions Board **retain**
- Privileges Committee of the Court of Aldermen **retain**
- Procurement Sub-Committee of Finance Committee **retain but revise scrutiny thresholds upwards**
- Professional Standards and Integrity Committee of the Police Authority Board **retain**
- Projects Sub-Committee of Policy and Resources Committee **abolish; transfer functions to Property Committee (new Committee)**
- Property Investment Board **abolish; transfer functions to Property Committee (new Committee)**
- Public Relations and Economic Development Sub-Committee of Policy & Resources Committee **abolish**
- Reference Sub-Committee of Barbican Residential Committee **abolish**
- Reference Sub-Committee of Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of Christ's Hospital **abolish**
- Reference Sub-Committee of Licensing Committee **abolish**
- Reference Sub-Committee of Markets Committee **abolish**

- Reference Sub-Committee of Port Health and Environmental Services Committee **abolish**
- Reference Sub-Committee of the Barbican Centre Board **abolish**
- Reference Sub-Committee of the Board of Governors of the Guildhall School of Music and Drama **abolish**
- Remuneration and Nominations Committee of the Board of Governors of the Guildhall School of Music and Drama **remove from Committee system**
- Resource Allocation Sub-Committee of Policy and Resources Committee **retain**
- Risk Committee of the Barbican Centre Board **remove from Committee system**
- Safeguarding Sub-Committee of Community & Children's Services Committee **retain**
- Senior Remuneration Sub-Committee of Establishment Committee **abolish; transfer functions to Governance and Nominations Committee (new Committee)**
- Social Investment Board **abolish; transfer necessary functions to Bridhe House Estates Committee (new Committee)**
- Staff Appeal Committee of Establishment Committee **no longer appears on website, but functions can be performed by Governance and Nominations Committee (new Committee)**
- Street Trading Appeal Hearing **no longer appears on website. Abolish**
- Streets and Walkways Sub-Committee of Planning and Transportation Committee **retain**

**Existing Sub-Committees: 63; abolish and/or transfer functions, or remove from Committee system: 44**

***Overview and Scrutiny Committees:***

- Crime and Disorder Scrutiny Committee **retain**
- Health and Social Care Scrutiny Committee **retain**
- Inner North East London Joint Health Overview and Scrutiny Committee **retain**

***Consultative Committees:***

- Ashted Common Consultative Group **abolish; transfer functions to Open Spaces Committee**
- Barbican Estate Residents Consultation Committee **not a Corporation Committee; but any consultation functions will need to be reconsidered following abolition of Barbican Residential Committee**

- Billingsgate Market Consultative Advisory Committee **abolish**
- Burnham Beeches and Stoke Common Consultation Group **abolish; transfer functions to Open Spaces Committee**
- Epping Forest Consultative Committee **abolish; transfer functions to Open Spaces Committee**
- Epping Forest Joint Consultative Committee **abolish; transfer functions to Open Spaces Committee**
- Hampstead Heath Consultative Committee **abolish; transfer functions to Open Spaces Committee**
- Highgate Wood Consultative Group **abolish; transfer functions to Open Spaces Committee**
- Independent Custody Visitors Panel **no longer on website**
- Joint Consultative Committee **abolish; transfer functions to Governance and Nominations Committee (new Committee)**
- Keats House Consultative Committee **abolish; transfer functions to Culture Committee**
- Queen's Park Consultative Group **abolish; transfer functions to Open Spaces Committee**
- West Wickham, Spring Park and Coulsdon Commons Consultation Group **abolish; transfer functions to Open Spaces Committee**

**Existing Overview, Scrutiny and Consultative Committees: 16; abolish and/or transfer functions: 13**

***Working parties:*** Where I make no recommendation, this is on the basis that the subject Committee concerned (where there is one) will need to assess the continuing need for the body concerned

- Ceremonial Protocols Working Party of the Policy and Resources Committee **no recommendation**
- Cultural Strategy Working Group **no recommendation**
- Culture Mile Working Party **no recommendation**
- Dispensations (Standards) Working Party **abolish**
- Education Strategy Working Party **no recommendation**
- Epping Forest Management Plan Steering Group **abolish; necessary functions can be taken on by the Open Spaces Committee**
- Gresham Working Party **no recommendation**
- Hospitality Working Party of the Policy & Resources Committee **abolish; transfer functions to the Competitiveness Committee**
- Relocation of the Markets Working Party **no recommendation**



- Secure City Programme Oversight Group **no recommendation**
- Tackling Racism Taskforce **retain**
- Wanstead Park Working Party **abolish**

***Others:***

- Annual General Meeting of the Guildhall Club **no recommendation**
- Board of Trustees of the City of London Academies Trust **no recommendation**
- Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of Christ's Hospital **no recommendation**
- Finance, Audit and Risk Committee of the City of London Academies Trust **no recommendation**
- House Committee of Guildhall Club **no recommendation**
- Local Outbreak Board (Integrated Commissioning Sub-Committee) **no recommendation**
- Mayoralty Visits Advisory Committee **transfer necessary functions to Competitiveness Committee**
- Member Development Steering Group **transfer necessary functions to the Governance and Nominations Committee (new Committee)**
- Safer City Partnership Strategy Group **no recommendation**
- Standards and Accountability Committee of the City of London Academies Trust **no recommendation**
- The Committee of Aldermen to Administer the Sir William Coxen Trust Fund **no recommendation**
- Trustees of the Emanuel Hospital Charitable Trust **no recommendation**

**Existing Working Parties and “Others”: 24; abolish and/or transfer functions: 6.**

# APPENDIX G

## CITY OF LONDON COMMITTEES: STATUTORY REQUIREMENTS

[As at February 2020]

### **Board of Governors of the Guildhall School of Music and Drama**

- Operates under a separate Instrument and Articles of Government in accordance with section 29 of the Further and Higher Education Act 1992.

### **Police Authority Board**

Statutory functions:

- Responsible for any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, and other relevant legislation (save the appointment of the Commissioner of Police, which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council).

### **Planning and Transportation Committee**

Statutory functions:

- Responsible for all functions of the City as local planning authority.
- All functions of the Common Council as local highway, traffic, walkway and parking authority (other than in respect of powers expressly delegated to another committee) and the improvement of other open land under S.4 of the City of London (Various Powers) Act 1952.
- All functions under part II of the City of London (Various Powers) Act 1967 including declaration, alteration and discontinuance of City Walkway.
- All functions relating to the construction, maintenance and repair of sewers in the City, including public sewers (on behalf of Thames Water under an agency arrangement).
- All functions of Common Council as Lead Local Flood Authority in relation to the Flood and Water Management Act 2010.

- All functions relating to street naming and numbering under the London Building Acts (Amendment) Act 1939.
- All functions relating to building control under the Building Act 1984, Building Regulations 2000-10 and London Building Acts 1930-82.
- The setting of building control charges under the Building (Local Authority Charges) Regulations 2010.
- Response to and resolution of dangerous structures under the London Building Acts (Amendment) Act 1939.
- All functions relating to the Local Land Charges Act 1975.

### **Port Health and Environmental Services Committee**

Statutory functions:

- Responsible for all the City of London Corporation's environmental health, port health, animal health, consumer protection, licensing (with the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, the street trading enforcement functions in the London Local Authorities Act 1990 including any decision as to whether the s.101 arrangements should be discontinued, and cemetery and crematorium functions.
- The implementation of those sections of any Acts of Parliament and/or European legislation which direct that the local authority take action in respect of those duties listed at above.

### **Culture, Heritage and Libraries Committee**

Statutory functions:

- the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service.

### **Community and Children's Services Committee**

Membership:

- Two to five elected parent governor representatives required by law (can only vote in relation to education functions).

Statutory functions:

- Responsibilities include the preparation of all statutory plans relating to its functions, including adults' services, children's services, social services and public health.

### **Gresham Committee (City Side)**

- Responsibilities include letting and demising the lands and tenements given to this City by Sir Thomas Gresham by his last Will and Testament or otherwise to do and perform all and everything and things according to the true intent and meaning of the said last Will and Testament of the said Sir Thomas Gresham and the several Acts of Parliament for that purpose made with limitations and provisions as in the same are directed.
- The estate, so far as it relates to the land that was left to the City of London Corporation and the Mercers' Company, is administered by the Joint Grand Gresham Committee, which consists of the City Side and an equal number of Mercers. The legal obligations upon the City of London Corporation under the terms of Sir Thomas Gresham's Will, as varied by statute and discharged by the City Side, are limited:
  - to the appointment and payment of four of the Gresham Lecturers.
  - to the maintenance of eight almshouses in Ferndale Road, Brixton, to the appointment of eight "almsfolkes" and the payment of a small annual sum to each of them.

### **Open Spaces and City Gardens**

Statutory functions:

- Responsible for the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.

### **West Ham Park Committee**

Membership:

In accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and the Charity Commission Scheme from 1991 -

- four representatives nominated by the Heirs-at-Law of the late John Gurney

- one representative nominated by the Parish of West Ham
- two representatives nominated by the London Borough of Newham

Functions:

- to be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874 and the management of a Nursery.

### **Epping Forest & Commons Committee**

Membership:

- Four Verderers elected or appointed pursuant to the Epping Forest Act 1878, for the consideration of business relating to Epping Forest only.

Statutory functions:

- Responsibilities include exercising of the powers and duties of the Court of Common Council as Conservators of Epping Forest and the various additional lands which have been acquired to protect the Forest in accordance, where appropriate, with the Epping Forest Acts 1878 and 1880 (as amended) and all other relevant legislation.
- The ownership and management of the following open spaces in accordance with the provisions of the Corporation of London Open Spaces Act 1878 -
  - Coulsdon and other Commons, the other Commons being Kenley Common, Farthing Downs and Riddlesdown
  - West Wickham Common and Spring Park
  - Ashted Common
  - Burnham Beeches and Stoke Common

### **Hampstead Heath, Highgate Wood & Queen's Park Committee**

Membership:

- Appointed pursuant to the London Government Reorganisation (Hampstead Heath) Order 1989

Hampstead Heath

- devising and implementing the City of London Corporation's policies and programmes of work in relation to Hampstead Heath in accordance with the London Government Re-organisation (Hampstead Heath) Order 1989.

- exercising all the City Corporation's powers and duties relating to Hampstead Heath, including those set out in Regulation 5 of the London Government Re-organisation (Hampstead Heath) Order 1989, or in any Act or Statutory Instrument consolidating, amending or replacing the same.

#### Highgate Wood & Queen's Park

- devising and implementing the City Corporation's policies and programmes of work in relation to Highgate Wood and Queen's Park in accordance with the provisions of the Highgate Wood and Kilburn Open Spaces Act 1886.

#### **The City Bridge Trust Committee**

- Functions of the committee are in accordance with the Cy Pres Scheme for the administration of the charity known as the Bridge House Estates, made by the Charity Commissioners on 9 February 1995 (as amended) and brought into effect by the Charities (The Bridge House Estates) Order 1995.

#### **Standards Committee**

##### Membership:

- Five independent persons are appointed pursuant to the Localism Act 2011.

#### **Licensing Committee**

##### Statutory functions:

- Responsible for the City Corporation's licensing functions under the Licensing Act 2003, Gambling Act 2005, and Local Government (Miscellaneous Provisions) Act 1982, as amended by the Policing and Crime Act 2009.

#### **Health and Wellbeing Board**

- Statutory board

##### Membership:

- The core membership of HWBs is prescribed by statute and includes: a councillor or elected mayor/executive leader of the local authority; the director of adult social services; the director of children's services; the director of public health; a local Healthwatch representative; and a representative from each CCG in the area.

Function:

- Carrying out all duties conferred by the Health and Social Care Act 2012 on a Health and Wellbeing Board for the City of London area.

**Health & Social Care Scrutiny Committee**

- Fulfilling the City's health and social care scrutiny role in keeping with the aims expounded in the Health and Social Care Act 2001 and Part 14 of the Local Government and Public Health Act 2007 (Patient and Public Involvement in Care and Social Care).

**Local Government Pension Board**

- Responsible for functions in line with the requirements of the Public Services Pensions Act 2013 for the management of the City of London Corporation's Pension Scheme.

## APPENDIX H

### CHARITIES OVERSEEN BY THE CORPORATION and within the scope of Phase One of the Corporate Charities Review

*Except where noted, the Trustee is the Corporation of the City of London, acting through the Court of Common Council. In each case, the Committee(s) or Sub-Committee(s) which have delegated responsibilities in respect of the charity are shown.*

*The numbers are the reference numbers of the charity in each case.*

**Emanuel Hospital (206952):** The Corporation, acting through the Court of Aldermen. Committee engaged: the General Purposes Committee of the Court of Aldermen

**Keats House (1053381):** Culture, Heritage and Libraries Committee/Keats House Consultative Committee

**Ashted Common (1051510):** Epping Forest and Commons Committee/Ashted Common Consultative Committee

**Burnham Beeches and Stoke Common (233987):** Epping Forest and Commons Committee (**check**)/Burnham Beeches and Stoke Common Consultation Group

**Epping Forest (232990):** Epping Forest and Commons Committee/Epping Forest Consultative Committee/Epping Forest Joint consultative Committee

**Hampstead Heath (803392):** Hampstead Heath, Highgate Wood and Queen's Park Committee/ Hampstead Heath Consultative Committee

**Hampstead Heath Trust Fund (803392-1):** Finance Committee/Financial Investment Board/Hampstead Heath, Highgate Wood and Queen's Park Committee

**Highgate Wood and Queen's Park (232986):** Hampstead Heath, Highgate Wood and Queen's Park Committee/Highgate Wood Consultative Group

**West Ham Park (206948):** West Ham Park Committee



**West Wickham Common and Spring Park Wood (232988):** Epping Forest and Commons Committee/West Wickham, Spring Park and Coulsdon Commons Consultation Group

**King George's Field (1085967):** Open Spaces and City Gardens Committee

**The City of London Charities Pool (1021138):** Finance Committee/Financial Investment Board

**The City of London Almshouses (1005857):** Community and Children's Services Committee/Housing Management and Almshouses Sub-Committee

**Sir Thomas Gresham Charities (221982):** Gresham Committee (City Side)

**Lord Harold Samuel Bequest (unregistered):** Culture, Heritage and Libraries Committee

**Guildhall Library Centenary Fund (206950):** Culture, Heritage and Libraries Committee

**City of London Combined Education Charity (313836):** Education Board/Education Charity Sub-Committee

**City Educational Trust Fund (290840):** Education Board/Education Charity Sub-Committee

**City of London Combined Relief of Poverty Charity (1073660):** Community and Children's Services Committee

**City of London Freemen's School Bursary Fund (284769):** [City of London Corporation, acting by the Court of Common Council's Board of Governors of the City of London Freemen's School]: Bursary Committee of the Board of Governors of the City of London Freemen's School

**Charities administered in connection with the City of London Freemen's School (312120) (23 small charities):** Board of Governors of the City of London Freemen's School/Bursary Committee of the Board of Governors of the City of London Freemen's School

**City of London School For Girls Bursary Fund (276251):** [City of London Corporation, acting by the Court of Common Council's Board of Governors of the City of London School for Girls]: Bursary Committee of the Board of Governors of the City of London School for Girls

**City of London School for Girls Scholarships and Prizes Fund (276251-5):** [City of London Corporation, acting by the Court of Common Council's Board of Governors of the City of London School for Girls: Bursary Committee of the Board of Governors of the City of London School for Girls

**City of London School Bursary Fund (276654):** [City of London Corporation, acting by the Court of Common Council's Board of Governors of the City of London School]: Bursary Committee of the Board of Governors of the City of London School

**City of London School Scholarships and Prizes Fund (276654-1):** [City of London Corporation, acting by the Court of Common Council's Board of Governors of the City of London School]: Bursary Committee of the Board of Governors of the City of London School

*Note: the two previous charities are in the process of being merged*

For the charities below, the Trustees are as shown; the Corporation of the City of London is not the Trustee.

**Sir William Coxen Trust Fund (206936):** Five Aldermen appointed by the General Purposes Committee of the Court of Aldermen

**Samuel Wilson's Loan Trust (206964):** Five Aldermen appointed by the Court of Aldermen, and the Chamberlain *ex officio*

**Vickers Dunfee Memorial Benevolent Fund (238878):** The Lord Mayor, the Chief Commoner, the Chairman of the Police Authority Board, the Assistant Commissioner of the City of London Police, the Commandant of the City of London Special Constabulary, the Divisional Officer of the city of London Special Constabulary, and the City of London Police Welfare Officer

**City of London Police Widows and Orphans Fund (208175):** The Commissioner of the City of London Police, the Assistant Commissioner of the City of London Police, and the Commander (Operations) of the City of London Police

**City of London School Charitable Trust (1020824):** Chair of the Board of Governors of the City of London School, Head of the City of London School, Bursar of the City of London School

Nine further charities are expected to be closed, or merged with one of the charities above.

# **APPENDIX I**

## **THE SEVEN PRIMARY ELEMENTS OF HIGHER EDUCATION GOVERNANCE**

(From the Higher Education Code of Governance, 2018 edition)

1. The governing body is unambiguously and collectively accountable for institutional activities, taking all final decisions on matters of fundamental concern within its remit.
2. The governing body protects institutional reputation by being assured that clear regulations, policies and procedures that adhere to legislative and regulatory requirements are in place, ethical in nature, and followed.
3. The governing body ensures institutional sustainability by working with the Executive to set the institutional mission and strategy. In addition, it needs to be assured that appropriate steps are being taken to deliver them and that there are effective systems of control and risk management.
4. The governing body receives assurance that academic governance is effective by working with the Senate/Academic Board or equivalent as specified in its governing instruments.
5. The governing body works with the Executive to be assured that effective control and due diligence take place in relation to institutionally significant external activities.
6. The governing body must promote equality and diversity throughout the institution, including in relation to its own operation.
7. The governing body must ensure that governance structures and processes are fit for purpose by referencing them against recognised standards of good practice.

<b>Committees:</b>	<b>Date</b>
Policy and Resources Court of Common Council	24 September 2020 8 October 2020
<b>Subject</b> Bridge House Estates Strategy: <i>Bridging London, 2020 – 2045</i>	<b>Public</b>
<b>Report of</b> David Farnsworth, Chief Grants Officer and Director of City Bridge Trust	<b>For decision</b>
<b>Report Author</b> Amelia Ehren, BHE Project Manager	

## Summary

This report presents the proposed final version of the Bridge House Estates (BHE) Strategy: *Bridging London, 2020 – 2045*. The proposed final strategy has been developed in consultation with officers and Members, which included a briefing session with the Chairs and Deputy Chairs of Committees that have responsibility for the discharge of BHE functions, and presentation of a draft strategy to the City Bridge Trust Committee and the Planning & Transportation Committee for their input.

The strategy represents an exciting moment in BHE’s long history, providing a framework for all of the charity’s activities and outlining the collective impact it wishes to have through its primary and ancillary objects. It also sets out a new vision for the charity where ‘*every person in London becomes truly connected*’, and outlines three new aims to be: *catalytic, sustainable and impact driven*. This report also presents a high-level implementation plan for the strategy which provides an overview of the plans being developed to successfully implement *Bridging London*. This report seeks Members’ approval of the strategy, for onward decision by the Court of Common Council for the City Corporation as the sole corporate Trustee of the charity. It also seeks feedback on the high-level implementation plan.

## Recommendations

Members are asked, acting collectively in BHE’s (charity no. 1035628) best interests, to:

- i. Endorse the proposed final version of the charity’s overarching Strategy: *Bridging London, 2020-2045*, for onward approval by the Court of Common Council for the City of London Corporation as Trustee of the charity; and
- ii. Consider the high-level implementation plan for the Strategy: *Bridging London, 2020-2045* and provide any feedback on the plan.

## Main report

1. BHE is currently the 7<sup>th</sup> largest charity in the UK in terms of asset valuation. The City of London Corporation (City Corporation), acting by the Court of Common Council, is the charity’s Trustee, with the administration of BHE being undertaken

in accordance with the charity's various governing documents, and the City Corporation's usual procedures and governance framework.

2. The "primary object" of BHE is to maintain and support five bridges crossing the River Thames – London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and Millennium Bridge. A cy-près scheme of 1995 permits income surplus to that required for the five bridges to be used for the provision of transport and access to it for elderly or disabled people in the Greater London area, and for more general, charitable purposes for the benefit of the inhabitants of Greater London ("the ancillary object"). Any available income surplus is distributed through a policy approved by the Court of Common Council and notified to the Charity Commission, following considerable consultation with external and internal stakeholders. The current such policy is '*Bridging Divides*', delivered by City Bridge Trust (CBT), the charity's "funding arm".
3. As part of the BHE Strategic Governance Review, which was initiated to assess how the governance and management of BHE could be enhanced, it was identified that there was a need to develop a new overarching strategy for BHE, with the purpose of providing a framework for the effective advancement of both the charity's primary and ancillary objects, the primary object always taking precedence.

### **Current position**

4. In late 2019, work began on the development of a BHE overarching strategy which has been led by the BHE Project Manager, in conjunction with the Chief Grants Officer & Director of CBT. The thinking and ambition of the scope, purpose and measures of success of the proposed strategy have also been developed in consultation with the BHE officer Task & Finish Group, other key officers within the City Corporation, and with the Chairs and Deputy Chairs of Committees that have responsibility for the discharge of BHE functions. In July 2020, a draft strategy was also presented to the CBT Committee and the Planning & Transportation Committee for comment. The feedback received has been incorporated into the proposed final version of the strategy at **Appendix 1**.
5. The vision, aims and length of the proposed strategy articulate a high level of ambition for the charity, which is built upon all that BHE has learned and achieved over its more than 900-year history and through its relationship with the City Corporation as its Trustee. The benefits of BHE having the City Corporation as its sole Trustee have been recognised in the development of the strategy and will be central to its implementation.
6. A charity of the size of BHE would be expected to have in place an overarching strategic plan for the charity's administration and vision. This proposed strategy, which is before Members for approval, therefore achieves one of the objectives of the BHE Strategic Governance Review, namely, to enhance the governance of the charity to align it with best practice in the sector.
7. To support the delivery of the strategy, a high-level implementation plan has been developed, at **Appendix 2**, which provides an overview of the developing plans to

implement the strategy. The high-level implementation plans provides a summary of the vision and aims of the strategy, alignment with other existing BHE strategies/plans, the proposed personnel and financial resources required to implement the strategy, proposed 'beacon projects' for Year 1 of the strategy, the performance framework, review cycles and possible barriers to success.

### Next steps

8. Members are asked to endorse the proposed final version of the BHE Strategy: *Bridging London* at **Appendix 1**, and consider the high-level implementation plan and to provide any comments for incorporation) at **Appendix 2**. The strategy will then be presented to the Court of Common Council in October 2020 for final approval for the City Corporation as Trustee of the charity.
9. If the strategy is approved, further time and resource will be dedicated to developing a more detailed Year 1 action plan which will set out all the activities that will be delivered in the first year in support of achieving the aims and vision set out in the strategy. An updated action plan will then be produced on a yearly basis. Work will also take place to further develop the performance framework highlighted in the high-level implementation plan.

### Corporate and Strategic Implications

10. *Bridging London* sets out a framework for all of BHE's activities and is supported at an operational level by several of the charity's other existing strategies and plans, which provide further detail of the delivery of the primary and ancillary objects, including the: Bridge Replacement Strategy, 50-year Bridge Maintenance Plan, charitable funding strategy '*Bridging Divides*', Philanthropy Strategy and the developing BHE Investment Strategy.
11. Strategic implications: the strategy is also supportive of, and supported by, the vision set out within the City Corporation's Corporate Plan (CP) for 2018-23 and reinforces the CP outcomes 3, 4, 5, 9, 11 and 12. These outcomes are considered by officers to be aligned with outcomes which are in the best interest of the charity to support. Similarly, the BHE strategy is also supportive of, and supported by, a number of the City Corporation's strategies including the Responsible Strategy 2018-23 and the Climate Action Strategy.
12. To note, in the proposed final version of the strategy at **Appendix 1**, there is reference to a target of the charity working towards being net zero by 2040. This has been aligned with the proposed target for the City Corporation set out in the Climate Action Strategy which is on your agenda today for decision. If a different target is agreed by Members for the Climate Action Strategy, the commitment in the BHE strategy could be amended to align with the agreed corporate target, if deemed to be in the charity's best interests.
13. Any learning and/or synergy between the City Corporation's own strategies, and those of BHE, will continue to be explored as relevant to the charity's own objects and activities, and always having regard to what is in the charity's best interests.

14. Security implications: there are no direct security implications for this overarching strategy.
15. Financial implications: funding for the development of the strategy is within already allocated resources. Financial resources may be required to implement certain actions outlined in the strategy. Where appropriate, it is proposed that funding for key activities in the first year of implementation are met by the BHE Strategic Review Fund (further details of this can be found at **Appendix 2**). As further progress is made on implementation, and as the charity's longer-term resource needs are identified and settled, it is intended that these will be considered and agreed as part of the regular business and budgetary planning cycle.
16. Equalities and resources implications: A test of relevance was conducted and indicated that a full EQIA was not needed.

## Conclusion

17. Members are asked to endorse the proposed BHE Strategy: *Bridging London* at Appendix 1, for onward approval by the Court of Common Council for the City Corporation acting in its capacity as Trustee of the charity; and consider the high-level implementation plan at Appendix 2. The strategy is a key outcome for the BHE Strategic Governance Review, and will support the charity in enhancing and demonstrating its impact and reach across London, by working towards its vision of a future where 'every person in London becomes truly connected'.

## Appendices

- Appendix 1 – BHE Strategy, *Bridging London 2020 – 2045*.
- Appendix 2 – BHE Strategy, *Bridging London: High-level implementation plan*

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# **Bridge House Estates Strategy: *Bridging London* 2020 - 2045**

Charity no: 1035628

*Author: Amelia Ehren, BHE Project Manager*



## Foreword

On behalf of Bridge House Estates (BHE)<sup>1</sup>, we are delighted to share the charity's new 25-year strategy, *Bridging London*. This strategy represents an exciting time in BHE's long history, providing a framework for all of the charity's activities and outlining the collective impact it seeks to have, firstly through its maintenance and support of five of London's most iconic Thames bridges (Tower Bridge, London Bridge, Southwark Bridge, Millennium Bridge and Blackfriars Bridge) and also through its further charitable funding and activities, aimed at tackling inequality and disadvantage across Greater London.

Over more than 900 years, BHE's role and value in supporting London's physical and community infrastructure has remained integral to London – even as the City of London, and Greater London itself, has been transformed. The charity's bridges are significant and iconic landmarks; whilst they may just be bridges to some, they are so much more to millions of people in London, the UK, and beyond. They are hubs of connectivity, enabling people, ideas and information to move across physical, virtual and digital boundaries. They are part of London's communities and culture. They are symbols of London's history and beacons for its future. Beyond the charity's primary objective to maintain and support the bridges, in the last 25-years BHE has also supported Londoners experiencing disadvantage and marginalisation to thrive through the distribution of over £400m of charitable funding, delivered in the name of City Bridge Trust. BHE has always existed, and continues to exist, for the benefit of London and is anchored by the needs of London's communities – whom it inclusively defines as anyone that is in the capital at any given moment in time, whether living, working, learning or visiting there<sup>2</sup>.

Recent events, such as the COVID-19 pandemic and the unprecedented impact this has had on the charity sector, across the UK and around the world, have shone a spotlight on the value and importance of community cohesion and resilience. BHE's role, therefore, is more important than ever in bridging London, both in providing world-class infrastructure across the River Thames and in supporting those causes at the heart of London's communities that enable strong social connections. The charity recognises there will be more testing times ahead, but by drawing on the learning from challenges it has faced, such as the devastating terrorist attacks in 2017 and 2019 on and near London Bridge, it will be even better prepared to work, proactively and responsively, towards its vision of a truly connected London. BHE's ability to respond to such challenges is supported by its central ethos of collaboration and partnership-working with others.

*Bridging London* is the result of an in-depth review focused on enhancing the charity's governance, in order to ultimately increase its impact and reach. The review presented BHE with the opportunity to reconsider its future strategic direction and better articulate why it does what it does. BHE will use this strategy to better communicate its story and increase the awareness and understanding of its vision and dynamic impact.

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<sup>1</sup> Throughout the strategy, the terms 'we' and 'our' have been used in place of 'Bridge House Estates' [or the City Corporation as Trustee of Bridge House Estates] unless otherwise stated.

<sup>2</sup> BHE charitable funding, delivered through City Bridge Trust, is for the benefit of the inhabitants of Greater London only.

We hope that this strategy, and BHE's commitment to make it a reality over the next 25-years, will inspire others to join in striving to achieve the charity's vision where 'every person in London becomes truly connected'.

*[Foreword to be signed by appropriate signatories following approval]*

## **Our background**

BHE is an historic charity, with its origins lying in ancient bequests of property made over 900 years ago to support and maintain London Bridge in perpetuity. The fund was only permitted to be spent on the maintenance or support of London Bridge, or on replacing it when it became unfit for purpose; although in more recent centuries the charity's objects were widened, and specific powers granted, to allow it to maintain and support additional bridges. BHE has since been administered by the City of London Corporation (City Corporation), which is the charity's corporate Trustee, acting by the Court of Common Council – the organisation's primary decision-making body, consisting of 125 elected Members.

Through the City Corporation's responsible stewardship and governance of the charity, BHE is able to effectively fulfil its charitable objects to this day. Our primary object is to maintain and support five bridges crossing the River Thames. In 1995, our charitable purposes were widened so that after the responsibilities relating to the bridges have been met, we can use any surplus income for the provision of transport for elderly or disabled people in the Greater London area and/or for other charitable purposes for the general benefit of the inhabitants of Greater London. This is known as our 'ancillary object' and activities undertaken in support of this are primarily delivered in the name of City Bridge Trust (CBT) – which is described as our 'funding arm'. Through the activities of CBT, we are London's largest independent funder, currently distributing around £25 million in grants each year to charitable causes across Greater London.

The ability to meet the charity's primary object over the past 900 years, and more recently the ancillary object, has been enabled by the responsible management of our permanent endowment and financial assets. The level of capital growth and income generated, most notably through the rental income from our investment property portfolio, together with the strong performance of our financial investment portfolio, has enabled us to first and foremost meet the needs of the bridges and then to go further to deliver expansively on our 'ancillary object' for the benefit of Londoners.

This focus on London and Londoners has always been at the heart of what we do. We adopt an inclusive definition of Londoners, meaning anyone that is in the capital at any given moment in time – whether living, working, learning or visiting there<sup>3</sup>. Whilst much has changed over the centuries since we were established, we continue to reach out across the capital in many important and diverse ways, anchored in supporting the needs of London and its communities.

Our bridges act as gateways to the City of London (also known as the 'City' or 'the Square Mile') and play a vital role in London's infrastructure – strengthening its

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<sup>3</sup> BHE charitable funding, delivered through City Bridge Trust, is for the benefit of the inhabitants of Greater London only.

character, capacity and connections. Our bridges are also celebrated as important assets, contributing to London's unique sense of place and status as a world-class city. Each and every day, the bridges provide safe passage for tens of thousands of people crossing the Thames, either by foot or vehicles, whilst offering some of London's most spectacular and unique views. The bridges not only provide physical connections, but also digital connections by supporting London's telecommunications infrastructure – providing City businesses with unparalleled connectivity, speed and resilience. In recent years, the bridges have also played host and neighbour to a number of cultural projects aimed at connecting, celebrating and capturing the spirit of the Thames and its diverse communities, as well as the Thames Tideway Tunnel which aims to clean up the river for the benefit of London.

