



Policy and Resources Committee

Date: THURSDAY, 18 NOVEMBER 2021

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL
(https://youtu.be/Pkj_MftGKfk)

Members:

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

Enquiries: Gregory Moore
tel. no.: 020 7332 1399
gregory.moore@cityoflondon.gov.uk

Accessing the virtual public meeting

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

https://youtu.be/Pkj_MftGKfk

Lunch will be served for Members in the Guildhall Club at 1PM

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. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting held on 14 October 2021.

For Decision
(Pages 7 - 16)

- b) To note the public minutes of the Projects Sub-Committee meeting held on 15 September 2021.

For Information
(Pages 17 - 24)

- c) To note the public minutes of the Projects Sub-Committee meeting held on 20 October 2021.

For Information
(Pages 25 - 32)

- d) To note the draft public minutes of the Public Relations Sub-committee meeting held on 18 October 2021.

For Information
(Pages 33 - 38)

- e) To note the public summary of the Competitiveness Advisory Board meeting held on 11 October 2021.

For Information
(Pages 39 - 40)

4. **GOVERNANCE REVIEW: COMMITTEE STRUCTURE**

Report of the Town Clerk (TO FOLLOW).

NB – to be circulated following consultation at the informal meeting of the Court of Common Council, 11 November 2021.

For Decision

5. **REVISED SCHEME OF DELEGATIONS TO OFFICERS**

Report of the Town Clerk.

For Decision
(Pages 41 - 134)

6. **MEMBER / OFFICER CHARTER**
Joint report of the Town Clerk & Chief Executive and Comptroller & City Solicitor.
For Decision
(Pages 135 - 154)
7. **RIVERSIDE STRATEGY FOR ADOPTION**
Report of the Executive Director of Environment.
For Decision
(Pages 155 - 198)
8. **SPORT ENGAGEMENT UPDATE**
Report of the Director of Communications.
For Decision
(Pages 199 - 204)
9. **CITY OF LONDON ACADEMIES TRUST BOARD OF TRUSTEES: APPOINTMENT OF SPONSOR TRUSTEE**
Report of the Town Clerk.
For Decision
(Pages 205 - 208)
10. **CULTURE AND COMMERCE TASKFORCE: A YEAR OF FUELLING CREATIVE RENEWAL**
Report of the Director of Innovation & Growth.
For Information
(Pages 209 - 234)
11. **ENVIRONMENTAL SUSTAINABILITY IN PROCUREMENT**
Report of the Chief Operating Officer.
For Information
(Pages 235 - 238)
12. **ELECTIONS BILL 2021**
Report of the Remembrancer.
For Information
(Pages 239 - 244)
13. **NATIONAL PREPAREDNESS COMMISSION & REVIEW OF LONDON'S PREPAREDNESS TO RESPOND TO A MAJOR TERRORIST INCIDENT**
Report of the Town Clerk.
For Information
(Pages 245 - 256)
14. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**
Report of the Chamberlain.
For Information
(Pages 257 - 264)

15. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Report of the Town Clerk.
For Information
(Pages 265 - 268)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAI CONSIDERS URGENT**
18. **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

19. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
- a) To agree the non-public minutes of the Policy and Resources Committee meeting held on 14 October 2021.
For Decision
(Pages 269 - 270)
- b) To note the non-public minutes of the Projects Sub-Committee meeting held on 15 September 2021.
For Information
(Pages 271 - 280)
- c) To note the non-public draft minutes of the Projects Sub-Committee meeting held on 20 October 2021.
For Information
(Pages 281 - 284)
- d) To note the draft non-public minutes of the Hospitality Working Party meeting held on 23 September 2021.
For Information
(Pages 285 - 290)
20. **BARBICAN RENEWAL**
Joint report of the City Surveyor and Managing Director, Barbican Centre.
For Decision
(Pages 291 - 306)
21. **IMPLEMENTING THE OUTCOMES OF THE CHARITY REVIEW AND STRENGTHENING THE COORDINATION OF PHILANTHROPIC GIVING ACROSS THE CITY CORPORATION**
Report of the Managing Director of Bridge House Estates & Chief Charities Officer.
For Decision
(Pages 307 - 314)

22. **SECURE CITY PROGRAMME (SCP) - VIDEO MANAGEMENT SYSTEM (VMS)**
Joint report of the Commissioner and Executive Director of Environment.
For Decision
(Pages 315 - 336)
23. **WATER CHARGE REFUNDS FOR SECURE TENANTS**
Report of the Director of Community and Children's Services.
For Decision
(Pages 337 - 352)
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
25. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

Part 3 - Confidential Agenda

26. **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the meeting held on 14 October 2021.
For Decision
27. **THE PLATINUM JUBILEE PAGEANT**
Report of the Remembrancer.
For Decision
28. **TARGET OPERATING MODEL - ORGANISATIONAL DESIGN, DEPUTY TOWN CLERK**
Report of the Deputy Town Clerk & Chief Executive.
For Decision

This page is intentionally left blank

POLICY AND RESOURCES COMMITTEE **Thursday, 14 October 2021**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 14 October 2021 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chair)
Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley (Vice-Chairman)
Marianne Fredericks
Tracey Graham (Ex-Officio Member)
Deputy Wendy Hyde (Ex-Officio Member)
Deputy Jamie Ingham Clark
Deputy Edward Lord
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie
Wendy Mead
Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Deputy James Thomson (Ex-Officio Member)
Deputy Philip Woodhouse
Alderman Sir David Wootton

Officers:

John Barradell	- Town Clerk & Chief Executive
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Paul Wilkinson	- City Surveyor
Caroline Al-Beyerty	- The Chamberlain
Damian Nussbaum	- Director of Innovation and Growth
Bob Roberts	- Director of Communications
Angela Roach	- Assistant Town Clerk
Simon McGinn	- City Surveyor's Department
Giles French	- Innovation and Growth
Simi Shah	- Innovation and Growth
Chrissie Morgan	- Town Clerk's Department
Aaron Downey	- Private Secretary to Chair of Policy
Douglas Trainer	- Deputy Town Clerk & Chief Executive
Will Norman	- Community and Children's Services
Mark Gettleson	- Town Clerk's Department
Saira McKechnie	- Town Clerk's Department
Greg Moore, Clerk	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Rehana Ameer, Tijs Broeke, Karina Dostalova, Anne Fairweather, Alderman Tim Hailes, Shravan Joshi, Alderman Vincent Keaveny, Deputy Andrien Meyers, Ruby Sayed, Deputy Tom Sleigh, Sir Michael Snyder, Mark Wheatley, 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**

It was noted that Shravan Joshi had declared an interest in respect of Item 5 as Deputy Chairman of the EC BID, although he was now unable to be present at the meeting.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting held on 16 September 2021 were approved, subject to Caroline Haines' attendance being recorded and Wendy Mead being removed from the list of those present.
- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 17 September 2021.

4. **REVIEWED AND UPDATED WARDMOTE BOOK**

The Committee considered a joint report of the Comptroller and City Solicitor and Town Clerk & Chief Executive presenting a reviewed and updated version of the Wardmote Book.

During discussion, a number of queries or suggested areas of further consideration or revision were raised, as follows:-

- There was some debate as to whether the item before the Committee should be for decision, with a Member suggesting that some of the proposed amendments could benefit from political input and determination. It was clarified that the Wardmote Book itself was a technical document which was presented the arrangements specified by various Acts of Common Council and so on; it remained entirely within the gift of Members to propose changes to the relevant Acts which would then result in consequential changes to the Wardmote Book.
- Several Members commented on the benefits of both seeking and articulating a definitive view in respect of the application of the franchise in relation to licensing arrangements for shared workspaces. Members commented on the significant use of shared office space through companies such as WeWork or Regus, commenting that the arrangements as currently understood appeared to disenfranchise a significant number of potential electors. Consequently, it would be worth exploring any opportunity via external legal advice to allow for a more liberal interpretation of legislation. Following discussion, the Comptroller & City Solicitor undertook to engage leading Counsel's Opinion on the matter and report back in due course. In any event, once the position was clarified, it needed

to be set out as transparently as possible within any revised Wardmote Book.

- Members also debated the importance of clarification in relation to terminology concerning qualification for election as an Alderman; in particular, the use of the phrase “British subject”, which had the potential to cause significant confusion. The Comptroller & City Solicitor undertook to bring forward a report by no later than the December meeting of the Committee, proposing potential amendments to the relevant Act of Common Council for Members’ consideration.
- Concern was also expressed regarding use of the term ‘British Subject’ with this considered to be too narrow and it having presented a source of confusion previously; it was suggested reference to ‘British Subject’ should be removed.
- A number of specific drafting or typographical suggestions were relayed to the Comptroller & City Solicitor. Thanking Members for their suggestions, he also encouraged any further comments following the meeting via email, for the purpose of ensuring the final version was as clear as possible.
- The use of consistent non-gendered language (i.e., Common Councillors, rather than Common Councilmen) was suggested.
- A reference in paragraph 6 on page 35 to elections not “being held” in 2021 was noted, with it observed that the timing associated with publication meaning that it would be preferable to say “were not held”, or similar.
- The way in which paragraph 8 on page 48 was worded was challenged, with it observed that it currently implied that the candidate must not be a Commonwealth or Irish citizen. The insertion of semi-colons and relocation of the word “already” was suggested in the interests of clarification.
- The requirement set out on page 48, paragraph 9, for an Alderman to not reside in the Ward was queried, with it suggested that this was wider and should actually refer to there being no requirement for an Alderman to reside in the City.
- On page 79 paragraph 12, a Member referred to the wording relating to a Locum Tenens representing the Lord Mayor as Presiding Officer. They suggested this was too restrictive as it was currently written, arguing that, if possible, this should be expanded to incorporate Representative Lord Mayors, as the current restrictions could prove problematic in allowing for sufficient Presiding Officers to be identified where there were multiple elections on one day.
- Noting the likely future changes arising from the forthcoming Elections Bill, it was commented that a further update of the Wardmote Book would be required as soon as possible once the Bill had been approved, given the imminent local authority elections thereafter. There was some discussion around the potential for seeking the introduction to the City of rolling registers for electoral registration purposes, as were common elsewhere, through the Election Bill. However, it was noted that the Government had suggested they would not welcome such a suggestion at this stage.

The Comptroller & City Solicitor thanked Members for their comments, remarking on it being the first time the draft Wardmote Book had been presented to Members and reflecting on the value of regular review.

The Chair took the opportunity to update more generally on the forthcoming Elections Bill and the potential implications for the City. In particular, she advised of Government Plans to remove the ability of EU Citizens to vote and stand in local elections, unless there were reciprocal arrangements in individual member states or where particular EU Citizens had settled status. Given the City's business franchise and the relative prominence of EU voters, the effect was likely to be bigger on the City than elsewhere.

RESOLVED: That Members note the changes to the draft Wardmote Book.

5. **EC PARTNERSHIP BUSINESS IMPROVEMENT DISTRICT (BID) PROPOSAL / 6. FLEET STREET QUARTER BUSINESS IMPROVEMENT DISTRICT (BID) PROPOSAL**

The Committee agreed to take Items 5 and 6 together.

The Committee considered two reports of the City Surveyor, presenting BID Proposals relating to the Eastern Cluster (EC) Partnership and Fleet Street Quarter (FSQ) Partnership.

Concern was expressed that the geographic boundaries of both BID proposals excluded integral areas of specific Wards, which would either benefit from inclusion or the exclusion of which made no logical sense. In particular, it was suggested the proposals needed to extend further north and south in the EC proposal, to take in the riverside area and parts of Bishopsgate Ward; for the FSQ BID, significant concerns were expressed about the exclusion of parts of the Temple, as well as the Whitefriars and New Bridge Street areas.

The City Surveyor responded explaining the current proposals did not extend further to the south owing to the potential for a future Riverside BID proposal. Several Members queried the wisdom and merits of such a BID, observing that there was no natural affiliation or similarities amongst the businesses along the City riverfront from east to west which might justify such a proposal.

In response to further queries around the exclusion of certain areas and businesses, the City Surveyor explained the proposed boundaries were highly permeable in reality and the benefits of the BID would still flow to neighbouring areas. He also added that there would be an opportunity to consider moving the boundaries in five years' time as part of the next BID ballot process. Several Members challenged the assertion that areas outside the BID would benefit to the same level as those inside, adding that a delay of five years was too significant a delay in any event.

The Chair noted the concerns raised by Members regarding the BID boundaries, as well as the significant impacts that any delay might have in respect of the BID proposals. The Committee agreed that a decision should be deferred at this point in time, with the Deputy Chairman and Vice Chairman

asked to meet with the BIDs to highlight Members' concerns and take forward further discussions, with a view to identifying a solution.

RESOLVED: That Members:-

1. Defer a decision in respect of the BID Proposals presented at this point in time.
2. Request the Deputy Chairman and Vice Chairman to engage with the BID areas with a view to identifying a prospective solution.

7. **HOMELESSNESS LINK IMMIGRATION PLEDGE APPEAL**

The Committee considered a report of the Director of Community and Children's Services providing an overview of the new Homeless Link Pledge Campaign and seeking Members' views on whether to sign up to the Pledge Appeal.

A Member stressed the importance of the pledge in ensuring vulnerable people knew where the City Corporation stood on this important issue, as well as the fundamental importance of gaining and keeping trust in being able to remove people from the streets. Signing up to the pledge would make the City Corporation's position extremely clear in this area.

RESOLVED: That Members endorse the City Corporation signing the Homelessness Link Immigration Pledge Appeal.

8. **FUTURE SKILLS AND TALENT - STRENGTHENING IG SUPPORT FOR CITY COMPETITIVENESS**

The Committee considered a report of the Director of Innovation and Growth relating to Section 106 contributions for investment in employment and skills and seeking approval to the release of funds.

The Chair confirmed her role on the Financial Services Skills Commission and the Socio-Economic Diversity Taskforce. Members noted a minor point of clarification on the Socio-Economic Diversity Taskforce where reference should say "chaired by Catherine McGuinness" rather than "Policy Chair" as the appointment had been made in a personal capacity.

RESOLVED: That Members approve the release of £1.23m of Section 106 funds ringfenced for skills work in 2022/23 – 2024/25. This would entail no extra cost to the Corporation and is the same budget as for 2019/20 – 2021/22.

9. **CITY CORPORATION SELECTED AS FOUNDING SPONSOR OF NEW GLOBAL GOVERNANCE BODY FOR VOLUNTARY CARBON MARKETS**

The Committee received a report of the Director of Innovation and Growth informing Members that the City Corporation had been selected to be a founding sponsor of the new Global Governance Body for Voluntary Carbon Markets (VCMs).

It was clarified that the offer of a seat on the new body's Senior Advisory Council had been made to the current Chair of Policy & Resources in a personal capacity, rather than the post in an ex-officio sense.

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

10. ELECTION ENGAGEMENT CAMPAIGN

The Committee considered a report of the Deputy Town Clerk & Chief Executive providing an update in relation to Electoral Services and Electoral Engagement activity and seeking approval for additional funding.

A Member remarked on a crucial part of the campaign being Member engagement, with up-to-date data important in allowing them to be fully engaged. It was noted that further data pertaining to each Ward would be circulated shortly.

The significant work being undertaken to increase voter registration was acknowledged, with a Member suggesting that a long-term look at the City's franchise might be needed in an effort at expanding the vote in the City moving forward. A Member also commented on a need to continue with the process beyond the current exercise, looking at using a range of options and digital solutions to broaden engagement.

In response to a query around how this election engagement campaign compared to previous processes in terms of registration levels, it was explained that the resident canvas was broadly as expected, but that business registration numbers were not as high as would be wished for.

The Chair remarked on a need to accept the impacts of Covid on registration this year, with Members needing to do what they could both now and in the future to help increase the numbers going forward. The Chair thanked officers for the huge amount of work they had put into the campaign to-date.

RESOLVED: That Members: -

1. Note the report.
2. Approve an additional £12,000 in funding for Electoral Services to support the Business Improvement District ballots (if required), increasing the capacity of the team during the Ward Elections. This is proposed to be funded from the Policy and Resources 2021/22 Committee Contingency.
3. Approve an additional £60,000 towards additional Election Engagement activities, including turnout-raising activities in January to March 2022. This is proposed to be funded from the Policy and Resources 2021/22 Committee Contingency.

11. MID-YEAR UPDATE ON CLIMATE ACTION

The Committee considered a report of the Deputy Town Clerk & Chief Executive updating on progress made during the first half of year one of the Climate Action Strategy.

The Chair reflected on the significant achievements made over the past two years and thanked the Members and Officers involved in driving the programme forward, adding that the Climate Action Strategy represented a strong example of positive collaborative working across the organisation.

The Chair reminded Members that the Senior Responsible Officer (SRO) for the Strategy had changed, with the Deputy Town Clerk & Chief Executive now leading on this initiative. She took the opportunity to thank the Director of Innovation Growth, who was the outgoing SRO, for all his work to date in putting in place the team, strategy, and budget for this important piece of work.

A Member raised a concern in relation to an item at an Open Spaces & City Gardens meeting earlier that week and the plans of the City Gardens team to purchase diesel dumper trucks, suggesting that this undermined the Climate Action Strategy. The Deputy Town Clerk & Chief Executive reassured Members that this matter had been explored thoroughly by officers through the appropriate processes, clarifying that there were particular technical issues justifying the exemption on this occasion which rendered the action compliant with Corporation policies. In essence, the battery technology available for electric vehicles was not yet sufficient to allow for an operationally viable electric alternative to be purchased; however, the vehicles were being leased, rather than purchased, to facilitate a longer-term move to sustainable vehicles once the technology was sufficient.

The Chief Operating Officer also undertook to provide the Committee with an update on the City Corporation's Sustainable Purchase Strategy.

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

12. RECOVERY TASKFORCE UPDATE

The Committee received an update on implementation of the recommendations of the Recovery Taskforce report, *Square Mile: Future City*, published in April 2021.

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

13. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain providing the schedule of projects and activities which had received funding from the Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund.

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

14. COVID 19 AND USAGE OF THE LONDON UNDERGROUND

The Committee considered a report of the Director of Community and Children's Services seeking a decision on whether to support the Mayor of London's proposals for a bye law making the wearing of a face covering legal requirement on the London Transport network.

Members acknowledged the legal requirement to wear face coverings had ended in July as part of Stage 4 of the easing of lockdown restrictions. Consequently, any decision to submit a letter in support of the Mayor would be political consideration. During the discussion that followed, Members agreed that wearing of facemasks should be through encouragement rather than looking to introduce further legislation, and expressed a reticence to intervene in this matter.

The Chair acknowledged a lack of enthusiasm to send a letter in support and confirmed the request would be declined on this occasion. Nevertheless, the Chair asked Members to continue encouraging the wearing of masks where appropriate.

RESOLVED: That the proposal to write a letter of support to the Mayor of London, in support of introducing a bye law making face coverings a legal on Transport for London services, be rejected.

15. **LIVE STREAMING AND RECORDING OF MEETINGS**

The Committee considered a joint report of the Town Clerk & Chief Executive and Comptroller & City Solicitor in relation to the current arrangements for the live streaming and recording of formal committees and sub-committees and whether this should continue, for the benefit of the public.

Members offered their firm support for the continuation of live streaming of meetings, which supported transparency and allowed meetings to be as accessible as possible to electors.

Reference was made to non-local authority areas of activity and the longstanding inappropriate application of the provisions of local government legislation to their activity. In particular, the City's independent schools were cited, with it queried whether there remained a necessity there, given the atypical nature of this arrangement when compared to other independent schools. The Town Clerk confirmed that the continued application of Local Government legislation to independent schools would be a matter for Members to consider through the Governance Review.

Members also discussed arrangements for the Informal Court of Common Council meeting on 11 November 2021 and it was agreed that, whilst Members should be encouraged to attend in person where able, hybrid arrangements to allow for virtual participation should also be made.

RESOLVED: That Members: -

1. Note the decision taken under urgency procedures to maintain live streaming and recording arrangements as of 7 October 2021 as an interim measure.
2. Agree that the current arrangements for the live streaming and recording of all formal committee and sub-committee meetings should continue, for the benefit of the public.

3. Note the potential resourcing implications of future live streaming and recording arrangements.

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

Covid Business Recovery Fund

A Member referred to the £50m Covid Recovery grant scheme for businesses and asked whether an update could be provided to a future meeting. The Chair undertook to raise this at a forthcoming meeting of the Sounding Board to allow for an update report to be presented in due course.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Afghan resettlement

Conscious of time remaining for the meeting, the Chair advised that in lieu of an oral update on this matter she would ask for written updates to be circulated as appropriate. A Member, also the Chairman of the Livery Committee, made reference to the Livery and asked the Chair to let advise outside them meeting if there were any areas in which Livery Companies or the wider Livery movement might be able to assist.

18. 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 of business 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.

At this point in proceedings, in accordance with Standing Order No.40 a decision was taken to extend the length of the meeting.

19. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 16 September 2021 were agreed.
- b) The draft non-public minutes of the Resources Allocation Sub-Committee meeting held on 17 September 2021 were noted.
- c) The non-public minutes of the Resource Allocation Sub-committee Awayday Part 1 meeting held on Tuesday 13 July 2021 were noted.
- d) The non-public minutes of the Resource Allocation Sub-committee Awayday Part 2 meeting held on Thursday 20 September 2021 were noted.
- e) The non-public minutes of the Hospitality Working Party meeting held on 19 July 2021 were noted.

20. **AGREEING TARGETS AND IMPLEMENTATION ACTIONS FOR A NET ZERO PATHWAY FOR FINANCIAL INVESTMENTS FOR EACH FUND**

The Committee received a report of the Chamberlain setting out the findings of the Financial Investments workstream under the Climate Action Strategy, which has been adopted for all the City Corporation's Funds.

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

There was one question, relating to a recent decision of Community and Children's Services Committee regarding water charge refunds for tenants.

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

There were no additional items of non-public business.

Confidential Agenda

23. **REMEMBRANCER'S OFFICE - PROPOSED ORGANISATIONAL DESIGN**

The Committee considered a report of the Remembrancer in relation to the Remembrancer's Office proposed organisational design.

24. **GOVERNANCE REVIEW & TARGET OPERATING MODEL: INSTITUTIONS**

The Committee considered a report of the Town Clerk updating on 'institutions' as part of the City of London Corporation's Target Operating Model.

The meeting ended at 3.50pm.

Chairman

Contact Officer: Gregory Moore
tel. no.: 020 7332 1399
gregory.moore@cityoflondon.gov.uk

PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 15 September 2021

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 and via Microsoft Teams at 9.00 am

Present

Members:

Deputy Keith Bottomley (Chairman)	Caroline Haines
Deputy Jamie Ingham Clark (Deputy Chairman)	Andrew McMurtrie
Rehana Ameer	Susan Pearson
Randall Anderson	James de Sausmarez

Officers:

Joseph Anstee	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Bridget Danso	- Town Clerk's Department
Emma Moore	- Town Clerk's Department
Sonia Virdee	- Chamberlain's Department
Dianne Merrifield	- Chamberlain's Department
Nicholas Richmond-Smith	- Chamberlain's Department
Ola Obadara	- City Surveyor's Department
Simon Glynn	- Department of the Built Environment
Ruth Kocher	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Emmanuel Ojugo	- Department of the Built Environment
Paul Murtagh	- Community & Children's Services Department
Jason Hayes	- Community and Children's Services Department
Cecilie Booth	- City of London Police
Pauline Weaver	- City of London Police
Gemma White	- City of London Police
Lorenzo Conigliaro	- City of London Police
James Morgan	- City of London Police
Rachel Vipond	- City of London Police
Sally Gadsdon	- Open Spaces Department

1. APOLOGIES

Apologies for absence were received from John Petrie and Deputy Philip Woodhouse.

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

Susan Pearson declared a pecuniary interest in Item 7 – Windows Programme and Common Parts Redecoration - Golden Lane Estate by virtue of being a

resident on Golden Lane Estate, with a dispensation to speak, but not vote, on matters relating to housing.

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 23 July 2021 are approved as an accurate record.

5. **PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding public actions, noting that a report on the Bank Junction Improvements project was on the agenda.

RESOLVED - That the public actions list be received.

6. **GATEWAY 4C ISSUE - BANK JUNCTION IMPROVEMENTS: ALL CHANGE AT BANK**

The Sub Committee considered a Gateway 4C Issue report of the Director of the Built Environment. The Director of the Built Environment introduced the report and drew Members' attention to the key points, also outlining an amendment to the recommendations as agreed by the Streets & Walkways Sub Committee. The Director of the Built Environment advised that two reporting methods had been used in order to mitigate a disproportionate response rate between users of different modes of transport. The Sub Committee noted that no changes to the scheme were recommended at this point, however changes could still be delivered at a later stage if agreed.

The Sub Committee then proceeded to discuss the proposals, with regard to the Sub Committees remit in respect of project management considerations and raised points regarding business response, the alternative analysis of consultation findings, and the prospect of further consultation. The Director of the Built Environment advised that officers always considered modal responses, but had felt it was necessary to highlight them in this case due to the lack of proportionality in the responses received.

The Director of the Built Environment further advised that officers had worked around the area and had meetings with businesses outside of the formal consultation, but there was scope for further engagement work. The Sub Committee was also advised of work undertaken in respect of disability access and equalities impact assessment, with the aim of providing the best balance possible for all user groups. The Chairman advised that the Sub Committee would like these matters to be finalised ahead of the Gateway 5 approval, expected in November 2021.

RESOLVED, that the Projects Sub Committee:

1. Note the contents of the report and the key themes of the consultation response, Officers' response to the key findings and the design changes proposed (paragraphs 161-229);
2. Approve the proposed way forward:
 - a. to continue to Gateway 5 with the proposed changes to motor vehicle movements on Threadneedle Street, Princes Street and Queen Victoria Street (which would be operational at all times) outlined in Paragraph 240
 - b. to continue to Gateway 5 with the proposed restrictions on Poultry, Cornhill and King William Street remaining as buses and cycles only, Monday to Friday 7am to 7pm
 - c. to continue to develop the public realm design to Gateway 5 taking into account consultation comments received
 - d. to maintain pace of programme, agree that the traffic orders reflecting a and b can be drafted and issued for statutory consultation ahead of the Gateway 5 report
3. Approve the proposal to review the timing and traffic mix for the Poultry, Cornhill and King William Street arms 12 months from completion (paragraphs 173-175); and
4. Note that a Costed Risk Provision of £93,000 was approved in July 2021 and is still required.

7. GATEWAY 3 ISSUE - WINDOWS PROGRAMME AND COMMON PARTS REDECORATION - GOLDEN LANE ESTATE

The Sub Committee considered a Gateway 3 Issue report of the Director of Community and Children's Services regarding the Windows Programme and Common Parts redecoration project on the Golden Lane Estate. The Director of Community and Children's Services introduced the report and advised of a correction to the report, that detailed acoustic surveys would cost £21,500 rather than £21,000 as stated. The Deputy Chairman confirmed that no Costed Risk Provision was listed as not applicable as the project had started before the Costed Risk Provision system had been set up, and advised that this should be explained in reports rather than listing as not applicable.

In response to a question from a Member, the Director of Community and Children's Services advised that around half of the estates was social housing, and that the leaseholder share of the project cost would be considered following the options appraisal. The Chairman commented that consultation with residents would be key and had to be done appropriately.

RESOLVED, that the Sub-Committee approve:

1. Approve the budget for the design team fees, including funding for; a Quantity Surveyor, Communications Consultant, planning fees and enhanced advisory fees, enabling works, access to ARUP drawings and additional detailed acoustic surveys;

2. Approve further staff costs.

8. **GATEWAY 3/4 ISSUE - FIRE COMPARTMENTATION - GREAT ARTHUR HOUSE**

The Sub Committee considered a Gateway 3/4 Issue report of the Director of Community and Children's Services regarding the fire compartmentation project at Great Arthur House. The Director of Community and Children's Services introduced the report and drew Members' attention to the key points.

RESOLVED, that:

1. That **£101,665** is approved to cover the remainder of Studio Partington's design fees;
2. That an additional budget of **£10,000** is approved to cover the Communications Consultant's fees;
3. Additional Costs are added for staff time (**£20,000**); and
4. Note the revised project budget of **£2,050,665** (excluding risk);

Item	Cost (£)
Works	£1,856,000
Consultancy (Design Team)	£147,665
Consultancy (Communications)	£10,000
Staff Costs	£37,000
Total (excl. spend to date)	£2,050,665

9. **GATEWAY 2 - BILLINGSGATE ACTION PLAN - CCTV**

The Sub Committee considered a Gateway 2 report of the City Surveyor regarding a Billingsgate Action Plan project in respect of CCTV. The City Surveyor introduced the report and drew Members' attention to the key points before the Chamberlain clarified a point relating to the project funding. The Sub Committee noted that the project had been considered in conjunction with the prospective relocation of the markets.

RESOLVED, that the Sub-Committee approve:

1. A budget of **£11,000 for staff and consultancy fees** to reach the next Gateway; and
2. The anticipated total estimated project cost of £245,000 (£340,000 including risk).

10. **GATEWAY 3 - PROVISION OF ADDITIONAL FISH HANDLING FACILITIES - BILLINGSGATE MARKET**

The Sub Committee considered a Gateway 3 report of the City Surveyor regarding the provision of additional fish handling facilities at Billingsgate Market. The City Surveyor introduced the report and explained why the

proposals were for the continuation of an old project rather than beginning a new project.

Following a question from the Deputy Chairman, it was unclear whether the project had enough funding in place to meet the full cost of the project, plus relevant liabilities. The Chairman proposed that authority be delegated to the Town Clerk, in conjunction with the Chairman and Deputy Chairman, to agree the Gateway 3 report following clarification from the Chamberlain regarding the project's funding strategy, and this was agreed.

RESOLVED - That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree the Gateway 3 report following clarification from the Chamberlain regarding the project's funding strategy.

11. GATEWAY 2 - RWE: MILLENNIUM BRIDGE HOUSE AREA IMPROVEMENTS

The Sub Committee considered a Gateway 2 report of the Director of the Built Environment regarding improvements to the Millennium Bridge House area. The Sub Committee noted that the project was funded by Section 278 funding.

RESOLVED, that the Sub-Committee approve:

1. The budget of **£50,000**, that forms the legally agreed Section 106, Design and Evaluation Fee Payment is approved for the project to reach the next Gateway;
2. Also to note the total estimated cost of the project at **£150K- 300K** (excluding risk);
3. Note that at the next reporting stage, any proposed Cost Risk Provision be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman of Streets & Walkways Sub-Committee and Projects Sub-Committee; and
4. Authorise officers to negotiate and enter into a Section 278 agreement, in accordance with the requirements of the Section 106 agreement.

12. GATEWAY 6 - FROBISHER CRESCENT BALCONY DRAINAGE SCHEME

The Sub Committee considered a Gateway 6 report of the Director of Community and Children's Services regarding the Frobisher Crescent Balcony Drainage scheme. The Sub Committee noted that the report had been considered by the Service Committee in March 2020 but had not been submitted to the Sub Committee at the time due to administrative error, and therefore the project had not been closed. The Director of Community and Children's Services introduced the report, and clarified that the project underspend was £51,000, rather than £39,000 as stated.

In response to a question from the Chairman, the Town Clerk advised that an exercise could be undertaken to assess whether there were any further projects

awaiting closure due to unsubmitted Gateway 6 reports. The Chairman requested that this be added as an outstanding action and that this exercise be undertaken, as it would provide assurance for the Sub Committee.

RESOLVED, that the Sub-Committee approve the closure of the project.

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

There were no questions.

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

There were no items of urgent business.

15. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.

Item No.	Paragraph No
16-31	3
32-33	-

16. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 23 July 2021 be approved as an accurate record.

17. **NON-PUBLIC ACTIONS**

The Sub Committee received a list of non-public outstanding actions.

18. **PPG CONSTRUCTION MARKET CONDITIONS UPDATE**

The Sub Committee received an oral update from the Property Projects Group (PPG) Director.

19. **NON-PUBLIC APPENDIX - GATEWAY 3 ISSUE - WINDOWS PROGRAMME AND COMMON PARTS REDECORATION - GOLDEN LANE ESTATE**

The Sub Committee received a non-public appendix to Item 7.

20. **BILLINGSGATE FISH MARKET ACTION PLAN**

The Sub Committee considered a report of the City Surveyor.

21. **GATEWAY 5 ISSUE - ISLEDEN HOUSE INFILL PROJECT**

The Sub Committee considered a report of the Director of Community and Children's Services.

22. **GATEWAY 3 - SECURE CITY PROGRAMME (SCP) - VULNERABLE PEOPLE WORKSTREAM**

The Sub Committee considered a report of the Director of the Built Environment and the Commissioner of the City of London Police.

23. **GATEWAY 3 - GUILDHALL COOLING PLANT REPLACEMENT**
The Sub Committee considered a report of the City Surveyor.
24. **GATEWAY 2 - CITY OF LONDON POLICE IN-VEHICLE AUDIO/VIDEO SYSTEM**
The Sub Committee considered a report of the Commissioner of the City of London Police.
25. **GATEWAY 1-5 - CITY OF LONDON POLICE VEHICLE FLEET REPLACEMENT PROGRAMME 2021/22**
The Sub Committee considered a report of the Commissioner of the City of London Police.
26. **GATEWAY 5 - CLIMATE ACTION STRATEGY - CARBON REMOVALS PROJECT**
The Sub Committee considered a report of the Director of Open Spaces.
27. **GATEWAY 4 - FINSBURY CIRCUS GARDEN REINSTATEMENT**
The Sub Committee considered a report of the City Surveyor.
28. **GATEWAY 4C - CITY JUNIOR SCHOOL**
The Sub Committee considered a report of the City Surveyor.
29. **GATEWAY 5 - REFURBISHMENT OF ELECTRA HOUSE, 84 MOORGATE**
The Sub Committee considered a report of the City Surveyor.
30. **PORTFOLIO OVERVIEW**
The Sub Committee received a report of the Town Clerk.
- a) **Red Report: HR Integrated Time Management and e-Expenses Project**
The Sub Committee received a report of the Commissioner of the City of London Police.
31. **REPORT OF ACTION TAKEN**
The Sub Committee received a report of the Town Clerk.
32. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
33. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were three items of other business.

The meeting closed at 10.30 am

Chairman

Contact Officer: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk

PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 20 October 2021

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee
held at the Guildhall EC2 at 11.00 am**

Present

Members:

Deputy Keith Bottomley (Chairman)
Deputy Jamie Ingham Clark (Deputy
Chairman)
Randall Anderson

Susan Pearson
James de Sausmarez

Officers:

Joseph Anstee	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Bridget Danso	- Town Clerk's Department
Paul Murtagh	- Community & Children's Services Department
James Illsley	- Community & Children's Services Department
Philippe Greaves	- Community & Children's Services Department
Emma Moore	- Chief Operating Officer
Ola Obadara	- City Surveyor's Department
Neil Hawkins	- City Surveyor's Department
Leah Coburn	- Environment Department
Melanie Charalambous	- Environment Department
Clarisse Tavin	- Environment Department
Ian Hughes	- Environment Department
Emmanuel Ojugo	- Environment Department
Kristian Turner	- Environment Department
Giles Radford	- Environment Department
Sonia Virdee	- Chamberlain's Department
Sarah Williams	- City of London Police
Gavin Stedman	- Markets & Consumer Protection Department

1. APOLOGIES

Apologies for absence were received from Rehana Ameer, Christopher Hayward, Deputy Catherine McGuinness, Andrew McMurtrie and Deputy Philip Woodhouse.

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 15 September 2021 are approved as an accurate record.

5. **PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding public actions and noted the updates in respect of outstanding items. In response to a question from a Member regarding archiving, the Town Clerk advised that learning points and observations were not currently added to project archive entries, but this was an aspiration following the next software renewal.

RESOLVED - That the public actions list be received.

6. **GATEWAY 3-5 - PEDESTRIAN PRIORITY PROGRAMME - PHASE ONE INTERVENTIONS**

The Sub Committee considered a Gateway 3-5 report of the Executive Director, Environment regarding Phase One interventions for the Pedestrian Priority Programme. The Sub Committee noted that the project was funded through the Climate Action Strategy. The Executive Director, Environment then introduced the report and drew Members' attention to the key points, before confirming that the Streets & Walkways Sub Committee had approved the proposals. In response to a question from a Member, the Executive Director, Environment clarified points relating to the project risk, governance and finance.

RESOLVED – That the Projects Sub Committee:

1. Approve a sum of £2,402,628 as the implementation budget for the Year 1 (Phase 1) interventions, funded from within the existing Year 1 budget envelope of £2.5 to £3.2million;
2. Delegate authority to the Executive Director Environment, in consultation with the Chamberlain, to make any adjustments between elements of the approved budget, provided the total approved budget £~2.4M is not exceeded; and
3. Delegate authority to the Executive Director Environment, in consultation with the Chairman and Deputy Chairman of Streets and Walkways, to make proportionate adjustments to the designs of the recommended Option.

7. **GATEWAY 3-4 - 100 MINORIES PHASE TWO: PUBLIC REALM ENHANCEMENTS TO CRESCENT**

The Sub Committee considered a Gateway 3-4 Issue report of the Executive Director, Environment regarding Phase Two of the 100 Minorities project. The Sub Committee noted an amendment to the recommendations as agreed by the Streets & Walkways Sub Committee, stating that the project funding was subject to the approval of Year 2 of the Cool Streets & Greening programme. The Executive Director, Environment then introduced the report and drew

Members' attention to the key points, including the change to the project's funding strategy, which was supported by the Chamberlain.

RESOLVED – That the Projects Sub Committee:

1. Approve the amended scope of the project to include climate resilience measures and note that a final design and cost estimate will be set out at Gateway 4/5;
2. Approve the revised funding strategy as set out in this report to include funding from the Cool Streets and Greening Programme in addition to previously allocated S106 funds, subject to approval of the Cool Streets and Greening programme Year 2 report; and
3. Approve the additional budget of £29,819, funded from the 100 Minorities S106 for Phase 2 to reach the next gateway.

8. **GATEWAY 1-4 - REPLACEMENT OF THE LADY AILEEN'S ENGINES**

The Sub Committee considered a Gateway 1-4 report of the Executive Director, Environment on a project for the replacement of the Lady Aileen's engines. The Executive Director, Environment introduced the report and drew Members' attention to the key points. In response to a question from a Member, the Executive Director, Environment advised that the vessel was in good condition, and was expected to remain in operation for the lifetime of the new engines, which would be around 20 years. The Sub Committee was assured that the proposals represented value for money in this regard.

The Chairman added his agreement that the proposed option represented value for money and advised that the Sub Committee would also consider the Gateway 5 report.

RESOLVED – That the Projects Sub Committee agree:

1. That budget of £1,000 is approved for Port Health & Public Protection to reach the next Gateway;
2. Note the total estimated cost of the project at £301,000 (excluding risk);
3. That a Costed Risk Provision of £50,000 is noted for the project and further details will be brought back at Gateway 5; and
4. That Option 2 is approved: Replace engines with new Tier 3 IMO approved engines, which meet the latest regulations.

9. **GATEWAY 2 - BARBICAN AND GOLDEN LANE HEALTHY STREETS PLAN**

The Sub Committee considered a Gateway 2 report of the Executive Director, Environment regarding the Healthy Streets Plan for the Barbican and Golden Lane. The Executive Director, Environment introduced the report and drew Members' attention to the key points. In response to a question from the Chairman, the Chamberlain confirmed that capital funding had been allocated

in principle for the project, but there was still drawdown requiring Resource Allocation Sub Committee approval.

In response to a question regarding timescales, the Executive Director, Environment advised that key delivery dates were set out in the report, and that officers wanted to align project delivery with the Beech Street project. It was aimed to submit and Gateway 3 and 4 report before next year's summer recess.

RESOLVED – That the Projects Sub Committee agree:

1. A budget of £141k to reach the next Gateway;
2. Delegate authority to the Executive Director Environment, in consultation with the Chamberlain, to make any adjustments between elements of the approved budget, provided the total approved budget £141k is not exceeded; and
3. Note the total estimated cost of the project at £250k (excluding risk).

10. **GATEWAY 5 - 2-6 CANNON STREET PUBLIC REALM IMPROVEMENTS | PHASES 2 AND 3 UPDATE REPORT**

The Sub Committee considered a Gateway 5 report of the Executive Director, Environment in respect of the public realm improvements project at 2-6 Cannon Street. The Executive Director, Environment introduced the report and drew Members' attention to the key points, advising that it was hoped the project would be complete by June 2022.

In response to a question from a Member regarding the excavation at Old Change House, the Executive Director, Environment advised that a radar survey was undertaken prior to excavation which had not identified the concrete structures which had necessitated the redesign. Whilst it was not unusual to find unexpected structures following radar surveys, lessons had been learned in this case and consideration would be given to making the surveys more robust.

In response to a question from the Deputy Chairman, the Executive Director, Environment confirmed that the project risk status had gone from Green to Amber due to the delays to Phases 2 and 3.

RESOLVED – That the Projects Sub Committee agree:

1. That the remaining project budget of £420,170 is revised as set out in the finance tables in Appendix C; including any interest accrued to complete the project in accordance with the Section 106 Agreement; and
2. Approval of the budget adjustment summarised in table 3 Appendix 3.

11. **GATEWAY 6 - 55 MOORGATE SECTION 278 PUBLIC REALM AND HIGHWAY IMPROVEMENTS**

The Sub Committee considered a Gateway 6 report of the Executive Director, Environment regarding the 55 Moorgate Section 278 public realm and highway improvements. The Chairman advised that the report had not been submitted to the Corporate Projects Board in error, and in order to comply with the Project Procedure and Gateway Approval Process. The Chairman therefore proposed that authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the Gateway 6 report once it had been submitted to the Corporate Projects Board for comment and approval, and this was agreed.

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the Gateway 6 report following approval of the Corporate Projects Board.

12. **GATEWAY 6 - STREET LIGHTING LED PROJECT**

The Sub Committee considered a Gateway 6 report of the Executive Director, Environment in respect of the Street Lighting LED project. The Chairman introduced the item, commenting that the project had been a great success. The Executive Director, Environment then introduced the report, advising that the project had won awards and was considered an industry leader. Officers would continue to work with the Environmental Health department and City of London Police in managing and maintaining the street lighting and related systems. The Chairman then advised that the project best practice had been shared internationally, before congratulating officers on the success of the project.

RESOLVED – That the Projects Sub Committee note the contents of this report and authorise closure of the project, with any unused balances returned to the on-street parking account. To note, the project was delivered on time and to budget.

13. **GATEWAY 6 - MIDDLESEX STREET ESTATE LIFT REFURBISHMENT**

The Sub Committee considered a Gateway 6 report of the Director of Community and Children's Services in respect of the Middlesex Street Estate lift refurbishment. The Director of Community and Children's Services introduced the report and advised that improvements had been made in respect of accessibility and fire safety as a result of the project. The Sub Committee also noted that the project had been delivered within budget.

RESOLVED – That the Projects Sub Committee:

1. Note the content of the report;
2. Note the lessons learnt; and
3. Authorise closure of this project.

14. **GATEWAY 6 - RENEWAL OF ROOF COVERINGS AT 1-48 BLAKE HOUSE, WILLIAM BLAKE ESTATE**

The Sub Committee considered a Gateway 6 report of the Director of Community and Children's Services in respect of the renewal of roof coverings at 1-48 Blake House. In response to a question from a Member, the Director of Community & Children's Services advised that the requirements for warranty had been set out at the previous Gateway, before outlining the City of London's obligations in respect of insurance.

RESOLVED – That the Projects Sub Committee:

1. Note the content of the report;
2. Note the lessons learnt;
3. Authorise closure of this project.

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

A Member asked whether a summary could be added to reports which reported the movements and variations on matters such as project budgets as a project moved through the Gateway process in a consistent manner, as it would make the project history easier to understand. The Chair responded that this had been the intention of adding the project coversheet to reporting, but this could be reviewed.

The Town Clerk confirmed that the project coversheet aimed to keep track of and narrate on the development of a project during the Gateway process, but noted that the format fluctuated based on the stage of the process. The Town Clerk advised that the coversheet was missing from items on the agenda, which was an error, and that the Project Management team were happy to consult with Members about project reporting outside of meetings. The Chair added that this was an ever-evolving process and Members were always encouraged to make suggestions for improvements.

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

There were no items of urgent business.

The Chairman then thanked Members of the public watching via YouTube for their participation.

17. **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.

Item No.

18 - 23

24 - 25

Paragraph No

3

-

18. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 15 September 2021 be approved as an accurate record.
19. **NON-PUBLIC ACTIONS**
The Sub Committee received a list of non-public outstanding actions.
20. **PPG CONSTRUCTION MARKET CONDITIONS UPDATE**
The Sub Committee received an oral update from the Property Projects Group (PPG) Director.
21. **GATEWAY 1-4 - CITY OF LONDON SCHOOL FOR GIRLS - SUMMER WORKS 2022**
The Sub Committee considered a report of the City Surveyor.
22. **GATEWAY 6 - 64/65 LONDON WALL - RE-COVERING AND REPLACEMENT OF ROOF - BRIDGE HOUSE ESTATES**
The Sub Committee considered a report of the City Surveyor.
23. **PORTFOLIO OVERVIEW**
The Sub Committee received a report of the Town Clerk.
- a) **Red Report: Installation of Sprinklers in Social Housing Tower Blocks**
The Sub Committee received a report of the Director of Community and Children's Services.
- b) **Red Report: Ring of Steel Compliance (iMS-DRS) Video Management System**
The Sub Committee received a report of the Commissioner of the City of London Police.
24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
25. **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 closed at 12.00 pm

Chairman

Contact Officer: Joseph Anstee
joseph.anstee@cityoflondon.gov.uk

This page is intentionally left blank

PUBLIC RELATIONS SUB (POLICY & RESOURCES) COMMITTEE

Monday, 18 October 2021

Minutes of the meeting of the Public Relations Sub (Policy & Resources) Committee held at the Guildhall EC2 at 3.00 pm

Present

Members:

Christopher Hayward (Deputy Chairman)	Deputy Jamie Ingham Clark
Deputy Keith Bottomley	Alderman Sir David Wootton
Anne Fairweather	Alderman Prem Goyal
Alderman Timothy Hailes	Deputy Edward Lord

Officers:

Bob Roberts	- Director of Communications, Town Clerk's Department
Eugenie De Naurois	- Head of Corporate Affairs, Town Clerk's Department
Sarah Bridgman	- Corporate Affairs, Town Clerk's Department
Sam Hutchings	- Sports Engagement, Town Clerk's Department
Richard Messingham	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Paul Double	- City Remembrancer
Paul Wright	- Deputy Remembrancer
Bruce Hunt	- Remembrancer's Department
Bukola Soyombo	- Chief Operating Officer's Department
James Gibson	- Chief Operating Officer's Department

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Deputy Catherine McGuinness, Alderman Vincent Keaveny, Tijs Broeke, Karina Dostalova and Deputy Tom Sleigh.

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 29 April 2021 be approved as a correct record.

4. PARTY CONFERENCE UPDATE

Members received a report of the Director of Communications regarding the Party Conference Update.

First and foremost, Members expressed their sincere thanks for the efforts made by officers to organise the various engagements across the party

conferences, it was agreed that significant improvements had been made in recent years. The City's involvement was far more established and was being recognised as part of London leadership more widely.

Concerns were raised about the accommodation in Manchester. It was felt the service was not at a satisfactory standard. Officers agreed that alternatives should be sought for future years.

Members suggested that it would be useful to come together on a daily basis, even for 30 minutes, to provide a debrief for their respective engagements that day. This would be in addition to the meeting on the first night, which was considered a helpful feature in the timetable.

It was also requested that arranging individual programmes would be beneficial in future. Wider membership beyond the Chair and Deputy Chairman would then have the opportunity to join specific fringe events, allowing them to learn as well as contribute. Resources could be deployed more effectively. It was noted that this year there were fewer private events.

The dinners were considered very valuable and there had been a lot of positive feedback received by attendees. It was noted that the two events drew in different audiences, with both feeding into different areas of our corporate objectives. There was, however, concern that the Chair's speech at both events had been too similar, especially given the number of guests who attended both. They also should have been better tailored, with a relevant angle for the differing audiences.

The key themes from the conferences were shared under separate cover to Members of the Court of Common Council.

Main highlights of the Liberal Democrats' virtual Conference were party leader Ed Davey's speech and, as an organisation, a successful City-organised roundtable on how local government can reach its goals for net zero.

At the Labour Conference, there were less attendees than in previous (pre-Covid) years. The Corporate Affairs Team felt the events were a success and that the Chair had engaged key shadow front benchers and spoke alongside them on the subject of financial services and contributions the sector can make towards sustainable finance.

At the Conservative Conference, there was a buoyant atmosphere with positive engagement that was more business focussed.

RESOLVED, that the update be noted.

5. CORPORATE AFFAIRS UPDATE

Members received a report of the Town Clerk regarding Corporate Affairs.

There was a discussion on the importance on ensuring that fraud is included within the Online Safety Bill and the ongoing work of the Corporate Affairs

Team, alongside the City of London Police and the Remembrancer's Department. The Team had also been engaged with relevant Trade Associations.

A forward look be re-added to the report in future.

It was confirmed that matters regarding the City's elections were and would continue to be reported to Policy & Resources Committee, not the Sub-Committee.

Members and officers drew attention to levelling up. It was noted that this should not mean the 'levelling down' of the South-East. Recognising this, it was agreed that the City should ensure it acts as a helpful contributor to the campaign, not an opponent. It was noted that experiences within London were very varied.

Members requested source material they could use and call upon to provide examples of what the City was doing in order to contribute to the levelling up agenda. Examples including the Market co-location programme and academies were raised.

RESOLVED, that the report be noted.

6. **SIX MONTH MEDIA UPDATE**

Members received a report of the Director of Communications regarding the six month media update.

The Director of Communications gave three observations: 1) that there was a perceived change in tone surrounding Covid-19, with the negativity surrounding return to the office now more positive and encouraging; 2) that climate change continued to be a struggle, with a lack of media interest; and 3) with police and the fraud agenda, closer working relationships had been established, resulting in greater coverage and results for our political agenda.

A question was raised as to whether the City should reconsider the use of an unnamed spokesperson in relation to announcements that require technical expertise. This would possible mitigate any doubt surrounding the qualifications of any given commentator. The Director of Communications agreed to look into this.

Greater trend analysis was sought on media coverage in this period compared to previous periods. It was also suggested that any coverage that did not meet the criteria to be included in the analysis section, could be 'swept' into a smaller summary category.

On Climate change, the view was that very little extra could be done to resolve the issue around climate change coverage without hard edged policy initiatives. The plan was to continue to plug away at COP and continue trying.

Following a discussion on Corporate reputational risk it was agreed that the relevant information could feature in reports in future.

Regarding the Financial Times article concerning the incorrect assertion that the City would be repurposing office buildings to housing, officers and Members reaffirmed that the City was a business district with a vibrant and thriving offer. This message would be repeated until the misleading impression from the FT article was finally disregarded.

RESOLVED, that the report be noted.

7. SPORT ENGAGEMENT UPDATE

Members considered a report of the Director of Communications regarding the sports engagement update.

Members all expressed their keen support for funding this work despite other challenges on City's finances. This was a valuable programme, and it was felt that in future there should be more invested in the strategic development and delivery of sporting events.

In future, it was hoped more work could be done to maximise on the potential of the City's Open Spaces and Family of Schools.

The Lord Mayor and Policy Chair's Office would continue to be involved, particularly in larger events such as the forthcoming Commonwealth Games and Women's Euros.

There was a discussion about celebrating recent British/London-based sporting champions.

RESOLVED, that Members

- note the progress being made on the City Corporation's sport engagement programme as outlined in this report; and
- agree that the Policy and Resources Committee be asked to allocate £75,000 from the Policy Initiatives Fund towards sport engagement activity for 2022/23.

8. PARLIAMENTARY TEAM UPDATE

Members received a report of the Remembrancer regarding an update from the Parliamentary Team.

A question was raised over whether the Public Service Pensions and Judicial Offices Bill would affect any changes to the enforced retirement age for the Court of Aldermen. The Remembrancer confirmed that the legislation was separate and the Court of Aldermen was not impacted as this would be an internal matter for the City Corporation.

On the Judicial Review and Courts Bill, a query was raised as to how the Government sought to raise the hurdles in obtaining judicial review of decisions by Government or public bodies. This had been a controversial area and whilst raised hurdles were likely as a result of the Bill, how those might manifest was yet to be determined.

There was discussion on the Professional Qualifications Bill and what happens to those that do have the necessary qualifications that need to be recognised in order to be able to work in the country. Until its enactment, the status quo remains in place.

Thanks were issued to the Remembrancer's Department for the work undertaken on the Environment Bill. They moved at speed to arrange key meetings and agree amendments with London Councils in very short order.

RESOLVED, that the report be noted.

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

There were two questions.

Having just engaged with MPs at the party conferences, a Member noted that there used to be a regular formal programme of outreach including lunches and dinners Guildhall. The Remembrancer agreed to work with Corporate Affairs to continue to provide the same offers for engagement as the City Corporation had done before.

The first concerned sports engagement and where its formal home was within the City's Committee structure. It was confirmed that Sports Engagement was in the Sub-Committee's terms of reference. Although, it was noted that Sports Development was a distinct function that was not currently provided for explicitly under the Committee structure.