The iconic, world-renowned, Tower Bridge recently celebrated its 125<sup>th</sup> year anniversary and continues to strengthen London's cultural, heritage and learning offer. In 2019, Tower Bridge attracted over 800,000 visitors and engaged with nearly 4,000 people through its dynamic learning and community outreach programmes. Tower Bridge is to this day considered an engineering marvel and is arguably one of the most famous and instantly recognisable structures in the world.

Over the last 25 years in delivering our ancillary object, we have further demonstrated our reach and impact beyond the needs of the bridges, through our charitable funding and activities delivered in the main by CBT. Our funding is aimed at improving the lives of the inhabitants of Greater London – by working to reduce inequality and foster stronger, more resilient and thriving communities in pursuit of a London that serves everyone. Since 1995, through CBT, we have distributed over £400m of charitable funding across London supporting those most in need and have remained a stable anchor for Londoners.

## **Introduction**

This strategy sets out our vision and aims and outlines our approach to achieving our ambitions over the next 25-years. We are pleased to take a long-term view with our new strategy, showing our commitment to supporting London now and in the future. We are able to do this because this strategy is built upon all that we have learned and achieved over our long 900+-year history and through our Trustee's unique and historic role at the centre of a thriving and outward-looking London served by the charity.

Our charitable objects clearly state 'what' we will do as a charity, but the purpose of this strategy is to clearly outline 'why' we do what we do through the articulation of our new vision, and 'how' we will achieve this through our aims and actions.

This strategy provides a framework for all our work and is supported at an operational level by several other strategies and plans, including our: Bridge Replacement Strategy, 50-year Bridge Maintenance Plan, charitable funding strategy '*Bridging Divides*', Philanthropy Strategy, and Investment Strategy. This strategy is also supportive of, and supported by, the vision set out within our corporate Trustee's (the City Corporation's) Corporate Plan for 2018-23 of a '*vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK*'. Throughout the lifespan of this strategy, we commit to delivering in-depth reviews of our work and strategies to help ensure that we achieve our vision, continue to learn, and are responsive to the needs of the time.

Ultimately, this strategy outlines the positive and sustained role that we intend to fulfil in bridging and connecting London, for the benefit of Londoners today and generations to come.

## Our strategy

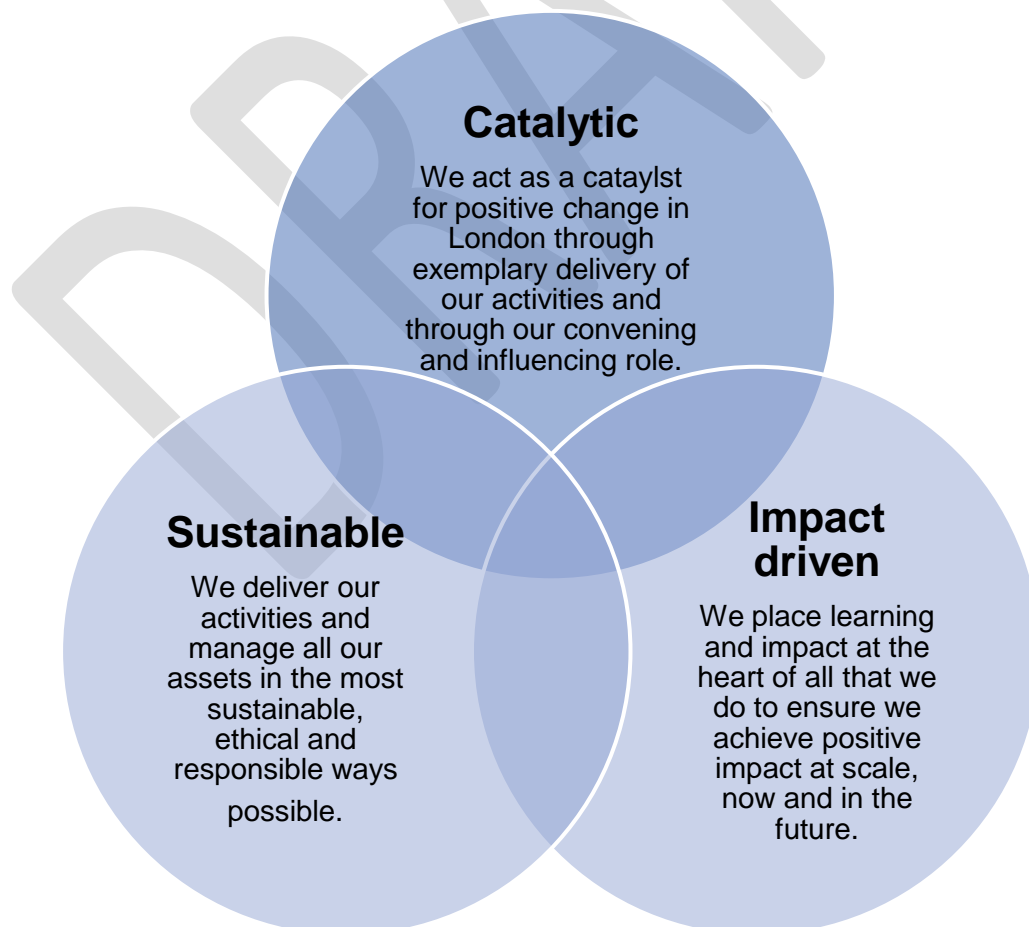
### Our vision is that...

*'Every person in London becomes truly connected'*

Our vision outlines the change we want to see and explains why we do what do. We want to see a flourishing society, where every person in London is truly connected - physically by world-class sustainable bridges, and connected socially and digitally through thriving communities that have access to a diversity of social, cultural and economic opportunities.

### Our aims

Our longevity, diverse charitable purposes, large asset base and historic relationship with our corporate Trustee (the City Corporation), place us in a unique position to achieve our vision. To do this, we will deliver upon our primary object by supporting and maintaining our five Thames bridges, and through using any available surplus income to advance our ancillary purposes. We will meet these objectives by taking a values-led approach of aiming to be a charity that is:



## **What we will do**

This section outlines the next steps that we will take to achieve our vision and aims. We commit to reviewing these actions on a regular basis to ensure that they are bringing us closer to the impact we wish to achieve and the change we want to facilitate in bridging London.

## **Be catalytic**

In an ever-changing society, we must ensure that we remain relevant and find new ways of working to deliver positive change for London and Londoners. At the same time, we recognise that the goal of a truly connected London is not just ours and that there are many other stakeholders and organisations working towards a similar vision, whom we will strive to bring together and work in collaboration with to catalyse change.

To achieve our aim of being catalytic, we will:

- Keep our internal governance structure under review to ensure that we operate effectively and efficiently, and in accordance with charity good governance best practice.
- Deliver world-class bridge engineering management services for all five of our bridges.
- Utilise our expertise in charitable funding to support a reduction in inequality in London and to foster stronger, more resilient and thriving communities.
- Build, sustain and leverage partnerships in order to catalyse greater levels of giving across London.
- Contribute to contemporary debates within the charitable sector on the complex social challenges facing Londoners and amplify the voices of marginalised people and communities in these discussions.
- Take a 'total assets' approach, drawing on our expertise and networks, and that of our Trustee (the City Corporation), across the private, public and charitable and community sectors.
- Demonstrate thoughtful leadership, by using our influence and partnerships to convene others around shared aspirations; whilst at the same time championing diverse perspectives and finding solutions that bring the two together.
- Nurture and tell real stories of change and share our knowledge, learning and progress with others.

## **Be sustainable**

We will place sustainability at the heart of everything we do, with the aim of achieving lasting sustainable impact. By this we mean managing our financial assets in a responsible manner, which enables us to deliver activities, primarily for the bridges but also through CBT, that produce positive social, environmental and economic impacts for our beneficiaries which can be maintained in the long-term.

To achieve our aim of being sustainable, we will:

- Reduce our environmental harm and protect all our assets through better use of our resources and increase our positive impact through greening, advocacy and influencing – working towards being net zero by 2040.
- Champion responsible investment and manage our investments in alignment with our values and the UN Sustainable Development Goals.

- Work with our supply chain to maximise social value, minimise environmental harm and strive to ensure the ethical treatment of people throughout our supply chains.
- Responsibly manage our bridges and investment property portfolio to the highest sustainability standards possible, without detracting from delivery of the financial returns required to fulfil our charitable objects.
- Enhance the resilience of our physical infrastructure assets to adapt to future climate conditions.
- Embed employment practices through our Trustee which reflect the values of the charity and which create and champion equality, diversity and inclusion.
- Through the work of CBT and working with our networks, fund and encourage work that supports environmental education and responsibility, especially relating to climate action, air quality and clean water.

### **Be impact driven**

We will work towards ensuring everything we do has the strongest and most positive impact possible. We will focus our efforts where the need is greatest, in order to make a lasting impact for the benefit of Londoners now, and for generations to come. We will also draw upon the reach of our corporate Trustee, which extends across sectors and far beyond the Square Mile's boundaries, to achieve maximum impact for our beneficiaries and provide leadership in best practice for the voluntary and community sector across London, the UK and beyond.

To achieve our aim of being impact driven, we will:

- Keep the governance and powers of the charity under review to ensure they enable and support the charity's effective administration.
- Contribute to higher impact and higher value philanthropy through our role modelling in London and our support and awareness-raising in the UK and internationally.
- Undertake philanthropic collaborations to generate positive impact within London, which our partners can extend nationally and internationally.
- Lead the development of the UK as a global centre for social investment and help to grow the market.
- Provide an inclusive and high-quality cultural and learning offer on Tower Bridge.
- Promote, enhance and celebrate the heritage and cultural value of our bridges.
- Grow our learning culture and become more evidence-based and data driven in order to deepen our understanding of what we are achieving; and transparently share our learning with others.

### **Defining success**

Delivering on this strategy will help us to communicate our vision and aims more powerfully, so that our role and heritage is valued and understood by our beneficiaries, and other audiences. We see success as building on our achievements and delivering our aims to become a charity that is a:

## World class

Bridge  
owner

Charitable  
funder

Responsible  
leader

We want to amplify our reach and impact to a world class level as, ultimately, we want our work to make the most positive impact possible in bridging London's physical and community infrastructure. We aim to position ourselves as a consistently credible champion for London and Londoners, working towards achieving our vision where *'every person in London becomes truly connected'*.

Our successes will be defined both quantitatively in terms of reaching and exceeding set targets in the context of the management and conservation of world-class bridges, and in terms of the delivery of our charitable funding activities and role-modelling of high impact and high value philanthropy; and qualitatively in the context of setting new standards in being catalytic, sustainable and impact driven. For us, success will also be achieved by having an investment portfolio that is aligned with our aims and embedding a learning culture to ensure we continually reflect and improve our practices. Such measures in pursuit of our vision and three core aims will be designed during the implementation phase of this strategy, and progress against them will be shared in regular evaluation reports.

### Conclusion

This strategy represents an exciting opportunity for us to demonstrate our commitment to London. *Bridging London* highlights the role we will continue to play in connecting the capital through support of London's physical and community infrastructure and signals the type of charity that we wish to be.

Making this strategy a reality will require us to build upon our successes to-date but also to learn, evaluate and model new innovative ways of working to achieve our charitable objects, and to deliver sustainable impact for our beneficiaries, over the long term. We recognise that achieving our vision and aims will not happen overnight, but we are committed to sharing our progress over this exciting 25-year journey as we continue to bridge London and work towards a future where *every person in London becomes truly connected*.



# Bridge House Estates Strategy: *Bridging London, 2020 – 2045* High-level implementation plan

## 1. Purpose

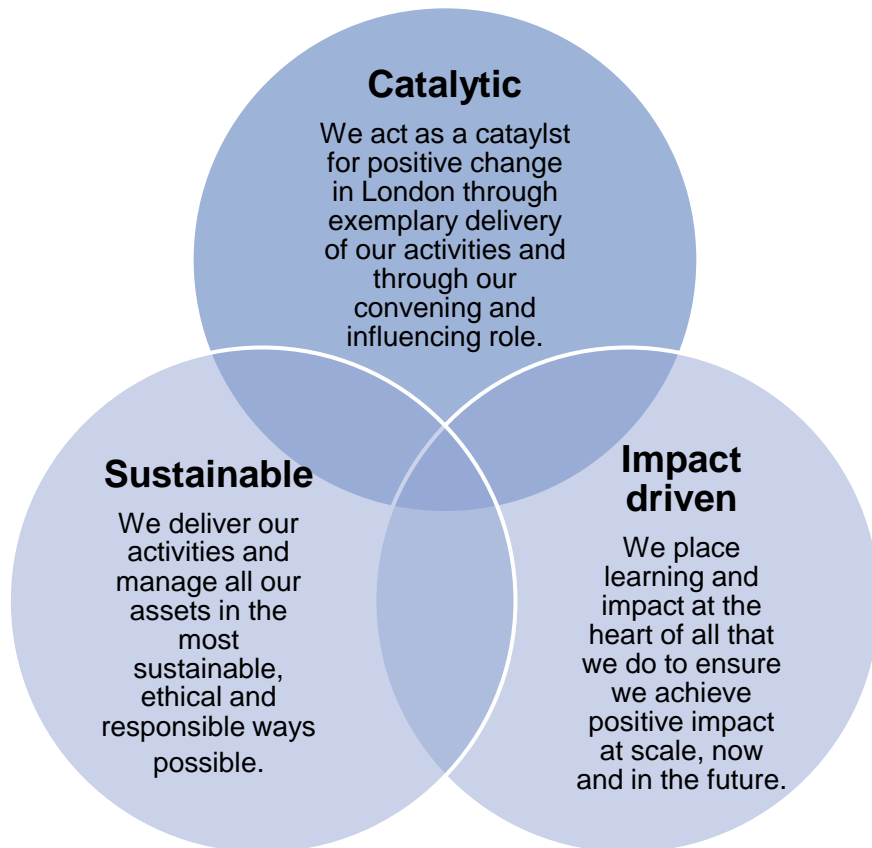
The purpose of this document is to provide a high-level overview of the plans being developed to implement the new Bridge House Estates Overarching Strategy: *Bridging London, 2020 – 2045*. It provides a summary of the vision and aims of the strategy, alignment with other BHE strategies/plans, the proposed financial and personnel resources required to implement the strategy, the proposed ‘beacon projects’ for Year 1 of the strategy, the performance framework, review cycles and possible barriers to success (key risks and mitigations).

This document is intended to provide Members and officers with the assurance that appropriate plans are being developed to successfully implement the strategy. Following approval of the strategy, further time and resource will be dedicated to developing a detailed Year 1 action plan which will set out all the activities that will be delivered in support of achieving the aims and vision set out in the strategy. An updated action plan will then be produced on a yearly basis.

## 2. Summary of strategy

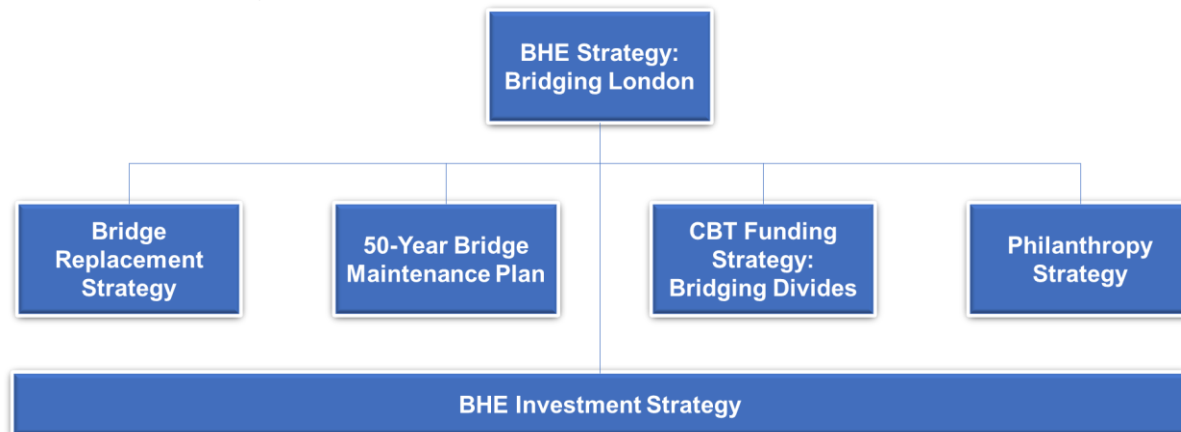
**Our vision is that...**  
*‘Every person in London becomes truly connected’*

**We aim to be a charity that is...**



### 3. Alignment with other BHE Strategies/Plans

*Bridging London* sets out a framework for all of BHE's activities and is supported at an operational level by several of the charity's other existing strategies and plans, including its: Bridge Replacement Strategy, 50-year Bridge Maintenance plan, charitable funding strategy 'Bridging Divides', Philanthropy Strategy and Investment Strategy.



### 4. BHE Strategy and the City Corporation's Plan

*Bridging London* is also supportive of, and supported by, the vision set out within the City Corporation's Corporate Plan (CP) for 2018-23 of a 'vibrant and thriving city, supporting a diverse and sustainable London within a globally-successful UK' and reinforces the following CP Outcomes (as these are considered to be in the best interests of the charity to support):

- Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4 – Communities are cohesive and have the facilities they need.
- Outcome 5 – Businesses are trusted and socially and environmentally responsible.
- Outcome 9 – We are digitally and physically well-connected and responsive.
- Outcome 11 – We have clean air, land and water and a thriving and sustainable natural environment.
- Outcome 12 – Our spaces are secure, resilient and well-maintained.

*Bridging London* is also supportive of, and supported by, several of the City Corporation's strategies, particularly the Responsible Business Strategy 2018-23 and the Climate Action Strategy.

### 5. Year 1 'beacon projects' and key activities

The table below highlights 'beacon projects' that will be delivered in Year One of the strategy's implementation. A 'beacon project' is defined as a key deliverable that will support the delivery of a high-level activity articulated in the strategy and that will largely contribute towards the success of achieving the overarching aim. Within this context, a 'beacon project' is a time-limited deliverable within the first year of the strategy.

Following the approval of the strategy, a detailed action plan for Year One will be developed which will cover the following: specific actions to be undertaken in pursuit of the high-level activities identified in the strategy (under each aim), lead department/officer, additional resource (financial and personnel) requirements, associated measures, timeframe and RAG status.

<b>Aim 1: Be catalytic</b>		
<b>Year One Beacon Projects</b>	<b>Lead department/ team/ group/ officer</b>	<b>Target completion date</b>
Undertake a brand positioning project for BHE to ensure that BHE's story and position is understood by its internal and external stakeholders and to articulate a clear brand hierarchy and relationship between the different 'brands' of BHE.	BHE TFG, Communications Office, Charity & Philanthropy Communications Manager, BHE Project Manager	December 2020
Implement the recommendations from the Corporate Governance Review as to the optimal internal Member governance structure for BHE.	BHE TFG, Committee & Member Services, Comptroller's & City Solicitor's	September 2021
Develop and implement a new BHE operational structure designed in the charity's best interests.	Chief Grants Officer & Director of CBT, Corporate HR, BHE TFG, Comptroller's & City Solicitor's	September 2021
Develop options, and finalise proposals, for the application of the additional allocation of £200m of income under Bridging Divides in furtherance of the ancillary object. <i>(May continue into Year 2 of implementation)</i>	Chief Grants Officer & Director of City Bridge Trust	Plans currently in development

<b>Aim 2: Be sustainable</b>		
<b>Year One Beacon Projects</b>	<b>Lead department/ team/ group/ officer</b>	<b>Target completion date</b>
Approve and implement the BHE Investment Strategy and embed recommendations agreed by Members.	Chamberlain's, City Surveyor's, City Bridge Trust (Social Investment Team), Comptroller & City Solicitor's	November 2020 onwards
Align actions (where appropriate and in the best interests of the charity to do so) with the City Corporation's developing Climate Action Strategy and Responsible Business Strategy, working towards being net zero by 2040.	Town Clerk's, City Bridge Trust, Chamberlain's, City Surveyor's, Built Environment	Ongoing

<b>Aim 3: Be impact-driven</b>		
<b>Year One Beacon Projects</b>	<b>Lead department/ team/ group/ officer</b>	<b>Target completion date</b>
Seek approval for delivery model of new social investment strategy following approval of social investment powers within the Supplemental Charter	City Bridge Trust (Social Investment Team)	November 2020
Develop a new risk management protocol for BHE and a principal risk register for the charity.	Chamberlain's, Town Clerk's	December 2020
Seek approval for the new Bridge House Estates Supplemental Royal Charter through the Privy Council Office and implement new governance powers and subsequent projects resulting from these new powers e.g. Total Return Accounting.	Comptroller's & City Solicitor's, Remembrancer's, Chamberlain's, Town Clerk's Office	Approval by February 2021, implementation over 12 months

## **6. Resources**

### **a. Personnel**

The successful implementation of the strategy will be dependent on collaboration across all BHE functions and activities will be the responsibility of a number of departments and teams within the City Corporation. However, ultimately, the BHE Task & Finish Group (TFG) has shared oversight and responsibility for the successful implementation of the strategy. The BHE TFG is a cross-departmental body chaired by the Head of the Town Clerk & Chief Executive's Office and supported by the Chief Grants Officer & Director of CBT, who is the senior responsible officer for overseeing the implementation and delivery of the strategy.

As further progress is made on implementing the strategy, the ongoing and longer-term resource needs for the charity will be identified and settled as appropriate.

### **b. Financial**

Funding for the development of the strategy is within already allocated resources. All roles identified as key personnel are fully funded. However, financial resources may be required to implement certain actions outlined in the strategy. Where appropriate, it is proposed that funding for key activities in the first year of implementation are met by the BHE Strategic Review Fund. Any future funding requirements in support of the 25-year strategy will be considered as part of the regular budget setting process. The table below highlights identified additional spend to support the implementation of Year One 'beacon projects'<sup>1</sup>.

<sup>1</sup> The definition for a beacon project can be found at paragraph 6.

Project name	Approx. cost	Budget source	Budget confirmed?
BHE Positioning Project <i>(to support delivery of the strategy)</i>	£35k	BHE Strategic Review Fund	Yes
BHE Property Research <i>(to support implementation of Investment Strategy)</i>	£20k	BHE Strategic Review Fund	Yes
BHE Implementation Project Team <i>(to support implementation of strategy and agreed changes resulting from the Strategic Review)</i>	TBC	BHE Strategic Review Fund	In development

## 7. Key measures of success/ performance framework

To support the successful implementation of the strategy, a performance framework will be developed following the strategy's approval to measure its impact. The performance framework will commit BHE to measuring the effectiveness and impact of its work consistently over the long-term against a set of key performance indicators (KPIs), which are aligned with the measures of success defined in the strategy.

Following the approval of the strategy, time will be dedicated to developing the performance framework in consultation with officers involved in delivering all the various functions of the charity. As part of this, work will be undertaken to begin collecting baseline and benchmarking data, meaning that in time we will be able to set targets and better report on the impact we are having over a prolonged time period. Further performance indicators linked to the detailed action plan for Year One will also be developed to aid us in demonstrating the impact of the strategy.

The table below indicates the type of information that BHE will seek to measure, both quantitatively and qualitatively. The thinking outlined will inform the development of the final performance framework following the approval of the strategy.

What success will look like	Type of information to measure
We are a world class bridge owner	<ul style="list-style-type: none"> <li>• Accreditation ratings at Tower Bridge e.g. Visit England Quality Attraction Assessment, Sandford Award for Heritage Education</li> <li>• Safety and accessibility of the bridges</li> <li>• Annual expenditure on maintenance per bridge per square metre</li> <li>• Sustainability bridge rating</li> <li>• Financial management of bridges (maintenance and replacement plans)</li> </ul>
We are a world class charitable funder	<ul style="list-style-type: none"> <li>• Monetary amount of philanthropic activity delivered by BHE</li> <li>• # organisations and # beneficiaries benefitting from funding</li> </ul>

	<ul style="list-style-type: none"> <li>• % distribution of funding meets highest areas of need in London</li> <li>• Satisfaction ratings for how CBT live its values</li> <li>• Satisfaction ratings for how equitable our funding approach is</li> </ul>
We are a world class responsible leader	<ul style="list-style-type: none"> <li>• Increased recognition and awareness of BHE activities</li> <li>• Collaboration and partnerships</li> <li>• HR Practices e.g. gender, disability and ethnicity pay gap reporting.</li> <li>• Investment portfolio (property &amp; financial) performance against benchmarks</li> <li>• Investment portfolio ESG ratings</li> <li>• Charity is net zero by 2040</li> <li>• Financial management</li> </ul>

We will also measure success qualitatively through case studies and success stories in being catalytic, sustainable and impact driven.

**8. Review cycle**

*Bridging London* commits BHE to delivering in-depth reviews of its work throughout the lifespan of the strategy, to ensure that BHE is on track to achieve its vision, continues to learn and is responsive to the needs of the time. It also commits BHE to transparently sharing progress against defined measures of success (as per paragraph 7) in regular evaluation reports. This section of the high-level implementation plan seeks to provide further detail on the review cycle of the strategy to be implemented over its 25-year cycle. Learning from the annual and quinquennial reviews will be used to update and adapt the strategy and implementation plan as appropriate.



It is recommended that the review cycles for other key BHE Strategies (Bridge Maintenance Plan, Bridge Replacement Strategy, Bridging Divides, Philanthropy

Strategy, Investment Strategy) are aligned with the review of the overarching strategy. This would involve the following:

- Bridge Maintenance Plan – to be reviewed on an ongoing basis, with six monthly formal reviews.
- Bridge Replacement Strategy – to be reviewed every five years (1<sup>st</sup> review 2025).
- Bridging Divides – reviewed every five years, next review due in 2023. It is recommended that the review of this strategy is aligned with the first review of the BHE Strategy, to ensure that the reviews are carried out in parallel.
- Philanthropy Strategy – reviewed every five years, next review due in 2023.
- Investment Strategy – to be reviewed annually.

## 9. Possible barriers to success

The risks and mitigations in relation to successfully implementing this strategy are summarised below. Also, it should be noted that the operational and reputational BHE risks captured within relevant department's central risk registers may also apply. As part of the BHE Strategic Governance Review, a new overarching BHE Risk Register is currently being developed which will capture key risks for the charity.

Risk	Mitigation(s)
Lack of support at a Member and officer level for the future vision for BHE (as defined in the strategy).	<ul style="list-style-type: none"> <li>• Engage Members in the development of the strategy through briefing sessions, update reports, committee process.</li> <li>• Engage senior officers in the development of the strategy through the BHE TFG, Chief Officers Group and Summit Group.</li> </ul>
Lack of resource to lead implementation of the strategy and to undertake the measurement required to measure the progress/impact of the strategy, and any required changes following review.	<ul style="list-style-type: none"> <li>• BHE Project Manager FTC until March 2021 to support the initial implementation phase.</li> <li>• Develop proposal for the optimal management structure for BHE which defines and provides for the ongoing resource requirements for leading on the strategy and in supporting the delivery of the charity's activities.</li> </ul>
Lack of alignment and collaboration amongst service departments in support of the strategy's vision and aims due to lack of understanding.	<ul style="list-style-type: none"> <li>• Develop an internal communications plan to successfully communicate the strategy to all departments/teams within the City Corporation.</li> </ul>
BHE's history, vision, aims, impact and reach are not understood by external stakeholders.	<ul style="list-style-type: none"> <li>• Deliver 'positioning project' to help ensure that BHE's story and position is understood by its different stakeholder groups.</li> <li>• Implement external communications plan.</li> </ul>

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<b>Committee(s):</b> Policy & Resources Committee	<b>Date:</b> 24 September 2020
<b>Subject:</b> Proposed increase to Administration fees charged by the Film Liaison Team	<b>Public</b>
<b>Report of:</b> Bob Roberts, Director of Communications	<b>For Decision</b>
<b>Report author:</b> Joanna Burnaby-Atkins, Film Liaison Manager	

## Summary

The City of London Corporation has a Film Liaison Team which acts as a liaison between productions and City Corporation departments to enable commercial filming to take place on the public streets in the City and on City Corporation sites. The Film Liaison Team charges administration fees for this service; however, these fees have not been updated since 2015. This report recommends updating and increasing these administration fees levied to production companies with the new charges to be implemented from 1<sup>st</sup> October 2020.

## Recommendations

Members are asked to:

1. Approve the proposed increases to administration charges levied by the Film Liaison Team as set out in paragraph 2.
2. Agree that, going forward, the Director of Communications be authorised to make future adjustments to these fees when appropriate, following assessment of comparable fees charged by other central London Borough Film Offices.

## Main Report

### Background

1. The City Corporation's Film Liaison Team was established in 1998 to act as a one stop shop for productions, liaising between them and City Corporation departments to facilitating filming on the public highway in the City and on many of the City Corporation's private properties. It has two full time members of staff.

### Proposal

2. The Film Liaison Team's administration fees were last increased in 2015 and are now out of kilter with fees charged by central London Boroughs for the same service. Since 2015, administration fees have brought in an average amount of £118,700 per annum. It is proposed that these fees should now be increased as per the table below to bring them into line with the range of fees set by other central London boroughs. New proposed figures are highlighted in red on the following table:

<b>* APPLICATION FEES - ONE OFF</b>	<b>Current Fees ALL FEES PLUS VAT</b>	<b>Proposed Fees from 1<sup>st</sup> October ALL FEES PLUS VAT</b>
Charity, Students (at discretion)	£25	<b>£30</b>
Handheld camera – up to 5 people	No Fee	<b>£75</b>
Small crew - up to 10 people, camera and tripod only	£75	<b>£150</b>
Medium Crew: 11 – 20 people	£150	<b>£200</b>
Large crew: 20-50 people	£250	<b>£275</b>
Very large crew: 51 + people	£300	<b>£350</b>
<b>ADMINISTRATION FEES</b>		
Start being incurred once administration runs over one hour (the first hour is covered by the application fee) or turning around late applications.	£150 per hour	£150 per hour
One-off administration fees for commercial filming on non strategic route City Bridges (strategic routes are managed by Transport for London).	Application fee only for up to 30 mins £250 for up to 2 hours £450 for up to 4 hours	Application fee only for up to 30 mins £250 for up to 2 hours £450 for up to 4 hours <b>£150 per additional one hour period</b>
<b>SITE MEETING</b>		
Location Site Meetings	£150 per hour	£150 per hour
Guildhall booked room meetings	£200 per hour	£200 per hour

\* by discretion, where appropriate an application fee may not be charged

### Update on Filming Activity

3. Members may be interested in an update of filming activity. The following table charts the number of filming days in the City and the amount of income brought in by the Film Team over the last five years:

Financial Year	Income	Filming Days
2019-20	£568,092	641
2018-19	£645,479	884
2017-18	£627,055	950
2016-17	£548,115	906
2015-16	£354,915	1,004
2014-15	£401,283	1,170

4. In the financial year 2019-2020 income was down by 12% on the previous year. This was due to long term utility works in the City over this period.
5. Whilst the number of filming days has decreased over the last five years, income brought into the City Corporation by the Film Liaison Team has increased because of the trend towards bigger productions such as Cruella, Fast & Furious 9, War of the Worlds, The Crown and Killing Eve filmed in the City in 2019 and 2020.

### **Procurement of a Film Location Agency**

6. Members may recall that, following the advice of a consultant, the procurement of a Film Location Agency was agreed by your Committee in 2019. The agency will be responsible for marketing and assisting with facilitating filming at 27 of the City Corporation's most popular locations to raise their profile as filming locations and increase income. Due to go out to tender in April 2020, this was delayed by COVID-19 but is now scheduled to for early 2021, with an agency to be in place in July 2021.

### **COVID-19**

7. Members may also be interested in the impact of the pandemic on activity. Filming stopped abruptly with lockdown. With the publication on 1<sup>st</sup> June of the British Film Commission's 'Working Safely During COVID-19 in Film and High-end TV Drama Production' guidelines, together with similar guidelines from the television broadcaster and advertising industry bodies, it was possible to recommence small scale filming on exterior areas in the City and on Open Spaces. Larger scale productions are currently scouting interior and exterior locations from September onwards.

### **Filming during 2020/21**

8. In addition to the restrictions caused by COVID-19, closures for long term utility works are still taking place in the City which will continue to affect the amount of large scale on street filming that can be facilitated on the network.

### **Corporate & Strategic Implications**

9. By continuing to support filming on the public highway and the demands of the filming industry we support the City Corporation's Corporate Plan for 2018-23 in terms of its vision for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK'* and *contribute to a flourishing society and support a thriving economy*. Specifically relating to the following outcomes in the Plan:
  - People are safe and feel safe
  - We are a global hub for innovation in finance and professional services, commerce and culture
  - We inspire enterprise, excellence, creativity and collaboration

## **Conclusion**

10. Members are recommended to approve the proposed increases of administration charges as recommended in the table in paragraph 2, with the new charges to be implemented from 1<sup>st</sup> October 2020.

11. It is recommended that going forward the Director of Communications is authorised to make future adjustments to these fees when appropriate, following assessment of comparable fees charged by other central London Borough Film Offices.

## **Appendices**

12. None

## **Joanna Burnaby-Atkins**

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<b>Committee(s):</b> Markets Committee – For Information Policy and Resources Committee – For Decision	<b>Date:</b> 11 September 2020 24 September
<b>Subject:</b> Markets Co-location Programme: Food School	<b>Public</b>
<b>Report of:</b> City Surveyor, Markets & Consumer Protection	<b>For Decision</b>
<b>Report author:</b> Jon Aaverns – Chief Officer, Markets & Consumer Protection	

## Summary

The Counterculture food education study has concluded that an on-site food school should be established as part of the Markets Co-location Programme (“MCP”), which has been reflected in the preferred market design option. The educational facility would be composed of a combination of teaching kitchens, preparation spaces, and flexible classrooms to deliver a range of training on food craft as well as complementary business skills to best train tomorrow’s market traders and the wider food industry. The facility is estimated to be up to 2,000m<sup>2</sup> and is likely to be a new self-sustaining ‘not for profit’ entity, which would coordinate delivery by a range of contracted specialist providers. The facility would complement the London Borough of Barking and Dagenham’s (“LBBD”) and Be First’s aspirations for a retail focused food hub in Barking Town Centre as well as the food production focus of Barking Riverside. Officers are developing a food activation programme to ensure that the right types of courses are developed and relationships are established with potential providers and end users before the food school opens in 2025/6.

## Recommendations

Members are asked to:

- **Note** the recent work and solutions recommended by Counterculture.
- **Note** that the City of London Corporation (“CoLC”) will provide an education facility as part of the Dagenham Dock co-located market as approved by the Markets Committee on 29 January 2020 and the Policy and Resources on 20 February 2020.
- **Agree** that the delivery of an on-site food school at Dagenham Dock to the scope outlined in the report should become embedded in the requirements for the new market.
- **Note** that a new retail food offer in Barking Town Centre is being brought forward by LBBD and Be First, which will complement the market and will be subject to an umbrella governance to ensure the synergistic activities work together.
- **Note** the intention for further work on the development of a food school, early delivery of enhanced training, and a food activation programme in collaboration with LBBD and Be First, all of which will be the subject of a future report and budget request.

## **Main Report**

### **Background**

1. The CoLC is planning to relocate its three wholesale food markets (Billingsgate, New Spitalfields and Smithfield) to Dagenham Dock in the LBBD by 2025/6. The MCP will deliver regeneration in Dagenham Dock, jobs for the Borough at the markets and from complementary uses such as food production, and improvements in the carbon emissions of the food supply chain to the benefit of all Londoners.
2. As part of the new market build, the CoLC and LBBD shares a commitment to food education and the establishment of a food school on the new site at Dagenham Dock as well as complementary activity in Barking Town Centre as part of the Borough's revised Food & Beverage ("F&B") offer. As such, the Markets Committee on 29 January 2020 and the Policy and Resources Committee on 20 February 2020 approved the appointment of Counterculture Partnership LLP to complete further research on the economic case for a food school and relevant retail offer. This was a joint commission with Be First, a development company, wholly owned by LBBD, who have the remit to provide planning, regeneration and development services on behalf of LBBD.
3. Counterculture's final 135-page report has now been received and their findings and recommendations form the basis of this Committee report.

### **Brief**

4. The brief was to research the education needs and best practice facilities and programmes required to train tomorrow's market traders as well as develop a world-class retail market in Barking Town Centre. This covered: an overview of existing food skills and the education landscape, a gap analysis, agreeing priorities, developing options and a final preferred option, as well as outlining a business case and identifying potential partners.
5. Recognising the importance of education and improved business skills to the future prosperity of the markets and competitiveness of its traders, the CoLC's high-level priorities were identified as follows:
  - a. Training tomorrow's market traders, providing the skills required to develop our future butchers, fishmongers, and fruiterers;
  - b. Developing a food skills and education programme to support and enhance the MCP;
  - c. Complementing and realising the wider benefits of the MCP to regenerate the food offer in LBBD; and
  - d. Developing ambitious F&B facilities which will attract investors, partners, and businesses to the Borough and engage local stakeholders.

### **Current Landscape**

6. Nationally, the provision of training and education across the food, catering and hospitality sector makes for a varied landscape with a complex mix of

qualifications, learning experiences and providers in a wide range of subject areas. A combination of reduction in educational options and negative career perceptions has led to a steady decline in the uptake of food-related qualifications at Further Education (“FE”) and Higher Education (HE”) level across London and the UK. This is set against a growth in demand (pre-Covid-19) from the food sector in general and the hospitality sector in particular.

7. In LBBD, there is limited provision for post-16 and adult education and skills in the food sector. The current offer is a standard mixture of FE, apprenticeship, and leisure courses without any clear career pathways into trades associated with the possibilities created by the MCP.
8. The Technical Skills Academy (“TSA”) part of Barking & Dagenham College (“BDC”) in Barking Town Centre has modern training kitchens and a restaurant where students can get real work experience. The kitchens are currently underutilised, especially out of term-time and in the evenings. The TSA currently offers 9 Level 1/2/3 courses in cookery and food. Local destination data post-16 is variable, but skills development appears to lead to progression outside of the borough and not to employment within the borough.
9. The CoLC already provides learning opportunities and apprenticeships which are available to existing traders as part of its commitment to foster and support lifelong learning. Over half of the apprenticeship and skills training courses are delivered in-house, in the Guildhall. The more specialist training areas, such as Food and Poultry, Horticultures, and Animal Care are ‘contracted out’.

### **Gap Analysis**

10. Currently there is limited take up of training and apprenticeship opportunities at the existing markets. Over the past 4 years there have been 8 butchery apprenticeships at Smithfield and a modest take up of training more broadly across the markets. Approximately 60 traders have taken up other courses such as basic skills in maths, English, business administration, plumbing and customer service. Other potential areas of delivery provided by the CoLC include bookkeeping, digital marketing, procurement, facilities management, and finance.
11. Consultation with the market Superintendents revealed a low demand at present beyond the need for basic statutory training. There is limited engagement at Spitalfields and Smithfields beyond Forklift Instruction, which is organised by the traders themselves at New Spitalfields. However, the Billingsgate Superintendent reported that some traders have a greater level of engagement, in part because the Billingsgate Seafood Training School (“BSTS”), an independent charity on site providing relevant training for the industry. There have been no apprenticeships provided through the traders at Billingsgate, however, there have been apprentices in the CoLC’s administrative team.

### **User Groups**

12. The on-site food school could cater for a diverse range of user groups which have unique training needs requiring bespoke responses, as follows:

- a. Market Traders;
  - b. Industry / Corporate Sector;
  - c. Local and Regional Small and Medium-Sized Enterprises (“SMEs”) and Start-Ups;
  - d. Local Schools, Academies, and Community Outreach;
  - e. Private Training Provision: ‘Career Changers’;
  - f. Private Training Provision: Leisure; and
  - g. Young People (16-19).
13. For market traders, their core needs include: food identification, food hygiene, health & safety, manual handling, equipment training and licensing, technology and data, business systems, process engineering, finance and accounting, funding, business training, mentoring, business continuity, and apprenticeships. See Appendix 1 for more detail on the needs of each user group.
14. Feedback from existing providers of public ‘leisure courses’ is that successful courses are centrally located and near to affluent audiences. This demographic does not match that of LBBD now but that is set to change as the new market becomes more established. Therefore, the initial offer could be limited but with the possibility to grow over time as demand does. There is more opportunity to initially offer longer courses for retraining, partly due to individuals willing to invest in their careers will be more amenable to travel.
15. Travel to learn patterns at FE levels mean that students want local and easily accessible provision. The Dagenham Dock site presents challenges in that respect. There is also underused local capacity in LBBD’s FE sector at the TSA in Barking Town Centre, which is where most further Education courses will be held.
16. A public food retail offer at the new co-located market is still under review, and there is recognition that the Dagenham Dock site is not easily accessible for mainstream day-to-day retail customers. There are also operational difficulties of combining members of the public with wholesale activities. Locating this in Barking Town Centre responds to identified future consumer need in the town centre and offers additionality to the Dagenham Dock site as traders have the option to sell their produce in the town centre.
17. The LBBD and Be First concept for a retail focused food hub in Barking Town Centre is still to be finalised, however the two favoured options include being co-located within the larger redevelopment of the Vicarage Field site next to Barking Station or part of the redevelopment of the Clockhouse Avenue/East Street site overlooking Abbey Green. This will enable the food hub (including educational facilities) to be developed along with new retail, residential and potentially hotel facilities. The hub would be delivered to a similar timescale to the food school at Dagenham Dock to realise the full synergistic potential.

## **Options**

18. In order to address the identified gaps and provide a facility that best meets trader needs, multiple options were considered against various metrics including



strategic fit. The preferred Option 3 is the intermediate approach, however it should be noted that the less ambitious Option 2 still provides the basic elements required to upskill our future traders.

Option No.	1	2	3	4
Option Type	Minimum / Baseline	Basic	Intermediate	Maximum
<b>Strategic Fit</b>	Minimum	Core objectives met only	<b>Core and desirable objectives met</b>	Core and desirable and optional objectives met
<b>Scope (What?)</b>	Re-provision of existing BSTS facilities; basic classroom facility for traders	Basic facilities at Dagenham Dock (see baseline + 1 x butchery kitchen which could also be available for fruit and vegetable training) <i>Retail functions and FE/HE facilities in Barking Town Centre</i>	<b>School at Dagenham Dock with wider range of facilities such as additional kitchens to allow diversified offer - leisure training and support for local SMEs and food start-ups. Retail functions and FE/HE facilities in BTC</b>	As intermediate plus primary base for an FE/HE provider and adopting more ambitious retail and public-facing activities upfront, provision of which is currently assumed as part of Barking Town Centre development
	Discounted	Carried Forward	<b>Preferred Way Forward</b>	Discounted
<b>Scope at DD Site (How Much Space?)</b>	c. 700 sqm	c. 1,000 sqm	<b>1,500 - 2,000 sq m</b>	Over 2,500 sq m
	Discounted	Carried Forward	<b>Preferred Way Forward</b>	Discounted
<b>Service Solution At DD Site (How?)</b>	Local Authority (direct delivery)	BSTS, Butchery provider and CoLC	<b>Single independent entity coordinating delivery by a range of contracted specialist providers</b>	Single independent entity responsible for all delivery
	Discounted	Carried Forward	<b>Preferred Way Forward</b>	Discounted

## Preferred Option

19.A 'food school' at Dagenham Dock could mean many different things, and as plans for the co-located market evolve and the local demographics shift, so will its components. However, at this point in time, what is being proposed is the following:

- a. A food school at the co-located market site offering a combination of teaching kitchens, preparation spaces, and flexible classrooms to deliver a range of training and education – covering food craft and related business and technology skills – to market traders, the wider food industry in London and the South East, visiting students. and local communities;
- b. Facility between 1500 – 2000 m<sup>2</sup>;
- c. A managing entity (most likely a charitable company) delivering the food school in partnership with a range of contracted specialist providers;

- d. Formal and branded links with core FE / HE providers, who will also be occasional users of spaces at the food school;
- e. Formal and branded links with a new food court style F&B offer in Barking Town Centre, which will have a number of associated commercial kitchen space for SMEs;
- f. Launch in 2025/6, with potential for more immediate provision of courses as part of a food activation programme as well as activity in Barking FE facilities from 2023; and
- g. Capital funding for shell and core provided by the CoLC with potential to raise funding for fit out from grants / sponsorship / fundraising.

## **Required Facilities**

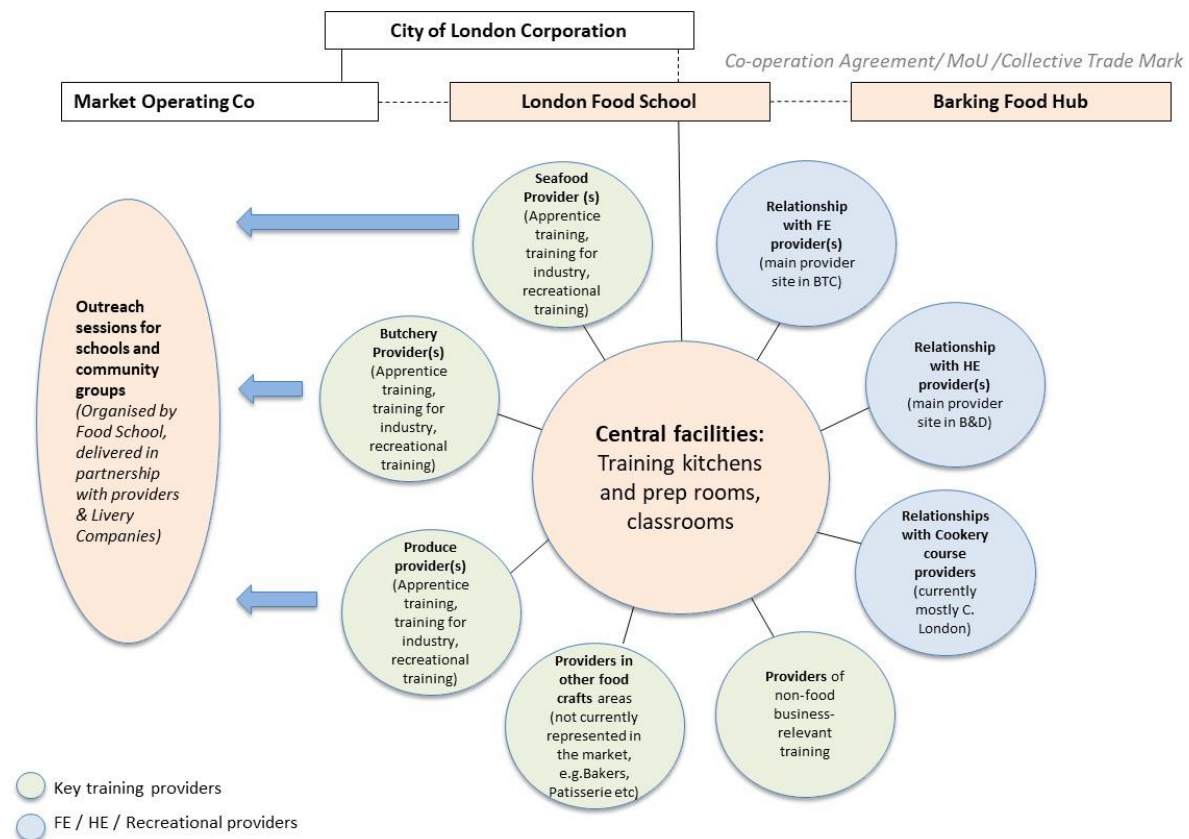
20. The facilities will be flexible with shared spaces which will allow the food school to operate across a range of functions, rather than operate in silos, as well allow the operator to sweat the assets. The following facilities will be required:
- a. 5 training kitchens;
  - b. Preparation rooms;
  - c. 3/4 flexible classrooms / lecture room;
  - d. Study space; and
  - e. Common room / dining hall.
21. The current estimated floorspace is: 1,700m<sup>2</sup> (18,400 sqft). This space provision has been established from a bottom-up approach via interviewing existing providers like MEAT Ipswich, Waltham Forest College, and the BSTS as well as a study conducted by Aecom in January 2020.
22. This space provision is reflected in the preferred design for the co-located market at Dagenham Dock and has been costed on the same basis as the office provision (walls, power, water).
23. Some consultees have noted that it would be desirable to provide accommodation for week-long block courses. Given it is likely that a hotel will be developed as part of the wider regeneration of Barking Town Centre, it is felt that a commercial partnership with this nearby development is preferable to on-site accommodation.

## **Establishing Demand**

24. Until a firm proposition has been tested with potential operators and end users, it is not possible to say what the real demand for a new food school would be. However, the MCP team and Counterculture have interviewed a range of stakeholders such as industry professionals and potential education partners to establish the likely demand against the backdrop of a population growth in the LBBD of 28% by 2034, an additional c.122,000 people. A combination of market trader need, commerce and industry interest, and the potential to train people seeking to change careers, suggests there would be uptake for the Dagenham Dock food school. See Appendix 2 for further detail.

## Organisational Structure

25. The food school activities could be organised in the following way:



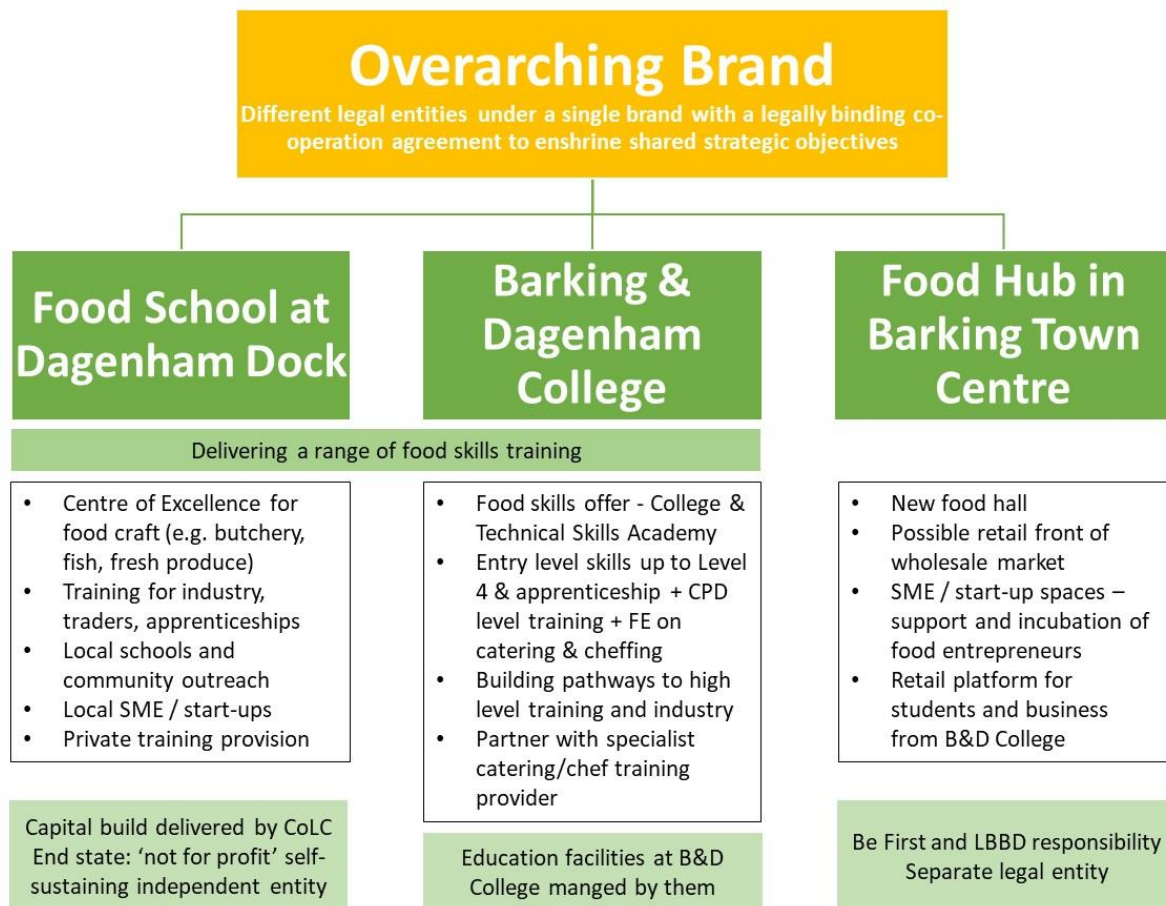
## Entity Status

26. Different options were considered for what status the food school should adopt, from being part of the CoLC's real estate capacity through to a completely independent body. The preference is for the food school at Dagenham Dock to be a new 'not for profit' self-sustaining entity, independent from the CoLC but with senior officer or Member representation on the Board. Although this is not the simplest structure, it relieves the CoLC from day-to-day administration burdens and is preferable in terms of an independent body being able to raise charitable donations and win grants/ external funding. Like with other charities that the CoLC supports, consideration could be given to whether the CoLC part-funds the entity for the first 3 years to help it get established. In the establishment and first few years of operation, the CoLC would need to provide a dedicated staff member to ensure the food school delivers on Corporate objectives and to provide an overall coordination role, which would require new funding.

27. The food hub in Barking Town Centre would be a separate entity, however both bodies could work together via a legally binding co-operation agreement to deliver the strategic objectives, including local outreach and support for local start-ups and/or SMEs. It is also recommended that a single brand be adopted so that the public face of the food school and food hub can be understood as one; this could be managed via a non-binding Memorandum of Understanding.

28. The food hub in Barking Town Centre will likely be some type of ‘for profit’ joint venture in which the LBBD will have an interest, potentially with a commercial partner either linked with the developer of the preferred site or with an established food hall/market provider. It is not anticipated that the CoLC will have any financial input or responsibility for this element of a broader food offer.

29. This multi-organisational but separate legal entities model is articulated below:



Expert Training

30. Researching other delivery models, including the new Institute of Technology hubs and the papers published on the proposed London Food College, the best approach to meeting anticipated demand is considered to be through a matrix of partnerships with existing providers, who would provide access to both accredited practical training provision and government funding streams for FE and apprenticeship delivery.

31. Accordingly, it is recommended that while the food school is led and managed by a single entity, it oversees the delivery of a range of activities by highly respected independent providers. For example, Westminster Kingsway Collage (“WKC”) has welcomed the idea of partnering with the CoLC or an independent food school associated with the co-located market, and the BSTS has expressed an interest in providing its industry training and outreach programmes at Dagenham

Dock. The CoLC already provides training for apprentices and could do more in the future, especially business-related training and Fusion Skills.

32. Providers would pay rent and service charge to the food school to cover central costs and take fees and other income from individuals, companies or other funders. The food school would have direct partnerships with existing local FE and HE providers who would use the school's facilities and benefit from access to the markets in order to enhance their own provision as well as offer greater breadth and depth to the school's offer. The two primary local FE and HE providers both have existing facilities in Barking, so the primary scenario is for them to augment these facilities by using the food school facilities when required, as well as linking with the food hub in Barking Town Centre.
33. With regard to community and schools outreach, this is currently undertaken at Billingsgate by the BSTS. If BSTS were a delivery partner at the food school, it would also be able to deliver a similar programme here albeit across all the different food groups. There is a real opportunity to focus activities on specific ethnic groups, fully engaging a diverse group of potential participants.

## **Outline Business Case for Preferred Option**

### *Business Model*

34. The business model will be based on independent providers accessing government and industry funding streams, as well as income from learner fees and organisations investing in skills development.
35. Delivery partners will be charged for the use of the food school facilities having indicated that they would not be in a position to invest in large upfront capital costs but may be able to invest in the fit out costs or assist in gaining sponsorship or in-kind support from manufacturers to offset such costs. The initial capital cost of the food school (shell and core) will form part of the wider MCP budget.
36. The food school will charge a pro-rata split of shared costs based on turnover to reflect a fair proportion of the school's administration running cost. Costs that will be recharged include: administration and staff costs (excluding outreach staffing); marketing; utilities; maintenance; and other premises related overheads.
37. The level of charging has in the first instance been modelled to give an indication of income required to reach a breakeven budget. It should be noted that these types of entities, mostly based in the FE sector, generally have business models where the nature of their building and land ownership means that they do not pay rent and they pay minimal service charge. Provisional income is based on what is known about the BSTS's level of industry training and applies similar figures, weighted for different spaces across other areas of provision.
38. The advantage of this proposed model is that it keeps fixed costs for the food school to a minimum and spreads the risk across the range of partners. In addition, should charitable status be pursued, all the school's income from the independent providers will be treated as charitable and surpluses will not be

subject to corporation tax. Similarly, it is expected that charitable status would minimize any business rates liability.

### Rent and Service Charge

39. A key variable, which is yet to be determined, is the nature and level of any rent and service charge that might be levied on the food school by the CoLC. If rent and service charge were levied on the same basis as it will be to market traders (i.e. fully commercial basis), based on the current floorspace, the combined annual charge would be c.£600,000 per annum. This would make the food school unsustainable as it is currently conceived. The BSTS currently receives a substantial discount on rent and service charge. If both these rates are applied to the proposed new food school floorspace, the annual charge equates to c.£230,000 at today's prices. The potential implications of this are explained below.
40. **Scenario A: No rent or service charge.** This scenario suggests that with no rent or service charge, the providers would need to turnover just over £1 million of trading in order to enable the food school to reach a breakeven point, assuming it received some additional income from FE/HE and SME rental. The providers would be paying circa 36% of their income in school-related costs, leaving 64% for their staff costs, materials and profit. It should be noted that ideally, the school would generate a greater surplus in order to build reserves (assuming it is a not-for-profit charity which wishes to follow good practice).
41. **Scenario B: Rent and service charge at BSTS levels.** This scenario suggests that with rent and service charge levied at the levels as the BSTS, the providers would need to pay 48% of their income assuming similar turnover. It would also require a higher level of recreational courses.
42. Further work is required to test the percentage level of charge to providers for premises and overheads that is acceptable for the providers' business models to work. It may well be that the level of contribution required in Scenario B renders the school unviable.

### The First Five Years

43. Modelling of the first five years of opening – along with the set-up year – has been completed in order to project the start-up-costs aside from initial capital investment. The model includes staff and office costs in the two pre-opening years along with development of the operation in the first two years of opening. This model projects a surplus by year 3.
44. The development cost levels in this projection suggest a revenue cost of circa £570,000 in Scenario A (no rent / service charge) and circa £720,000 in Scenario B (rent and service charge model).
45. Scenario B requires a larger provider turnover (an additional £100K per annum) as well as a higher provider contribution as a percentage of turnover in order to

generate a small surplus in order for the school to be able to pay the required rent and service charge to the CoLC.

## Outputs

46. A Treasury Green Book Logic Model<sup>1</sup> has been developed to identify and seek to articulate the 'theory of change' underpinning the rationale and design of the proposed food school. See Appendix 3. This process has helped to identify relevant benefits indicators and assumptions, with a focus on those with quantifiable economic effects (e.g. job creation or productivity growth). Relevant indicators include:
- a. Output indicators: number of beneficiaries trained, amount of workspace created, number of visitors, level of visitor spend.
  - b. Impact indicators: percentage increase in productivity resulting from training or workspace provision. Published datasets from the most recent UK Annual Business Survey have been consulted in order to identify relevant benchmarks for Gross Value Added per worker.
47. The model demonstrates that the food school could provide the following annually:
- a. **Traders**: 2,400 individual training days and 2,200 traders trained;
  - b. **Apprenticeships**: 2,000 individual training days and 50 apprenticeships;
  - c. **Food industry**: 3,500 individual training days and 2,000 workers trained;
  - d. **Team building**: 30 activity sessions and 900 people engaged;
  - e. **Non-local workers**: 1,000 individual training days and 1,000 workers trained;
  - f. **Outreach**: 108 outreach sessions and 4,320 people engaged; and
  - g. **Private training**: 120 day-long courses and 1,200 people engaged.

## Economic Impact

48. Counterculture's economic analysis concludes that the new food school at Dagenham Dock has the potential to deliver **almost £260 million in gross economic impact over an initial 10-year period**, of which:
- a. £18 million is from the direct economic effects of expenditure on their development and operation;
  - b. £242 million is from the indirect and induced effects of increased productivity by individuals and businesses supported; and
  - c. Over £138 million in net economic impact, including over £76m at a local (LBBD) level.

## Potential Partners

49. Building a matrix of potential delivery partners is key to the proposed model for the food school. The CoLC's Department of Community and Children's Services provides Adult Skills Education and apprenticeships and will be an important part of the provision for trader education, especially in the non-food specialisms such

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<sup>1</sup> A way of articulating a project's development in accordance with the Government guidance on the appraisal of public investments.

as business practice and establishing employment pathways for those who are new to this sector. There are also other specialist providers in these fields who have expressed an interest to partner with the CoLC such as WKC, London South Bank University, Barking & Dagenham College, Waltham Forest College, and Coventry University London.

50. In terms of the range of specialist food training, the BSTS has expressed an interest in transferring its provision for industry and community outreach to Dagenham Dock, with a focus on developing close relationships with surrounding Primary Schools, Secondary Schools, and Academies. It was confirmed at a recent meeting of the Pan-Livery Food Group that the Butchers and Drivers Charitable Institute is interested in the food school project and has funds available for educational purposes. Other private training providers and sector bodies that have expressed an interest in the food school include MEAT Ipswich, Poultec, Fresh Produce Consortium, Food and Drink Qualifications Ltd, and the Catering Association of Butchers.
51. During the next phase of development, the CoLC need to bring on board key food training delivery partners in areas such as meat, poultry, fresh produce and other foodcraft areas. This process should be progressed in a way that will mean eventual users are able to feed into the design brief for the food school.