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

There was one item of urgent business: Members requested more frequent meetings, ideally every two-months.

11. **EXCLUSION OF THE PUBLIC**

The Sub-Committee approved the non-public minutes without comment in public session.

12. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes and summary of the meeting held on 29 April 2021, be approved as an accurate record.

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

There were no questions.

14. **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 4.13 pm

Chairman

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

Competitiveness Advisory Board

A public summary of the Competitiveness Advisory Board meeting held on 11 October 2021.

The Board held its first meeting with its full composition, following the appointment of the final two external members, on the 11th of October 2021. This meeting focused on seeking the views of the Board on the priorities for regulatory engagement and the benchmarking used to assess the competitiveness of the London and the UK's FPS offering. The Board also discussed the City of London Corporation's COP26 agenda.

The Board received a report from the Executive Director of Innovation and Growth regarding the Regulatory Engagement. The following subjects were discussed in relation to the priorities for regulatory engagement:

- How best to effectively steer the relationship between Regulators and businesses.
- The cost benefit analysis for firms complying with regulations required trade in the City and UK.
- The importance of the full integration of Digital and ESG concerns in the UK FPS regulatory framework.
- The contribution of Regulators to the competitiveness of the UK FPS offering.
- The efficacy of current and future messaging on the FPS regulation.

The Board discussed an update from the Executive Director of Innovation and Growth on the benchmarks used to review London and the UK FPS offering. The Board reviewed the suitability of these benchmarks and noted the following points:

- How to record suitable data to measure against these benchmarks
- The need to tailor messaging on this to specific audiences.
- How to establish the right metrics and comparators. With particular importance on sustainable finance metrics.

Information on the City of London Corporation's agenda for the COP26 was also presented to the Board. The Board discussed this agenda during which the follow subjects arose:

- Key actions for the City post COP 26.
- The sectors interest in simple green finance products.
- The importance of relationships partner organisations.
- The launch of the Green Finance Institute.

The Board will meet again in January.

For any enquiries relating to the Competitiveness Advisory Board, please contact Richard.Holt@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s) Policy and Resources Committee – for decision Court of Common Council – for decision	Dated: 18 November 2021 9 December 2021
Subject: Committee Revised Scheme of Delegations to Officers	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Deputy Town Clerk	For Decision
Report author: Angela Roach, Assistant Town Clerk and Executive Director of Governance	

Summary

1. The need to create a more efficient and focused decision-making system by revising the City Corporation's current committee structure and reviewing its Scheme of Delegation (SoD) is a major part of achieving the ambitions of the governance review. The Policy and Resources Committee is responsible for the co-ordination of the City Corporation's governance arrangements including the SoD.
2. This report sets out the changes made to the SoD to this point, some of which support the comprehensive work that is currently being undertaken in respect of the organisation's governance arrangements. A separate, report setting out proposals for a new committee structure can be found elsewhere on the agenda for this meeting.
3. A comprehensive review of the SoD was last undertaken in 2019 and a number of revisions were approved. The Scheme was subsequently considered earlier this year in March, though at that time no changes were made to the delegations themselves as the principal aim was to amend the Scheme to accurately reflect the new roles and changes to the City Corporation's new Tier 1 organisational structure i.e., the new job titles and the departmental arrangements.
4. All Chief Officers have been asked to review their delegations and a number of new delegations have been proposed to assist the day-to-day management. They also aim to alleviate the demands on Members, address the issue of pace by increasing financial thresholds and reducing the need for proposals to be considered by multiple committees.

5. It should be noted that the SoD is supported by a separate procedure for dealing with projects. The Projects Procedure was introduced in 2013 to encourage consistency of delivery across the organisation, without having an impact on pace. It has been reviewed periodically since its inception to ensure that it is fit for purpose. To support the desired outcomes of the governance review, a further review of the procedure is planned to ensure that it is in line with those desirable outcomes. For example, officers will be looking to improve efficiency by increasing current thresholds for capital and supplementary revenue projects, routine revenue projects and those delivered with ringfenced funds, such as the Designated Sales Pools, Additional Works Programmes and the Housing Revenue Account.
6. It should also be noted that further amendments might emerge as the implementation of the City Corporation's new Target Operating Model progresses. It is therefore likely that further revisions will need to be considered by this Committee and Court of Common Council in due course.
7. Some of the delegations proposed so far have the support of certain service committees. For example, the Property Investment Board, Bridge House Estates Board and the Projects Sub-Committee were consulted on the City Surveyors delegations and supported the proposed changes.
8. All changes recommended to this point are set out in the draft revised Scheme i.e. Appendix 1 to this report (the changes made to this point are highlighted). For ease of reference, a summary table has been included within this report highlighting the modifications made so far.

Recommendation

9. Members are asked to approved the following:-
 - revisions made to the draft SoD to date;
 - going forward, to ensure continued Member oversight, periodic reports of reporting action taken be submitted to service committees; and.
 - to ensure good governance, the SoD be reviewed on annual basis.

Main Report

Background

10. To facilitate the administration of the City Corporation's many and complex functions, the Court of Common Council delegates the majority of its functions to its Committees and Officers. Individual committee Terms of Reference set out the functions delegated to committees, whilst the Scheme of Delegations sets out those functions which have been delegated to Officers. The Policy and Resources Committee is responsible for the co-ordination of the City Corporation's governance arrangements including the SoD and for making recommendations on the Scheme to the Court of Common Council.
11. This report sets out the changes made to the draft Scheme of Delegation (SoD) to this point, some of which support the work that is currently being undertaken in

respect of the organisation's governance arrangements. A separate, report setting out proposals for a new committee structure can be found elsewhere on the agenda for this meeting.

12. A comprehensive review of the SoD was last undertaken in 2019 and a number of revisions were approved. The Scheme was subsequently considered in March earlier this year. At that stage no changes were proposed to the delegations themselves as the principle aim at that time was to amend the Scheme to accurately reflect the new roles and changes to the City Corporation's new Tier 1 organisational structure i.e. the new job titles and the departmental arrangements.
13. All Chief Officers were recently asked to review their delegations and a number of new delegations have been proposed to assist the day-to-day management, alleviate the demands on Members, address the issue of pace by increasing financial thresholds and reducing the need for proposals to be considered by multiple committees. The opportunity has also been taken to include relevant updates in legislation and correct any drafting errors.
14. The SoD is supported by a separate procedure for dealing with projects. The Projects Procedure was introduced in 2013 to encourage consistency of delivery across the organisation, without having an impact on pace. It has been appraised periodically since its inception to ensure that it is fit for purpose. A further review is being undertaken and submitted for approval to this Committee to ensure that the procedure is efficient, is in line with the ambitions of the governance review and that it mitigates the need for certain projects to be approved by multiple committees. The review will focus on the following:-
 - Project thresholds: the threshold for capital projects is currently £50k. Projects include staff costs and therefore almost all project activity enters the Gateway Process. Changes to the thresholds would enable Members to focus on more strategic issues rather than operational procedures. The portfolio currently includes over 300 projects due to the low thresholds.
 - Increasing delegations/changes to tolerances: there are no delegations or tolerances to increase approved project budgets pre-Gateway 5. The current process requires an Issues Report to Committees for any increase, no matter how modest. A more efficient way is therefore needed to assist with pace.
 - Removing routine procurement from the Gateway Process: currently all capital expenditure on assets have to go through the process. Routine procurement exercises are different from projects, which are usually fixed-term unique activities, therefore producing several Gateway reports for procurement activities seems excessive.
15. It should be noted that further amendments to the SoD might emerge as the implementation of the City Corporation's new Target Operating Model progresses. It is therefore likely that further revisions will need to be considered in due course.
16. It should also be noted that some of the delegations proposed in draft scheme attached have already been considered by, and have the support of, certain service committees. For example, the Property Investment Board, Bridge House Estates

Board and the Projects Sub-Committee all supported further increases to Property Management thresholds, delegating the granting of some long leases subject to certain conditions, and the delegation of other activities following the establishment of the Bridge House Estates Board earlier this year.

17. All the changes proposed so far are set out in the draft revised Scheme set attached as Appendix 1 (changes highlighted) and for ease, a summary table is set out below highlighting the modifications made so far. Further changes will be made following further consultation with Chief Officers as requested by the Chair and Deputy Chairman of the Sub-Committee.

Proposed changes

18. The table below highlights the major changes so far and can be cross referenced with the revised draft Scheme at Appendix 1 (changes highlighted).

Chapter	Section/Item No.	Change
General conditions of delegation		Updates to policies and codes
	Day to Day Management	(a) the deletion of the words <i>“in respect of the appointment and dismissal in relation to posts graded H and above and”</i> (d) firming up the need for consultation with the City Surveyor as the Head of Profession when declaring land and property surplus to requirements.
	Property	Para 10: firming up the need for consultation with the City Surveyor and adherence to standing orders and other corporate processes when managing property
	Head of Professions	Para 16 – 20: the inclusion of an entirely new section in relation to the duty to, amongst other things, develop and maintain standards; support enabling functions and appropriate delivery models; strive for continuous improvement and development; and embedding the importance of collaboration
Employment matters	Posts	Para 23: firming up the need to consider requests for exemptions in relation to politically restricted posts in accordance with policy.

	Terms, Conditions and Allowances (Contractual or Non-Contractual)	<p>Para 32: firming up the need to deal with appeals in relations conduct, capability, probation, attendance, employee grievances, bullying and harassment in accordance with relevant policy.</p> <p>Para 33: new para on determining declaration of interests in accordance with the relevant policy.</p>
	Delegation to Chief Officers in Agreement with other Authorities	Para 58: making redundancy calculations payments in line with relevant policies and procedures.
Town Clerk and Chief Executive	Libraries and Culture	Changes to responsibility for culture and heritage, clarifying responsibility for the London Metropolitan Archives, Guildhall Library and Small Business Research and Enterprise Centre only
	Delegations to other Officers	<p>Para 28.1 and 28.2: inclusion of the Deputy Town Clerk</p> <p>Para 28.2: inclusion of the Project Governance Director</p>
The Chamberlain and Chief Financial officer	Operational	<p>Para 9: approval of Council tax base</p> <p>Para 10: New section in relation to the write off irrecoverable debts, specifying financial thresholds</p> <p>Para 12: New section in relation to authorising the grant of discretionary rate relief</p> <p>Para 18: Inclusion of the suspension of pension contributions</p>
Commissioner for the City of London Police	Human Resources	<p>Para 7: new HR approvals to align civilian staff with police officers</p> <p>9 Authorisation to award contracts under a certain threshold</p>
	Procurement	Para 8: increased threshold for non-works procurements.

	Finance	Paras 11, 12 and 13: the authorisation of contracts for goods & services and works below certain thresholds
	Delegations to other Officers	Para 16: the delegation of paras 9 and 10 referred to above, to the Director of Finance and the Chief Operating Officer, in the absence of the Assistant Commissioner.
Comptroller and City Solicitor		Para 2: removal of this historic need to act as Vice Chamberlain and Chief Financial Officer
Chief Operating Officer	Information Technology and Commercial Services	Para 2: increased threshold for procurement waivers
	Markets	Para 4: instigation of legal proceedings
	Human Resources	<p>Para 5: amendments to increases for payments to teachers and the occupational health manager.</p> <p>Para 10 and 11: removal of the need for consultation with eh Chair and Deputy Chair of the Establishment Committee.</p>
	Delegations to other Officers	New para 10: delegation to the Markets Director
City Surveyor and Executive Director of Property	General	The inclusion of references to obligations as Trustees of Bridge House Estates and other charities were appropriate
	Property Management	<p>Para 2: Clarifying, the submission of reports on investment portfolios on a biannual basis to relevant committees i.e. the Property Investment Board the Corporate Asset Sub-Committee.</p> <p>Para 2a: increase in the financial threshold for lettings and leases</p> <p>Para 2d: new para regarding the grant of long leases for a peppercorn rent subject to certain conditions</p> <p>Para 2e: new para concerning the disposal of surplus operational property assets</p>

		<p>Para 3: increase in the financial threshold for the surrenders of leases</p> <p>Para 6: increase in threshold</p> <p>Para 8: tightening up wording around the periodic review of all operational and corporate property assets</p>
	Property Maintenance	<p>Para 11: tightening up wording around the maintenance and upkeep of investment and operational property.</p> <p>Para 12: increase in threshold</p>
	Blue Plaque Scheme	Para 15: increase in threshold for the approval of fees
	Capital Projects	Removal of previous para 17-21 i.e. certain activities in relation to capital projects
Director of Community and Children's Services	Services for Children	<p>Para 2a: inclusion of duties of the Education Act 1996, Education Act 2002; Schools Standard and Framework Act 1998</p> <p>Para 2b: inclusion of the Children and Young Persons Act 1933 and the Children and Young Persons Act 1963 (as amended)</p> <p>Para 2h: new reference to functions relating to special educational needs (SEND).</p> <p>Para 2i: inclusion of the Childcare Act 2016 and the Children and Families Act 2014</p>
	Adult Skills and Learning	Para 10: amended to include the Greater London Authority
	Homelessness	Inclusion of relevant homelessness legislation: Heading made more specific
	Property including Barbican Estate	Paras 19, 22, 23, 24: references to working collaboratively and with the approval of the City Surveyor
	Integrated health and social care	New para 38 and 39: in relation to this function

	Sports engagement and leisure services	New para 40: in relation to this function
	Miscellaneous	New para 50: in relation to the Crime and Disorder Act (1998)
Director of Built Environment	Highways and Transport	New para 59: in relation to the making of all unopposed highway stopping up orders under the relevant Acts
	Cemetery and Crematorium	New para 82: inclusion references to the rights of burial in graves in accordance with relevant regulations.
	Open Spaces	Para 92 and 93: statements about the management of open spaces.
	Epping Forest	New para 107: to mirroring references to Byelaws enforcement and Public Spaces Protection Orders in relation to other the open spaces. Para 110: issuing of fixed penalty notices New para 113m: granting other licences arising from the City of London Corporation (Open Spaces) Act 2018
	Hampstead Heath	Para 122: issuing of fixed penalty notices
	City Gardens and West Ham Park	Para 133: issuing of fixed penalty notices
	Tower Bridge	Section removed as responsibility transfers to Managing Director Bridge House Estates
	Keats House and Ten Keats Grove	New Para 142: lettings of premises at Keats House and Keats Grove New Para 145: introduction of a financial threshold for acquisitions.
	Town Planning - Development Management	New para 174: carrying out public consultation in respect of applications
Executive Director of Innovation and Growth	Culture and Libraries Functions	New section in relation cultural activities

Head Teacher, City of London Freemen's School	Operational	Para 1: Noting the letting of school premises requires the approval of the City Surveyor
	Human Resources	<p>Para 9: deletion of the approval recruitment increment subject to prior consultation with the Executive Director of HR</p> <p>Para 14: to deal with matters relating to conduct, capability etc.,</p> <p>Para 14 -17: deletion of certain references to dismissals and suspensions</p>
Head Teacher, City of London School	Operational	Para 1: Noting the letting of school premises requires the approval of the City Surveyor
	Human Resources	<p>Para 9: deletion of the approval recruitment increment subject to prior consultation with the Executive Director of HR</p> <p>Para 12-13: deletion of certain references to dismissals</p> <p>Para 12: to deal with matters relating to conduct, capability etc</p> <p>Para 23 -27: deletion of certain references to dismissals and suspensions</p>
Head Teacher, City of London School for Girls	Operational	Para 1: Noting the letting of school premises requires the approval of the City Surveyor
	Human Resources	<p>Para 8-9: deletion of references to the appointment of casual staff and the extension of posts and contracts</p> <p>Para 13: deletion of the approval recruitment increment subject to prior consultation with the Executive Director of HR</p> <p>Para 22: to deal with matters relating to conduct, capability etc</p> <p>Para 23 -27: deletion of certain references to dismissals and suspensions</p>

Principal, Guildhall School of Music and Drama		No changes
The Remembrancer		No existing delegations
Managing Director, Barbican Centre		No existing delegations
Managing Director, Bridge House Estates		Insertion of responsibilities commensurate with new post, including transfer of Tower Bridge responsibilities from Environment Director

19. As a matter of good governance, the City Corporation should ensure it has an up-to-date SoD that is publicly available. It is therefore suggested that the Scheme is reviewed annually. Given the ambition to increase delegations without losing Member oversight it is also proposed that the practice of reporting action taken should be widened to include periodic reports of the decisions taken to relevant service committees.

Corporate & other Strategic Implications

20. It is important for the City Corporation to have governance arrangements which are efficient, and which support the organisation's vision in terms of its Corporate Plan. Ensuring that the SoD is update and publicly available contributes to the organisation's regulatory framework and ensures that it is responsive. As a matter of good governance, the City Corporation should ensure it has an up to date Scheme, that it is transparent and that to contribute to a flourishing society it is publicly available.
21. The proposals included in this paper do not carry any significant implications for the Climate Action programme.
22. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.
23. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Conclusions

24. The Policy and Resources Committee is responsible for keeping under review and co-ordinating the City Corporation's governance arrangements, its decision-making activities which includes its committee structure and its SoD and reporting as necessary to the Court of Common Council. The Committee will therefore be asked to consider the Scheme in its entirety once it is fully updated and to submit it to the Court of Common Council for final approval.
25. It should be noted that the SoD is subject to constant change and updating. Further amendments might emerge as part of the activities associated with the implementation of the Target Operating Model. It is therefore likely that further revisions will need to be considered by the Policy and Resources Committee and Court of Common Council in due course.
26. A report on the committee structure appears elsewhere on this agenda.

Appendices

- Appendix 1 – Revisions to the Scheme of Delegations to Officers.

Contacts:

Angela Roach, Assistant Town Clerk and Executive Director of Governance

T: 020 7332 1418

E: angela.roach@cityoflondon.gov.uk

This page is intentionally left blank

Scheme of Delegations to Officers

Contents

Scheme of Delegations to Officers	56
The General Conditions of Delegations	56
Overall Delegations to Officers.....	56
Day-to-Day Management	56
Limitations	57
Expenditure	6
Contracts	58
Property	58
Surplus Equipment.....	59
Casual Lettings	59
Access to Information	59
Health and Safety	59
Heads of Profession	59
EMPLOYMENT MATTERS	61
SECTION 1 – CHIEF OFFICER ACTING ALONE	61
Posts	61
Appointment of Staff	61
Terms, Conditions and Allowances (Contractual or Non-Contractual).....	62
Leave.....	62
Development.....	63
Benefits	63
Section 2 – Delegations to Chief Officers subject to Notification to the Executive Director of HR.....	63
Section 3 – Delegation to Chief Officers in Agreement with the Executive Director of HR.....	64
Section 4 – Delegation to Chief Officers in Agreement with other Authorities	64
TOWN CLERK AND CHIEF EXECUTIVE	66
Operational.....	66
Elections	66
Proper Officer.....	67
Culture and Libraries Functions	67
City Information Centre.....	67
Outdoor Events Programme	67
Cultural and Visitor Strategies	68
Delegations to other Officers	68
CHAMBERLAIN AND CHIEF FINANCIAL OFFICER	69
Operational.....	69
Delegations to other Officers	70
COMMISSIONER FOR THE CITY OF LONDON POLICE	71
Human Resources.....	71
Finance	71
City of London Police Museum.....	72

Delegations to other Officers	72
COMPTROLLER AND CITY SOLICITOR	73
CHIEF OPERATING OFFICER	74
Employee Services	74
Markets	74
Human Resources.....	74
CITY SURVEYOR AND EXECUTIVE DIRECTOR PROPERTY	77
Operational Property.....	77
Property Management	77
Property Maintenance.....	78
Blue Plaque Scheme	79
Delegations to other Officers	79
Delegations in Emergency	80
EXECUTIVE DIRECTOR OF COMMUNITY AND CHILDREN'S SERVICES	81
Services for Children.....	81
Adult Services	82
Adult Skills and Learning.....	82
Housing.....	82
Homelessness	83
Barbican Estate	84
Commercial Property (within the Housing Revenue Account, the Barbican Housing Estate and Portsoken Pavilion Café).....	85
Proper Officer.....	86
Public Health	86
Community Libraries – Barbican, Artizan and Shoe Lane	86
Miscellaneous	87
Delegations to other Officers	87
EXECUTIVE DIRECTOR, ENVIRONMENT	88
Authorisations	88
Charges	88
TRANSPORTATION AND PUBLIC REALM	88
WATER AND SEWERS	89
HIGHWAYS AND TRANSPORT	89
CITY WALKWAY	92
CEMETRY AND CREMATORIUM	94
PORT HEALTH AND PUBLIC PROTECTION.....	94
OPEN SPACES	95
Strategic.....	95
Operational.....	95
TOWN PLANNING.....	99
DISTRICT SURVEYOR.....	103
Institution of Proceedings.....	104
Statutory Authorities.....	105

Legislative.....	106
Culture and Libraries Functions	120
City Information Centre.....	120
Outdoor Events Programme	120
Cultural and Visitor Strategies	120
HEAD TEACHER, CITY OF LONDON FREEMEN'S SCHOOL.....	70
Human Resources	121
Operational.....	70
HEAD TEACHER, CITY OF LONDON SCHOOL	124
Operational	124
Human Resources	124
HEAD TEACHER, CITY OF LONDON SCHOOL FOR GIRLS	126
Operational	126
Human Resources	126
PRINCIPAL – THE GUILDHALL SCHOOL OF MUSIC and DRAMA	129
DEPUTY TOWN CLERK AND CHIEF EXECUTIVE.....	130
REMEMBRANCER	131
MANAGING DIRECTOR – BARBICAN CENTRE	131
MANAGING DIRECTOR – BRIDGE HOUSE ESTATES	

Scheme of Delegations to Officers

The General Conditions of Delegations

Overall Delegations to Officers

The Court of Common Council has agreed the principle that authority should be delegated to Chief Officers (and their nominated Deputies or Assistants) for carrying out the day-to-day management of all services and for the discharge of specific statutory and non-statutory functions.

All delegations to officers are subject to any statutory **or other legal** provisions which apply; the exclusion of any matters which remain for decision by the Court and/or any Committee unless specifically delegated to a particular officer; and accountability to the Court and/or any Committee in respect of decisions made under delegated authority.

All delegations to officers in accordance with the general powers detailed below are to be exercised in consultation with the relevant Chief Officers where appropriate and shall be deemed to be exercisable in relation to the City of London Corporation in any of its legal capacities unless otherwise specified or the context indicates otherwise.

Several senior officers are also considered Head of Profession for an Enabling Function. These officers are responsible for the management and delivery of enabling services across the City Corporation such as legal, finance, corporate communications, and HR. A Head of Profession must ensure a high-quality service is delivered across the organisation through the standardisation and development of their enabling service.

Day-to-Day Management

Chief Officers (and their nominated Deputies or Assistants) are authorised to implement agreed policies and to act on the City of London Corporation's behalf in the discharge of its statutory and non-statutory functions and to exercise powers in relation to the day-to-day management of the service area for which they are responsible. (Day-to-day management should include those items which have been recognised as such by past practice or by specific decision/resolution, or where the Town Clerk, in consultation with the Chief Officers, agrees is ancillary to or analogous with matters accepted as being within the scope of day-to-day business exercisable by officers.) This includes authority to:

- a. appoint and manage staff in accordance with agreed policies and procedures, except in respect of appointments and dismissals in relation to posts graded H and above and to where this scheme of delegation indicates otherwise;
- b. undertake staff re-organisation in accordance with agreed policies and procedures and within budget limitations;
- c. place orders and enter into contracts for the supply of goods and services in line with the ~~Public Contracts Regulations 2015~~ and the City of London Corporation's Procurement Code, Parts 1 and 2 and to authorise or incur any other expenditure for which provision has been

made in the appropriate budget or capital programme subject to limits set out in Standing Orders and Financial Regulations and subject to these not being in conflict with existing contracts:

- Procurement Code - Part 1 [\[link to be inserted\]](#)
- Procurement Code - Part 2 [\[link to be inserted\]](#)

- d. Manage any physical assets, including land and buildings for which the relevant Chief Officer is responsible, ~~subject always to the advice of City Surveyor and Executive Director of Property and any relevant policies and strategies in relation to property asset management~~ is accountable for until formally declared surplus under Standing Orders, subject always to advice consultation with and the approval of the City Surveyor and Executive Director Property as Head of Profession for Estates and Facilities Management and in accordance with any relevant policies and strategies in relation to property asset management.

Limitations

1. Any exercise of delegated powers by officers shall:
 - a. ~~comply with all the City of London Corporation's governing or constitutional documents as relevant to the function being discharged. Standing Orders, Financial Regulations, Project Procedure and the Procurement Code, Parts 1 and 2;~~
 - b. have regard to any agreed policies, objectives, strategies and service standards including any management directions;
 - c. have regard to the overall management and co-ordination of the work of the City Corporation and the achievement of corporate standards, as relevant;
 - d. not authorise expenditure except in accordance with approved revenue estimates or capital programmes;
 - e. not involve a new policy or extend an existing policy which has been adopted by of the City Corporation (except where the Town Clerk and Chief Executive is acting in accordance with urgency powers);
 - f. be in accordance with any existing approved scheme or direction of the City Corporation, its Courts, Committees or Sub-Committees; and
 - g. be the subject of prior consultations with the appropriate Head of Profession or technical officers of the City Corporation where technical and/or professional considerations are concerned which are not within the province of, or which are shared with the Chief Officer.
2. Any delegation to a Chief Officer may be exercised by any officer authorised by the Chief Officer either generally or specifically for the purpose (except where restrictions exist in employment policies). The Town Clerk may exercise any function delegated to a Chief Officer at his discretion.

3. All delegation is without prejudice to the jurisdiction of the City of London Corporation **its Courts**, ~~or of the relevant~~ Committees or Sub-Committees. Any officer may refer a matter to a Committee or Sub-Committee in lieu of exercising delegated powers.
4. Subject to the foregoing conditions and to any special conditions which may have been or may in future be applied in respect of particular matters Chief Officers will be expected to make such decisions and to initiate such action as they deem necessary in the interests of the efficient running of their departments **and the functions they discharge** ~~the services which they administer.~~
5. Within their terms of delegation any reference to a statutory provision shall be deemed to refer to any statutory re-enactment or amendment of the provision.

The following powers are delegated to Chief Officers:

Expenditure

6. To incur revenue and capital expenditure and enter into commitments on behalf of the City of London Corporation where appropriate provision has been included in either the revenue or capital estimates, subject to compliance with Standing Orders, Financial Regulations, the Project Procedure and Procurement Code.
7. To authorise virement of local risk budgets in accordance with Financial Regulations, subject to the approval of the Chamberlain and Chief Financial Officer.

Contracts

8. To approve contracts that are exempt from the Procurement Code, as referenced in the Corporate Competitive Procurement Exemption Policy **[link]** which outlines the exemption relationship, subject to:
 - a. A £1,000,000 upper threshold;
 - b. A reporting procedure being put into place;
 - c. Officers maintaining adequate documentation, recording the detailed checks undertaken to support the approval of the contractual situation;
 - d. Officers being required to **declare any conflict of interest in procurement** ~~sign a declaration~~ that they have no personal connection with the contractors.
9. To sign contracts, in accordance with established procedures ~~in Standing Orders~~, where the signature of the Comptroller and City Solicitor is not required.

Property

10. Subject to the prior **consultation with and approval of the City Surveyor and Executive Director Property and adherence to corporate processes for Asset Management and relevant Standing Orders**, ~~advice of the City Surveyor and Executive Director Property to deal with the~~

day to day management and maintenance of all facilities under their control where specific functions have not been delegated to another officer.

Surplus Equipment

11. To dispose of surplus or obsolete vehicles, plant, apparatus, furniture, office or other books and equipment subject to any requirements laid down by the Head of Profession for Commercial Services City of London Procurement Service (CLPS).

Casual Lettings

12. Subject to the prior consultation with the City Surveyor and Executive Director Property, to approve the casual or occasional use of land, premises or equipment under the control of the occupying department.

Access to Information

13. To act as proper officer for the purpose of identifying background papers for reports written by the department. In the case of joint reports this role will be discharged by the Senior Officer responsible for the service.

Health and Safety

14. To be responsible for ensuring, so far as is reasonably practical, the health and safety of everyone who may be affected by the work and activities of the department.
15. To comply with the City of London Corporation's Health and Safety Policy, delegating this responsibility as appropriate in accordance with the Policy.

Heads of Profession

16. In discharging their responsibilities as set out under 1b) and 1g) above, to recognise the Head of Profession as the professional lead for 'enabling functions' (cross-cutting services that support departments in the delivery of front-line services and functions). The current list of Heads of Profession can be found [here](#).
17. To consult with and support the Head of Profession in their duty to develop and maintain standards and oversee their application through local or central resources.
18. To consult with the Head of Profession on the specific demands the department has for enabling functions, and to support the determination of appropriate delivery model(s) (either via central, shared or local resources) that will meet these needs, whilst also recognising the need to deliver high quality services, value for money and resilience for the Corporation overall. To routinely review and revise these needs and delivery models with the Head of Profession to support continuous improvement.
19. To support the Head of Profession in the development and management of professional network(s) that draw together individuals from across the City Corporation to provide support, training and further development opportunities.

20. To consult with the Head of Profession where there are risks associated with a particular function, and to support them in the development of suitable mitigations; and where this is not effective, to proactively escalate risks to the Town Clerk and Chief Executive.

EMPLOYMENT MATTERS

UNLESS OTHERWISE SPECIFIED, RELATES TO CITY OF LONDON CORPORATION EMPLOYEES OTHER THAN TEACHERS AT THE CITY SCHOOLS. POLICE OFFICERS ARE ALSO EXCLUDED.

THE EMPLOYMENT POLICIES AND PROCEDURES IN THE EMPLOYEE HANDBOOK AND THE HEALTH AND SAFETY POLICY SET OUT WHAT AUTHORITIES CAN BE EXERCISED IN RELATION TO EMPLOYEES. THIS SECTION SUMMARISES THOSE DELEGATIONS AND REFERENCES THE POLICIES AND PROCEDURES UNDER WHICH THE MOST UP TO DATE INFORMATION IS CONTAINED. IT ALSO SETS OUT DELEGATIONS NOT COVERED BY SPECIFIC POLICIES OR PROCEDURES.

THE EXERCISING OF ANY DELEGATION IS SUBJECT TO THE FINANCIAL IMPLICATIONS BEING CONTAINED WITHIN THE APPROPRIATE EXISTING LOCAL OR CENTRAL RISK BUDGETS.

SECTION 1 – CHIEF OFFICER ACTING ALONE

Posts

21. To create and delete posts up to and including Grade H subject to adherence to the Job Evaluation scheme, agreed policies and procedures in the Employee Handbook regarding the creation and deletion of posts and guidance agreed by Establishment Committee in relation to restructures.
22. To approve submissions to Corporate HR of requests for re-evaluation of a post under the Job Evaluation Scheme.
23. Determine which posts are 'sensitive posts' for the purpose of defining Politically Restricted Posts and respond to requests for an exemption to be made accordance with the Politically Restricted Posts Policy and make a recommendation to the Standards Committee.

Appointment of Staff

24. To appoint casual and agency workers and temporary staff subject to appropriate use of these types of workers in line with legal and corporate requirements and procedures and within local risk budget. To appoint to existing and new posts on a permanent or fixed term basis in line with the recruitment and selection policy, procedures and guidelines in the Employee Handbook and subject to any approval process in place at the time.
25. Chief Officers may also:
 - a. apply variable clauses to the contract from the pre-approved corporate list;
 - b. appoint, progress and reward employees on the appropriate scale point in accordance with the Pay Progression Policy;
 - c. authorise acting up arrangements and associated allowances in accordance with the Acting Up and Partial Acting Up Policy.

26. To determine appointment of a candidate or continued employment of an employee, with advice from the corporate Disclosure and Barring Service Lead Signatory, in cases where any potentially relevant risks are identified in accordance with the Disclosure and Barring Policy or in consultation with the Executive Director of HR in relation to any other vetting requirements

Terms, Conditions and Allowances (Contractual or Non-Contractual)

27. Chief Officers can for new appointments or in line with existing individual contracts:
- a. Fix the working hours of posts provided they are in compliance with the Working Time Regulations.
 - b. Authorise appropriate contract hours or overtime and unsocial hours working payments in accordance with the Employee Handbook.
 - c. Authorise movement through an agreed career grade scheme.
28. To determine flexible working, job sharing and home working requests in line with statutory and policy requirements contained in the Employee Handbook.
29. To authorise official travel (and costs) by employees in accordance with the Business Corporate Travel Policy.
30. To approve allowances in relation to travel and meal, relocation, motor vehicle and cycle; loans in relation to car, motorcycle and bicycles and payment of professional fees/annual subscriptions provided they are in accordance with the provisions and criteria set out in the Employee Handbook.
31. To authorise payment of First Aid Allowance to appropriate qualified employees if the need for them to provide first aid cover is not part of their job description.
32. To deal with matters of conduct, capability, probation, attendance, employee grievances, bullying and harassment and other associated employment matters in conjunction with the Executive Director of Human Resources as required and in accordance with the relevant HR policies and procedures in the Employee Handbook. To deal with formal employee appeals against decisions in accordance with the relevant policies and procedures apart from those reserved for the Staff Appeal Committee.
33. To determine declaration of interests made in accordance with the conflict of interests policy.

Leave

34. To authorise special leave for compassionate, emergency, dependents and other special leave with pay of up to 5 10 days per annum, and other leave both paid and unpaid in accordance following the guidelines found in with the Employee Handbook.
35. To authorise participation in public duties; non-regular forces; reservists' voluntary mobilisation; volunteering and training and development in accordance with the special leave provision in the Employee Handbook.

36. To approve unpaid leave whether or not additional costs are incurred for cover in accordance with the Employee Handbook.
37. To approve the carry-over of more than 5 days annual leave up to the end of March the following year (unless related to maternity or sickness in accordance with those schemes).
38. To approve leave arrangements in relation to maternity, paternity, adoption, parental leave and shared parental leave, in line with statutory requirements and guidance in the Employee Handbook.
39. To approve Career Break requests in line with the policy in the Employee Handbook.

Development

40. To authorise the attendance of officers at conferences, meetings and seminars in the UK to acquaint the employee with current developments associated with their work and in connection with training and development, and also attendance at overseas events in accordance with the Business Corporate Travel Policy Scheme.
41. To approve secondments to external bodies in the UK or internationally and/or to other Departments of the City of London Corporation in line with HR guidance.
42. To authorise time off for attendance at learning and development events and costs in support of learning and development as set out in the Employee Handbook special leave provisions.

Benefits

43. Agree whether a post can be covered by the Flexitime Scheme for posts up to and including Grade F and to determine the flexitime workplace arrangements in accordance with the scheme.
44. Approve Long Service award gifts for eligible employees in accordance with the long service award scheme.

Section 2 – Delegations to Chief Officers subject to Notification to the Executive Director of HR

45. To authorise the selection of candidates to Senior Management posts of Grade I and above. The process must involve a Selection Panel including the Executive Director of HR as set out in the Recruitment and Selection Policy. posts graded I and grade J, where these posts are not designated "Member involved". The process must be in line with the Recruitment and Selection Policy and the panel must include the Executive Director of HR or a designated Senior HR manager. Where a post at any grade has been designated Member Involved, the Chief Officer agrees with the Chair of the Service Committee the level of Member involvement in the recruitment process. The recruitment to all senior posts and Tier 1 and Tier 2 posts should be in line with the table submitted to Court in April 2021. All posts which are Member involved will include the Executive Director of HR on the recruitment panel. All Member Led recruitment will be in line with the Chief Officer recruitment process.

46. To re-designate posts up to and including Grade H where it can be shown there are no grading implications. For professional posts there must be consultation with and approval by the Head of Professional Service.
47. To approve retirement with unreduced benefits under Regulation 31 ('85-year rule') where there is no cost.

Section 3 – Delegation to Chief Officers in Agreement with the Executive Director of HR

48. To authorise the dismissal of employees on grounds of permanent ill health and any associated early release of pension for such employees and ex-employees in accordance with the relevant provisions.
49. To a **Authorisation** of special leave for compassionate, emergency, dependents and other special leave **provisions beyond 10 days** with pay for ~~between 6 and 10 days per annum~~ subject to adherence to Special Leave Policy guidelines in the Employee Handbook. Any ~~extensions beyond 10 days~~ require the approval of the Executive Director of HR in ~~consultation with the Chairman and Deputy Chairman of the Establishment Committee~~.
50. In exceptional circumstances to authorise payment in lieu of the balance of annual leave (above the statutory amount which must be taken in any year) that could not be taken by the end of March of the following year due to work requirements. Payment will only be for the year preceding the year in question.
51. To authorise severance terms/settlements following advice from the Comptroller and City Solicitor as appropriate.
52. To authorise sick pay extensions beyond contractual entitlement for posts grade H and below. Grade I and above must also be agreed with the Chairman and Deputy Chairman of the Establishment Committee.
53. To set career grade structures and criteria for relevant posts.
54. To waive reductions to pension benefits in cases of early retirement or flexible retirement with the agreement of the Chamberlain and Chief Financial Officer.

Section 4 – Delegation to Chief Officers in Agreement with other Authorities

55. To authorise honoraria payments up to the value of £5,000, for posts Grade H and below with approval from the Market Forces Supplement Board (being a group of officers appointed from time to time by the Town Clerk for the purpose). Payments over £5,000 and of any value for grades I and above must go to the Market Forces Supplement Board and Establishment Committee.
56. To authorise payments of Market Forces Supplements with the approval of the Market Forces Board up to the maximum values of outlined in the Pay Progression Policy within the Employee Handbook. Payments over these maximum values must go to the Market Forces Board and Establishment Committee. Cases must have a business case with current and

relevant market information and will be subject to review and reauthorisation for their continuation.

57. To authorise moderated incremental progression, accelerated increments and discretionary bonus/recognition payments (up to grade J) under the contribution pay scheme in line with the expected distribution and with the agreement of the Market Forces Supplement Board.
58. To authorise redundancy **payments for posts below grade I (inclusive of associated payments and capital costs for release of pension) in line with the redundancy payment calculations in the relevant policy and procedure. Any payments calculated outside of the redundancy formula are** to be approved by the Executive Director of HR and Chairman and Deputy Chairman of the Establishment Committee in accordance with the relevant policies in the Employee Handbook and pension regulations. Grade I and above must go to Establishment Committee for approval. Settlements agreements must be issued via the Executive Director of HR where any enhancement payments are agreed.

TOWN CLERK AND CHIEF EXECUTIVE

The following powers are delegated to the Town Clerk and Chief Executive:

Operational

1. To act as head of the paid service for the City of London Corporation.
2. To co-ordinate the development and implementation of corporate policy and strategy, and to act as the principal adviser to the Court of Common Council and its committees thereon.
3. To deal with disciplinary matters, grievances and other employment matters other than those which are the responsibility of Chief Officers in the management of their departments.
4. To be responsible for investigating complaints against the City of London Corporation from members of the public in accordance with the Corporate Complaints Procedure.
5. To be responsible for the administration of the oath or declaration of office to the Lord Mayor, Aldermen and Sheriffs, and every other person admitted to any corporate office.
6. To be responsible for ensuring the City of London Corporation discharges its functions and duties as part of the authority's local arrangements under the Civil Contingencies Act 2004.
7. To be responsible for the making of all unopposed highway stopping up orders under Sections 247 and 257 of the Town and Country Planning Act 1990, as amended by Section 270 and Schedule 22 of the Greater London Authority Act 1999, pursuant to Section 101 of the Local Government Act of 1972.
8. Issue contracts of employment for Chief Officers.
9. To be responsible for suspension, conduct, capability, probation, attendance, employee grievances, bullying and harassment and other associated employment matters in accordance with the relevant HR policies and ~~Suspension, and management of disciplinary, capability and complaints procedures for Chief Officers~~ in line with Chief Officer procedures.
10. In the City of London Corporation's capacity as a local authority, police authority or port health authority, to:
 - 10.1 consider any application for exemption from political restriction that is made to him in respect of any post by the post holder;
 - 10.2 where appropriate, give directions requiring the City of London Corporation to include a post in the list of politically restricted posts that it maintains in accordance with the provisions of the Local Government and Housing Act 1989.

Elections

11. To issue all precepts to the several wards for the election of the Ward Members and officers, and to the different companies of the City to assemble in Common Hall, whether for elections or other purposes; and to issue all other precepts that may be required to the several wards

and companies of the City. To receive the returns to such precepts, and also to the wardmote indentures, and the returns of the annual election of Ward Members and officers.

12. To act as Electoral Registration Officer pursuant to the Representation of the People Act 1983.
13. To superintend, under the Sheriffs, the conduct of polls at elections in Common Hall.
14. To prepare the lists of the respective Aldermen and others in nomination for Lord Mayor, Sheriffs, and annual Officers elected by the Livery. To draw up their proceedings at such elections, and such other proceedings as may be transacted at any meeting of the Livery in the Common Hall. To issue the precepts for holding the said Common Halls and to record the proceedings thereof.

Proper Officer

15. To act as the Proper Officer for the Rent Act 1977 (as amended by the Housing Act 1980).

Culture and Libraries Functions

16. To be responsible for the London Metropolitan Archives, Guildhall **Library and Small Business Research and Enterprise Centre**. ~~City Business Library, Guildhall Art Gallery, London's Roman Amphitheatre, Billingsgate Roman House and Baths and the City of London Policy Museum.~~
- ~~17. To approve loans in to and out of the premises named above for exhibitions and/or display~~
- ~~18. To revise all fees and charges, including admission fees, with the discretion to reduce or waive such fees and charges in appropriate circumstances, for the premises named above~~
- ~~19. To authorise the siting of donation boxes on the premises named above.~~
- ~~20. To be responsible for the management and staffing of the City of London Police Museum~~

City Information Centre

- ~~21. To be responsible for the City Information Centre (CIC) and to approve new products and services supplied by external suppliers for sale by CIC staff or through third party concessionaires (e.g. the Foreign Exchange).~~
- ~~22. To approve fees and licensing arrangements for window and racking space to third party concessionaires for advertising or promotional purposes or to waive such fees as appropriate.~~
- ~~23. To authorise the siting of donation boxes on City Information Centre premises~~

Outdoor Events Programme

- ~~24. To approve programmatic content for the public events schedule in Guildhall Yard, in consultation with the Remembrancer and Chief Commoner in instances where reputational (or other) risk is anticipated.~~
- ~~25. To approve programmatic content for the outdoor arts programme replacing the City of London Festival~~

Cultural and Visitor Strategies

- ~~26. To approve activities, work programmes and publishing in support of the City's Cultural and Visitor Strategies~~
- ~~27. Approve financial, in-kind and collaborative partnerships to deliver the City's Cultural and Visitor Strategies~~

Delegations to other Officers

17. The following authority is also delegated to the officers indicated to be exercised either:
- a. at the direction of the Town Clerk and Chief Executive or
 - b. in the absence of the Town Clerk and Chief Executive

17.1 Items 2 – 15 above are delegated to the Deputy Town Clerk and Chief Executive

17.2 ~~This item is delegated to the Chief Operation Officer~~ To act in consultation with any relevant Chairman and Deputy Chairman in cases where urgent decisions may be required as provided for in Standing Order No. 41 and also in cases (whether under Standing Order No. 41 or otherwise) where action may be taken under authority delegated by a committee **is delegated to:-**

- **Deputy Town Clerk**
- Assistant Town Clerk and Executive Director of Governance and Members Services; and
- **Projects Governance Director (for approvals relating to major projects and projects captured in the projects procedure).**

This includes when dealing with urgent decisions and action to be taken under authority delegated the following authority is delegated to the Managing Director of the Bridge House to act in consultation with any relevant Chairman and Deputy Chairman in cases where urgent decisions may be required as provided for in Standing Order No.41, in respect of Bridge House Estates and/or any other charity.

CHAMBERLAIN AND CHIEF FINANCIAL OFFICER

The following powers are delegated to the Chamberlain and Chief Financial Officer :

Operational

1. To be the officer responsible for the conduct of the City of London Corporation's financial affairs and, in particular, to be the proper officer for the purpose of Section 6 of the Local Government and Housing Act 1989.
2. In consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee to authorise the carry forward of unspent balances within the revenue budgets.
3. To authorise all virements within locally controlled budgets.
4. To exercise such powers as may from time to time be delegated to him through the Treasury Policy Statement.
5. To authorise the payment of precepts, levies and contributions to the national non-domestic rates pool.
6. To operate market force supplements for Chamberlain and Chief Financial Officer's Department staff within the set maximums.
7. To determine the financing of capital expenditure.
8. To deal with and agree claims received under the Riot (Damages) Act, 1886.

9. Approval of the Council Tax Base.

10. ~~To temporarily as response to the COVID-19 pandemic, The write off debts due to the City of London Corporation which are irrecoverable of up to £100,000 (Head of Revenues) and up to £500,000 (Chamberlain and Chief Finance Officer with any amount in excess of £500,000 to be submitted to the Finance Committee. Finance Committee to receive a report on any write offs over £25,000~~ for the following areas is delegated as follows:-

- i) National Non-Domestic Rates/Business Improvement Districts/City Premium - up to £100,000 (Head of Financial Shared Services) and of up to £500,000 (Chamberlain and Chief Financial Officer), with any amount in excess of £500,000 to be submitted to Finance Committee for approval.
- ii) Investment Property Debt – up to £100,000 (Head of Financial Shared Services) and up to £500,000 (Chamberlain and Chief Financial Officer) with any amount in excess of £500,000 to be submitted to Finance Committee or Bridge House Estates Board for approval as relevant and Property Investment Board for information (where relevant).
- iii) All other debt types - up to £50,000 (Head of Financial Shared Services) and of up to £100,000 (Chamberlain and Chief Financial Officer), with any amount in excess of £100,000 to be submitted to Finance Committee or Bridge House Estates Board for approval as relevant and to the relevant service committee for information (where relevant).
- iv) All Small Balance write offs of any amount under £1000 (Head of Service).

11. To write off all unclaimed credit amounts (Head of Financial Shared Services).
12. ~~To temporarily as response to the COVID-19 pandemic~~ To authorise the granting of discretionary rate relief under section 47 and section 49 of the Local Government Finance Act 1988 in line with the relevant government guidance or any schemes agreed by Court of Common Council, ~~and determine and award all businesses grant payments under Government support schemes (Head of Revenue)~~ (Head of Financial Shared Services or Head of Business Rates).
13. To agree (Local Government Finance Act 1988) Section 44A Allowances (empty rate relief on partly occupied properties). (Head of Financial Shared Services or Head Business Rates).
14. To agree minor amendments to the ordinance of City Companies and Livery Companies in consultation with the Chairman of the General Purposes Committee of Aldermen.
15. To act as Head of Profession for Finance, with the right to issue technical standards and guidance in respect of such matters for use throughout the City of London Corporation and to be consulted on staffing arrangements for any of those functions within other Departments.
16. To carry out all functions in relation to Trophy Tax.
17. To sign grant claims, investment documentation and other returns on behalf of the City of London Corporation.
18. To authorise the suspension of pension contributions.

Delegations to other Officers

19. In addition to the Officers identified above, the following authorities are also delegated to other the Officers identified to be exercised either:
 - a. at the direction of the Chamberlain and Chief Financial Officer; or,
 - b. in the absence of the Chamberlain and Chief Financial Officer
 - ~~Deputy Chamberlain and Chief~~ Financial Services Director Officer- Items 5, 9-12, and 14
 - Deputy Director, Financial Services }
Items 5, 15 and 16
 - Corporate Treasurer }
 - ~~Head of Revenues - Items 9 (Up to £100,000), 10 (Up to £100,000).~~

COMMISSIONER FOR THE CITY OF LONDON POLICE

The following powers are delegated to the Commissioner of Police for the City of London. The Commissioner also discharges all functions vested in the office of Commissioner by virtue of the common law and relevant legislation in force from time to time.

Human Resources

1. To authorise the variation of staff numbers and structures (both Police Officers and civilian staff) provided that the costs can be contained within the Police estimates.
2. In respect of civilian staff to authorise subject to the agreement of the City of London Corporation's Executive Director of HR variations in terms and conditions of employment, other than basic pay, leave, sick pay and other core terms.
3. To authorise minor amendments by prior agreement with the City of London Corporation Executive Director of HR, to HR policies to take account of the policing environment.
4. To authorise the provision of occupational health services to civilian staff, in line with the shared service provided with the City of London Corporation's occupational health officer.
5. To authorise the purchase of training for civilian staff from the City of London Corporation's Training Section.
6. To exercise powers of direction and control in respect of Police (civilian) staff for operational purposes.
7. In respect of civilian staff, in order to align with their police officer colleagues, to authorise the following:-
 - Compassionate leave
 - Spine point approval
 - Job evaluations
 - Market Forces Supplement
 - Honorariums

Procurement

8. To authorise and run non-works procurements up to £180k, with the option of drawing on the central procurement team to advise.

Finance

9. To authorise virements between all heads in the Policing Plan budget (with the exception of capital financing and support costs) subject to prior consultation with the Chamberlain and Chief Financial Officer wherever a transfer of resources is proposed from a non-staffing to a staffing budget.
10. To make annual grants to the Force Athletic and Sports Club.

11. To award contracts under £100k (unless otherwise specified)

12. To sign contracts below £250k goods & services /below £400k for works (unless otherwise specified)

13. To sign contracts mandated by the Home Office or Government for National Policing initiatives where procurement activities are delivered nationally.

City of London Police Museum

14. To be responsible for the management of the museum collection.

Delegations to other Officers

15. The following powers are delegated to the ~~Assistant Commissioner of the City of London Police~~: Chief Operating Officer and Director of Finance of the City of London Police:

Authority to act and to enter into arrangements in relation to:

- a. The supply of goods and services in respect of which a charge is made to the recipient;
- b. Sponsorship, including gifts and donations.

c. Items 9 and 10 above.

16. In the absence of the Chief Operating Officer and Director of Finance items 11 and 12 are delegated to the Assistant Commissioners of the City of London Police.

COMPTROLLER AND CITY SOLICITOR

The following powers are delegated to the Comptroller and City Solicitor:

1. To attest the City of London Corporation's Seal.
2. ~~To act as Vice Chamberlain and Chief Financial Officer.~~
3. To sign contracts (and similar documents where intended to have legal binding effect) on behalf of the City of London Corporation, either in his own name or on behalf of the City of London Corporation, where any required authority or approval of a Sub-Committee, Committee or of the Court of Common Council (or Court of Aldermen) has been obtained, or where such authority has been delegated to another officer of the City of London Corporation and that officer has requested or instructed the Comptroller and City Solicitor to do so.
4. To issue, defend, settle or participate in any legal proceedings, prosecution, inquiry, procedures or documentation where such action is necessary to give effect to the decisions of the City of London Corporation, or in any case where the Comptroller and City Solicitor considers that such action is necessary to protect the City of London Corporation's interests.
5. To instruct counsel, witnesses, experts and external solicitors as appropriate.
6. To authorise officers to appear on behalf of the City of London Corporation in proceedings in the magistrates' courts, pursuant to Section 223 of the Local Government Act 1972.
7. To act as Monitoring Officer pursuant to section 5 of the Local Government and Housing Act 1989.
8. To act as Data Protection Officer pursuant to Article 37 of the General Data Protection Regulation (EU) 2016/679 and Section 69 of the Data Protection Act 2018.

CHIEF OPERATING OFFICER

The following powers are delegated to the Chief Operating Officer.

~~Employee Services~~ Information Technology and Commercial Services

1. To act as Head of Profession for **IT** and **Commercial Services** ~~Procurement~~, with the right to issue technical standards and guidance in respect of such matters for use throughout the City of London Corporation and to be consulted on staffing arrangements for any of those functions within other Departments.

~~2.1 To authorise the suspension of pension contributions.~~

2. To give approvals in respect of contract delegated lettings and waivers in accordance with the Procurement Code, Part 1, including waivers up to **£50-4,000,000**, **[link to procurement code part 1 to be inserted]**.

Markets

3. To agree the assignment of standard form tenancies **as notified to the City Surveyor and Executive Director Property.**
4. **To authorise the Comptroller and City Solicitor to institute proceeding under the City Corporation's bylaws.**
5. To grant tenancies at will to suitably qualified applicants in a standard form previously approved by the Comptroller and City Solicitor.

Human Resources

- ~~6. To prepare, authorise and execute Settlement Agreements on termination of employment.~~
5. To authorise increases to:
 - a. the Teachers' salary scale effective from 1 September each year **having regard to** ~~in line with the School Teachers Review Body recommendation once this has been approved for state sector teachers;~~
 - b. ~~the lump sum allowance for new qualified teachers taking up their first teaching position, based on the annual increase in the RPI (all items published in March each year;~~
 - c. Coroner's and Judge's salaries on receipt of Circular from NJC;
 - d. ~~City of London Corporation Special Supplement and salary increases for Occupational Health Manager in line with increases promulgated by the Royal College of Nursing for Occupational Health Nursing employees.~~
6. To authorise increases in allowances payable to employees in accordance with statute and agreed pay policy and other Employee Handbook provisions.