### **Programme and Early Delivery**

52. Ahead of an opening date to coincide with completion of the new market, during the Development Phase (2021-2025/6) there are a number of activities required to deliver the wider food school model and develop the necessary organisations, programmes and partnerships such as:
- a. A food activation project over the next 12-18 months to create the skills training that will support the longer-term training needs of both existing and new market traders;
  - b. Continue to engage industry and interested partners; and
  - c. Develop the primary cohort of lead providers.
53. The food activation programme could act as an incubator and then main feeder into the food school at Dagenham Dock. It would provide opportunities for market traders to be professionally trained early, therefore giving their business the benefits of having trained and qualified staff, nurturing new talent. These skills would focus on the identified gaps that exist in the food and hospitality sectors, who have been severely affected by the Covid-19 pandemic. It would also ensure that learners from diverse communities are encouraged to engage in this area of learning, whilst working with apprentices to develop a wide range of employable skills and direct routes into industry. Members are asked to note the ongoing work and note that an associated budget request will form part of a later report.

### **Conclusion**

54. The new market build provides a unique opportunity to also deliver an educational facility of scale and ambition which could deliver a range of training on food craft as well as complementary business skills to best train tomorrow's



market traders and the wider food industry. The independent, 'not for profit' entity would coordinate delivery by a range of contracted specialist providers. The LBBD has made its commitment to food education clear and welcomes the synergistic potential of the food school with its aspirations for a retail focused food hub in Barking Town Centre as well as the food production focus of Barking Riverside. In order to develop such a facility with industry and the right providers as well as allow for early delivery of new courses, an exciting food activation programme is being developed.

## **Appendices**

- **Appendix 1** – Food School User Groups.
- **Appendix 2** – Establishing Demand.
- **Appendix 3** – Food School Logic Model.

## Appendix 1 – Food School User Groups

User Group	Need	Offer	Funding
<b>Market Traders</b>	<ul style="list-style-type: none"> <li>• Food skills: food ID, food hygiene, health &amp; safety</li> <li>• Manual handling, equipment training and licensing</li> <li>• Technology and data, business systems, process engineering</li> <li>• Finance and accounting, funding, business training, mentoring</li> <li>• Business continuity</li> <li>• Apprentices – provision of day release</li> </ul>	<ul style="list-style-type: none"> <li>• Bespoke training courses to cover the breadth of courses identified in “need” section</li> <li>• Apprenticeships in the various food disciplines as well as a generic “markets” apprenticeship scheme or introduction/foundation course</li> </ul>	<ul style="list-style-type: none"> <li>• Full cost from traders; potential for training levy as part of service charge to encourage uptake</li> </ul>
<b>Industry / Corporate Sector</b>	<p>Main markets:</p> <ul style="list-style-type: none"> <li>• Independent food retail, food preparation businesses in London and the South East</li> <li>• F&amp;B kitchen staff and food SME staff</li> </ul> <p>Requirements/need identified though initial consultation:</p> <ul style="list-style-type: none"> <li>• Food ID and preparation skills</li> <li>• Food hygiene and food safety</li> <li>• Related business skills (e.g. maximizing yields from a carcass)</li> <li>• CPD – short course updating skills for existing workforce</li> <li>• CPD ‘away days’ for workforces of larger companies</li> </ul>	<ul style="list-style-type: none"> <li>• Training for food sector responding to range of identified needs including: <ul style="list-style-type: none"> <li>○ Apprenticeship day release</li> <li>○ 1-2 day skills courses</li> <li>○ 1 day CPD courses</li> <li>○ 1-2 week block courses for apprentices / can be offered internationally (as MEAT Ipswich do)</li> </ul> </li> <li>• Possibility to extend this offer to non-food training to other local and regional businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Full cost recovery: businesses pay</li> </ul>
<b>Local and Regional SMEs and Start-Ups</b>	<p>As above, plus:</p> <ul style="list-style-type: none"> <li>• Dedicated kitchen space</li> <li>• Product development</li> <li>• Small scale production</li> </ul>	<ul style="list-style-type: none"> <li>• Traders, catering, F&amp;B processing, etc. provision of co-working and private kitchen / office / incubator space</li> </ul>	<ul style="list-style-type: none"> <li>• Full cost recovery: businesses pay. However, potential to subsidise through future business support schemes</li> </ul>
<b>Local Schools and Community Outreach</b>	<p>Local need for:</p> <ul style="list-style-type: none"> <li>• Health education</li> <li>• Food awareness</li> <li>• Community cohesion</li> <li>• Community / young people awareness of career pathways</li> </ul>	<ul style="list-style-type: none"> <li>• Site visits / classroom activities for schoolchildren KS1-4; educational visits for the public, outreach to adult groups including: <ul style="list-style-type: none"> <li>○ Introduction to the markets</li> <li>○ Food / species ID</li> <li>○ Basic preparation and cookery</li> <li>○ World food</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Raised income from external funders – e.g. charities, Livery Companies and Industry sponsors</li> </ul>

		○ Health and diet	
<b>Young People (16-19)</b>	<p>Workforce needs in following areas:</p> <ul style="list-style-type: none"> <li>• Co-located market</li> <li>• London F&amp;B sector</li> <li>• London independent food sectors</li> <li>• Wider food manufacturing sector</li> </ul> <p>Current local FE/HE sector not providing significant provision due to lack of existing pathways. Market and associated activities have potential to change this and open up pathways</p>	<ul style="list-style-type: none"> <li>• Entry-level courses (Levels 1-3) across a range of food and catering subjects</li> <li>• Partnerships with existing providers to host course elements at the Food School</li> </ul>	<ul style="list-style-type: none"> <li>• Apprentice training funded via employers / Apprenticeship Levy</li> <li>• FE student engagement funded via their institutions via direct grants. Usage fees paid to the Food School</li> </ul>
<b>Higher Level Courses (HE)</b>	As above, but for those with higher level professional ambitions in the food sector	<ul style="list-style-type: none"> <li>• Level 4+ courses (HE levels and specialist professional training, including apprentices in food trades)</li> <li>• Partnerships with existing providers to host course elements at the food school</li> </ul>	<ul style="list-style-type: none"> <li>• HE student engagement funded via their institutions via: OFS Direct Grant; Student Loans (HE)- SLC; ALL – SLC; Student Fees; International Students</li> <li>• Usage fees paid to the Food School</li> </ul>
<b>Private Training Provision: Leisure</b>	<ul style="list-style-type: none"> <li>• Recreational leisure courses for ‘food lovers’</li> <li>• Expanding market in London in recent years</li> <li>• USP of market adjacency has potential to offset potential access issues associated with a non-central site</li> </ul>	<ul style="list-style-type: none"> <li>• Market experience</li> <li>• Food / species ID</li> <li>• Preparation (e.g. butchery, fishmonger, produce prep)</li> <li>• Cooking</li> <li>• 1-2 day courses</li> </ul>	<ul style="list-style-type: none"> <li>• Full cost: individuals pay</li> </ul>
<b>Private Training Provision: ‘Career Changers’</b>	<ul style="list-style-type: none"> <li>• Longer courses for individuals who want to re-train in food / catering</li> </ul>	<ul style="list-style-type: none"> <li>• Full range of food skills from species ID, preparation, cooking, business related skills</li> <li>• In-house diploma</li> </ul>	<ul style="list-style-type: none"> <li>• Full cost: individuals pay</li> </ul>

## **Appendix 2 – Establishing Demand**

Potential demand has been assessed from the following user groups:

### **a. Market Traders**

- There will be a requirement to change behaviours, business practices, and develop technology skills in the transfer to the co-located market. Based on international comparators, including evidence from France and Australia, more progressive traders are likely to perform better at the new market. Businesses that see opportunity to grow and develop are likely to increase as a proportion of the businesses on site. It is expected that this will result in increased demand for training as well growth in opportunities for apprenticeships.
- Growth in number of traders and their staff (to c.2,500) will increase potential demand; at the three existing markets there is an annual staff turnover of 8%-9%, suggesting that there will circa. 200+ new staff at the market each year to be trained.
- Provision of training on site would increase the likelihood of take-up. One approach to ensure that this desired improvement in skills and business practice is achieved would be to mandate a certain level of training as part of traders' leases or including a training levy as part of the service charge.

### **b. Commerce and Industry**

- On a macro scale, research published by the Food And Drink Federation ("FDF") identifies a "looming skills gap" in the food manufacturing sector and an aging workforce, which will result in the need for 140,000 new recruits by 2024. In addition to this, there remains uncertainty about the European Union workforce, which makes up 32% of the industry's skilled workforce. Many of the skills gaps in larger scale industry are around automation, technology and innovation.
- 35% of the BSTS activity is currently delivered to industry, which equates to over 150 courses each year. However, there is no recognised centre of excellence for food craft training and apprentices in London, something industry tells us there is demand for.
- Despite the apprenticeship reforms encouraging major employers to take training back in house to maximise the benefit from the apprenticeship levy, smaller scale businesses point to the considerable size of the market in London and the South East for workers and potential workers in smaller scale businesses such as butchers / fishmongers, wholesalers and catering kitchen staff to learn and maintain skills. While there is no data on, for example, the scale of this sector of the meat industry, representatives of both the National Craft Butchers and the British Meat Processing Association noted the lack of centre for this type of training in London and the home counties.
- Therefore, colocation of the markets with new training facilities provides a case for bringing together training in different trades. Bringing together demand for existing provision could develop new demand through breadth of offer.

c. Local and Regional SMEs and Start-Ups

- LBBD's *Every One. Every Day* programme aims to develop and nurture local entrepreneurs over the coming years and food represents a key potential area for growth. Anecdotal evidence from the programme so far suggests a lack of commercial kitchen space for the development of such businesses. This lack of provision is borne by research that suggests the recent boom in rentable commercial kitchen space in London has been concentrated within Zones 1 and 2 with limited supply east of Hackney and Tower Hamlets.
- Population growth and change in demographics will encourage small business, as has happened in Hackney and Newham in recent years.

d. Local Schools and Community Outreach

- There are around 40,000 pupils in all primary and secondary schools in LBBD. There is an active landscape of neighbourhood and community engagement in the borough, in part activated through the Council's *Every One. Every Day* programme.
- LBBD has identified food and food culture as subjects which can encourage healthy lifestyles and community cohesion as well as providing skills and learning which could lead to economic benefits.
- The BSTS has operated a successful and well-used programme of school and college engagement from its current home in LB Tower Hamlets, and is keen to replicate this model in LBBD. Currently, 57 courses over 286 hours are delivered to over 14,000 participants a year.

e. Private Training Provision: Leisure and 'Career Changers'

- Recreational training is an important part of the BSTS model, though in recent years BSTS's income in this area has fallen – partly because of increased competition. BSTS currently do not provide training for 'career changers' and they are exploring a more central venue for this activity. Analysis of providers in London shows how the size of the market (and therefore competition for consumers) has grown in recent years. The location of these competitors also supports the view that a central location with direct access to relatively affluent consumers is desirable (given prices for many day courses are in the £100-£200 per session).
- The demand for such activities in LBBD cannot be confidently asserted at this stage and it is not advisable to rely on this aspect of potential business to support the food school. That said, future demographic changes and the unique selling point of the wholesale market experience means that a potential future offer may be developed in the facilities.
- The continued success of the Greenwich Co-operative Development Agency, a Registered Society and Charity, which provides food based training and short courses as part of its mission to develop individuals and enterprises which promote healthy lifestyles and social benefit, demonstrates demand for such profitable activity.

f. Young People and Higher Education

- Future demographics predict an increase of over 2,000 young people per annum over the next 15 years in LBBB. The demand for skilled and semi-skilled workers as a result of the MCP will stimulate demand if good links are developed between the market, local SMEs and the local FE and HE providers.
- The view of existing providers of post-16 skills & education in LBBB is that the MCP creates an attractive proposition for them to expand and broaden their offer in the local area, building on current facilities and taking advantage of the new facilities that will become available. Both FE and HE providers see this as an opportunity to engage with industry, businesses, and SME's to develop pathways into employment and stimulate demand from the local area as regeneration begins to escalate.
- Barking Adult Education College also note that there is an opportunity through Adult Education to engage with key local demographics for whom the MCP could provide employment opportunities notably ex-plant workers (Male 50+ and 60+) and those seeking non-standard hours.

A large number of stakeholders were consulted as part of the research that has led to these demand assumptions and overall report conclusions, a summary of them is as follows:

- a. Staff from across the CoLC, including Community & Childrens Services, MCP, Markets & Consumer Protection;
- b. Staff at LBBB and BeFirst, including officers with responsibility for regeneration, education and training and young people;
- c. FE / HE providers such as Westminster Kingsway College, London South Bank University, Barking & Dagenham College, Waltham Forest College, University of West London, and Coventry University London;
- d. Private training providers, including Billingsgate Seafood Training School, MEAT Ipswich, Poultec;
- e. Other food sector stakeholders, including Food and Drink Qualifications Ltd, Professional Association for Catering Education, Fresh Produce Consortium, the Catering Association of Butchers, British Meat Processing Association, the Institute of Meat;
- f. Retail and SME workspace providers including Mercato Metropolitan and Mission Kitchen; and
- g. Centre for London.

It had been intended to consult with market traders/businesses, unfortunately this has not been possible due to Covid-19. However, these conversations have now begun, and information has been loaded onto the Tenant Portal on the MCP website. Regular MCP channels are being utilised to gain further insight into current provision and attitudes to training opportunities among traders.

# Appendix 3 – Food School Logic Model



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<b>Committee(s):</b> Policy and Resources	<b>Date(s):</b> 24 September 2020
<b>Subject:</b> Commitment to UN Sustainable Development Goals	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Decision</b>
<b>Report author:</b> Divindy Grant	

## Summary

Officers were asked by members of the Policy and Resources Committee to produce a paper outlining how the City Corporation can demonstrate its commitment to the UN Sustainable Development Goals (SDGs). This paper summarises current action by the City of London Corporation to promote achievement of the SDGs and reviews a set of actions that would make our commitment more visible and increase future ambition around and contribution towards achieving the SDGs.

Based on guidance from the Local Government Association, Business in the Community, and the London Sustainable Development Commission, a multi-faceted approach to demonstrating our commitment to the SDGs is recommended, which includes the following three aspects:

- Embed relevant SDGs into strategy development, implementation and reporting processes.
- Demonstrate the actions the City Corporation is taking to achieve the SDGs, by reporting actions on SDG partnership platforms – both UK and Global.
- Take part in business initiatives focused on the SDGs and use our influence to encourage other businesses to take part.

## Recommendation(s)

Members are asked to:

1. Approve the three themes of action for the City Corporation.
2. Request the Chair of Policy and Resources makes a statement on the City Corporation's commitment to play its role in achieving the SDGs by 2030 and commits the organisation to embed relevant SDGs into strategy development, implementation and reporting.
3. Release £10k per annum for 3 years from the Policy Initiative Fund for the membership fee to the UN Global Compact.

## Main Report

### Background

1. The 17 SDGs have been set to achieve dramatic change and significantly improve outcomes at a global scale by 2030. They are very wide ranging – from addressing world hunger and poverty to climate change and biodiversity to inclusive growth and economic prosperity. All the SDGs have targets that are directly or indirectly related to the daily work of local governments. Local governments are often the level of government best placed to translate the global goals to local communities.
2. At a UN Level, the SDG's are ratified by Member States, with individual Countries responsible for developing their own sustainable development, policies, plans and programmes and monitoring progress. The UK played a key role in developing the SDGs and formally adopted them in 2015.
3. The UK's actions and progress are jointly overseen by the Cabinet Office and the Department for International Development. An overview of the UK's current progress can be found [here](#). An estimated two thirds of the 169 targets that accompany the SDGs need local stakeholders, such as councils, to be engaged if they are to be achieved in the UK.<sup>1</sup>
4. There is not a formal adoption or ratification process of the SDGs for non-Member states. Cities and corporations around the globe have adopted various approaches to show their support and commit to action. Following review, most cities have acted in multiple ways. Three areas for action have been identified to increase the City Corporation's visibility of its ongoing commitment to supporting the delivery of the SDGs and help increase its impact. These elements are not mutually exclusive and will be most impactful in combination.
5. The Policy Initiative Fund has an uncommitted balance of £614,582 for 2020/21, £1,053,365 for 2021/22 and £1,250,000 for 2022/23 allowing ample resource to support this request.

### Current Position

6. Similarly, to many other Local Authorities and business, the City Corporation does not currently have a formal plan for addressing the SDGs nor has made a political commitment or endorsement of them. However, this is changing with cities globally announcing their commitment.
7. There is already strong alignment of action by the City Corporation with SDG targets. Each of the 12 outcomes of the City Corporation's Corporate Plan (2018-2023) contribute to progress in one or more of the 17 SDGs. When developing the Responsible Business Strategy, the City Corporation undertook a materiality assessment and selected 9 of the SDGs that it had the greatest influence over to address in the Responsible Business Strategy. Numerous other of the City

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<sup>1</sup> UK Voluntary National Review, 2019

Corporation's strategies also contribute to achieving the SDGs, but many without the explicit linkages (See Appendix 1).

8. The first guidance for how local authorities could respond to the SDGs was released in July 2020 by the Local Government Association<sup>2</sup>. They recommended that Councils (1) plan and prioritise, (2) engage and partner, (3) implement and monitor, and (4) advocate for the SDGs and report on progress.
9. In addition to the guidance from the LGA, Business in the Community and the Government's Inclusive Economy Partnership recommend that businesses use the SDGs as a framework to help build back better. A multi-faceted approach to how the City Corporation can demonstrate its commitment, which considers these sources of guidance, and provides a strong foundation to speak credibly on SDGs is centred around three areas:
  - Embedding SDGs into our strategies to achieve progress
  - Demonstrating our progress through reporting on SDG partnership platforms – both UK and Global.
  - Using our influence to encourage other businesses to commit to progress on the SDGs.

### ***Embedding SDGs into our strategies to achieve progress***

10. The guidance for Local Authorities recommends an initial step of prioritising the SDGs upon which the greatest impact can be made locally. The City Corporation has already undertaken the first part of this step. When developing its Responsible Business Strategy, a materiality assessment was completed and the nine SDGs that the City Corporation has the greatest ability to influence were identified.
11. The City Corporation's strategies are a key mechanism for prioritising work, and as such provide an excellent vehicle for ensuring progress against the SDGs. The following actions are proposed to ensure the ongoing embedding of SDGs into our strategies:
  - Conduct an in-depth review of the resources required to achieve meaningful progress in all nine areas.
  - Continue and enhance the on-going work to embed the SDGs into new and existing Corporate Strategies (e.g. already in Responsible Business, Responsible Procurement, Social Mobility and the draft Climate Action Strategy) and departmental delivery plans.
  - Establish a baseline by identifying what indicators can be used to monitor progress against the prioritised SDG targets that you have prioritised and use the targets in the SDGs to help set interim milestones to track progress.
12. The ability to monitor the City Corporation's progress on SDGs will be embedded into the development of the new Corporate Performance Framework. The progress

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<sup>2</sup> <https://www.local.gov.uk/un-sustainable-development-goals-guide-councils>

towards achieving the SDGs would be annually reported in the Responsible Business Strategy Annual Review.

### **Demonstrating our progress through reporting on SDG partnership platforms – both UK and Global.**

14. The City Corporation can use its convening voice to advocate for the advancement of the SDG agenda. To publicly show its commitment to the SDGs, the City Corporation could commit to making measurable progress on one or more SDG objectives by registering specific Corporate actions/programmes on Partnership Platforms.
15. The UK has recently launched its own partnering and goal declaration platform - the [In<sup>3</sup>clusive Growth Partnership](#) focused on UK specific action. It has asked UK businesses to make declarations through that, but businesses are currently doing both.
16. The outcomes associated with many of our current strategies could apply as a starting point for this option. For example, implementing the City Corporation's Air Quality Strategy would contribute to progress on [SDG](#) 3 and 11 or the City's or the Social Mobility Strategy contributes to achieving SDG 5, 8, 10 and 11. With the launch of the Climate Action Strategy, the City Corporation could make a commitment under SDG 13 (Climate Action) as well as progress in the 11 other goals directly linked to taking Climate Action.
17. The UN Global Compact launched the [SDG Ambition](#) at Davos 2020, which increases the focus of signatories on achieving the SDGs. Signing up to this would commit the City Corporation to abiding by and championing the 10 Principles of the Compact as well as looking to imbed relevant SDGs into the City Corporation's business strategy, operation and stakeholder engagement.
18. Joining the UN Compact would provide significant international credibility for the City Corporation to speak about SDGs, both as a business and local authority as well as supporting the wider Responsible Business agenda. Members are required to pay an annual fee of £10k, which provides access to national and international networks. In order to be eligible, a review of the City Corporation's current investments would be required to ensure that the Corporation meets the Compact's eligibility criteria.

### **Using our influence to encourage other businesses to commit to progress on the SDGs.**

19. Businesses are a key stakeholder group for the City Corporation. They have an important role to play in achieving the SDGs and it has been recognised globally by the UN and in the UK by Business in the Community (BITC) that there are not enough businesses aware or strategically engaged with the SDGs for the Global Goals to be met by 2030. Given the City Corporation's strong

relationship with businesses there is potential to contribute to significant progress in this area.

20. In order to achieve progress on this, it is recommended that the City Corporation work closely with Business in the Community (BitC) to develop a plan to engage more directly with businesses in the Square Mile around this issue. Initial conversations on supporting BitC's work in this area have been positive.

## **Proposals**

21. It is recommended that the above combination of actions is adopted as it meets the asks of the City Corporation as both a Local Authority as well as a Corporation. This would provide the City Corporation with a multifaceted platform to credibly engage both within the UK and internationally with a relatively low resources ask.
22. To publicly demonstrate the City Corporation's commitment to taking these steps towards achieving the SDG, the Court of Common Council could make a statement expressing its commitment to play its role in achieving the SDGs by 2030 and commit the City Corporation to embed relevant SDGs into strategy development, implementation and reporting, and will encourage others to do the same.
23. Currently there are no additional requirements for Local Authorities from Central Government or the GLA, but this should be monitored in case of change.

## **Corporate & Strategic Implications**

24. There is clear strategic alignment between the 12 outcomes of the Corporate Plan and other corporate strategies with the 17 SDGs as shown in Table 1 (Appendix 1). The SDGs would need to take a greater prominence in our strategies and reporting going forward.

## **Implications**

### ***Equalities, Inclusion and Diversity Implications:***

25. A test of relevance was conducted and indicated that a full EQIA was not needed. However, when considering how we work with our communities to deliver the approach, care should be taken to ensure that interventions are inclusive.
26. One of the primary aims of the SDGs is to help create a more inclusive and equal world. Taking action to help achieve the SDGs should lead to positive Equalities, Inclusion and Diversity outcomes.

### **Security Implications:**

27. There are no security implications from this approach.

### **Resource and Financial Implications:**

28. Implementation and monitoring will be undertaken within current resources in Chamberlain's, TCs and IG. In particular, the Responsible Business Strategy Officer (RBSO) will be responsible for coordinating and monitoring the progress of the approach. Members should note that the RBSO post is currently only funded through January 2021.

29. For the different strands of the proposed approach, the following leadership would be expected:

- a. Embed the SDGs in the Corporate Plan and other relevant Strategies (Corporate Strategy Team – TC)
- b. Embed actions that contribute to SDG progress in business plans (Responsible Business – CHB)
- c. Engage with businesses and the UN Compact (Senior Relationship Management Team – IG)
- d. Showcase action on the Inclusive Economy Partnership's [Digital Hub](#) and SDG Partnership Platform (Responsible Business – CHB)

30. Membership for the UN Global Compact SDG Ambition is £10,000 per annum. This report seeks the approval for funding for 3 years from the Policy Initiative Fund to cover this cost, categorised as 'Promoting the City' and charged to City's Cash. The PIF has an uncommitted balance of £614,582 for 2020/21, £1,053,365 for 2021/22 and £1,250,000 for 2022/23. The allocation for the multiyear PIF allocation currently has £64,365 available for 2020/21, £403,365 for 2021/22 and £600,000 for 2022/23.

### **Conclusion**

31. Without focused action globally, the SDGs are unlikely to be achieved. While the City Corporation is strategically aligned in terms of outcomes, it does not currently have a formal position. Members, Officers and external stakeholders have all asked for clarity about what the City Corporation is doing and can do to contribute to the SDGs. The approach recommend in this paper will clarify and focus the City Corporation's actions and increase the associated impact.

### **Appendices**

- Appendix 1 – Relationship between the Corporate Plan, other relevant strategies and the SDGs

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## Appendix 1

Table 1 relationship between the Corporate Plan, other relevant strategies and the SDGs. SDGs in **bold** are prioritised in the Responsible Business Strategy

SDG	Corporate Plan linkages	Other relevant strategies and policies
<b>1 No Poverty</b>	<p>3. People have equal opportunities to enrich their lives and reach their full potential</p> <p>4. Communities are cohesive and have the facilities they need</p>	<ul style="list-style-type: none"> <li>• Responsible Business</li> <li>• Housing Strategy</li> <li>• Social Mobility Strategy</li> </ul>
2 Zero Hunger	4. Communities are cohesive and have the facilities they need	
<b>3 Good Health and Wellbeing</b>	<p>2. People enjoy good health and wellbeing.</p> <p>3. People have equal opportunities to enrich their lives and reach their full potential</p>	<ul style="list-style-type: none"> <li>• Air Quality Strategy</li> <li>• Responsible Business</li> <li>• Joint Health and Wellbeing Strategy</li> <li>• City Plan</li> <li>• Policing Plan</li> <li>• Transport Strategy</li> </ul>
4 Quality Education	<p>3. People have equal opportunities to enrich their lives and reach their full potential</p> <p>8. We have access to the skills and talent we need.</p>	<ul style="list-style-type: none"> <li>• DCCS Business Plan</li> <li>• Education Strategy</li> <li>• Social Mobility Strategy</li> </ul>
<b>5 Gender Equality</b>	3. People have equal opportunities to enrich their lives and reach their full potential.	<ul style="list-style-type: none"> <li>• Responsible Business</li> <li>• Social Mobility Strategy</li> <li>• Equality and Inclusivity Policy</li> </ul>
6 Clean Water and Sanitation	11. We have clean air, land and water and a thriving and sustainable natural environment.	<ul style="list-style-type: none"> <li>• Environmental Permitting (Port Health)</li> </ul>
7 Affordable and Clean Energy	11. We have clean air, land and water and a thriving and sustainable natural environment	<ul style="list-style-type: none"> <li>• Procurement Strategy</li> </ul>

<p><b>8 Decent Work and Economic Growth</b></p>	<p>3. People have equal opportunities to enrich their lives and reach their full potential.</p> <p>6. We have the world's best legal and regulatory framework and access to global markets.</p> <p>7. We are a global hub for innovation in finance and professional services, commerce and culture.</p>	<ul style="list-style-type: none"> <li>• Responsible Business</li> <li>• City Plan</li> <li>• Transport Strategy</li> </ul>
<p><b>9 Industry Innovation and Infrastructures</b></p>	<p>5. Businesses are trusted and socially and environmentally responsible.</p> <p>8. We have access to the skills and talent we need.</p> <p>9. We are digitally and physically well-connected and responsive.</p>	<ul style="list-style-type: none"> <li>• City Plan</li> </ul>
<p><b>10 Reduced Inequalities</b></p>	<p>3. People have equal opportunities to enrich their lives and reach their full potential.</p>	<ul style="list-style-type: none"> <li>• Responsible Business</li> <li>• Social Mobility Strategy</li> <li>• DCCS Business Plan</li> <li>• Housing Strategy</li> <li>• Transport Strategy</li> <li>• Equality and Inclusivity Policy</li> </ul>
<p><b>11 Sustainable Cities and Communities</b></p>	<p>1. People are safe and feel safe.</p> <p>4. Communities are cohesive and have the facilities they need.</p> <p>12. Our spaces are secure, resilient and well-maintained.</p>	<ul style="list-style-type: none"> <li>• Responsible Business</li> <li>• City Plan</li> <li>• DCCS Business Plan</li> <li>• Culture Strategy</li> <li>• Policing Plan</li> </ul>
<p><b>12 Responsible Consumption and Production</b></p>	<p>5. Businesses are trusted and socially and environmentally responsible.</p>	<ul style="list-style-type: none"> <li>• Responsible Business</li> <li>• Sustainability Policy</li> <li>• Waste Strategy</li> </ul>
<p><b>13 Climate Action</b></p>	<p>1. People are safe and feel safe.</p>	<ul style="list-style-type: none"> <li>• Responsible Business</li> </ul>



	<p>5. Businesses are trusted and socially and environmentally responsible.</p> <p>7. We are a global hub for innovation in finance and professional services, commerce and culture.</p> <p>10. We inspire enterprise, excellence, creativity and collaboration.</p> <p>11. We have clean air, land and water and a thriving and sustainable natural environment.</p> <p>12. Our spaces are secure, resilient and well-maintained.</p>	<ul style="list-style-type: none"> <li>• City Plan</li> <li>• Sustainability Policy</li> <li>• Climate Action Strategy (under development)</li> </ul>
14 Life below water	11. We have clean air, land and water and a thriving and sustainable natural environment.	<ul style="list-style-type: none"> <li>• Sustainability Policy</li> </ul>
<b>15 Life on Land</b>	11. We have clean air, land and water and a thriving and sustainable natural environment.	<ul style="list-style-type: none"> <li>• Responsible Business</li> <li>• City Plan</li> <li>• Open Space Strategy</li> <li>• Biodiversity Action Plan</li> <li>• Sustainability Policy</li> </ul>
16 Peace Justice and Strong Institutions	6. We have the world's best legal and regulatory framework and access to global markets	<ul style="list-style-type: none"> <li>• Policing Strategy</li> </ul>
<b>17 Partnership for The Goals</b>	<p>5. Businesses are trusted and socially and environmentally responsible</p> <p>11. We have clean air, land and water and a thriving and sustainable natural environment</p>	<ul style="list-style-type: none"> <li>• Responsible Business</li> </ul>

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<b>Committee(s):</b> Resource Allocation Sub Committee Policy and Resources Committee	<b>Date(s):</b> 18 September 2020 24 September 2020
<b>Subject:</b> Resetting of departmental Budgets 2020/21	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Decision</b>
<b>Report author:</b> Julie Smith	

## Summary

On 23<sup>rd</sup> July Members of this Committee instructed officers to undertake an in-year re-budgeting exercise to assist in repairing the damage to the City's budgets arising from the COVID-19 pandemic. This was seen as a vital step in ensuring that we put our finances on a sustainable footing for the Medium Term.

This report sets out the approach taken by officers and recommends budget adjustments totalling £15.6m to some departmental local risk budgets to address the deficit in lost income due to the COVID-19 pandemic, and set realistic budgets that Chief officers can be held to this financial year (2020/21).

The mitigating steps leading up to the recommended budget adjustments include a thorough year end budget forecast exercise as at the end of July, informed by bilateral meetings between the Chamberlain and Chief Officers, reaching a common understanding of the need for tight budgeting. This tight budgeting has resulted in expenditure savings in local risk budgets of £21.3m, partially offsetting an income deficit of (£39.2m).

The impact of COVID-19 stands at around (£28.4m) across all risks and funds of which (£17.9m) relates to Chief Officers local risk budgets. We are hopeful of recovering an estimated £13.6m from the government's compensation for lost fees and charges of 75p in the pound net of associated expenditure reductions which will be used to offset the appropriate budget adjustments. The remaining City Fund COVID deficit would then need to be covered by scaling back the planned addition to the major projects reserve.

Further steps proposed are to maintain recruitment controls, including the use of Consultants, aligned to the roll out of the Target Operating Model (TOM) yet to be announced and continue to press for further savings where possible to preserve the reserves position. Any residual COVID deficit will then be covered, in the case of City Fund, through an offsetting reduction in the Reserve.

## **Recommendation(s)**

Members are asked to:

- Note the steps already taken by officers to reduce the financial impact of the COVID-19 pandemic.
- Endorse the adjusted departmental budgets totalling £15.6m for onward approval of the Court of Common Council.
- Approve proposals to continue working with departments to identify further savings where possible.
- Approve continuation of recruitment controls aligned to the TOM which may give further savings in the year.

## **Main Report**

### **Background**

1. At the meeting of your committee on 23<sup>rd</sup> July 2020 Members instructed officers to carry out a re budgeting exercise in the Autumn to assist in repairing the unprecedented damage to the City's budgets arising from the COVID-19 pandemic. This was seen as a vital step in ensuring that we put our finances on a sustainable footing for the Medium Term.
2. The following mitigating actions have been undertaken: -
  - Restriction of carry forwards from 2019/20 to protect the reserves position;
  - Recruitment controls; requiring a business case to recruit agreed by the Town Clerk
  - A review of high value contracts with City Procurement to see where any possible savings could be achieved and on-going monitoring to ensure value for money
  - An in-depth departmental re-forecasting exercise undertaken as at the end of July, crystallising expenditure reductions to limit COVID impact;
  - Collaborative bi-lateral meetings between the Chamberlain and Chief Officers took place resulting in a common understanding of the need for continued tight budgeting;
  - Member bi-laterals (Chair/Deputy Chairman of RA Sub) with some Service Committee Chairmen and Chief Officers.
  - A review of the Cyclical Works Programme (CWP) with the City Surveyor as unlikely to complete a significant amount of work in year due to suspension during the lockdown period; and

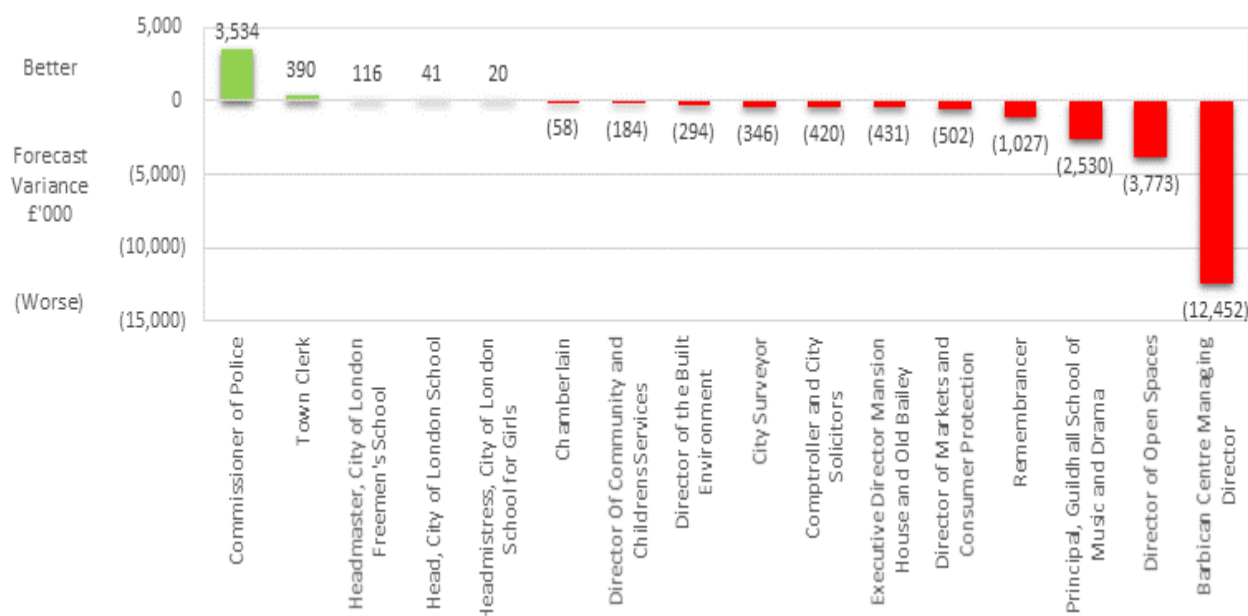
- Seeking government funding where possible through compensation on lost fees and charges of 75p in the pound on City Fund income.

## Current Position

3. Despite the mitigating actions being taken, we face, as a result of COVID-19, a major challenge to the health of our finances. The forecast deficit at the end of July currently stands at (£28.4m) across the funds before government compensation for income lost from fees and charges. The breakdown by fund across both central and local risk is (£16.8m) City Fund, (£7.0m) City's Cash and (£4.6m) Bridge House Estates.
4. For Chief officers' cash limited budgets, a year-end forecast over spend of (£17.9m) is forecast against a budget of (£247.9m) (7.2%).
5. The table below shows the high-level year end forecast position for Chief officer's local risk budgets by fund

£'000	Original budget 2020/21	Latest budget 202/21 (including carry forwards)	Forecast as at end of July	Variance
City Fund (CF) (excl. Police)	(72,503)	(74,668)	(87,919)	(13,251)
City's Cash (CC)	(43,679)	(43,967)	(48,206)	(4,239)
Bridge House Estates (BHE)	(6,186)	(6,186)	(8,741)	(2,555)
Guildhall Administration (GA)	(37,938)	(38,206)	(39,611)	(1,405)
<b>Total (excluding Police)</b>	<b>(160,306)</b>	<b>(163,027)</b>	<b>(184,477)</b>	<b>(21,450)</b>
Police	(84,884)	(84,884)	(81,350)	3,534
<b>Grand Total</b>	<b>(245,190)</b>	<b>(247,911)</b>	<b>(265,827)</b>	<b>(17,916)</b>

6. The forecast position comprises a reduction in income of (£39.2m) on an income budget of £294m, partially offset by a reduction of £21.3m on budgeted expenditure of (£542.1m); demonstrating the action taken by Chief Officers to reduce expenditure to limit the impact as far as possible of reductions in income.
7. Chief officers' variances against net local risk budgets are shown in the chart below. The detailed breakdown by Chief Officer by Fund is shown at Appendix 1.



8. The most heavily impacted is the Barbican Centre; forecasting an overall overspend of (£12.5m) at year end. This comprises a shortfall of (£22.0m) on income due to the centre being closed, and limited activity being forecast for the remainder of the financial year due to social distancing measures. Expenditure has however, been reduced by £9.6m due to activity reductions and a hold on all non-essential expenditure. **It is proposed to reset the budget envelope from (£17,389) to (£29,841)**

9. Open Spaces is forecasting an overspend of (£3.7m) broken down as follows:-

- (£3.1m) BHE due to income shortfalls relation to Tower Bridge. It is proposed that the Tower Bridge shortfall is covered by a reduction in transfer to BHE reserves at year end.
- (£858k) City's Cash forecast income deficit on City's Cash. **It is proposed to rest the latest approved budget from (£11,852) to (£12,710).**
- £148k City Fund forecast under spend of £148K is due to additional income from the City of London Cemetery activity. **It is proposed to rest this budget from £564k to £712k to be utilised towards the additional costs to City Fund.**

10. GSMD is forecast to be (£2.5m) worse than budget reflecting lost income from short courses, letting student accommodation and space to external providers during summer term, removing bar and catering income and reduced fees from under-18 provision. Further losses may arise depending on the number of students returning for the new academic year. In addition, GSMD will incur additional costs for space, equipment and staffing to support socially distanced onsite as well as online teaching. The City is a joint funder with the Office for Students and there is an agreement not to reduce the City's contribution to continue to secure HESA Funding. It is anticipated that GSMD continue to call on their reserves; the same approach as for the City's Independent Schools (see paragraph 19).

11. Remembrancer has a forecast deficit due to loss in income of (£1.0m) due to no private event hire taking place at Guildhall since the start of the financial year. Three of the four most lucrative months in the year - May, June, September and November - will achieve nil or very nearly nil income. **It is proposed to reset the budget from £274k to (£810k) to cover the loss of income.**
12. The Director of Markets and Consumer Protection is forecasting an overspend of (£502k), mainly on City Fund activity (£457K) due to increased costs at the Ports in preparation for Brexit and loss of income at the Animal Reception Centre. The balance on City's Cash relates to lost income from car parking charges at Billingsgate and Smithfield Markets. **It is proposed to reset City Fund budget from (£2,240k) to (£2,697k) to cover the income deficit.**
13. Mansion House and Old Bailey forecast overspend of (£431K) includes recovery of an overspend of (£248K) from 2019/20. At the bilateral meeting with the Executive Director further expenditure savings were discussed, **therefore no budget reset is proposed at this time.**
14. The Comptroller and City Solicitor is forecasting an external income deficit of (£420K) due to a lack of property deals. **It is proposed to reset the budget from (£845k) to (£1,265k) to cover the income shortfall.**
15. The City Surveyor is forecasting a net overspend across the funds of (£346K), this includes a carry forward of (£320K) from 2019/20. **It is not proposed to reset the budget for 2020/21 at this time.**
16. The Director of the Built Environment (DBE) forecast an overspend of (£310K), mainly relates to a forecast income shortfall of (£2.5m), most significantly within off street parking, traffic management, public conveniences, drains & sewers and building control services. However, expenditure reductions of some £2.3m through reduction in highways repairs and maintenance, early removal of Automated public conveniences and contract savings have reduced the impact considerably. **It is proposed to reset the budget from (£20,243K) to (£20,553K) to cover the net deficit.**
17. The Director of Community and Children's services is forecasting an overspend of (£184K), the largest pressure is on rough sleepers and homelessness budget due to COVID-19, at an estimated cost of (£1.4m) until 31<sup>st</sup> March 2021. The majority of the extra costs are being absorbed by a current underspend on adults/older people social care. Income levels are estimated to be around 30% once services reopen. **It is proposed to reset the Director's budget from (£12,791K) to (£12,975K) to address the shortfall.**
18. The Chamberlain is forecasting a net overspend across the funds of (£58K). This is due to various additional essential unbudgeted expenditure, including additional staff resource for essential financial modelling work. There is also income loss in Freedom ceremonies due to the COVID 19 pandemic. **It is not proposed to reset the Chamberlain's budget at this time.**

19. The Independent Schools are managing within their reserves as shown by their breakeven position. No budget resets are therefore proposed.
20. The Town Clerks overall forecast position is a net underspend of £350K. However, this includes additional P&R income of £990k expected in relation to COVID related grants to reimburse expenditure for works undertaken by the Strategic COVID Group, which is offset by income shortfalls in Cultural Heritage. **It is not proposed, therefore, to reset the Town Clerk's budgets.**
21. The Commissioner of Police is currently forecasting an underspend of £3.5m. It is proposed to continue to monitor the Police position and agree a plan to utilise the underspend, recognising that any underspend against the (£5.4m) additional corporate funding made available this year for growth in Police Officers from the Business Rate Premium is ringfenced for repayment of the Action Fraud loan to the City Corporation.

## Proposals

22. It is proposed that local risk budgets are reset for the following departments as summarised in the table below: -

£'000

Department	From	To	(Increase) /Reduction	Fund
Barbican Centre	(17,389)	(29,841)	(12,452)	CF
Open Spaces	(11,852)	(12,710)	(858)	CC
Open Spaces	564	712	148	CF
Remembrancer	274	(810)	(1,084)	GA
Markets & Consumer Protection	(2,240)	(2,697)	(457)	CF
Comptroller & City Solicitor	(845)	(1,265)	(420)	GA
DBE	(20,243)	(20,553)	(310)	CF
Community & Children's services	(12,791)	(12,975)	(184)	CF
Total	(64,522)	(80,139)	(15,617)	

23. Our current estimates indicate support from the government for lost fees and charges on City Fund income could be in the region of £13.6m. The first claim from April until end of July is expected to be submitted later in September. The income recovered will be used to offset the appropriate budget adjustments proposed.
24. It is also proposed to continue with the current recruitment constraint, including the use of Consultants, aligned to the rollout of the Target Operating Model to secure further savings by the end of the financial year.



25. Further savings will also continue to be explored with departments to reduce the overall impact on the reserves position.
26. The budget in the Medium-Term Financial Plan (MTFP) for the CWP in 2020/21 is £22.8m. The latest forecast estimate for works anticipated to be completed is £10.7m. A report is being prepared by the City Surveyor outlining proposals for a revised annual programme from 2021/22.

### **Financial Implications**

27. The overall 2020/21 City Fund starting position would have added £27.3m to reserves to contribute to the future financing of the major projects.
28. The proposed COVID adjustments to Chief Officers local risk budgets total £15.6m (£14m City Fund and £1.6m City's Cash). The £14m City Fund adjustment can be met by scaling back the addition to the major projects reserve to £13.3m. The City Cash adjustment of £1.6m can be funded but will impact the net asset position.

### **Conclusion**

29. Despite the mitigating actions being taken, we face, as a result of COVID-19, a major challenge to the health of our finances. Proposals to reset budgets for Chief Officers most impacted by loss of local risk income will provide realistic budgets for them to be held to.

### **Appendices**

- Appendix 1 – Chief Officers local risk end of year forecast at end of July 2020 by fund

### **Background Papers**

- Briefing 2 – Financial impact of COVID 19 – Finance Committee 19 May 2020

### **Julie Smith**

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Chief Officer Cash Limited Budgets by Fund					
Original Budget £'000	Chief Officer	Full Year Forecast as at 31 July 2020			
		Latest Budget £'000	Forecast £'000	Variance Better / (Worse) £'000	%
	<b>City Fund</b>				
(1,755)	Chamberlain	(1,755)	(1,420)	335	19%
(5,117)	City Surveyor	(5,240)	(5,109)	131	2%
(11,168)	Director of Community and Children's Services	(12,791)	(12,975)	(184)	(1%)
(2,199)	Director of Markets and Consumer Protection	(2,240)	(2,697)	(457)	(20%)
564	Director of Open Spaces	564	712	148	26%
(20,196)	Director of the Built Environment	(20,243)	(20,553)	(310)	(2%)
(402)	Executive Director Mansion House and Old Bailey	(242)	(531)	(289)	(120%)
(17,165)	Managing Director, Barbican Centre	(17,389)	(29,841)	(12,452)	(72%)
(15,065)	Town Clerk	(15,332)	(15,504)	(172)	(1%)
<b>(72,503)</b>	<b>Total City Fund (excluding Police)</b>	<b>(74,668)</b>	<b>(87,919)</b>	<b>(13,251)</b>	<b>(18%)</b>
	<b>City's Cash</b>				0%
(99)	Chamberlain	(99)	(174)	(75)	(76%)
(16,228)	City Surveyor	(16,143)	(16,972)	(829)	(5%)
(1,052)	Director of Community and Children's Services	(1,122)	(1,122)	0	0%
(1,365)	Director of Markets and Consumer Protection	(1,668)	(1,713)	(45)	(3%)
(11,822)	Director of Open Spaces	(11,852)	(12,710)	(858)	(7%)
(3,334)	Executive Director Mansion House and Old Bailey	(3,246)	(3,388)	(142)	(4%)
(1,217)	Head, City of London Boy's School	(1,217)	(1,176)	41	3%
118	Headmaster, City of London Freeman's School	118	234	116	98%
(275)	Headmistress, City of London School for Girls	(275)	(255)	20	7%
(6,799)	Principal, Guildhall School of Music and Drama	(6,799)	(9,329)	(2,530)	(37%)
(1,391)	Remembrancer	(1,391)	(1,334)	57	4%
(215)	Town Clerk	(273)	(268)	5	2%
<b>(43,679)</b>	<b>Total City's Cash</b>	<b>(43,967)</b>	<b>(48,206)</b>	<b>(4,239)</b>	<b>(10%)</b>
	<b>Bridge House Estates</b>				0%
(45)	Chamberlain	(45)	(45)	0	0%
(2,703)	City Surveyor	(2,703)	(2,690)	13	0%
(243)	Director of Open Spaces	(243)	(3,306)	(3,063)	(1,260%)
(275)	Director of the Built Environment	(275)	(259)	16	6%
(2,920)	Town Clerk	(2,920)	(2,441)	479	16%
<b>(6,186)</b>	<b>Total Bridge House Estates</b>	<b>(6,186)</b>	<b>(8,741)</b>	<b>(2,555)</b>	<b>(41%)</b>
	<b>Guildhall Administration</b>				0%
(22,165)	Chamberlain	(22,358)	(22,676)	(318)	(1%)
(8,666)	City Surveyor	(8,686)	(8,347)	339	4%
(845)	Comptroller and City Solicitor	(845)	(1,265)	(420)	(50%)
274	Remembrancer	274	(810)	(1,084)	(395%)
(6,536)	Town Clerk	(6,591)	(6,513)	78	1%
<b>(37,938)</b>	<b>Total Guildhall Administration</b>	<b>(38,206)</b>	<b>(39,611)</b>	<b>(1,405)</b>	<b>(4%)</b>
<b>(160,306)</b>	<b>Grand Total (excluding Police)</b>	<b>(163,027)</b>	<b>(184,477)</b>	<b>(21,450)</b>	<b>(13%)</b>
(84,884)	Commissioner of Police (City Fund)	(84,884)	(81,350)	3,534	4%
<b>(245,190)</b>	<b>Grand Total</b>	<b>(247,911)</b>	<b>(265,827)</b>	<b>(17,916)</b>	<b>(7%)</b>

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<b>Committee:</b>	<b>Date:</b>
Policy and Resources Committee	24 September 2020
<b>Subject:</b> Revenue Outturn 2019/20	<b>Public</b>
<b>Report of:</b> The Town Clerk, the Chamberlain, the Remembrancer	<b>For Information</b>
<b>Report Author:</b> Laura Tuckey, Chamberlain's Department	

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2019/20 with the final budget for the year. Overall, total net expenditure during the year was £24.602m, against the budget of £29.429m representing an underspend of £4.827m (16% on revised budget), as summarised in the table below.

By Division of Service	Original Budget £000	Final Budget £000	Revenue Outturn £000	Variations Better/(Worse) against Final Budget £000
Community, Safety and Resilience	944	1,085	888	197
Communications	2,219	2,419	2,339	80
Innovation and Growth	5,215	7,410	6,147	1,263
Grants and Contingencies	5,165	9,591	6,385	3,206
Remembrancer	6,814	7,145	7,207	(62)
Culture Mile	1,580	1,779	1,636	143
<b>Division of Service Totals</b>	<b>21,937</b>	<b>29,429</b>	<b>24,602</b>	<b>4,827</b>

The most significant of the reduced requirements were within Grants and Contingencies and related to; underspends on unused provisions and agreed carry forward contingency balances (£3,362,000) and underspends on professional fees within Innovation and Growth (£797,000).

Your Committee has carry forwards of £3,362,000 in relation to your Committees unspent/committed Contingency funds. In addition, the Chamberlain in consultation with the Chair and Deputy Chair of the Resource Allocation Sub Committee have approved proposals to carry forward £340,000 as detailed in paragraph 10.

## Recommendations

It is recommended that this revenue outturn report for 2019/20 and the budgets carried forward to 2020/21 are noted.

## **Main Report**

### **Budget Position for 2019/20**

1. The 2019/20 original budget for the services overseen by your Committee was £21.937m as endorsed by the Court of Common Council in March 2019. This has subsequently been increased to a final budget of £29.429m. An analysis of the increase of £7.492m is provided in Appendix 1.

### **Revenue Outturn for 2019/20**

2. The 2019/20 actual net expenditure for the services being reported to your Committee totalled £24.602m, an underspend of £4.827m compared to the budget of £29.429m. A comparison with the final budget for the year is set out in Appendix 2. The most significant variations were:
  3. Reduced net expenditure on Grants and Contingencies £3,206,000 primarily due to: -
    - Unspent central risk provisions within the COVID Contingency Fund (£1,500,000), Policy Initiatives Fund (£719,000), Committee Contingency (£310,000), Project Reserve (£420,000) and the Brexit Contingency Fund (£413,000) which your Committee, on 19 March 2019, agreed to carry forward;
    - Supplementary Revenue Project costs of £301,000 which had no associated budgets resulting in an overspend;
    - An overspend in support costs of £90,000 due to increases in support services;
    - Promoting the City underspent by £65,000 due to vacant posts not being filled and lower than expected operational costs;
    - An underspend of £61,000 on grants and subscriptions relating to the Dragon Awards and the Guildhall School of Music and Drama hardship fund; and
    - Unspent local risk provisions relating to project Cyber Griffin of £34,000.
4. Reduced net expenditure by the Innovation and Growth of £1,263,000 largely in respect of: -
  - A local risk underspend of £990,000 relating to professional fees and staffing costs due to delays in recruiting new staff following the restructure of the service. This required lengthy consultations to best understand how to progress to with the restructure to ensure we were getting the best out of our staff and department structure. The new structure is now in place and staff are in post. The underspend related to professional fees was due to IG not having the staff to execute several projects that were planned early in the financial year. Although these projects were utilising consultancy staff, many also required IG resource to lead/support the project. Some of these projects were pushed into 20/21 and others have be cancelled due to new outcomes being prioritised; and
  - £185,000 underspent against budget due to events, conferences, travel and associated hospitality being postponed, rescheduled or cancelled due to the Coronavirus pandemic.

5. Reduced net expenditure on Community, Safety and Resilience activities of £197,000 mainly as a result of: -
  - An increase of £64,000 of income against budget which relates to charges for community safety work for the GLA and contingency planning;
  - £52,000 underspend on Project Investment Pot projects which was due to delays in filling vacancies;
  - Unspent Security Initiatives contingency budgets of £50,000; and
  - Underspends of £23,000 due to vacancies.
  
6. Reduced net expenditure on Culture Mile of £143,000 largely in respect of: -
  - A £54,000 underspend as a number of events/programmes that were due to take place in March/April were cancelled due to COVID including an all staff session, a photography exhibition for The Hidden City, OpenFest and The Family Destination Creative;
  - Culture Mile's 2019/20 annual report and the Property Strategy were planned to be launched at the cancelled events so design and printing costs of £25,000 were not spent as expected; and
  - An underspend of £14,000 against salaries due to delays in filling vacancies.
  
7. Increased net expenditure for the Remembrancer's Department of £62,000 largely in respect of: -
  - A £243,000k overspend relating to works approved by the Peer Review Group throughout the North Wing and adjoining areas to regulate heating;
  - An underspend in support costs of £145,000 due to decreases in support services and Admin building costs;
  - Underspends of £77,000 against central risk due to lower expenditure than expected due to several events having to be cancelled due to COVID19; and
  - A £41,000 overspend on Hospitality Working Party Chief Commoner events.

### **Budgets Carried Forward to 2020/21**

8. Chief Officers can request local risk underspends of up to 10% or £500,000 whichever is the lesser, to be carried forward, so long as the underspend is not clearly fortuitous, and the resources are required for a planned purpose. Such requests are considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
9. Overspending is carried forward and recovered through reductions in 2020/21 budgets. There has been no local risk overspends this financial year.
10. The Chamberlain in consultation with the Chair and Deputy Chair of the Resource Allocation Sub Committee have agreed to carry forward £240,000 local risk (Climate Action Strategy) and £3,462,000 central risk underspend (Contingency balances £3,362,000 and Innovate Finance £100,00). Details of the use of the

carry forwards are set out in Appendix 3. These budgets will be increased accordingly.

11. The revenue outturn for Cultural Services 2019/20 which falls within the responsibilities of the Culture, Heritage and Libraries Committee comprised of a £122,000 overspend. This overspend is to be met by underspends within the Town Clerk's Department as a whole but specifically from the Policy and Resources central risk underspend.

### **Appendices**

- Appendix 1 – Analysis of movements from the 2019/20 Original Budget to 2019/20 Final Budget
- Appendix 2 – Comparison of 2019/20 Revenue Outturn against Final Budget
- Appendix 3 – Carry forward requests

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APPENDIX 1

<b>Analysis of movements 2019/20 Original Budget to Final Budget</b>	<b>£000</b>
<b>Original Local Risk Budget (Town Clerk)</b>	<b>7,499</b>
Innovation and Growth budget uplift as agreed in December 2018	1,800
Local Risk carry forward from Town Clerk's underspend in 2018/19	241
Transfer of Budget for Climate Action from DBE & Open Spaces	175
Sports Engagement post and activities budget creation	80
Internal Legal fee expenditure budget creation	54
CoL Website Revenue budget creation relating to capital project	40
London Pan Resilience Fund budget creation	30
Net other movements including Contribution Pay & Redundancy/Early Retirement Costs	30
Strategic Advisor post and activities budget creation	20
<b>Final Local Risk Budget (Town Clerk)</b>	<b>9,969</b>
<b>Original Local Risk Budget (Remembrancer)</b>	<b>1,196</b>
Net other movements including contribution pay adjustment	17
<b>Final Local Risk Budget (Remembrancer)</b>	<b>1,213</b>
<b>Original Central Risk Budget (Town Clerk)</b>	<b>4,868</b>
Brexit Contingency Fund carry forward 2018/19	1,970
Green Finance Initiative budget uplift	667
Project Reserve Established from Project Sub Committee Budget transfer	450
Central Risk carry forward from Policy Initiatives Fund 2018/19	429
Central Risk carry forward from Committee Contingency 2018/19	380
Heart of the City budget uplift	300
CityUK budget uplift	100
Priority Investment Pot Bids	85
Reprofiling of Future London budgets	50
<b>Final Central Risk Budget (Town Clerk)</b>	<b>9,299</b>
<b>Original Central Risk Budget (Remembrancer)</b>	<b>1,600</b>
Decrease of Capital charges	(281)
<b>Final Central Risk Budget (Remembrancer)</b>	<b>1,319</b>
<b>Original Central Risk Budget (Culture Mile)</b>	<b>1,580</b>
Reprofiling of 2018/19 Budget	88
Central Risk carry forward from underspend in 2018/19	116
Transfer of budget to GSMD for services provided.	(3)
Transfer of budget to the Barbican Centre for services provided.	(2)
<b>Final Central Risk Budget (Culture Mile)</b>	<b>1,779</b>
<b>Original Support Services and Capital Charges Budget</b>	<b>5,194</b>
Net movements	656
<b>Final Support Services and Capital Charges Budget</b>	<b>5,850</b>
<b>Total Original Budget</b>	<b>21,937</b>
Total increase	7,492
<b>Total Final Budget</b>	<b>29,429</b>

APPENDIX 2

<b>Comparison of 2019/20 Revenue Outturn with Final Budget</b>				
<b>By Chief Officer</b>	<b>Original Budget</b>	<b>Final Budget</b>	<b>Revenue Outturn</b>	<b>Variations Better/ (Worse)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Local Risk</b>				
The Town Clerk	7,499	9,969	8,534	1,435
The Remembrancer	1,196	1,213	1,525	(312)
Culture Mile	0	0	0	0
<b>Total Local Risk</b>	<b>8,695</b>	<b>11,182</b>	<b>10,059</b>	<b>1,123</b>
<b>Central Risk</b>				
The Town Clerk	4,868	9,299	5,910	3,389
The Remembrancer	1,600	1,319	1,214	105
Culture Mile	1,580	1,779	1,636	143
<b>Total Central Risk</b>	<b>8,048</b>	<b>12,397</b>	<b>8,760</b>	<b>3,637</b>
<b>Support Services &amp; Capital Charges</b>	<b>5,194</b>	<b>5,850</b>	<b>5,783</b>	<b>67</b>
<b>Committee Totals</b>	<b>21,937</b>	<b>29,429</b>	<b>24,602</b>	<b>4,827</b>
<b>By Division of Service</b>				
Community, Safety and Resilience	944	1,085	888	197
Communications	2,219	2,419	2,339	80
Innovation and Growth	5,215	7,410	6,147	1,263
Grants and Contingencies	5,165	9,591	6,385	3,206
Remembrancer	6,814	7,145	7,207	(62)
Culture Mile	1,580	1,779	1,636	143
<b>Division of Service Totals</b>	<b>21,937</b>	<b>29,429</b>	<b>24,602</b>	<b>4,827</b>

Carry forwards By Chief Officer	£000
<b><u>Town Clerk</u></b>	
<b>Local Risk</b>	
<u>Economic Development</u>	
<p>Securing a Climate Action strategy is a named priority in the Corporation's Responsible Business Strategy. The lack of a strategy has the highest current risk rating across the Corporation. Actions and budget to prepare a strategy were approved at Summit (Sept 2019) with the work to take place between October 2019 and June 2020. We require funds to carry over into 20/21 to cover the work of phase of work involving external advice on the Corporation's baseline of emissions and the programme manager who is managing the workstreams across the Corporation.</p>	240
<b>Central Risk</b>	
<u>Grants and Contingencies</u>	
<p>Policy Initiative Fund: - This carry forward is due to agreed bids which have not been fully spent and completed in 2019/20 and any uncommitted balances which have been rolled forwards.</p>	719
<p>Policy and Resources Contingency Fund: - This carry forward is due to agreed bids which have not been fully spent and completed in 2019/20 and any uncommitted balances which have been rolled forwards.</p>	310
<p>Brexit Contingency Fund: - This carry forward is due to agreed bids which have not been fully spent and completed in 2019/20 and any uncommitted balances which have been rolled forwards.</p>	413
<p>COVID Contingency Fund: This carry forward is for the newly established COVID Contingency Fund which while established in 2019/20 had no bids until Financial Year 2020/21.</p>	1,500
<p>Policy and Resources Project Reserve: - This carry forward is due to agreed bids which have not been fully spent and completed in 2019/20 and any uncommitted balances which have been rolled forwards.</p>	420
<u>Innovation and Growth</u>	
<p>Innovate Finance: - The Fintech sector remains a key part of the UK's London's competitive edge in financial services. London has led the world with initiatives like the Regulatory Sandbox, Open Banking and the sector deal for AI. The fintech sector is a necessary condition of our future success and is why the City Corporation founded and continues to support Innovate Finance, who have done vital work since inception in growing the fintech industry and expanding the UK's offer Unfortunately, COVID has caused the cancellation of IFGS 2020. Whilst the reputational damage is manageable, the financial impact on Innovate Finance is significant.</p>	100
<b>Total Town Clerk</b>	<b>3,702</b>

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 24 September 2020
<b>Subject:</b> Policy and Resources Contingency/Discretionary Funds	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Laura Tuckey	

## 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, Committee's Project Reserve, COVID19 Contingency Fund and Brexit Contingency Fund for 2020/21 and future years with details of expenditure in 2020/21. The balances remaining for these Funds for 2020/21 and beyond are shown in the Table below.