7. To approve the selection process for and authorise the appointment of recruitment advertising agency and search and select agencies as appropriate.
8. To re-designate posts Grade I and above where it can be shown there are no grading implications with reference to Town Clerk or Service Committee where appropriate.
9. To authorise the application of discretions in relation to Pensions benefits (including flexible retirement and release of pension on compassionate grounds) in line with the agreed discretions and delegations of the Establishment Committee (set out in the Policy Statement on the use of Employer's Discretions that Apply to Employees of the City of London).
- ~~10. In consultation with the Chairman and Deputy Chairman of the Establishment Committee, to authorise:~~
 - ~~e. exceptional payment of private diagnostic medical costs up to £5,000, where there is a business benefit, and legal fees up to £5,000 for individual employees in cases connected with their work in which we support their position;~~
 - ~~f. compassionate leave for 16 or more working days or where any request for compassionate leave is outside policy guidelines;~~
 - ~~g. extending lodging allowances and other disturbance payments beyond 52 weeks.~~
- ~~11. In consultation with Chief Officers and the Chairman and Deputy Chairman of the Establishment Committee to authorise sick pay extensions beyond normal contractual entitlement for grade I and above.~~

Delegations to other Officers

10. The following authorities are also delegated to the Officers identified to be exercised either
 - a. at the direction of the Chief Operating Officer; or,
 - b. in the absence of the Chief Operating Officer

Commercial Director - Items 1, 2 and 3
 Director of IT Chief Information Officer - Item 1 and 2

Markets Director - Items 2, 3, 4 and 5. Items 3-5 are also delegated to the Superintendents of Billingsgate Market, Smithfield Market and New Spitalfields Market

Executive Director of Human Resources – Items 2, 5 to 9

Legislative

11. To authorise duly appointed officers to act under any enactments, regulations or orders relating to the functions within the purview of the relevant Committee and Department, including as detailed below.

The Chief Operating Officer and any staff authorised by him them are indemnified against all claims made against them including awards of damages and costs arising out of acts done by them in the bona fide discharge or purported discharge of such functions.

	Legislation	Delegated Function
1.	Health Act 2006	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices

CITY SURVEYOR AND EXECUTIVE DIRECTOR PROPERTY

The following powers are delegated to the City Surveyor and Executive Director Property for both investment and operational assets (where previously delegated by the relevant Chief Officer).

Operational Property

1. To act in accordance with the general powers detailed below, and in consultation with the relevant Chief Officer, in relation to all property owned by the City of London Corporation in any of its legal various capacities, including as charity trustee, whether as Trustee for Bridge House Estates or otherwise.

Property Management

2. To act in respect of:-

- a. all lettings, including lease renewals, with an annual rent of up to and including £52,500,000 per annum exclusive which are for a term of 25 30 years or less, providing the terms are at or above market value or otherwise comply with the relevant legal requirements for that property (such as in the case of land and property vested in the City Corporation as charity trustee);
- b. all quarterly tenancies, dilapidations, tenancies at will, licences, easements, wayleaves, Rights of Light, crane oversail, hoarding licences and similar arrangements;
- c. to negotiate and agree all rent reviews, including nil increase reviews, except where the increase is in excess of £1,500,000 per annum exclusive;
- d. To grant of long leases for a peppercorn rent without a premium, where there are no additional financial implications, for example, leases for substations with UKPN.
- e. To manage the disposal of surplus operational property assets, including highway land disposals to facilitate redevelopment in the square mile, on a freehold or long leasehold basis except where the sale price or premium is in excess of £5,000,000 (NB: Requires change to Standing Orders)

and to report all such cases of the investment portfolio to the Property Investment Board in respect of City Fund and City's Estate and Bridge House Estates Board in respect of Bridge House Estates or in the case of operational portfolio assets to the Corporate Asset Sub-Committee in respect of City Fund and City's Estate and Bridge House Estates Board with regard to the Bridge House Estates on a biannual quarterly basis.

3. To negotiate terms and accept surrenders of leases where the rent per annum is less than £21,000,000 per annum and where the premium is no more than £42,500,000;
4. To act in respect of a change in the identity of a tenant after terms have been approved by the responsible Committee, subject to there being no other material change in the terms and the financial covenant being no less strong;

5. To agree minor variations to the terms of ground lease restructurings, disposals, acquisitions and other complex transactions, together with leases being taken by the City of London Corporation as tenant and granted by the City of London Corporation as landlord **in any of its capacities (including as charity trustee and whether as Trustee for Bridge House Estates or otherwise)**, where the main terms have been approved by **the relevant** committee(s) and where the variations are necessary to complete the transaction expediently, such delegated authority to be exercised in consultation with the Comptroller and City Solicitor and the Chamberlain and Chief Financial Officer on financial matters and after taking legal advice from the Comptroller and City Solicitor;
6. To act in respect of any variation to the terms of any existing Lease, Tenancy, Licence or other agreement relating to property which do not affect the duration of, or income from such Lease, Tenancy or Licence by either:
 - a. More than 40 **15%** of the income over the duration of the Lease, Tenancy or Licence, **or 12 6 months' income, whichever is the higher**; or
 - b. Where a premium of no more than £4-**2,500,000** is payable to the relevant estate.
7. For all locations where the City of London Corporation (**including as charity trustee and whether as Trustee for Bridge House Estates or otherwise** within the operational estate) is freeholder and the land is proposed to be redeveloped, subject to a Planning Agreement under Section 106 of the Town and Country Planning Act 1990 to:
 - a. make it a condition of any freehold or leasehold disposal that the freeholder or leaseholder is required to enter into planning obligations on like terms with the Planning Agreement; and
 - b. consent to the City of London Corporation's land being bound by the planning obligations in the Planning Agreement.
8. To review periodically, **where such task is required by the relevant committee and delegated by the relevant Chief Officer to the Head of Profession**, all operational and corporate property assets and to make recommendations to the Corporate Asset Sub-Committee **and to the Bridge House Estates Board for Bridge House Estates as relevant** for their better utilisation and improved efficiency, disposal or acquisition.
9. To approve licences for works, scaffolding, demolition or other works pursuant to or necessary for the implementation of an existing Committee approval.
10. To deal with party wall matters including being the Appointing Officer to make such appointments as are required in Section 20 of the Party Wall etc. Act 1996.

Property Maintenance

11. To be **accountable** for the maintenance and upkeep of **investment and operational** property owned by the City of London Corporation **and allocated to the City Surveyor and Executive Director Property to manage (including as charity trustee and whether as Trustee for Bridge House Estates or otherwise)** other than **those operational property assets allocated to other Chief Officers in occupation**. ~~Within the remit of the Community and Children Services Committee.~~

12. To approve schemes for refurbishment or re-development **or reinstatement** of up to £4, **5,000,000** per scheme / per property, for investment properties, with funding either from the relevant sales pool, providing the sales pool is in credit with sufficient funds to cover the total cost of the scheme, or from other appropriate sources agreed with the Chamberlain and Chief Financial Officer.

Blue Plaque Scheme

13. Accept and determine applications for Blue Plaques.
14. To deal with the replacement of damaged plaques and authorise the erection of replacement plaques in different locations using altered wording if, in the opinion of the City Surveyor and Executive Director Property (taking into account evidence supplied by the **Executive** Director **of Innovation and Growth** ~~Culture, heritage and Libraries~~) a different location or different wording would be more accurate or otherwise more appropriate.
15. Approve reasonable third-party professional fees up to £2,500 **25,000** plus VAT from the City Surveyor and Executive Director Property's Blue Plaques budget; and,
16. Enter into formal licence agreements with building owners for the erection of Blue Plaques.

Capital Projects

- ~~17. To appoint consultants for feasibility studies~~
- ~~18. To seek pre-commencement for consultancy or professional advice~~
- ~~19. To seek cost advice~~
- ~~20. To seek the advice of contractors on building surveys and measured surveys~~
- ~~21. To draw down on the costed risk to an agreed limit~~

Delegations to other Officers

17. The above-mentioned authorities are also delegated to one of the Officers identified to be exercised either:
- a. at the direction of the City Surveyor and Executive Director Property; or
 - b. in the absence of the City Surveyor and Executive Director Property
 - Investment Property Director
 - Corporate Property Director
 - Operations Director; or
 - Property Projects Director or their nominated Assistant Director
18. ~~The following~~ Specific authority is delegated to ~~Nicholas Gill~~ **the Investment Property Director** or his **their** appointed deputies to exercise asset management functions for investment properties as agent for the Trustee of the Bridge House Estates.

19. To appoint an independent valuer on behalf of the Lord Mayor of the City of London pursuant to section 13(2) of the City of London (Various Powers Act) 1948 and/or section 9(2) of the City of London (Various Powers Act) 1948 or in appointing an independent valuer as may otherwise be authorised for Bridge House Estates

Delegations in Emergency

20. To carry out all necessary repair works to any buildings, bridges and other structures in an emergency including as charity Trustee for Bridge House Estates.
21. To take all appropriate actions in an emergency to resolve Health and Safety property matters.

EXECUTIVE DIRECTOR OF COMMUNITY AND CHILDREN'S SERVICES

Key functions delegated to the Executive Director of Community and Children's Services (DCCS) include, but are not limited to:

Services for Children

1. To be the City of London Corporation's statutory Executive Director of Children's Services under section 18 of the Children Act 2004.
2. To carry out the functions of the City of London Corporation as a Children's Services Authority and local authority, including those functions referred to in Schedule 2 of the Children Act 1989, Section 18 of the Children Act 2004 and the Adoption and Children Act 2002(as amended from time to time), including:
 - a. Relevant functions of the Education Act 1996, Education Act 2002; Schools Standard and Framework Act 1998 (as amended from time to time);
 - b. education functions conferred on or exercisable by the authority including the functions of the Corporation relating to child performance and employment (The Children and Young Persons Act 1933 and The Children and Young Persons Act 1963 (as amended)) and the youth service, and functions relating to adult learning and further education, set out in Section 18(3) of the Children Act 2004 (as amended from time to time);
 - c. functions conferred on or exercisable by the authority which are social services functions (within the meaning of the Local Authority Social Services Act 1970 (c. 42)), so far as those functions relate to children;
 - d. the functions conferred on the authority under sections 22 (childcare), 23C to 24D of the Children Act 1989 (After care arrangements etc.) (c. 41) (so far as not falling within paragraph (b));
 - e. the functions conferred on the authority under sections 10 to 12, 12C, 12D and 17A of the Children Act 2004.
 - f. any functions exercisable by the authority under section 75 of the National Health Service Act 2006 on behalf of an NHS body (within the meaning of those sections), so far as those functions relate to children; and
 - g. the functions conferred on the authority under Part 1 of the Childcare Act 2006 in relation to Early Years;
 - h. functions relating to special educational needs (SEND) conferred on the local authority under part 3 of the Children and Families Act 2014, the Special Educational Needs and Disability regulations 2014, the Equality Act 2010, and the Equality Act 2010 (Disability regulations) 2010.
 - i. functions conferred by the Childcare Act 2016 and the Children and Families Act 2014
 - j. the functions conferred on the authority under any new or amended legislation in relation to local authority education or children's social care.

3. To carry out the functions of the City of London Corporation under section 31 of the Health Act 1999 (as amended from time to time) so far as those functions relate to children.
4. To arrange the use of Aldgate ~~Sir John Cass~~ School premises for adult education classes, youth work and other after-school activities.
5. To submit responses to consultative documents issued by HM Government and its agencies relating to functions affecting children exercisable by the City of London Corporation whether in our local authority or general corporate capacity, subject to appropriate consultation with the Chairman and Deputy Chairman of the responsible Committee

Adult Services

6. To be the City of London Corporation's Statutory Director of Adult Social Services under section 6(A1) of the Local Authority Social Services Act 1970 as amended by section 18(1) of the Children Act 2004.
7. To carry out the functions of the City of London Corporation in relation to Adult Social Services and Social Care including all social services functions under the Local Authority Social Services Act 1970 and the National Health Service and Community Care Act 1990 (as amended from time to time) so far as they relate to adults.
8. To be the principal point of contact for the conduct of business with the health service sector and carry out the functions of the City of London Corporation under the Health Act 1999 and any other health legislation (as amended from time to time) so far as these functions relate to adults.

Adult Skills and Learning

9. To manage and run the apprenticeship service.
10. To prepare and submit funding bids to the Skills Funding Agency, the Greater London Authority and other bodies sources as appropriate.
11. To enter into partnerships with businesses and educational institutions on behalf of the apprenticeship scheme and skills and training.
12. To participate in regional and sub-regional programmes to enhance skills and learning.
13. To determine fees for adult education, youth and early years/out of school provision.

Housing

14. To act on behalf of the City Corporation in its capacity as a local housing authority on all matters relating to the City Corporation's functions under the provisions of housing legislation, which include but are not limited to:
 - a. determining the strategic management and direction for Housing operational services;

- b. exercising the functions as Housing Authority in accordance with the Housing Strategy and other relevant housing policies and plans;
 - c. exercising the functions in respect of the preparation and development of appropriate strategies and plans, including those relating to housing investment, social tenancy, tenancy related matters, leaseholders and allocations;
 - d. undertaking the periodic reviews of housing needs and conditions within the City;
 - e. preparing and reviewing an Asset Management Strategy for consideration by Members;
 - f. maintaining the Housing Revenue Account in accordance with proper practices;
 - g. discharging of all functions and responsibilities in relation to the City Corporation's housing stock;
 - h. incurring housing repair and improvement expenditure within budget levels and the programmed maintenance of City dwellings, garages and estates;
 - i. incurring expenditure on adaptations to dwellings for people with disabilities within the approved budgets;
 - j. securing effective housing and neighbourhood management including the management of the City Corporation's housing properties, housing estates and ancillary amenities, including rent collection, recovery of arrears and debit control;
 - k. undertaking statutory and general consultations on housing matters with tenants, leaseholders and others;
 - l. exercising the powers relating to securing possession of the City dwellings, demotion orders, eviction of secure tenants, introductory tenants, non-secure tenants and licensees in accordance with City Corporation's policy;
 - m. attending the Barbican Residents' Association meetings and discharging functions as set out in the agreed terms of reference of that Committee.
15. To institute proceedings and enforcement remedies in relation to part 1-6 of the Anti-Social Behaviour, Crime and Policing Act 2014.

Homelessness

Relevant homelessness legislation: Part VII Housing Act 1996 (as amended by the Homelessness Act 2002, Localism Act 2011, Homelessness Reduction Act 2017 and Domestic Abuse Act 2021)

16. To act on behalf of the City Corporation all matters relating to the City Corporation's functions and duties under the provisions of homelessness legislation (and relevant parts of housing legislation), which include but are not limited to:
- a. determining the strategic management and direction for homelessness services;

- b. exercising the functions in accordance with the Homelessness Strategy and other relevant policies and plans relating to homelessness and rough sleeping;
- c. exercising the functions in accordance with legislation to discharge statutory duties in response to homelessness legislation
- d. exercising the functions in respect of the preparation and development of appropriate strategies and plans;
- e. undertaking the periodic reviews of homelessness and rough sleeping needs and service provision within the City;
- f. incurring expenditure on emergency interim accommodation within budget levels;
- g. incurring expenditure on commissioned services within budget levels;
- h. securing effective preventative, outreach and assessment services for homelessness and rough sleeping services;
- i. undertaking statutory and general consultations on homelessness matters.

Barbican Estate

17. In relation to the Barbican Estate:

- a. to approve lettings and sales between Committee meetings;
- b. to authorise sale prices at or above consultant values;
- c. to approve sales of residential property on the Estate;
- d. to approve assignments, sub-tenancies and tenancies at will to suitably qualified applicants between Committee meetings;
- e. to authorise signage on private areas of the Estate;
- f. to approve the occupation of accommodation by Estate Office staff in and around the Barbican;
- g. to approve the occupation of accommodation managed by the Barbican Estate to other City of London Corporation Departments.

18. To approve, where appropriate, filming and photography on the Estate.

19. To agree commercial rent levels in consultation with **and approval** of the City Surveyor and Executive Director Property, subject to reporting to the Barbican Residential Committee.

20. To approve valuations of flats submitted by consultant valuers.

21. To appoint consultants in accordance with Standing Orders.

Commercial Property (within the Housing Revenue Account, the Barbican Housing Estate and Portsoken Pavilion Café)

22. To approve all new lettings of commercial property, **in consultation with and approval of the City Surveyor and Executive Director, Property**, at market value for a term of 15 years or less, with a minimum of five yearly upward only rent reviews. Such lettings to accord with the relevant approved commercial estate strategy.
23. To conclude all commercial property rent reviews, **in consultation with and approval of the City Surveyor and Executive Director, Property**, except where:
 - a. It is proposed that the rent is reduced;
 - b. the review is determined more than 12 months after the review date unless either (a) interest is payable on the reviewed sum, or (b) the matter has been referred for determination by a third party and has been so determined.
24. To approve all lease renewals of commercial property, **in consultation with and approval of the City Surveyor and Executive Director, Property**, where the lease is renewed by negotiation or where the lessee is entitled to renewal in accordance with Part II of the Landlord and Tenant Act 1954. Such renewal will be at market value for a term of 15 years or less, with a minimum of five yearly upwards only rent reviews.
25. To negotiate terms and accept surrenders of commercial leases where the level of income is maintained by the simultaneous grant of a new letting to either the existing or a new tenant.
26. To approve the grant of short-term periodic tenancies, tenancies at will, licenses, easements, and wayleaves in respect of cables, cranes, scaffolding and hoardings and similar arrangements of a non-permanent and determinable nature, other than those involving capital payments totalling in excess of £10,000.
27. To deal with Rights of Light and Party Wall matters and other items of a similar nature, including those where, in the opinion of the Director capital payments are not considered appropriate or the quantum of such payments has been determined by external advice.
28. To authorise formal minor amendments to any lease, tenancy, licence or other agreement relating to property which does not in the opinion of the Director materially affect the duration of, or income from such agreements.

(NB. The definition of 'market value', as referred to above, is as stated in the RICS Appraisal and Valuation Standards (7th edition) – Practice Statement 33:

'The estimated amount for which a property, or space within a property, should lease on the date of valuation between a willing lessor and a willing lessee on appropriate lease terms in an arms-length transaction, after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion. Whenever Market Rent is provided the 'appropriate lease terms' which it reflects should also be stated.')

Proper Officer

- 29. To act as the Proper Officer for the London City Registration District (Registration of Births, Deaths, Marriages, etc.) pursuant to Section 29 of the Local Government Act 1972.
- 30. To act as the Proper Officer for the Rent Act 1977 (as amended by the Housing Act 1980).

Public Health

- 31. To discharge the responsibilities for public health within The City of London in accordance with the requirements of the Health and Social Care Act 2012 and the NHS Act 2006.
- 32. To manage the City Corporation's Public Health functions (where these are not specially delegated to other Chief Officers).
- 33. Exercising the functions in planning for, and responding to, emergencies that present a risk to public health.
- 34. To cooperate with the police, the probation service and prison service to assess the risks posed by violent or sexual offenders.
- 35. To provide the City Corporation's public health response as a 'responsible authority' under the Licensing Act 2003.
- 36. To develop and maintain the Joint Strategic Needs Assessment for the City of London and to discharge the responsibilities for research in relation to public health and wellbeing.
- 37. To produce an annual public health report.

Integrated health and social care

- 38. To determine the strategic management and direction of the integration of health and social care services (as may be enacted from time to time)
- 39. Exercise functions in accordance with the decisions of the City and Hackney Integrated Health and Care Partnership

Sports engagement and leisure services

- 40. Exercising functions to secure the delivery of sports engagement and leisure services activities for the communities of the city of London in support of health, wellbeing and public health priorities and strategies.

Community Libraries – Barbican, Artizan and Shoe Lane

- 41. To approve loans of library material to outside exhibitions.
- 42. To agree discounts of up to 50% to individual loan fees.
- 43. To waive loan fees in appropriate circumstances.

44. To negotiate the administrative fees to be charged in respect of scholarly loans.
45. To make promotional offers involving the waiving of charges for the library service.
46. To review charges, with discretion to reduce or waive such fees in appropriate circumstances
47. To negotiate and approve delivery of paid for services to third parties that are outside of statutory duties

Miscellaneous

48. To enter into Commissioning arrangements for the provision of any of the functions of the Director of Community and Children's Services in so far as this is compatible with the general conditions of **those** delegations.
49. **As relevant to the functions delegated to the Director of Community and Children's Services,** to consider representations from persons seeking access to their files under the Data Protection Act 2018, and to grant such access as appropriate.
50. **To discharge functions under the Crime and Disorder Act (1998) as amended by the Police and Justice Act 2006 and the Policing and Crime Act 2009.**

Delegations to other Officers

51. The following authorities are also delegated to the Officers as appropriate to the relevant skills and experience of each to be exercised either.
 - a. at the direction of the Executive Director of Community and Children's Services; or,
 - b. in the absence of the Executive Director of Community and Children's Services
 - Strategic Director, Education, Culture and Skills – adult skills and learning
 - Assistant Director People – services for children and adults
 - Assistant Director, Commissioning and Partnerships – miscellaneous and other items relating to commissioning of services
 - Assistant Director, Barbican Estate and Property Services – housing, Barbican Estate and commercial property
 - Director of Public Health – public health
 - Head of Barbican and Community Libraries – community libraries

EXECUTIVE DIRECTOR, ENVIRONMENT

The following general powers are delegated to the Executive Director, Environment:-

Authorisations

1. To authorise duly appointed officers to act under any enactments, regulations or orders relating to the functions within the purview of the Committee and of the Department.
2. To sign the necessary warrants of authorisation for the above officers.

Charges

3. Setting miscellaneous hourly-based charges subject to agreement with the Chamberlain and Chief Financial Officer.

TRANSPORTATION AND PUBLIC REALM

4. To implement, waive or vary charges relating to traffic management and /or the Public Highway and/or pipe subways such as parking dispensations, private apparatus in the highway, temporary road closures and traffic orders, scaffolding hoarding and fencing licenses, and charges for pipe subways (including under S.73 of the London Local Authorities Act 2007).
5. To grant permission or consent with or without conditions or refusing to grant permission or consent as the case may be with respect to applications made to the City of London Corporation.
 - a. under Part II of the Road Traffic Act 1991, relating to dispensations from, or the temporary suspension of, waiting and loading regulations or parking places regulations made in accordance with the Road Traffic Regulation Act 1984;
 - b. under Section 7 of the City of London (Various Powers) Act 1973, relating to new buildings;
6. To sign appropriate notices indicating that consent or refusal has been given, as the case may be under (a) above.
7. To sign and serve notices or granting of consents under the Highways Act 1980, City of London (Various Powers) Act 1900 and the City of London Sewers Act 1848 relating to the management and maintenance of streets within the City.
8. To exercise powers under the Road Traffic Regulation Act 1984 in respect of temporary traffic orders.
9. To issue notices and, as necessary discharge the City of London Corporation's obligations under Part III of the New Roads and Street Works Act 1991, relating to the co-ordination and execution of street works by public utility companies and other licensed operators.
10. To enter into agreement with companies and statutory companies to allow the placement of plant within the pipe subways inherited from the Greater London Council in accordance with

the London County Council (General Powers) Act 1958 and to determine applications for consent to place electricity substations in the street pursuant to the Electricity Act 1989.

11. To enter into agreements with other traffic authorities to jointly exercise the City Corporation's traffic order making functions or to delegate those functions to them in accordance with S.101 Local Government Act 1972.
12. To enter into agreements with other highway authorities under section 8 of the Highways Act 1980.

WATER AND SEWERS

13. The requisition of sewers under Sections 98 to 101 inclusive of the Water Industry Act 1991 (relating to the powers to exercise and discharge the functions of the Undertaker within the City to adopt sewers).
14. The adoption of sewers under Sections 102 to 105 inclusive of the Water Industry Act 1991 (relating to the powers to exercise and discharge the functions of the Undertaker within the City to adopt sewers).
15. To authorise and/or approve works under Section 112 of the Water Industry Act 1991 (relating to the power to exercise and discharge the requirements of the Undertaker within the City).
16. The closure or restriction of sewers under Section 116 of the Water Industry Act 1991, relating to the powers to exercise and discharge the functions of the Undertaker within the City to close or restrict the use of a public sewer.
17. The alteration or removal of pipes or apparatus of the Undertaker under Section 185 of the Water Industry Act 1991, relating to the power to exercise and discharge the functions of the Undertaker within the City to alter or remove any relevant pipe or apparatus.

HIGHWAYS AND TRANSPORT

18. To make all Traffic Orders under sections 6, 9, 10, 23 and 45 of the Road Traffic Regulation Act 1984, and to make modifications to or to revoke any experimental Traffic Regulation Order (following consultation with the Commissioner of Police for the City of London) where deemed necessary in the interests of safety, convenience or the expeditious movement of traffic.
19. To exercise powers under Part V of the Highways Act 1980 dealing with highway improvements.
20. To make representation or lodge objection, as appropriate, to applications for a Public Service Vehicle Operator's Licence, under Section 14A of the Public Passenger Vehicles Act 1981 or for a London Local Service Licence, under section 186 of the Greater London Authority Act 1999 and authorising in writing the appropriate officers in his Department to put forward objection or recommendation on behalf of the City of London Corporation at any Inquiry or Appeal arising out of an application for either of the recited licences.
21. To agree details of railway works in the City of London under the Transport and Works Act 1992.

22. Determining applications for consent to the demolition of works under any part of a street under Section 5(1) of the Greater London Council (General Powers) Act 1986 and service of notices requiring a person who has demolished works or caused such works to be demolished without consent to deal with them as specified.
23. Giving notice of consent to statutory undertakers under section 5(3) of the Greater London Council (General Powers) Act 1986.
24. Determining applications for consent to the erection or placement of any wall, barrier or obstruction under section 6(1) of the Greater London Council (General Powers) Act 1986 and service of notices requiring a person who has erected any such wall, barrier or obstruction or caused any such wall, barrier or obstruction to be erected without consent to remove the wall, barrier or obstruction.
25. Giving notice of consent to statutory undertakers under section 6(3) of the Greater London Council (General Powers) Act 1986.
26. Determining applications for consent to infilling any vault, cellar, underground room or storage area under a street under section 7(1) of the Greater London Council (General Powers) Act 1986 and service of notices requiring a person who has undertaken infilling or caused infilling to be undertaken without consent to remove the infilled material or to alter or deal with it as specified.
27. Giving notice of consent to statutory undertakers under section 7(3) of the Greater London Council (General Powers) Act 1986.
28. Approval of plans, sections and specifications relating to certain retaining walls and consultation with Transport for London under section 8(2) of the Greater London Council (General Powers) Act 1986.
29. Service of notices requiring the execution of works to obviate danger under section 8(4) of the Greater London Council (General Powers) Act 1986.
30. Determining whether to comply with a request by Transport for London under section 8(5) of the Greater London Council (General Powers) Act 1986.
31. Executing works under section 9(4) of the Greater London Council (General Powers) Act 1986 and recovering the expenses reasonably incurred in so doing, including instituting proceedings for the recovery of expenses.
32. Giving effect to any order of a court under section 302 of the Public Health Act 1936 (as applied by section 9(3) of the Greater London Council (General Powers) Act 1986).
33. Approval of plans, sections and specifications relating to retaining walls near streets under section 167(2) of the Highways Act 1980.
34. Consultation with Transport for London under section 167(2) of the Highways Act 1980.
35. Service of notices requiring the execution of works to obviate danger under section 167(5) of the Highways Act 1980.

36. Determining whether to comply with a request by Transport for London under section 167(6) of the Highways Act 1980.
37. Executing works under section 290(6) of the Public Health Act 1936 (as applied by section 167(7) of the Highways Act 1980) and recovering the expenses reasonably incurred in so doing, including instituting proceedings for the recovery of expenses.
38. Giving effect to any order of a court under section 302 of the Public Health Act 1936 (as applied by 167(8) of the Highways Act 1980).
39. Determining applications for licences for the construction of bridges over highways under section 176(1) of the Highways Act 1980, including the imposition of terms and conditions.
40. Determining whether the removal or alteration of a bridge is necessary or desirable in connection with the carrying out of improvements to a highway under section 176(4) of the Highways Act 1980 and enforcing the requirement to remove or alter the bridge.
41. Determining applications for licences for the construction, alteration and use of buildings over highways under section 177(1) of the Highways Act 1980, including the imposition of terms and conditions.
42. Recovering any sum payable under section 177(3) of the Highways Act 1980.
43. Executing works and providing facilities under section 177(5) of the Highways Act 1980 and recovering expenses incurred in so doing.
44. Declaring any term or condition to be necessary for the purpose of securing the safety of persons using the highway or of preventing interference with traffic thereon under section 177(6) of the Highways Act 1980.
45. Service of notices requiring the demolition of buildings or the making of alterations under section 177(7) of the Highways Act 1980 where a building has been constructed or altered in contravention of section 177(1). Service of notices requiring the execution of works or the taking of steps as are necessary to secure compliance with terms or conditions of a licence under section 177(8) of the Highways Act 1980.
46. If notices under section 177(7) or (8) are not complied with, demolishing buildings, executing works or taking such steps as are necessary and recovering expenses incurred in so doing under section 177(9) of the Highways Act 1980.
47. Disposing of materials under section 177(10) of the Highways Act 1980.
48. Consenting to the fixing or placing of any overhead beam, rail, pipe, cable, wire or other similar apparatus over, along or across a highway under section 178(1) of the Highways Act 1980 and attaching terms and conditions.
49. Consenting to the construction of works under a street and service of notices requiring the removal or alteration of works or dealing with works constructed without consent under section 179(1) of the Highways Act 1980.

50. Removing, altering or dealing with works under section 179(4) of the Highways Act 1980 and recovering expenses incurred in so doing.
51. Giving notice of consent to public utility undertakers under section 179(5) of the Highways Act 1980.
52. Determining applications for consenting to the making of openings in the footway of a street as an entrance to a cellar or vault thereunder under section 180(1) of the Highways Act 1980 and requiring the provision of doors or coverings or directing the manner of construction and the materials.
53. Consenting to the carrying out of works in a street to provide means for the admission of air or light under section 180(2) of the Highways Act 1980 and imposing requirements as to the construction of the works.
54. Giving notice to public utility undertakers under section 180(5) of the Highways Act 1980.
55. Serving notices and causing any thing as respects which there has been default to be repaired or put into good condition under section 180(7) of the Highways Act 1980 and recovering expenses incurred in so doing.
56. To be responsible for all functions under the Traffic Management Act 2004 and Regulations made thereunder that relate to the City of London as a local highway and local traffic authority.
57. To agree consents for temporary highway activities pursuant to the Crossrail Act 2008.
58. To exercise through Civil Enforcement amongst other things, parking management and parking enforcement functions, under the Road Traffic Regulations Act 1984, the Road Traffic Act 1991, the London Local Authorities Acts 1995 - 2012 (LLAA), and the Traffic Management Act 2004 (TMA).
59. To be responsible for the making of all unopposed highway stopping up orders under Sections 247 and 257 of the Town and Country Planning Act 1990, as amended by Section 270 and Schedule 22 of the Greater London Authority Act 1999, pursuant to section 101 of the Local Government Act 1972

CITY WALKWAY

60. Publication and display of notices of the passing of a resolution declaring a city walkway under section 6(2) of the City of London (Various Powers) Act 1967.
61. Publication and display of notices of the passing of a resolution altering or discontinuing a city walkway under section 6(5) of the City of London (Various Powers) Act 1967.
62. Agreeing or authorising the entering into of an agreement in respect of responsibility for paving, repairing, draining, cleansing or lighting any city walkway or any exemption from liability for non-repair of the surface of a city walkway under section 9(1) of the City of London (Various Powers) Act 1967.
63. Agreeing or authorising the entering into of an agreement relating to any changes in ownership of materials placed by the Corporation on or in any building or land in pursuance of the Corporation's functions under section 9 of the City of London (Various Powers) Act 1967.

64. Agreeing or authorising the entering into of an agreement relating to any changes in duties to provide and maintain support for city walkways or parts of city walkways under section 10(1) of the City of London (Various Powers) Act 1967.
65. Instituting civil proceedings for an injunction to prevent any breach of the duty or to secure compliance with the duty to provide and maintain support for a city walkway or any part of a city walkway under section 10(2) of the City of London (Various Powers) Act 1967.
66. Service of notices requiring the carrying out of works required to prevent danger or inconvenience to persons on a city walkway or works required for the improvement of a city walkway under section 11(1) of the City of London (Various Powers) Act 1967.
67. Approving or refusing to approve the carrying out of alternative works under section 11(3) of the City of London (Various Powers) Act 1967.
68. Carrying out works under section 11(5) of the City of London (Various Powers) Act 1967 and recovering the expenses reasonably incurred in so doing, including instituting proceedings for the recovery of expenses.
69. If any question arises whether the withholding of a consent is unreasonable, determining whether to require referral to an arbitrator under section 11(6) of the City of London (Various Powers) Act 1967 and agreeing to the appointment of the arbitrator.
70. Restricting or prohibiting temporarily pedestrian access along and the use of a city walkway or any part of a city walkway under section 11A of the City of London (Various Powers) Act 1967, including determining the extent of the restriction or prohibition and the imposition of conditions and exceptions considered necessary.
71. Affixing to a building drainage apparatus under section 15(1) of the City of London (Various Powers) Act 1967.
72. Applying to the Mayor's and City of London Court for the affixing of drainage apparatus without the consent of the owner of the building under section 15(2) of the City of London (Various Powers) Act 1967 where consent is considered to unreasonably withheld.
73. Removing drainage apparatus in compliance with a notice served on the Corporation and applying to the Mayor's and City of London Court for the annulment of notices to remove drainage apparatus under section 15(3) of the City of London (Various Powers) Act 1967 where the requirement is considered reasonable.
74. Temporarily removing drainage apparatus necessary during any reconstruction or repair of a building under section 15(4) of the City of London (Various Powers) Act 1967.
75. Altering, removing, repairing and maintaining drainage apparatus under section 15(5) of the City of London (Various Powers) Act 1967.
76. Paying compensation under section 16(5) of the City of London (Various Powers) Act 1967 to the owner of a building who suffers damage by, or in consequence of, the affixing, altering, removing repairing or maintaining of any drainage apparatus.
77. Giving undertakings as to the use to which land or a right in, on, over or under land or any part thereof to be compulsorily acquired will be put under section 17(3) of the City of London (Various Powers) Act 1967.

78. Determining applications for consent to the placing or maintaining in or over a city walkway or any part thereof anything for the use, convenience or entertainment of members of the public, or otherwise for the benefit of the public, or for the improvement of amenities, or for decorative purposes, or to the use of any part of a city walkway temporarily for the purpose of any exhibition or entertainment under section 18(1) of the City of London (Various Powers) Act 1967 including the imposition of conditions.
79. Withdrawing consent or varying or adding to any conditions subject to which a consent has been given under section 18(3) of the City of London (Various Powers) Act 1967.
80. Requiring the removal of things in respect of which consent was given, removing such things and recovering the expenses incurred in so doing where a condition of consent is contravened under section 18(4) of the City of London (Various Powers) Act 1967.

CEMETRY AND CREMATORIUM

81. To extinguish Exclusive Rights of Burial in a grave that has not been used for over 75 years.
82. To grant, transfer and extinguish exclusive rights of burial on graves at the City of London Cemetery in accordance with the Local Authorities' Cemeteries Order 1977 under powers conferred by sections 214 (3) and 266(2) of the Local Government Act 1972
83. To refund fees paid by City of London Corporation employees and Members of the Common Council or their close relatives' burial or alternatively cremation.
84. Setting of contract conditions and burial and cremation fees, in conjunction with the Comptroller and City Solicitor.
85. To enforce the Byelaws and offences under the Local Authorities Cemeteries Order 1977 and Cremation Act 1902 relating to the Cemetery and Crematorium subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor, and to the result of any such prosecution being reported to the Port Health and Environmental Services Committee.
86. To authorise individual officers to enforce the Byelaws appertaining to the Cemetery and Crematorium, subject to a decision to institute proceedings being taken in accordance with **85** above.
87. To grant licences following consultation with the City Surveyor and Executive Director Property and City Solicitor, for:
- x. Sale of refreshments
 - y. filming and commercial photography
88. To deal with the sale of forestry produce by private treaty.

PORT HEALTH AND PUBLIC PROTECTION

89. To increase current charge rates for products of animal origin annually in line with inflation.

90. To enter into a Service Level Agreement with the Health Protection Agency and agree minor amendments from time to time if required.
91. To set miscellaneous hourly-based charges subject to agreement with the Chamberlain and Chief Financial Officer.

OPEN SPACES

Strategic

92. To manage the open spaces in accordance with the legal framework which applies, including for the open spaces which are also registered charities, to manage them in accordance with each charity's governing document acting always in the best interest of that charity in the exercise of the delegated authority.
93. To manage the open spaces in accordance with any strategies set by the City Corporation.
94. To submit responses, having consulted where appropriate, on behalf of the Open Spaces and City Gardens Committee to initiatives and consultative documents issued by the Government and its agencies.
95. To institute or become involved in legal proceedings in consultation with the Comptroller and City Solicitor where deemed appropriate, to protect or preserve, enhance or secure the interests of the City of London Corporation in relation to its open spaces.

Operational

~~Burnham and the City~~ The Commons

96. To take any action to protect or preserve the ~~Beeches~~ Commons and to report to the Epping Forest and Commons Committee, as appropriate.
97. To issue all necessary licences, franchises and consents relating to ~~Beeches~~ The Commons where a precedent has already been set and where the Epping Forest and Commons Committee have not indicated that they wish to consider any further applications.
98. To seek and obtain all requisite licences and consents required in connection with ~~Beeches~~ Commons lands, activities or entertainments.
99. To enforce the Byelaws and Public Spaces Protection Orders relating to the ~~Beeches~~ Commons subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor and to the result of any such prosecution being reported to the Epping Forest and Commons Committee.
100. To authorise individual officers to enforce the Byelaws appertaining to the ~~Beeches~~ Commons subject to any decision to institute proceedings being taken in accordance with paragraph 97 above.
101. To authorise individual officers to issue Fixed Penalty Notices.
102. To grant licences following consultation with **and the approval of** with the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:

- a. Sale of refreshments
 - b. Filming and commercial photography
 - c. Events and entertainments
 - d. Driving and parking vehicles
 - e. Other licences arising from the City of London Corporation (Open Spaces) Act 2018
103. To grant minor wayleaves and licences in consultation with **and the approval of** the City Surveyor and Executive Director Property.
104. To let out recreational facilities **and premises** in accordance with the current approved scale of charges.
105. To deal with the sale of agricultural and forestry produce by private treaty.

Epping Forest

106. To take any action to protect or preserve the Forest, and to report to the Epping Forest and Commons Committee, as appropriate.
- 107. To enforce the Byelaws and Public Spaces Protection Orders relating to Epping Forest subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor and to the result of any such prosecution being reported to the Epping Forest and Commons Committee**
108. To authorise individual officers to enforce the Byelaws relating to the Forest, subject to any decision to institute legal proceedings for any offence being made **in accordance with paragraph (104)** ~~above consultation with the Comptroller and City Solicitor, if appropriate, and to the result of any such prosecution being reported to the Epping Forest and Commons Committee..~~
109. To institute proceedings in Magistrates' courts under the Epping Forest Act 1878 (as amended) Section 87 of the Environmental Protection Act 1990, Section 9 of the City of London (Various Powers) Act 1971 and Section 7(6) of the City of London (Various Powers) Act 1977.
- 110. To authorise individual officers to issue Fixed Penalty Notices.**
111. To close, re-open and vary designated ways pursuant to Section 9(4) of the City of London (Various Powers) Act 1961.
112. To deal with the sale of Forest produce by private treaty.
113. To grant licences following consultation with **and the approval** of the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:-
- f. sale of refreshments;
 - g. filming and commercial photography;
 - h. circus and fairs;
 - i. flying model aircraft;
 - j. driving and parking vehicles;

- k. camping;
- l. events and entertainments.
- m. other licences arising from the City of London Corporation (Open Spaces) Act 2018

- 114. To let out recreational facilities and premises in accordance with the current approved scale of charges.
- 115. To grant minor way-leaves and licences.
- 116. To fix fees for the sale of Forest produce and to fix licence fees for ice cream vans and other small scale refreshment facilities in the Forest.

Hampstead Heath, Highgate Wood and Queen's Park

- 117. To act to protect or preserve Hampstead Heath, Highgate Wood and Queen's Park and to report to the Hampstead Heath, Highgate Wood and Queen's Park Committees, as appropriate.
- 118. To issue all necessary licences, franchises and consents relating to Hampstead Heath, Highgate Wood and Queen's Park where a precedent has already been set and where the Hampstead Heath, Highgate Wood and Queen's Park Committees have not indicated that they wish to consider any further applications.
- 119. To seek and obtain all requisite licences and consents required in connection with Hampstead Heath lands, Highgate Wood and Queen's Park, activities or entertainments.
- 120. To enforce the Byelaws relating to Hampstead Heath, Highgate Wood and Queen's Park subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor and to the result of any such prosecution being reported to the Hampstead Heath, Highgate Wood and Queen's Park Committee.
- 121. To authorise individual officers to enforce the Byelaws appertaining to the Hampstead Heath Grounds, Highgate Wood and Queen's Park subject to any decision to institute proceedings being taken in accordance with paragraph 118 above.

122. To authorise individual officers to issue Fixed Penalty Notices.

- 123. To grant licences following consultation with the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:
 - m. sale of refreshments
 - n. filming and commercial photography
 - o. circus and fairs
 - p. driving and parking vehicles
 - q. events and entertainments
 - r. other licences arising from the City of London Corporation (Open Spaces) Act 2018

- 124. To grant minor wayleaves and licences.

- 125. To let out recreational facilities and premises in accordance with the current approved scale of charges.

126. To liaise with Historic England pursuant to the provision of any agreement in this regard between the City of London Corporation and Historic England.
127. To deal with the sale of agricultural and forestry produce by private treaty.

City Gardens and West Ham Park

128. To take any action to protect or preserve West Ham Park and the City Gardens, and to report to the Open Spaces and City Gardens Committee or the West Ham Park Committee, as appropriate.
129. To issue all necessary licences, franchises and consents relating to the City Gardens and West Ham Park where a precedent has already been set and where the West Ham Park Committee or the Open Spaces and City Gardens Committee have not indicated that they wish to consider any further applications.
130. To seek and obtain all requisite licences and consents required in connection with West Ham Park and City Gardens lands, activities or entertainments.
131. To enforce the Byelaws relating to West Ham Park and the City Gardens subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor, and to the result of any such prosecution being reported to the Open Spaces and City Gardens Committee or the West Ham Park Committee, as appropriate.
132. To authorise individual officers to enforce the Byelaws appertaining to West Ham Park and to the City Gardens, subject to any decision to institute proceedings being taken in accordance with paragraph 129 above.

133. To authorise individual officers to issue Fixed Penalty Notices.

134. To grant licences following consultation with the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:-
- s. sale of refreshments
 - t. filming and commercial photography
 - u. events and entertainments
 - v. driving and parking vehicles
 - w. other licences arising from the City of London Corporation (Open Spaces) Act 2018
135. To grant minor wayleaves and licences.
136. To let out recreational facilities **and premises** in accordance with the current approved scale of charges.

Tower Bridge and the Monument

- ~~137. To approve lettings of premises at Tower Bridge subject to the hire charges being within the levels approved by the **Bridge House Estates Board** Culture, Heritage and Libraries Committee.~~

138. ~~To negotiate and agree non-fee based benefits for Tower Bridge in respect of large budget productions.~~
139. ~~To exercise powers under Section 29 of the Corporation of London Tower Bridge Act 1885 and Section 11 of the City of London (Various Powers) Act 1971 for the opening of Tower Bridge for the navigation of vessels on the River Thames~~
140. ~~To negotiate and agree costs of sales and discounts in relation to the retail businesses being conducted at Tower Bridge Exhibition and the Monument.~~
141. ~~To liaise with Historic England pursuant to the provisions of any agreement between the City of London Corporation and Historic England relating to matters affecting Tower Bridge and the Monument.~~

Keats House and Ten Keats Grove

142. To approve lettings of premises at Keats House and Keats Grove subject to the hire charges being within the levels approved by the Culture, Heritage and Libraries Committee.
143. To grant licences following consultation with the City Surveyor and Executive Director Property and City Solicitor, for:
 - Sale of refreshments
 - Filming and commercial photography
 - Events and entertainments
144. To grant minor wayleaves and licences
145. To approve acquisitions over £10,000 with any acquisitions over £50,000 being referred to the Culture, Heritage & Libraries Committee for approval.

TOWN PLANNING

A: Development Management

146. To determine applications for outline, full and temporary planning permission under Part III of the Town and Country Planning Act 1990 and applications for Permission in Principle under the Town and Country Planning (Permission in Principle) Order 2017, subject to the decisions being in accordance with policy, not being of broad interest and there being no more than 4 ⁹ planning objections.
147. To make non-material changes to planning permission pursuant to Section 96A of the Town and Country Planning Act 1990.
148. To determine applications for Listed Building Consent under the Planning (Listed Buildings and Conservation Areas) Act 1990; subject to the applications not being of broad interest and there being no more than 4 relevant objections.
149. To advise the Secretary of State for Communities and Local Government of what decision the City of London Corporation would have made on its own applications for listed building consent if it had been able to determine them subject to the same criteria as above.

150. To determine submissions pursuant to the approval of conditions, under the Town and Country Planning Act 1990 and the Planning (Listed Buildings Conservation Areas) Act 1990 and in relation to clauses set out in approved Section 106 Agreements. To determine technical details consent pursuant to a Permission in Principle under the Town and Country Planning (Permission in Principle) Order 2017,
151. To make minor changes to conditions in respect of planning permissions, listed building consents and ~~conservation area consents~~ which have been conditionally approved by the Planning and Transportation Committee.
152. To determine applications for planning permission, listed building consent and ~~conservation area consents~~ to replace an extant permission/consent granted on or before 1st October 2010, for development which has not already begun with a new permission/consent subject to a new time limit pursuant to Article 20 of the Town and Country Planning (Development Management Procedure) Order 2015 and Regulation 3 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990 and provided no more than 4 planning objections have been received.
153. To determine applications for Certificates of Lawfulness of existing and proposed use or development in accordance with sections 191 and 192 of the Town and Country Planning Act 1990.
154. To determine applications for Advertisement Consent pursuant to Regulations 12, 13, 14, 15 and 16 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.
155. To determine applications for prior approval under the Town and Country Planning (General Permitted Development) Order 2015.
156. To make observations in respect of planning and related applications submitted to other Boroughs, where the City of London Corporation's views have been sought and which do not raise wider City issues.
157. To serve notices under Article 5 of the Town and Country Planning (Development Management Procedure) Order 2015.
158. To determine the particulars and evidence to be supplied by an applicant for planning permission pursuant to section 62 of the Town and Country Planning Act 1990.
159. To serve Planning Contravention Notices under Section 171C of the Town and Country Planning Act 1990.
160. To issue and serve Enforcement Notices under Section 172 of the Town and Country Planning Act 1990 and Section 38 of the Planning (Listed Buildings and Conservation Areas) Act 1990.
161. To issue a letter of assurance under Section 172A of the Town and Country Planning Act 1990.
162. To serve notices under Section 215 of the Town and Country Planning Act 1990.
163. To serve Breach of Condition Notices under Section 187A of the Town and Country Planning Act 1990.

164. To decline to determine a retrospective application for planning permission under Section 70C of the Town and Country Planning Act 1990.
165. To seek information as to interests in land under Section 330 of the Town and Country Planning Act 1990, and as applied by Section 89 of the Planning (Listed Buildings and Conservation Areas Act) 1990, and Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.
166. To institute proceedings pursuant to Section 224 of the Town and Country Planning Act 1990.
167. To serve Notice of Intention to remove or obliterate placards and posters pursuant to Section 225 of the Town and Country Planning Act 1990.
168. To agree minor variations to agreements pursuant to sections 106 and 106A of the Town and Country Planning Act 1990 and to authorise section 106 covenants in respect of planning applications (and where the planning application is such that it may be determined by the Chief Officer (or other appropriate officer authorised by them) under this Scheme of Delegation.
169. To agree minor variations to agreements pursuant to section 278 of the Highways Act 1980.
170. To make payments to other parties where required by the terms of an agreement made under section 106 of the Town and Country Planning Act 1990 or section 278 of the Highways Act 1980.
171. To determine City Community Infrastructure Levy contributions pursuant to the Community Infrastructure Levy Regulations 2010 (as amended).
172. To pass Community Infrastructure Levy contributions to other parties pursuant to section 216A of the Planning Act 2008 and regulations made thereunder.
173. To determine applications to discharge requirements and approve details pursuant to the Thames Tideway Development Consent Order and other similar Development Consent Orders, and to discharge conditions and approve details pursuant to deemed planning permission granted by Transport and Works Act Orders and statutes in respect of infrastructure projects subject to the applications being in accordance with policy, not being of broad interest, and there being no more than 4 planning objections.
174. To carry out public consultation in respect of applications in accordance with the Statement of Community Involvement and the duty to cooperate in Section 33A of the Planning and Compulsory Purchase Act 2004
175. To authorise the entering into of Planning Performance Agreements and Memoranda of Understanding under S111 of the Local Government Act 1972 and Part 1 of the Localism Act 2011 and making charges for discretionary planning services under S93 of the Local Government Act 2003

B: Trees

176. To authorise works, including their removal, to trees in Conservation Areas and works in relation to a tree the subject of a Tree Preservation Order (T.P.O.).

177. To determine applications made under sections 206 (2) and 213 (2) of the Town and Country Planning Act 1990, to dispense with the duty to plant replacement trees.

C: Churches

178. To respond to consultation made under the provisions of the Mission and Pastoral Measure 2011, the Faculty Jurisdiction Rules 2000 and 2013, the Care of Churches and Ecclesiastical Jurisdiction Measure 1991, the Care of Cathedrals Measure 2011 and the Code of Practice relating to exempted denominations procedures agreed by the Secretary of State.
179. The City of London Corporation's functions under the City of London (St. Paul's Cathedral Preservation) Act 1935.

D: Environmental Impact

180. To carry out the following functions under the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (as amended):
- c. formulating "screening opinions" under Regulation 5;
 - d. requiring developers to submit an environmental statement to validate an application under Regulation 10;
 - e. formulating "scoping opinions" under Regulation 13;
 - f. providing relevant information to developers who propose to prepare an environmental statement under the provisions of Regulation 15 (4);
 - g. requiring the submission of further information pursuant to regulation 22;
 - h. requiring the local authority to submit an environmental statement in respect of applications for local authority development under Regulation 25;
 - i. formulating a "screening opinion" in matters of planning enforcement under Regulation 32.

E: Crossrail

181. To agree Crossrail contributions, agree viability assessments and instruct the Comptroller and City Solicitor to secure any necessary planning obligations in respect of Crossrail contributions pursuant to Section 106 of the Town and Country Planning Act 1990.
182. To make payments of Crossrail contributions received by the City of London Corporation to the Mayor and/or Transport for London on the basis of the Implementation Protocol between the Mayor, Transport for London and the local planning authorities, subject to such payments being agreed by the Chamberlain and Chief Financial Officer .

F: Local Plans, Naming and Numbering

183. To carry out sustainability appraisal of Local Development Documents under Section 19(5) of the Planning and Compulsory Purchase Act 2004 and to exercise functions under the Environmental Assessment of Plans and Programmes Regulations 2004 including carrying

out strategic environmental assessment (including assessments under the Habitats Directive (Council Directive 92/43/EEC)), preparing, publishing and consulting upon screening reports, scoping reports, sustainability commentaries and sustainability appraisal reports.

184. To carry out public consultation in the preparation of Local Development Documents in accordance with the Statement of Community Involvement and the duty cooperate in Section 33A of the Planning and Compulsory Purchase Act 2004.
185. To carry out surveys under Section 13 of the Planning and Compulsory Purchase Act 2004.
186. To provide any documents necessary to support consultations on Local Development Documents and submission of Local Plans.
187. To prepare and publish monitoring reports on an annual basis in accordance with Section 35 of the Planning and Compulsory Purchase Act 2004.
188. To make observations on consultation documents issued by central and local government, statutory bodies etc., where the observations are in accordance with the City's general policy position.
189. To carry out public consultation in the preparation of the Community Infrastructure Levy, in accordance with the Community Infrastructure Levy Regulations 2010 (as amended) and the Statement of Community Involvement.
190. To exercise powers under the London Building Acts (Amendment) Act 1939 – Part II relating to street naming and numbering of property.

G: Land Charges

191. To maintain a register and index of Local Land Charges ~~and to set search fees pursuant to section 38 of the Local Land Charges Act 1975, including the amendment and cancellation of registrations pursuant to the Local Land Charges Rules 1975 and Section 50 of the Local Government and Housing Act 1989 and relevant rules and regulations made there under.~~
- ~~181. To make searches and issue search certificates pursuant to section 9 of the Local Land Charges Act 1975~~

H: Lead Local Flood Authority

192. To exercise the City's functions as Lead Local Flood Authority in relation to the Flood and Water Management Act 2010 (other than the function delegated to the City Surveyor and Executive Director Property).

DISTRICT SURVEYOR

193. To grant permission or consent, with or without conditions or, refuse to grant permission or consent, as the case may be, with respect to applications made to the City of London Corporation under the London Building Acts 1930-1982, The Building Act 1984 and The Building Regulations 2010 (as amended).