Fund	2020/21 Balance Remaining after Approved Bids  £	2021/22 Balance Remaining after Approved Bids  £	2022/23 Balance Remaining after Approved Bids  £
Policy Initiative Fund	614,582	1,053,365	1,250,000
Policy and Resources Contingency	407,719	300,000	300,000
Policy and Resources Project Reserve	405,000	0	0
COVID19 Contingency	470,000	0	0
Brexit Contingency Fund	639,860	0	0

## Recommendations

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 (£650k) 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. 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.
  6. 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.
  7. 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. This reserve of £450,000 from the Project Sub Committee is not an annual Contingency but a one-off sum. It is suggested that this reserve is used for project type spend.
  8. The COVID19 Contingency Fund is a time limited fund established to meet any unforeseen items of expenditure due to the COVID19 virus such as; to enact contingency planning arrangements, support unforeseen expenditure required to support service community which cannot be met from local budgets and to support/implement guidance issued by the government where there is no other compensating source of funding. The Town Clerk and Chamberlain have delegated authority to approve bids to this fund that are under £250,000.

9. The Brexit Contingency Fund is a time limited fund established to meet any unforeseen items of expenditure due to the UK leaving the EU such as; communicating the interests of the City, helping mitigate the risks identified in the Corporate Risk Register or managing any urgent unforeseen issues arising from Brexit. The Town Clerk and Chamberlain have delegated authority to approve bids to this fund that are under £100,000.

### Current Position

10. 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). Bids against the COVID19 Contingency Fund (Appendix 4) and the Brexit Contingency (Appendix 5) have either been approved by the Town Clerk and Chamberlain under delegated authority or by this Committee.
11. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Brexit Contingency Fund and Committee's Project Reserve for 2020/21 are shown in the Table below.

Fund	2020/21 Opening Balance £	2020/21 Approved Bids £	2020/21 Balance Remaining after 2020/21 Approved Bids £	2020/21 Pending Bids £	2020/21 Balance Remaining after 2020/21 Pending Bids £
Policy Initiative Fund	1,969,348	(1,354,766)	614,582	(10,000)	604,582
Policy and Resources Contingency	664,569	(256,850)	407,719	0	407,719
Policy and Resources Project Reserve	420,000	(15,000)	405,000	0	405,000
COVID19 Contingency	1,500,000	(1,030,000)	470,000	0	470,000
Brexit Contingency Fund	639,860	0	639,860	0	639,860

12. 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.

	2020/21	2021/22	2022/23
Balance remaining of Multiyear PIF allocation	£64,365	£403,365	£600,000

### Corporate & Strategic Implications

13. 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.
14. 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.

### Appendices

- Appendix 1 – PIF 2020/21 and Future Years
- Appendix 2 – P&R Contingency 2020/21 and Future Years
- Appendix 3 – P&R Project Reserve 2020/21
- Appendix 4 – COVID19 Contingency 2020/21
- Appendix 5 – Brexit Contingency 2020/21

### Laura Tuckey

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## Policy and Resources Committee - Policy Initiative Fund

Budget	2020/21		2021/22	2022/23
Initial budget	£ 1,250,000		£ 1,250,000	£ 1,250,000
Uncommitted balance brought forward from 2019/20	£ 437,248		£ -	£ -
unspent balances deferred from 2019/20	£ 239,631		£ -	£ -
unspent balances in 2019/20 returned to Fund	£ 42,469		£ -	£ -
<b>Revised Budget</b>	<b>£ 1,969,348</b>		<b>£ 1,250,000</b>	<b>£ 1,250,000</b>

Date	Name	2020/21 Bid	2020/21 Actual	2021/22 Bid	2022/23 Bid
07/07/16	London Councils Summit	£ 16,000	£ -		
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation	£ 6,635	£ -	£ 6,635	
22/02/18	Continued Sponsorship to support Innovate Finance	£ 250,000	£ 62,500		
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	£ 11,000	£ -		
03/05/18	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	£ 27,487	£ -		
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 77,899	£ 1,560		
07/06/18	Social Mobility: Sponsorship of the Social Mobility Employer Index	£ 15,573	£ -		
05/07/18	Events Partnership with The Strand Group, King's College London	£ 35,787	£ -		
17/01/19	Sponsorship of the CPS Margaret Thatcher Conference on Britain & America	£ 4,475	£ -		
17/01/19	Sponsorship of Children's Book with Guy Fox History Project Ltd	£ 2,885	£ -		
21/02/19	London and Partners: domestic promotion of London	£ 100,000	£ -	£ 100,000	
14/03/19	Think Tank Review and Memberships 2019-20	£ 8,025	£ 8,025		
04/07/19	Recognition of Women: a City Response	£ 23,000	£ -		
23/10/19	Renewal of CWEIC Strategic Partnership	£ 30,000	£ 10,000		
23/01/20	Sponsorship of New Local Govt Network 'Community Mobilisation' Project	£ 12,500	£ -		
20/02/20	Future.Now - Application for Funding	£ 17,000	£ -		
20/02/20	Secretariat of Standing International Forum of Commercial Courts	£ 60,000	£ 60,000		
20/02/20	Tokyo 2020 Games	£ 40,000	£ -		
19/03/20	London Messaging Research	£ 40,000	£ -		
16/04/2020	Sponsorship of London 2050 Project	£ 21,500	£ 20,000		
16/04/20	Sheltered Employment Programme - Corporate Catering at the Guildhall Offices	£ 90,000	£ -	£ 90,000	
11/06/20	British Foreign Policy Group	£ 35,000	£ -		
Urgency	Supplementary City Premium Grant to Academies	£ 330,000	£ -		
Urgency	Additional Innovate Finance	£ 100,000	£ -		
	<b>Total Allocations</b>	<b>£ 1,354,766</b>	<b>£ 162,085</b>	<b>£ 196,635</b>	<b>£ -</b>
	<b>Balance Remaining</b>	<b>£ 614,582</b>		<b>£ 1,053,365</b>	<b>£ 1,250,000</b>

Bids for Committee's Approval: **24 September 2020**

- Commitment to UN Sustainable Development Goals	£10,000	£10,000	£10,000
-	-	-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 604,582</b>	<b>£ 1,043,365</b>	<b>£ 1,240,000</b>

	Multi Year PIF Bids	2020/21 Bid	2021/22 Bid	2022/23 Bid
	<b>Multi Year PIF Allocation</b>	<b>£ 600,000</b>	<b>£ 600,000</b>	<b>£ 600,000</b>
07/07/16	London Councils Summit	£ 16,000		
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation	£ 6,635	£ 6,635	
22/02/18	Sponsorship of the Wincott Foundation's 'Wincott Awards'	£ 4,000		
22/02/18	Continued Sponsorship to support Innovate Finance	£ 250,000		
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	£ 11,000		
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 38,000		
21/02/19	London and Partners: domestic promotion of London	£ 100,000	£ 100,000	
23/10/19	Renewal of CWEIC Strategic Partnership	£ 20,000		
16/04/20	Sheltered Employment Programme - Corporate Catering at Guildhall Offices	£ 90,000	£ 90,000	
	<b>Multi Year PIF Allocation Balance</b>	<b>£ 64,365</b>	<b>£ 403,365</b>	<b>£ 600,000</b>

Bids for Approval re Committee: **24 September 2020**

- Commitment to UN Sustainable Development Goals	£10,000	£10,000	£10,000
-	-	-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 54,365</b>	<b>£ 393,365</b>	<b>£ 590,000</b>

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## Policy and Resources Committee - Contingency

Budget	2020/21		2021/22	2022/23
Initial Budget	£ 300,000		£ 300,000	£ 300,000
Uncommitted balance brought forward from 2019/20	£ 233,753		£ -	£ -
Unspent balances deferred from 2019/20	£ 129,850		£ -	£ -
Unspent balances in 2019/20 returned to Fund	£ 966		£ -	£ -
<b>Revised Budget</b>	<b>£ 664,569</b>		<b>£ 300,000</b>	<b>£ 300,000</b>

Date	Name	2020/21 Bid	2020/21 Actual	2021/22 Bid	2022/23 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -		
17/11/16	Police Arboretum Memorial Fundraising Dinner	£ 30,000	£ -	£ -	
04/10/18	Beech Street Transformation Project	£ 55,000	£ -	£ -	
12/12/19	Administrative, consultancy and support fees associated with governance review activities	£ 25,000	£ -	£ -	
20/02/20	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 127,000	£ 355.00	£ -	
				£ -	
				£ -	
				£ -	
	<b>Total Allocations</b>	<b>£ 256,850</b>	<b>£ 355.00</b>	<b>£ -</b>	<b>£ -</b>
	<b>Balance Remaining</b>	<b>£ 407,719</b>		<b>£ 300,000</b>	<b>£ 300,000</b>

Bids for Committee's Approval: **24 September 2020**

-	-	-	-
-	-	-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 407,719</b>	<b>£ 300,000</b>	<b>£ 300,000</b>

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## Policy and Resources Committee Project Reserve: 2020/21

Budget	2020/21
Initial Budget	£ 450,000
Less: Allocation spent in 2019/20	-£ 30,000
<b>Revised Budget</b>	<b>£ 420,000</b>

Date	Name	2020/21 Bid	2020/21 Actual
06/06/19	Housing Delivery Strategy - Request for funding to Appoint Advisors	£ 15,000	£ -
	<b>Total Allocations</b>	<b>£ 15,000</b>	<b>£ -</b>
	<b>Balance Remaining</b>	<b>£ 405,000</b>	

Bids for Committee's Approval: **24 September 2020**

-	-
-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 405,000</b>

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### Policy and Resources Committee - Brexit Contingency 2020/21

Budget	2018/19	2019/20	2020/21
Initial Budget	£ 2,000,000.00	£ -	£ -
MHCLG Funding	£ 105,000.00	£ 210,000.00	£ 229,760.00
Unspent balance brought forward as agreed by Committee	£ -	£ 2,017,420.00	£ 410,100.00
Funding moved to create COVID Contingency	£ -	-£ 1,500,000.00	£ -
<b>Revised Budget</b>	<b>£ 2,105,000.00</b>	<b>£ 727,420.00</b>	<b>£ 639,860.00</b>

Date	Name	2018/19 Bid	2019/20 Bid	2020/21 Bid	Actuals to date
11/01/19	Brexit Engagement Action Plan	£ 20,000.00	£ 40,000.00	£ -	£ 57,200.00
05/02/19	No Deal Preparation - Adverts	£ 13,680.00	£ -		£ 13,680.00
07/02/19	Post Funding for Mitigation of Reputational Risk	£ -	£ 13,000.00	£ -	£ 12,560.00
08/03/19	Supply Chain category card analysis	£ 9,900.00	£ -	£ -	£ 9,900.00
27/03/19	Police costs as a result of protest activities	£ 44,000.00	£ -	£ -	£ 44,000.00
03/04/19	Guildhall School of Music & Drama Expanded Recruitment	£ -	£ 20,000.00	£ -	£ 19,624.00
23/09/19	Preparation comms	£ -	£ 14,560.00	£ -	£ 5,490.00
	<b>Total Allocations</b>	<b>£ 87,580.00</b>	<b>£ 87,560.00</b>	<b>£ -</b>	<b>£ 162,454.00</b>
	<b>Balance Remaining</b>	<b>£ 2,017,420.00</b>	<b>£ 639,860.00</b>	<b>£ 639,860.00</b>	

Bids for Committee's Approval: **24 September 2020**

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**Total Balance if pending bids are approved**

**£ 639,860**

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<p><b>Committees:</b>                  Planning &amp; Transportation Committee <i>[for decision]</i></p> <p>Projects Sub Committee <i>[for decision]</i></p> <p>Policy &amp; Resources Committee <i>[for information]</i></p>	<p><b>Dates:</b>                  08 September 2020</p> <p>15 September 2020</p> <p>24 September 2020</p>
<p><b>Subject:</b>                  City Streets: Transportation response to support COVID-19 recovery</p> <p><b>Unique Project Identifier:</b>                  12217</p>	<p><b>Gateway 5</b>                  Regular</p> <p><b>Issue Report</b></p>
<p><b>Report of:</b>                  Director of the Built Environment</p> <p><b>Report Author:</b>                  Leah Coburn – City Transportation</p>	<p><b>For Information</b></p>
PUBLIC	

<p><b>1. Status update</b></p>	<p><b>Project Description:</b></p> <p>This project implements temporary traffic management measures on City streets in response to COVID-19. These measures provide safer spaces for people walking and cycling, queuing outside shops and offices to socially distance and to support businesses in their return to work.</p> <p>The City Corporation’s transport response will focus on achieving two main aims:</p> <ul style="list-style-type: none"> <li>• Residents, workers and visitors are safe and feel comfortable travelling into and within the Square Mile, particularly when travelling on foot, by bike and on public transport.</li> <li>• City businesses are supported in their COVID-19 recovery and the City remains an attractive location for business.</li> </ul> <p>The project primarily consists of on-street changes to provide additional space for people walking and cycling.</p> <p>These have first been installed using signs, lines and barriers to allow for easy adaptation if required. The changes are</p>
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	<p>being delivered in a phased approach and an update on progress is included in Section 5 of this report. On-street changes are being delivered alongside other measures to support businesses, manage travel demand and encourage travel on foot, by cycle and on public transport.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)  <b>Risk Status:</b> Medium (Medium at last report to Committee)  <b>Total Estimated Cost of Project (excluding risk):</b> £1-2M  <i>Phase 1 - £116,500</i>  <i>Phase 2 - £932,244</i>  <i>Phase 3 - £568,500</i></p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b>  No change</p> <p><b>Spend to Date:</b> £611,330  <b>Costed Risk Provision Utilised:</b> N/A</p>
<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Progress &amp; Review Report – December 2020</p> <p><b>Requested Decisions:</b></p> <p>That Members:</p> <ol style="list-style-type: none"> <li>1. Note the forecast overspend pertaining to staff costs and that alternative arrangements are being explored to accommodate this in order to focus Transport for London and Department for Transport funds on delivery; and</li> <li>2. Delegate authority to the Director of the Built Environment to approve any necessary agreements with private landowners for enabling the installation of temporary cycle parking on publicly accessible private land and the carrying out of any associated works by the City Corporation.</li> </ol>

<b>3. Budget</b>	<table border="1"> <thead> <tr> <th colspan="4" data-bbox="528 230 1422 297">Spend to Date - 16800431: City Streets COVID-19 Recovery Phases 1 &amp; 2</th> </tr> <tr> <th data-bbox="528 297 807 376">Description</th> <th data-bbox="807 297 1002 376">Approved Budget (£)</th> <th data-bbox="1002 297 1222 376">Expenditure (£)</th> <th data-bbox="1222 297 1422 376">Balance (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 376 807 450">Env Services Staff Costs</td> <td data-bbox="807 376 1002 450">63,500</td> <td data-bbox="1002 376 1222 450">43,076</td> <td data-bbox="1222 376 1422 450">20,424</td> </tr> <tr> <td data-bbox="528 450 807 517">P&amp;T Staff Costs</td> <td data-bbox="807 450 1002 517">113,500</td> <td data-bbox="1002 450 1222 517">146,548</td> <td data-bbox="1222 450 1422 517">(33,048)</td> </tr> <tr> <td data-bbox="528 517 807 584">P&amp;T Fees</td> <td data-bbox="807 517 1002 584">116,000</td> <td data-bbox="1002 517 1222 584">20,293</td> <td data-bbox="1222 517 1422 584">95,707</td> </tr> <tr> <td data-bbox="528 584 807 651">Env Services Works</td> <td data-bbox="807 584 1002 651">755,744</td> <td data-bbox="1002 584 1222 651">401,413</td> <td data-bbox="1222 584 1422 651">354,331</td> </tr> <tr> <td data-bbox="528 651 807 719"><b>TOTAL</b></td> <td data-bbox="807 651 1002 719"><b>1,048,744</b></td> <td data-bbox="1002 651 1222 719"><b>611,330</b></td> <td data-bbox="1222 651 1422 719"><b>437,414</b></td> </tr> </tbody> </table>	Spend to Date - 16800431: City Streets COVID-19 Recovery Phases 1 & 2				Description	Approved Budget (£)	Expenditure (£)	Balance (£)	Env Services Staff Costs	63,500	43,076	20,424	P&T Staff Costs	113,500	146,548	(33,048)	P&T Fees	116,000	20,293	95,707	Env Services Works	755,744	401,413	354,331	<b>TOTAL</b>	<b>1,048,744</b>	<b>611,330</b>	<b>437,414</b>
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<b>TOTAL</b>	<b>1,048,744</b>	<b>611,330</b>	<b>437,414</b>																										
<b>4. Issue Description</b>	<p>There have been substantially more staff costs incurred on the project than was estimated at the start of the project.</p> <p>This programme of work is moving with significant pace. Bids for funding were made on concept ideas and the best estimates of costs for delivering these concepts. Having undertaken the first phase of work, it has become apparent that the staff costs forecast were not sufficient for the level of detail that was required to design and deliver the proposals, the level of collaboration required across the department and with external partners such as Transport for London, or the level of internal reporting.</p> <p>Phase 1 staff costs were roughly three times more than first estimated. Significant resource was expended in ensuring that proposals for Phase 1 were designed, agreed and implemented as quickly as possible given the unknown circumstances of the timeframe of government advice on the return to work or how City businesses would want to implement their return to work. Having Phase 2 approved for development so close to Phase 1 also meant that there was not enough time to compare or adjust the budgets in the Phase 2 report.</p> <p>The Transport for London funding allocation and Department for Transport allocation to implement both Phases 1 and 2 with a total budget of £1,048,744 was approved. Now that the programme of work and timescales are clearer, a cost estimates review has been undertaken.</p> <p>The Department has been working at pace to deliver a comprehensive and cohesive set of measures ready for the return of City workers. This work has been coordinated with Transport for London's proposals and largely achieved whilst remote working, which has provided some of its own</p>																												

	<p>challenges in terms of designing measures and efficiency. This has come at a cost in terms of staff time.</p> <p>With the learning and experience of the Phase 1 implementation and design of Phase 2, it is clear that the original forecast staff estimates are not sufficient. A budget adjustment would be required to better reflect the staff time being incurred. It is estimated that there will be an increase of up to £231,000 in staff costs to the end of the calendar year. There is money remaining in the works line which could be used to either cover this cost or deliver more of the Stage 2 'temporary plus' measures outlined in Section 5.</p> <p>It has been decided to explore other options to recover the forecast staff cost increase and to concentrate on the delivery of improved infrastructure. Members are asked to note the forecast overspend at this time and an update on this will be provided in the next report.</p> <p>The costs of the 'temporary plus' work is still being finalised as these use materials that haven't previously been used in the City and as such it is difficult to accurately estimate their implementation time (and associated cost).</p>
<p><b>5. Progress to date</b></p>	<p><u>Phases 1 &amp; 2</u></p> <p>As outlined in earlier reports, Phases 1 and 2 are being delivered in stages:</p> <ul style="list-style-type: none"> <li>• Stage 1: Change will first be delivered using line markings, signage and barriers.</li> <li>• Stage 2: Subject to available resource, replace barriers with light infrastructure (e.g. wands or bollards).</li> </ul> <p>All Stage 1 measures in Phase 1 have been completed. Phase 2 measures have also been completed except for a few locations, as detailed below.</p> <p>At the time of writing no changes have been delivered on Blomfield Street, Broad Street Place, Eldon Street and South Place due to other highway improvement works. These will be kept under review and may be delivered on completion of the street works.</p> <p>The proposed bus and cycle only closure for Newgate Street is being deferred due to gas works and the potential traffic impacts. Increased space for people walking and cycling will still be delivered.</p>

The timed closure of Houndsditch (between Bishopsgate and Outwich Street) has not been delivered due to adjacent construction work. This will be delivered when the highway becomes available.

The measures on Charterhouse Street and Charterhouse Square has not been delivered due to Crossrail and oversite development works but will be delivered when opportunities permit.

The progress on delivery has been slightly slower than set out in the previous reports. This has been due to implementation on site taking longer than expected. Given the pace required and scale of the works, detailed design work was based on OS mapping rather than topographical surveys. In places, the OS mapping was out of date and adjustments were then required to be made on street, during implementation. On some streets significant changes were needed to be made to the design to accommodate on street loading requirements or construction site access, required multiple visits from the contractors to resolve. This extended the delivery timeframe.

Please see **Appendix 1** for more details.

#### *Stage 2 – ‘Temporary plus’*

The process of deploying more robust materials to replace the initial Phase 1 and 2 rollout; this will reduce short-to-medium term maintenance costs, look less cluttered and be easier for street users to understand.

The agreed approach primarily uses bolt-on plastic kerbing and traffic wands, alongside extra carriageway lining and signage, to clearly segregate the additional spaces to all users. ‘Bus boarders’ will be delivered where required to allow all bus passengers to safely exit and enter the bus where the bus cannot align with the existing kerb.

The existing layout will be reviewed prior to the design and installation of ‘temporary plus’ measures. This ensures the Stage 2 design takes account of any adjustments. The reviews also provide the opportunity to consider the need for and scale of space reallocation on a street.

Deployment of these improvements started on Monday 24 August, and Officers are looking to have replaced a significant portion of the original Phase 1 temporary measures by mid-September 2020. Phase 2 deployment of these ‘temporary plus’ measures are then planned to follow and are programmed to complete by the end of October 2020.

#### Phase 3

Phase 3 will deliver additional temporary seating and greening to create an attractive environment for residents, workers and visitors, and provide amenities for users of food and beverage businesses. The main elements and benefits of this are to:

- Provide facilities and space for users of food and beverage businesses. This will also support businesses in adapting to social distancing requirements by providing outdoor seating space;
- Provide additional greening and seating for those who visit, work and live in the City to enjoy. Greening interventions will also contribute to reducing the impact of climate change and support the wider aims of the COVID-19 transport response strategy;
- Facilitate the use of public spaces in a safe manner; and
- Implement temporary measures to test the viability of long-term public realm improvements.

A delegated Gateway 5 report on this phase of work has been recently approved and funding has now been granted from the City's Central Fund. The report requested approval to complete the required design work, commence procurement of street furniture and begin implementation, planned to start in September 2020. The target timescale is to deliver the full set of interventions for Phase 3 over a period of 5 weeks. Officers will ensure that priority is given to locations where demand from businesses has already been received, such as Middlesex Street, Cheapside and Chancery Lane.

Work on delivering this phase has been delayed due to the time taken to secure the Central Funding. This means that the seating and planters will not be in place until mid-September, but this should still align with the expected return to work date for many City workers.

A communication plan is being prepared to inform local businesses on the upcoming site interventions. Once fully delivered, on-going monitoring and stakeholder engagement on this initiative will continue, along with Phases 1 & 2, to gather feedback on the street changes from the local users.

The design solutions considered for each site (street furniture, tables and chairs, and planters) offer a degree of flexibility which will allow for adjustments to be made on-site if required.

The locations for the interventions have been rationalised to reflect the site conditions, carriageway space, safety and demand. Detailed information on the 10 locations currently being considered can be found in **Appendix 2**.



### Cycle Parking

Approval to install additional cycle parking in car parks, on-street and in some private areas was agreed in principle at committees in June. Work on outline designs and procurement is progressing. A Gateway 5 report for delegated authority to commence work and seek authority for the traffic orders will be submitted in late August.

Funding for the cycle parking has already been secured and approved in the Phase 2 allocation from TfL for COVID-19 response measures. Some private land has been proposed for temporary cycle parking, where this is deemed suitable for use and if landowners agree to standard terms offered, we will enter into agreement and install cycle parking.

It is intended to monitor use of cycle parking once implemented from September 2020.

### School Street

Approval to implement a School Street on Charterhouse Street / Square and Carthusian street was agreed in principle at committees in June. The scheme will operate using a timed road closure at school start and finish times. Work is progressing on this scheme and implementation should take place from late September 2020.

### On-Street Licensing

The Business and Planning Act 2020 received Royal Assent on 22 July with the Pavement Licence provision effective the same day. The City Corporation was ready with an online application process, published policy and conditions with the first application received on 24th July, which was subsequently granted. Where licences are granted, they will be for a period of 6 months with no fee attached until 31 March 2021, a review of the City Corporation's implementation of the new regime will be undertaken in early 2021 and the findings reported back to committee.

### Update on Related External Schemes

#### *Transport for London – Bishopsgate*

Work has started on implementing a series of point closures along Bishopsgate from the 27 July to provide additional space for walking and cycling and to reduce vehicle numbers. This forms part of Transport for London's Streetspace Programme for temporary changes to enable social distancing. This scheme is due to go live at the end of August.

*Transport for London – Farringdon Street*

No plans at present to implement any changes on Farringdon Street.

*London Borough of Islington – Old Street / Clerkenwell Road*

Islington Council is looking to bring forward the implementation of measures developed for the Old Street Clerkenwell Road Healthy Streets project as part of the borough's response to COVID-19 and the Mayor of London's Streetspace Plan. This scheme affects the corridor from Farringdon Road to Old Street Roundabout and seeks to improve conditions for people walking and cycling.

This will largely be achieved by reducing the number of vehicles of street through a series of point closures and banned turns. Changes will be implemented using temporary barriers, but the scheme is being implemented as an experimental (rather than temporary) traffic order. Officers are working with Islington to understand the impacts of these proposals on the City's network, and how these will be monitored. A more detailed report will be brought to the next Committee.

Public Feedback – Initial Feedback

Feedback from the public on the transport recovery measures is being obtained through an online map-based consultation platform. Respondents can provide feedback on streets where temporary changes have been implemented by answering questions on how well specific measures for each street are working. Respondents can also state if they would support any measures being retained long term.

As of 2 August, 94 respondents left feedback on the platform for at least one street. The average respondent provided feedback for four streets.

Just under a third of respondents who provided feedback stated that they live in the City, while 90% stated they usually work in the City. Based on pre-COVID mode-shares for travel to/from the City, car drivers (17% of respondents), taxi drivers (31% of respondents) and people cycling (18% of respondents) are overrepresented in the feedback.

Three of the 94 respondents provided feedback on behalf of organisations. This included a multi-tenanted office building and two transport action groups.

A mixture of negative and positive feedback has been provided for all streets. Most negative feedback is around the lack of exemptions for taxis, measures causing more congestion, long

detours and longer routes. Most positive feedback is related to the measures working well for people walking and cycling and air quality. **Appendix 3** provides further details on the feedback for each street.

A major promotion of the consultation will happen over September and October using social media and on street signage.

#### Monitoring

In order to quantify the usage and impacts of these measures, a comprehensive programme of monitoring will be undertaken over the coming months.

The bulk of this monitoring will be made up of a series of 'snapshot' counts of traffic, pedestrians and pedestrian density at 26 strategic locations across the City (the majority of which have recently undergone traffic management changes). There will be four snapshot counts undertaken, with monthly intervals to allow for observation of the change over time. The first of these counts will be undertaken in late August/ early September 2020.

In addition to the above data collection exercise, a number of datasets will be supplied by Transport for London to allow for monitoring of bus and general traffic journey times. Further data will be used to supplement the above, including Strava data (for cyclist volumes), uber data (for vehicle speeds), and City of London Police casualty data (where available).

The emerging outcomes from the above data collection and analysis will be periodically reported to Members.

#### Travel Update

Gate line data received from Transport for London has demonstrated a substantial decrease in entries and exits from underground and national rail stations in the City of London, in comparison to 2019 dates. Across the extended AM peak period 04:00AM to 10:00AM, on 23 April 2020, total entries and exits had reduced by 97% and 95% at City of London underground stations and national rail stations respectively.

Since this date, a slow but steady recovery in passenger numbers has taken place, and as of 24 August 2020 (the latest date for which data is available), total entries and exits were at -80% for all underground stations in the City of London.

Given the majority of city workers use public transport to travel to work, this data indicates a trajectory of gradual return to the

	<p>workplace, and thus increasing use of the recently implemented traffic management measures. The rate of return of people to the Square Mile is expected to increase as lockdown restrictions continue to be eased.</p> <p><u>Equalities Considerations</u></p> <p>Correspondence has been received from RNIB to address issues with respect to blind and partially sighted people, a meeting has taken place to ensure we are mitigating and managing these concerns in particular where 'temporary plus' street furniture is proposed. Following this, there will be a site meeting with RNIB officers to visit the temporary plus measures at an early stage of their deployment.</p> <p>Equalities Analysis for Phase 3 measures and cycle parking is being included with the separate Gateway 5 delegated reports.</p>
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**Appendices (available on request or under Item 11 on [this webpage](#)).**

<b>Appendix 1</b>	Update on Phase 1 & 2 work
<b>Appendix 2</b>	Phase 3 site interventions
<b>Appendix 3</b>	Consultation Feedback

**Contact**

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<b>Committees:</b> Establishment Committee – <i>For decision</i> Policy & Resources Committee – <i>For decision</i>	<b>Dates:</b> 17 September 2020 24 September 2020
<b>Subject:</b> Interim Report on Tackling Racism	<b>Public</b>
<b>Report of:</b> The Tackling Racism Taskforce	<b>For Decision</b>
<b>Report author:</b> Emma Cunnington, Town Clerk's	

## Summary

The Tackling Racism Taskforce (TRT) was set up in June 2020 and tasked to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them.

The aim of the Taskforce is submit a final report to the Establishment Committee and the Policy and Resources Committee in December 2020, but felt it was important for these Committees to have sight of the findings of the Taskforce to date, particularly around the workstreams of staffing and culture.

This report covers a summary of actions that the Taskforce have discussed should be taken by the City Corporation to tackle racism, including:

- Staffing
  - Anonymised recruitment
  - Mentoring and reverse mentoring
  - Training budgets
  - Creating a safe space
  - Work experience
  - Bullying and Harassment Procedure
  - Diversity Data
- Culture
  - Public consultative exercise on what action should be taken to address historic landmarks that are associated with Britain's role in the slave trade, colonial history and historic racist acts
- Governance
  - Guidance for Members, Chairs and Officers when talking about equality and diversity (particularly in Committee meetings).

The Taskforce will continue to work through the five remaining strands of work (Internal Governance, Education, Police, Business, and Health & Wellbeing) over the Autumn with a final paper of recommendations submitted to the Policy and Resources and the Establishment Committees at the end of the year

## Recommendations

Members of the Establishment Committee are asked to:

- i. Note the contents of this report and the direction of travel of the Tackling Racism Taskforce;
- ii. Note that an increase in departmental training budgets will be required and a more detailed recommendation will be submitted to the Establishment and Policy and Resources Committees in due course;
- iii. Note the draft revised Bullying and Harassment Procedure in Appendix 3;
- iv. Approve that anonymised recruitment be rolled out across the City of London Corporation at all grades;
- v. Approve that a programme of mentoring and reverse mentoring, as piloted in the Department for Built Environment, be rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

Members of the Policy and Resources Committee are asked to:

- i. Note the contents of this report and the direction of travel of the Tackling Racism Taskforce;
- ii. Note the report of action taken in relation to the consultative exercise on historic items in the Square Mile;
- iii. Subject to the agreement of the Establishment Committee, note that an increase in departmental training budgets will be required and a more detailed recommendation will be submitted to the Establishment and Policy and Resources Committees in due course;
- iv. Approve the content of the guidance for Chairs, Members and Officers when talking about equality and diversity in relation to race, outlined in Appendix 2.

## Main Report

### Background

1. The death of George Floyd and the Black Lives Matter protests that followed in the US and the UK have highlighted again the issue of racism that sadly still exists in society. At the time, a joint statement by the Lord Mayor, Policy Chair, Chair of Police Authority Board and Chair of Establishment Committee was issued as follows:-

**In response to the death of George Floyd, the City of London Corporation has today (4 June) published the following joint statement.**

*We are shocked and saddened by the senseless death of George Floyd.*

*The City of London Corporation is committed to equality, inclusivity and diversity and we stand in solidarity with BAME colleagues and communities.*

*We understand it is not enough to say we are against racism but we have to work to eradicate all forms of racism in all that we do.*

*This is why we have signed the Race at Work Charter and we aim to be a leader in diversity and reflect the communities we serve across London and the UK.*

*We pledge to fulfil our responsibility to create a fair and inclusive society.*

*Black Lives Matter.*

2. Following issuance of this statement, a number of emails, varying in views, were exchanged between Members across the Court of Common Council. The content of those emails demonstrated the complexities and emotions that surround the issue of racism. Nevertheless, from the responses received, it was overwhelmingly clear that the City Corporation needed to do more than just issue a statement calling for change, but look at what positive action it should take.
3. At the Policy and Resources Committee on 11 June 2020, Members discussed the establishment of a joint Working Party to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them. It was agreed that this Working Party would report its findings to the Policy and Resources Committee and the Establishment Committee.
4. At its first meeting, the Working Party changed its name to the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination, and elected Caroline Addy and Andrien Meyers to serve as its Co-Chairs. The terms of reference and composition of the Tackling Racism Taskforce can be found in **Appendix 1**.
5. For the avoidance of doubt and to ensure focus and clarity during discussions, the Taskforce agreed to adopt the Equalities and Human Rights Commission's definition of racism as *"when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful."*
6. The Taskforce is keen to provide a formal update to the Policy and Resources and Establishment Committees on its findings so far, with a final report due at the end of the year.

### **Current Position**

7. At its first meeting, the Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-
  - i. Staffing
  - ii. Culture
  - iii. Internal governance/civic
  - iv. Education
  - v. Police
  - vi. Business

- vii. Health & Wellbeing
- 8. This report sets out some of the initial findings and recommendations of the Taskforce centring around the **staffing** and **culture** workstreams. It also sets out some **guidance** for Chairs, Members and Officers when discussing racial inequality.

### **Staffing**

- 9. The Tackling Racism Taskforce held a focused session on staffing on 13 July 2020. Ahead of the meeting, the Co-Chairs attended a virtual session of the City Corporation's Black, Asian and Minority Ethnic (BAME) Staff Network.
- 10. The death of George Floyd and the protests which followed have resonated amongst staff resulting in some seeking the support of the BAME Staff Network – originally set up in 2015. The Network has proved to be an invaluable mechanism for all employees to express their views and share personal experiences. It continues to provide a platform of support and a means through which to drive change.
- 11. At the beginning of the Taskforce's staffing-focused discussion, elected Members listened to the experiences of BAME staff working for the City of London Corporation in smaller "breakout rooms" to help provide context to the discussion. As a whole group, many ideas were discussed as to what initiatives could be put in place to improve the diversity of the workforce and to enable a better sense of inclusion for BAME employees.
- 12. The key recommendations that came out of the discussion were as follows:-
  - i. Anonymised recruitment across all grades (not just at senior levels) be introduced
  - ii. Mentoring and reverse mentoring schemes be developed
  - iii. All local training budgets are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk
  - iv. A scheme be developed that provides and defines a "safe space" for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff
  - v. Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis
  - vi. Current and possible schemes that support work experience programmes with schools and young adults be explored.
  - vii. For a HR policy on bullying and harassment to be developed.
  - viii. Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels (including the introduction of a peer review)

### **Anonymised recruitment**

- 13. Anonymising applications using City People was established for grade I and above in 2018. Currently the personal details of all applicants for these roles are withheld at the shortlisting stage. The change to anonymise all recruitment across the board



is recommended as a key component for a more transparent approach to achieving a diverse workforce at all levels based on talent.

14. This process in the past has been a manual task but a recent upgrade to the system will now allow the City Corporation to select which stages of the recruitment process it wishes to anonymise.

#### Mentoring and reverse mentoring

15. Having both a mentoring and reverse mentoring programme, recognises that there are skills gaps on both sides, and that each person can address their weaknesses with the help of the other's strengths.
16. The Learning and Organisational Development Team have been piloting a mentoring/reverse mentoring programme in the Department of Built Environment (DBE) with apprentices. To date, this pilot - although in its embryonic stage - is proving very successful. It is recommended that this programme is rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

#### Training budgets

17. All staff have personal development plans which are linked to their appraisals, currently the Learning and Organisational Development team based in HR hold the budget for all corporate training (mandatory and personal development). However, departments hold their own training budgets which can be allocated at their discretion.
18. This allocation will be brought together and centrally allocated by the Learning and Organisational Development Team, career programmes, with tailored training programmes which could be developed linked to mentoring and shadowing activities to create a culture of effective succession planning and a clearer pipeline for people who are underrepresented at the more senior grades.
19. A more detailed report will be forthcoming, with a bid for more resources for this budget, to the October meetings of Establishment and Policy and Resources Committees.

#### Creating a safe space

20. There was a clear consensus during the Taskforce meeting that, whilst the BAME Staff Network allowed for a space for support, it was not a safe space for staff to share their experiences where individuals could be identified. It was therefore suggested that a Confidential Adviser scheme be introduced providing a first point of contact for employees concerned about bullying and harassment or any other concerns relating to a protected characteristic and workplace issues.
21. The Confidential Advisers will be a group of employee volunteers trained to provide advice and support to staff who feel they are being subjected to bullying or harassment or have themselves been accused of harassment or bullying or have other concerns about their treatment in the work place. Their role will be to listen

and assist individuals to explore the available options to resolve the issues, no matter how sensitive.

22. A more detailed report will be forthcoming, with a bid for more financial support for recruitment, training and development of the Confidential Advisers, to the October meetings of Establishment and Policy and Resources Committees.

#### Work experience

23. The Taskforce were keen for current and possible schemes that support work experience programmes with schools and young adults to be explored and enhanced.

24. Officers are currently exploring an enhanced six-week work experience programme for Years 12 and 13 in schools with students of low socio-economic backgrounds, with the aim to remunerate these students after a two-week placement to encourage take-up of the scheme. A more detailed report will be forthcoming, with a bid for a work experience budget, to the October meetings of the Establishment and Policy and Resources Committees.

#### Bullying and Harassment Procedure

25. The City Corporation's Bullying and Harassment Procedure is currently being revised in consultation with the Comptroller and City Solicitor before sharing it with the staff networks and relevant stakeholders more widely. It outlines our approach to providing bullying and harassment support to staff and managers. It draws attention to the different types of harassment and the possible behaviours that can constitute harassment whilst also highlighting the fact that there is no legal definition of bullying. Please find a revised version of the Bullying and Harassment Procedure in **Appendix 3**.

#### Diversity Data

26. The City Corporation actively collects and publishes data and information on the diversity of its workforce at all levels. However, it is felt that there needs to be a mechanism in place to critically challenge the cultural and transformational change necessary to alter the current system for driving improvements in BAME representation at all levels particularly at senior levels. This will assist with building a sustainable talent pipeline across the organisation in the future.

#### Culture

27. The Tackling Racism Taskforce held a focused meeting on the Culture workstream on 24 July 2020. The key focus of this centred around historic landmarks within the City of London. As part of this, the Taskforce considered a proposal for a consultative exercise to be undertaken to help inform its recommendations on what action should be taken to address historic landmarks that are associated with Britain's role in the slave trade, colonial history and historic racist acts.
28. A detailed discussion took place considering several options such as adapting current statues to include added description or visual interpretation, replacing statues with a memorial, or leaving statues but adding a memorial to victims of the

slave trade, amongst other options. The Taskforce concluded that it would like to undertake a consultative exercise to capture more views to help inform its recommendation to the Policy and Resources Committee.

29. Under urgency provisions in August, the Town Clerk in consultation with the Chair and Deputy Chairman of the Policy and Resources Committee authorised work to begin on preparing a consultative exercise to begin in September and run for three months. Working closely with the Mayor's commission to review the diversity of its public realm, this work has been carried out at pace, and the consultative exercise is live, [here](#).

### **Guidance for Chairs, Members and Offices**

30. Following feedback, the Taskforce have put together some guidance for Chairs, as well as Members and Officers, to help with conversations about equality and diversity in relation to race, particularly in the context of Committee meetings. This guidance complements the Equally Yours unconscious bias training which all Members and Officers are asked to complete and can be found in **Appendix 2**.

31. With the approval of the Policy and Resources Committee, this guidance will be circulated to all Members of the Court of Common Council.

### **Next Steps**

32. The Taskforce will continue to work through the five remaining strands of work (Internal Governance, Education, Police, Business, and Health & Wellbeing) over the Autumn with a final paper of recommendations submitted to the Policy and Resources and the Establishment Committees at the end of the year.

### **Corporate & Strategic Implications**

33. The proposals in this report align with the City Corporation's Corporate Plan in that they support actions:

- a. 3a – Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities
- b. 4a – Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance
- c. 5c – Support, celebrate and advocate responsible practices and investments
- d. 8a – Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.

### **Conclusion**

34. This interim report of the Tackling Racism Taskforce (together with its appendices) outlining its initial findings of action that the City Corporation should take to tackle racism and promote social, educational and economic inclusion is put before Members of the Establishment Committee and Policy and Resources Committee for their initial feedback and approval. Another paper setting out the Taskforce's

recommendations for action on all seven of its workstreams will be forthcoming to both of these Committees in December 2020.

## **Appendices**

- Appendix 1 – Terms of reference and composition of the Tackling Racism Taskforce
- Appendix 2 – Guidance for Chairs, Members and Officers when talking about equality and diversity
- Appendix 3 – Revised Bullying & Harassment Procedure

### **Emma Cunnington**

Head of Chairmen's Support Services, Town Clerk's

E: [emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)

## **Appendix 1**

### **TACKLING RACISM TASKFORCE**

#### **Terms of Reference:**

- To consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them;
- To report its findings to both Policy & Resources Committee and the Establishment Committee

#### **Composition:**

*The Taskforce to elect their Chair and Deputy Chair at its first meeting.*

Chair of Policy and Resources Committee (Catherine McGuinness)

Chair of Establishment Committee (Edward Lord)

Chair of Community & Children's Services Committee (Randall Anderson)

Chair of Member Diversity Working Party (Tom Sleigh)

Chair of Culture, Heritage & Libraries Committee (Wendy Hyde)

Six Members from the wider Court:-

Caroline Addy

Alderman Emma Edhem

Shravan Joshi

Natasha Lloyd-Owen

Andy Mayer

Andrien Meyers

Town Clerk & Chief Executive (John Barradell)

Sponsor of the BAME Staff Network (Vic Annells)

Chair/Deputy Chair of the BAME Staff Network or their representatives (Zahur Khan and Maxine Pitt)

Director of Community & Children's Services (Andrew Carter)

Director of Members' Services (Angela Roach)

Director of Communications (Bob Roberts)

Diversity & Engagement Lead Officer, HR (Amanda Lee-Ajala)

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## **Appendix 2**



### **Guidance for Chairs, Members and Officers: *Talking about racial inequality***

**Aim:** The aim of this document is to provide Chairs, Members and Officers guidance on how to talk about diversity and racism in a way which is respectful and sensitive, avoiding racist slurs or microaggressions, particularly during formal committee meetings at the City of London Corporation.

**Background:** The Tackling Racism Taskforce, set up in June 2020 following the murder of George Floyd and the subsequent Black Lives Matter protests, aims to consider whether any action could be taken to tackle racism. Whilst the importance of more conversations about diversity in relation to race is recognised, it is also acknowledged that these conversations can be highly emotive, hurtful and, sometimes, racist.

**Definition of racism:** The Taskforce have agreed to adopt the Equalities and Human Rights Commission's definition of racism as "*when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful.*"

**Some tips to get you started:**



#### **1. Listen!**

If you have not personally experienced prejudice and racism in the UK, and/or are not from a Black, Asian or Minority Ethnic (BAME) background, do not assume you know how it feels or what the experiences of BAME people might be. Ask questions and be curious. Take direction and learn from colleagues of BAME background.



#### **2. Educate yourself.**

If you have not personally experienced prejudice and racism in the UK, you might not realise that a number of our colleagues from BAME backgrounds are tired and drained from explaining their hurt and defending their pain and trauma. Remember that someone's ethnicity is not always obvious.

You can take responsibility for educating yourself on the issues facing BAME people. There are a number of resources, which may help you to see things from a different point of view, such as *Why I'm no longer talking to white people about race* by Reni Eddo-Lodge or *So you want to talk about race* by Ijeoma Olu, as well as many others.

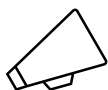


#### **3. Think, before you speak...**

It is right and encouraged that people of all ethnic backgrounds contribute to the discussion of tackling racism. It is not just an issue for those who have

suffered it to deal with – we all have a duty to play our part in the fight against racism. However, before you speak, think:

- a) Is what I am about to say accurate and relevant to the discussion?
- b) If I were of a different ethnic background, would I feel encouraged and respected by what I am about to say?
- c) Am I being influenced by pre-conceived generalisations, prejudices and stereotypes in what I am about to say?
- d) Is it necessary for me to quote racist terms to explain a point? Might these racist terms alone trigger traumatic memories for those listening?



#### 4. **Speak out!**

Talking about racial inequality is difficult. But don't be silent on the topic. The fear of saying the wrong thing often keeps people from wanting to engage in a discussion about race and equality in the first place. Start by acknowledging that this is a difficult conversation and setting out why you want to have it (e.g. to understand, to solve a problem).

If, during the course of a committee meeting, you feel that someone has said something which is racist, hostile or offensive, you will want to consider how you respond. If you are the Chair of that meeting, there is a particular onus on you to shut down conversations that are offensive. You could interrupt and calmly state that you disagree with that language and that the conversation now move on. Members and officers should also feel empowered to challenge offensive language or racist behaviour. However, shaming or accusing the individual is unlikely to change the behaviour but cause defensiveness. You might feel a better course of action is to privately message the Chair and explain your concerns. The Chair, if they agree, can then respond to the individual and stop any further discussion.

#### Some problematic phrases used when talking about racial inequality

- **"I don't see colour"** - "When you say, 'You don't see colour,' that [can be] offensive to people of colour," Dr. Lorenzo Boyd, associate professor of criminal justice and assistant provost of diversity and inclusion at the University of New Haven said. "Because you are reducing major parts of their characteristics and their culture to nothingness."
- **"All Lives Matter"** - Boyd explained, "When I say 'Black Lives Matter' and somebody else says 'Blue Lives Matter' or 'All Lives Matter,' to me that's akin to going into a cancer hospital and screaming out, 'You know there are other diseases too.' "
- **"My life was hard too"** – If you have not personally experienced prejudice and racism in the UK, that “does not mean your life is not hard. It means that your race is not one of the things that makes it hard,” Dr. Amanda Taylor, senior adjunct professorial lecturer, School of International Service at American University explained.
- **“Where are you from?”** – “Simply put, this question is alienating. You are implying that I couldn't possibly be from Britain, so you need to know where I really come from.” While it is often used as a simple and courteous ice-breaker, be aware that it is also sometimes used as a coded way of implying a person does not belong.



# Bullying and Harassment Procedure

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## Statement of intent

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1. The City of London Corporation is committed to promoting good employee relations within a working environment that fosters team working. Employees and others working at all levels of the organisation have a responsibility to maintain professional relationships. They are expected to avoid actions or using words that would harm the mental or physical wellbeing of others. They will, as stated, in the Code of Conduct policy, demonstrate appropriate behaviours defined internally and that adhere to the Principles of Public Life. The Managing People Policy and Equal Opportunity Policy each set out in more detail the standard of conduct expected of all those who work for or on behalf of the City of London Corporation. The Director of Human Resources will be responsible for advising on the day to day operation and interpretation of this procedure.
2. Everyone has the right to be treated with fairness, dignity and respect whilst at work. In addition, the Equality Act 2010 places an obligation on organisations and their employees to avoid unlawful discrimination in relation to specified protected characteristics. These are age, disability, race, religion or belief, sex, sexual orientation, marriage and civil partnership, gender reassignment and pregnancy and maternity. This ensures that we establish an environment in which everyone can feel safe and work effectively and confidently as set out in the Equality of Opportunity Policy.
3. The City Corporation has a zero-tolerance approach to bullying and harassment. Bullying and harassment constitute misconduct and in the most serious cases, may result in dismissal from employment without notice. All allegations of inappropriate behaviour or language in the workplace will be taken seriously, with thorough investigation and appropriate action taken, as necessary.

## Scope

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4. The aims of this procedure are to ensure that all employees are aware:
  - of what constitutes bullying and harassment
  - the protected characteristics set out in the Equality Act
  - of their right to report incidences of bullying or harassment (as defined in the Equality Act 2010<sup>1</sup>) and how this will be addressed.

Bullying, harassment and associated discrimination can occur or be experienced in relation to more than one protected characteristic. It is acknowledged that the

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<sup>1</sup> <https://www.legislation.gov.uk/ukpga/2010/15/section/26>

experience of victims who have multiple protected characteristics are often heightened.

5. The formal process for complaints set out in this procedure applies to all employees except Chief Officers, teachers and police officers for whom separate procedures apply. Whilst the procedure is available to individuals directly employed by the City of London Corporation, incidents raised by other workers should be taken seriously and dealt with appropriately by managers and Chief Officers.
6. This procedure covers behaviour that occurs in the office, online and outside working hours where this may impact upon work or working relationships (ref Social Media policy).

## **Purpose**

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7. The purpose of this procedure is to ensure we have a working environment in which instances of bullying and harassment are always treated as unacceptable and employees have the confidence to complain about such behaviour, should it arise, in the knowledge that concerns will be dealt with appropriately, fairly and without bias. Complaints will be investigated promptly, ensuring their rights are protected.

## **Legal position**

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8. There is no legal definition of bullying. The employment and conciliation service ACAS states that workplace bullying is behaviour from a person or group that is unwanted or makes you feel uncomfortable. Some definitions also refer to it being a repeated pattern of behaviour. Bullying can take the form of physical or verbal aggression, excluding or ignoring people, spreading malicious rumours or constantly criticising and undermining a competent worker.
9. The Equality Act 2010 defines harassment as: unwanted behaviour that is related to one of the protected characteristics (age, disability, gender reassignment, race, religion or belief, sex, sexual orientation) which has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them. In the case of sexual harassment, unwanted behaviour is defined as behaviour of a sexual nature. Harassment can be a one-off or repeated pattern of behaviour under this definition.
10. No employee will be victimised or suffer detriment for making a complaint of bullying or harassment. No manager shall threaten an individual, either explicitly or implicitly, that their complaint will be used as the basis for decisions affecting that individual. Such conduct will be treated as a serious disciplinary matter.
11. The City of London Corporation has a common-law duty of care to their employees. In addition, under the Health and Safety at Work Act 1974, employers have a duty to

ensure that, so far as is reasonably practicable, the health, safety and welfare of employees are protected. This means that they are responsible for ensuring that employees are cared for at work and do not have to work in unsafe or unhealthy conditions.

## Definitions

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12. In this procedure “Complainant” refers to the employee experiencing the bullying or harassing behaviour; “Alleged Perpetrator” refers to the person against whom the complaint is brought. The term “parties” refers to the complainant and the person against whom the complaint is brought.
13. **Bullying** is behaviour from a person or group that is unwanted and makes them feel uncomfortable, intimidated, degraded, humiliated, insulted or offended.
14. **Harassment** is ‘unwanted conduct related to a relevant protected characteristic that has the purpose or effect of creating an intimidating, hostile, degrading, humiliating or offensive environment for the complainant or violating the complainant’s dignity’. Note that the harassment provisions in the Equality Act 2010, do not apply to all nine protected characteristics (pregnancy, maternity, marriage and civil partnership are excepted).
15. **Victimisation** occurs when an employee is subjected to detriment because they have made (or supported a complaint) or raised a grievance under the Equality Act 2010; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.
16. **Direct Discrimination** occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have.
17. **Discrimination by Association** is direct discrimination against someone because they associate with another person who possesses a protected characteristic.
18. **Indirect discrimination** can occur when a condition, rule, policy or even a practice applies to everyone but particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if it can be shown that an employer acted reasonably in managing its business i.e. that it is ‘a proportionate means of achieving a legitimate aim’. A legitimate aim might be any lawful decision made in running a business or organisation, but if there is a discriminatory effect, with the sole aim of reducing costs is likely to be unlawful. A ‘proportionate means’ requires fairness, must be reasonable and should include consideration of ‘less discriminatory’ alternatives (where available) to any decision made.
19. **Perception Discrimination** is direct discrimination against an individual because others think they possess a particular protected characteristic.

20. **Third Party Harassment** makes employers potentially liable for harassment of its employees by people (third parties) who are not employees, such as customers, contractors or their representatives. Employers are potentially liable when harassment has occurred on at least two previous occasions, the employer is aware that it has taken place and has not taken reasonable steps to prevent it from happening again.

DRAFT

# Procedure for dealing with Bullying and Harassment and Process Map

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21. The line between bullying and harassment and other behaviour such as workplace banter or performance management may not always seem clear. It is important to remember that how behaviour is received and the actual impact it has on the recipient is a key consideration.
22. It should be noted that whether allegations are made informally or formally, prompt action will be taken. This procedure and process map provides steps to reassure staff and offer multiple avenues for raising concerns and types of resolutions.

## Dealing with Single Incident and/or initial concerns

23. Discussing an issue can make a significant difference in helping to identify the problem and thinking through how to solve them. This may include, taking the person aside for a discussion or writing an email to explain how their actions made you feel. Opening up an informal discussion can often help to rebuild relationships allowing the opportunity to reflect and adjust behaviours that may produce an amicable resolution.
24. Silence permits bullying and harassment to continue. If the complainant is unable to reach a resolution, they may wish to talk to a colleague, friend or relative in order to obtain another perspective on the situation, particularly if the unwanted behaviour continues. This also ensures that a third party knows about the unacceptable behaviour.
25. The complainant should write down each incident including the date, time, emotions, who was around and what was said and done. This is important because if the matter is escalated specific examples may be required. They can speak to bystanders if appropriate, try to avoid being alone with the alleged perpetrator and utilise the services of the Employee Assistance Programme who can offer advice and support if necessary.

## Stage 1 Informal resolution

26. Any employee who wishes to make a complaint of bullying or harassment will first be encouraged to discuss the matter informally with their line manager if they feel able to do so. If they do not feel able to approach their line manager, then they can instead discuss the matter with another manager or senior officer.
27. Informal resolution should always be viewed as a constructive and a credible response. It provides an opportunity for managers, employees and colleagues to discuss situations in a supportive, empathetic and solutions-focused way.

Constructive dialogue promotes positive behaviours and effective relationships in the workplace, fostering an environment of mutual understanding and respect.

28. Solutions may include: an early resolution meeting, coaching or mediation. These would generally be undertaken by the manager, but in some situations a third party may be selected. These measures should help to identify a mutually acceptable outcome to remedy the situation being complained about. Informal resolution aims to support colleagues by securing lasting and constructive solutions in a non-adversarial way. Any agreement reached is both voluntary and confidential.
29. An initial outcome of informal resolution may be that line manager determines that the matter should be dealt with formally.
30. If an employee believes that their grievance has not been resolved to their satisfaction through the informal approach, then they can progress to the formal procedure.

## **Stage 2 Formal bullying and harassment complaint resolution – Initial meeting**

31. An employee must put their formal complaint in writing to the manager setting out the nature of the complaint, what steps they have taken to resolve it and what resolution they seek. They should do so within one month of the date the employee tried to resolve the matter informally or from the issue occurring where it is agreed by the manager that the matter should be raised formally. At the very latest the employee's formal grievance should be submitted within three months of the last incident occurring. A complaint form is available to assist employees with setting out their complaint.
32. On receipt of the formal complaint the manager (referred to as the Resolution Manager for the purposes of this procedure) will arrange to meet with the employee at a formal Complaint Resolution Meeting, usually within 5 working days of receipt of the complaint. The Resolution Manager will usually be accompanied by an HR representative.
33. The employee is entitled to be accompanied at the meeting by a fellow worker or trade union representative. The employee and their companion must make every effort to attend any meetings arranged to consider their complaint. If the employee's companion cannot attend on the date arranged the employee may offer a reasonable alternative date and time so long as it is no more than five working days after the original date.
34. The purpose of the formal Complaint Resolution Meeting is to:
  - establish and clarify the facts about the employee's complaint
  - consider the resolution they seek

- consider steps they have taken to resolve the matter informally
  - explore what action can reasonably be taken to resolve the matter
  - confirm that save for exceptional circumstances any employee complained about will be provided with an agreed summary of the complaint made against them and will be given the opportunity to respond. The Resolution Manager will determine how this will take place (e.g. by interview with the Resolution Manager, making a written statement in response or in some circumstances attendance at the resolution meeting)
  - discuss the level of confidentiality that can be maintained and who else will need to be involved if at all, in order to resolve the complaint.
  - seek solutions rather than apportion blame in a constructive, honest and collaborative fashion.
  - draw up relevant parts of the decision and/or action plan to be shared with other parties to the complaint.
  - discuss where the behaviour complained of concerns to serious disciplinary allegations, as prompt action may be needed under the Disciplinary procedure.
35. Separate meetings may be convened with both parties. In the case of a bullying or harassment allegation it may be inappropriate that both parties meet to try to resolve the situation until investigations have been conducted and conclusions drawn. Either party is entitled to bring a representative to these meetings.
36. If the complainant is being bullied or harassed because of their sex, disability, gender identity, race, religion or sexual orientation, others may be asked if they are also being bullied as it may be a collective issue. It may also be appropriate to ask colleagues who have witnessed this behaviour, whether they will give their support.

## **Stage 2 Format of the Complaint Resolution Meeting**

37. The employee will outline their complaint and may bring to the meeting any documentation by way of example such as the notes they have kept of incidents and can suggest colleagues who may be able to substantiate their complaint or concern.
38. The Complaint Resolution Manager may ask the employee questions about the circumstances of the complaint in order to establish all the relevant facts, dates, background and surrounding circumstances etc.
39. The Complaint Resolution Manager has the right to ask the employee to respond to questions directly put to them, although the employee may on request confer with their representative at any time during the meeting.
40. Once the Complaint Resolution Manager has a clear understanding about the grievance, there could be 4 possible outcomes at this stage:



- The Complaint Resolution Manager may be able to suggest a solution/action plan at the meeting.
- The Complaint Resolution Manager may decide to adjourn (usually reconvening within ten working days) in order to consider the matter further, check facts, dates, documentation, etc - and may wish to interview other employees in connection with the complaint/concern.
- The Complaint Resolution Manager may decide that due to the complexity of the matter a formal investigation is warranted which they will usually undertake in person or might allocate to another manager within the department.
- In exceptional circumstances an independent manager outside the service may be more appropriate due to the nature of the complaint and in such cases the Director of HR representative will be consulted and will determine if this is an appropriate route.
- However, investigations must be prioritised by all involved, be proportionate and balanced. The investigation should involve only those who are necessary in order to make an informed decision and should be concluded without delay, usually within 3 weeks of the complaint resolution meeting.
- The Complaint Resolution Manager decides that after careful consideration there is no case to answer.

41. The Complaint Resolution Manager will also consider any temporary changes to the workplace or to working arrangements that might be appropriate whilst the complaint is being dealt with. This will be done in conjunction with the line manager

## **Stage 2 Formal resolution – Outcome letter**

42. The Complaint Resolution Manager will confirm their decision in writing which will usually include:

- a summary of the issues and the employee's proposed solution and any immediate action/s agreed at the meeting
- the decision and any action plan and review period/ date and the right to appeal against the decision
- Where appropriate, the employee complained about will be informed of the outcome where it relates to them.

## **Stage 3 Appeal**

43. If the employee considers the complaint has not been satisfactorily resolved, they have the right to submit an appeal in writing to their Director within 10 working days of receipt of the outcome of the Complaint Resolution Meeting. The appeal will outline which elements of the decision and/or action plan are not agreed and the resolution

sought. Any further details in support of the appeal must be provided within 10 working days of receipt of the outcome of the Complaints Resolution Meeting. The written appeal will be shared with the Complaints Resolution Manager.

44. The appeal will normally be heard by a more senior manager than the person who considered the initial complaint. Appeals will normally be arranged within 10 working days from receipt of the appeal. The Appeal Officer will be impartial and not previously involved in the case detail, therefore this may be an Independent Level One officer and will be supported by an HR representative. The employee has the right to be accompanied by a fellow worker or a trade union representative. The format of the appeal will be to consider the grounds put forward by the employee and resolution sought rather than a complete review of all of the evidence gathered at the Stage 2 Complaints Resolution Meeting. The employee may request that their appeal is a review of the paperwork only, without the attendance of either party at a hearing.

45. At the Stage 3 Appeal Meeting:

- the employee will outline their appeal detailing why they remain dissatisfied
- the Appeal Officer may ask questions of them and discuss possible alternative solutions as appropriate
- the Complaints Resolution Manager will comment on the grounds of appeal and the resolution being sought
- the Appeal Officer may ask questions of the Grievance Resolution Manager about the steps taken to address the grievance
- the Appeal Officer may outline their decision at the meeting or may decide to give the matter further consideration in which case the employee will be notified in writing of the decision within 5 working days of the meeting.

## **Other matters**

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### **Record keeping**

46. Written records will be treated as confidential and stored in accordance with the Data Protection Act. A copy of the outcome letter will be placed on the file of the person who raised the grievance whether it is substantiated or not. A copy will only be placed on the file of the person complained about if the concern is substantiated and will remain on file for 12 months.

### **Overlapping grievances with other formal procedures**

47. In circumstances where a concern or complaint raised results in a disciplinary investigation being commissioned, this will be the resolution to the grievance and the

employee may not further the complaint under the grievance procedure, unless there remain issues which were not investigated under the disciplinary procedure.

48. Where a grievance is raised during the course of a disciplinary, sickness, capability or other formal procedure, in some circumstances it may be appropriate to suspend the formal action in order to deal with the grievance. In other circumstances where they are related it may be appropriate to deal with the matters concurrently as one investigation but with clear outcomes under each procedure. The Director of Human Resources will determine the appropriate way forward in these circumstances. Similarly, where counter-grievances are raised these will be dealt with together.

### **Matters out of scope**

49. At any stage of a complaint of bullying or harassment, this may result in a disciplinary investigation being commissioned alongside other actions put in place to address the complaint. Whilst the complainant may progress their complaint in relation to any other proposed actions put in place, the decisions to undertake a disciplinary investigation is a management decision and cannot be appealed against under this procedure.
50. Where an employee who raises a complaint does not wish their identity to be revealed or does not want those complained about to be informed, there may be little that can be done to address the complaint and in such circumstances the employee will be advised accordingly.
51. Issues relating to service delivery or whistleblowing are not matters that will be addressed under this grievance procedure.
52. Issues raised under the grievance procedure cannot be subsequently raised under the bullying and harassment procedure.

### **Working environment during the course of a complaint**

53. Employees are expected to work together during the course of the investigation. In exceptional circumstances it may be considered appropriate to relocate or re-assign employees. The manager at the informal stages or the complaint resolution manager at the formal stages will keep the complainant updated of progress on a regular basis. The employee will be encouraged to seek additional support such as through a colleague, the Employee Assistance programme, staff networks or their trade union.