194. To sign and serve any notices required to be given by the City of London Corporation under the London Building Acts (Amendment) Act 1939, Part VII, Section 62 relating to dangerous structures within the City of London.
195. To exercise the City's Lead Local Flood Authority function as a statutory consultee to the local planning authority on surface water drainage issues.
196. To sign and serve any notices and consents required to be given by the City of London Corporation under the London Building Acts (Amendment) Act 1939, Part IV, Section 30 relating to special and temporary structures etc. erected within the City of London.
197. In accordance with the Party Wall etc Act 1996, Section 10 (8) select the third surveyor if required to do so.

Delegations to other Officers

198. The following authorities are also delegated to the Officers identified to be exercised either:
 - a. at the direction of the Executive Director, Environment; or,
 - b. in the absence of the Executive Director, Environment.

Deputy Transportation and Public Realm Director	- Items 4-91
Assistant Director (Highways)	- Items 5-17 and 56, 57 and 58
Assistant Director (City Transportation)	- Item 18
Superintendent and Registrar of the City of London Cemetery and Crematorium	- Items 81 - 88
Port Health and Public Protection Director	- Items 89-91
Open Spaces Director	- Items 92 -143
Superintendent of The Commons	- Items 94 -103
Superintendent of Epping Forest	- Items 104 - 114
Superintendent of Hampstead Heath, Highgate Wood and Queen's Park	- Items 115 - 125
Superintendent of (City) Parks and Gardens	- Items 126 - 134
Head of Tower Bridge	- Items 135 – 139
Chief Planning and Development Director	- Items 144 – 182
Assistant Directors (Development), then to the Policy and Performance	Director or the
Assistant Director (Policy)	- Items 136 – 171 and Paragraph 194
Policy and Performance Director, then to the Assistant Director (Policy), then to the Chief Planning Officer and Development Director	- Items 171 – 182
District Surveyor and the Assistant District Surveyors	- Items 183 – 187

Assistant Director (Cleansing): delegated items 190- 206

Institution of Proceedings (in consultation with the Comptroller and City Solicitor)

199. The institution of proceedings and other enforcement remedies in respect of offences under the Environmental Protection Act 1990, Part II, Part III and Part IV.

200. To institute proceedings and other enforcement remedies in respect of the Health Act 2006, section 6, 7, 8, 9 and 10.
201. To institute proceedings and other enforcement remedies in respect of offences under the Refuse Disposal (Amenity) Act. 1978.
202. To institute proceedings and other enforcement remedies in respect of offences under the City of London (Various Powers) Act 1987.
203. To institute proceedings and enforcement remedies in relation to part VI of the Anti-Social Behaviours Act 2003.
204. To institute proceedings and enforcement remedies in relation to Part I-IV of the Anti-Social Behaviour, Crime and Policing Act 2014
205. To serve notices and institute enforcement remedies in relation to the Town and Country Planning Act 1990 sections 225A- 225K.
206. To institute proceedings in relation to Regulation of Investigatory Powers Act 2000.
207. To institute proceedings in relation to Control of Pollution Act 1974.
208. To issue notices under section 6 London Local Authorities Act 2004 (abandoned vehicles).
209. To institute proceedings in relation to the Environment Act 1995.
210. To institute proceedings in relation to the London Local Authorities Act 1995.
211. To institute proceedings in relation to the London Local Authorities and Transport for London Act 2003.
212. To institute proceedings and other enforcement remedies in sections 34,38,38A,38B and 38C in respect of street trading offences under the London Local Authorities Act 1990 as amended and authorise duly appointed officers to act under that enactment.
213. To institute proceedings in relation to the Local Government (Miscellaneous Provisions) Act 1976.
214. To institute proceedings in relation to the Highways Act 1980.
215. To institute proceedings in relation to the Greater London Council (General Powers) Act 1986.

Statutory Authorities

216. Officers of the department are authorised to exercise the following powers in accordance with the responsibilities of the post:
 - j. Sections 178(1), 196A(1), 196B, 209(1), 214B(1) and (3), 214C, 219(1) and 225, 324 and 325 of the Town and Country Planning Act 1990 (as amended);
 - k. Sections 42(1), 88(2), (3), (4) and (5) and 88(A) of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended);

I. Sections 36 and 36A of the Hazardous Substances Act 1990.

Legislative (Port Health and Public Protection)

217. To authorise duly appointed officers to act under any enactments, regulations or orders relating to the functions within the purview of the Committee and Department, including as detailed below.

The Executive Director, Environment and any staff authorised by him them are indemnified against all claims made against them including awards of damages and costs arising out of acts done by them in the bona fide discharge or purported discharge of such functions.

	Legislation	Delegated Function
1.	Accommodations Agencies Act 1953	Institution of Proceedings and other enforcement methods
2.	Administration of Justice Act 1970	Institution of Proceedings and other enforcement methods
3.	Agriculture (Miscellaneous Provisions) Act 1968 (as amended)	a. Institution of Proceedings and other enforcement remedies. b. Powers of entry under Section 6(2) of the Act
4.	Agriculture Act 1970 (as amended)	a. Institution of Proceedings and other enforcement methods b. Section 67 – to enforce this part of the Act within the respective area; and the health authority of the Port of London shall have the like duty as respects the district of the Port of London
5.	Agricultural Produce (Grading and Marking) Act 1928 Agricultural Produce (Grading and Marking) Amendment Act 1931	Institution of Proceedings and other enforcement methods
5.	Animal Boarding Establishment Act 1963	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers to carry out inspections c. Granting of Licences

6.	Animal Health Act 1981 including all Orders and Regulations made thereunder	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Section 52(1) – Appointment of Inspectors and other Officers as required for the execution and enforcement of the Act
7.	Animal Health and Welfare Act 1984	Institution of Proceedings and other enforcement methods.

8.	Animal Welfare Act 2006	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Section 51 – Appointment of Inspectors and other Officers as required c. Service of Notices under Section 10
9.	Anti-Social Behaviour Act 2003	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Section 48 – Issue of Notices c. Section 43 – Issue of FPN's d. Authorisation of Officers
10.	Anti-Social Behaviour, Crime and Policing Act 2014	a. To institute proceedings and enforcement remedies in relation to parts 1-6
10	Breeding of Dogs Acts 1973 (as amended) and 1991. Including any regulations made thereunder and Breeding and Sale of Dogs (Welfare) Act 1999 (amendment to the 1973 Act)	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Section 2 – Authorisation of Officers c. The Granting of Licences d. Setting of Fees
11.	Building Act 1984 Including all Orders and Regulations made thereunder	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Section 126 – Authorisation of Officers c. Part 1 and Schedule 3 – Granting all authorisations and consents and issuing of notices
12.	Business and Planning Act 2020	<ul style="list-style-type: none"> a. Power to determine any application for a Pavement Licence made under Part I of the Business and Planning Act 2020. b. Power to serve a Notice on any Business and Planning Act 2020 Pavement Licensee which may specify any breach of licence and the steps to be taken to remedy any such breach.

		c. Power to revoke any Pavement Licence granted under Part I of the Business and Planning Act 2020.
13.	Cancer Act 1939	Institution of Proceedings and other enforcement methods
14.	Children and Young Persons Act 1933 (as amended by Protection of Children (Tobacco) Act 1986	Institution of Proceedings and other enforcement methods
15.	Children and Young Persons (Protection from Tobacco) Act 1991 Including all Orders and Regulations made thereunder	Institution of Proceedings and other enforcement methods
16.	Christmas Day (Trading) Act 2004	a. Institution of Proceedings and other enforcement methods b. Section 3(2) – Appointment of Inspectors c. Section 2(1) – Granting of Consents
17.	City of London Sewers Act 1848 (as amended in 1851 and 1897)	a. Powers of Inspection under Sections 70 and 71 b. Issuing of notices Sections 61 and 75
18.	City of London (Various Powers) Act 1954 – Section 4	Institution of Proceedings and other enforcement methods
19.	City of London (Various Powers) Act 1971 – Section 3	Institution of Proceedings and other enforcement methods
20.	City of London (Various Powers) Act 1973	To exercise the power to dispense with or relax any requirement of a sanitation byelaw
21.	City of London (Various Powers) Act 1977	Authorisation of Officers under Section 22
21.	City of London (Various Powers) Act 1987 – Part 3	a. Grant and renewal of annual licences b. Institution of Proceedings and other enforcement methods c. Section 26 – Designation of areas

22.	City of London (Various Powers) Act 1987 (as amended by the City of London (Various Powers) Act 2013)	<ul style="list-style-type: none"> a. Grant and renewal of annual licences b. Institution of Proceedings and other enforcement methods c. Section 26 – Designation of areas d. To issue temporary street trading licences under the provisions of S.11A of the Act; e. To authorise officers of the Department of Markets and Public Protection and the Department of the Built Environment to exercise the power of seizure under S.16A of the Act; f. To authorise disposal order applications under the provisions of S.16G of the Act
23.	Clean Air Act 1993 Including any Regulations made thereunder	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Section 56 - Authorisation of Officers c. Sections 24, 36 and 58 - Serving of notices d. Section 15 - Granting of approvals e. Section 35 – Powers of entry
24.	Clean Neighbourhoods and Environment Act 2005	<ul style="list-style-type: none"> a. Power to make dog control orders b. Issue Fixed Penalty Notices c. Setting the level of fees d. Authorisation of Officers
25.	The Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods in respect of the requirements of regulations 3 and 4. b. Authorisation of officers made under the provisions of regulation 5.
26.	Companies Act 2006 Including any regulations made thereunder	Institution of Proceedings and other enforcement methods
27.	Consumer Credit Act 1974 Including any regulations made thereunder	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers under Sections 162 and 164
28.	Consumer Protection Act 1987 Including any regulations made thereunder	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers under Sections 28 and 29

		c. Part 2 – Serving of Notices
24.	Clean Neighbourhoods and Environment Act 2005	a. Power to make dog control orders b. Issue Fixed Penalty Notices c. Setting the level of fees d. Authorisation of Officers

29.	Consumer Rights Act 2015	Authorisation of officers under Schedule 5 of the Act
30.	Control of Pollution Act 1974	a. Institution of Proceedings and other enforcement methods. b. Part 3 and Section 93 – serving of notices
31.	Copyright Designs and Patents Act 1988	Institution of Proceedings and other enforcement methods
32.	Courts and Legal Services Act 1990	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers under Section 106(6)
33.	Criminal Justice Act 1988	Institution of Proceedings and other enforcement methods
34.	Criminal Justice and Public Order Act 1994	Institution of Proceedings and other enforcement methods
35.	Dangerous Wild Animals Act 1976	a. Institution of Proceedings and other enforcement methods b. Section 3 – Authorisation to carry out inspections c. Section 1 – Granting of Licences
36.	Education Reform Act 1988	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers under Section 215
37.	Enterprise Act 2002	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Serving of Notices d. Applying for Orders

38.	Enterprise and Regulatory Reform Act 2013 including the Redress Schemes for Lettings Agency Work (Requirement to Belong to a Scheme etc) (England) Order 2014	<p>a Institution of Proceedings and other enforcement remedies in respect of the offence under Sections 83-88 of the Act</p> <p>b Authorisation of Officers</p>
39.	<p>Environment Act 1995 and Regulations made thereunder, including:</p> <p>Road Traffic (Vehicle Emissions) (Fixed Penalty)(England) Regulations 2002</p> <p>The Air Quality (Domestic Solid Fuels Standards) (England) Regulations 2020</p>	<p>a. Institution of Proceedings and other enforcement methods</p> <p>b. Authorisation of Officers</p> <p>Authorisation of Officers under the provisions of Part 5 (Tests) and Part 6 (Stopping of Engines) of the Regulations.</p> <p>Authorisation of Officers under the provisions of paragraphs 17 (powers of enforcement) and 18 (fixed penalty notices) of the Regulations.</p>
40.	Environment Protection Act 1990 (Part 3)	<p>a. Institution of Proceedings and other enforcement methods</p> <p>b. Authorisation of Officers</p> <p>c. Issuing Notices</p>
41.	Estate Agents Act 1979	<p>a. Institution of Proceedings and other enforcement methods</p> <p>b. Authorisation of Officers</p> <p>c. Issuing Notices</p>
42.	European Communities Act 1972	Institution of legal proceedings, granting of authorisations/permissions, issuing of notices and authorisation of Officers in respect of regulations made under the provisions of S.2(2) European Communities Act 1972 insofar as they apply to the Common Council of the City of London in its capacity as a local authority, weights and measures authority, food authority or port health authority.
43.	European Union (Withdrawal) Act 2018, including any regulations made thereunder	To act in respect of all regulations made under Section 8(1) of the European Union (Withdrawal) Act 2018, insofar as they relate to the City of London Corporation's areas of jurisdiction.

44.	Explosives Act 1875 – Section 69	Discharge of duties
45.	Fair Trading Act 1973	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
46.	Farm and Garden Chemicals Act 1967	Institution of Proceedings and other enforcement methods
47.	Fireworks Act 2003	Institution of Proceedings and other enforcement methods
48.	Food and Environmental Protection Act 1985	Institution of Proceedings and other enforcement methods
49.	Food Safety Act 1990	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices d. Appointment of Public Analysts for the City of London Corporation acting as a Food Authority and/or a Port Health Authority
50.	Forgery and Counterfeiting Act 1981	Institution of Proceedings and other enforcement methods
51.	Fraud Act 2006	Institution of Proceedings and other enforcement methods
52.	Gambling Act 2005	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting applications, variations and transfers of premises licences d. Granting provisional statements e. Endorsement of temporary use notices f. Issuing club gaming permits g. Issuing of club machine permits h. Granting and renewing family entertainment centre permits; Licensed Premises Gaming Machine permits; Prize Gaming permits
53.	Greater London Council (General Powers) Act 1967	a. Institution of Proceedings and other enforcement methods b. Issue of Certificates of Registration

54.	Greater London Council (General Powers) Act 1981	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices
55.	Greater London Council (General Powers) Act 1984, Part 6	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting of refusing registration
56.	Hallmarking Act 1973	Institution of Proceedings and other enforcement methods
57.	Health Act 2006	d. Institution of Proceedings and other enforcement methods e. Authorisation of Officers f. Issue of Notices
58.	Health and Safety at Work Act 1974 Including any Regulations made thereunder	a. Institution of Proceedings and other enforcement methods b. Appointment of Inspectors c. Issue of notices
59	The Health Protection (Coronavirus, Restrictions) (England) (No.3) Regulations 2020	Power to give directions under regulations 4(1), 5(1) or 6(1). Power to take enforcement action under the provisions of regulation 12. Power to issue fixed penalty notices under the provisions of regulation 14.
60.	Health Protection (Coronavirus, Restrictions) (Self-Isolation) (England) Regulations 2020	Authorisation of Officers under the provisions of regulations 10(6) (enforcement) and 12(12) (issue of fixed penalty notices)
61.	Highways Act 1980	a. Granting of permissions or Consent with or without conditions or refuse to grant permissions or consent as the case may be and issuing the appropriate notices under the provisions of Part VIIA of the Act relating to the provision of amenities on certain highways. b. Issue of enforcement notices under the provisions of Section 115K of the Act (Tables, chairs and other street furniture)
62.	House to House Collections Act 1939 (Regulations 1947)	a. Institution of Proceedings and other enforcement methods b. Granting of Licences

63.	Housing Act 1985	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Issue of Notices c. Granting of Licences
64.	Housing Act 2004	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Issue of Notices c. Authorisation of Officers d. Power to make Orders e. Exercising the licensing functions
65.	Insolvency Act 1986	Institution of Proceedings and other enforcement methods
66.	Intoxicating Substances (Supply) Act 1985	Institution of Proceedings and other enforcement methods
67.	Knives Act 1997	Institution of Proceedings and other enforcement methods
68.	Legal Services Act 2007	Institution of Proceedings and other enforcement methods
69.	Licensing Act 2003 Various provisions relating to granting or refusal or enforcement	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting premises licences, variations to premises licenses and transferring premises licences d. Issuing provisional statements e. Granting club premises certificates, and variations to club premises certificates f. Issue of Notices g. Renewal of personal licences h. Determining representations
70.	Local Government (Miscellaneous Provisions) Act 1976	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Issue of Notices
71.	Local Government (Miscellaneous Provisions) Act 1982	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting of registrations
72.	London County Council (General Powers) Act 1920 – Part 4	<ul style="list-style-type: none"> a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers

73.	London Government Act 1963	Institution of Proceedings and other enforcement remedies in particular Byelaws made under the Act with respect to houseboats
74.	London Local Authorities Act 1990	a. Institution of Proceedings and other enforcement remedies in sections 34, 38, 38A, 38B, and 38C in respect of street trading offences b. Authorisation of Officers c. Granting, renewing, revoking or varying of licences under Part 3
75.	London Local Authorities Act 2007	Institution of Proceedings and other enforcement methods
76.	Malicious Communications Act 1988	Institution of Proceedings and other enforcement methods
77.	Medicines Act 1968 Including any Regulations and Orders made thereunder	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
78.	Motorcycle Noise Act 1987	Institution of Proceedings and other enforcement methods
79.	National Lottery ETC Act 1993	Institution of Proceedings and other enforcement methods
80.	Noise Act 1996	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices
81.	Olympic Symbol etc. (Protection) Act 1995	Institution of Proceedings and other enforcement methods
73.	Performing Animals (Regulation) Act 1925	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
74.	Pet Animal Act 1951	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting of Licences
82.	Poisons Act 1972	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers

83.	Pollution Prevention and Control Act 1999 and the Environmental Permitting (England and Wales) Regulations 2016	a. Institution of Proceedings and other enforcement methods b. Undertaking of functions relating to permits c. Carrying out of Enforcement Actions d. Authorisation of Officers under Regulation 32 of the 2016 Regulations
84.	Prevention of Damage by Pests Act 1949	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices
85.	Prices Acts 1974	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
86.	Property Misdescriptions Act 1991	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
80.	Protection against Cruel Tethering Act 1988	Institution of Proceedings and other enforcement methods
87.	Protection from Harassment Act 1997	Institution of Proceedings and other enforcement methods
88.	Public Health (Control of Disease) Act 1984	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Power to make Orders d. Applying to Courts for Closure Orders
89.	Public Health (Aircraft) Regulations 1979	Authorisation of Officers
90.	Public Health (Ships) Regulations 1979	Authorisation of Officers
91.	Public Health Act 1936	a. Institution of Proceedings and other enforcement methods b. Issue of Notices
92.	Public Health Act 1961	Issue of Notices
87.	Riding Establishments Acts 1964 and 1970	a. Institution of Proceedings and other enforcement methods b. Granting of Licences and provisional Licences

93.	Road Traffic Act 1988 Including any Regulations made thereunder	Institution of Proceedings and other enforcement methods
89.	Scrap Metal Dealers Act 1964	a. Institution of Proceedings and other enforcement methods b. Authorisation of suitable Officers
94.	Scrap Metal Dealers Act 2013	a. Institution of Proceedings and other enforcement remedies in respect of the offences under Section 1 of the Act b. Issue and renew licences under Section 3 of the Act c. Issue notices and apply for closure orders under the provisions of Section 9 and Schedule 2 of the Act d. Authorisation of officers to exercise powers of entry and inspection under Section 16 of the Act and to apply for warrants of entry where necessary
95.	Site Waste Management Plan Regulations 2008	a. Institution of Proceedings b. Issue of Notices and Authorisation of Officers
96.	Solicitors Act 1974	a. Institution of Proceedings and other enforcement methods b. Powers of Entry
97.	Sunbeds (Regulation) Act 2010	a. Institution of Proceedings and other enforcement methods b. Powers of Entry
98.	Sunday Trading Act 1994	a. Institution of Proceedings and other enforcement methods b. Appointment of Inspectors c. Consents
99.	Tenant Fees Act 2019	a. Institution of Proceedings and other enforcement remedies in respect of the offences under Section 1, Section 2 and Schedule 2 of the Act. b. Authorisation of officers made under the provisions of Section 6 of the Act.
100.	Tobacco Advertising and Promotion Act 2002	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers

101.	Trade Descriptions Act 1968	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
102.	Trade Marks Act 1994	Institution of Proceedings and other enforcement methods
103.	Unsolicited Goods and Services Act 1971	Institution of Proceedings and other enforcement methods
104.	Video Recordings Act 1984	Institution of Proceedings and other enforcement methods
105.	Water Industry Act 1991	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices and Notifications d. Granting of Consents
106.	Weights and Measures Act 1985	a. Institution of Proceedings and other enforcement methods b. Power to appoint Inspectors
107.	Zoo Licensing Act 1981	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting, renewing, revoking, alteration and transferring of licenses d. Making zoo closure directions
102.	City of London (Various Powers) Act 1987 (as amended by the City of London (Various Powers) Act 2013)	a. To issue temporary street trading licences under the provisions of S.11A of the Act; b. To authorise officers of the Department of Markets and Public Protection and the Department of the Built Environment to exercise the power of seizure under S.16A of the Act; c. To authorise disposal order applications under the provisions of S.16G of the Act
103.	Scrap Metal Dealers Act 2013	a. To authorise proceedings under S.1 of the Act; b. To issue and renew licences under S.3 of the Act; c. To issue notices and apply for closure orders under the provisions of S.9 and Schedule 2 of the Act;

104.	Anti-Social Behaviour, Crime and Policing Act 2014	a. To institute proceedings and enforcement remedies in relation to parts 1-6
105	Consumer Rights Act 2015	Authorisation of officers under Schedule 5 of the Act
106	Enterprise and Regulatory Reform Act 2013 including the Redress Schemes for Lettings Agency Work (Requirement to Belong to a Scheme etc) (England) Order 2014	<p>a. Institution of Proceedings and other enforcement remedies in respect of the offence under Sections 83-88 of the Act</p> <p>b. Authorisation of Officers</p>
107	Highways Act 1980	<p>a. Granting of permissions or Consent with or without conditions or refuse to grant permissions or consent as the case may be and issuing the appropriate notices under the provisions of Part VIIA of the Act relating to the provision of amenities on certain highways.</p> <p>b. Issue of enforcement notices under the provisions of Section 115K of the Act (Tables, chairs and other street furniture)</p>

EXECUTIVE DIRECTOR OF INNOVATION AND GROWTH

Culture and Heritage Functions

1. To be responsible for the Guildhall Art Gallery, London's Roman Amphitheatre, and Billingsgate Roman House and Bath and approve exhibition and public event content for the named assets"
2. To approve loans in to and out of the premises named above for exhibitions and/or display
3. To revise all fees and charges, including admission fees, with the discretion to reduce or waive such fees and charges in appropriate circumstances, for the premises named above
4. To authorise the siting of donation boxes on the premises named above.

City Information Centre

5. To be responsible for the City Information Centre (CIC) and to approve new products and services supplied by external suppliers for sale by CIC staff or through third party concessionaires.
6. To approve fees and licensing arrangements for window and racking space to third party concessionaires for advertising or promotional purposes or to waive such fees as appropriate.
7. To authorise the siting of donation boxes on City Information Centre premises

Outdoor Events Programme

8. To approve programmatic content for the public events schedule in Guildhall Yard, in consultation with the Remembrancer and Chief Commoner in instances where reputational (or other) risk is anticipated.
9. To approve programmatic content for the outdoor arts programme replacing the City of London Festival

Cultural and Visitor Strategies

10. To approve activities, work programmes and publishing in support of the City's Cultural and Visitor Strategies and any future Destination Strategy
11. Approve financial, in-kind and collaborative partnerships to deliver the City's Cultural and Visitor Strategies and any future City's Destination Strategy

HEAD TEACHER, CITY OF LONDON FREEMEN'S SCHOOL

The following matters are delegated to the Head Teacher:

Operational

1. The letting of school premises in consultation with **and the approval of** the City Surveyor and Executive Director Property.

Human Resources

Creation of Posts

2. In relation to Teaching Staff:
 - a. to create posts below the level of Head of Department, provided that they are funded from the approved budget and adhere to City of London Corporation salary structure, terms and conditions for teachers. To be reported to Board of Governors through the Education and Personnel Sub-Committee for information; and
 - b. to seek Governor approval for new posts including and above the level of Head of Department; and
 - c. to approve additional responsibilities, provided that they are funded from the approved budget. (Proposed scale increments of 2 points and above require prior agreement with the Executive Director of HR to ensure consistency across the 3 Schools). To be reported to Board of Governors through the Education and Personnel Sub-Committee for information.

Appointments

3. To appoint the Deputy Head and Bursar, with final selection in consultation with Chairman and Deputy Chairman of the Board of Governors;
4. To appoint the Academic Deputy Head, Heads of Section and Heads of Departments;
5. To appoint Teachers;
6. To approve overlapping of employment in a post, provided it can be funded from an approved budget.

Employment policies, procedures and contracts

7. To issue such documentation to teachers – in consultation with Corporate HR .

Salary Structure and Increases

8. To approve responsibility allowances, provided they can be funded from approved budget. Proposed scale increments of 2 points and above for additional responsibilities require agreement of the Executive Director of HR to ensure consistency across three Schools. To be reported to Board of Governors through the Education and Personnel Sub-Committee for information.
9. To approve recruitment increment subject to prior consultation with the Executive Director of HR (additional increment/part increment can be awarded if there are demonstrable problems in recruitment or retention for a particular teaching post). To be reported to Board of Governors through the Education and Personnel Sub-Committee for information.

Leave of Absence

10. To approve paid work during term-time, in accordance with policy agreed by the Board of Governors.
11. To approve compassionate leave in line with the School's policy;
12. To approve unpaid leave whether or not additional costs are incurred for cover, provided it can be funded from approved budget.

Termination of Employment

13. To give notice of redundancy in consultation with the Executive Director of HR and adherence to City of London Corporation policy on teacher redundancy and with the approval of the Board of Governors and Establishment Committee.

Dismissal Managing Staff

14. To deal with matters of conduct, capability, probation, attendance, grievances, bullying and harassment and other associated employment matters in accordance with the relevant policies and procedures as set out in the Employee Handbook and Teachers' Guide. Dismiss the Deputy Head, Second Deputy Head, Heads of Section and Bursar, in consultation with Chairman and Deputy Chairman of the Board of Governors following consultation with the HR Business Partner for the School.
15. To dismiss Heads of Department, Teachers and, on occasions, members of the non-teaching staff, dependent on grade.

Suspension

16. To suspend the Deputy Head, Second Deputy Head, Heads of Section, Bursar, Heads of Department, Teachers, Teachers and, on occasions, members of the non-teaching staff, dependent on grade following consultation with the HR Business Partner for the School.

~~17. In relation to Non-Teaching Staff, with the exception of the Bursar:~~

- ~~d. to approve dismissal only following consultation with the HR Business Partner;~~
- ~~e. to approve suspension, following consultation with the HR Business Partner.~~

HEAD TEACHER, CITY OF LONDON SCHOOL

The following matters are delegated to the Head:

Operational

1. The letting of school premises in consultation with **and the approval of** the City Surveyor and Executive Director Property.

Human Resources

In relation to **Staff:**

Creation of Posts

2. To make appointments below that of Deputy Head (i.e. the Second Master) provided that they are funded from the approved budget and can be funded on an on-going basis and adhere to City of London Corporation salary structure, terms and conditions for teachers. To be reported to Board of Governors for information.
3. To approve additional responsibilities, provided that they are funded from the approved budget and can be funded on an on-going basis. To be reported to Board of Governors for information.

Appointments

4. To appoint a Deputy Head (Senior Deputy Head), with final selection in consultation with Chairman and Deputy Chairman of the Board of Governors.
5. To appoint all other Teachers and Members of the support staff.
6. To approve overlapping of employment in a post, provided it can be funded from approved budget.

Employment policies, procedures and contracts

7. To issue such documentation to teachers – in consultation with Corporate HR.

Salary Structure and increases

8. To approve responsibility allowances, provided they can be funded from approved budget and can be funded on on-going basis. To be reported to Board of Governors for information.
9. ~~To approve recruitment increments subject to prior consultation with the Executive Director of HR (additional increment/part increment can be awarded if there are demonstrable problems in recruitment or retention for a particular teaching post). To be reported to Board of Governors for information.~~

Leave of Absence

9. To approve paid work during term-time, in accordance with policy agreed by the Board of Governors.
10. To approve unpaid leave whether or not additional costs are incurred for cover, provided can be funded from approved budget.

Termination of Employment

11. To give notice of redundancy in consultation with the Executive Director of HR and adherence to City of London Corporation policy on teacher or support staff redundancy and with the approval of the Board of Governors and Establishment Committee.

Dismissal

- ~~12. To dismiss or suspend Deputy Head (the Second Master), in consultation with Chairman and Deputy Chairman of the Board of Governors following consultation with the Executive Director of HR;~~
- ~~13. To dismiss or suspend all other members of staff, following consultation with the Executive Director of HR.~~
12. To deal with matters of conduct, capability, probation, attendance, grievances, bullying and harassment and other associated employment matters in accordance with the relevant policies and procedures as set out in the Employee Handbook and Teachers' Guide.

HEAD TEACHER, CITY OF LONDON SCHOOL FOR GIRLS

The following matters are delegated to the Head Teacher:

Operational

1. The letting of school premises in consultation with **and the approval of** the City Surveyor and Executive Director Property.

Human Resources

2. In relation to **Teaching Staff**:

Creation of Posts

3. To make appointments below the level of Head of Department, provided that they are funded from the approved budget **and can be funded on an on-going basis** ~~don't commit to increase the level of ongoing expenditure on teachers' salary costs for future years~~ and adhere to City of London Corporation salary structure, terms and conditions for teachers. To be reported to Board of Governors for information.
4. To approve additional responsibilities, provided that they are funded from the approved budget and **can be funded on an on-going basis**. ~~don't commit to an increase in the overall level of ongoing expenditure on teachers' salary costs for future years. To be reported to Board of Governors for information.~~

Appointments

5. To appoint the Deputy Heads, Director of Studies and other members of the Senior Management Team', with final selection in consultation with the Chairman and Deputy Chairman of the Board of Governors or their appointed representatives.
6. To appoint Heads of Departments, Assistant Heads of Section and Teachers.
7. To approve overlapping of employment in a post, provided it can be funded from approved budget and does not increase the overall level of expenditure on teachers' salary costs for future.
8. ~~To appoint casual agency staff and temporary staff for up to one year, subject to adequate provision within the temporary staffing contingency fund.~~
9. ~~To permit the extension of posts and employment contracts of administrative/support staff, provided funding is met from the approved budget and also give consideration to the impact on future budgets, in consultation with the Executive Director of HR and the Pay Office. To be reported to Board of Governors for information.~~

Employment policies, procedures and contracts

10. To issue such documentation to teachers – in consultation with Corporate HR.

11. To issue to administrative/support staff, subject to consultation with HR and recognised Unions.

Salary Structure and Increases

12. To approve responsibility allowances, provided can be funded from approved budget **and can be funded on an ongoing basis** ~~provided this does not result in an increase in the overall level of expenditure on teachers' salary costs for future years.~~ To be reported to Board of Governors for information.
13. ~~To approve recruitment increment subject to prior consultation with the Executive Director of HR (additional increment/part increment can be awarded if there are demonstrable problems in recruitment or retention for a particular teaching post). To be reported to Board of Governors for information.~~

Payments

13. To approve extensions of payments beyond 26 weeks and up to 52 weeks, in consultation with the Executive Director of HR.
14. To approve payment of the Lump Sum Allowance for Newly Qualified Teachers, in accordance with the policy approved by Establishment Committee.

Leave of Absence

15. To approve paid work during term-time, in accordance with policy agreed by Board of Governors.
16. To approve unpaid leave whether or not additional costs are incurred for cover, provided can be funded from approved budget and does not result in an increase in the overall level of teachers' salary costs for future years.
17. To approve compassionate leave with pay for between 1-5 working days, in accordance with the policy agreed by Establishment Committee.
18. To approve compassionate leave with pay for between 6-10 working days, in consultation with the Executive Director of HR.

Termination of Employment

19. To give notice of redundancy in consultation with HR and adherence to City of London Corporation policy on teacher redundancy and with the approval of the Board of Governors and Establishment Committee.
20. To approve voluntary early retirements without enhancement and not due to redundancy or in the interests of efficiency, subject to consultation with the Executive Director of HR and approval of Teachers Pensions.

21. To approve early retirements on the grounds of ill health where supported by the Occupational Health Manager, subject to consultation with the Executive Director of HR.
22. To deal with matters of conduct, capability, probation, attendance, grievances, bullying and harassment and other associated employment matters in accordance with the relevant policies and procedures as set out in the Employee Handbook and Teachers' Guide.

Dismissal

- ~~23. To dismiss the Director of Studies, in consultation with the Chairman and Deputy Chairman of the Board of Governors and the Executive Director of HR.~~
- ~~24. To dismiss Heads of Department, Teachers and administrative/support staff, following consultation with the Executive Director of HR.~~

Suspension

- ~~25. To suspend the Director of Studies, in consultation with the Chairman and Deputy Chairman of the Board of Governors and the Executive Director of HR.~~
- ~~26. To suspend Heads of Department, Teachers and administrative/support staff, following consultation with the Executive Director of HR.~~
27. In relation to **Administrative Staff**:
 - ~~a. to approve dismissal only following consultation with the Executive Director of HR;~~
 - ~~b. to approve suspension, following consultation with the Executive Director of HR.~~

PRINCIPAL – THE GUILDHALL SCHOOL OF MUSIC and DRAMA

Consistent with the resolution of the Court of Common Council in December 2005, the Principal has all the powers necessary to execute the Financial Memorandum with the Office for Students (OfS) delegated to them.

Further, under the terms of the Guildhall School of Music and Drama Instrument and Articles of Government, the following powers are delegated to the Principal:

1. To make such decisions and to initiate such action as they deem necessary in the interests of the efficient running of the Institution and the services provided by the Institution.
2. To make proposals to the Board of Governors about the education character and mission of the Institution and to implement the decisions of the Board of Governors.
3. The appointment, assignment, appraisal and dismissal of staff.
4. The maintenance of student discipline and the suspension or expulsion of students on disciplinary grounds in accordance with the procedures relating thereto in force from time to time and the implementation of decisions to expel students for academic reasons.
5. To incur revenue and capital expenditure and enter into commitments of behalf of the City of London Corporation where appropriate provision has been included in either the revenue or capital estimates, subject to compliance with Standing Orders.
6. To act as Chief Accounting Officer for Office for Students (OfS).

DEPUTY TOWN CLERK AND CHIEF EXECUTIVE

Please also refer to delegations which apply in the absence to the Town Clerk and Chief Executive

Climate Action Strategy (CAS)

Spending - Revenue Projects

To be responsible for any revenue spending within the CAS Programme - acting alone for spending over £100,000 and in consultation with Chamberlain for spends exceeding £500,000.

Spending – Capital Projects

To be responsible for any capital spending within the CAS Programme, up to £1m (outside of the gateway process). Capital spends which exceed this sum are subject to the Projects Procedure Gateway Process.

REMEMBRANCER

MANAGING DIRECTOR – BARBICAN CENTRE

The ~~Deputy Town Clerk and Chief Executive~~ Remembrancer and the Managing Director of the Barbican Centre do not have any powers delegated to them other than those general delegations that apply to all Chief Officers.

MANAGING DIRECTOR OF BRIDGE HOUSE ESTATES

The Managing Director of Bridge House Estates has the following delegated authority:

Bridge House Estates (Charity Reg. No. 1035628)

For the City Corporation in the discharge of its functions as charity trustee of Bridge House Estates:

General

1. To be the officer with overall strategic oversight of, and to have ultimate responsibility for, the effective and efficient administration and management of Bridge House Estates operating as an institution within the City Corporation's corporate governance framework, in consultation with any other relevant Chief Officer having delegated authority for the discharge of specific Bridge House Estates functions.
2. To be the officer directly responsible for the day-to-day management and administration of Bridge House Estates other than where functions are expressly delegated to another Chief Officer.
3. In discharging the functions as provided under paragraphs 1 and 2, to be the officer responsible for overseeing the good governance and financial management of Bridge House Estates, including investment management, to ensure that the charity's governance is fit for purpose and its finances and assets are efficiently and effectively managed in administering the charity and furthering its purposes.
4. Where authorised (whether under this Scheme of Delegations or otherwise), to sign agreements or other documents on behalf of Bridge House Estates except where - the signature of the Comptroller and City Solicitor is required, the City Corporation's seal is required to be affixed, or another Chief Officer is authorised to act under their delegated authority.
5. In the exercise of delegated authority, including as stated under this Scheme of Delegations, to always:
 - a. act in Bridge House Estate's best interests;
 - b. act in accordance with any strategies, policies and procedures which have been adopted for the charity, and

- c. be accountable to the Bridge House Estates Board, and any sub-committees it may establish in accordance with their terms of reference, and ultimately to the Court of Common Council].

Specific

Further to paragraph 2 above:

Operational – Bridges

6. To be responsible for ensuring, together with any other Chief Officer in the exercise of their delegated authority, that all functions relating to the charity's primary purpose, the support and maintenance of the charity's five Bridges, are properly discharged in the charity's best interests.
7. To approve lettings of premises at Tower Bridge subject to the hire charges being within the levels approved by the Bridge House Estates Board; to revise all fees and charges, including admission fees, with the discretion to reduce or waive such fees and charges in appropriate circumstances for Tower Bridge.
8. To negotiate and agree non-fee-based benefits for Tower Bridge in respect of large budget productions.
9. To exercise powers under Section 29 of the Corporation of London Tower Bridge Act 1885 and Section 11 of the City of London (Various Powers) Act 1971 for the opening of Tower Bridge for the navigation of vessels on the River Thames.
10. To negotiate and agree costs of sales and discounts in relation to the retail businesses being conducted at Tower Bridge Exhibition.
11. To liaise with Historic England or any other Governmental body pursuant to the provisions of any existing agreement made between the City of Corporation and Historic England or any other Governmental body relating to matters affecting Tower Bridge.

Operational – Charitable Funding

12. To be responsible for the day-to-day management and administration of the charity's funding activities in furthering the charity's ancillary purpose, including to develop a policy for that purpose and, in doing so, to consult such persons, etc. as is deemed appropriate; and, to notify the Charity Commission of the consultation process from time to time in writing.

Philanthropy & Charitable Activities - Head of Profession

13. To act as Head of Profession for the City Corporation's philanthropic and charitable activities, including grant-giving (both charitable and non-charitable) and to –
 - a. provide strategic advice and guidance on philanthropy, and charitable good governance and good practice;
 - b. be responsible for the Central Grants Unit and oversight of the Central Grants Programme;

- c. be responsible for oversight of the implementation of the City Corporation's Benefits in Kind Policy;

Delegation to other Officers

14. The following authority is also delegated to the officers indicated to be exercised either:

- a. At the discretion of the Managing Director of Bridge House Estates or
- b. In the absence of the Managing Director of Bridge House Estates
 - Bridge House Estates Chief Operating Officer – Items 3, 4 and 6
 - Director of Tower Bridge – Items 7 to 11
 - Associate Director of City Bridge Trust – Item 12
 - Philanthropy Director – Item 13

This page is intentionally left blank

Committee: Establishment Committee – for decision Policy & Resources Committee – for decision Court of Common Council – for decision	Dated: 16/11/2021 18/11/2021 09/12/2021
Subject: Member/ Officer Charter	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Town Clerk & Chief Executive and the Comptroller & City Solicitor	For Decision
Report author: Angela Roach, Assistant Town Clerk and Executive Director, Governance and Members' Services	

Summary

A Member/Officer Protocol was adopted by the Court of Common Council in 2006 and was most recently reviewed and updated in April 2019. Since then, several factors have suggested that the existing Member/Officer Protocol required review and to be given a higher profile within the City Corporation's governance arrangements as soon as practicable. Following a review of the existing Protocol by the Comptroller and City Solicitor, in consultation with senior Members, the draft Member/Officer Charter is set out before Members for consideration. Based on the most up to date version of the Protocol, in broad terms the drafting of the document remains appropriate and fit for purpose. Several amendments are proposed for the purpose of clarity and emphasis.

Recommendation

Members are asked to approve the proposed Member/Officer Charter as set out in Appendix one. The Policy and Resources Committee is also asked to make recommendation thereon to the Court of Common Council.

Main Report

1. Member/officer protocols became common practice in local government in the 2000s following the significant move to executive arrangements for the majority of local authorities in 2001. While these changes did not affect the Corporation, it adopted its own member/officer protocol in 2006.
2. In recent years Court of Common Council's Establishment Committee (formerly in conjunction with the Standards Committee) has reviewed the Protocol, with

any recommended changes being recommended to the Court of Common Council by way of the Policy and Resources Committee. The last such review took place in 2019 and an updated Member/Officer Protocol was approved by the Court of Common Council on 25 April 2019.

3. The aim of such protocols is to provide an explanation and guidance in respect of the complex relationship between elected members and employed officers which is central and essential to the success of local government in the United Kingdom. Protocols serve as a counterpoint to the Members' Code of Conduct and arrangements for determining complaints under the Localism Act 2011 and the Officer Code of Conduct and disciplinary and performance procedures for officers and, in addition to setting out mutual expectations, offer a less formal route for resolving issues.

Reasons for Review

4. A number of factors suggest that the existing Officer/Member Protocol requires review and to be given a higher profile within the Corporation's governance arrangements as soon as practicable.

(i) Following the Lisvane Report, the Corporation has made significant changes to its arrangements for dealing with complaints against elected members by the establishment of a panel of Independent Persons (as defined under s.28 of the Localism Act 2011) ("the Panel"). The Panel is well advanced in finalising its procedure and has indicated that while it is happy to take into account attempts at resolution of issues before they are referred to it where appropriate, such arrangements should be for the Corporation to determine. This is without prejudice to the ability of the Panel to recommend or encourage mediation or conciliation etc. as part of its own process.

(ii) Over the last twelve months concerns have been raised by a number of senior officers with the Town Clerk & Chief Executive and the Comptroller & City Solicitor (who as Head of Paid Service and Monitoring Officer have reporting duties in relation to staffing issues and legal compliance respectively) about the conduct of a minority of members. The Corporation needs to ensure that it has appropriate arrangements to resolve such issues, at the lowest possible level of formality where appropriate.

(iii) The Court elections in March 2022 are likely to result in a significant intake of new members, most of whom are unlikely to have experience of elected office in local government and it will be important to ensure that appropriate working relationships and mutual expectations are clearly established and promoted from the start.

Summary of Proposed Amendments

5. In broad terms the drafting of the document remains appropriate and fit for purpose. Several amendments are proposed for the purpose of clarity and emphasis. It is largely self-explanatory.
6. The significant changes are as follows:
 1. Rebranding to Member/Officer Charter which conveys a stronger set of mutual commitment and expectation than “protocol”.
 2. The addition of a specific provisions of Chairmen/Chairs. A committee chair has common law powers to keep order and manage business in committee. This extends not only to overt disruptive behaviour but can extend to bullying, aggression and discourtesy which can damage relationships between members themselves and members and officers and harm good administration and discharge of functions. The Charter therefore seeks to reassert these powers and encourage Chairmen/Chairs to exercise them.
7. It is suggested that dealing with issues as and when they arise, in appropriate circumstances, will be conducive to improving the committee experience for all participants, promoting a positive and collaborative working environment, and minimising the need for escalation.
8. It is also a formal and positive assertion of the Corporation’s aspirations as a “Member led” authority/organisation and supports the statutory duty to promote and maintain high standards of conduct of members and co-opted members and to manage its business in a prudent and business-like manner. It also supports the Corporation’s various employment law duties to its employees and workers.

Corporate & Strategic Implications

9. Strategic/ Financial/ Resource/ Legal/ Risk Equalities/ Climate/ Security Implications – there are none.

Conclusion

10. Members are asked to approve the proposed Member/Officer Charter as set out in Appendix one. The Policy and Resources Committee is also asked to make recommendation thereon to the court of Common Council.

Appendices

- Appendix 1: Member Officer Charter – Clean version
- Appendix 2: Member Officer Charter – Combined (track changes) version

Background Papers

- Report to the Court of Common Council – 25 April 2019: *Amendment to Protocol on Member/Officer Relations*

Contact

Angela Roach

Assistant Town Clerk and Executive Director, Governance and Members' Services

E: angela.roach@cityoflondon.gov.uk

T: 020 7332 1418

MEMBER / OFFICER CHARTER

Forward: Town Clerk and Chief Executive

The City of London Corporation is committed to contributing to a flourishing society and we rightly expect people to treat each other with respect, dignity and courtesy.

In a busy, high-pressured workplace maintaining these standards is important to our ways of working

This Charter is designed to ensure we have positive and appropriate working relationships based on mutual trust, respect and understanding.

We expect Members and Officers read it, commit to it and use it to ensure the City of London Corporation exhibits the highest possible standards.

We are committed to working in a way that demonstrates that equality, diversity and inclusion is at the heart of all that we do.

1. Introduction

- (1) The purpose of this Charter, which replaces the Member/Officer Protocol, originally adopted by the Court of Common Council in 2006 and updated over the years, is to provide a reinforced Court of Common Council commitment to maintaining positive and appropriate working relationships between Members of the Court (including co-opted Members) and Officers, and is in addition to any legal requirements governing these relationships. The Charter applies across all the of the Corporation's functions.
- (2) Although it does not form part of the Members' or Employees' Codes of Conduct, the Charter should be viewed in conjunction with those documents.
- (3) Responsibility for upholding the Protocol rests with Committee Chairs/Chairmen and Chief Officers, supported where necessary by the Chief Commoner and the Aldermanic Chairmen and, the Independent Standards Panel in relation to Members, and with the Town Clerk & Chief Executive in relation to Officers.

2. Principles Underlying Member / Officer Relations

- (1) effective decision-making and policy and service delivery supported through good administration are dependent upon the maintenance of successful working relationships between Members and Officers, based on mutual trust, respect and an understanding of and adherence to, respective roles and responsibilities. These relationships, and the trust which underpins them, must not be abused or compromised. The partnership between Members and Officers is one of the strengths of local government.
- (2) Whilst it is acceptable for Members, particularly Committee Chairs/Chairmen as part of their leadership role, to offer guidance to

Officers, they must not do anything which compromises or which is likely to compromise the impartiality of those who work for, or on behalf of, the Corporation . It is the responsibility of Officers to provide clear, impartial advice upon which Members may make decisions, respecting Members' democratic accountability and accepting appropriate scrutiny and challenge.

- (3) In addition to avoiding actual impropriety, Members and Officers should also seek to avoid situations which might give rise to the suspicion and/or appearance of improper conduct.

3. Role of Members

- a. Members are subject to:-
 - i. the Members' Code of Conduct and the Seven Principles of Public Life;,
 - ii. Standing Orders of the Court of Common Council.
 - iii. Relevant Corporation Policies and Protocols e.g. the Planning Protocol; and.
 - iv. Relevant legal requirements e.g. the rules on disclosable pecuniary interests, obligations relating to health and safety at work and data protection.
- b. Members have four main areas of responsibility:-
 - i. determining the policy and strategic direction of the Corporation
 - ii. monitoring, scrutinising and reviewing the performance of the Corporation in implementing that policy and delivering services
 - iii. representing the Corporation externally
 - iv. representing their constituents and stakeholders

- c. It is not the role of Members to involve themselves in the detail of day to day management of the Corporation's services, employees and workers.
- d. Members are required to take the advice of Officers into account in reaching a decision on a matter and must respect Officers' responsibility to provide impartial advice, guidance and information.
- e. The power to make decisions for the discharge of the authority's functions lies with the Court of Common Council, the properly constituted committees and sub-committees and specified Officers under the Scheme of Delegation. A Member acting in an individual capacity cannot exercise any lawful authority and Members in general must operate through the Court of Common Council and its committees and sub committees. Members acting individually may not legally commit the Corporation. This requirement applies to all the Corporation's decision making bodies established by the Court regardless of how they are described.
- f. Whilst individual Chairs/Chairmen are in the same constitutional position as all other Members, having no legal authority to make executive decisions, they have certain other powers (e.g. the control and conduct of meetings) as well as a broader leadership role. Chief Officers are required to consult Chairs/Chairmen (and Deputy Chairs/Chairmen) before certain delegated powers are exercised. The role of Chairs/Chairmen is explored in more detail below.
- g. Leading Members i.e. the Lord Mayor, the Chair/Chairman of the Policy & Resources Committee, the Chief Commoner and other Committee Chairmen (or Deputy Chairmen with the agreement of, or in the absence of, the relevant Chairman) can speak for the Corporation on matters appropriate to their roles and in accordance with the policy of the Corporation. Media interventions should be arranged via the Communications Team overseen by the Executive Director of Communications & External Affairs.
- h.
 - i. Whilst all other Members have opportunities to promote the work of the Corporation with the people they meet and when entertaining on behalf of the Corporation, they cannot act as spokespersons for the Corporation.

4. Role of Chairs/Chairmen

Chairs/Chairmen have a key leadership role within the Corporation. In discharging their traditional role of ensuring effective and efficient consideration of Committee business, including maintaining order, they have a crucial role in creating a positive and inclusive committee environment which allows robust debate, challenge and scrutiny to take place in a respectful and courteous manner, where neither Members nor Officers are exposed to bullying, undermining or other inappropriate conduct.

Inappropriate conduct towards another participant whether, Member, Officer or a Third Party, at a committee meeting is not consistent with good governance, committee management, and the Corporation's Values. Such behaviour can often best be resolved there and then by the appropriate intervention of the Chair/Chairman and such action should be supported by the Committee. Prompt action in such cases is likely to prevent the souring of relationships and escalation to formal procedures and creates a supportive environment. This responsibility extends to the business of the committee outside formal meetings e.g. at informal meetings and in correspondence.

[Drafting Note: The Chair has a common law duty and power to maintain order at meetings. The usual Standing Order which effectively allows a Chair to move a motion “that a member is not further heard” where a member is disruptive or disregards the rulings of the Chair, does not appear in the Corporation’s Standing Orders].

5. Role of Officers

- a. Officers are subject to:
 - i. the Corporation’s Code of Conduct for Officers;
 - ii. Standing Orders of the Court of Common Council;
 - iii. The Scheme of Delegations, Financial Regulations and Contracts Code; and,
 - iv. other instructions and professional guidelines relevant to their duties.
- b. The primary role of Officers is to provide impartial advice, guidance and information to Members, and to implement promptly and efficiently the policies determined by the Court of Common Council and its various committees. Certain Officers have specific statutory responsibilities.
- c. Officers must recognise the right of Members, as elected representatives, to determine the policy of the authority and to appropriately scrutinise and challenge officer proposals and policy and service delivery, and must not act in any way to undermine that right.

- d. Officers serve the Corporation as a whole and must carry out the work of the Corporation under the direction and control of the Court of Common Council and the properly constituted committees and sub-committees.

6. Expectations

- a. Members have a right to expect from Officers:-
 - i. commitment to the Corporation as a whole
 - ii. a working partnership
 - iii. an understanding of, and support for, respective roles, workloads and pressures
 - iv. timely response to enquiries and complaints and the efficient execution of decisions
 - v. impartial, professional advice and guidance
 - vi. regular, up to date information on matters appropriate and relevant to their needs, having regard to any individual responsibilities that they have and positions they hold
 - vii. respect, dignity and courtesy
 - viii. integrity, mutual support and appropriate confidentiality
 - ix. not to have personal issues raised with them outside the agreed procedures
 - (k) that they will not use their relationship with Members to advance their personal interests or to influence decisions improperly
 - (l) compliance at all times with the Officer's Code of Conduct
 - (m) Commitment to equality, diversity and inclusion in their relationship with Members and colleagues
- b. Officers have a right to expect from Members:-
 - i. a working partnership
 - ii. an understanding of, and support for, adherence to respective roles, workloads and pressures
 - iii. leadership and policy direction
 - iv. respect, dignity and courtesy
 - v. integrity, mutual support and appropriate confidentiality
 - vi. not to be subject to bullying or to be placed under undue pressure and, in this respect, Members should have regard to the seniority of Officers in their dealings with them and should not engage junior officers in discussions and requests more properly directed at senior officers
 - vii. that they will not use their relationship with Officers to advance their personal interests or to influence decisions improperly
 - viii. compliance at all times with the Members' Code of Conduct
 - ix. Commitment to equality, diversity and inclusion in their relationship with Officers and colleagues

7. Members in the Ward Role

Members will, through their work with their electorate and stakeholders, need to contact Officers to obtain information on behalf of their constituents and others. This is perfectly in order and from time to time it may be appropriate for Officers to reply to constituents etc. on behalf of, or at the request of, Members.

8. Correspondence and Communications

Members may contact (i.e. by letter, e-mail, , telephone) Officers to seek advice, guidance or information. Whatever method of communication is used,

Members should receive an acknowledgement as soon as possible, but in any event within 2 working days, and a full response as soon as possible thereafter within 10 working days of receipt of the request. If for any reason this is not possible, a holding reply setting out the reasons for the delay should be sent as soon as possible following the acknowledgement, but in any event before the expiry of the 10 working days.

9. Limitations on Behaviour

The separate roles of Members and Officers necessarily impose limitations upon behaviour. By way of illustration:-

- a. personal relationships between Members and Officers going beyond normal working relationships can confuse/obscure the separate roles and interfere with the proper discharge of the authority's functions, not least in creating the perception in others that a particular Member or Officer may secure advantageous treatment;
- b. the need to maintain and recognise the separate roles means that there are limits to the matters on which Members may seek the advice of Officers;
- c. relationships with particular individuals should not be such as to create a suspicion/perception that an Officer favours a particular Member above others.

10. Reports

- a. Chairmen of committees or sub-committees may, on behalf of the committees or sub-committees concerned, make reasonable requests to Chief Officers or other Officers to prepare written reports on matters relating to the authority for consideration at Member-level. Such requests should not seek confidential information (e.g. relating to case work or personal details of applicants for services).
- b. Any disagreement relating to such a request (e.g. if the Chief Officer concerned considers that the cost of providing the information or the nature of the request is unreasonable) should be referred to the Town Clerk.

11. Members' Access to Documents and Information

- a. Members' rights of access to documents and information are governed by the common law and statute. Members have such access to documents and information that is reasonably necessary to enable them properly to perform their duties as elected representatives.
- b. Generally, information should, therefore, be made available to Members on request unless there is a justifiable legal or other reason for declining access.
- c. Standing Order No. 42 sets out the detail on Members' access to documents.

- d. If the information is not readily available or will require significant resources to produce, Officers should seek the guidance of their Chief Officer before taking steps to provide information that has been requested.

12. Other Members of Corporation Committees

Co-opted Members of the various committees, the Verderers serving on the Epping Forest & Commons Committee and other external Members of committees are entitled to receive documents and information relating to their appointments in the same way as if they were elected Members.

13. Dispute Procedures

- a. The overriding objective in any dispute is to achieve a satisfactory resolution through informal channels. However, it has to be recognised that this might not always be appropriate. The Corporation's Independent Standards Panel may take into account informal efforts, or lack of effort, to resolve issues informally when considering formal complaints under the Localism Act 2011.

b. Procedure for Members:-

- i. If a Member is dissatisfied with the conduct, behaviour or of an Officer, the matter should be raised with the appropriate Chief Officer.
- ii. If the employee concerned is a Chief Officer, the matter should be raised with the Town Clerk. (In the case of the Town Clerk there is a separate procedure.)
- iii. If the matter cannot be resolved informally, it may be necessary to utilise to the Corporation's Disciplinary Procedure.

c. Procedure for Officers:-

- i. If an Officer is dissatisfied with the conduct or behaviour of a Member, they are encouraged to raise the matter with the appropriate Chief Officer or the Town Clerk with a view to seeking to resolve their concerns informally if possible. This may result in the matter being referred to the Chief Commoner or one of the Aldermanic Chairmen where appropriate.
- ii. An Officer also has the same right as any other person under the Localism Act 2011 to make a complaint to the Independent Standards Panel where they consider that there has been a breach of the Members' Code of Conduct.
- iii. Concerns raised by an office will be dealt with in accordance with the Corporation's Whistleblowing Policy as appropriate.

14. Review

- d. This Charter will be reviewed annually by the Establishment Committee and re-communicated to Members and Officers. The next such review to take place in [two month window] 2022.

This page is intentionally left blank

PROTOCOL ON MEMBER / OFFICER CHARTER RELATIONS

Forward: Town Clerk and Chief Executive

~~We believe in equality, diversity and inclusion.~~ The City of London Corporation is committed to contributing to a flourishing society and we rightly expect people to treat each other with respect, dignity and courtesy.

In a busy, high-pressured workplace maintaining these standards is ~~not~~ always easy. important to our ways of working

This Charter is designed to ensure we have positive and appropriate working relationships based on mutual trust, respect and understanding.

We expect Members and Officers read it, commit to it and use it to ensure the City of London Corporation exhibits the highest possible standards.

We are committed to working in a way that demonstrates that the ~~promotion of~~ ~~We believe in equality, diversity and inclusion~~ is at the heart of all that we do.

1. Introduction

- (1) The purpose of ~~this~~this Charter, which replaces the Member/Officer Protocol, originally adopted which was approved by the Court of Common Council in on 13 April 2006 and updated over the years, is to provide a reinforced Court of Common Council commitment guide to maintaining positive and appropriate working relationships between Members of the Court (including co-opted Members) and Officers, and is in addition to any legal statutory requirements governing these such relationships. The Charter Protocol applies across all the ~~whether such relationships are in the context of the Corporation's~~ City's role as a local authority, police authority, port health authority or in any of its other roles functions.
- (2) Although it does not form part of the Members' or Employees' Codes of Conduct, the Charter Protocol should be viewed in conjunction with those documents.
- (3) Responsibility for upholding the Protocol rests with Committee Chairs/Chairmen and Chief Officers, supported where necessary by the Chief Commoner and the Aldermanic Chairmen and, ~~when necessary~~, the Independent Standards Panel ~~Standards Committee~~ in relation to Members, and with the Town Clerk & Chief Executive in relation to Officers.

2. Principles Underlying Member / Officer Relations

2.3.

- (1) ~~Good administration, and~~ effective decision-making and policy and service

delivery supported through good administration are dependent upon the maintenance of successful working relationships between Members and Officers, based on mutual trust, respect and an understanding of and adherence to, respective roles and responsibilities. These relationships, and the trust which underpins them, must should not be abused or compromised. The partnership between Members and Officers is one of the strengths of local government.

- (2) Whilst it is acceptable for Members, particularly Committee Chairs/Chairmen as part of their leadership role, to offer guidance to Officers, they must not do anything which compromises or which is likely to compromise the impartiality of those who work for, or on behalf of, the Corporation authority. It is the responsibility of Officers to provide clear, impartial advice upon which Members may make decisions, respecting Members' democratic accountability and accepting appropriate scrutiny and challenge.
- (3) In addition to avoiding actual impropriety, Members and Officers should also seek to avoid situations which might give rise to the suspicion and/or appearance of improper conduct.

3. Role of Members

d.a. Members are subject to:-

- i. the Members' Corporation's Code of Conduct and the Seven Principles of Public Life; and,
- ii. Standing Orders of the Court of Common Council.
- iii. Relevant Corporation Policies and Protocols e.g. the Planning Protocol; and.
- ii.iv. Relevant legal requirements e.g. the rules on disclosable pecuniary interests, obligations relating to health and safety at work and data protection.

-b. Members have four main areas of responsibility:-

- i. determining the policy and strategic direction of the Corporation
- ii. monitoring, scrutinising and reviewing the performance of the Corporation in implementing that policy and delivering services
- iii. representing the Corporation externally
- iv. representing their constituents and stakeholders

f.c. It is not the role of Members to involve themselves in the detail of day to day management of the Corporation's services, employees and workers~~services~~.

g.d. Members are required to take the advice of Officers into account in reaching a decision on a matter and must respect ~~the~~ Officers' responsibility to provide impartial advice, guidance and information.

h.e. The power to make decisions for the discharge of the authority's functions lies with the Court of Common Council, ~~and~~ the properly constituted committees and sub-committees and specified Officers under the Scheme of Delegation. A Member acting in an individual capacity cannot exercise any lawful authority and Members in general must operate through the Court of Common Council and its committees and sub committees. Members acting individually may not legally commit the Corporation. This requirement applies to all the Corporation's decision making bodies established by the Court regardless of how they are described.

i.f. Whilst individual Chairs/Chairmen are in the same constitutional position as all other Members, having no legal authority to make executive decisions, they have certain other powers (e.g. the control and conduct of meetings) as well as a broader leadership role. Chief Officers are required to consult Chairs/Chairmen (and Deputy Chairs/Chairmen) before certain delegated powers are exercised. The role of Chairs/Chairmen is explored in more detail below.

j.g. Leading Members i.e. the Lord Mayor, the Chair/Chairman of the Policy & Resources Committee, the Chief Commoner and other Committee Chairmen (or Deputy Chairmen with the agreement of, or in the absence of, the relevant Chairman) can speak for the Corporation on matters appropriate to their roles and in accordance with the policy of the Corporation. Media interventions should be arranged via Arrangements for media interviews and the Communications Team overseen by issue of press releases will be made through or in agreement with the Executive Director of Communications & External Affairs~~Public Relations Office.~~

a.h.
i. Whilst all other Members have opportunities to promote the work of the Corporation with the people they meet and when entertaining on behalf of the Corporation, they cannot act as spokespersons ~~spokesmen~~ for the Corporation.

4. Role of Chairs/Chairmen

Chairs/Chairmen have a key leadership role within the Corporation. In discharging their traditional role of ensuring effective and efficient consideration of Committee business, including maintaining order, they have a crucial role in creating a positive and inclusive committee environment which allows robust debate, challenge and scrutiny to take place in a respectful and courteous manner, where neither Members nor Officers are exposed to bullying, undermining or other inappropriate conduct.

Inappropriate conduct towards another participant whether, Member, Officer or a Third Party, at a committee meeting is not consistent with good governance, committee

management, and the Corporation's Values. Such behaviour can often best be resolved there and then by the appropriate intervention of the Chair/Chairman and such action should be supported by the Committee. Prompt action in such cases is likely to prevent the souring of relationships and escalation to formal procedures and creates a supportive environment. This responsibility extends to the business of the committee outside formal meetings e.g. at informal meetings and in correspondence. [Drafting Note: The Chair has a common law duty and power to maintain order at meetings. The usual Standing Order which effectively allows a Chair to move a motion "that a member is not further heard" where a member is disruptive or disregards the rulings of the Chair, does not appear in the Corporation's Standing Orders].

3.5. Role of Officers

- a. Officers are subject to:
 - i. the Corporation's Code of Conduct for Officers;
 - ii. Standing Orders of the Court of Common Council;
 - iii. The Scheme of Delegations, Financial Regulations and Contracts Code; and,
 - iv. other instructions and professional guidelines relevant to their duties.
- b. The primary role of Officers is to provide impartial advice, guidance and information to Members, and to implement promptly and efficiently the policies determined by the Court of Common Council and its various committees. Certain Officers have specific statutory responsibilities.
- a-c. Officers must recognise the right of Members, as elected representatives, to determine the policy of the authority and to appropriately scrutinise and challenge officer proposals and policy and service delivery, and must not act in any way to undermine that right.

(4)d. Officers serve the Corporation as a whole and must carry out the work of the Corporation under the direction and control of the Court of Common Council and the properly constituted committees and sub-committees.

4.6. Expectations

(1)a. Members have a right to expect from Officers:-

- (a)i. commitment to the Corporation as a whole
- (b)ii. a working partnership
- (c)iii. an understanding of, and support for, respective roles, workloads and pressures
- (d)iv. timely response to enquiries and complaints and the efficient execution of decisions
- (e)v. impartial, professional advice and guidance
- (f)vi. regular, up to date information on matters appropriate and relevant to their needs, having regard to any individual responsibilities that they have and positions ~~they hold~~~~they hold~~
- (g)vii. respect, dignity and courtesy
- (h)viii. integrity, mutual support and appropriate confidentiality
- (i)ix. not to have personal issues raised with them outside the agreed procedures
- (k) that they will not use their relationship with Members to advance their personal interests or to influence decisions improperly
- (l) compliance at all times with the Officer's relevant Code of Conduct
- (m) Commitment to equality, diversity and inclusion in their relationship with Members and colleagues

(2)b. Officers have a right to expect from Members:-

- (a)i. a working partnership
- (b)ii. an understanding of, and support for, adherence to respective roles, workloads and pressures
- (c)iii. leadership and policy direction
- (d)iv. respect, dignity and courtesy
- (e)v. integrity, mutual support and appropriate confidentiality
- (f)vi. not to be subject to bullying or to be placed under undue pressure and, in this respect, Members should have regard to the seniority of Officers in their dealings with them ~~and~~~~ie. They~~~~and~~ should not engage junior officers in discussions and requests more properly directed at senior officers
- (g)vii. that they will not use their relationship with Officers to advance their personal interests or to influence decisions improperly
- (h)viii. compliance at all times with the Members' relevant Code of Conduct
- (i)ix. Commitment to equality, diversity and inclusion in their relationship with Officers and colleagues

5.7. Members in the Ward Role

Members will, through their work with their electorate and stakeholders, need to contact Officers to obtain information on behalf of their constituents and others. This is perfectly in order and from time to time it may be appropriate for Officers to reply to constituents etc. on behalf of, or at the request of, Members.

6.8. Correspondence and Communications

Members may contact (i.e. by letter, e-mail, ~~fax~~, telephone) Officers to seek advice, guidance or information. Whatever method of communication is used, Members should receive an acknowledgement as soon as possible, but in any event within 2 working days, and a full response as soon as possible thereafter within 10 working days of receipt of the request. If for any reason this is not possible, a holding reply setting out the reasons for the delay should be sent as soon as possible following the acknowledgement, but in any event before the expiry of the 10 working days.

7.9. Limitations on Behaviour

The separate roles of Members and Officers necessarily impose limitations upon behaviour. By way of illustration:-

- ~~(1)~~a. personal relationships between Members and Officers going beyond normal working relationships can confuse/obscure the separate roles and interfere with the proper discharge of the authority's functions, not least in creating the perception in others that a particular Member or Officer may secure advantageous treatment;
- ~~(2)~~b. the need to maintain and recognise the separate roles means that there are limits to the matters on which Members may seek the advice of Officers;
- ~~(3)~~c. relationships with particular individuals should not be such as to create a suspicion/perception that an Officer favours a particular Member above others.

8.10. Reports

- ~~(1)~~a. Chairmen of committees or sub-committees may, on behalf of the committees or sub-committees concerned, make reasonable requests to Chief Officers or other Officers to prepare written reports on matters relating to the authority for consideration at Member-level. Such requests should not seek confidential information (e.g. relating to case work or personal details of applicants for services).
- ~~(2)~~b. Any disagreement relating to such a request (e.g. if the Chief Officer concerned considers that the cost of providing the information or the nature of the request is unreasonable) should be referred to the Town Clerk.

9.11. Members' Access to Documents and Information

- ~~(1)~~a. Members' rights of access to documents and information are governed by the common law and statute. Members have such access to documents and information that is reasonably necessary to enable them properly to perform their duties as elected representatives.
- ~~(2)~~b. Generally, information should, therefore, be made available to Members on request unless there is a justifiable legal or other reason for declining access.
- ~~(3)~~c. Standing Order No. 42 sets out the detail on Members' access to documents.

- (4)d. If the information is not readily available or will require significant resources to produce, Officers should seek the guidance of their Chief Officer before taking steps to provide information that has been requested.

10.12. Other Members of Corporation Committees

Co-opted Members of the various committees, the Verderers serving on the Epping Forest & Commons Committee ~~and other external~~ the Independent Members of committees ~~the Standards Committee~~ are entitled to receive documents and information relating to their appointments in the same way as if they were elected Members.

11.13. Dispute Procedures NEEDS REVIEW

- (1)a. The overriding objective in any dispute is to achieve a satisfactory resolution through informal channels. However, it has to be recognised that this might not always be appropriate always be possible?? The Corporation's Independent Standards Panel may take into account informal efforts, or lack of effort, to resolve issues informally when considering formal complaints under the Localism Act 2011. All our other dispute resolution procedures encourage first to speak to the individual directly if that is possible and first to try to resolve issues informally why do we need ii? be possible.

(2)b. Procedure for Members:-

- (a)i. If a Member is dissatisfied with the conduct, behaviour or performance? of an Officer, the matter should be raised with the appropriate Chief Officer.

- (b)ii. If the employee concerned is a Chief Officer, the matter should be raised with the Town Clerk. (In the case of the Town Clerk there is a separate procedure.)

- iii. If the matter cannot be resolved informally, it may be necessary to utilise resort to the Corporation's Disciplinary Procedure ~~Disciplinary Procedure~~.

(3)c. Procedure for Officers:-

- (a)i. If an Officer is dissatisfied with the conduct or behaviour of a Member, they are encouraged to raise the matter with the appropriate Chief Officer or the Town Clerk with a view to seeking to resolve their concerns informally if possible. This may result in the matter being referred to the Chief Commoner or one of the Aldermanic Chairmen where appropriate.

- ii. An Officer also has the same right as any other person under the Localism Act 2011 to make a complaint to the Independent Standards Panel Committee where they consider that there has been a breach of the Members' Code of Conduct.

- iii. Concerns raised by an officer will be dealt with in accordance with the Corporation's Whistleblowing Policy as appropriate.

14. Review

(b)d. This Charter will be reviewed annually by the Establishment Committee and re-communicated to Members and Officers. The next such review to take place in [two month window] 2022.

Committee(s): Planning & Transportation – For decision Policy & Resources – For decision	Dated: 16/11/21 18/11/21
Subject: Riverside Strategy for Adoption	For Decision
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,11,12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£N/A
What is the source of Funding?	Public
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin	
Report author: Janet Laban / Tim Munday	

Summary

This report seeks Member approval for adoption of the City of London Riverside Strategy 2021. This follows redrafting of the strategy to take account of responses to the public consultation (July/Aug 2021). Several non-material changes have been made to the draft strategy to strengthen the approach to biodiversity and accessibility and to promote the need for best practice engineering solutions when flood defences are raised.

This City Riverside Strategy provides a roadmap to guide the City of London Corporation as Local Authority and Lead Local Flood Authority (LLFA) for the Square Mile. Our aim is to ensure that the City remains at low risk of flooding throughout this century and beyond, taking account of the predicted changes in sea level rise because of climate change. The options set out in this strategy align with the Climate Action Strategy's goal that the Square Mile's buildings, public spaces and infrastructure are resilient to climate change. The strategy will be reviewed at least every 10 years in the light of new evidence and may change in the future.

Recommendation(s)

- i) Members of Planning and Transportation Committee are asked to:
 - Recommend for onwards approval to the Policy and Resource Committee, the text of the draft Riverside Strategy for adoption, subject to the incorporation of any changes proposed by this Committee.
- ii) Members of the Policy and Resources Committee are asked to:
 - Approve the text of the draft Riverside Strategy for adoption.

Main Report

Background

1. The Environment Agency led Thames Estuary 2100 Plan (TE2100) identifies actions that will need to be taken during this century to protect the land adjacent to the tidal Thames from fluvial flood risk. This area, including parts of the City, is protected from severe tidal flooding by the Thames Barrier and the other estuary defences. However, climate change impacts such as sea level rise and the prevalence of more extreme weather events mean that additional local and estuary-wide protection will be needed later this century.
2. Within the City the TE2100 plan identifies the need to raise flood defences to 5.85m AOD (above ordinance datum) by 2065 and 6.35m AOD by 2100. For the City's riverside this means raising parts of the flood defence by up to 1m although some sections are already at the required level for 2100. (see Riverside Strategy appendix 1 *Where are we now*). Through the TE2100 ten -year review it is looking increasingly likely that these dates will be brought forward since sea level rise is accelerating faster than anticipated.
3. This defence raising will have an impact on riverfront structures and walkways, on views of the river from the riverside walk and from nearby buildings. These impacts will need to be managed in a way that integrates the raised defences with the wider riverside environs. It also presents opportunities to enhance the user experience of the riverside, improve opportunities for biodiversity and highlight the historic importance of the City's riverside. Planning now will enable the most cost-effective options to be implemented in a pro- active way, thus maximizing the potential opportunities associated with programmed works.
4. The Environmental Resilience team in the Environment Department has developed this riverside strategy to interpret the TE2100 plan at a local level. The development of this riverside strategy fulfils part of the statutory Local Flood Risk Management Strategy (LFRMS) 2021-27 as approved by Planning & Transportation (P&T) committee on 16th February 2021. The strategy also aligns with the Climate Action Strategy's goals that the City Corporation and its assets and the Square Mile's buildings, public spaces and infrastructure are resilient to climate change.
5. The draft Riverside Strategy was approved for public consultation at the P&T Committee on 29th June 2021. Responses from this consultation have been considered in drafting the final Riverside Strategy for adoption, which will provide a roadmap to guide the City of London Corporation as Local Authority and Lead Local Flood Authority (LLFA) for the Square Mile. Our aim is to ensure that the City remains at low risk of flooding throughout this century and beyond, taking account of the predicted changes in sea level rise as a result of climate change. The options set out in this strategy will be reviewed at least every 10 years in the light of new evidence and may change in the future

Current Position

6. The public consultation took place from 5th July to 16th August 2021 and was advertised through the website, the press, social media channels and through letters sent to riverside building owners. A 'StoryMap' introduction to the strategy was developed for the public consultation, this received over 1500 views on the

City Corporation's website during the consultation period. Officers also presented the consultation at several industry groups and events.

7. There were seventy-one responses from eleven organisations and eight individuals. This included many of the statutory bodies with an interest in the Thames including the Environment Agency (EA), Port of London Authority (PLA), Marine Management (MMO), Thames Water, Transport for London and Historic England. Responses were also received from the planning divisions of the London Borough of Tower Hamlets and the London Borough of Hammersmith and Fulham.
8. Most respondents expressed support for the proposed strategy. Several felt that further clarification was needed in relation to the biodiversity strategy point, the opportunity works brought to improving river use facilities and highlighting the need for step free access to apply beyond the riverside walkway.
9. In summary the following changes were made in response to the public consultation:
 - Historic flooding – new paragraph 3.3 has been added on the history of the flood defence to complement the general background of the riverside.
 - Increased Lead Time - Figure 2 and SP5 – change of lead time from five to ten years. This change was advised the Environment Agency.
 - Accessibility to riverside facilities – SP7, SP8, SP12 – To highlight that accessibility applies to jetties, piers, stairs, and other features as well as the riverside walk.
 - Maintaining Thames Path access during construction – SP7 (5.21) where practicable
 - Access to River egress points – SP9 – clarifying that the egress points (ladders stairs etc.) need to be both retained and extended up so that they remain usable.
 - Biodiversity– SP10 – the policy has been amended to highlight the range of aquatic and land-based opportunities, the importance of habitats and biodiversity net gain.
 - Riparian facilities and impact of raising – SP12 – The need to maintain a functional interface with riparian facilities such as wharves, piers and future infrastructure has been added.
 - Surface water flooding – SP14 – The need to take account of surface water drainage arrangements when designing raised flood defences is highlighted in the text.
 - Lighting – SP15 – Highlighted that lighting will need to account for impacts to ecology and navigation.

A full consultation report is available on request.

10. The consultation draft included appendix 2 which illustrated possible options for flood defence raising. This has been removed from the adoption version but remains available within the Arcadis report City of London Riverside Survey (Oct 2020). Inclusion within the strategy gives the impression that we have identified predetermined solutions, whereas the strategy aims to encourage best practice engineering solutions at the time of raising.
11. The draft strategy has been amended to take account of consultation responses and the revised Riverside Strategy for adoption is included at appendix A

Options

12. The main alternative option to adopting the City's Riverside Strategy would be to challenge the TE2100 Plan through their public consultation in early 2022. The City Corporation's Local Plan 2015, draft City Plan 2036 and Local Flood Risk Management Strategy 2021-27 all support the TE2100 Plan. Both the adopted 2015 Local Plan and the draft City Plan refer to the need for flood defence raising and require new development along the City's riverside to be designed to enable future flood defence raising, noting the responsibility of riparian owners for the maintenance and enhancement of flood defences.
13. The preferred option is to adopt and begin implementation of the City's Riverside Strategy sharing our learning from this with other riparian LLFAs providing protection for the whole Thames Estuary to 2100 and beyond. As LLFA we believe that the TE2100 Plan provides the best option for protection of the whole Thames Estuary. A more appropriate response to the TE2100 review public consultation would be to challenge the funding mechanism for implementation and explore other options for funding.

Proposals

14. That Members approve the adoption of the text of draft Riverside Strategy. Following agreement, the Environmental Resilience Team will develop a final document with photos and illustrations to accompany the text. The Riverside Strategy will provide the basis for the adaptation of the City's Riverside to address the climate change impacts of sea level rise.

Key Data

15. The Riverside Strategy Appendix 1 *Where are we now* provides maps and data relating to the City's riverside.

Corporate & Strategic Implications

16. **Strategic implications** – this strategy aligns with the following Corporate Plan objectives:
 - (1) People are safe and feel safe
 - (11) We have clean air, land and water and a thriving and sustainable natural environment
 - (12) Our spaces are secure, resilient and well maintained
17. The Riverside Strategy fulfils statutory duties agreed through the City's Local Flood Risk Management Strategy 2021-27 and goals set out in the Climate Action Strategy 2020-27. It also aligns with the Local Plan 2015 and draft City Plan 2036 which supports the Thames Estuary 2100 Plan for addressing flood risk from the tidal Thames
18. **Financial implications** Alongside other riparian owners the City Corporation and Bridge House Estates as riparian owners will need to address flood defence raising for the sections that they own. This strategy provides a cost-effective approach which enables this to be integrated into development and maintenance wherever possible enhancing the amenity and biodiversity value of the adjacent riverside.
19. **Resource implications** Implementation of this strategy in the early years will be integrated into planned works and therefore will not incur any additional resources

20. **Legal implications** The City Corporation as Lead Local Flood Authority has a statutory duty to develop a Local Flood Risk Management Strategy (LFRMS) for its area. The City Corporation's LFRMS was adopted in January 2021 and commits to the preparation of a Riverside Strategy which will drive forward the requirements of the Thames Estuary 2100 Plan. The adoption and implementation of this riverside strategy will assist in fulfilling this commitment. The Riverside Strategy also aligns with policy in the statutory Local Plan and emerging City Plan 2036.
21. **Risk implications** Climate projections predict sea level rise that will affect the tidal Thames. Without a forward-looking strategy to deal with this the Square Mile and surrounding riparian boroughs will be susceptible to tidal flooding. This risk will be managed most cost effectively through a strategic approach which avoids structural and reputational damage from flooding and pre-empts the need for urgent measures as sea level rise accelerates.
22. **Equalities implications** An Equalities Test of Relevance and Strategic Environmental Assessment was undertaken on the draft strategy and are available on request. Post consultation clarifications have been considered in this context and found to have only a positive impact.
23. **Climate implications** This Strategy looks to address one of the main impacts of a changing climate on the City: sea level rise. The City Corporation's Climate Action Strategy includes goals for the City Corporation, its assets and the Square Mile to be resilient to climate change. This Strategy provides a key approach to implement this resilience whilst realising a range of co-benefits for the City's riverside. This pioneering approach will provide a blueprint for other riparian authorities reducing climate threats from sea level rise across the Thames Estuary
24. **Security implications** None

Conclusion

25. The City of London Riverside Strategy 2021 provides a forward-looking approach to adaptation of the City's riverside for the changes that are expected from climate change. This approach enables resilience to be integrated into planned works whilst enhancing the riverside environment for people and biodiversity. Members are asked to approve this strategy for adoption, implementation, and dissemination to other riparian authorities, to help prevent flooding along the Thames Estuary.

Appendices

- Appendix A – Draft Riverside Strategy for Adoption including appendix 1
Where are we now

Background Papers

Planning & Transportation Committee Report: Riverside Strategy for public Consultation 29/06/2021

Planning & Transportation Committee Report: local Flood Risk Management Strategy 2021-27 16/02/2021

Janet Laban Senior Sustainability and Lead Environmental Resilience Officer
Environment Department

E: Janet.laban@cityoflondon.gov.uk

T: Teams call

Tim Munday Environmental Resilience Officer

Environment Department

E: Tim.Munday@cityoflondon.gov.uk

T: Teams call

Appendix A - City of London Riverside Strategy

Committee Adoption version – November 2021

Contents

1. Introduction.....	2
2. Our Vision.....	2
3. Background	3
4. Where are we now?	7
5. Realising our vision	9
IMPLEMENTATION APPROACH – TE2100 alignment SP1	10
IMPLEMENTATION APPROACH – Development SP2	11
IMPLEMENTATION APPROACH – Cyclical replacement and maintenance SP3	12
IMPLEMENTATION APPROACH - Major works SP4	13
IMPLEMENTATION APPROACH - Direct intervention SP5.....	14
IMPLEMENTATION APPROACH – Sequencing of flood defence raising SP6.....	15
DESIGN.....	15
DESIGN – Flood defence and walkway continuity SP7	16
DESIGN – Accessibility SP8	17
DESIGN – River safety SP9.....	18
DESIGN – Biodiversity SP10	18
DESIGN – Historic environment SP11	19
DESIGN – Buildings, facilities and infrastructure interfaces SP12.....	20
DESIGN – River views SP13.....	21
DESIGN – Flood defence and edge protection SP14.....	21
DESIGN – Lighting SP15.....	22
FUNDING SP16	23
GOVERNANCE and STRATEGY REVIEW SP 17	24
6. IMPLEMENTATION, RESOURCES and RISKS.....	25
7. APPENDIX 1 Where are we now – Riverside maps.....	26
8. APPENDIX 2 Illustrative defence raising options.....	Error! Bookmark not defined.

1. Introduction

- 1.1. The City of London and the wider capital has throughout the centuries benefited from its position on the River Thames. As a tidal river the need to defend against the highest of tides is well understood and the river's flood defences have long protected the Square Mile from flooding. Through this next century sea level rises and changes to the wider estuary defences are expected. There is a need to protect the City from tidal flooding which brings with it an opportunity to shape an outstanding riverside space.
- 1.2. The Thames Barrier forms an essential part of the flood defences for the estuary and currently protects central London (including the City) from flooding. Closure of the barrier is becoming more frequent but there is a limit to the number of times per year that the barrier can be closed without affecting the river's ecology, navigation and the maintenance regimes for the barrier itself.
- 1.3. The second major element of the City's flood protection is provided by a flood defence at the river's edge. This protects from fluvial waters when the barrier is raised and higher tides which do not require closure of the barrier. The Thames Estuary 2100 Plan (TE2100) considers a number of options for how to protect the estuary from sea level rise including a proposal for a replacement barrier later this century.
- 1.4. Most of the riverside is accessible to the public due to a long-term ambition to complete the entire riverside walk on the north bank of the Thames. The need to raise significant sections of the flood defence will affect users experience of the riverside walk and adjoining premises and must be planned in a pre-emptive way to avoid unnecessary costs and disruption.
- 1.5. This City Riverside Strategy provides a roadmap to guide the City of London Corporation as Lead Local Flood Authority (LLFA) and Local Planning Authority for the Square Mile. Our aim is to ensure that the City remains at low risk of flooding throughout this century and beyond, taking account of the predicted changes in sea level rise as a result of climate change. The strategy sets out how we plan to deliver the local flood defences that contribute to this overall aim. The options set out in this strategy will be reviewed at least every 10 years in the light of new evidence and may change in the future.
- 1.6. Successful implementation of this strategy in the coming decades will be dependent on suitable funding mechanisms being put in place. Options for funding should be a key consideration during the early stages of the strategy.

2. Our Vision

- 2.1. The City Corporation is dedicated to shaping an outstanding riverside environment, protecting and supporting a flourishing society and a thriving economy fit for the coming century.
- 2.2. In its role as Lead Local Flood Authority, the City Corporation will progress this vision through a strategy that uses the opportunities brought about by the need

to raise our river flood defences to overcome challenges and ensure benefits to the people who live, work, learn and visit the Square Mile.

2.3. The following are the long-term goals of the strategy, balancing these will be key to its success and will guide future decisions for the riverside:

- To ensure continued flood protection to the end of the century and beyond by raising the defences and improving future maintenance.
- To maintain and improve pedestrian access along the entire length of the riverside.
- To protect and enhance our historic riverside assets.
- To promote the safe use of the river and riverside as a vibrant place to be for health and wellbeing.
- To increase the value of the riverside for natural capital and ecology.
- To safeguard protected and valued views.
- To maintain appropriate land use adjacent to the river.

2.4. This strategy and the wider TE2100 Plan will have implications for the City Corporation and Bridge House Estates as a riparian property owner. The full implications for the City Corporation's riparian properties within and outside the Square Mile will require further investigation. This strategy will be reviewed at least every 10 years in line with the TE2100 Plan and may be revised at any time in the light of new evidence that emerges.

3. Background

3.1. The River Thames flows through the City from its boundary with the City of Westminster to the west of Blackfriars Bridge, to its boundary with the London Borough of Tower Hamlets at the Tower of London. The river has a tidal range of seven metres twice per day, throughout this section. Along this stretch, one and a half miles of flood defences protects riverside properties and public realm at high tide. At low tide wide areas of foreshore are visible at several locations along the river within the City. The original natural state of the river has been modified and restricted with extensive land reclamation from the Roman Period and continual development of warehouse, quays, wharfs and jetties. Six bridges span the river within the City (Blackfriars road-bridge, Blackfriars railway-bridge, Millennium footbridge, Southwark Bridge, Cannon Street railway-bridge and London Bridge). The navigable river channel is used for a variety of vessels including barges towing waste and construction materials, river buses, leisure boats and river patrol boats. The ecology of the river has improved in the last 50 years and it is now designated as a Site of Metropolitan Importance for Nature Conservation (SMINC).

3.2. The historical development of the City is closely bound with its location on the Thames. The Roman settlement, established in the mid-1st Century grew rapidly, becoming the capital of Roman Britain and an important port. A permanent bridge is likely to have been in place by c52AD, at the most seaward point that

the river could be easily bridged. At this time the river was wider and shallower, and the riverbank was on the north side of modern Thames Street. The construction of successive waterfronts and land reclamation continued in the early medieval and later periods. The building and rebuilding of extensive wharves, docks, alleys and a network of narrow streets, linking the waterfront with the principal medieval markets at Cheapside and Eastcheap, underpinned the trading and commercial role of the City in the country and abroad. The significance of London meant that the Pool of London handled half the nation's trade by the end of the middle ages and was the world's busiest port in the eighteenth century. Construction of new, larger docks and expansion of the port to the east gradually diminished the importance of the City as a port, a trend that accelerated from the late 1940s onwards. Warehouse buildings and wharfs went out of use and many sites were redeveloped for offices and housing. A riverside walk was established, incorporated into new developments and eventually linking to form a continuous pedestrian route.

- 3.3. The significant contribution of the River Thames to the civic life of London and the development of its riverside has meant that throughout the centuries steps have been taken to manage flooding in this important area. Following the Great Fire of 1666, the Rebuilding of London Act stipulated that the riverside should be raised three foot to better prevent it from flooding. Further raising was undertaken following flooding in 1928. Other incidents of flooding including the North Sea Flood of 1953 led to the implementation of new flood control measures that culminated in the construction of the Thames Barrier.
- 3.4. A range of policies and strategies protect and shape the City's riverside (Table 1)

Table 1: Policies and strategies affecting the City's riverside

City of London	Greater London Authority	Other statutory bodies
Local Plan / City Plan 2036	The London Plan 2021	Environment Agency Thames Estuary 2100 Plan
	Implementation Report - Safeguarded Wharves Review 2018-2019	Dept for Housing Communities and local Government Wharves safeguarding direction Feb 2021
Thames Strategy SPD 2015	Mayor's River Action Plan 2013	Marine Management Organisation South-East Inshore Marine Plan June 2021
Transport Strategy 2019	Mayor's Transport Strategy 2018	
Climate Action Strategy 2020-27		
Local Flood Risk Management Strategy (LFRMS) 2021-27		

Riverside Walk Enhancement Strategy 2014		
Waste Strategy 2014-2020 (Under review)		

- 3.5. The Environment Agency led TE2100 Plan identifies actions that will need to be taken during this century to protect the land adjacent to the tidal Thames from flood risk. This area, including parts of the City, is protected from severe tidal flooding by the Thames Barrier and the other estuary defences. However, climate change impacts such as sea level rise and the prevalence of more extreme weather events mean that additional local and estuary-wide protection will be needed later this century.
- 3.6. The primary function of the Thames Barrier is to prevent tidal flooding in London, and it is currently closed when water levels are forecast to overtop the river flood defences upstream of the Barrier. Water levels in the tidal Thames are increasing as a result of climate change resulting in more frequent barrier closures. A limit of 50 closures per year on average has been set to allow sufficient time for maintenance and navigation. Raising the statutory heights of local flood defences along the Thames will help to manage the frequency of barrier closures by allowing higher water levels to pass up the Thames thus maintaining the reliability of the existing barrier. As water levels increase further, a major upgrade or replacement of the Thames Barrier will be required to protect London in the future. These options are being considered in the TE2100 Plan.
- 3.7. Within the City the TE2100 plan identifies the need to raise flood defences to 5.85m AOD (above ordinance datum) by 2065 and 6.35m AOD by 2100. For the City's riverside this means raising parts of the flood defence by up to 1m although some sections are already at the required level for 2100. The adaptive pathways approach adopted in the TE2100 plan links the flood defence raising to sea level rise. Through the TE2100 ten -year review it is looking increasingly likely that these dates will be brought forward since sea level rise is accelerating faster than anticipated.
- 3.8. This defence raising will have an impact on riverfront structures and walkways, on views of the river from the riverside walk and from nearby buildings. These impacts will need to be managed in a way that integrates the raised defences with the wider riverside environs. It also presents opportunities to enhance the user experience of the riverside, improve opportunities for biodiversity and highlight the historic importance of the City's riverside. Planning now will enable the most cost-effective options to be implemented in a pro- active way, thus maximizing the potential opportunities associated with programmed works.
- 3.9. In the City riparian owners are responsible for maintaining their part of the flood defence which is usually associated with the legal ownership of a site on the landward side of the defence. Various licenses and permits are required before any work is undertaken on the riverside or flood defence structures. (Table 2) This

ensures that navigation, flood protection and natural capital are not compromised during or as a result of these works. Works may also need planning and listed building consents.

Table 2: Permits and Licenses that may be required for flood defence works

Organisation	License or permit required	Details
Port of London Authority (PLA)	River Works License	Any works in, on, over or under the river. This includes permanent works such as a new pier and any temporary works such as repairs to a river wall which requires access/scaffolding
Environment Agency (EA)	Environmental Permit for Flood Risk Activity	Flood Risk Activities are activities in, under and over a main river and other activities that could affect flooding from a main river or sea which includes any works taking place within 16m of the landward extent of a tidal flood defence Including any below ground structures.
Marine Management Organisation (MMO)	Marine License	Activities within the UK marine area that occur below mean high water springs including construction dredging deposit or removal of any substance or object, incineration, scuttling (sinking) or use of explosives
City of London Corporation	Planning Approval and/or Listed Building Consent	Any works related to changes to a development site or a listed building or structure.
Historic England	Scheduled Monument Consent	Any works that will affect a scheduled monument, whether above or below ground.
Transport for London/Highway Authority	Highway Licenses	Any works that impact the highway.

3.9 The City Corporation's Climate Action Strategy (CAS) 2020- 2027 includes a strong focus on Climate Resilience against the six climate risks that the City faces:

- Flood risk
- Heat stress
- Water resources
- Natural capital
- Pests & diseases
- Food & trade

Implementation of this strategy will require an integrated approach so that solutions for each risk incorporate responses to other risks where possible. For example, measure to address flood risk on the City's riverside, should also incorporate greening to reduce heat stress; taking care to choose suitable

plants which improve natural capital and biodiversity and are resistant to emerging pests and diseases.

- 3.10 The CAS approach sits well with the TE2100 Plan riverside strategy approach. This integrates improvements to flood risk management defences into wider redevelopment, enhancing the social, environmental and commercial aspects of the riverside. The Environment Agency is encouraging councils and strategic planning authorities to use this approach to achieve additional benefits whilst addressing climate change related flood risks. Figure 1 summarises the co-benefits that will result from this Riverside Strategy Approach.
- 3.11 Following this approach, the City's ambition is to take every opportunity to create an attractive, accessible riverside which is resilient to the increasing risks of flooding through this century.

Principles of the riverside strategy approach



Figure 1: Benefits of the TE2100 Riverside Strategy Approach

4. Where are we now?

- 4.1. The City's riverside and surrounding area is used in a variety of different ways; ranging from an office or residential location, educational use, recreational uses and safety elements, and has routes for walking, cycling and public transport. It is a dynamic area that has evolved over time to become what it is now, a historic, multi-use area.
- 4.2. In order to develop a strategy that incorporates all these elements, it has been necessary to understand the existing riverside features and how they add to the character and environment of the area.
- 4.3. An extensive desktop study was undertaken (including commissioned a UAV drone survey) to help identify the scale of the challenge faced along the City's

1.5 mile stretch of riverside. Appendix 1 provides detailed maps and assessment of the following aspects:

- Raising requirements – end of Stage 2 (2065)
- Raising requirements - end of Stage 3 (2100)
- Non - developable sites
- Historic environment
- Land use and ownership
- Access to the riverside
- River safety
- Natural capital and biodiversity
- Public realm furniture
- Lighting

The research and evidence have informed the Implementation Approach and Design policies set out in section 5 of this strategy.

5. Realising our vision

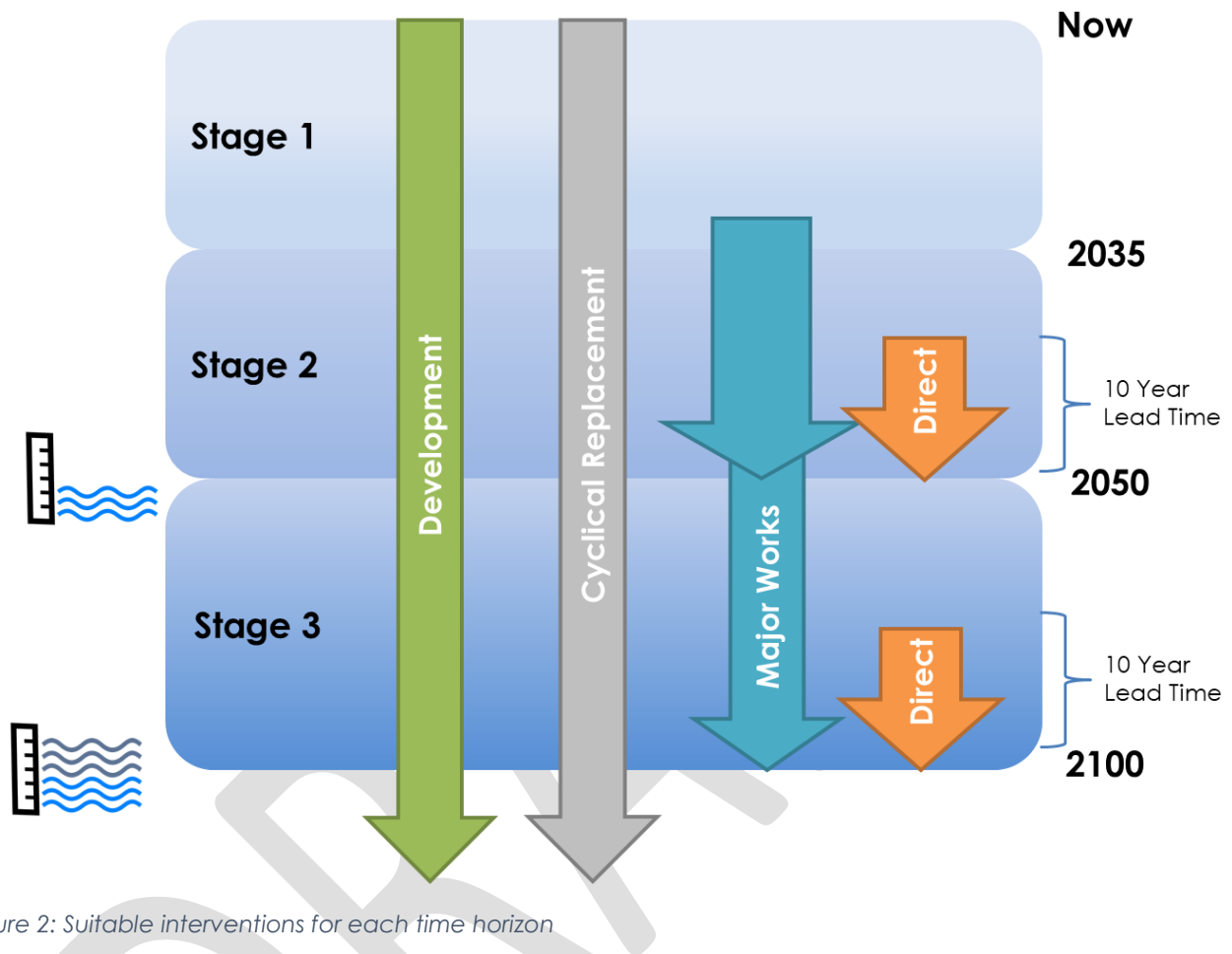


Figure 2: Suitable interventions for each time horizon

5.1. The long-term nature of this strategy risks decisions being delayed until later in the century. This would result in missed opportunities and increased costs in the future. By setting out what can be done in each time period (fig 3), this strategy leads the way in resilience planning, reducing disruption and overall cost of works. Each element of the strategy includes:

- the strategy point and the related policy
- why the policy is a good approach
- when the policy will apply and for how long
- in which areas the policy is relevant
- how the policy can be taken forward (recommendations)

IMPLEMENTATION APPROACH

5.2. The approach to implementing raising is detailed in the policies set out below. These policies outline the expected response to flood defence raising as opportunities arise as a result of development and cyclical maintenance. It is recognised that some parts of the riverside will need a coordinated approach

across several adjacent sites. It is proposed that major works are planned and co-ordinated to minimise disruption for riverside occupiers and users. Finally, some sections will not be covered by the preceding scenarios and will require direct intervention before the implementation dates set out in the TE2100 plan.

IMPLEMENTATION APPROACH – TE2100 alignment SP1

SP1 - TE2100 alignment

The City of London Corporation will follow the adaptive approach set out in the Thames Estuary 2100 Plan, using the dates and time periods it sets out. The City Corporation will commit to working in partnership with the Environment Agency, neighboring London Boroughs and other relevant parties to achieve the long-term aims of the Thames Estuary 2100 Plan.

- 5.3. The Thames Estuary 2100 Plan is the partnership plan for maintaining the flood defences for the entire tidal Thames. By committing to the timeframes as set out by the TE2100 Plan (and any revisions thereof) the City Corporation will be able to ensure that its flood defence remain sufficient for the risk and maintain the continuity of the wider defence with adjoining areas, including the London Boroughs with which it shares a riparian and land boundary (City of Westminster, London Boroughs of Tower Hamlets and Southwark).
- 5.4. This strategic point is a continuation of the City Corporation's existing policy and should continue to be applied going forward. This strategic point applies generally to the whole of the City's riverside.

SP1 Recommendations:

1. The City Corporation should continue to include in its Planning Policy and Local Plan an alignment with the TE2100 requirements
2. The City Corporation should regularly review the Riverside Strategy to coincide with reviews and updates of the TE2100 Plan and the City's own Local Plan.
3. The City Corporation should maintain a robust partnership with the EA, neighbouring boroughs and other partners in support of the wider TE2100 plan.

Three time horizons – three themes for flood risk management

	<p>The first 25 years from 2010 to 2034</p> <p>“Maintaining confidence and planning together”</p>	<ul style="list-style-type: none"> • Continuing maintenance, operation and essential improvements. • Creating new habitats, safeguarding the spaces for future flood management and working in partnership with others to reduce flood risk. • TE2100 will have a real influence in the preparation of, and updating of local strategic and spatial plans.
	<p>The middle 15 years from 2035 to 2049</p> <p>“Renewal and reshaping the riverside”</p>	<ul style="list-style-type: none"> • Many of the existing walls, embankments and smaller barriers will need raising and major refurbishment or replacement in this period. • These major projects provide an opportunity to reshape our riverside environment through working with spatial planners, designers, environmental groups and those who live and work in the Estuary area.
	<p>To the end of the century from 2050</p> <p>“Preparing for, and moving into the 22nd century”</p>	<ul style="list-style-type: none"> • From 2070 (based on government’s current climate change guidance) a major change will be needed. • The decision on the “end of the century” option to be adopted must be made at the start of this period followed by planning and preparation for implementation • By 2070, flood risk management arrangements must be in place to take us to the end of the century – and beyond.

Figure 3: Thames Estuary 2100 Plan time horizons

IMPLEMENTATION APPROACH – Development SP2

SP2 - Development:

Where development is proposed on a riparian site the following will be expected at each stage:

Stage 1 (2021-2034): As a minimum the developer must demonstrate that the flood defence is capable of being raised to the future level. Developers are encouraged to implement raising to the 2100 level at this time where feasible.

Stage 2 (2035-2065): As a minimum, when new sites come forward for development during this period developers will be required to raise the river defence to at least the 2065 level and demonstrate that future raising to higher level is feasible. Developers should implement raising to the 2100 level at this time where feasible.

Stage 3 (2065 onwards): When new sites come forward for development during this period, developers will be required to raise the river defences to the 2100 level.

5.5. Development where it occurs in the immediate vicinity of the river can offer a cost-effective and less disruptive opportunity to provide defence raising and to implement a design that provides wider holistic benefits to the riverside. In addition, it offers an opportunity to resolve conflicts with building levels and the defence levels. The infrequent nature of development is likely to mean that this opportunity will not occur multiple times for individual sites during the course of this strategy.

5.6. Going forward there will be a continuation of the policy requiring developers to demonstrate that future defence raising is possible, this should include that the building will not be negatively impacted by future raising and developers are encouraged to raise defence levels to the 2100 level as part of the

development. From 2035 developers will be required as part of major new developments to raise defence levels to at least the 2065 level and as a minimum demonstrate that future raising to the 2100 can be accommodated.

- 5.7. This strategic point is a continuation and enhancement of existing policy which will apply from now on. This point will apply generally to the entire riverside where development is likely.

SP2 Recommendations:

1. The City Corporation should clarify existing planning policy through an update to the Thames Strategy Supplementary Planning Document (SPD)
2. The City Corporation should produce guidance on demonstrating the feasibility of future defence raising, this should include guidance on potential impacts that need to be addressed and resolving conflicts with adjoining sites.

IMPLEMENTATION APPROACH – Cyclical replacement and maintenance SP3

SP3 - Cyclical replacement and maintenance:

Where the City Corporation is responsible for the maintenance of the river defence, should a section need replacing or a major repair, raising opportunities should be evaluated for each stage (other riparian owners should be encouraged to take a similar approach):

Stage 1 (2021-2034): As a minimum the City Corporation must consider the feasibility of raising the river defence as part of the works or at least enabling future raising.

Stage 2 (2035-2065): As a minimum the City Corporation must enable future raising to the 2065 level where feasible and consider the feasibility of implementing to the higher level as part of the works.

Stage 3 (2065 onwards): The City Corporation must consider the feasibility of raising the defence as part of the works and enabling future raising to the higher level.

Riparian owners should take account of river wall raising on adjacent sites and co-ordinate works where feasible

- 5.8. All river defences have a limited effective lifespan and require regular maintenance. Across the time period concerned with this strategy it is possible that some defence structures will need replacement, which presents an opportunity to incorporate raising and associated co benefits. Conversely where direct intervention is undertaken to implement raising, the life expectancy of the defence should be assessed and if appropriate the opportunity taken to consider wholesale replacement of the asset.
- 5.9. This is a new approach for the City Corporation as a riparian owner and should be implemented going forward, other riparian owners should be encouraged to follow suit through demonstration of best practice. The point applies generally to the entire riverside.

SP3 Recommendations:

1. The City Corporation should change its internal procedures to ensure raising is considered as part of cyclical works.
2. The City Corporation should work in partnership with the EA asset monitoring team to encourage riparian owners to consider raising as part of their own maintenance regime.

IMPLEMENTATION APPROACH - Major works SP4

SP4 - Major works:

The City Corporation will work with the Environment Agency and riparian owners to identify stretches where major substantive works will be required to implement raising and seek to ensure that these come forward at the appropriate time such that:

Stage 1 (2021-2034): The City Corporation will have identified the stretches covered by this implementation approach, and instigated planning in conjunction with other stakeholders as required.

Stage 2 (2035-2065): By the end of this period the stretches identified at Stage 1 will have been raised to at least the 2065 level.

Stage 3 (2065 onwards): Further progress on these stretches will have ensured that the defences are raised to the 2100 level before the end of the century.

- 5.10 Some stretches of the river defence require significant works to enable raising and are either; due to their position unlikely to come forward as part of a development or are where a single structure covers multiple riparian sites in a way that restricts the capacity for a single development to implement raising meaningfully. Where this occurs a more thorough approach will be needed to ensure that raising occurs in a coordinated and timely fashion and incorporates appropriate co-benefits. When these sites occur at the City's boundary further considerations will be needed to ensure continuity with the neighboring borough.
- 5.11 It is likely that this approach will be required for raising to the Victoria Embankment, which mostly sits within the City of Westminster. Other possible structures which have been identified include London Bridge and the board walk structure over the river from Adelaide House to Old Billingsgate.
- 5.12 Dealing with these sections in a coordinated way, assists in overcoming challenges within a suitable timeframe and may unlock opportunities for external funding.

SP4 Recommendations:

1. The City Corporation should conduct a review of the flood defences within the Square Mile to identify areas where major works may be needed, including but not limited to:

- a. Victoria Embankment: With Westminster City Council and other interested parties (including Transport for London as Highway and Traffic Authority) to consider issues arising from the need to raise the flood defences at Victoria Embankment.
- b. Adelaide House to Old Billingsgate Market: With riparian owners and other interested parties to consider issues arising from the need to raise or replace flood defences at the elevated walkway structure between Adelaide House and Old Billingsgate Market.
- c. London Bridge: Conduct a detailed engineering review of the implication of heightened water levels on the balancing structure with London Bridge's northern and southern abutments.

IMPLEMENTATION APPROACH - Direct intervention SP5

SP5 - Direct intervention:

Where raising is required but has not been fulfilled by the other implementation approaches (including where works have only prepared for future raising) the following should be undertaken:

Stage 1 (2021-2034): The City Corporation will engage with riparian owners to help them understand their legal responsibilities for flood defence raising and the consequences and implications on their sites of future raising.