## Bullying and Harassment Process Map

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### Stage One: Single Incident

- An employee who feels that they are being subjected to bullying or harassment may attempt to resolve the matter informally in the first instance. In some cases, an effective approach to addressing unprofessional behaviour is to address it at an early stage to prevent it from escalating into bullying or harassment. However, informal early action depends upon if the individual feels able to approach the perpetrator alone or accompanied by a colleague.

### Stage Two: Informal Resolution

- If the complainant has no success, they may wish to talk to someone in order to obtain another perspective on the situation whilst ensuring that someone else knows about the unacceptable behaviour.
- At this stage the complainant has the option of speaking to a colleague, their line manager, HR Business Partner or trade union representative.

### Stage Three: Formal Resolution

- A formal complaint without following the informal approach or where the steps outlined above are unsuccessful or inappropriate, the complainant should raise the matter informally and in confidence with their manager or a more senior manager (if the perpetrator is the claimants line manager).
- In the first instance the line manager, with advice from a HR Business Partner, will try to resolve the matter informally. This will be done by following the informal Grievance Procedure.
- A formal complaint should only be considered as a final option if the unacceptable behaviour continues, begins again or in exceptional circumstance where the nature of the incident(s) warrants a more formal approach.

### Outcome

- The formal Grievance Procedure will be used to investigate the case of the complainant and provide a resolution.
- Should the grievance hearing find there is a case to answer, the formal Disciplinary Procedure will be invoked, at an appropriate stage.
- Following a formal bullying or harassment complaint, either party may be concerned about working with the other again. Due regard of such views should be considered when offering counselling or mediation and a transfer of one or both parties to another section or department may be appropriate in some cases and where feasible.
- If either the complainant or the respondent believes they have not been dealt with fairly, they should raise their concerns via the Appeal process within the Grievance Procedure.

## List of appendices

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- Appendix 1 - Examples of Unacceptable Behaviour
- Appendix 2 - Glossary of terms including examples of discriminatory behaviours

## Links / Other resources

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- Code of Conduct
- Equal Opportunity Policy
- Managing People Policy
- [Acas](#)
- [Equality Act 2010](#)
- [Health and Safety Executive - Employers responsibilities](#)
- [Corporate Health, Safety and Wellbeing Policy](#)
- [Employee Assistance Programme](#)
- Human Resources [Business Partners](#)
- [Unions](#)

## Appendix 1

### Examples of Unacceptable Behaviour

The City of London recognises that bullying and can often be experienced by an individual on the grounds of multiple protected characteristics, not just one. For example, a black bisexual man or a woman with a disability, or a Muslim trans person - and that these experiences are a distinct and often heightened form of bullying and harassment.

However, it should also be noted that in many instances of bullying are not due to a protected characteristic, instead being motivated by a general dislike, resentment, jealousy etc.

The lists of examples are not exhaustive but, provide an overview to assist understanding of what may be found offensive whether intentional or not and includes cyber bullying. It should also be noted that intersectionality/multiple identities can affect the way that people experience discrimination and bullying or harassment.

### List of generic behaviours

- **Physical bullying:** Violence or sexual assault
- **Verbal bullying:** Making offensive remarks including comments about someone's gender, race, disability, religion or sexual orientation - this form of bullying is also discriminatory behaviour that may be unlawful.
- **Indirect bullying:** Being unfriendly, not talking to someone or excluding them from social groups and activities
- **Cyber bullying:** using the internet, interactive and digital technologies or mobile phones to torment, threaten, harass, humiliate, embarrass or otherwise target another person.

### Harassment contrary to the Equality Act 2010

The following descriptions of conduct indicate whether bullying and harassment is likely to be related to a relevant characteristic and therefore potentially unlawful harassment contrary to the provisions of the Equality Act 2010.

Note that harassment contrary to the Equality Act 2010 can often be experienced by an individual with multiple protected characteristics, e.g., a black bisexual man, a woman with a disability, or a Muslim trans person. It may not always be obvious whether the harassment relates to one of these characteristics alone or a combination.

Harassment	Description	Types of behaviour
Age	Relates to behaviour including ridiculing or demanding behaviour focused on people because of their age, either actual or perceived or	<ul style="list-style-type: none"><li>• Regarding them as “too old” or “too young”; or making assumptions about lifestyle based on perceived age.</li></ul>

	through association with individuals of a particular age.	<ul style="list-style-type: none"> <li>• Denying training, development or promotion opportunities due to age</li> <li>• Pressurising the person to retire</li> <li>• Questioning ability due to age</li> <li>• Making patronising comments</li> </ul>
<b>Disability</b>	Relates to behaviour including derogatory remarks, mimicking, invasive personal questions, staring, ostracising or patronising which are directed at any disabled individual or group of disabled people whether they are perceived to be, are disabled or through association. The behaviour results in the individual(s) feeling threatened or compromised.	<ul style="list-style-type: none"> <li>• Making inappropriate gestures or mimicking behaviour</li> <li>• Refusing to make reasonable adjustments</li> <li>• Holding events at inaccessible venues</li> <li>• Denying training, development or promotion opportunities because of the need to act as a carer for a disabled person i.e. having a family member, partner or child with a disability</li> <li>• Making assumptions about someone's abilities based purely on their disability or perceptions about their disability</li> <li>• Making fun of an impairment</li> <li>• Mimicking speech impairment</li> <li>• Using inappropriate terms e.g. cripple, spastic, handicapped</li> <li>• Inappropriate personal questioning relating to disability</li> </ul>
<b>Gender Reassignment</b>	Relates to behaviour including transphobia, derogatory remarks, ridicule, jokes or stereotypes of any individual's perceived, actual gender, gender reassignment, gender identity and/or gender expression or through association.	<ul style="list-style-type: none"> <li>• Refusing medical leave for a person undergoing gender affirming medical treatment.</li> <li>• Refusing to respect a person's gender identity and/or gender expression.</li> <li>• Refusing access to appropriate toilets and changing facilities which reflect their acquired gender</li> <li>• Disclosing the person's gender identity and/or trans status to others (N.B. this is unlawful)</li> </ul>

		<ul style="list-style-type: none"> <li>• Intrusive personal questions relating to a person’s gender identity and gender reassignment</li> <li>• Unwanted comments on dress and appearance</li> <li>• Actual or threatened disclosure of a person’s trans history</li> <li>• Refusal to correctly address an individual by consistently misgendering/using incorrect pronouns</li> </ul>
<p><b>Marriage and Civil Partnership</b></p>	<p>This relates to direct or indirect discrimination and victimisation on the grounds of marriage and civil partnership. It relates to behaviour which inadvertently or deliberately excludes an individual based on actual or perceived marital or civil partnership status.</p>	<ul style="list-style-type: none"> <li>• Inadvertently or deliberately excluding partners from social events, on the grounds of sexual orientation or gender identity</li> <li>• People in civil partnerships not being accorded the same rights as married people for work related benefits, such as flexible working, adoption leave, paternity pay and leave</li> <li>• Civil partners being denied benefits that are automatically given to married people in the same job, such as employment or training opportunities</li> </ul>
<p><b>Pregnancy and Maternity</b></p>	<p>This relates to direct discrimination and victimisation on the grounds of pregnancy and maternity.</p>	<ul style="list-style-type: none"> <li>• Being demoted or prevented from having training or promotion opportunities because of becoming pregnant or being on maternity leave.</li> <li>• Being dismissed or made redundant while on maternity leave without following correct and fair procedures.</li> <li>• Being disciplined for having performance issues due to illness connected with pregnancy.</li> <li>• Being refused sick leave due to illness connected with pregnancy.</li> <li>• Being dismissed or treated unfavourably while undergoing</li> </ul>



		<p>IVF treatment without following correct and fair procedures.</p> <ul style="list-style-type: none"> <li>• Being refused paid time off for ante-natal care.</li> <li>• Making inappropriate comments about amount of absence/toilet breaks.</li> <li>• Unwanted comments on dress and appearance.</li> </ul>
<b>Race</b>	<p>Relates to derogatory remarks, racist statements, graffiti, jokes, or any other action of a racist nature based on an individual's perceived or actual race, ethnicity, nationality and colour or through association with someone from a particular ethnicity, nationality and colour. This pertains to any action which results in the individual(s) feeling threatened or compromised.</p>	<ul style="list-style-type: none"> <li>• Exclusion from normal workplace conversation or activities</li> <li>• Inappropriate gestures</li> <li>• Sending emails or displaying material containing racist content</li> <li>• Making inappropriate assumptions based on ethnicity, nationality or colour</li> <li>• Making assumption about lifestyle/interests</li> <li>• Using inappropriate terms when referring to race (including ethnicity, nationality and colour)</li> <li>• Using derogatory nicknames</li> <li>• Making racist comments or jokes</li> <li>• Stereotyping</li> <li>• Mimicking someone's accent</li> </ul>
<b>Religion and Belief including No Belief</b>	<p>This is where a person is subjected to derogatory remarks, stereotypes, making assumptions or other inappropriate behaviour on the grounds of perceived, actual religion or belief including no belief or through association with someone of a particular religion or belief.</p>	<ul style="list-style-type: none"> <li>• Making statements or assumptions about religion or belief</li> <li>• Excluding people based on their religion or belief.</li> <li>• Arranging team lunches during periods of fasting or religious occasions which may make it difficult for colleagues to attend.</li> <li>• Inappropriately enforcing a dress code which may not accommodate religious dress.</li> <li>• Making assumptions based on religion or belief</li> <li>• Sending emails or displaying material containing offensive content</li> </ul>

		<ul style="list-style-type: none"> <li>• Making inappropriate comments or jokes about someone’s religion or belief or no religion or belief</li> <li>• Stereotyping</li> <li>• Inappropriate comments about use of prayer rooms</li> </ul>
<p><b>Sex</b></p>	<p>This relates to any harassing conduct including sexual harassment based on the sex of the recipient. It relates to any individual’s perceived or actual sex. It includes behaviour which results in the individual feeling threatened or compromised. Sexual harassment should be noted here and the fact that it can be experienced by all genders. Trans people may also experience sexual harassment based on perceptions or assumptions about them in relation to their appearance or sexuality.</p>	<ul style="list-style-type: none"> <li>• Unnecessarily requiring individuals to work full-time or insisting on staff working long hours. This may disadvantage more women than men as it is still mainly women who take primary responsibility for childcare so cannot work full-time or long hours.</li> <li>• Unnecessarily requiring variable hours such as shifts and unplanned overtime. This is likely to disadvantage women compared to men because of the difficulties of getting flexible childcare.</li> <li>• Exclusion from normal workplace conversation or activities</li> <li>• Refusing to offer a position based purely on a gender stereotype i.e. not offering a secretarial post to a man</li> <li>• Inappropriate gestures, suggestive looks or unwelcome sexual advances</li> <li>• Sending emails or displaying material containing sexist content</li> <li>• Making rude or abusive comments or requests for sexual favours</li> <li>• Making sexually explicit jokes.</li> <li>• Stereotyping.</li> <li>• Unwanted comments on dress and appearance.</li> <li>• Unwanted touching, groping or the invasion of personal space (getting too close).</li> </ul>

<p><b>Sexual Orientation</b></p>	<p>Relates to behaviour which is homophobic or biphobic and condemns or ridicules people because of their perceived, actual sexuality (Lesbian, Gay or Bi) or through association with someone of a particular sexual orientation. This could include derogatory remarks, jokes e.g. making informal/jokey comments about being a bi person being “greedy” or promiscuous, graffiti which results in the individual feeling uncomfortable, excluded threatened or compromised.</p>	<ul style="list-style-type: none"> <li>• Inadvertently or deliberately excluding same-sex partners from social events.</li> <li>• Making assumptions based on sexuality</li> <li>• Exclusion from normal workplace conversation or activities</li> <li>• Using inappropriate terms</li> <li>• Using derogatory nicknames</li> <li>• Inappropriate personal questioning relating to sexual orientation or domestic circumstances</li> <li>• Actual or threatened unwanted disclosure of sexuality</li> <li>• Unwanted comments on dress and appearance</li> </ul>
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## Appendix 2

### Glossary of terms including examples of discriminatory behaviours

In this policy and procedure “Complainant” refers to the employee experiencing the bullying or harassing behaviour; “Perpetrator” refers to the person against whom the complaint is brought. The term “parties” refers to the complainant and the person against whom the complaint is brought.

#### Bullying

Bullying is behaviour from a person or group that is unwanted and makes them feel uncomfortable, intimidated, degraded, humiliated insulted or offended.

Emma is a newly appointed administrator. Her colleague Anne who is also an administrator, repeatedly interrupts Emma and discounts suggestions that she makes at meetings. Emma feels humiliated and offended. This is an example of bullying behaviour.

#### Direct Discrimination

Direct Discrimination Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have or because they associate with someone who has a protected characteristic.

Deborah, head of a large team, turns down Raj’s application for a managerial position in her department. Raj learns that Deborah did this as she believes that he will not ‘fit in’ the team as they do not have any BAME staff and the team would be uncomfortable around him because of his race. This is direct discrimination on grounds of race.

#### Discrimination by Association

This is direct discrimination against someone because they associate with another person who possesses a protected characteristic. Discrimination by association already applies to race, religion or belief and sexual orientation. It has now been extended to cover age, disability, gender reassignment and sex.

Paul has been successful in gaining a place on the Apprenticeship Programme. However, after he tells his boss that he has a disabled child who has frequent medical appointments which he must attend, his place is withdrawn. This may be discrimination against Paul because an assumption was made that he will need considerable time off due to his association with a disabled person.

## Harassment

Harassment is 'unwanted conduct related to a relevant protected characteristic that has the purpose or effect of creating an intimidating, hostile, degrading, humiliating or offensive environment for the complainant or violating the complainant's dignity'. However, harassment under the Equality Act 2010, does not apply to pregnancy and maternity and marriage and civil partnership.

Sebastian is a gay man who recently married his partner of 5 years in the local church. Sebastian is being harassed by his line manager Cathy who frequently taunts him about sexual orientation and faith. She belittles him in the office referring to him as a 'fairy who should not be allowed in a church let alone married in one'. This is harassment directly related to Sebastian's sexual orientation.

## Indirect Discrimination

Indirect discrimination can occur when a condition, rule, policy or even a practice applies to everyone but particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if it can be shown that an employer acted reasonably in managing its business i.e. that it is 'a proportionate means of achieving a legitimate aim. A legitimate aim might be any lawful decision made in running a business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful. Being proportionate really means being fair and reasonable, including the consideration of 'less discriminatory' alternatives to any decision made.

Ade, a Unit Head, decides that all meetings in his Unit will be held at 8.30am. This is indirect discrimination because although the policy applies to everyone, it has a disproportionate impact on staff with childcare responsibilities the majority of whom tend to be women.

## Perception Discrimination

This is direct discrimination against an individual because others think they possess a particular protected characteristic.

Emma, who is heterosexual, is being harassed by her colleagues and has been 'outed' by a group of colleagues at work who believe her to be a lesbian. Offensive notes have been left on her desk and she is consistently subjected to taunts and abuse. This unacceptable behaviour is based on her colleagues' perception of her sexual orientation and is a form of harassment.

### **Third Party Harassment**

The Equality Act makes employers potentially liable for harassment of its employees by people (third parties) who are not employees, such as defendants, defence solicitors, judge and magistrates, court staff, victims and witnesses and contractors or their representatives (cleaners). Employers are liable when harassment has occurred on at least two previous occasions that the employer is aware that it has taken place and have not taken reasonable steps to prevent it from happening again.

Jane manages a Community Care team. Mohammed, one of the social workers within the team, has recently had to take several enquiries from a client. The nature of the phone calls have been increasingly offensive and abusive, with references being made about Mohammed being Asian and Muslim, he is extremely unhappy at being the target of this abuse whilst carrying out his daily duties, so he complains about this behaviour to Jane. This is an example of third-party harassment as it happened on more than two occasions and is related to his race and religion.

### **Victimisation**

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act 2010; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint.

Stacy has reported her line manager Ian for frequently calling her by her previous first name ('Steven') and using the incorrect pronouns. Ian has been moved to another department whilst allegations of bullying on grounds of gender reassignment are investigated. Another manager in the department along with members of their team who were previously supportive of Stacy's transition, ostracise Stacy, leading to her taking time off with stress. This is victimisation based on her complaint.

<b>Committee:</b>	<b>Date:</b>
Policy & Resources Committee	24 September 2020
<b>Subject:</b> Decisions taken under delegated authority or urgency powers	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report Author:</b> Greg Moore	

## Summary

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

## **Recommendation**

That Members note the actions taken since the last meeting of the Committee.

## Main Report

1. Since the last meeting of the Committee, approval was given to several matter under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as follows:-

### **Appointments to the Investment Committee**

2. At its meeting on 9 July 2020 it was proposed that, owing to the timescales arising from the coronavirus pandemic and the Court of Common Council's decision to undertake its Annual Appointment of Committees at its meeting on 16 July 2020, the Policy & Resources Committee should make its eight appointments to Investment Committee in advance of the next scheduled meeting of the Committee on 24 September 2020. This would enable the Investment Committee to meet ahead of the summer recess and appoint the Financial, Property and Social Investment Boards for the ensuing year. This proposal was agreed, with authority delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, to make the appointments to Investment Committee following an electronic indicative ballot.
3. Subsequently, the vacancies were advertised to the Court of Common Council on Friday 10 July 2020, with Members invited to express their interest in the appointments and submit any supporting statements by 5pm on Thursday 16 July 2020. Members of the Investment Committee were also advised, with those Members appointed by Policy & Resources Committee invited to express their interest in being reappointed.
4. Following the deadline for expressions of interest on 16 July 2020, an electronic ballot of eleven candidates for the eight appointments was circulated to Members of the Policy & Resources Committee, inviting Members of the Committee to submit their votes by 12noon on Monday 20 July 2020. Following this deadline, the votes were counted by the Town Clerk, scrutinised by Sheriff Christopher

Hayward, Chief Commoner Deputy Brian Mooney, and Deputy Jamie Ingham Clark.

5. Arising from the results of the electronic indicative ballot, it was recommended that Shравan Joshi, Tijs Broeke, Anne Fairweather, Alderman Prem Goyal, Dhruv Patel, Deputy Tom Sleight and Michael Hudson be appointed to Investment Committee on behalf of the Policy & Resources Committee.
6. There was a tie for the eighth position between Karina Dostalova, Tom Hoffman and Edward Lord. Edward Lord subsequently withdrew and a re-ballot of the two remaining candidates was undertaken, after which, Deputy Tom Hoffman was appointed.

#### **COVID-19 Fund Bid – Maintenance of the Brakespear Mortuary**

7. As part of the City Corporation's response to the Coronavirus (COVID-19) outbreak, it was agreed that a COVID-19 Contingency Fund be established to support the business continuity arrangements required to enable the organisation to continue its activities as best as it could during this period.
8. Criteria for eligible bids and a reporting framework were established, with it agreed that bids for monies from the fund of up to £100k be delegated to the Town Clerk or the Head of the COVID-19 Gold Group for approval; spend between £100k and £200k would also require agreement of the Chamberlain or Deputy Chamberlain; and spend over £200k would require approval from the Policy and Resources Committee.
9. In late July, a bid for £44,000 from this Fund was submitted, to cover the City of London Corporation's share of the monthly cost of maintaining the Brakespear Mortuary for a period of up to four months. The overall costs, includes security and supervision at the mortuary, are shared across the 32 London Boroughs and the City at a cost of £11k each per month. Its continued maintenance is integral to ensuring the resilience of mortuary capacity in London, particularly in the event of a second wave of infections.
10. Whilst bids of this level would not normally be subject to Committee approval (noting the approved delegations and thresholds for decision-making set out above), in view of the Town Clerk's involvement in the submission of this bid, it was considered in the interests of good governance to seek Member approval.
11. With the next meeting of the Policy & Resources Committee not until 24 September, approval was sought and obtained to commit the funds to provide for the next four months of the City's contribution, to ensure provision was maintained as lockdown measures were eased.

#### **COVID-19 Fund Bid for Homelessness Provision Support**

12. In addition to the aforementioned bid for Mortuary provision, a further bid for monies from the COVID-19 Fund was also submitted in late July. This was a bid for £261,400 from the Department for Community & Children's Services, to fund the ongoing availability of accommodation for rough sleepers during the recovery phase of the response to COVID-19.



13. As part of the response to COVID-19, the Ministry of Housing, Communities & Local Government had issued a directive to all Local Authorities within England to operate on an 'everyone in' principle. This involved ensuring that all individuals found rough sleeping within the Square Mile be offered accommodation.
14. In order to make up the significant shortfall in available accommodation, the City had procured space in hotels on an ad hoc commercial basis, along with procuring the sole use of a youth hostel (YHA) by St Paul's Cathedral. In addition to this, it was necessary to fund an increase in welfare provision, along with ensuring that an increase in safe, accessible, support was enacted by providers.
15. As the nation moved into the recovery phase it was necessary to maintain levels of accommodation to ensure that a return to the streets could be avoided, to help reduce the risk of an re-emergence of COVID-19 within the rough sleeping population during the easing of lockdown measures. There were also a number of associated support needs beyond direct housing costs that required funding, including to prevent antisocial behaviour/other risky behaviours towards self and others, and to fund the costs associated with additional commissioning and project management support.
16. The use of YHA to support the rough sleeping population in emergency accommodation had been in place since April and now needed to be extended under a new lease arrangement. As the next meeting of the Policy & Resources Committee was not until 24 September and the new lease needed to be agreed prior to that date, urgency approval was sought and an allocation of £261,400 approved.

#### **Public Works Loan Board (PWLB) – Consultation Response**

17. At the June 2020 meeting of the Policy & Resources Committee, a resolution was received from the Property Investment Board. This resolution noted that HM Treasury were due to consult on the PWLB's future lending terms and asked Policy & Resources to consider that an appropriate submission responding to the consultation be made in due course.
18. London Councils was submitting a response on behalf of London's local authorities which argued comprehensively on a number of key concerns. It is the City Corporation's custom and practice to only submit an individual response if there are particular issues to be raised for the Corporation, or if it is felt appropriate in order to support by strength of feeling the London Councils response.
19. In this instance, following an assessment of the consultation document and the proposed London Councils response, it was felt there were two key points not addressed that could cause the City Corporation significant problems and on which it should comment on, namely:
  - The current proposals, if not clarified, could preclude the City from borrowing from the PWLB if any part of the capital programme includes commercial investment – e.g. commercial office space at Fleet Street development.

- Any reduction in access to low PWLB rates was likely to influence the market rate we could secure for any future City Fund private placement.
20. As these points were not covered by the response from London Councils, a covering letter was drafted, supporting the London Council's response, but also highlighting these two key issues, which it was proposed be submitted to the consultation on behalf of the City Corporation.
  21. Because the submission deadline was Friday 31 July, urgency approval was sought and obtained to facilitate the return of a response by that deadline.

#### **Supplementary City Premium Grant Funding 2020/21**

22. At its meeting on 11 June 2020, the Policy & Resources Committee discussed the significant learning loss anticipated across City schools as a consequence of COVID-19 and the potential allocation of additional City Premium Grant funding to mitigate this issue. The Education Board was requested to consider funding options and the Policy & Resources Committee agreed that any funding options proposals should be under urgency procedures if appropriate.
23. In considering this matter at its meeting on 23 July 2020, the Education Board endorsed a proposal for one-off supplementary City Premium Grant funding totalling £330k to be distributed to City Corporation sponsored and co-sponsored academies and that this be apportioned based on the number of pupils eligible for Pupil Premium funding to ensure that support was targeted towards the most disadvantaged pupils.
24. As this supplementary grant would be funded from the Policy Initiative Fund, there was a need for Policy & Resources Committee to approve the proposed funding. This was originally intended to be presented for approval to the Policy & Resources Committee meeting on 24 September 2020; however, it was identified there was a need for funds to be in place for the start of the 2020/21 academic year and urgency approval was therefore sought and obtained.

#### **Director-General of the World Trade Organisation**

25. The City of London Corporation was approached to consider whether it could give support for the UK's candidate for the position of Director-General of the World Trade Organisation (WTO). The UK candidate is Dr Liam Fox MP, formerly Secretary of State for International Trade for which there is broad support across the UK for his candidature.
26. The approach for the City Corporation to give support for Dr Liam Fox MP arose in meetings several weeks after the last meeting of the Policy and Resources Committee (9 July). The next meeting of the Policy and Resources Committee (24 September) was to take place several weeks after the next stage in the WTO selection process, which was to begin on 7 September.
27. Supporting Dr Fox's candidacy for next Director-General of the WTO seemed an appropriate action considering that there was broad support across the UK for his candidature and given the extensive work the City Corporation do with government and promoting trade.

28. Approval was, therefore, granted for the City of London Corporation to support the candidacy of Dr Liam Fox MP for Director-General of the World Trade Organisation.

**Revised Capital Funding Update for the Transportation Response to COVID19 Phase 3 and COLPAI Temporary Accommodation**

29. At its meeting on 9 July, the Resource Allocation Sub Committee considered a report of the Chamberlain setting out three new funding bids which had been submitted outside of the annual process for 'in principal' allocation of £2.752m from City Fund and City's Cash resources.
30. These three bids were:-
- (i) Transportation response to Covid-19 Phase 3 – up to £568.5k (City Fund)
  - (ii) COLPAI Temporary Accommodation additional costs £283.1k (City's Cash)
  - (iii) Wanstead Flats Artificial Grass Pitches £1.9m (City's Cash)
31. During particular discussion in relation to the Artificial Pitches scheme, Members expressed a wish to understand which schemes or projects would need to be re-prioritised to allow for the funding to be made available.
32. Members asked for the Chamberlain to undertake further work to make clear the impact that approving these bids would have, and for the revised report to be considered under delegated authority.
33. This report was updated and circulated to Members of the Resource Allocation Sub Committee on 17 July 2020. However, following circulation, it became clear that further work was needed on the Artificial Pitches proposal.
34. Approval was, therefore, provided for the first two schemes, whilst further discussions took place to finalise proposals to Members for the Wanstead Flats Artificial Grass Pitches bid.

**Consultative Exercise on Historic Items connected to Racism & Slavery**

35. The Tackling Racism Taskforce (TRT) was set up in June 2020 and tasked to consider what the City of London Corporation currently did to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them.
36. At the Tackling Racism Taskforce's meeting on 13 July 2020, it was felt that work on its Culture strand should be prioritised and particularly to consider what action to take, if any, on problematic statues, landmarks and street names linked to racism and slavery. Focused consideration on a public consultative exercise on the matter was then discussed at its meeting on 24 July 2020.
37. The Taskforce impressed the importance of carrying this work out at pace considering the current climate, and public opinion, and felt that a three-month

consultative exercise starting in early September allowed for optimal time for stakeholders to respond. As the next meeting of Policy and Resources Committee would not take place until 24 September 2020, approval to start work on a consultative exercise on historic items connected to racism and slavery in the City was sought under urgency procedures to the Town Clerk in consultation with the Chair and Deputy Chairman of Policy and Resources.

38. The 'consultative exercise' would launch for 12 weeks beginning on 1 September 2020 to help determine the future suitability for the continued display of items within the City of London and throughout the City of London's holdings that retain connections to racism and slavery. The proposal for the framework of this exercise was shared with members of the TRT on 10 August 2020. The proposal identified the objectives, the methodology, the timeframe and communication requirements of the exercise.
39. This 'consultative exercise' was to be open to members of the public and City of London Corporation staff. The findings of this exercise would help inform the final formal recommendations of the TRT to Policy & Resources Committee and Establishment Committee, due in December 2020.
40. Approval was granted to agree that the City of London Corporation launch a 12 week 'consultative exercise' to examine the future suitability for the continued display of historic items, symbols or names, which are either located in the City of London or within the City of London's holdings, that retain connections to racism and slavery.

**Revisions to Standing Orders 29(4) and 30(5), Policy & Resources Committee and Court of Common Council, (Election of Chairmen and Deputy Chairmen)**

47. Standing Orders 29(4) and 30(5) required the committee clerk to call out the list of members of a committee ahead of the election of each committee's Chairman and Deputy Chairman each year, at the committee's first meeting. Although this had been the practice for many years, the process delayed the elections unnecessarily, especially when uncontested, and there were other ways in which Members could be made aware of who is/is not eligible to stand for either position.
48. On the basis that the existing practice was unnecessary, and some Members had suggested that a more efficient approach to the election procedure be adopted, the a revision to Standing Orders was proposed, removing the explicit requirement to call out the list of names at meetings.
49. Operationally, a mechanism for notifying Members of each Committee regarding their eligibility ahead of the meeting would be introduced and officers would carefully monitor which Members put themselves forward for nomination, to ensure that only those that are eligible can be duly elected.
50. Approval was granted and the revisions to Standing Orders 29(4) and 30(5) were made, following the further approval of the Court (also under urgency procedures).

### **Bill for Act of Common Council – City Elections**

51. Due to the COVID-19 outbreak in the United Kingdom, Her Majesty's Government passed legislation to postpone various elections, including local government elections in England due in May 2020, until May 2021. The provisions of this legislation do not apply to the City of London Common Council elections (referred to in this report as "City elections" due in March 2021).
52. Given the national position, the uncertainty about the length of time current restrictions will need to be maintained, the City Corporation's inability to contact or engage with the electorate and businesses for registration purposes, and the effects this will have on the completion of the Ward List (particularly in terms of accuracy and increased numbers), the Policy and Resources Committee, at its July 2020 meeting, agreed to recommend to the Court the rescheduling of the March 2021 all-out Common Council elections until March 2022.
53. In order to effect the change of date, a Bill for an Act of Common Council is required. In accordance with Standing Order No. 46, the terms of the Bill must be considered by the appropriate Committee and be settled by the Recorder of London before it can be submitted to the Court of Common Council for its first, second and third reading. The terms of the Bill were, therefore, drafted in accordance with the wishes of the Committee and presented for consideration under urgency procedures, to expedite their timely submission to the Court in September.

### **Pan-London Mortuary Provision**

54. As part of planning and mitigation activity for a potential second wave of COVID-19 cases and deaths, arrangements needed to be put in place to secure pan-London mortuary provision.
55. The City of Westminster and the London Borough of Camden had agreed to oversee these arrangements on behalf of all London boroughs; however, as a shared responsibility, they had all asked for all London boroughs and the City of London Corporation to show commitment to this work by signing a legal agreement underpinning the proposed arrangements for future pan-London mortuary provision, along with the breakdown in costs for each authority.
56. Under urgency in July 2020 (see paragraphs 7-11 of this report), the Town Clerk, in consultation with the Chair and Deputy Chairman of Policy and Resources Committee, had already approved an allocation of £44,000 from the COVID-19 Contingency Fund, to meet the costs of maintaining Brakespear Mortuary for the next four months. Not all of this allocation would be needed if these new arrangements were implemented, so it was recommended that the balance was allocated to pay for this pan-London provision.
57. With the next meeting of the Policy & Resources Committee not until 24 September, approval was sought and obtained for the City of London Corporation to sign the inter-authority legal agreement concerning the arrangements for future pan-London mortuary provision, and that £15,566 be

allocated to the London Borough of Camden by 4 September 2020 from the previously approved sum for mortality management.

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