Stage 2 (2035 – 2065): Stretches still requiring raising ten years before the end of stage 2 will be identified and the City Corporation as Lead Local Flood Authority will work with the Environment Agency to enable riparian owners to fulfil their legal responsibility under The Metropolis Management Act (1879 to 1962) for flood defence raising at least to the 2065 level.

Stage 3 (2065 onwards): Ten years ahead of the end of the century raising date any stretches yet to be raised to the higher level will be identified and the City Corporation as Lead Local Flood Authority will work with the Environment Agency to enable riparian owners to fulfil their legal responsibility for flood defence raising.

- 5.13 Any remaining sites where defence raising has not been implemented alongside development, other works or major projects, will need to be addressed through direct intervention in order to provide a contiguous defence. These interventions should seek to improve the riverside as much as is feasible in line with other policies in this strategy. The City Corporation as LLFA, will work with the Environment Agency as enforcement authority, to ensure that riparian owners are able to fulfil their legal responsibilities resulting in continuous protection from sea level rise along the City's riverside.
- 5.14 This strategic point will be a progression of SP 2,3 and 4 beginning at the start of the second epoch and will need to be completed by the first raising point. This will apply at discreet local sites along the length of the riverside.

SP5 Recommendations:

1. The City Corporation should produce tailored site-specific guidance on raising requirements through Flood Risk Briefing Notes for individual riparian sites. Detailed technical designs will be the responsibility of riparian owners.
2. The City Corporation should develop a riverside flood defence communication strategy targeted at riparian owners which aims to establish a partnership approach and raise awareness of the flood risk of individual sites.
3. The City Corporation should maintain an up to date record of flood defence levels to identify sites that will need direct intervention at key dates

IMPLEMENTATION APPROACH – Sequencing of flood defence raising SP6

SP6 - Sequencing of flood defence raising

Where stretches will require raising in both periods (2065 and 2100) riparian owners or their agents should consider the feasibility of implementing the complete raising in a single intervention and as a minimum demonstrate that the higher level of raising is achievable.

- 5.15 In the stretches which require the most raising it may be more economical and cause less disruption to implement raising to the 2100 level at the same time as the implementing the earlier level. This will be most appropriate where changes to associated structures with a design life that exceeds 2100 will also be required. As a minimum works to raising should demonstrate that further raising is achievable in future. In some locations it will be more appropriate to implement raising to the different levels at separate times, particularly where the design life expectancy of the defence structure may mean the asset needs replacing ahead of 2100.
- 5.16 The TE2100 Plan will be reviewed periodically to ensure its effectiveness in the face of climate change. The raising requirements are unlikely to change but the dates may be brought forward if sea level rise accelerates. This possibility should be considered when assessing each site.
- 5.17 This strategic point should be considered for all raising intervention types and will apply to all sites that require raising at the end of the first epoch.

SP6 Recommendations:

1. The City Corporation should use the review of the City of London Strategic Flood Risk Assessment to evaluate the feasibility of single or multistage interventions.

DESIGN

- 5.18 The City of London Riverside Survey report (Sept 2020) produced by Arcadis for the City Corporation includes a range of possible options for flood defence raising (appendix 2). Decisions on the most suitable option will need to be considered on a site by site basis taking account of engineering constraints,

permits and licenses, planning considerations, aesthetics and potential for co-benefits.

DESIGN – Flood defence and walkway continuity SP7

SP7 - Flood defence and walkway continuity

Where raising is being considered, either through immediate works or in preparation for future raising, sufficient consideration shall be given to the adjacent sites and walkway levels to ensure the continuity of the defence and the riverside walk.

- 5.19 Raising an individual stretch, either through development or as part of cyclical works will affect the surrounding defences and walkway levels, particularly if these also require raising. The boundary of defences should be designed to enable raising the appropriate level in future and landscaping should enable level access between sites for all stages of implementation. Similar consideration will be required when demonstrating the achievability of future raising.
- 5.20 The walkway level plays an important role in the users experience of the riverside and how it functions as a space. It affects both the loading on the riverside defences, the interaction with adjoining buildings and provides inherent resilience to flooding. Provided that the walkway height is at a suitable height future raising should be able to be achieved within the parapet in most cases. Establishing a walkway level early can also benefit maintaining the accessibility and continuity of the riverside path and access to riparian assets such as river steps, piers and jetties.
- 5.21 Approvals for such works must ensure that the continuity of the flood defence and walkway with adjacent properties is maintained and future raising of adjacent sections is not compromised. The historic nature of the walkway and implications for historic assets and archaeology will be a consideration in the development of proposals. Where practicable walkway access should also be maintained during construction.
- 5.22 This strategic point will apply going forward and will apply in locations where stand-alone raising or development take place. It will be a particular consideration for sites on the Local Authority boundary.

SP7 Recommendations:

1. The City Corporation should produce guidance on demonstrating the feasibility of future defence raising; which should include the need for suitable designs which ensure continuity of both the flood protection and the riverside walk whilst avoiding compromising future raising of neighbouring sections.
2. The City Corporation should update the Riverside Walk Enhancement Strategy to take into account the need to provide a continuous defence and inclusive access between sites.

3. The City Corporation will work with the EA to ensure that flood defence and walkway continuity are considered as part of the defence permitting and licensing scheme.
4. The City Corporation will work with the London Borough of Southwark to ensure that London Bridge and Blackfriars Bridge's southern bridgeheads continue to provide a continuous flood defence along the southern bank of the Thames.

DESIGN – Accessibility SP8

SP8 - Accessibility

Defence raising should maintain access to and improve the accessibility of the existing Thames Path along the City's riverside and enhance connections with the rest of the City, including during construction.

- 5.23 The Thames Path National Trail runs along the north bank and the City Corporation has successfully secured public access parallel to the river for much of this stretch. The current diversions are a distraction for users and diminish the linear form of the public realm. As well as being part of the national path the riverside should be considered an important local east-west walking route. In recent years the City Corporation has through implementation of the Riverside Walk Enhancement Strategy undertaken work to provide step-free access across the route and to riverside infrastructure including piers, jetties and lifts. Works to defence raising should not diminish this and where possible should improve accessibility through appropriate treatment of difference in walkway levels.
- 5.24 The City's riverside is separated from the rest of the City by a series of busy roads including dual carriageways and underpasses. At grade crossing points are infrequent and high-level walkways can be disjointed and difficult to navigate. Every opportunity should be taken to improve the connection of the riverside with the rest of the City through crossing points and opening up views of the riverside in between buildings.
- 5.25 This is a continuation of the City Corporation's existing approach and will apply along the full length of the City's riverside.

SP8 Recommendations:

1. The City Corporation should continue to secure public access to an uninterrupted riverside pedestrian route through implementing planning policy as part of the Thames Strategy SPD. This shall include seeking opportunities to improve connectivity between the City's riverside and the wider area.
2. The City Corporation should ensure that accessibility remains a focus of updates to the Riverside Walk Enhancement Strategy.
3. The City Corporation should produce planning guidance on demonstrating the feasibility of future defence raising. This will include a requirement to provide level access between sites and allow for further works where raising is

proposed to occur at different times. This will apply during construction and thereafter.

DESIGN – River safety SP9

SP9 - River safety

River safety must be of primary concern and must not be compromised in the design, construction and the ongoing use of the river, flood defences and riverside walk.

- 5.26 Through the Port of London Act 1968 (as amended), the Port of London Authority (PLA) has the primary responsibility of maintaining safe access and managing and supporting the safety of vessels, the general public and all users of 95 miles of the tidal River Thames. A PLA River Works License is required for all works on the riverside.
- 5.27 River Safety is of paramount importance and is dependent on a range of structures and riverside equipment including stairs connecting the foreshore to the riverside walk, access/egress ladders and grab chains along the whole length of the City's riverside. In addition, drowning and suicide prevention equipment such as lifebuoys, barriers and signs are key to preventing fatalities in the river. The PLA's 'A Safer Riverside' guidance (2020) provides best practice for developments alongside and in the tidal River Thames. The Tidal Thames Water Safety Forum's 'Drowning Prevention Strategy (2019)' gives further information on suicide prevention measures.
- 5.28 Designs for flood defence raising must ensure that river safety equipment is extended to the new flood defence height, including points for accessing to and from the foreshore. The effectiveness of the safety equipment must be retained throughout construction periods and ongoing maintenance regimes must be put in place.
- 5.29 This requirement applies along the whole length of the City's riverside and will take priority. Mapping, maintenance and inspection of river safety equipment will be particularly important as changes are made to the flood defences and adjoining riverside walk and foreshore

SP9 Recommendations:

1. The City Corporation should work with the Environment Agency licensing teams to ensure that work on the flood defences is conditional on the retention of functioning safety equipment throughout any works and ongoing maintenance thereafter.

DESIGN – Biodiversity SP10

SP10 - Biodiversity

Opportunities for terrestrial and aquatic biodiversity should be designed into flood defence raising and associated works to create a 'string or pearls' of habitats. Works

should consider future raising needs, be designed for future climate projections and not encroach into the river.

- 5.30 The River Thames is a site of metropolitan importance for nature conservation providing habitats and movement corridors for a range of species. As well as conserving existing natural capital features, such as established tree canopies, works on the riverside provide an opportunity to enhance this biodiversity and will be expected to deliver a net gain in biodiversity. As a south facing riverside the impact of climate change on heat stress will be a key issue as temperatures rise and periods of drought increase. Care must be taken to ensure that planting designs are suitable for the future climate and resilient to the pests and diseases that will become more prevalent.
- 5.31 For development sites a target Urban Greening Factor of 0.3 has been set in the City Plan 2036 Other sites should aim to achieve this level of greening where possible. All development and sites should aim to deliver a net gain in biodiversity through improvement or maintenance works and consideration should be given to the Biodiversity Action Plan 2021-26 (BAP). Aquatic environments should be a focus for achieving Biodiversity Net Gain for riverside sites.
- 5.32 [Estuary Edges](#) guidance, coordinated by the Thames Estuary Partnership, provides a set of design principles which will maximize the ecological value of the riverside on both the land and in the water. A key concept within the guidance is the creation of a 'string of pearls' of habitats, meaning that all intervention can contribute to wider improvements to biodiversity.

SP10 Recommendations:

1. The City Corporation should incorporate the estuary edges guidance as appropriate into the Riverside Walk Enhancement Strategy and other guidance as applicable.
2. Those undertaking work to the flood defence should seek expert ecological advice when designing works on the riverside to maximize natural capital benefits, deliver net gains in biodiversity and ensure the longevity of planting in the face of climate change.

DESIGN – Historic environment SP11

SP11 - Historic environment

The significance of the heritage assets, including their setting, on the riverside must be protected and enhanced and opportunities for education and interpretation included wherever possible.

- 5.33 The rich history of the City's riverside is obscured by layers of development and visible only as glimpses in certain areas. The flood defence walls and associated structures are listed in some locations e.g. Victoria Embankment and there are scheduled ancient monuments at Baynard House and Queenhithe Dock. Many

riverfront buildings and structures are designated heritage assets, listed buildings or Scheduled Monuments and may be in conservation areas. There are also areas of significant archaeological potential and non-designated assets.

- 5.34 Proposals that may alter or affect heritage assets would need careful consideration of potential options and their impact to protect the special architectural and historic interest of a listed building. Where works involve disturbance to the foreshore, permissions, licenses and permits will be required and any archaeological finds must be recorded with the Museum of London.
- 5.35 This strategy provides a significant opportunity to incorporate education and interpretation along the riverside through temporary and permanent exhibitions and signage.

SP11 Recommendations:

1. The City Corporation's design and archaeology team, Historic England and the Museum of London must be consulted during the design stage for all works on the City's riverside and their recommendations agreed and implemented.
2. The City Corporation should include sections on historic sensitivity in the Flood Risk Briefing Notes for individual riparian site.

DESIGN – Buildings, facilities and infrastructure interfaces SP12

SP12 – Buildings, facilities and infrastructure interfaces

Designs must take account of the interface between buildings, riverside facilities, infrastructure, walkways and flood defences to maintain functionality, accessibility, and views of the Thames.

- 5.36 The buildings along the Thames riverside have many points where they interface with the river and riverside environment. This includes entrances and thresholds which align with the walkway levels, window heights which allow views towards the river and in some cases steps down to the river. In some areas, basements will be within the zone of the defence structure. As the flood defences and walkways are raised buildings will need to be designed or modified in relation to the new levels.
- 5.37 The City's riverside has a number of marine structures and infrastructure that provides facilities for river use. This includes the Safeguarded Walbrook Wharf, Blackfriars Pier, Crown Pier and several other mooring points, including private facilities and infrastructure not currently in use. Defence raising works could present an opportunity to increase the provision of riverside facilities.
- 5.38 The flood defences also accommodate infrastructure such as sewer outflows, as well as moorings and access piers for river craft. Designs must incorporate the necessary infrastructure for continued use of these facilities and riparian owners should work with infrastructure owners and providers to achieve this.

When new infrastructure is required its design should take account of future defence raising.

- 5.39 From now onwards whenever changes to buildings, facilities and infrastructure are undertaken through redevelopment, refurbishment or maintenance, the relationship to the 2100 flood defence levels must be considered through design. For some areas this will require minimum intervention whilst others will need significant alteration. The defence raising requirement map provides an indication of the most challenging areas where maximum defence raising is required. Special attention must be given to historic buildings to ensure that historically significant features are conserved or enhanced through this process.

SP12 Recommendations:

1. The City Corporation should produce planning guidance on demonstrating the feasibility of future defence which will include building and infrastructure interfaces
2. The City Corporation as LLFA and the Environment Agency, as part of its riverside flood defence communication strategy, should engage with riparian owners to highlight future requirements and encourage them to take action ahead of the deadlines for flood defence raising. A riverside partnership would facilitate collaborative working between affected riparian owners.

DESIGN – River views SP13

SP13 - River views

All works on the riverside must be designed to maintain views of the river from pedestrian walkways, seating areas, buildings and the lanes and passages between buildings

- 5.40 Views of the River Thames from the riverside walk, adjacent seating areas and glimpsed between buildings provides a unique context for the southern part of the City. Insensitive flood defence raising could obscure views of the river and the rich range of activities it supports. The opportunity to view the river from ground and first floors of riverside buildings and the public realm is greatly valued by occupants and should be incorporated into designs taking account of future defence raising needs. Views for wheelchair users and children should be maintained.

SP13 Recommendations:

1. The City Corporation should incorporate guidance on the importance of river views into the Flood Risk Briefing Notes for individual riparian sites.

DESIGN – Flood defence and edge protection SP14

SP14 - Flood defence and edge protection

Works to the riverside must result in a functional flood defence, effective edge protection and should incorporate principles of good riparian design.

- 5.41 The flood defences and edge protection measures are a significant element in the riverside public realm, affecting user experience of the riverside walk. With notable exceptions the flood defences also form the edge protection to prevent people from entering the water. In some places the edge protection takes the form of railings or parapets above the functional flood defence. As a general principle, the edge protection should prevent people from climbing over, through or ducking under but should allow safe egress from the tidal River Thames or the foreshore. Parapets should be designed to act as a barrier that prevents anyone from sitting or climbing on them.
- 5.42 Raising the functional flood defence will result in changes to the edge protection in places, for example by replacement of railings with a solid structure. These changes will impact on the feel of the associated riverside and should be designed sympathetically to the surrounding site. Raising could also impact the surface water drainage arrangements for the riverside by disconnecting the direct route to the river.
- 5.43 Taking into account the other design related strategy points, proposed works should apply the principles of good riparian design to ensure that appropriate designs are implemented.
- 5.44 This strategic point is a continuation of the existing planning and corporate policy and corporate policy and will apply to all stretches requiring raising.

SP 14 Recommendations:

- 1. The City Corporation should produce guidance on demonstrating the feasibility of future defence raising which promotes best practice in riparian design and that this should be incorporated into future updates of the Riverside Walk Enhancement Strategy.

DESIGN – Lighting SP15

SP15 - Lighting

Suitable lighting must be maintained along the riverside but lighting columns should be removed from the flood defence structures, to enable future raising, unless they are of historic significance.

- 5.45 The flood defence wall throughout most of its length supports lighting columns some of which are of historic significance. This will present challenges to incremental raising of the flood defence for 2065 and 2100 requirements. As a general principle, lighting columns should be removed from the flood defence structures unless they are of particular historic significance e.g. Sturgeon Lamps. The City Corporation has published a [Lighting Strategy](#) including recommendations for lighting of the City's riverside (section 4.3.14). Designs should comply with this guidance whilst maintaining continuity along the

riverside, due regard should also be given to impacts of lighting on ecology and to ensure that there is no negative impact on river navigation.

- 5.46 Subways and underpasses present opportunities for lighting to the walls as well as bridge soffits to help create positive thresholds for pedestrians after dark.
- 5.47 Undercrofts may present challenges where flood defence raising reduces light level during the day. Maximum natural light and views of the river should be maintained by using glass for raising where possible.

SP15 Recommendations:

1. The City Corporation team should ensure that future updates of the lighting strategy and riverside walk enhancement Strategy retains historic lighting but enables incremental raising of the flood defence structures
2. Those undertaking works to the flood defence should retain or reposition lighting structures of historic significance to enable flood defence raising.

FUNDING SP16

SP 16 - Funding

The City Corporation will work with the Environment Agency, Defra, the Greater London Authority and riparian owners to explore effective funding mechanisms for future flood protection to combat sea level rise in line with the TE2100 Plan.

- 5.48 A key issue that has arisen throughout discussions on implementing the Thames Estuary 2100 Plan is that of funding and who will be responsible for funding the required works.
- 5.49 The [Metropolis Management \(Thames River Prevention of Floods\) Amendment Act 1879](#) requires riparian owners to carry out flood works maintaining the flood defences that they own. The act defines flood works as follows: *The expression "flood works" means the entire or partial construction, alteration, reconstruction in the same or any altered position of any bank and the repairing, raising, strengthening improvement or removal of any bank and the enlargement, contraction, raising, lowering, arching over, improvement or alteration of any sewer, channel or water course, and the discontinuance, closing up or destruction of any such sewer channel or watercourse necessary for the protection of lands within the limits of this Act from floods or inundations caused by the overflow of the River Thames.*
- 5.50 For the City's short stretch this would apply to over 20 riparian owners. The costs for each riparian owner will vary depending on the length of flood defence, the level of raising required, the opportunity to incorporate raising into other planned works and the degree to which they incorporate other benefits. Other potential options for funding include the use of a Community Infrastructure Levy which could be applied to all areas that would benefit from the improved flood defences. Alternatively, the flood defence raising could be centrally funded as a nationally significant infrastructure project or through flood defence grant in aid with contributions from beneficiaries. Exploration of these options is outside

the scope of the City Corporation's strategy and must be considered at a wider scale. The City Corporation will seek to carry out a cost benefit analysis for some City Corporation owned sections of the flood defence. This will provide evidence for funding discussions, and a realistic picture of potential costs to riparian owners of implementing the TE2100 Plan.

- 5.51 Some riparian owners may challenge the legal basis of this requirement and the degree to which other TE2100 planned works such as replacement of the Thames Barrier should prevent the need for local defence raising. The logistics of ensuring that the whole of the flood defence is raised to the required level and connected to adjacent stretches will be a challenge. There is a danger that lack of funding will result in riparian owners failing to adequately complete this task. There are also challenges in establishing ownership and riparian responsibility, particularly where flood defence structures are not associated with adjacent buildings or extend over the riverbed or where lease arrangements are in place.

SP15 Recommendations:

1. The Environment Agency should work with central Government, the GLA, LLFAs and riparian owners to establish what level of financial support will be needed to implement the TE2100 riverside strategy approach.
2. The Environment Agency, Defra or GLA should develop a mechanism for Thames wide financial support to ensure that flood protection is not compromised by lack of funding.
3. The City Corporation should seek to carry out a cost benefit analysis for raising of some City Corporation owned sections of the flood defence.
4. The City Corporation as LLFA should assist with funding applications for the raising of flood defence infrastructure.

GOVERNANCE and STRATEGY REVIEW SP 17

SP17 - Governance & strategy review

The Planning & Transportation (P&T) Committee, supported by the officer level Flood Risk Steering Group, will oversee the implementation of this strategy which will be reviewed at least every 10 years.

- 5.52 Sea level rise and other climate impacts are dependent on the global effort to reduce carbon emissions in line with the Paris Agreement. Ten-year reviews of the UK Climate Projections (UKCP18) and the Thames Estuary 2100 Plan will highlight changes in the speed of sea level rise. This in turn will influence the dates when action is needed for local flood defences. If sea level rise accelerates the dates may be brought forward rather than the actions changing. Alongside this the City Corporation has committed to reviewing its Strategic Flood Risk Assessment every five years providing local data to inform this strategy. These sources of evidence are essential to ensure that the City's response takes account of the latest climate data.

- 5.53 The City Corporation's actions as Lead Local Flood Authority have been delegated to the P&T Committee. The actions outlined in this strategy will be implemented and monitored through the City Corporation's statutory Local Flood Risk Management Strategy (LFRMS) reporting progress annually to the P&T Committee, the Environment Agency and Defra.

SP16 Recommendations:

1. The City Corporation will keep up to date with climate impacts on the City's riverside through a range of evidence sources and review this strategy at least every 10 years.
2. Implementation, monitoring and reporting will be through the LFRMS and will be overseen by the officer level Flood Risk Steering Group and P&T Committee.

6. IMPLEMENTATION, RESOURCES and RISKS

- 6.1 The implementation of this strategy will be led by the City Corporation in its statutory roles as Lead Local Flood Authority and Local Planning Authority. The adopted Local Flood Risk Management Strategy 2021-27 (LFRMS), which is a requirement of the Flood and Water Management Act 2010, includes a commitment to prepare a Riverside Strategy. This strategy will drive forward the requirements of the Thames Estuary 2100 Plan to reduce the risk of flooding, while unlocking sustainable growth opportunities along the Thames in the Square Mile, including protecting heritage assets.
- 6.2 Where recommendations relate to external bodies, existing partnerships and relationships shall be used where possible to facilitate these actions. Governance structures, confidentiality agreements, and memorandums of understanding will be used where necessary to facilitate partnership working, setting out the key objectives, working arrangements, decision making processes and any dispute resolution for the duration of the collaboration.
- 6.3 The City Corporation has developed a range of resources which have informed this strategy and are available on request:
- Drone video showing the City's riverside – July 2020
 - Point cloud of the flood defences and riverside - July 2020
 - Survey report including details of the flood defence structures and possible raising options 2020
 - Flood Risk Briefing Notes for individual riparian sites on the City's riverside
 - City of London Strategic Flood Risk Assessment
 - Strategic Environmental Assessment SEA and Equalities Test of Relevance
- 6.4 This strategy has been developed in response to Corporate and Departmental risks relating to climate change and flood risk. The strategy seeks to provide

both appropriate flood defences and shape an outstanding riverside space. Without appropriate flood defences, there is a risk of damage to property and infrastructure and potential loss of life through catastrophic flooding. If opportunities are missed to shape an outstanding riverside space, the experiences of riverside users will be greatly diminished with an impact on the City's reputation. This could also represent a failure to realise the full potential of the City's riverside as a strategically important asset.

- 6.5 There remains substantial uncertainty with regards to the speed and impact of sea level rise and the implementation, funding and future legislative requirements of the Thames Estuary 2100 Plan. This strategy has been developed fully acknowledging this uncertainty (and also the adaptive approach of the wider plan) and has been written to enable future flexibility while still allowing practical interventions now. However, this uncertainty still represents a risk to the successful implementation of this strategy.

7. APPENDIX 1 Where are we now – Riverside maps

See separate document

This document summarises the evidence base for the City of London Riverside Strategy, providing data and mapping from our desktop study, drone survey and associated technical report and City Corporation Geographic Information System

City of London Riverside Strategy

Appendix 1 Where are we now – the evidence base



Raising Requirements – End of Stage 2 (2065)

In order to determine the magnitude of raising of the flood defence that is required to meet the TE2100 levels, we need to know what the current levels are. All of the tidal flood defences within the City currently meets the current statutory requirements from the Environment Agency (5.41m and 5.28m AOD upstream and downstream of London Bridge respectively). But there are large variations in how much they go above these levels

Raising requirements have been set out for both the end of Stage 2 (2065) the 2065 Level (5.8m AOD) and the end of Stage 3 (2100) the 2135 Level (6.3m AOD) (please note, these dates could be brought forward by the Environment Agency in line with climate change projections).

The magnitude of raising requirements were determined from a survey of the flood defence heights in July 2020. A survey measured the heights of the flood defences and consultants compared to the existing defence levels. This maps shows the indicative level of raising required for each section of the river flood defence to provide the 2065 defence level.

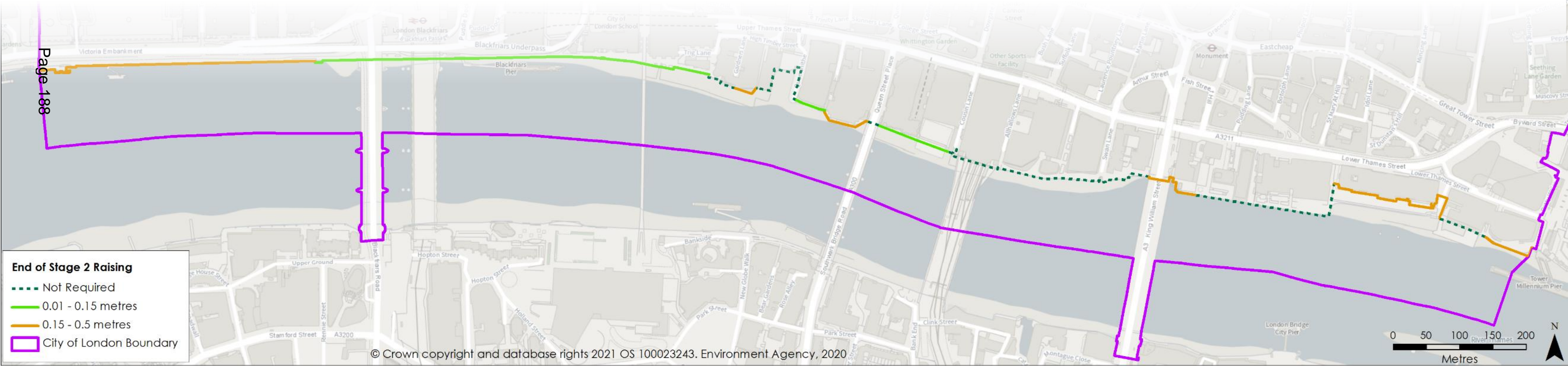
The survey made assumptions about the flood defence structures and more detailed surveys will be needed to ascertain the exact flood defence level for individual structures where works are proposed. This will be particularly important where the parapet is incorporated into the defence.

There are discreet areas in which no raising is required to reach the 2065 Level. Where raising is needed it is generally only up to 150mm with the exception of 6 sites which require more significant raising.

How does this impact the Strategy?

There are significant stretches of the flood defence which will not need to be raised before the end of Stage 2 (2065). The strategy should focus on the areas that require raising to first TE2100 level, whilst still enabling preparation for raising to higher level at a later time. Areas needing raising at the first stage will also need raising to the higher level in future, which will impact choices on implementing raising and the design for future raising.

The magnitude of raising required will impact the scope and range of benefits that raising may unlock.



Raising Requirements – End of Stage 3 (2100)

The TE2100 Plan has two target dates at which different levels of raising need to be completed by. The later of these is for the end of Stage 3 (2100) and is intended to provide protection up to 2135 and requires a defence level of 6.3m AOD along the whole stretch of the City's riverside.

Similar to the Raising Requirements – End of Stage 2 map the current levels of the defence from the 2020 survey have been compared to the proposed flood defence levels. This gives an indication of the magnitude or raising required in each stretch.

The majority of the City's riverside will need some form of flood defence raising to achieve the higher level.

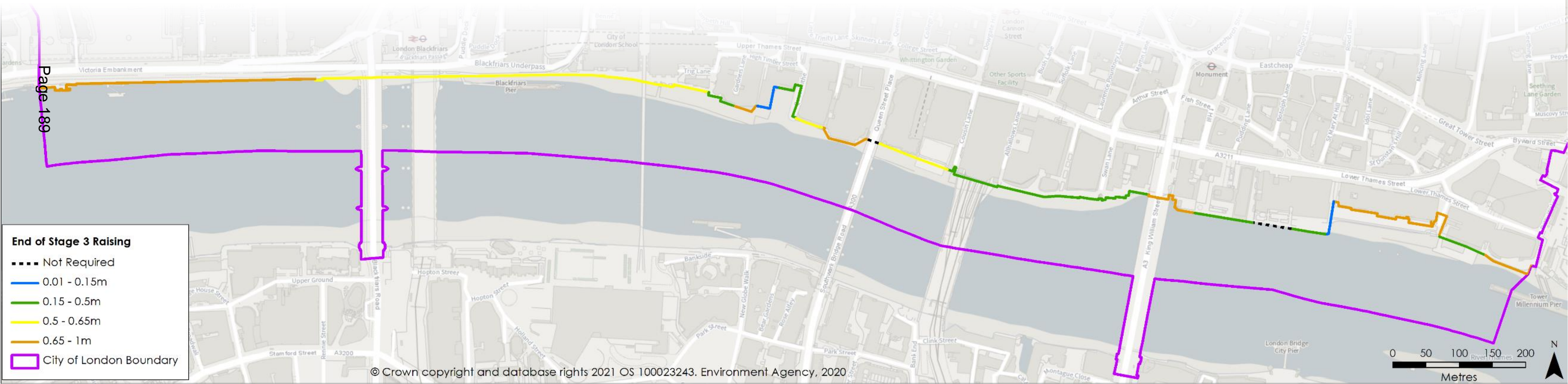
These raising requirements shown do not account for raising that will occur before Stage 3 to achieve the 2065 Levels. Work to reach the earlier level will be an opportunity to implement at the higher defence level at an earlier stage. At very least the earlier works should enable raising to the future level.

Adjoining sites require different levels of raising, the continuity of the defence should be accounted for especially where sections are raised separately.

How does this impact the Strategy?

The phasing of defence raising works will be impacted by the implementation method and whether previous works have been required to achieve the 2065 Level. Earlier raising to the 2135 Level and where works allow for future raising will minimise disruption in areas were direct intervention is required and will help towards ensuring a continuity of the defence.

The expected design life of defence structures will have to be considered when assessing the feasibility of raising the defence to the higher level.



Non-Developable Sites

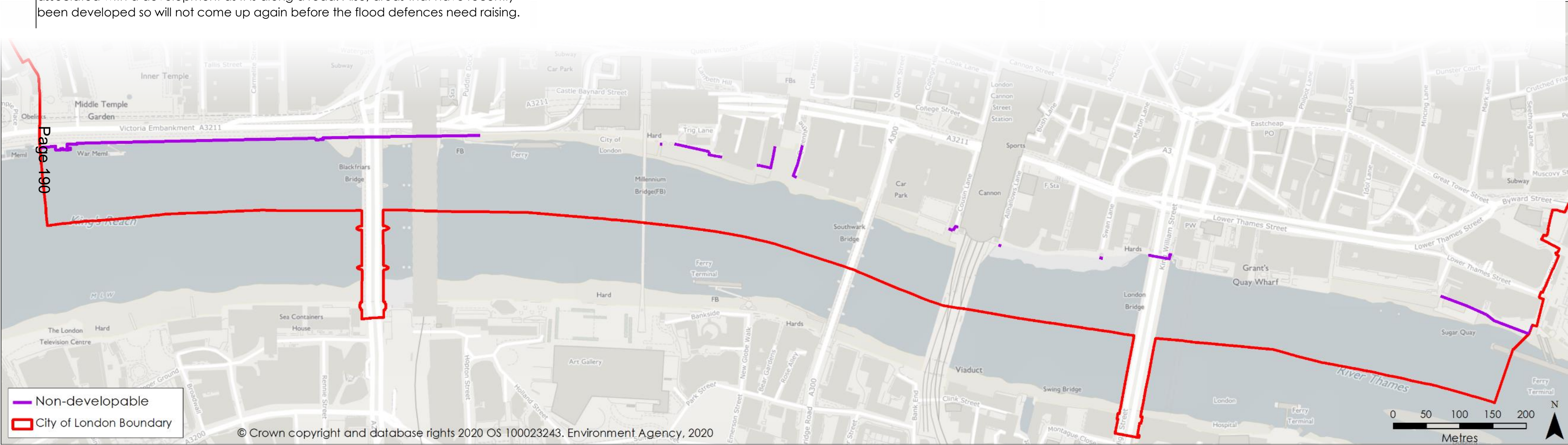
A proportion of the flood defence raising can be achieved through re-development of riverside sites over the coming years.

However, there are certain areas that have been identified that will not come up for development. These are areas such as Victoria Embankment that is not associated with a development as it is along a road. Also, areas that have recently been developed so will not come up again before the flood defences need raising.

Other areas include ends of roads down to the river such as the end of Cousin Lane and Allhallows Lane. These sites would be raised by direct intervention but would not be consistent with the rest of the riverside and would not benefit from the wider strategy aims. Making sure this does not happen is key.

How does this impact the Strategy?

As these areas have been identified, a plan needs to be in place on how these will be raised outside of developments.



Historic Environment

The whole riverside is of significant historical importance as it is the birthplace of London. The foreshore is littered with archaeological finds from history that have been logged on the *Greater London Historic Environment Records* database, but there will be many more that haven't been found yet.

There are 2 conservation areas adjacent to the riverside, The Temples and Whitefriars. Both are on the west side of the City.

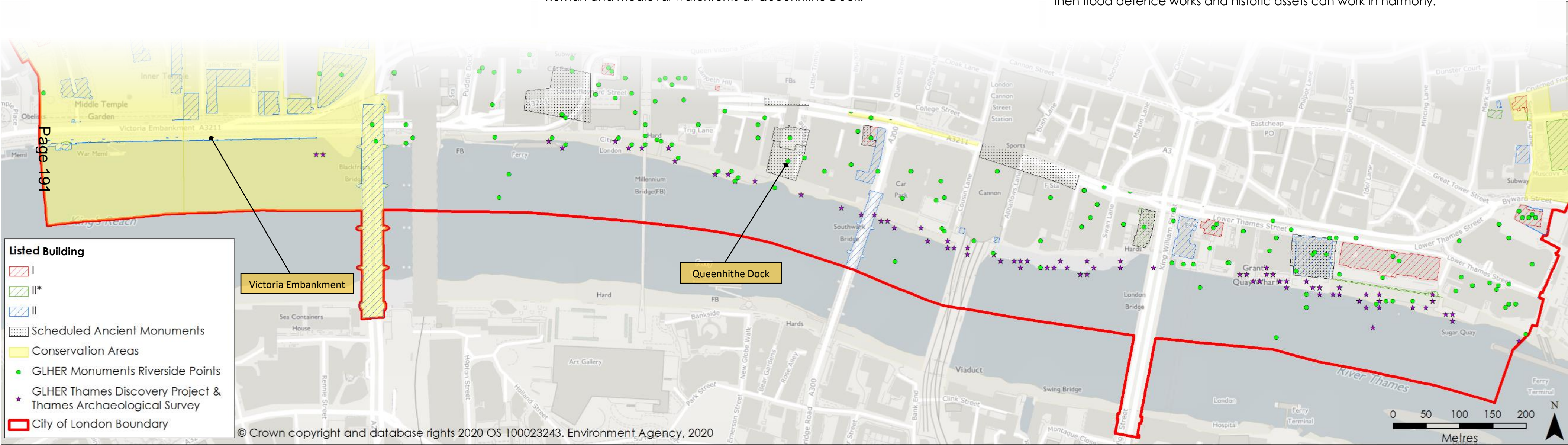
There are many listed structures along the riverside including bridges, railings, buildings and the actual flood defence, most notably the Victoria Embankment on the west side of the City.

There are also scheduled ancient monuments along the river, most notably the Roman and medieval waterfronts at Queenhithe Dock.

How does this impact the Strategy?

The City's riverside is steeped in history but much of it cannot be seen or appreciated currently. This brings an opportunity to bring out the historic importance of the riverside through this strategy.

Sometimes historic assets can limit the amount of work that can be done on a site, but if this strategy makes sure to highlight the historic importance of the riverside, then flood defence works and historic assets can work in harmony.



Land Use and Ownership

There are over 20 different landowners along the Riverside with a mix of public and privately-owned land. Public owners include the City Corporation and other public bodies such as the PLA. Land use along the river is mainly commercial offices, with two distinct residential cluster. There are around 320 residential units in each clusters, this accounts for around 8% of the total City's residential units (City of London's LLPG, 2021). Currently, it is the landowners responsibly to maintain and raise the flood defence that falls within their boundary.

There is the additional layer of complexity with freeholders and leaseholders of land. Different agreements may be in place about who pays for maintenance of the flood defence (therefore the raising), the freeholder or leaseholder.

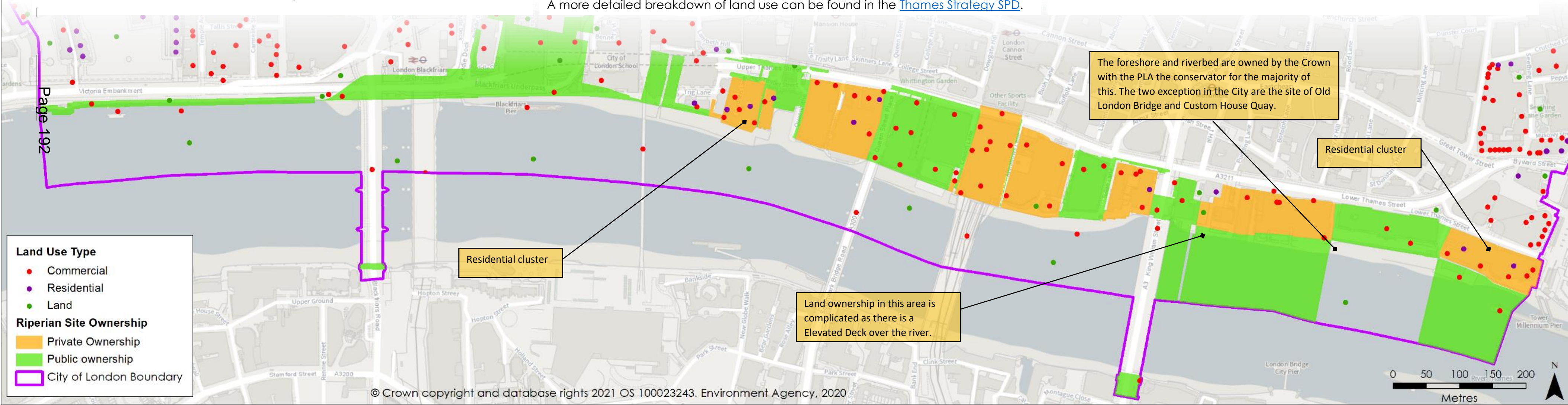
The emerging CityPlan 2036 promotes a mix of commercial and cultural uses being led by office development to add vibrancy to the riverside. Any development on or over the river is restricted to uses which require a riverside location for a river use. Freight and passenger transport are also encouraged, as well as waste (residential and construction) transport from Walbrook Wharf.

A more detailed breakdown of land use can be found in the [Thames Strategy SPD](#).

How does this impact the Strategy?

With over 20 landowners, plus leaseholders, the individual raising of the flood defence by each owner could result in a sporadic, random mix of raising methods. This would impact the riverside walk and public access. Also, if one owner does not do the raising, the whole project fails. A strategy to make the flood defence raising coherent is vital to maintain riverside views and accessibility.

When interviewing one of the owners along the river, much emphasis was put on bringing all the parties involved to get a joint up approach on how the raising is going to be done.



Access to the Riverside

Access to the riverside from the rest of the City is quite poor in most areas. As the riverside is built up, there are few opportunities to open up areas for access.

There is a busy road behind the row of buildings directly at the riverside. This is another barrier to access to the riverside as it can be hard to cross and is not a particularly pleasant environment.

There are a number of stairs and lifts that bring people to the riverside. Currently, the whole riverside walk is wheelchair friendly. However, the City Corporation has had long term success in securing public access to the riverfront via development.

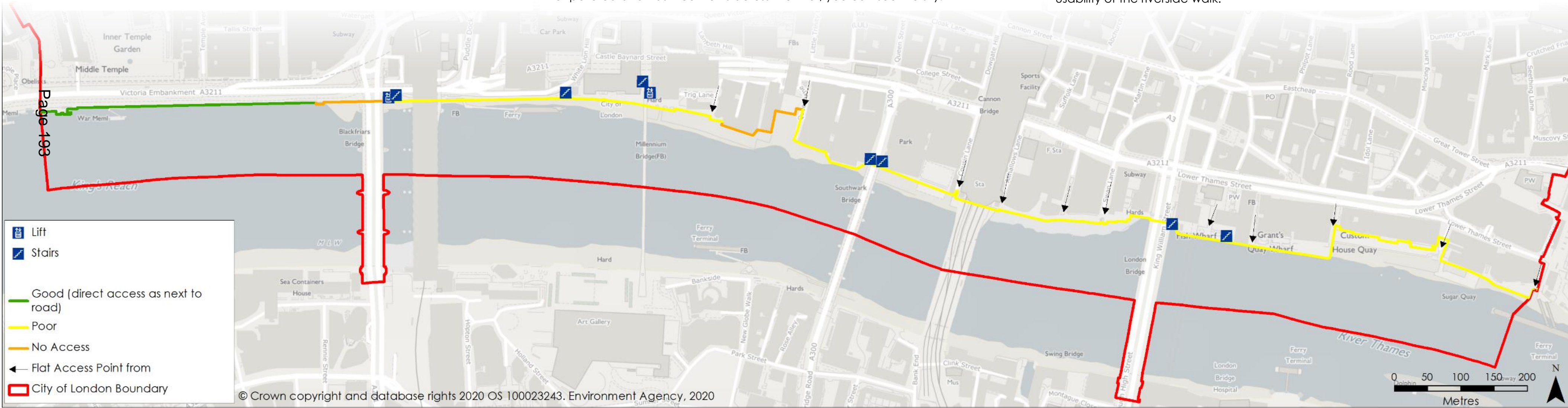
The Thames Path runs almost continuously along the City's Riverside and is an important, low pollution, east-west pedestrian route through the City. Strava, the running and cycling app, shows the City's riverside is almost constantly used by runners at all times of day and throughout the week. 121 interviews show the riverside is liked by runners and walkers as it is wider than most footpaths in London, is not polluted and has nice views across the river, you can see the sky.

How does this impact the Strategy?

Opportunities to increase access to the riverside will only come with development of a site. Every opportunity should be taken through planning to secure better access.

If raising works are to be done by each owner at different times, then there may be issues of wheelchair access between sites if one walkway is higher than next doors.

As an important route in the City, any works to the flood defences may impact the usability of the riverside walk.



River Safety

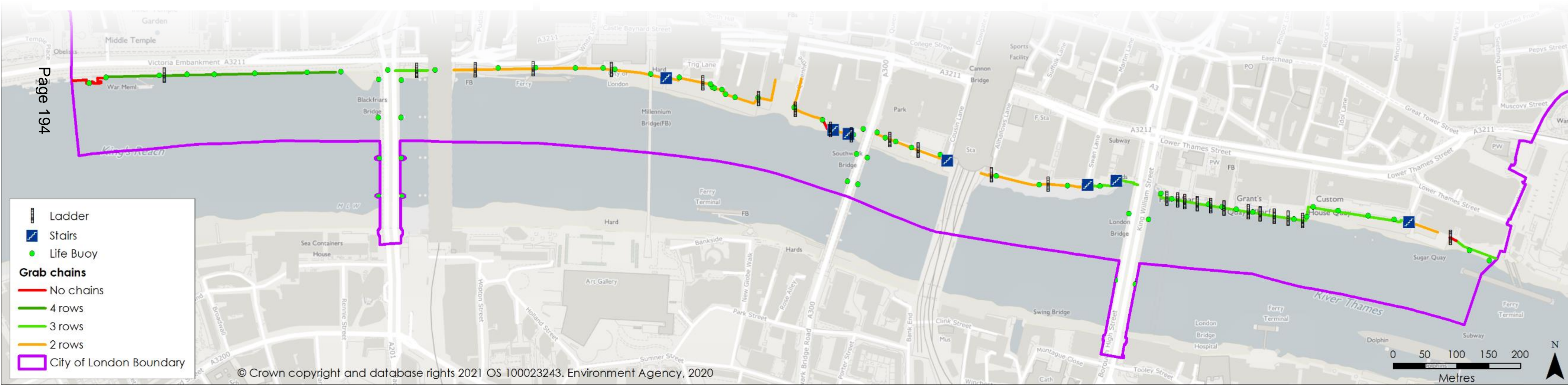
Lifesaving equipment include life buoys and grab chains.

There are also many access points such as stairs and ladders out of the river and foreshore.

The emerging City Plan 2036 Policy s17 Thames Policy Area requires "maintaining and enhancing access points to the River Thames foreshore, from both land and water, for public or private use as appropriate, subject to health and safety and environmental safeguards."

How does this impact the Strategy?

This equipment and access points should be retained and ideally improved upon going forward.



Natural Capital and Biodiversity

The River Thames is a huge part of the natural capital of the City as a Site of Metropolitan Importance for Nature Conservation.

There are a number of green roofs along the riverside, linking the important river habitat to other natural spaces.

However, the majority of the riverside walk is hardscape, with a few trees dotted along the riverside and a few planting beds.

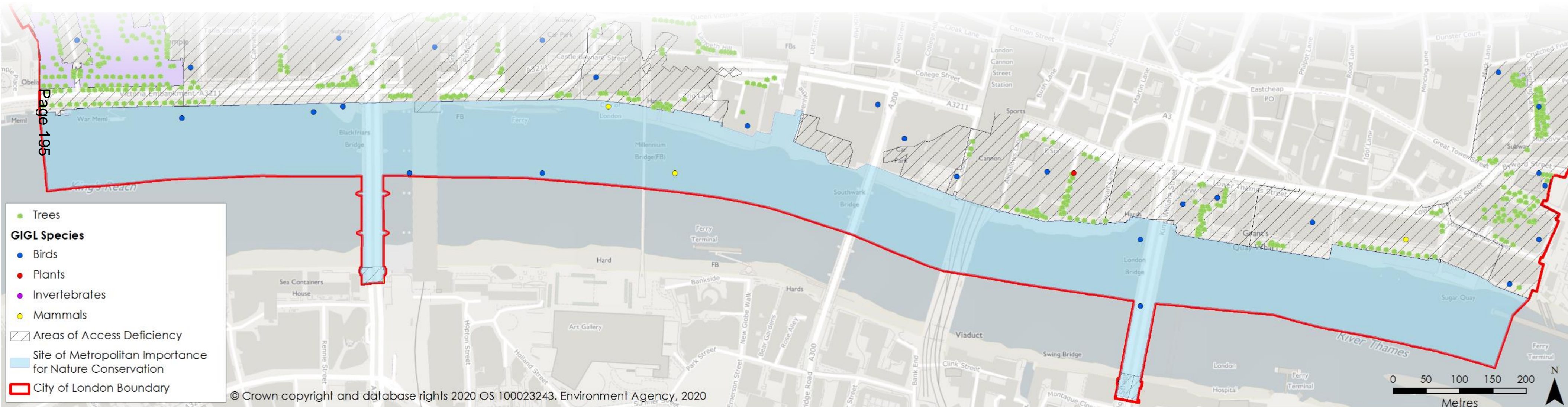
Read more about biodiversity in the City of the website:

<https://www.cityoflondon.gov.uk/things-to-do/city-gardens/target-species>

How does this impact the Strategy?

There is huge opportunity to increase natural capital along the riverside. Creating green corridors from the river into the City could increase biodiversity in the whole City.

Going forward, increasing tree shade cover should be prioritized as the riverside is south facing and is going to be a hot area when temperatures rise in line with climate change projections.



Public Realm Furniture

This map and the map on the next page show bins, benches, bollards and lighting on the riverside.

There are specific design guides and technical manuals on the Public Realm section of the City of London website:

<https://www.cityoflondon.gov.uk/services/streets/public-realm-and-lighting-design-guidance>

Lighting is a consistent feature along the riverside, it is well lit throughout with a lot of the lighting mounted on the flood defence wall.

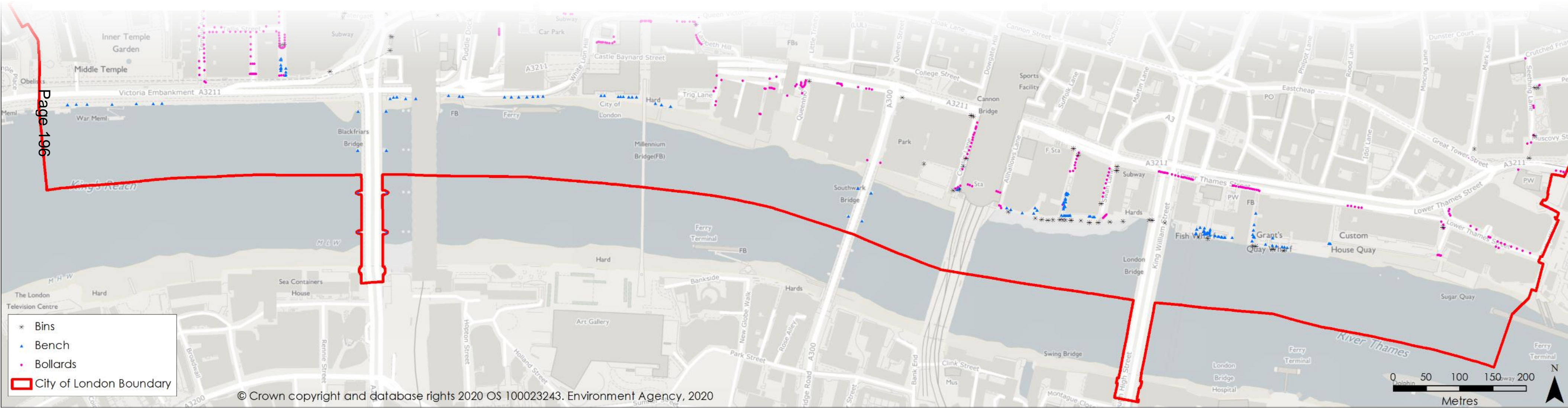
Benches are sporadically spaced along the riverside, some areas have a lot of benches, other having none. This may be due to the width of the riverside walkway being narrow in some areas.

Bins are again sporadically placed along the riverside with a lot in some areas and none in others.

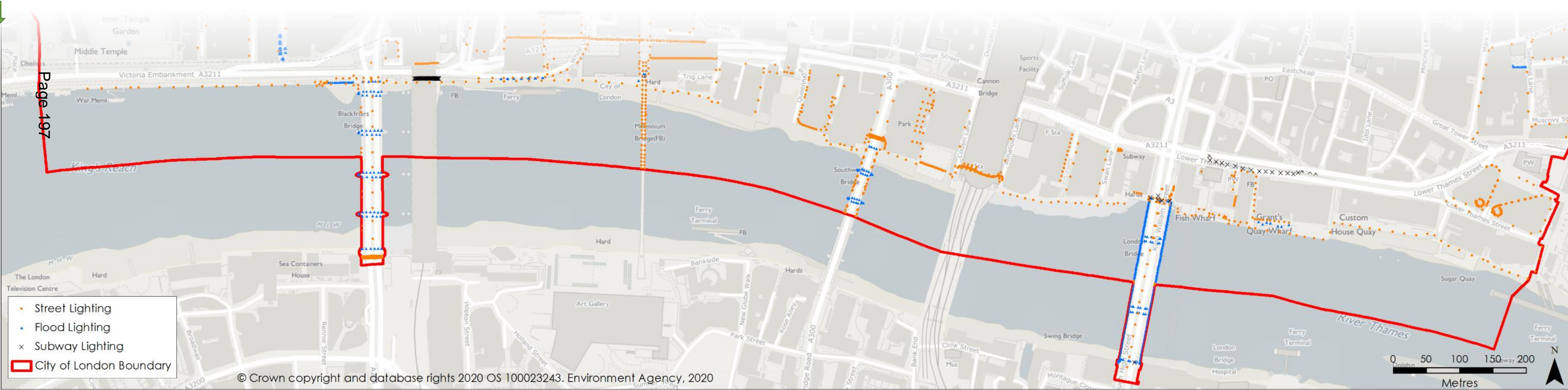
How does this impact the Strategy?

This strategy will allow more useful public realm features to be integrated into the riverside. This will be in line with the City of London's Public Realm guidance.

Lighting may need to be reconsidered as part of the river wall, as it may be difficult to raise lighting columns.



Public Realm Furniture- Lighting



This page is intentionally left blank

Committee(s): Public Relations and Economic Development Sub Committee Policy and Resources Committee	Dated: 18 th October 2021 18 th November 2021
Subject: Sport Engagement Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2,3,4,7 and 10
Does this proposal require extra revenue and/or capital spending?	Yes
What is the source of Funding?	PIF
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Director of Communications	For Decision
Report author: Sam Hutchings, Sport Engagement Manager, Town Clerk's Department	

SUMMARY

This report provides an update on the work of the Sport Engagement Manager (SEM) in delivering the City of London Corporation's sport engagement programme. Since the removal of event restrictions in the UK a number of sport related events are due to take place over the next few months and into next year. In addition, a major piece of research commissioned jointly with UK Sport on the benefits of hosting major sport events will be launched at the end of this year in Guildhall.

Events and initiatives are also being developed to support the City's wider corporate aims and recovery strategy following the pandemic. In view of the numerous high-profile sport engagement opportunities taking place next year, it is proposed that additional resources be requested to fund the City's sport engagement programme from the Policy and Resources Committee.

Recommendations

That, Members

- i) note the progress being made on the City Corporation's sport engagement programme as outlined in this report; and
- ii) agree that the Policy and Resources Committee be asked to allocate £75,000 from the Policy Initiatives Fund towards sport engagement activity for 2022/23.

MAIN REPORT

Background

1. The City Corporation's sport engagement work has continued to develop over the summer. This report explores the key themes of the City Corporation's sport engagement approach and how they are being taken forward by the SEM. It provides an update on this work and the plans being developed to celebrate major sport events and promote the benefits of sport to our stakeholders as part of the recovery process for the Square Mile. A key thread that runs through this is the principal aim of making the City, London and the UK global destinations for sport. In addition, the City Corporation is well placed to support grassroots sport across its venues and open spaces, as well as endorse the health and wellbeing benefits to a wide and diverse audience.

Promoting Global Sport

2. As set out in the attached appendix, there are number of domestic and international engagement opportunities aligned to major sport events taking place over the coming years. Next year will see the UK hosting the Euro 2022 Women's Football Championships in England, the Commonwealth Games in Birmingham and the Rugby League World Cup. In addition, the FIFA World Cup will take place in Qatar towards the end of the year. The SEM is engaging with partners, including the competition organisers and government, to explore ways of supporting and celebrating these events.
3. A home Commonwealth Games represents a unique opportunity for the City Corporation to work with regional business and government partners on a programme of events taking place in London and Birmingham. Discussions are already underway on hosting an event at UK House during the competition, although this and other activity will be subject to proposed additional funding being allocated for sport engagement next year. The City will also welcome the Queens Baton Relay through the Square Mile next June which will be focused on community engagement in front of local landmarks.
4. In addition to providing support for upcoming major sport events, the City Corporation is well positioned to back future bids to bring more coming to the UK. With the convening power and international reach of the City Corporation through the Lord Mayor and Policy Chair, we are able to provide support for potential bid programmes aimed at high profile competitions such as the Women's Rugby World Cup in 2025 and the FIFA Men's Football World Cup in 2030. There are likely to be many more bids being prepared as UK Sport considers which major events align with its strategic outlook over the coming years.
5. Next month will see the launch of the City Corporation's research jointly commissioned by UK Sport on the trade and soft power benefits of hosting major sport events. The event will take place at Guildhall on 30th November. The research work was undertaken by EY and includes a number of findings that demonstrate the importance of major sport events to the UK's inward investment and foreign diplomacy strategies. This will be pivotal to the work of the City Corporation's sport

engagement programme going forward, explaining to our stakeholders and partners why we are involved in this area of work.

6. Subsequent to the launch the SEM will be looking at how these findings can be used to enhance the current oversight of major sport events to ensure the benefits can be maximised. Working with our partners, including UK Sport and the government, it is hoped a new forum can be set up to take this forward. As part of this, the City Corporation would seek to support UK Sport's international relations programme going forward, which includes hosting its annual seminar at Guildhall next year.
7. Speaking regularly to the Department for International Trade, the SEM is developing ideas for the City Corporation to become a key partner in its international sport and trade strategy. By using our domestic and international contacts and expertise, the City Corporation can lead on events that bring sport and business leaders together for topical discussion. For instance, the SEM is working with the World Academy of Sport to host a Global Sports Agora next year that will consider issues such as sustainability in sport and sponsorship.
8. As mentioned previously it is also envisaged that, within the next year subject to funding, a feasibility study will be undertaken to look at the benefits of creating a global sport hub in the Square Mile to provide state of the art leisure facilities and flexible office space for domestic and international sports organisations. A location would need to be considered as part of this, as well as required capital and revenue investment. However, it could represent a unique and ambitious opportunity to demonstrate the City Corporation's commitment to the health and wellbeing of local people whilst also showcasing the Square Mile as a global sporting destination.

Inspiring Grassroots Sport

9. A number of initiatives are being developed by the SEM to promote the health and wellbeing benefits of sport and physical activity. The City Corporation will be the headline sponsor of this year's ukactive conference, which is taking place at Guildhall for the first time ever. On the same day a skateboard activation has been organised with Skateboard GB to showcase this new Olympic sport to local children, providing tuition for pupils from the Aldgate School and a group from the City YMCA. There will also be a demonstration by Team GB hopefuls at the end of the day for delegates attending the ukactive conference.
10. Later this year, the City Corporation will again play host and major sponsor to the London Sport Awards. The ceremony will be taking place at Guildhall on Monday 6th December and shortlists for the awards have already taken place, including the City sponsored 'Business Contribution to Grassroots Sport' award. This will be the second time the City Corporation has hosted this event and it is hoped that the ceremony will represent another successful collaboration with London Sport.
11. In recognition of the importance of sport and physical activity to recovery plans for the Square Mile and across London, the SEM is exploring ways of using City Corporation assets and open spaces to inspire interest and participation in sport. The athletics track at Parliament Hill will host next year's Night of the 10kpbs, which

will also be used to decide on qualifications for the Commonwealth Games that summer. Various urban events taking place with the Square Mile as a backdrop, such as the FIBA 3x3 basketball competition, are also being considered as opportunities to drive-up participation and welcome visitors and workers into the City.

12. Diversity and inclusion are also important strands of the City Corporation's approach to sport engagement. In the run up to Christmas we will be hosting a reception to celebrate the UK's successful bid to host the UN backed Informal Working Group on Women in Sport in the UK from 2022 until 2026. As an initial backer of the bid the City Corporation will be involved in a number of events to celebrate women in sport during this period.

Financial Implications

13. Members will recall that the Policy and Resources Committee agreed to allocate £40,000 from its Policy Initiatives Fund towards sport engagement activity for 2021/22. These funds have been committed to events and engagement taking place up until March next year. Owing to the number of high-profile sport related events and initiatives being planned for the next financial year, it is not possible to meet these from local risk. In addition, much of this engagement falls outside the scope of the Hospitality Working Party as it will take place away from Guildhall or online. It is therefore suggested that a further request be made to the Policy and Resources Committee for an allocation of £75,000 from its 2022/23 Policy Initiatives Fund towards sport engagement activity, categorised as 'Promoting the City' and charged to City's Cash. The current uncommitted balance in the 2022/23 Policy Initiative Fund is £687,000 prior to any allowances being made for any other proposals on today's agenda.

Conclusion

14. This report provides an update to Members on the work of the City's SEM to take forward the sport engagement programme. There are a number of sport focussed events taking place over the coming months which are aligned to corporate objectives around business, wellbeing and diversity. These make use of the City Corporation's convening power and resources to support the work of key partners in making the UK a global sports destination and inspiring people to take up grassroots sport and physical activity. To make the most of opportunities available next year it is suggested that further funding be made available to cover planned sport engagement activity during that period.

Appendix

City of London – Sport Engagement Schedule

Sam Hutchings

Sport Engagement Manager

E: sam.hutchings@cityoflondon.gov.uk

City of London Sport Engagement Schedule
October 2021

Year	Date	Event	Location	Partner	City Corporation Engagement
2021	13 th October	Ukactive Conference	Guildhall	Ukactive	Host and Key Sponsor
	13 th October	Skateboard Activation	Guildhall Yard	Skateboard GB	Partner
	30 th November	Launch of MSE Research	Guildhall	UK Sport & EY	Host and Joint Sponsor
	6 th December	London Sport Awards	Guildhall	London Sport	Host and Key Sponsor
	17 th December	Women in Sport Celebration	Guildhall	Sport Recreation Alliance	Host
2022	17 th January	UK Sport International Relations Seminar	Guildhall	UK Sport	Host
	26 th January	UK Sport 25 th Anniversary Event	Guildhall	UK Sport	Host
	8 th March	British Canoeing Strategy Launch	Guildhall	British Canoeing	Host
	9 th March	Global Sports Week	Paris	Global Sports Week	Speaker
	14 th March	Dubai Expo – Commonwealth Day Event	Dubai	Dep for International Trade	Speaker
	30 th March	Paralympic Team GB Celebration	Guildhall	British Paralympic Association	Host
	21 st April	Global Sport Agora	Guildhall	World Academy of Sport	Host and Key Sponsor
	14 th May	Night of 10kpbs	Hampstead Heath	UK Athletics	Host and Key Sponsor
	4 th June	Queens Baton Relay for Commonwealth Games	City of London	Birmingham 2022	Host
	6 th -31 st July	UEFA Women's Euro 2022	England	The FA & GLA	TBC
	27 th July	Ten Year anniversary of London 2012	London	TBC	TBC
	28 th July – 8 th Aug	Commonwealth Games	Birmingham	Various	TBC
	15 th Oct – 19 th Nov	Rugby League World Cup	England	TBC	TBC
	21 st Nov – 18 th Dec	FIFA Men's World Cup 2022	Qatar	Various	TBC
2023	February	Cricket World Cup	India	TBC	TBC
	May	200 th Anniversary of Rugby	London	World Rugby	TBC
	May	3x3 Basketball World Series	City of London	FIBA	TBC
	June	Baseball European Series	London	Major League Baseball	Host of Welcome Reception
	July	FIFA Women's Football World Cup	Australia	TBC	TBC
	August	UCI Cycling World Championships	Glasgow	TBC	TBC
	September	Men's Rugby World Cup	France	TBC	TBC
2024	April	30 th Anniversary of Women in Sport Declaration	London	Various	TBC
	May	Champions League Final	London	GLA	Host of Celebration Party
	June	UEFA Men's Euro 2024	Germany	TBC	TBC
	July	Olympic Games	Paris	BOA	TBC
	September	Paralympic Games	Paris	BPA	TBC

This page is intentionally left blank

Committee(s): Policy and Resources Committee	Date: 18 November 2021
Subject: City of London Academies Trust Board of Trustees: Appointment of Sponsor Trustee	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1d; 3b-d; 8a,d; 10e
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk	For Decision

Summary

The Policy and Resources Committee is responsible for appointing two Trustees to the City of London Academies Trust (CoLAT) in accordance with the Sponsor Trustees' Appointment Policy set by the Court of Common Council in January 2016 and amended in October 2017.

One of the Policy and Resources Committee's two appointees has stepped down as a Trustee and there is now a need to appoint a Sponsor Trustee to this vacancy. Following discussions with the Chair of CoLAT as to the Trust's current needs and requirements, Common Councillor Ben Murphy has been identified as a suitable candidate and his appointment is proposed.

Recommendation

The Policy and Resources Committee is asked to consider the appointment of Common Councillor Ben Murphy as a Sponsor Trustee of the City of London Academies Trust Board of Trustees for a four-year term commencing 18 November 2021.

Main Report

Background

1. The City of London Academies Trust oversees six secondary academies, three primary academies and one sixth form centre in London and seeks to deliver outstanding educational outcomes for young people. The Trust also works closely with the maintained primary school and three independent schools supported by the City of London Corporation.
2. The Trust is overseen by a Board of Trustees, which has ultimate legal accountability for the educational outcomes of the Trust's schools and sets the Trust's strategy, financial management, and regulatory compliance. This is

supported by the work of a Standards & Accountability Committee and a Finance Audit & Risk Committee, whose memberships are drawn from the Board of Trustees.

3. The Articles of Association of the City of London Academies Trust specify under Article 50 that, as Sponsor, the City of London Corporation may appoint up to six individuals to serve as Sponsor Trustees on the City of London Academies Trust Board of Trustees, having due regard to the need for the Board of Trustees to have a balance of skills and experience and to appoint suitably qualified individuals who support the purposes of the Academy Trust and can commit the time necessary to fulfil the role of Trustee. The Policy and Resources Committee is responsible for appointing two of these Sponsor Trustees to the City of London Academies Trust in accordance with the Sponsor Trustees' Appointment Policy set by the Court of Common Council in January 2016 and amended in October 2017.

Current Position and Proposal

4. One of the Policy and Resources Committee's existing appointees, Deputy Edward Lord, stood down as a Trustee from at the end of July 2021 and there is a need to appoint a Sponsor Trustee to the vacancy which arises as a consequence.
5. On behalf of CoLAT, the Chair has made recommendations in respect of the skills and expertise which the Trust would welcome in any prospective appointment.
6. An expression of interest having been made by Common Councilman Benjamin Murphy, the Chair has indicated that CoLAT would be supportive of his appointment and would welcome the skills and expertise he would bring to bear.
7. Information relating to Mr Murphy's experience can be viewed at **Appendix A**. The Committee is invited to consider his appointment to the outstanding vacancy for a Sponsor Trustee on the Board of Trustees accordingly.

Conclusion

8. A vacancy having arisen, your Committee is asked to consider the appointment of Ben Murphy to serve on the CoLAT Board of Trustees.

Appendices

- Appendix A: Expression of Interest – Benjamin Murphy

Expression of Interest in the role of Sponsor Trustee

Benjamin Murphy is passionate about the need for high-quality life-long learning opportunities for all and is particularly driven to empower school leadership teams to become outwardly facing, self-analysing and flexible to adapt to future change initiatives.

He was appointed as a Community Governor by Essex County Council in 2002, at the age of 18. He initially served on an Infants School board and developed a plan to merge the school with a local junior school to create a single primary on a new, state-of-the-art school site. After the success of the project, he was appointed to an underperforming secondary school, where he later became Chair of Governors. To ensure the school had capacity to evidence effective action to Ofsted, Ben led a TOM and Governance Review, resulting in restructuring of both the governing body and the senior and middle leadership teams. He saw the successful completion of a 15-year plan to build a new school fit for the 21st century with associated name change and re-branding, the creation of a Sixth Form consortium and he managed a successful academy conversion in a new trust of schools alongside the Church of England and the Department for Education. He also took the school into positive budget position; achieved a fully staffed school and left with a considerable waiting list of admissions.

As Investment Bank COO at UBS, Ben has supported the UK entity's charitable ambition to enhance education in East London. He has worked closely with the Bridge Academy in Hackney fostering the ambition to build a continuous programme which gives students, staff and UBS employees opportunities to work and learn together. This 'Outstanding' partnership has transformed the outcomes for countless young lives from deeply deprived backgrounds and continues to be a template for other City firms and philanthropic investors in how to have an impact in closing the gaps for pupil premium students.

Ben has also been a vocal member of the Education Board of the City of London Corporation for the past 3 years.

This page is intentionally left blank

Committee(s): Policy & Resources	Dated: 6
Subject: Culture and Commerce Taskforce: A Year of Fuelling Creative Renewal	For information
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 5, 7, 8, 10 and 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	Public
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Damian Nussbaum, Executive Director, Innovation & Growth	
Report author: Sian Bird, Head of Partnerships – Culture Mile	

Summary

This report presents the City Corporation's final report for its Culture & Commerce Taskforce *A Year of Fuelling Creative Renewal*. Published on 20 October 2021, the report sets out the impact, lessons and legacy of Taskforce activity which has been driven forward as part of the Lord Mayor of the City of London's *Global UK* programme.

Investment of £20,000 was allocated from your Policy Initiatives Fund (PIF) in the 2021/22 financial year in order to provide incubator funding to initiate City Corporation-led projects in support of the work described above. The outcomes of these projects and the potential future adoption of models in the City and nationally are described in the report.

Concluding the work of the Taskforce, a suite of materials has been published alongside the report. These include a film and digital knowledge bank (containing case studies, think pieces and 'how-to' guides). They are available here or as hard copies on request from the Director of Innovation & Growth.

Recommendations

Members are asked:

- to note the achievements of the Culture & Commerce Taskforce and lessons learnt (highlighted in the report's Executive Summary, pages 3-5 in appendix 1).
- To continue to support officers as they identify opportunities for culture and commerce to work together to have the strongest possible impact on recovery.

Main Report

Background

1. Chaired by the Lord Mayor, in partnership with the City Corporation and Culture Mile, the Culture & Commerce Taskforce was established in September 2020. In recognition that building a renewed creative sector drives economic growth and supports competitive advantage, the Taskforce assembled leading figures from across the capital to address the shared challenges faced by the creative and commercial sectors in the City, and London more widely, in the wake of the pandemic.
2. Taskforce activity comprised of 4 key phases:
 - a. Sep 2020 – Feb 2021: **Research & Development** (the Taskforce was established, roundtables and digital consultation were undertaken and the *Fuelling Creative Renewal* report was published, outlining recommendations)
 - b. Mar – May 2021: **Project design & planning** (92 expressions of interest were considered, start-up sessions were convened, and project groups were established)
 - c. June – Aug 2021: **Project Delivery** (the Action Plan was approved by City Corporation committees and implemented by project groups; incubator funding of £20,000 was awarded to the programme by your Policy and Resources Committee)
 - d. Sep – Oct 2021: **Wrap up** (a learning forum was held and activities evaluated, the final meeting of the Taskforce was convened, a 'One Year On' reception was hosted by the Lord Mayor with 150 guests at the Museum of London, and the final report and supporting materials were published).
3. The *A Year of Fuelling Creative Renewal* report (available at appendix 1) and supporting materials were published on 20 October 2021, setting out that collaboration between cultural and commercial sectors has stimulated economic recovery and that working together can have a stronger impact, particularly in relation to the three key recommendations made by the Taskforce in their original report:
 1. **Enabling creative activation** – bringing London alive through creativity
 2. **Facilitating culture and commerce exchange** – building skills and knowledge sharing between the sectors to navigate the post-pandemic world
 3. **Developing creative enterprise hubs** – providing space for cross-sector innovation
4. The report explores the five projects led or co-led by the City Corporation that have supported the above recommendations and a number of strategic goals set out in the Recovery Taskforce's [*The Square Mile: Future City*](#) report.
5. The five key projects tested how innovative new models of working across culture and commerce could put in to practice the Taskforce's recommendations:

- **Enhancing the City** has helped fill shops, offices and public spaces across the City with art, attracting visitors and workers and boosting footfall.
 - The **Creative Exchange** programme has linked businesses and creatives together to deliver a wide-ranging skills and knowledge-sharing programme
 - **Creative Skills** brought young people together to design solutions to address low numbers of young people opting for arts at GCSE and A level, especially those from backgrounds underrepresented in the creative industries
 - **Create in the City** has helped to establish creative workspace hubs that support small, diverse, creative Square Mile businesses
 - **Creatives for London** has analysed the ways in which the skills and expertise of creatives can be drawn upon to imaginatively deliver urban renewal projects.
6. The report highlights the key achievements and lessons learnt from these projects, including the delivery of **£623,000** worth of cross-sector projects, generating an **additional £157,000** of in-kind commitments, activating **40 commercial sites** with creative activity, securing **6,000 hours** of creative workspace and bringing together a community of **60 organisations** to create new partnerships and commit new investment.
7. Further information on the impact, lessons and legacy of the Taskforce's work is set out in a **suite of resources** that have been published to mark the conclusion of the Culture & Commerce Taskforce (a final report, film and digital knowledge bank). These are available here [INSERT LINK](#) or as hard copied on request to the Director of Innovation & Growth

Current Position

8. As well as catalysing a range of projects that external partners continue to deliver, the work of the Taskforce will **inform the ongoing work** of your Cultural and Visitor Development and Culture Mile teams, the latter as it establishes its Business Partnership.
9. Wherever possible, the teams will continue to seek out opportunities to promote the mutual benefit of culture and commerce working together to enable economic growth, nurture and grow a community of partners, build upon the initiatives that have been shown to work, seek external investment for these, and share learning in order to inform related projects and strategies.

Corporate & Strategic Implications

- o **Strategic implications:** The work of the Culture & Commerce Taskforce has been closely aligned with and complements your Recovery Taskforce strategy [The Square Mile: Future City](#). Notably, it delivers on the objective "to enable City leisure sector businesses to thrive", as detailed under the Vibrant Offer dimension of the strategy. In addition, the approach strongly supports the objective "we will work with the property industry to enable and promote

sustainable, flexible and adaptable buildings” as detailed within the Outstanding Environments dimension.

Taskforce activity has aligned with the [Corporate Plan](#) across multiple outcomes in that the work undertaken has helped advance the City’s position as a global hub for innovation in financial and professional services, commerce and culture; supported and protected cultural facilities and programmes (and access to them); promoted a thriving economy by seeking to deliver competitive advantage for the City, and inspired enterprise, excellence, creativity and collaboration.

The approach has also aligned with core ambitions described within the City’s [Cultural Strategy 2018/22](#) and its [Visitor Strategy 2019/23](#) in that it has helped to deliver cultural excellence, promote our strengths, engage with business, develop clear leadership on culture, support local stakeholders and contribute to the economic resilience of the London and UK tourism industries.

- o **Financial implications:** As set out in the final report, £623,000 worth of cross-sector projects were delivered as part of Taskforce activity, generating an additional £157,000 worth of in-kind commitments. This builds on the City Corporation’s investment of £20,000 incubator funding to initiate five City Corporation-led projects from your Policy Initiatives Fund (PIF).
- o **Resource implications:** Delivery of Taskforce activities has required significant officer time, particularly by the Culture Mile, Cultural and Visitor Development and Mansion House teams. While officers will continue to lead culture and commerce initiatives as part of their ongoing teams’ workplans, Taskforce activity is now complete and no further resource implications have been identified.
- o **Legal implications:** Input from the Comptroller and City Solicitor was sought as appropriate, particularly where contractual obligations were required. This work is now complete and no further risks have been identified.
- o **Risk implications:** Taskforce activity has now been completed and the final report has been published, shared publicly and been welcomed in London and sector-specific media. No further risks have therefore identified.
- o **Equalities implications:** Enabling under-represented groups and individuals sits at the heart of all projects; notably supporting ethnically diversity, gender balance and young people. The Taskforce projects *Creative Skills* and *Create in the City* have been particularly strong in this area.
- o **Climate implications:** None identified.

Conclusion

10. The year-long activity of the Culture & Commerce Taskforce has found that there is significant **mutual benefit** to be gained through cross-sector collaboration, particularly in the areas of creative activation, skills and knowledge exchange and creative enterprise hubs. The report sets out how culture and commerce can work together to have a far stronger impact on recovery – significantly contributing to the attractiveness of the City and London as a place where

business, workers, visitors and residents may thrive. This, in turn, will enable a stronger and more robust return to the City and London, protecting jobs, driving investment, accelerating recovery and helping to drive global competitive advantage.

Appendices

- Appendix 1: *A Year of Fuelling Creative Renewal* (final report of the Culture & Commerce Taskforce)

Sian Bird

Head of Partnerships and Strategic Projects, Culture Mile
Innovation & Growth

E: sian.bird@cityoflondon.gov.uk

This page is intentionally left blank

Culture & Commerce Taskforce

A Year of Fuelling Creative Renewal

Impact, achievements, lessons and legacy

Page 215

Final Report

October 2021

Contents

Foreword, the Lord Mayor of the City of London	2
From the Taskforce	2
Executive Summary	3
The Taskforce's recommended projects	6
Achievements	9
Lessons learned	12
Legacy and next steps	15
About the Culture & Commerce Taskforce	16
Acknowledgements	18

Page 216

“

Now, more than ever, our cities and communities need us to work together to breathe new life into familiar spaces in order to ensure London's creative energy and competitive strengths remain qualities that make it the best city in the world to live, learn, work and invest.

THE RT HON THE LORD MAYOR
OF THE CITY OF LONDON
ALDERMAN WILLIAM RUSSELL

”

Foreword

The Lord Mayor of the City of London



The pandemic affected every single part of our lives and it was clear to me that we needed to work together to bring our cities back to life. This teamwork was at the very heart of the Culture & Commerce Taskforce.

I am immensely proud of the work we have all undertaken in the last year to bring these sectors closer together. By piloting many new initiatives which are supporting London, the organisations involved have helped accelerate recovery and deliver benefits for both sectors.

However, our behaviours, our working patterns and our economy have all undergone huge changes – continuing to significantly impact our urban centres. Now, more than ever, our cities and communities need us to work together to breathe new life into familiar spaces in order to ensure London's creative energy and competitive strengths remain qualities that make it the best city in the world to live, learn, work and invest.

The work of the Taskforce has shown that together we can bring about a far stronger recovery for our people and places than we can alone. So, I hope the work of my Taskforce will continue to be a call to arms.

That call to the cultural sector is to test how working closer with businesses can give you access to new spaces, commissioning opportunities and skills development for your staff.

For the commercial sector it is to explore how the cultural sector can enhance your business; whether it's through creative experiences that encourage your staff back to the office and inspire them to think differently, or by transforming spaces across cities into the vibrant destinations where clients and investors want to do business.

I believe that it is up to all of us to drive this and when we all work together to take advantage of these opportunities – we will truly fuel London's creative renewal.

**THE RT HON THE LORD MAYOR
OF THE CITY OF LONDON**
ALDERMAN WILLIAM RUSSELL

From the Taskforce



RUTH DUSTON OBE OC,
MANAGING DIRECTOR,
PRIMERA CORPORATION LTD



As members of the Culture & Commerce Taskforce, we've found it hugely useful to have a forum to come together beyond sector silos to help accelerate London's recovery at this challenging time. The wide-ranging partnerships that have put into practice the recommendations we made in Fuelling Creative Renewal have shown that when the creative, business and civic sectors work together, we can achieve something far more powerful for our cities than we can alone. We all have a responsibility to continue to be ambassadors for this joined-up approach to recovery and bring what we can to the table, whether that's skills, ideas, resources or investment. By doing this we can ensure that London remains one of the world's most vibrant and attractive cities."



SIR NICHOLAS KENYON
MANAGING DIRECTOR,
BARBICAN (to September 2021)



The Taskforce is delighted to share this report – it's been a great experience to interact with other sectors over the past year to reinforce the fact that culture and commerce are not two separate worlds but depend vitally on each other. Thanks to the Lord Mayor's initiative, we've learned that working outside your own sector to find the common ground and mutual benefit needs an open mind and the flexibility to take risks, but brings huge rewards. In particular, the connected nature of our spaces, both the buildings and the activity in them, brings us together with fresh ideas as to how culture and commerce together can be at the heart of recovery. We hope this report provides a stimulus and some ideas for those looking at how urban ecologies can link up to create a future for our cities."

Executive Summary

This report celebrates a year of collaboration between cultural and commercial sectors that has **stimulated economic recovery** and shown that by working together we can have a **stronger impact**.

"The Taskforce has shown that together we can bring about a far stronger recovery for our people and places than we can alone. When the creative, commercial and civic sectors all work together to share their resources and expertise – we will truly fuel London's creative renewal."

THE RT HON THE LORD MAYOR OF THE CITY OF LONDON
ALDERMAN WILLIAM RUSSELL

The Culture & Commerce Taskforce brought together industry leaders who championed projects that unite business and the creative industries for **mutual positive benefit**.

After having set out a blueprint for how Culture & Commerce could work together earlier in 2021 – **new, innovative models** have now been tried, tested and shown to work.



Over the last year, City of London Corporation and Culture Mile delivered with partners:

£623,000

worth of collaborative, cross-sector projects within the Square Mile and beyond.

£157,000

in-kind commitments that put into practice the recommendations in the Taskforce's report *Fuelling Creative Renewal*.



Addressing the Taskforce's three key recommendations of Creative Activation, Culture & Commerce Exchange and Creative Enterprise Hubs:

40

commercial sites have been repurposed to showcase creative activity;

26

individuals/organisations took part in **CPD and skills development** activity; and over

6,000

hours of workspace has been secured.



This activity has built a foundation for a long-lasting shift in collaborative working between the sectors, establishing

a community of over 60 organisations

creating new partnerships and committing new investment.

Executive Summary continued

Commercial partners benefitted from **increased profile** and the **increased attractiveness and vitality** of their sites making them welcoming to all and **drawing people** into the area. They were better able to **upskill** their workforce and meet employee needs for an inspiring working environment.



Creative partners secured new **employment** opportunities and **new spaces** to work, developing their **skills** and providing **platforms** for new activity to reach **new audiences**.



This is only the beginning; it has become clear that the success of our cities is dependent on this work continuing and growing, and requires **ALL parts of urban ecologies to play a role**, contributing expertise, resources and investment.



Mutually beneficial collaboration will **continue beyond** the conclusion of the Culture & Commerce Taskforce through connections that have been embedded and partnerships that have been made over the past 12 months, fuelled by a strong desire from both sectors to do more.



The Taskforce has put in place the foundations for cultural, commercial and civic organisations to adopt and adapt these ideas elsewhere, establishing a **knowledge bank** of resources, freely available to others, as a way to share insights, good practice and recommended ways of working to areas wanting to adopt similar approaches.

Executive Summary continued

Taskforce in numbers

Inputs →



19

Taskforce Members



10

Recommended projects



92

Expressions of interest



55

Contributors to start up sessions



253

Survey respondees

5

City of London Corporation led or co-led Projects

Key achievements →



£623k

Cash budget



£157k

in-kind contributions



20,000+

sq ft of creative workspace



60

Project Partners

Outputs

40

sites activated with creative activity

2

new creative enterprise hubs

6,000+

hours of free creative space

80%

of research participants with potential space for creative activity

400+

young creatives supported

26

organisations/individuals taking part in CPD and skills development

Taskforce recommended projects

In their *Fuelling Creative Renewal* report (published February 2021), the Taskforce made three key recommendations:

- 1** Enable **Creative Activation**, bringing London alive through creativity
- 2** Facilitate **Culture & Commerce Exchange**, building skills and knowledge sharing between culture and commerce
- 3** Develop **Creative Enterprise Hubs**, providing space for cross-sector innovation

These have been put into practice through **ten projects**; five led or co-led by the City of London Corporation, with a further five delivered by a range of partners and providers supported by the Culture & Commerce Taskforce Project Team.



Taskforce recommended projects continued

The five City Corporation projects were:

1

Enhancing the City

Six schemes co-designed by cultural and commercial sectors to fill commercial spaces with curated creative activity, with the aim of showcasing London's vibrancy and attracting people back into London's Central Activities Zone.

2

Creatives for London

An in-depth look at five City Corporation urban renewal projects which employed creatives with the aim of promoting best-practice and encouraging more commissioners across sectors to do the same.

3

Creative Exchange

A wide-ranging skills and knowledge sharing programme that scoped, developed, signposted and offered two-way skills development and knowledge sharing opportunities between the creative and commercial sectors.

4

Creative Skills

A week-long workshop with a cohort of young people who had chosen creative subjects at GCSEs or A-Levels. The project aimed to highlight barriers and develop peer-informed solutions that address low numbers of young people opting for arts subjects at GCSE and A level, especially young people from backgrounds underrepresented in the creative industries.

5

Create in the City

An exploration of how creative workspace and creative enterprise hubs can be established through a range of interventions involving the cultural, civic and commercial sectors. The workstream spanned small-scale experimental initiatives, a large exemplar project and longer-term work by the City Corporation to deliver changes in planning policy.



Taskforce recommended projects continued

The five partner-led projects were:

1

Celebrating London's Creative Offer

A series of major events and activations that harnessed culture's ability to attract people into areas which have suffered from low footfall. Taskforce member organisations led several high-profile campaigns such as the Mayor of London's *Let's Do London* programme and the Central London Alliance's prominent *#LondonLoveAffair* campaign. The City Corporation supported both financially and has delivered a comprehensive cultural programme across the City.

2

Createch

An exploration into the City's potential to become a 'digital test bed' for the creative sector – building a fit-for-purpose environment for creatives to grow and test new technology-dependent products, experiences and services. Tech London Advocates facilitated discussions with the City Corporation and NDT Broadgate on the potential for 5G infrastructure.

3

Creative Digital Acceleration Programme

A skills and capacity building programme taking a whole-organisational approach in which creatives learn digital skills from commercial sector "experts". Digital Boost has set up a pilot programme with the Charterhouse to test a whole-organisation approach.

4

International Creative Collaboration Programme

A project to scope a programme of international exchanges bringing together culture and commerce to reimagine the trade visit.

5

Creative Freelancer Network

A project dedicated to giving creative freelancers a voice to create a better working environment for themselves. The Mayor of London's *Creative Freelancers: Shaping London's Recovery* Programme has been established, addressing this proposal.



Achievements

Over the space of a year, the Taskforce championed activity to test new innovative models that revived the cultural sector and brought people back to the City.

1,300

people have been brought into the city through initiatives such as Gaia's Garden.

Enhancing the City: Gaia's Garden

A partnership between creative studio Play Nice and property developer Dominus Group establishing a community-built public garden offering free workshops and events to Londoners looking to learn more about sustainability.



Read more
in the digital case study



Projects responded to the Taskforce's call to renew the creative sector in new ways with **artist-led programmes** that increased the creative activity taking place, strengthened the vitality of the area and **attracted diverse communities**. Initiatives such as Gaia's Garden, have already brought in 1,300 people to the City, predominantly from underrepresented communities, to access some of the programming hosted within the site.

The Taskforce has **activated new partnerships** and created a community of people from multiple sectors who are committed to breaking down silos as a way to accelerate London's recovery from the pandemic.

For example, under the new *City Vistas* programme, more than 20 organisations with expertise spanning art curation, property management and public realm development **co-designed** a new model for exhibiting art in the City. The project has successfully demonstrated a collaborative style of working between culture and commerce, ensuring **mutual benefit** for the partners is firmly embedded from the start.

£780k

worth of cash and in-kind support secured for Taskforce activities

Significant investment, in-kind support, resource and expertise has been leveraged from across the commercial, creative and civic sectors over the 6-month planning and piloting period to deliver, enhance and explore new activity.

Taskforce activity has demonstrated the **varied and valuable contributions** that organisations can bring to these partnerships; from skills, to physical assets (such as space or artwork), to promotional opportunities and direct financial investment.

New **employment opportunities** for creatives have been generated, as well as **significant media profile** for many of the partnerships. It has demonstrated a willingness to commit resources where there is strong mutual benefit to be gained.



Enhancing the City: City Vistas

A scheme to repurpose office foyers, retail units and vacant spaces as exhibition spaces – filling them with creative content to showcase London's vibrancy and attract visitors and workers back to the City.



Read more
in the digital case study

Achievements continued

Create in the City NDT Broadgate

A year-long partnership between New Diorama Theatre and British Land supported by the City Corporation, creating a 20,000 sq ft rehearsal complex, offering free space to independent artists.



Read more
in the digital case study

“

We looked at Broadgate particularly because of the work the City were doing with their Culture & Commerce Taskforce... We could see the potential to work together to create a testbed to see how culture and commerce could work together for mutual benefit to accelerate London's recovery... It wouldn't have been possible without the partnership of the City Corporation.

ANNA DEVLET
HEAD OF SOCIAL SUSTAINABILITY, BRITISH LAND

”

The City has taken steps to strengthen the area as a **welcoming and inclusive creative district**, something that the Taskforce recognised needed further action. For example, the new artist complex NDT Broadgate (a new partnership between New Diorama Theatre and British Land) was conceived as an inclusive and accessible space. Already 42% of work is being led by Black, Asian and Global Majority Artists, 48% of the space is run by artists who identify as working class and 23% of work in the space is being led by disabled or deaf artists.

20,000
sq ft of free creative
space created

Achievements continued

Creative Exchange Programme Co-mentoring pilot

Creatives and business entrepreneurs working together as both mentor and mentee to share their expertise, perspective and process with each other, whilst learning, exploring and expanding as partners of equal value.



See more
in the digital case study



We still really enjoy working with individual artists and will continue to do so. Furthermore, after working with Culture Mile, we also feel more equipped and inspired to approach larger organisations for more ambitious collaborations; exciting times ahead!"

MARIANNE VAN GILS NICOLAOU
CULT VISION

Silos between culture and commerce have been broken down in many ways. Not only have perceptions changed about the respective sectors but there is greater recognition of the **value of partnerships**.

The Culture Mile x Company of Entrepreneurs Co-Mentoring pilot, for example paired artists and creatives with business entrepreneurs for a series of co-mentoring sessions. The impact was wide ranging, **changing the business mindset** of many of the creatives and **unlocking creativity** in the business 'practice' of the entrepreneurs. This resulted in an **increase in revenue** of over £50,000 for one entrepreneur, the publication of a children's book for another and recognition by several creatives of

the value not only of their creative practice, but also their creative thinking. All pairs will continue their mentoring relationships beyond the official end of this programme.

These achievements are not just short-term, the Taskforce has laid the foundations for a **permanent shift in closer, collaborative working**. Experience of working on projects has **capacity-built** many organisations and inspired a new-found confidence in what can be achieved through new cultural, commercial and civic collaboration.

The work of the Taskforce has **generated an interest and desire to share learning** and practice with others taking a place-based approach to recovery.



We want to establish the arts and culture in the North East at the heart of helping our communities and business sector recover, that's why we got in touch with the Culture & Commerce Taskforce to see how we can learn from their approach so it has impact here. We look forward to staying in touch and sharing experiences."

TONY KING
SAGE GATESHEAD

Lessons learned

These projects have also demonstrated that working in this way offers significant added value, but it is not without challenges and there have been many lessons learned along the way.

Our cities are inter-connected so **recovery requires cross-sector collaboration**. The combination of cultural, commerce and civic sectors within partnerships has shown that together, we can achieve something **more impactful, holistic** and richer than sectors can alone.

The Taskforce activity has identified the areas where partners are **most energised** to work together, demonstrating that the proposed projects are **viable** and can contribute towards **accelerating recovery**.

There is benefit in **starting small and scaling** as more direct interventions, like Cult Vision and BE Offices, can be quicker to implement. Large-scale projects offer ambitious outcomes but with multiple partners, they bring the **complexity** of funding arrangements, managing numerous stakeholders and navigating a variety of priorities which takes time and resource to get right.

Some form of **brokerage** is helpful to bridge the gaps between partners, to translate sectoral language or overcome perception barriers. For example, in the case of the University of the Arts London Takeover project, this valuable role was undertaken by a Business Improvement District and a Business Partnership.



Create in the City: BE Offices

Serviced office providers BE Offices provided Culture Mile with a workspace hub to meet and exchange ideas between organisations for 4 months.



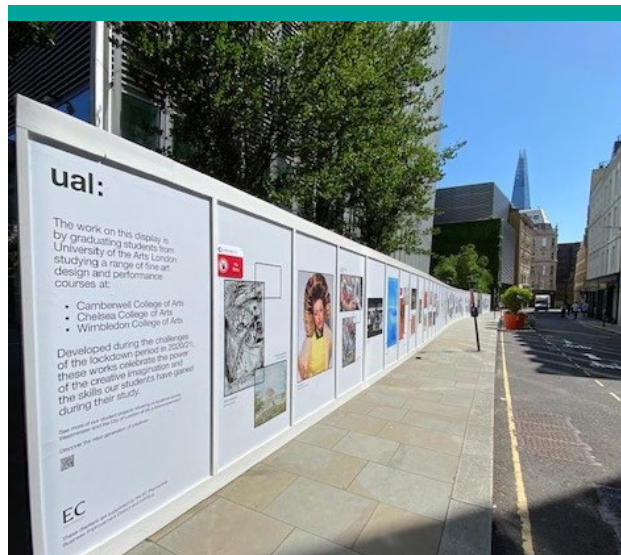
Read more
in the digital case study

Enhancing the City: UAL Takeover

Cheapside Business Alliance and EC Partnership worked with University of the Arts London to enable this year's Theatre Graduate Showcase to 'take over' 30 commercial sites.



Read more
in the digital case study



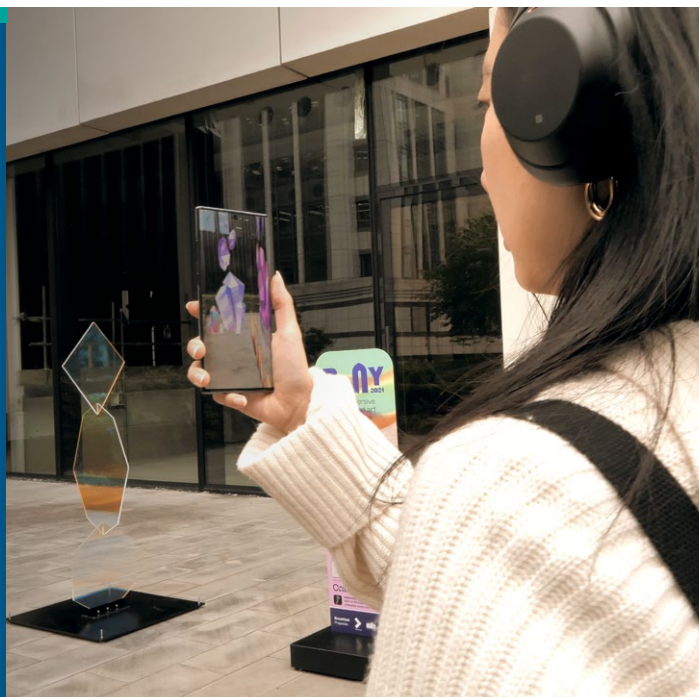
Lessons learned continued

Enhancing the City HARMONY at London Wall Place

Brookfield Properties and Culture Mile co-commissioned Guildhall School of Music & Drama to create a series of augmented reality artworks and compositions to be featured in an immersive experience at London Wall Place.



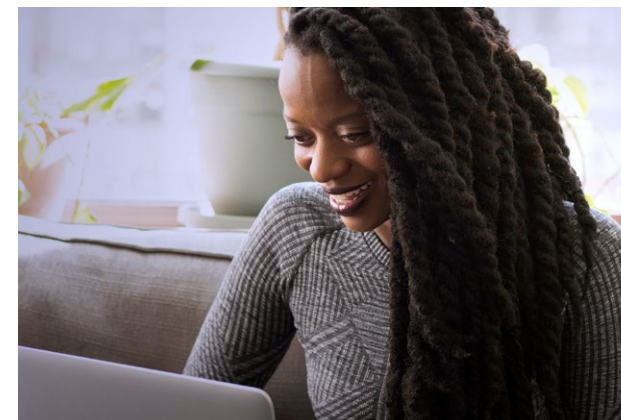
Read more
in the digital case study



There is a real appetite for **local creative content** that is not only right for a space but reflects the place in which it was made, especially if it supports local and emerging artists and/or students. This is illustrated by HARMONY at London Wall Place.

The pandemic saw a major increase in the use of digital engagement throughout the creative sector and the Taskforce noted that digital upskilling and acceleration was needed across cultural organisations to progress and sustain this.

Taskforce activity found that even when free digital training is available, it is **not widely taken up**. Awareness is often lacking, which is coupled with some **scepticism** of skills being transferred and learnt from the commercial sector. The Taskforce has worked with Digital Boost to raise the profile and accessibility of their free mentoring offer through **targeted communications** to creative and cultural professionals, as well as testing a model of holistic support for a cultural organisation as a whole.



Creative Exchange Programme: Digital Boost

Digital Boost is a community of digital professionals from organisations such as Google, Bloomberg and Vodafone, who want to help small businesses and charities upskill and grow. Free digital upskilling and one-to-one mentoring sessions are available for creatives and culture professionals, both individually and as organisations.



Read more
in the digital case study



Free sessions
can be booked here

Lessons learned continued

Valuable results can be achieved by **turning conventional models on their head**. For example, the Creative Skills project took a student-led approach to a 5-day workshop and with support from Deloitte's creative agency ACNE, produced a creative campaign which will be used to influence their peer group, careers advice and recruitment.

In the Creatives for London programme, the inclusion of **creatives in urban renewal** project teams was shown to bring about quite ground-breaking shifts in practice, as well as strengthening **community activation**. This is useful to note in light of the urban renewal programmes taking place across cities as a result of the pandemic.



Creative skills project

A week-long workshop with young people to develop peer-informed solutions that address low numbers of young people opting for arts subjects at GCSE and A level.



Read more
in the digital case study

It is clear that whilst there is broad recognition that creativity has a valuable role to play in our cities' recovery, **unlocking the investment** required to deliver these collaborative initiatives (both financial and through organisational capacity) can still be a challenge. Many of these projects have been undertaken on small budgets and project managers found it extremely challenging to secure the necessary investment needed to **maximise their potential**. Despite the shared goal of fuelling London's creative renewal, the **case needs to continue to be made** in order to secure the necessary investment.



Creatives for London

An in-depth look at five City Corporation urban renewal projects employing creatives and the value created.



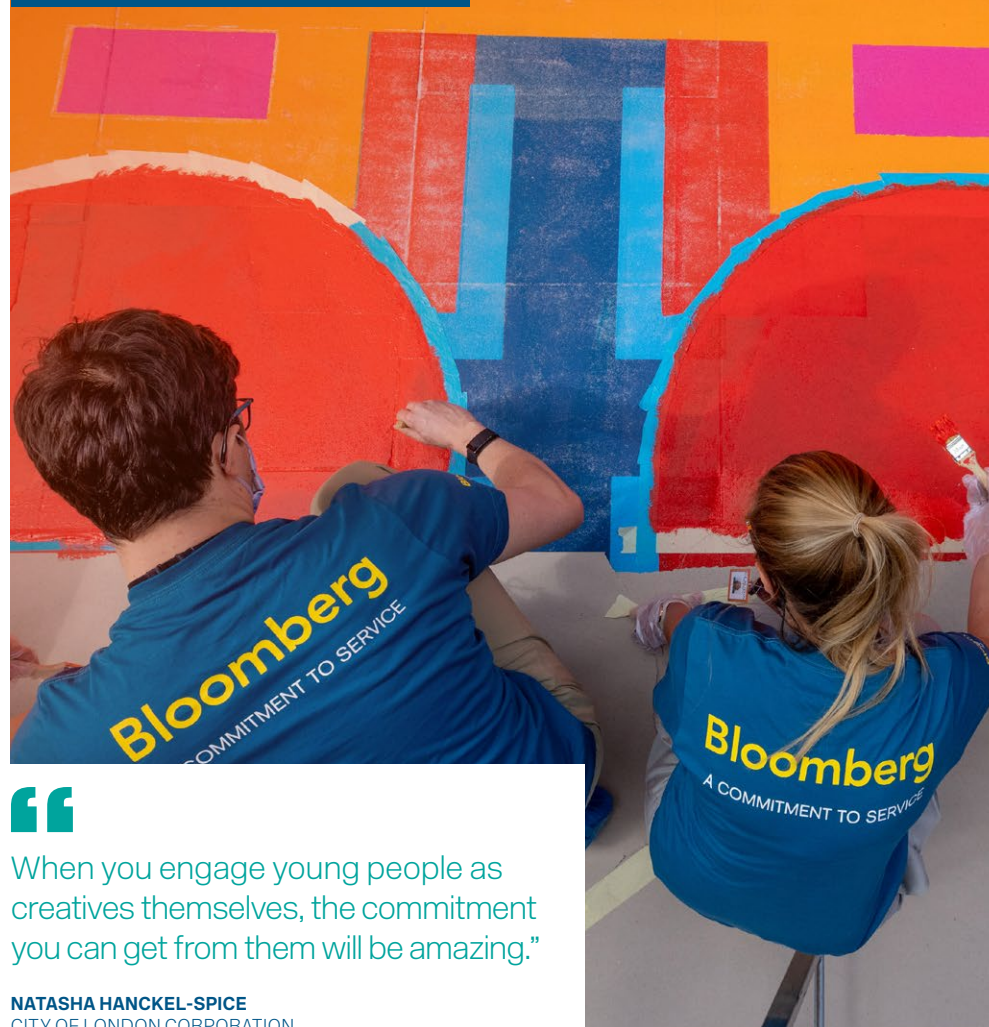
Read more
in our digital knowledge bank

Asphalt Arts initiative

A visual intervention on roadways, pedestrian spaces and vertical infrastructures to use art and community engagement to improve street safety and revitalise public space.



Read more
in the digital case study



When you engage young people as creatives themselves, the commitment you can get from them will be amazing."

NATASHA HANCKEL-SPICE
CITY OF LONDON CORPORATION



Culture, commerce and civic collaborations: Good practice recommendations

Advice from project and partnership managers involved in Taskforce projects and similar approaches.



Read more
in our digital knowledge bank

Legacy and next steps

London and the City's recovery from the pandemic requires the whole ecology to come together – to pool their assets, resources, expertise and investment. It is only by doing this that we can have the strongest impact on the recovery of our interconnected urban ecologies. The Taskforce has demonstrated what is possible.

Much of this work will be **embedded into the core work** of the partners and taken forward through specific projects that partner organisations will **continue beyond this point**, for example; NDT Broadgate continues to grow and develop a blueprint for a collaboration, the City Vistas programme will shortly establish an **exhibition site** in 2 retail units in Smithfield and further funding has been secured enabling the Creative Exchange programme to continue, beginning with a series of **co-design workshops** convening professionals from the creative and commercial sectors throughout Autumn 2021.

This is only the beginning; it has become clear that the success of our cities is dependent on this work continuing and growing and **requires ALL parts of urban ecologies to play a role.**

Drawing on the achievements and learning over the past year, the Taskforce has established a digital **knowledge bank** as a way to share insights, good practice and recommended ways of working with places wanting to adopt similar approaches. The aim is to grow these resources with further examples of cultural and commercial collaboration across the country.

The Taskforce had an ambitious remit to fulfil in just a year before its completion in October 2021. It has now put in place the foundations for cultural, commercial and civic organisations to **adopt and adapt** these ideas across the City, London and the rest of the country in order to truly fuel a creative renewal.

About the Culture & Commerce Taskforce



October 2020 saw the first convening of the Culture & Commerce Taskforce, a collection of leading figures from across the capital to address the huge challenges faced by the creative and commercial sectors in the City, and London more widely in the wake of the global pandemic.

The creative sector has been disproportionately affected, unemployment levels are rising and the City's attractiveness as a place to work and do business is at risk. London's world-leading creative sector helps secure its position as one of the best international cities in which to live, work, visit and invest. The creative sector has enormous potential to play a critical role in London's recovery.

The Taskforce launched the Fuelling Creative Renewal report in February 2021 recommending three ways that culture, commerce and the civic sector could work together to accelerate London's recovery:

- 1 Enable **Creative Activation**, bringing London alive through creativity
- 2 Facilitate **Culture & Commerce Exchange**, building skills and knowledge sharing between culture and commerce
- 3 Develop **Creative Enterprise Hubs**, providing space for cross-sector innovation

Since the report was launched, representatives from each of the sectors have been working together, testing ways in which these ideas can be put into practice.

The work of the Taskforce and similar approaches has demonstrated that these ways of working are viable, bring mutual benefit, and create more far-reaching impact than sectors can achieve alone.

This report summarises the achievements, learning and legacy from that work and provides links to more detailed case studies and helpful tools and guides.

“

Our vision is for culture and commerce to work together to ensure London's creative energy and competitive strengths retain its position as the best city in the world in which to live, work, learn and invest.”

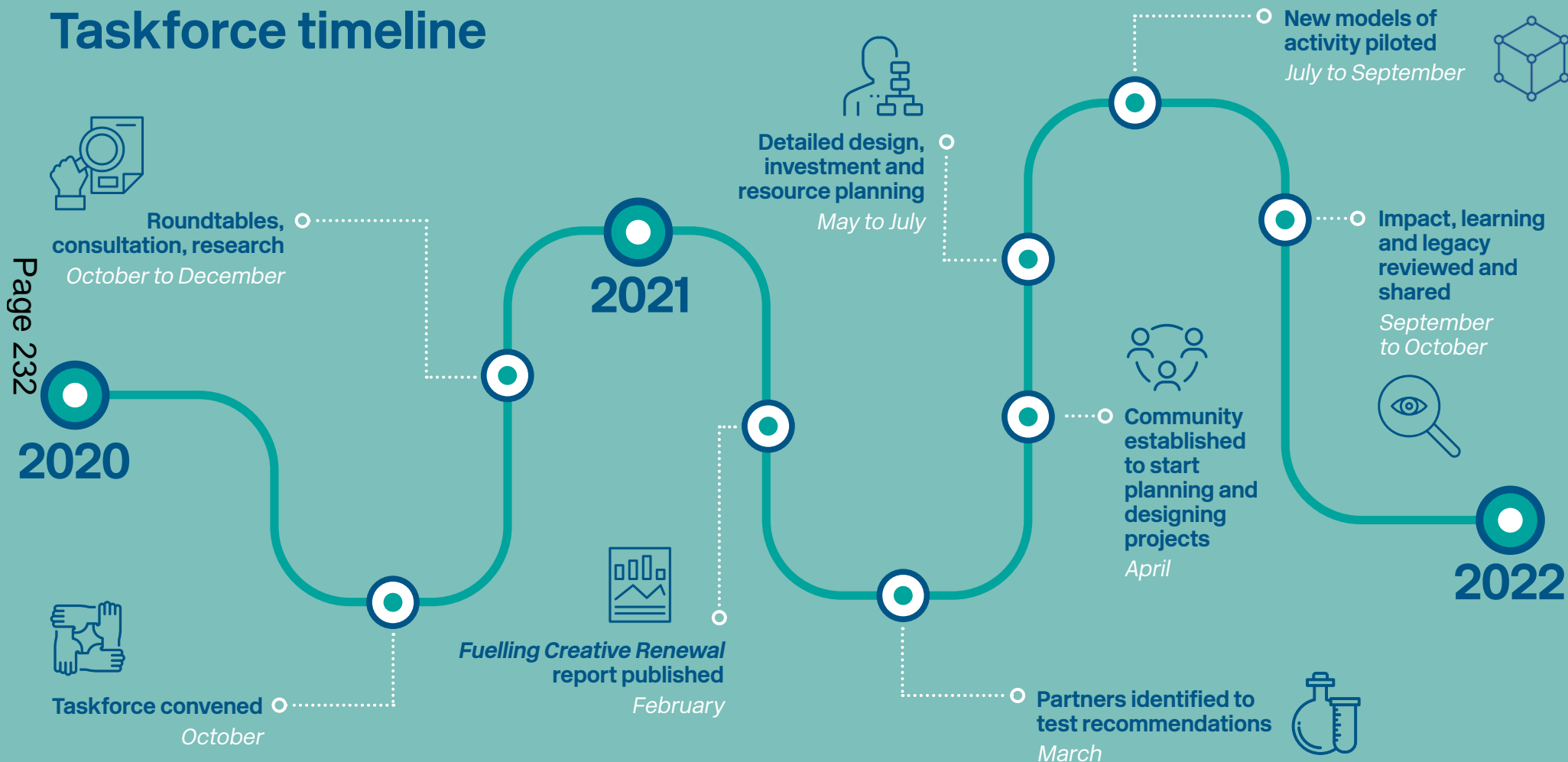
FUELLING CREATIVE RENEWAL
REPORT OF THE CULTURE & COMMERCE
TASKFORCE, FEBRUARY 2021

”



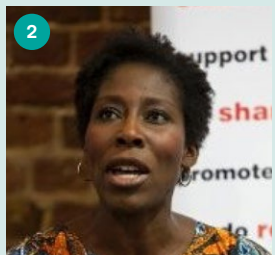
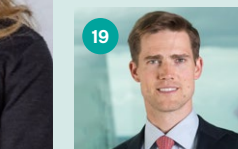
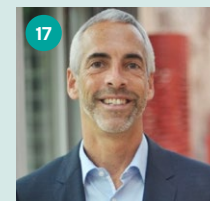
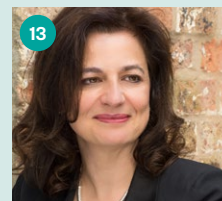
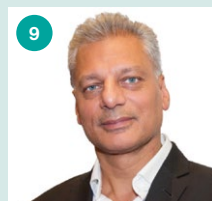
For more information
read our Report

Taskforce timeline



Acknowledgements

Thank you to everyone who has supported and worked on Culture and Commerce Taskforce activity, in particular:



- 1 Alderman William Russell, The Rt Hon The Lord Mayor, Chair
- 2 Maria Adebawale-Schwarte Foundation for Future London
- 3 Charles Armstrong, The Trampery
- 4 Muniya Barua, London First
- 5 Ruth Duston OBE, OC Primera Corporation Ltd
- 6 Sir Nicholas Kenyon Barbican (to September 2021)
- 7 Stella Ioannou, Sculpture in the City and Lacuna
- 8 Dan Makoski, Lloyds Banking Group (to August 2021)
- 9 Tony Matharu, Integrity International Group and Central London Alliance
- 10 Gideon Moore, Linklaters
- 11 Lucy Musgrave OBE, Publica
- 12 Tonya Nelson, Arts Council England
- 13 Caroline Norbury, Creative England and Creative Industries Federation
- 14 Beatrice Pembroke, King's College London
- 15 Jemma Read, Bloomberg LP
- 16 Dan Scanlon, Brookfield Properties and City Property Association
- 17 Russ Shaw, Tech London Advocates and Global Tech Advocates
- 18 Justine Simons OBE, Greater London Authority
- 19 Tom Sleigh, Barbican Centre and Amazon Business UK
- 20 John Studzinski CBE, Genesis Foundation and PIMCO
- 21 Jasmine Whitbread, London First (to March 2021)

Acknowledgements continued

ACNE London	EC Partnership	Patricia Hewitt
ARTIQ	Escape Velocity	Pickersgill Consultancy and Planning Ltd (PCP)
ArtULTRA	Ferha Farooqui	Play Nice
BE Offices	Foundation for Future London	Poetic Impact
Be the Business	Fuel	Primera Group
Bloomberg L.P.	Goldsmiths, University of London	Publica
Bompas & Parr Studio Ltd	HagenHinderdael	qLegal
Boy Blue	Hannah Starkey	Queen Mary University of London
British Council	Helical	Regent's University London
British Land	Illuminated River	Scribble & Smudge
Brookfield Properties	Innovation Warehouse	Sculpture in the City
Bubbl	Jess Nash	Seven Hills
Catherine Yass	Kit Finnie	Shubbak – London Festival of Contemporary Arab Culture
Cheapside Business Alliance	Leeds 2023-International Culture Festival	Somerset House
Chocolate Films	Legal & General	Soofiya
City & Westminster Property Association	Linklaters LLP	So You Wanna Be In TV?
City Bridge Trust	Lloyds Banking Group	Steve O'Smotherly
City Music Foundation	London Chamber of Commerce	Studio Make Believe
City of London Corporation	London Design Festival	Tech London Advocates
Cognitive Risk	London First	The Charterhouse
Collage London	London Mithraeum	The Mayor's Fund for London
Company of Entrepreneurs	Bloomberg SPACE	The Pappyshow
Create London	London & Partners	The Trampery
Creative England	London Symphony Orchestra	Two Rivers Associates
Creative Industries Federation	Lord Neil Mendoza	University of Chicago, Booth School of Business
Creative Land Trust	Mayor of London	University of the Arts, London
Crowd Motion	Museum of London	Vibe Called Tech
Cult Vision	Music in Offices	Viatic Associates
David Micklem	New Diorama Theatre	Xacam & Ina Ciel
Deutsche Bank	New London Architecture	Yvonne Courtney
Digital Boost	New Platform Art	64 Million Artists
Digital Catapult	Nicola Perikhanyan	
Dominvs Group	Patrick Bullock	

Report production

The report was developed by the Culture & Commerce Taskforce which is chaired and convened by:

- Lord Mayor of the City of London
- City of London Corporation
- Culture Mile

Photo credits

FC: ©Ben Broomfield/Culture Mile

P1: ©Odera Okoye/Culture Mile

P3: ©Francisco Augusto/Play Nice (far left)
 ©Deirdre McLaughlin (centre top left)
 ©Jekaterina Drozdovica/Culture Mile (centre bottom left)
 ©Torri Edwards/Culture Mile (centre bottom right)
 ©Odera Okoye/Culture Mile (far right)

P4: ©Guy J Sanders (top left)
 ©Em Davis/Culture Mile (bottom left)
 Francisco Augusto/Play Nice (centre top & centre bottom)
 ©Culture Mile (top right)
 ©Ben Broomfield (bottom right)

P6: ©Jamie Smith/City of London Corporation

P7: ©Francisco Augusto/Play Nice (centre top)
 ©Culture Mile
 ©Jason Alden (bottom left)
 ©Torri Edwards/Culture Mile (bottom right)

P8: ©Guy J Sanders (centre top)
 ©TBC (centre right)
 ©Em Davis/Culture Mile/Brookfield Properties (bottom left)
 ©Odera Okoye/Culture Mile (bottom right)

P9: ©Francisco Augusto/Play Nice (Gaia's Garden)
 ©Odera Okoye/Culture Mile (City Vistas)

P10: ©Guy J Sanders

P11: ©Jekaterina Drozdovica/Culture Mile

P12: ©Henry Lee/City of London Corporation (BE Offices)

P13: ©Em Davis/Culture Mile/Brookfield Properties (HARMONY at London Wall Place)

P14: Torri Edwards/Culture Mile (Creative skills project)
 ©TBC (Creatives for London)
 ©Jason Alden (Asphalt Arts initiative)

P15: ©Ben Broomfield/Culture Mile

P16: ©Ben Broomfield/Culture Mile



For more information
 Please click here

Committee(s): Policy and Resources Procurement Sub Committee	Dated: 18 November 2021 25 November 2021
Subject: Environmental Sustainability in Procurement	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 5, 6, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
Report author: Lisa Moore, Responsible Procurement Manager	

Summary

This paper acts as the first official update on the Purchased Goods and Services action plan under the Climate Action Strategy for Procurement Sub Committee and as a paper on Sustainability in Procurement for Policy & Resources committee.

Environmental sustainability has been one of the three pillars of the Responsible Procurement Strategy since 2016. It includes safeguarding air quality, procurement of sustainable materials, promoting the circular economy, minimising energy use, carbon reduction, and minimising waste including elimination of single use plastic.

The Purchased Goods and Services (PGS) project plan of the Climate Action Strategy (CAS), adopted in October 2020, will deepen this work. The project plan will improve supplier's performance in delivering low carbon and sustainable products and services on our contracts. It will introduce a category measurement of supplier emissions to inform engagement, set targets and increase performance management. The project will also focus on embedding low carbon procurement practices and sustainable procurement standards throughout our purchasing decisions.

This paper also highlights the need for discussions on the potential trade-off between cost and sustainability. There is currently no guidance for Officers or Members should that situation arise. Design and materials standards will be brought in through the Climate Action Strategy which may assist, but it is likely that further decision-making matrices or formulas may need to be developed. Whilst any views from Members on how they would like this topic to be discussed in future are welcome at this stage, it is intended that options and proposals will be brought forward in due course.

Recommendation(s)

- Members of both committees are asked to note the report.

Main Report

Background

1. The Responsible Procurement (RP) Strategy was approved in 2016 and was based on the pillars of social value, environmental sustainability and ethical sourcing.
2. Environmental Sustainability includes safeguarding air quality, procurement of sustainable materials, promoting the circular economy, minimising energy use, carbon reduction, and minimising waste including elimination of single use plastic.
3. Key successes for environmental sustainability under the RP strategy include: 100% Renewable Electricity Policy and Sourcing Strategy, the first power purchase agreement in the public sector, Procurement Policy to support the Air Quality Strategy (diesel ban and hybrid/electric taxis), Transition to a Zero emission fleet, Single Use Plastic and Minimising Unnecessary Waste Policy, and Government Buying Standards (low environmental impact criteria developed by Defra) mandatory for all relevant contracts.
4. The carbon footprint exercise that accompanied the development of the CAS, identified PGS as the third largest area for carbon emissions in the City Corporation's Scope 3 measurements (50ktCO₂e/year). Work under the CAS PGS project plan will improve supplier's performance in delivering low carbon and wider sustainable products and services on our contracts. It will also introduce a measurement of supplier emissions by category to inform engagement by category boards, set targets and increase performance management.
5. Initially, the PGS project plan will focus on the top 25 suppliers where we will get the greatest carbon return on effort invested and, to support overall sustainability, update procurement standards to help us reduce carbon emissions quicker than the current Government Buying Standards. The latter will be balanced against other RP commitments to SMEs.

Current Position

6. Officers have met with some of our largest corporate contractors under PG&S and will be attending regular meetings with them. A survey will be issued in October to assess supplier's engagement with climate action and to set next steps.
7. In collaboration with ReLondon and the City of Westminster, we hosted a Meet the Cities event on 30 September. The aim was to encourage partnerships between innovative green SMEs with circular economy solutions and our Tier 1 construction suppliers. Prior to the event a needs assessment was conducted by ReLondon with City Corporation, Westminster and selected Tier 1 contractors to identify innovation challenges. SMEs with solutions that met those challenges were to introduce to our Tier 1 suppliers at the event. We've had very positive feedback from those who attended and 84 connections were made as a result. The SSCM will track progress and report back to Procurement Sub Committee.
8. City Procurement buyers have been given individual training on the rollout of the PG&S plan and standard specification wording to include in contracts going

forward. This will assist with engagement and carbon measurement as we move down our supply chain from the Top 25.

9. The City of London School for Boy's pilot service level agreement (SLA) with procurement includes a commitment to engage with the Responsible Procurement Manager to ensure continued application of the Responsible Procurement Policy. It is expected that similar commitments will be included in SLAs with the other institutions.

Future Changes

10. At this time, we have not identified any areas of spend which are likely to change dramatically or cease in the short term. The initial focus will be engagement with existing suppliers and stakeholder departments.
11. In November/December 2021 we will procure a consultant to identify the top 25 suppliers by carbon intensity and leverage, carbon hotspots, and specific carbon reduction interventions for each category.
12. In effort to support next financial year's carbon foot printing exercise we will be working with our Top 25 to obtain a more accurate carbon footprint to replace the proxy values which were used in the baseline exercise. This will give us a better understanding of our actual emissions and should help us show a reduction in carbon footprint when we implement ways of working that are less carbon intensive.
13. The team working on the PGS project plan will be horizon scanning for innovative lower-carbon/climate-resilient products, materials and equipment especially from UK SMEs and sharing that information with the business and our supply chain.
14. The current KPIs for this project plan include:
 - Number of Top 25 contracts with action plans signed off
 - % of spend with suppliers who have made net zero commitment which are based on Science Based Targets
 - % of spend on contracts with carbon metric integrated
15. Due to delays in the recruitment process, work on this project plan has been impacted. Progress on the PGS KPIs will be included in the next update report.

Issues/Opportunities

16. Work in our client departments supports the environmental sustainability commitments and we continue to work closely with them. Examples include:
 - The Business Performance and Transport team within the Environment Department are in dialogue with some of the top vehicle manufacturers on the market and feedback the City Corporation's low emission requirements.
 - Although the project was paused due to the pandemic, the Remembrancer's department is exploring how they convert the Lord Mayor's Rolls Royce vehicles to fully electric.
 - The Business Improvement Team in the Environment Department is working with our Office Stationery supplier to remove single use plastic items from their

catalogue and update products which are portrayed as environmentally sustainable.

17. In early November, our corporate contract for Print Management is presenting six ways that we can reduce cost on our contract and one area of focus is sustainability.
18. Lower emissions goods such as vehicles are in such high demand that a price premium may need to be paid. City Procurement will monitor such instances and provide any necessary feedback to the Climate Action Director and project team.
19. This raises strategic questions about the appetite for the potential trade-off between cost and sustainability. There are currently mechanisms in the Procurement Code to increase contract values, but there is no guidance for officers or Members to inform how sustainability fits into that decision. Without such guidance, decisions will need to be on a case-by-case basis. Design and materials standards will be brought in through the Climate Action Strategy which may assist but it is likely that further decision-making matrices or formulas may need to be developed. This will be looked at by the Climate Action Team in consultation with relevant officers and Members and, following this, it is suggested that proposals on how the wider conversation can be taken forward most appropriately will be made in due course

Corporate & Strategic Implications

20.

- Strategic implications – Efforts to improve environmental sustainability supports the Corporate Plan, Responsible Business Strategy, RP Policy and CAS.
This paper seeks strategic consideration from Members in the event that sustainability and cost become competing priorities.
- Financial implications – City Procurement's efficiency and savings targets have consistently been met even as requirements for responsible procurement outcomes have been continuously strengthened since 2016.
- Resource implications – Additional posts were approved as part of CAS
- Legal implications – The Public Contracts Regulations are considered before implementing any new responsible procurement commitments.
- Risk implications – Delays in recruitment have slowed progress on the project plan but this is not likely to have an impact on achieving the net zero target by 2040.
- Equalities implications – No equalities implications have been identified to date, but City Procurement will continue to monitor and assess.
- Climate implications – The work outlined in this paper is directly supporting CAS
- Security implications – No security implications have been identified.

Conclusion

21. Environmental sustainability is a key pillar of Responsible Procurement at that City Corporation. Support for this agenda will only increase as we progress the PG&S project plan. We will continue to deliver this service to all our client departments and keep Members up to date on our progress.

Lisa Moore, Responsible Procurement Manager, City Procurement

T: 07753317237 E: lisa.moore@cityoflondon.gov.uk

Committee(s): Policy & Resources Committee	Dated:
Subject: Elections Bill 2021	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Remembrancer	For Information
Report author: Philip Saunders, Parliamentary Affairs Counsel	

Summary

The Elections Bill proposes changes to electoral administration. If enacted, the Bill would:

- remove the time limit on British overseas voters' eligibility to vote
- change the eligibility of EU citizens arriving after 31 December 2020 to vote
- bring digital material within the requirement to indicate which entity or person has produced the material
- introduce voter ID
- require postal voters to re-apply every 3 years
- tighten up the rules on intimidation and undue influence

Recommendations

- to note this report, and that a further report will be provided after committee stage in the House of Lords

Main Report

Background

1. Many of the Bill's measures arise from the Conservative Party manifesto 2019, including voter ID, tightening the rules on postal voting, ending the 15-year limit on British citizens living overseas being able to vote in UK parliamentary elections, and strengthening electoral offences. The Bill's other proposals reflect separate policy commitments.
2. Politicians and civil society groups have criticised the Bill for failing to rationalise and codify electoral law. In 2020 the Law Commission published a scathing report on electoral law, which described the current arrangements as complex, voluminous, fragmented and of "labyrinthine complexity".
3. As indicated in the narrative below, there are aspects of interest to the City.

Political Background

4. On 7 September 2021, the Minister for the Constitution and Devolution, Chloe Smith, introduced the Bill and described it as intended to "stamp out the potential for voter fraud" and improve the "integrity" of elections. She said clear evidence of the need to take action could be seen in the "2014 election scandal in Tower Hamlets, where the mayoral contest was declared void due to corrupt and illegal practices".
5. For Labour, Cat Smith described the Bill as a "huge missed opportunity to modernise our electoral law". She called for elections to be held on public holidays or at the weekend. Debate focused, almost to the exclusion of all other points, on proposals to introduce voter ID. Labour and Lib Dem MPs claimed the measure would make it harder to participate in elections and characterised voter ID as a "threat" to democracy. Joanna Cherry (SNP) and Former Brexit Secretary David Davies criticised attacked the ID proposals as they might, according to Davies, adversely affect "those with disabilities, the unemployed, people without qualifications, people who had never voted before and ethnic minorities are all less likely to hold any form of ID". Others on the Conservative benches took the contrary view and pointed to the conclusions of the Organisation for Security and Co-operation in

Europe that the UK could not have definite security in its elections without photo ID.

6. The minister said the Bill “moves to a more reciprocal model” in relation to the eligibility of EU citizens so that those resident prior to Exit will retain their voting and candidacy rights. That went beyond the UK’s obligations under the withdrawal agreement, she insisted. For EU citizens who moved to the UK after Exit, local voting and candidacy rights will be granted on the basis of bilateral agreements.

British citizens living overseas

7. Since 1985 British citizens permanently resident overseas have been eligible to vote in parliamentary elections. The period in which voters are so eligible has changed over time, originally fixed at 5 years, rising to 20 years before reducing to the current 15-year limit in 2000. As a result, currently British citizens who have lived overseas for more than 15 years are unable to register to become an overseas voter.
8. For some years, Conservative manifestos have included a commitment to introduce so-called ‘votes for life’ for this group of voters. The Bill removes the 15-year limit and also removes the requirement to have been previously registered in the UK so that, in the future, any British citizen living abroad will be entitled to register at the last place they were resident or registered in the UK.

EU citizens living in the UK

9. To reflect reciprocal voting rights across the EU and in a post-Brexit move, the Bill proposes to alter the rights of EU citizens’ right to vote in local elections in England and Northern Ireland.
10. EU citizens who arrived in the UK before 31 December 2020 and who have lawful status, including settled status, will continue to be eligible to vote. EU citizens coming to live in the UK after 31 December 2020 will be able to vote in the UK if reciprocal voting rights exist with that person’s home country. Currently Spain, Portugal, Poland and Luxembourg have agreed reciprocal voting treaties.

11. City elections are not currently included in the proposal but government amendments will be brought forward to amend the legislation covering the City to align it with the national requirements as described above.

Digital imprints on campaign material

12. This measure is intended to address concerns that online political adverts, often on social media, do not provide information about the source of funding. Under current rules, only printed campaign material requires an 'imprint' that tells potential voters about who produced the material.
13. The Bill would extend imprints to digital campaign material, thus enabling voters to identify the entity that has produced the material. It is expected that the imprint would be fixed on the original material and so people sharing it online would not normally need to take any additional steps.

Voter ID

14. When the proposals are enacted, voters will be required to show an approved form of photographic identification before collecting their ballot paper to vote at a polling station for UK parliamentary elections in Great Britain. The provisions could be extended to local elections at some future point.
15. It is anticipated that a large range of ID documents will be permitted - passports, driving licences, various concessionary travel passes and photocard parking permits issued as part of the Blue Badge scheme are examples of permitted documents. Voters without any such ID will be entitled to a free 'voter card' from their local authority.
16. The Electoral Commission found pilot schemes (run as experiments in five local authorities in 2018 and ten in 2019) had been well run with good levels of public awareness. The Commission found, however, that voters who were turned away for having incorrect ID tended not to return to the polling station.

Postal ‘absent’ voting

17. Modest changes are proposed to postal voting arrangements. The present regime for postal voting on demand was introduced in 2001 and means that a voter may choose to vote by post indefinitely but must update their signature - one of the personal identifiers required to vote by post - every five years. The Bill proposes that long-term postal voters will be required to re-apply every three years. City ward elections are within the ambit of these provisions.
18. At present, non-statutory Electoral Commission guidance permits campaigners to encourage voters to register to vote and apply for absent ballots. Currently there is no legal restriction on campaigners or party workers handling the postal ballot of another elector. Arising from Lord Pickles’ report following extensive voting fraud in Tower Hamlets, the Bill would ban campaigners and political activists from handling completed postal votes and postal vote envelopes.

Miscellaneous matters

19. The measures require Disability Access at polling stations to form part of Electoral Commission guidance for Returning Officers.
20. In the future, prosecutions in relation to electoral matters will be conducted by the CPS, not the Electoral Commission.
21. Under arrangements introduced in 2000, the Commission is answerable to Parliament through the Speaker’s Committee. The Bill proposes to expand parliamentary scrutiny by giving the Government the power to set the Commission’s strategic priorities. In addition, the Bill changes the powers of the Speaker’s Committee so that it may scrutinise the Commission’s compliance with strategic priorities set by Parliament.
22. There is no direct offence in electoral law of intimidating a candidate or campaigner. The measures respond to the findings of the inquiry into voter fraud found in the London Borough of Tower Hamlets and relate to parliamentary elections and local elections outside of the City. The Bill makes clear that penalties for intimidation of a candidate or future

candidate will result in a five-year disqualification from standing for, being elected to and holding elective office.

23. In response to a view expressed by the Electoral Commission that 'undue influence' of voters is poorly expressed in legislation, there has been wide-spread agreement across the parties and from civil society organisations that offences need to be re-framed. The Bill therefore proposes that intimidation inside or outside a polling station would be included within the offence of undue influence.

Philip Saunders
Parliamentary Affairs Counsel
E philip.saunders@cityoflondon.gov.uk

Committee	Dated: 18 November 2021
Policy & Resources	
Subject: National Preparedness Commission & Review of London's Preparedness to Respond to a Major Terrorist Incident	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,9,10,12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Town Clerk	For Information
Report author: Mark Sawyer , London LA Chief Executive Liaison Officer (Resilience) Gordon Roy , District Surveyor & Environmental Resilience Director	

Summary

In December 2020, this Committee accepted an invitation from Lord Toby Harris of the National Preparedness Commission to look at what needs to be done systematically to improve society preparedness and resilience, drawing lessons from the current crises. Several organisations had already signed up to be partners for this work and the City agreed to work with the Commission on this project.

In addition, The Mayor of London, Sadiq Khan, committed in his 2021 manifesto to a further assessment of London's preparedness for a major terrorist incident, following on from the 2016 Harris Review. On 27th July 2021 the City Corporation was notified that Lord Toby Harris has been appointed to lead this work once again, and as before examining the capability, capacity, and collaboration arrangements of those London agencies with a part to play in protecting Londoners. Lord Harris is seeking to revisit considerations related to multi-site attacks, including the implications of those occurring simultaneously in other parts of the country; the effectiveness of collaboration between the emergency services; the inter-operability of services; and the programme of joint planning and exercising. Lord Harris will also consider the extent to which those recommendations from his previous Review have been addressed, and to examine learning from the attacks which took place across London and, where relevant, in Manchester in 2017, as well as those perpetrated more recently at Fishmongers Hall and in Streatham. The City has supported the review through contributions at member and officer levels.

This report provides an update on the National Preparedness Commission work and the review on London's preparedness for a major terrorist incident.

Recommendation(s)

Members are requested to

- a) Note the option of continuing work with the National Preparedness Commission.
- b) Note and further contribute to the Review of London's Preparedness to Respond to a Major Terrorist Incident following receipt of the draft recommendations.

Main Report

Background

1. The current COVID19 crisis has shown how major events precipitate and accelerate major long-term changes.
2. The National Preparedness Commission has been established with a view to ensuring that preparedness and resilience receives greater policy consideration and debate, working towards building a society that is better able to deal with traumatic events.
3. For the City, preparedness and resilience are about ensuring that the City of London is a place where businesses and employees working and living in the City can feel comfortable and secure, and this work will build on the work that the City has already completed thorough the London Recovery Taskforce and its vision into "Placemaking".
4. Whilst the City continues to address the challenges of COVID, the threat of a major terrorist attack remains. The way in which London collectively responds to attempts or actual incidents of terrorism will be critical to ensuring the recovery from COVID does not lose momentum Therefore the review by Lord Harris is timely.

Current Position

5. In December 2020, the Committee accepted an invitation from the National Preparedness Commission to become a partner, and to work with them to develop the concept of preparedness and place and prepare a framework for future work.
6. Since December, officers have been meeting with Lord Harris to establish the concept of preparedness and place and establish a framework for future work and reports. A Draft framework is attached in Appendix A, with discussion remain ongoing. It is anticipated that the framework will be agreed in the near future.
7. Lord Harris has spent the last two months meeting representatives from all key London responder agencies and officers and members from across London local government. It is anticipated that a draft set of recommendations will be available for comment in November.

Proposals

8. To continue to partner with the National Preparedness Commission, develop the work as set out in the draft Framework and agree the extent of involvement expected from the City.

Corporate & Strategic Implications

Financial implications

9. Working in Partnership would not involve any financial commitment from the City.

Resource implications

10. As the Partnership with the Commission progresses, it is anticipated that staff will, from time to time, become involved with the work relating to the Framework where it is relevant to delivering the corporate objectives and where capacity allows.
11. It is also reasonable to assume that the Commission may, from time to time, request to use the Guildhall's facilities for meetings and similar events. Any such requests would be subject to the usual consideration and approval processes.
12. Reviewing the draft recommendations produced by Lord Harris as part of his work on preparedness for terrorist incidents is not expected to take up a significant amount of member and officer time. Subject to the nature of the recommendations and the implications these have for the City a further assessment will be required to confirm further resource requirements at that time.

Conclusion

13. The City Corporation through this Committee agreed to partner with the National Preparedness Commission with its work and support the review of arrangements for dealing with terrorist incidents, to develop preparedness and resilience which will ensure that the City of London is a place where businesses and employees working and living in the City can feel comfortable and secure.

Appendices-

Appendix A - Draft Preparedness and Place Framework Agreement

Appendix B - Introductory Letter and terms of reference for the Review of London's Preparedness to Respond to a Major Terrorist Incident

Mark Sawyer

London LA Chief Executive Liaison Officer (Resilience)

E: mark.sawyer@cityoflondon.gov.uk

Gordon Roy

District Surveyor & Environmental Resilience Director.

E: gordon.roy@cityoflondon.gov.uk

This page is intentionally left blank

PREPAREDNESS AND PLACE

FRAMEWORK PROPOSAL FOR A STREAM OF WORK UNDER THE AUSPICES OF THE NATIONAL PREPAREDNESS COMMISSION AND THE CITY OF LONDON

Introduction

Covid-19 has accelerated many pre-existing trends that necessitate a re-evaluation of the role and place of major city centres in economic, environmental, societal and structural terms. The pandemic has also highlighted the need for greater preparedness in meeting other systemic challenges which include climate change, cyber vulnerability and potentially another pandemic.

This proposal envisages a collaboration between the National Preparedness Commission, the City of London and other interested parties, to cause to be produced a series of linked reports to demonstrate the centrality of preparedness and resilience in a successful and sustainable city or locality.

Aim

The stream of work proposed will aim to identify:

- a. the key components that make a city/locality a successful and resilient place for people to live, work and do business in and that is prepared against and resilient in the face of threats and hazards of threats;
- b. a methodology for producing a “preparedness index”; and
- c. the steps that should be taken to enhance the preparedness of a city/locality to make it a “prepared” place which is agile, adaptable and sustainable for the future.

Proposed reports

1. A report that reviews existing guidance on preparedness & resilience.
A review of existing C40 & Resilience City documentation and guidance, and are assumptions within the guidance, still appropriate.
2. *A report that identifies what (i) businesses and (ii) the public expect from their cities/localities in terms of preparedness and resilience.*
A limited survey of both private-sector organisations and the public to establish a baseline of expectations. The survey could include responses from other similar city-business districts (UK and/or foreign) by way of comparison.
3. *A report that identifies the characteristics of a prepared and resilient city/locality.*
A literature review and synthesis, supported by interviews with a range of leading experts on cities and localities, on resilience and on sustainability including lessons learned from existing world cities with published Resilience Plans.

4. *A report that proposes ways of measuring and quantifying the characteristics of a prepared and resilient city/locality.*

This report would propose a means of calculating a “preparedness index” and demonstrate what such an index might show.

5. *A report that examines the agility and adaptiveness of a city/locality to flex with major shocks and stresses, irrespective of the nature of the disruption: it would be about making places strong and flexible rather than brittle and fragile.*

A study on how agility and adaptiveness can be improved over the short, medium and long term. Considerations would include the impact of the new hybrid way of working, the innovation brought by new technologies, infrastructure to allow SME's to develop and flourish and the future role of a city/locality in providing the balance between work and leisure. It would also include an examination of sustainability and a look at whether cities/localities need to become more self-reliant or self-sufficient in order to become more sustainable and resilient e.g. food production.

6. *A series of reports that would examine different aspects of preparedness and how they might be enhanced. These might include:*

- a. *Robustness of city/locality infrastructure to various hazards (e.g. floods, power failures etc and the interdependence of the various components.*

The pandemic and associated lockdowns have given a golden opportunity to review how key services function and can be made more efficient – even with fewer customers in the short term. This would look at future growth capacity could be possible without increasing vulnerability. This would include a look at buildings (standards, retrofitting, construction), digital and communications services, urban islands, micro-power generation, drainage, habitat enhancements, etc. This might be a single report or several linked papers.

- b. *Social resilience and stability.*

Evidence shows that communities with strong social capital are better able to recover from disasters. Closeness of community, strong social bonds and neighbourliness (including business networks) are all key elements. This study will examine how to build social resilience in the face of disparate degrees of affluence and a transient population (through commuting or casual labour). It will consider partnership structures, information sharing, joint projects and volunteering. It could extend to an examination of the quality of life and the affordability of living in a particular city/locality, as well as the ‘spirit of place’ i.e. the meaning, attachment and social value of the location and buildings.

- c. *Trust in civic authorities.*

The lessons of Covid-19 show how the message in communication is as important as the delivery. Good communication forms the bedrock of trust which can so easily and quickly be destroyed. This study will consider the best ways to build and retain trust for the benefit of strong communities.

Next steps

- Agree and refine the aims of the work stream.

Appendix A- Draft Framework Proposal.

- Further develop the scope of the proposed reports.
- Identify appropriate topics for the City of London to contribute to.
- Identify external sponsors to support the various elements of the work stream and identify researchers or institutions to prepare the different reports.

This page is intentionally left blank

REVIEW OF LONDON'S PREPAREDNESS TO RESPOND TO A MAJOR TERRORIST INCIDENT

Reviewer: Lord Toby Harris
Email: PreparednessReview@london.gov.uk

27 July 2021

Dear Colleague

As you will no doubt be aware, the Mayor of London, Sadiq Khan, committed in his 2021 manifesto to a further assessment of London's preparedness for a major terrorist incident, following on from the 2016 Harris Review.

He has appointed me to once again lead this work, and as before I will be examining the capability, capacity and collaboration arrangements of those London agencies with a part to play in protecting Londoners. I will seek to revisit considerations related to multi-site attacks, including the implications of those occurring simultaneously in other parts of the country; the effectiveness of collaboration between the emergency services; the inter-operability of services; and the programme of joint planning and exercising. I also intend to consider the extent to which those recommendations from my previous Review have been addressed, and to examine learning from the attacks which took place across London and, where relevant, in Manchester in 2017, as well as those perpetrated more recently at Fishmongers Hall and in Streatham.

The changing threat picture and the ongoing pandemic provide an increasingly complex backdrop against which to consider preparedness, but I will seek to provide assurance that London remains as ready and organised as it can be to respond to a major terrorist incident, with the necessary resources and expertise in place. Where I identify any new or continued weaknesses or gaps, I will propose how these might be mitigated.

The terms of reference for the review are attached. If you would like to submit any views or comments on these matters, or if there are any concerns you would wish to relay on behalf of those you may represent in respect of London's preparedness, I would be delighted to receive them. Please forward any correspondence to my secretariat at PreparednessReview@london.gov.uk.

REVIEW OF LONDON'S PREPAREDNESS TO RESPOND TO A MAJOR TERRORIST INCIDENT

Reviewer: Lord Toby Harris
Email: PreparednessReview@london.gov.uk

Yours faithfully,

A handwritten signature in black ink that reads "Toby Harris" with a small flourish underneath.

Lord Toby Harris
Reviewer

REVIEW OF LONDON'S PREPAREDNESS TO RESPOND TO A MAJOR TERRORIST INCIDENT

Reviewer: Lord Toby Harris
Email: PreparednessReview@london.gov.uk

A Review into the Preparedness of London to cope with a Terrorist Attack

AIM

Undertake an independent review of London's preparedness for a major terrorist incident. To provide assurance to the Mayor that London is as ready and organised as it can be in case of a major incident and has the resources and expertise needed to cope, and where necessary and appropriate, to advise on what steps might be taken to mitigate any weaknesses. The Review will need to consider the changed, and changing, threat landscape and, in particular, any implications of the pandemic for London's immediate and long-term preparedness.

BACKGROUND

In 2016 when the first Preparedness Review was commissioned, the backdrop in terms of terrorism was shaped by the marauding firearms attacks such as occurred in the Bataclan, Paris. The Review was broadly welcomed and produced 127 recommendations, the vast majority of which have been implemented.

Since then London has experienced a succession of attacks, particularly in 2017, when terrorists often acting alone used vehicles and knives to murder people in London. A bomb attack in the Manchester Arena killed innocent children and then in Salisbury a chemical attack brought death, injury, and a new kind of threat to Britain.

We know the terrorist attack methodology is constantly changing. We recognise that terrorists are always looking at new opportunities to bring terror to our City. Unfortunately, in spite of the best efforts of our police and security services sometimes an attack succeeds. Recent Inquiries have highlighted important learning we must take from these instances, while acknowledging the successes these agencies do have.

In light of these circumstances, it is now an appropriate time to instigate another Review and ensure that London is as prepared as it can be to deal with the threat posed by terrorists.

REVIEW OF LONDON'S PREPAREDNESS TO RESPOND TO A MAJOR TERRORIST INCIDENT

Reviewer: Lord Toby Harris
Email: PreparednessReview@london.gov.uk

OUTLINE

The review will have two parts:

1 A review of the London relevant recommendations from specified reports and the extent to which they have been acted on and implemented, and what gaps remain. Those specified reports are:

- a. Lord Harris Review;
- b. HMICFRS CT Prevent inspection;
- c. Jonathan Hall independent reviewer – MAPPA Review;
- d. Recent attacks in Streatham and Fishmonger's Hall; and,
- e. Inquest reports into the 2017 attacks

This list is not exhaustive and it will be appropriate for the Reviewer to consider the learning that emanates from the Manchester arena attack.

2 A strategic, London-wide look at how the city is prepared to cope with a serious terrorist attack in London. It will look at the working relationships and cooperation between all of the agencies involved, ability to cope with the different scenarios and highlight gaps between agencies or shortages of expertise and resources and propose actions to address this.

REMIT

In order to do this the Review will consider the capacity of organisations and groups, statutory and non-statutory, operating in London, to effectively respond to a diverse range of terrorist attack. This will include looking at their planning and exercise regimes.

TIMESCALES

The Final Report will be delivered in the autumn.

OUTPUT

There will be no running commentary during the review given the likely handling of sensitive material which cannot find its way into the public domain, but the aim is to produce a report at the end of the process containing as many of the outcomes as can be made public.

Committee(s): Policy and Resources Committee	Dated: 18 th November 2021
Subject: Policy and Resources Contingency/Discretionary Funds	For information
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	Public
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	
Report author: Laura Tuckey - Chamberlain	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund for 2021/22 and future years with details of expenditure in 2021/22. The balances remaining for these Funds for 2021/22 and beyond are shown in the Table below. There are no new bids reported in this report since the last update.

Fund	2021/22 Balance Remaining after Approved Bids £	2022/23 Balance Remaining after Approved Bids £	2023/24 Balance Remaining after Approved Bids £	2024/25 Balance Remaining after Approved Bids £
Policy Initiative Fund	447,307	687,000	717,000	1,200,000
Policy and Resources Contingency	210,719	285,000	285,000	285,000
Policy & Resources Project Reserve	343,000	0	0	0
COVID19 Contingency	1,002,546	0	0	0

Recommendation(s)

Members are asked to:

- Note the report and contents of the schedules.

Main Report

Background

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.
2. The current process for identifying which items should sit within the PIF are if they fall under the below criteria:
 - Items that relate to a specific initiative i.e. research.
 - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
 - Membership of high-profile national think tanks.
3. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£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. The initial amount transferred to this reserve totalled £450,000 from the Project Sub Committee, this

is not an annual Contingency but a one-off sum. It is suggested that this reserve is used for project type spend.

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.

Current Position

1. 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) has either been approved by the Town Clerk and Chamberlain under delegated authority or by this Committee.
2. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Committee's Project Reserve and COVID Contingency for 2021/22 are shown in the Table below.

Fund	2021/22 Opening Balance	2021/22 Approved Bids	2021/22 Balance Remaining after 2021/22 Approved Bids	2021/22 Pending Bids	2021/22 Balance Remaining after 2021/22 Pending Bids
	£	£	£	£	£
Policy Initiative Fund	2,004,555	(1,557,248)	447,307	0	447,307
Policy and Resources Contingency	684,214	(473,495)	210,719	0	210,719
Policy and Resources Project Reserve	353,578	(10,578)	343,000	0	343,000
COVID19 Contingency	1,579,546	(577,000)	1,002,546	0	1,002,546

3. 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.

	2021/22	2022/23	2023/24
Balance remaining of Multiyear PIF allocation	£0	£87,000	£117,000

Corporate & Strategic Implications

4. Strategic implications – Although each PIF application has to be judged on its merits, it can be assumed that they may be helping towards contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments as per the corporate plan.
5. Financial implications – Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available
6. Resource implications – None
7. Legal implications – None
8. Risk implications – None
9. Equalities implications – None
10. Climate implications – None
11. Security implications – None

Appendices

- Appendix 1 – PIF 2021/22 and Future Years
- Appendix 2 – P&R Contingency 2021/22 and Future Years
- Appendix 3 – P&R Project Reserve 2021/22
- Appendix 4 – COVID19 Contingency 2021/22

Laura Tuckey

Senior Accountant, Chamberlain

T: 020 7332 1761

E: : laura.tuckey@cityoflondon.gov.uk

Appendix 1

Policy and Resources Committee - Policy Initiative Fund 2021/22 to 2023/24

Budget	2021/22		2022/23	2023/24
Initial budget	£ 1,200,000		£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2020/21	£ 527,082		£ -	£ -
Unspent balances deferred from 2020/21	£ 447,113		£ -	£ -
Unspent balances in 2020/21 returned to Fund	£ 30,360		£ -	£ -
Transferring Budget to Covid Contingency - (Agreed by P&R Cttee: 06 May21)	-£ 200,000		£ -	£ -
Revised Budget	£ 2,004,555		£ 1,200,000	£ 1,200,000

Date	Name	2021/22 Bid	2021/22 Actual	2022/23 Bid	2023/24 Bid
07/07/2016	London Councils Summit	£ 16,000	£ 15,563		
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation (CSFI)	£ 6,635	£ -		
22/02/2018	Sponsorship of Wincott Awards	£ 4,000	£ -		
03/05/2018	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	£ 27,487	£ -		
07/06/2018	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 76,339	£ -		
05/07/2018	Events Partnership with The Strand Group, King's College London	£ 35,787	£ -		
21/02/2019	London and Partners: domestic promotion of London	£ 75,000	£ 49,951		
17/10/2019	City Week 2020 Event Sponsorship	£ 25,000	£ -		
20/02/2020	Future.Now - Application for Funding	£ 17,000	£ -		
20/02/2020	Tokyo 2020 Games	£ 40,000	£ 9,764		
19/03/2020	London Messaging Research	£ 40,000	£ -		
11/06/2020	British Foreign Policy Group	£ 35,000	£ -		
24/09/2020	Commitment to UN Sustainable Development Goals	£ 20,000	£ 550	£ 10,000	
21/01/2021	Support for Innovate Finance	£ 250,000	£ -	£ 250,000	£ 250,000
21/01/2021	Green Horizon Summit Evaluation & COP26 Preparations	£ 100,000	£ -		
18/02/2021	Commonwealth Enterprise and Investment Council: Renewal of Strategic Partnership	£ 20,000	£ 10,000	£ 20,000	
Urgency	AIIB Membership	£ 184,000	£ -	£ 183,000	£ 183,000
08/04/2021	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000	£ 50,000	£ 50,000
08/04/2021	COVID Recovery Campaign	£ 300,000	£ 300,000		
Urgency	London Tourism Recovery Marketing	£ 50,000	£ 50,000		
06/05/2021	Options to Promote Supplier Diversity	£ 30,000	£ 12,000		
08/07/2021	Culture & Commerce Taskforce: Fuelling Creative Renewal - City Corporation Action Plan & Programme Outline	£ 20,000	£ 8,818		
08/07/2021	Voluntary Carbon Markets	£ 15,000	£ -		
08/07/2021	Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign	£ 120,000	£ -		
	Total Allocations	£ 1,557,248	506,645	£ 513,000	£ 483,000
	Balance Remaining	£ 447,307		£ 687,000	£ 717,000

Bids for Committee's Approval: 18 November 2021

Total Balance if pending bids are approved

£ 447,307 £ 687,000 £ 717,000

	Multi Year PIF Bids	2021/22 Bid	2022/23 Bid	2023/24 Bid
	Multi Year PIF Allocation	£ 610,635	£ 600,000	£ 600,000
16/11/2017	Proposed Grant to retain the Centre for the Study of Financial Innovation	£ 6,635		
16/04/2020	Sheltered Employment Programme - Corporate Catering at Guildhall Offices	£ 90,000		
24/09/2020	Commitment to UN Sustainable Development Goals	£ 10,000	£ 10,000	
21/01/2021	Support for Innovate Finance	£ 250,000	£ 250,000	£ 250,000
18/02/2021	Commonwealth Enterprise and Investment Council - Renew of Partnership	£ 20,000	£ 20,000	
Urgency	AIIB Membership	£ 184,000	£ 183,000	£ 183,000
08/04/2021	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000	£ 50,000
	Total Multi Year Allocations	£ 610,635	£ 513,000	£ 483,000
	Multi Year PIF Allocation Balance	£ -	£ 87,000	£ 117,000

Bids for Committee's Approval: 18 November 2021

Total Balance if pending bids are approved

£ - £ 87,000 £ 117,000

Appendix 2

Policy and Resources Committee - Contingency 2021/22 to 2023/24

Budget	2021/22		2022/23	2023/24	2024/25
Initial Budget	£ 300,000		£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2020/21	£ 719		£ -	£ -	£ -
Unspent balances deferred from 2020/21	£ 383,495		£ -	£ -	£ -
Unspent balances in 2020/21 returned to Fund	£ -		£ -	£ -	£ -
Revised Budget	£ 684,214		£ 300,000	£ 300,000	£ 300,000

Date	Name	2021/22 Bid	2021/22 Actual	2022/23 Bid	2023/24 Bid	2023/24 Bid
08/05/2014	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -	£ -
17/11/2016	Police Arboretum Memorial Fundraising Dinner	£ 30,000	£ -	£ -	£ -	£ -
20/02/2020	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 126,645	£ 41,877	£ -	£ -	£ -
19/11/2020	Census 2021	£ 18,000	£ -	£ -	£ -	£ -
10/12/2020	Electoral Registration Campaign Manager	£ 150,000	£ 78,904	£ -	£ -	£ -
Urgency	Smithfield Negotiations - Mediation Fees	£ 57,000	£ -	£ -	£ -	£ -
Urgency	Lord Mayor's Show Arrangements	£ -	£ -	£ 15,000	£ 15,000	£ 15,000
14/10/2021	Election Engagement Campaign	£ 72,000				
	Total Allocations	£ 473,495	£ 120,781	£ 15,000	£ 15,000	£ 15,000
	Balance Remaining	£ 210,719		£ 285,000	£ 285,000	£ 285,000

Bids for Committee's Approval: **18 November 2021**

-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 210,719	£ 285,000	£ 285,000	£ 285,000

Policy and Resources Committee Project Reserve: 2021/22

Budget	2021/22
Initial Budget	£ 450,000
Less: 2019/20 spend	-£ 30,000
Less: 2020/21 spend	-£ 66,422
Revised Budget	£ 353,578

Date	Name	2021/22 Bid	2021/22 Actual
30/07/2020	Project Management Academy	£ 10,578	£ -
	Total Allocations	£ 10,578	£ -
	Balance Remaining	£ 343,000	

Bids for Committee's Approval: **18 November 2021**

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

Appendix 4

Policy & Resources Committee - COVID Contingency 2020/21 - 2021/22

Budget	2020/21	2021/22
Initial Budget	£ 1,500,000	
Funding moved from Brexit funding - City Fund	£ 239,270	
Funding moved from Brexit Funding - City's Cash	£ 413,276	
Uncommitted funding carried forward from 2020/21 - City Fund		£ 85,000
Uncommitted funding carried forward from 2020/21 - City's Cash		£ 394,546
Additional allocation ringfenced for GSMD subject to CCC approval		£ 600,000
Funding transferred from PIF & Finance Contingency		£ 500,000
Revised Budget	£ 2,152,546	£ 1,579,546

Date	Name	2020/21 Bids	2021/22 Bids
03/04/2020	SMTA Rates Bill	£ 67,000	
21/04/2020	COLPAI - CCTV	£ 41,000	
17/04/2020	Support the Mortality Management Group	£ 27,000	
24/04/2020	Direct Access Server Replacement + Additional Server	£ 37,000	
06/05/2020	PPE Purchasing	£ 4,000	
11/05/2020	CoLP IT Resilience	£ 263,000	
28/05/2020	Open Spaces PPE and HSE	£ 65,000	
09/06/2020	Using Public Transport and Social Distancing - Face Coverings	£ 25,000	
24/06/2020	CoL IT - Remote Working upgrades and expenses	£ 81,000	
09/07/2020	City of London Academies Trust Funding Request for Summer Provision 2020/21	£ 70,000	
08/07/2020	Everyone In - Rough Sleeping Response	£ 261,000	
27/07/2020	Brakespear Mortuary	£ 32,000	£ 12,000
05/10/2020	Public Health Communications Officer	£ 50,000	
19/11/2020	Communications with Residents	£ 28,000	
10/12/2020	Dedicated City Corporation News Hub on City AM	£ 45,000	
21/12/2020	Dedicated strategic support on social care to the Chief Executive of Ealing	£ 9,000	
22/01/2021	Letter drops to City residents	£ 24,000	
10/02/2021	Public Health Communications Officer extended		£ 40,000
18/03/2021	Dedicated City Corporation News Hub on City AM		£ 45,000
11/03/2021	Recovery Promotional Campaign		£ 250,000
19/03/2021	Covering the cost of Hands-Face-Space COVID19 Campaign Materials	£ 13,000	
26/03/2021	Contributions towards Pan London Mortality Wace 1 Costs	£ 16,000	
31/03/2021	Mental Health & Well Being support to Academies	£ 320,000	
31/03/2021	Laptops required for new starters and replacing broken devices	£ 195,000	
13/04/2021	Temporary Communication Lead		£ 40,000
13/04/2021	Letter drops to Residents: May & June		£ 16,000
08/06/2021	Committee Meeting Live Streaming		£ 68,000
01/07/2021	Return to work costs		£ 14,000
07/07/2021	Mailing to city residents		£ 8,000
05/08/2021	Public Health Comms Officer		£ 40,000
19/08/2021	Phone licences		£ 6,000
20/09/2021	IT costs for home working		£ 38,000
	Total Allocations	£ 1,673,000	£ 577,000
	Non ringfenced balance (City's Cash)		£ 402,546
	Non ringfenced balance (City Fund)		£ -
	GSMD ringfenced balance (City's Cash)		£ 600,000
	Total Balance Remaining		£ 1,002,546

Bids pending Town Clerks Approval: **18 November 2021**

Total Balance if pending bids are approved

£ 1,002,546

Committee(s) Policy & Resources Committee – for information	Dated: 18/11/2021
Subject: Decisions taken under delegated authority or urgency powers.	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain's Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Chris Rumbles, Town Clerk's Department	

Summary

This report advises Members of actions taken by the Town Clerk in consultation with the Chair 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 has been given under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as follows: -

Urgent Action: EC Partnership and Fleet Street Quarter Partnership BID Proposals

At its 14 October 2021 meeting, the Policy & Resources Committee considered two reports of the City Surveyor concerning proposed Business Improvement Districts (BIDs), one in the east of the City, known as the EC Partnership BID, and one in the west, known as the Fleet Street Quarter BID. Approval was sought to launch formally the proposals for both BIDs in advance of ballots in January 2022, thereby allowing for BIDs to be established in April 2022 (subject to the outcome of successful ballot processes).

During consideration of both reports, several Members of the Committee expressed their concerns as to specific aspects of the proposed BID boundaries. For the Fleet Street Quarter, these related primarily to the Whitefriars, New Bridge Street, and Temple areas; for the EC Partnership area, concerns were also expressed around the exclusion of areas of Bishopsgate ward to the north, and areas close to the

Tower to the south. For both BIDs, there were also some reservations expressed as to the decision to stop the boundaries short of the river, which had been proposed so as to allow for a potential future riverside BID. The Committee also noted the extremely tight timescales in which to obtain assurances or identify potential resolutions to these issues, in view of the two BIDs' intentions to ballot in January 2022 and begin activity in April that year. Consequently, the Committee resolved to defer a decision at that point in time and ask the Deputy Chairman and Vice Chairman to undertake urgent engagement with both BIDs, in an effort to identify a solution swiftly.

The Deputy and Vice Chairman met with key representatives of both BIDs on 19 October to discuss the various issues raised at the Committee meeting. They also undertook liaison with officers, including the City Remembrancer, who was able to provide further clarity on the role of the City Corporation in relation to considering BID proposals and boundaries. Subsequent to this, a meeting was arranged on 25 October with all Members who had expressed concerns at the proposals, together with the BID representatives, to discuss the various issues.

At the meeting, the BID proposers provided various explanations around the rationale for the exclusion of specific areas. For the Temple area in particular, Members noted the support expressed by the Temples themselves and the exclusion of buildings within the boundary from any levy. Whilst a number of concerns remained around the exclusion of other areas and the suitability of a future riverside BID, Members also received clarity from the Remembrancer in respect of the limitations on the City Corporation in specifying boundaries, as well as the significant engagement with and support (including financially) from businesses in the BID areas. Reassurance was also provided in respect of the permeability of boundaries in BID areas and the benefits that would extend to areas outside, as well as options available in five years should a riverside BID not be appropriate.

Ultimately, in view of the position, support was expressed for the progression of the proposals as put forward, which it was noted would need to be addressed under urgency procedures. Members requested that the BID proposers submit further information around the permeability of BID boundaries and how the benefits extended to businesses in adjacent areas, in order that such information could be shared with said businesses. An accurate map of the boundaries was also requested. Finally, it was asked that, should no riverside BID proposal come forward in the next five years, then the opportunity be taken to look at extending the EC and FSQ BIDs to incorporate the excluded area.

An urgent decision was therefore sought and granted by the Town Clerk, in consultation with the Chair and Deputy Chairman of the Policy & Resources Committee that: -

- Approval be granted for the EC Partnership and FSQ BID Proposals to progress to formal ballot.

- In the event of successful ballots, the City Surveyor be authorised to appoint the EC Partnership and FSQ Partnership respectively to deal with day-to-day implementation of the BID Proposals on behalf of the City Corporation
 - The City Surveyor be authorised to agree, in consultation with the City Solicitor, the terms of the appointments in accordance with the principles in the attached reports considered by Policy & Resources Committee on 14 October 2021.
 - In the event of successful ballots, authority for the day-to-day management of the BID Body's functions be granted to the City Surveyor (subject to this being exercised in accordance with the contracted arrangements and within the BID levy receipts credited to the BID account).
2. In accordance with Standing Order 41 (a) and 41 (b), Members are asked to note the recent decision taken by the Town Clerk in consultation with the Chair and Deputy Chairman.
 3. Copies of background papers concerning these decisions are available from Chris Rumbles on request.

Contact:

Chris Rumbles

Tel 020 7332 1405

Christopher.rumbles@cityoflondon.gov.uk

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank