

PLEASE BRING THIS AGENDA WITH YOU

1

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



## COMMON COUNCIL

SIR/MADAM,

You are desired to be at a Court of Common Council, at **GUILDHALL**, on  
**THURSDAY** next, the **25th day of May, 2023**.

Members of the public can observe the public part of this meeting by visiting the  
[City of London Corporation YouTube Channel](#)

IAN THOMAS,  
*Town Clerk & Chief Executive.*

*Guildhall,  
Wednesday 17th May 2023*

Michael Mainelli

Prem Goyal

}

*Aldermen on the Rota*

# 2

## 1 Introduction of a Newly Elected Member

<b>Name</b>	<b>Ward</b>
Michael Hudson	Castle Baynard

## 2 Apologies

## 3 Declarations by Members under the Code of Conduct in respect of any items on the agenda

## 4 Minutes

To agree the minutes of the meeting of the Court of Common Council held on 27 April 2023.

**For Decision**  
(Pages 9 - 26)

## 5 Mayoral Engagements

The Right Honourable The Lord Mayor to report on his recent engagements.

## 6 Policy Statement

To receive a statement from the Chairman of the Policy and Resources Committee.

## 7 Appointments

To consider the following appointments:

*Where appropriate:-*

*\*denotes a Member seeking re-appointment*

### (A) **Health and Social Care Scrutiny Committee** (one vacancy).

(No Contest)

**Nominations received:-**

Alpa Raja

### (B) **Audit and Risk Management Committee** (one vacancy).

(No contest)

**Nominations received:-**

Aaron D'Souza

### (C) **Local Government Pensions Board** (one vacancy).

(No contest)

**Nominations received:-**

Anthony Fitzpatrick

- (D) **East London NHS Foundation Trust** (one vacancy).

(No contest)

**Nominations received:-**

\*Deputy Rehana Ameer

- (E) **City of London Archaeologist Trust** (one vacancy).

(No contest)

**Nominations received:-**

\*Paul Martinelli

**For Decision**

8 **Motions**

**By Deputy John Fletcher**

“That Munsur Ali be appointed to the Community and Children’s Services Committee for the Ward of Portsoken, in the room of Jason Pritchard?”

**For Decision**

9 **Policy and Resources Committee**

To consider the adoption of an Ethical Policy.

**For Decision**  
(Pages 27 - 38)

10 **Resolutions of the Annual Wardmotes**

To consider Resolutions of the Annual Wardmotes from the Wards of Aldersgate, Candlewick, Farringdon Without and Portsoken.

**For Decision**  
(Pages 39 - 40)

11 **Civic Affairs Sub (Policy and Resources) Committee**

To consider recommendations concerning the provision of hospitality.

**For Decision**  
(Pages 41 - 42)

12 **The Freedom of the City**

(A) To consider a circulated list of applications for the Freedom of the City.

**For Decision**  
(Pages 43 - 48)

(B) To report action taken in approving applications for the Freedom of the City of London under urgency procedures on behalf of the Court of Common Council.

**For Information**  
(Pages 49 - 54)

13 **Questions**14 **City of London Police Authority Board**

To receive the City of London Policing Plan 2022-25 refresh.

**For Information**  
(Pages 55 - 92)

15 **Policy and Resources Committee**

To receive the Climate Action Strategy annual update.

**For Information**  
(Pages 93 - 114)

16 **Port Health and Environmental Services Committee**

To note action taken under urgency procedures in relation to the Heathrow Animal Reception Centre.

**For Information**  
(Pages 115 - 116)

17 **Audit and Risk Management Committee**

To note action taken under urgency procedures in relation to the appointment of an external member.

**For Information**  
(Pages 117 - 118)

18 **Ballot Results**

## (A) The Town Clerk to report the outcome of the several ballots taken at the last Court:

*Where appropriate:-*

*\* denotes a Member standing for re-appointment;*

*# denotes a Member with fewer than five years' service on the Court;*

*† denotes a Member whose primary residence is in the City;*

*^ denotes a Member who currently serves on the Committee in either an ex-officio capacity or as a representative of another Committee with appointment rights.*

*\* denotes appointed.*

1 Five Members to the **Policy and Resources Committee**.

	<b>Votes</b>
^Deputy Simon Duckworth	26
*Mary Durcan	23
Helen Fentimen	47 *
Jason Groves	46 *
Deputy Madush Gupta	26
^Wendy Hyde	15
*Deputy Shravan Joshi	41 *
Gregory Lawrence	36
*Deputy Charles Edward Lord	31
Paul Martinelli	40 *

*Wendy Mead	30
Paul Singh	23
*Deputy James Thomson	56 ★

2 Three Members to the **Gresham Committee (City Side).**

	<b>Votes</b>
*Deputy Simon Duckworth	66 ★
Michael Hudson	17
Timothy McNally	39
Deputy Henry Pollard	68 ★
*Deputy Dr Giles Shilson	69 ★

3 Five Members to the **Corporate Services Committee.**

	<b>Votes</b>
Deputy Randall Anderson	78 ★
Anthony Fitzpatrick	63 ★
Gregory Lawrence	71 ★
Ruby Sayed	43
Mandeep Thandi	58 ★
Deputy Philip Woodhouse	64 ★

4 Two Members to the **Barbican Centre Board.**

	<b>Votes</b>
*Munsur Ali	63 ★
*Deputy Randall Anderson	76 ★
Aaron D'Souza	50

5 Four Members to the **Bridge House Estates Board.**

	<b>Votes</b>
#Aaron D'Souza	30
#John Griffiths	48 ★
*Paul Martinelli	45 ★
Timothy McNally	17
#Deborah Oliver	39 ★
*Judith Pleasance	35
*Deputy Henry Pollard	36
**Deputy Nighat Qureishi	43 ★

**For Information**

# 6

(B) The Town Clerk to report the outcome of the several ballots taken at the March Court:

*Where appropriate:-*

*\* denotes a Member standing for re-appointment;*

*★ denotes appointed.*

1 Four Members to the **The Honourable The Irish Society.**

	<b>Votes</b>
James Bromiley-Davis	69 ★
John Foley	51 ★
John Griffiths	52 ★
Timothy McNally	37
Alpa Raja	35
Hugh Selka	39 ★

2 Two Members to the **Mitchell City of London Charity and Educational Foundation**

	<b>Votes</b>
Steve Goodman	61 ★
*Alderwoman Susan Pearson	60 ★
Ruby Sayed	34

3 Two Members to the **City of London Reserves Forces and Cadets Association**

	<b>Votes</b>
*Deputy Simon Duckworth	56 ★
Deputy Nighat Qureishi	61 ★
Alpa Raja	34

**For Information**

19 **Legislation**

To receive two reports setting out measures introduced into Parliament which may have an effect on the services provided by the City Corporation.

(A) Measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation - April 2023

**For Information**  
(Pages 119 - 120)

(B) Measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation - May 2023

**For Information**  
(Pages 121 - 122)

- 20 **Resolutions on Retirements, Congratulatory Resolutions, Memorials.**
- 21 **Docquets for the Hospital Seal.**
- 22 **Awards and Prizes**  
To receive a report of the Chairman of the Planning and Transportation Committee, advising of a recent achievement.

**For Information**  
(Pages 123 - 124)

## **MOTION**

- 23 **By the Chief Commoner**  
That the public be excluded from the meeting for the following items of business below on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 1, 2 and 3 of Part 1 of Schedule 12A of the Local Government Act, 1972, or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

**For Decision**

- 24 **Non-Public Minutes**  
To agree the non-public minutes of the meeting of the Court held on 27 April 2023.

**For Decision**  
(Pages 125 - 130)

This page is intentionally left blank





# LYONS, MAYOR

## COURT OF COMMON COUNCIL

27th April 2023  
MEMBERS PRESENT

### ALDERMEN

Alexander Robertson Martin Barr (Alderman)	Robert Charles Hughes-Penney (Alderman)	Professor Michael Raymond Mainelli (Alderman)
Sir Charles Edward Beck Bowman (Alderman)	Vincent Keaveny (Alderman)	Christopher Makin (Alderman)
Professor Emma Edhem (Alderman)	Sheriff Alastair John Naisbitt King DL (Alderman)	Sir Andrew Charles Parmley, (Alderman)
Alison Gowman (Alderman)	Susan Langley (Alderwoman)	Sir William Anthony Bowater Russell (Alderman)
Prem Goyal (Alderman)	Tim Levene (Alderman)	Sir David Hugh Wootton (Alderman)
Timothy Russell Hailes (Alderman)	Ian David Luder (Alderman)	Kawsar Zaman (Alderman)
Robert Picton Seymour Howard (Alderman)	The Rt Hon. The Lord Mayor Nicholas Stephen Leland Lyons (Alderman)	

### COMMONERS

Joanna Tufuo Abeyie	Anne Corbett	Elizabeth Anne King	Anett Rideg
John David Absalom, Deputy	Aaron Anthony Jose Hasan	Gregory Alfred Lawrence	David Sales
Caroline Kordai Addy	D'Souza	Frances Leach	Ruby Sayed
Rehana Banu Ameer, Deputy	Graeme Doshi-Smith, Deputy	Charles Edward Lord, OBE JP, Deputy	Ian Christopher Norman Seaton
Randall Keith Anderson, Deputy	Simon Duckworth, Deputy	Antony Geoffrey Manchester	Hugh Selka
Shahnan Bakth	Peter Gerard Dunphy, Deputy	Paul Nicholas Martinelli	Dr Giles Robert Evelyn Shilson, Deputy
Jamel Banda	Mary Durcan	Andrew Paul Mayer	Alethea Silk
Brendan Barns	John Ernest Edwards	Catherine McGuinness CBE	Paul Singh
Matthew Bell	Helen Lesley Fentimen	Andrew Stratton McMurtrie	Tom Sleigh
The Honourable Emily Sophia Wedgwood Benn	Anthony David Fitzpatrick	Timothy James McNally	Sir Michael Snyder, Deputy
Nicholas Michael Bensted-Smith	John William Fletcher, Deputy	Wendy Mead	Naresh Hari Sonpar
Ian Bishop-Laggett	John Foley	Andrien Gereith Dominic Meyers, Deputy	Mandeep Thandi
Mark Bostock, Deputy	Marianne Bernadette Fredericks, Deputy	Brian Desmond Francis Mooney, Deputy	James Michael Douglas Thomson, Deputy
Keith David Forbes Bottomley, Deputy	Steve Goodman	Eamonn James Mullally	Luis Felipe Tilleria
Tijs Broeke	Jason Groves	Benjamin Daniel Murphy	James Richard Tumbridge
James Bromiley-Davis	Madush Gupta, Deputy	Graham Packham, Deputy	William Upton KC
Timothy Richard Butcher	Caroline Wilma Haines	James Henry George Pollard, Deputy	Mark Raymond Peter Henry
Michael John Cassidy, Deputy	Christopher Michael Hayward, Deputy	Deputy	Delano Wheatley
Dominic Gerard Christian	Jaspreet Hodgson	Henrika Johanna Sofia Priest	Ceri Wilkins
Henry Nicholas Almroth Colthurst, Deputy	Wendy Hyde	Jason Paul Pritchard	Philip Woodhouse, Deputy
Ann Holmes, Deputy	Shravan Jashvantrai Joshi, Deputy	Nighat Qureishi, Deputy	Dawn Linsey Wright
	Florence Keelson-Anfu	Alpa Raja	Irem Yerdelen

1. Introduction of new elected Members

The following Members, lately elected to be of the Common Council, for the Wards mentioned, were introduced to the Court and having previously made the declaration prescribed by the Promissory Oaths Act, 1868, took their seats, viz:-

Name	Ward
Dawn Frampton	Cripplegate

2. Chief  
Commoner

Pursuant to the decision of the Court of 13 October 2022, the Lord Mayor invited Ann Holmes to take up the office of Chief Commoner for the ensuing year.

*Holmes, A.,  
Colthurst*

*Resolved unanimously* - 'That this Honourable Court wishes to extend to

Deputy Simon D'Olier Duckworth, O.B.E., D.L

The past year has been marked by a number of high profile civic and ceremonial engagements of national and, indeed, international, importance. Throughout, Simon's experience and expertise with such events, not least given his considerable experience as a Deputy Lieutenant for Greater London and a Lieutenant of the City of London, together with his dedication and enthusiasm, have been invaluable in ensuring their success.

Simon's year began with joy and festivities, as the country and the wider Commonwealth came together to celebrate the Platinum Jubilee of Her Late Majesty, Queen Elizabeth II. Simon's role in overseeing hospitality and associated events at Guildhall, including hosting the now Duke and Duchess of Edinburgh, was integral in making these celebrations truly worthy of the outstanding service Her Late Majesty provided to this City, the nation, and the Commonwealth.

From national celebration to national mourning: the sad death of Her Late Majesty, just a few months later in September, thrust the City on to the international stage once more, as it undertook its role in the sombre yet vital activities associated with the Proclamation of the new Sovereign, His Majesty King Charles III. Simon's leading role in supporting the success of this event and the historic bond between the City and the Crown must be recognised; the fact the Proclamation took place on the steps of the Royal Exchange, a site Simon is so familiar with from his many years of dedication and service to the Gresham Committee and to the legacy of Sir Thomas Gresham, added a further strand to this poignant moment.

Simon's tenure also saw the return of the first State Banquet at Guildhall in five years, marking the visit of His Excellency the President of the Republic of South Africa. Simon brought not only his usual energy and acuity to the preparations, but also the benefit of his personal connections to that nation, aiding in ensuring that event was a triumph.

Throughout his year, Simon did much to maintain and develop the City Corporation's strong and historic relationships with the military, a subject close to his heart as an Honorary Colonel in the Royal Military Police and a Colonel in the Staff Corps of the Royal Engineers. Simon was proud to host the Assistant Chief of the Air Staff at the annual Armed Forces Flag Raising Day; however, it must also be said that the Chief Commoner's civic dinner programme has benefitted enormously from the many connections Simon has in this field and the calibre of guests he has invited. Each of these events and, indeed, the overall programme, has proven a significant boon to the City and we are grateful to Simon for his many efforts facilitating it.

Simon is renowned for his exemplary hosting skills – not least, his extraordinary

oenological knowledge! – and this reputation has been proven time and again, as he has hosted so many key City stakeholders so ably at the numerous ceremonial and civic events throughout the year. His unfailingly charismatic energy will be remembered fondly by all who attended and his commitment to the role has been resolute in the face of all challenges, professional and personal. We owe him a debt of thanks for his tireless work, throughout a challenging year, in promoting the role of the City Corporation.

In taking their leave of the Chief Commoner and in thanking him formally and sincerely, his colleagues wish to express their appreciation not only to Simon but also to Lady Caroline, who with unfailing grace and charm has supported the Chief Commoner over this past year. We thank them both for their hospitality, good humour and courtesy, and wish them both good health and happiness for many decades in the future.'

Deputy Simon Duckworth was heard in reply, expressing his thanks to the Court.

\*

Given the considerable number of items on the agenda and to ensure maximum participation by all Members, the Town Clerk with the Lord Mayor's consent, sought the leave of the Court to alter the order of business published within the Summons.

It was proposed that, immediately following consideration of item 9, the non-public items 25 to 29, be brought forward for debate. If agreed, the Court would return to item 10 on the conclusion of private business, with the members of the public re-admitted.

In line with Standing Order No. 6(3), the Court agreed to amend the published order of business.

3. Apologies The apologies of those Members unable to attend this meeting of the Court were noted.

4. Declarations There were none.

5. Minutes The Town Clerk informed the Court of an error in the minutes, stating that Steve Goodman had been appointed to the Capital Buildings Board at the last Court meeting. Members agreed that the minutes should be corrected to reflect that Alderwoman Susan Pearson had been appointed.

*Resolved* - That the Minutes of the last Court are correctly recorded, as amended.

6. Mayoral engagements The Lord Mayor took the opportunity to provide his reflections on the situation in Sudan. He proceeded to report on his recent engagements, including events hosted at Mansion House and visits to Manchester, the United States, Canada, and India.

7. Policy  
Statement

The Chairman of the Policy and Resources Committee did not make a statement on this occasion.

8.  
White Paper:  
Appointment of  
Committees

The Court proceeded to make the annual appointment of Committees. Members received an addendum to the report, highlighting those amendments required to the White Paper since its publication with the agenda.

The Town Clerk advised Members of further amendments to the White Paper in relation to appointments.

With regards to appointments to the Community & Children's Services Committee, the Wards of Bishopsgate and Aldgate had paired, as had the Wards of Coleman Street and Broad Street. Following this update, it was confirmed that there was one vacancy remaining on this Committee. In advance of the meeting, Deputy Natasha Lloyd-Owen had withdrawn her name from nomination to the Community and Children's Services Committee.

Dawn Frampton rose on a point of order to seek the Court's consent to withdraw her name from the ballot for the vacancy on the Community and Children's Services Committee.

Following the series of updates, there remained one candidate for one vacancy on the Community and Children's Services Committee.

Jason Groves had withdrawn his name from consideration from appointment to the City of London Police Authority Board and the appointments to this Committee were uncontested.

A point of order was raised to draw attention to the omission of Deborah Oliver's name from the ballot paper issued for the Bridge House Estates Board vacancies. The Town Clerk confirmed that the matter would be addressed ahead of the ballot for this vacancy.

Tumbridge, J.;  
Wheatley, M.

*Amendment – "That Anthony Fitzpatrick's name be added to the list of candidates in nomination to (R) Local Government Pensions Board."*

A brief debate on the amendment highlighted the need to respect deadlines and sought clarity on the urgency as to why it was so pertinent to make the appointment at this meeting. A further point was made in regard to the terms of reference of the Local Government Pensions Board and the inability for any Members to sit on both this Committee and the Corporate Services Committee.

Members were advised that the Local Government Pensions Board was not due to meet until after the next Court.

With the support of the Honourable Court, Mr Tumbridge and Mr Wheatley agreed to withdraw the amendment.

Returning to the substantive report, the Chairman of the Markets Board expressed misgivings towards his Committee's terms of reference, particularly in relation to the Markets Co-Location Programme, and the capacity of the Capital Buildings Board in managing the programme. He welcomed the review into project governance.

In response, it was commented that Capital Buildings Board was able to provide an objective view of the Markets Co-Location Programme in the context of the City's wider commitments.

Deputy Giles Shilson made a point of order to seek clarification regarding appointments to the Gresham (City Side) Committee. The summons stated that there were three vacancies to be appointed to, but the ballot papers asked Members to vote for four candidates. The Town Clerk confirmed that there were three vacancies on the Committee and advised that Members only vote for three candidates.

*Resolved* – That the several Committees, as listed and amended, be appointed until the first meeting of the Court in April, 2024; and that the terms of reference and constitutions, with the various amendments highlighted, be also approved.

The Court proceeded to consider the following appointments:-

*Where appropriate:-*

*\* denotes a Member standing for re-appointment;*

*# denotes a Member with fewer than five years' service on the Court*

**(A) Policy and Resources Committee (Five vacancies)**

(Contest)

Nominations received:-

Deputy Simon Duckworth

\*Mary Durcan

Helen Fentimen

Jason Groves

Deputy Madush Gupta

^Wendy Hyde

\*Deputy Shravan Joshi

Gregory Lawrence

\*Deputy Charles Edward Lord

Paul Martinelli

\*Wendy Mead

Paul Singh

\*Deputy James Thomson

Read.

**(B) Audit and Risk Management Committee (Four vacancies)**

(No contest)

Nominations received:-

\*Deputy Randall Anderson  
\*Deputy Christopher Boden  
\*Alderman Prem Goyal

Read.

Whereupon the Lord Mayor declared Deputy Randall Anderson, Deputy Christopher Boden, and Alderman Prem Goyal to be appointed to the Audit and Risk Management Committee.

**(C) City of London Police Authority Board** (three vacancies).

(Uncontested)

Nominations received:-

\*Deborah Oliver  
\*Deputy James Thomson  
\*Dawn Wright

Read.

Whereupon the Lord Mayor declared Deborah Oliver, Deputy James Thomson and Dawn Wright to be appointed to the City of London Police Authority Board.

**(D) Education Board** (one vacancy)

(Uncontested)

Nominations received:-

Steve Goodman

Read.

Whereupon the Lord Mayor declared Steve Goodman to be appointed to the Education Board.

**(E) Board of Governors of the Guildhall School of Music & Drama** (two vacancies).

(No Contest)

Nominations received:-

\*Munsur Ali  
\*Deputy Graham Packham

Read.

Whereupon the Lord Mayor declared Munsur Ali and Deputy Graham Packham to be appointed to the Board of Governors of the Guildhall School of Music & Drama.

**(F) Gresham Committee (City Side)** (three vacancies).

(Contest)

Nominations received:-

\*Deputy Simon Duckworth  
Michael Hudson  
Timothy McNally  
Deputy Henry Pollard

Deputy Giles Shilson

Read.

**(G) Corporate Services Committee** (five vacancies).

(Contest)

Nominations received:-

\*Deputy Randall Anderson

Anthony Fitzpatrick

\*Gregory Lawrence

\*Ruby Sayed

\*Mandeep Thandi

\*Deputy Philip Woodhouse

Read.

**(H) Natural Environment Board (formerly Open Spaces & City Gardens Committee) and West Ham Park Committee** (two vacancies).

(No contest)

Nominations received:-

\*Caroline Haines

\*Wendy Mead

Read.

Whereupon the Lord Mayor declared Caroline Haines and Wendy Mead to be appointed to the Natural Environment Board and the West Ham Park Committee.

**(I) Epping Forest & Commons Committee** (one vacancy).

(No contest)

Nominations received:-

\*Deputy Philip Woodhouse

Read.

Whereupon the Lord Mayor declared Deputy Philip Woodhouse to be appointed to the Epping Forest & Commons Committee.

**(J) Hampstead Heath, Highgate Wood & Queens Park Committee** (four vacancies).

(No contest)

Nomination received:-

\*Jason Groves

\*Alderman Gregory Jones

Michael Hudson

Read.

Whereupon the Lord Mayor declared Jason Groves, Alderman Gregory Jones and Michael Hudson to be appointed to the Hampstead Heath, Highgate Wood & Queens Park Committee.

**(K) Barbican Residential Committee** (four vacancies).

(No contest)

Nominations received:-

\*#Anne Corbett

\*#John Foley

\*Timothy McNally

Alderwoman Susan Pearson

Read.

Whereupon the Lord Mayor declared Anne Corbett, John Foley, Timothy McNally and Alderwoman Susan Pearson to be appointed to the Barbican Residential Committee.

**(L) Barbican Centre Board** (two vacancies).

(Contest)

Nominations received:-

\*Munsur Ali

\*Deputy Randall Anderson

Aaron D'Souza

Read.

**(M) Bridge House Estates Board** (four vacancies).

(Contest)

Nominations received:-

#Aaron D'Souza

#John Griffiths

\*Paul Martinelli

Timothy McNally

#Deborah Oliver

\*Judith Pleasance

\*Deputy Henry Pollard

\*#Deputy Nighat Qureishi

Read.

**(N) Board of Governors of the City of London Freeman's School** (three vacancies).

(No contest)

Nominations received:-

Michael Hudson

Read.

Whereupon the Lord Mayor declared Michael Hudson to be appointed to the Board of Governors of the City of London Freeman's School.



**(O) Licensing Committee** (five vacancies)

(No contest)

Nominations received:-

\*Sophie Fernandes

\*Deputy John Fletcher

Michael Hudson

\*David Sales

\*James Tumbridge

Read.

Whereupon the Lord Mayor declared Sophie Fernandes, Deputy John Fletcher, Michael Hudson, David Sales, and James Tumbridge to be appointed to the Licensing Committee.

**(P) Health and Social Care Scrutiny Committee** (three vacancies).

(No contest)

Nominations received:-

Michael Hudson

Deborah Oliver

Read.

Whereupon the Lord Mayor declared Michael Hudson and Deborah Oliver to be appointed to the Health and Social Care Scrutiny Committee.

**(Q) Markets Board** (three vacancies).

(No contest)

Nominations received:-

\*Deputy Mark Bostock

\*Henry Jones

\*Oliver Sells

Read.

Whereupon the Lord Mayor declared Deputy Mark Bostock, Henry Jones and Oliver Sells to be appointed to the Markets Board.

**(R) Local Government Pensions Board** (two vacancies).

(No contest)

Nomination received:-

\*Mark Wheatley

Read.

Whereupon the Lord Mayor declared Mark Wheatley to be appointed to the Local Government Pensions Board.

The Court proceeded, in accordance with Standing Order No.10, to ballot on each of the foregoing contested vacancies. Corrected ballot papers were issued for the Bridge House Estates Board.

The Lord Mayor appointed the Chief Commoner and the Chairman of the Finance Committee, or their representatives, to be the scrutineers of the ballots.

*Resolved* – That the votes be counted at the conclusion of the Court and the results printed in the Summons for the next meeting.

9.  
Appointments to  
Vacancies on  
Ward  
Committees

The Court proceeded to consider appointments to vacancies on Ward Committees.

**(A) Community & Children’s Services Committee** (One vacancy)

(No contest)

Nomination received:-

Steve Goodman

Read.

Whereupon the Lord Mayor declared Steve Goodman to be appointed to the Community & Children’s Services Committee.

**(B) Finance Committee** (one vacancy).

Nomination received:-

(No contest)

Aaron D’Souza

Read.

Whereupon the Lord Mayor declared Aaron D’Souza to be appointed to the Finance Committee

**(C) Port Health & Environmental Services Committee** (one vacancy).

(No contest)

Nomination received:-

Henrika Priest

Read.

Whereupon the Lord Mayor declared Henrika Priest to be appointed to the Port Health & Environmental Services Committee.

24.  
Duckworth, S.D.,  
O.B.E., D.L.,  
Deputy; Colthurst,  
H.N.A., Deputy

*Resolved* – That the public be excluded from the meeting for the following items of business below on the grounds that they either involve the likely disclosure of exempt information as defined in Paragraphs 1, and 3 of Part 1 of Schedule 12A of the Local Government Act, 1972, or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

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

25. Non-Public Minutes

*Resolved* – that the non-public Minutes of the last Court are correctly recorded.

26. **CIVIC AFFAIRS SUB-COMMITTEE**

23 January 2023

The Court considered a report relating to the Members Code of Conduct.

*Resolved* – that the Court: censure the subject Member, Deputy Marianne Fredericks, in the following terms and for the reasons set out in the respective Decision Notices:

- (a) “The Court finds that Deputy Fredericks committed a serious case of misconduct in her directly personal comments towards Ruby Sayed during the course of a meeting as part of an away day on 31 October 2022. The Court were of the view that the clear implication of Deputy Fredericks’ comments was that Ruby Sayed had been unable to “fully engage” with her responsibilities as the Chair of the Community and Children’s Services Committee (part of which involved participating in the work of the Homelessness and Rough Sleeping Sub-Committee) due to her childcare responsibilities. Deputy Fredericks’ remarks were found to be in breach of paragraphs 2(k), 2(l) and 2(n) of the Members’ Code of Conduct.
- (b) The Court were of the view that this was deserving of a formal expression of severe disapproval. The Corporation is firmly of the view that such behaviour needs to be challenged as part of its commitments to equality, diversity and inclusion. Disappointment that Deputy Fredericks had not reflected on her comments or offered an apology to Ruby Sayed was also expressed. The Court hopes that Deputy Fredericks will reflect on this and that there will be no repetition of such behaviour. The Court would also recommend that Deputy Fredericks undertake training on the topic of supporting and encouraging participation in democracy by under-represented groups as well as recommending that she offer a written apology for making inappropriate comments to Ruby Sayed during the meeting in light of the finding of a breach of the Code”.

Furthermore, that the above resolution is published in the formal public minutes of the Court of Common Council but that the Court’s consideration of the matter, the decision notices of the Independent Panel and the background papers remain exempt pursuant to Paragraph 1 of Schedule 12A of the Local Government Act 1972. This is because publication of the details of the allegations poses a risk to the Subject Member’s reputation and nor is it necessary and proportionate for the other personal data of the parties and witnesses to be disclosed.

27. **Bridge House Estates Board****(A) Bridge House Estates: Adoption of the Power to Take a Total Return Approach to Investment of the Permanent Endowment Fund**

Members considered a report of the Bridge House Estates Board proposing the adoption of a power to take a total return approach to investment of the Permanent Endowment Fund.

**(B) Bridge House Estates Investment Strategy**

Members considered a report of the Bridge House Estates Board proposing the adoption of a new Bridge House Estates Investment Strategy.

29. **Property Investment Board****(A) City's Estate: Disposal of Freehold**

Members considered a report of the Property Investment Board recommending the disposal of the freehold interest.

**(B) Report of Urgent Action Taken: Disposal of Freehold**

Members received a report of the Property Investment Board relating to decisions taken under urgency on the disposal of a freehold interest.

**(C) Report of Urgent Action Taken: Property Purchase.**

Members received a report of the Property Investment Board relating to decisions taken under urgency regarding a property purchase.

Whereupon the Court resolved that strangers be re-admitted for items 10-23.

10. Bill for an  
Act of Common  
Council

**Bill for an Act of Common Council:**

A Bill for an Act of Common Council, intended to tighten the position in respect of Aldermanic qualification in respect of certain convictions, was presented to the Court for its third and final reading, together with a report of the Policy and Resources Committee thereon.

*Resolved* – That the report be agreed to and that the Bill be read a third time, do pass into Law and do become an Act of Common Council.

11. **POLICY AND RESOURCES COMMITTEE**

**(Deputy Christopher Michael Hayward)**

23<sup>rd</sup> March 2023

### Revision of Standing Orders

The Court considered a report of the Policy & Resources Committee proposing revisions to the Standing Orders.

Holmes, A.,  
Mooney, B.,  
Deputy

*Amendment* – that the Court approve an amendment to Standing Order No. 18(6), relating to the Committee memberships of the Chief Commoner, as follows:

*The addition of a new Standing Order 18(6)(c) to read “the Chair of the Civic Affairs Sub-Committee and the Member Development & Standards Sub-Committee.”*

The Chief Commoner spoke regarding the Chief Commoner’s membership of Committees. The Chief said, prior to the establishment of the Civic Affairs Sub-Committee, the Chief Commoner had chaired all sub-committees and working parties responsible for members. The creation of the Civic Affairs Sub-Committee had therefore effectively changed the job description of the Chief Commoner. Reflecting that the Chief Commoner was the only position elected by all Members of the Court, the Chief felt that any change in the role’s job description was one that should be subject to debate and approval from the entire Court.

Deputy Brian Mooney supported the amendment, encouraging Members to consider the status of the role and its relationship with that of the Chairman of the Policy and Resources Committee.

During the ensuing debate, several Members spoke against the amendment, arguing that as a sub-committee of the Policy and Resources Committee, it should remain within the power of the Policy Chairman to nominate the Chair of Civic Affairs. Furthermore, the Sub-Committee had only existed for one year, that there was nothing in its terms of reference or the Standing Orders that barred the Chief Commoner from chairing it, and that the immediate past Chief Commoner had not seemed diminished by not chairing the Sub-Committee.

Sleigh, T.,  
Broeke, T.

*Motion* – That in accordance with Standing Order 11(10), the question be now put.

Upon the Motion being put, the Lord Mayor declared it to be carried.

The Chief Commoner surmised by noting that the ultimate arbiter was the Honourable Court and as such, it was for Court to decide on the responsibility of the Chief Commoner in relation to the Civic Affairs Sub-Committee. If the amendment should be lost, it was proposed that work be undertaken to review the job description of the Chief Commoner.

The Chairman of Policy & Resources concluded debate on the amendment by noting that the matter had been debated at length at Committee and that a decision had been taken in light of many factors. He hoped that the Court would, therefore, reject it.

Upon the Amendment being put, the Lord Mayor declared it to be lost.

Lord, C. E.,  
Deputy; Sayed,  
R.

*Amendment* – that Standing Orders 29 and 30, relating to the appointment of Chairs and Deputy Chairs, be amended as follows:

Standing Order 29(4)

At Ahead of the first meeting of each Committee following the annual appointment, the Town Clerk will seek written expressions of interest from Members who are willing and eligible to take the Chair. Such expressions of interest must be received by the Town Clerk not later than one full working day prior to the scheduled date of the meeting.

Standing Order 29(5)

Delete current text and insert: In the event that no expressions of interest have been received by the deadline stated in Standing Order 29.4, the Town Clerk will seek expressions of interest under the relevant agenda item at the meeting of the Committee.

Standing Order 30(5)

At Ahead of the first meeting of each Committee following the annual appointment, the Town Clerk will seek written expressions of interest from Members eligible for election as Deputy Chair/Chairman (or Deputy/Vice Chairs/Chairmen in the case of the Policy and Resources Committee) and who are willing to serve. Such expressions of interest must be received by the Town Clerk not later than one full working day prior to the scheduled date of the meeting.

Standing Order 30(6)

Delete current text and insert: In the event that no expressions of interest have been received by the deadline stated in Standing Order 30.5, the Town Clerk will seek expressions of interest under the relevant agenda item at the meeting of the Committee.

Deputy Edward Lord proposed amendments to Standing Orders 29 and 30, seeking to formalise the current practice in seeking expressions of interest in standing as Chair or Deputy Chairs of Committees.

Upon the Amendment being put, the Lord Mayor declared it to be carried.

Following consideration of the proposed amendments, the White Paper was considered, as revised.

*Resolved* - That the Court:-

1. Approve the proposed amendments to Standing Orders summarised in Table A and as set out in detail within Appendix 1.
2. Approve the proposed amendments to Standing Orders summarised in Table B and as set out in detail within Appendix 1.
3. Approve the amendment to Standing Orders 29 and 30, relating to the appointment of Chairs and Deputy Chairs, be amended to formalise the current practice in seeking expressions of interest in standing as Chair or Deputy Chairs of Committees.

4. Authorise the Town Clerk to make any such changes as are required following the Court's consideration, so as to facilitate their implementation.

12.

## PLANNING AND TRANSPORTATION COMMITTEE

(Deputy Shravan Joshi)

7<sup>th</sup> March 2023

### Traffic Order Review

The Court considered a report of the Planning and Transportation Committee relating to a Traffic Order Review.

Luder, I.,  
Alderman.;  
Packham, G.,  
Deputy

*Amendment* - that no consideration be given to any Traffic Management Order at the junction of Whitefriars street and Fleet Street until the conclusion of the Salisbury Square Development and analysis of the Whitefriars area traffic flow has been undertaken.

Alderman Luder spoke to highlight the impact of the current works at Salisbury Square on the junction of Whitefriars Street and Fleet Street and suggested that it would be appropriate to hold consideration of the proposed Traffic Management Order in this area until the development had been completed.

The seconder confirmed that Officers had been advised to engage thoroughly on each consultation exercise listed within the report, including with Members.

Several Members spoke in support of the amendment and noted that the work could take up unnecessary time and resource.

Upon the Amendment being put, the Lord Mayor declared it to be carried.

Returning to the substantive report, clarification was sought, and the Chairman of Planning and Transportation confirmed, that this review was separate from the Bank Junction Review.

*Resolved* - That the Court:-

1. Notes the outcome of the review, including the recommendations for the 78 traffic orders and measures that were the subject of Stage 2b detailed investigations (as set out at Appendix 1);
2. Agrees that no consideration be given to any Traffic Management Order at the junction of Whitefriars street and Fleet Street until the conclusion of the Salisbury Square Development and analysis of the Whitefriars area traffic flow has been undertaken.
3. Notes that officers have identified an additional 32 traffic orders and measures that could benefit from amendments to improve the way they support delivery of Transport Strategy outcomes (see Appendix 5).

4. Notes that implementation of any modifications identified (Stage 3) will be taken forward through a new programme or within existing and planned projects, subject to funding and approvals.
5. Agrees to allocate the remaining unspent amount of £300,000 towards the delivery of changes to the traffic orders identified in Stage 3 of the review that are not being progressed as part of existing or planned projects. Where additional funding beyond this allocation is required, it will be subject to the usual process.
6. Agrees not to proceed any further with the review of TfL's traffic orders and measures on the Transport for London Road Network.

13. **PLANNING AND TRANSPORTATION COMMITTEE**

**(Deputy Shravan Joshi)**

7<sup>th</sup> March 2023

**Annual On-Street Parking Accounts 2021/22 and Related Funding of Highway Improvements and Schemes**

The Court considered a report of the Planning and Transportation Committee recommending the submission of the Annual On-Street Parking Accounts 2021/22 to the Mayor of London.

It was noted that Barbican Podium Phase 2 was the second largest line item in the projected expenditure. Reassurance was sought that the money would be spent on the public benefit, considering that footfall for Phase 1 of the project had proved to be very low.

The Chairman responded to say that creating a welcoming and inclusive public realm was a key part of the scheme but that the responsibility for delivering this would fall to a number of the City Corporations various Committees.

*Resolved* – That Members note the contents of the report and approve its submission to the Mayor of London.

In accordance with the three-hour limit set for the duration of the Court specified by Standing Order No. 16, the Lord Mayor declared the meeting to be closed and all unfinished business adjourned to the next meeting. Items that were so adjourned and which, in the opinion of the Town Clerk, require a decision before the next meeting would be considered in accordance with urgency procedures described under Standing Order Number No. 19.

**The meeting commenced at 1pm and ended at 3.59pm.**

**THOMAS.**



[This page is intentionally blank]

This page is intentionally left blank

# Report – Policy and Resources Committee

## Draft Statement of Ethical Policy

*To be presented on Thursday, 25<sup>th</sup> May 2023*

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

### SUMMARY

A motion passed by Court of Common Council in 2021 asked the Policy & Resources Committee to return to Court with a Statement of Ethical Policy in respect of procurement, investment and international engagement. A draft statement was provided to informal Court in February 2023 and, following Member input, the scope of the statement has been expanded to include other relevant areas of City Corporation activity.

### RECOMMENDATION

That Members:

- Approve the contents of the Statement of Ethical Policy

### MAIN REPORT

#### Background

1. The draft Statement of Ethical Policy sets out, in a single document, the ethical and responsible principles and aims encapsulated in the City Corporation's plans, activities and strategies.
2. The original motion agreed by Court of Common Council called for the statement to cover procurement, investment and international engagement. These matters are governed by the City Corporation's Responsible Procurement Policy, Responsible Investment Policy, Competitiveness Strategy and International Prioritisation Policy.
3. A draft of the statement was considered by Informal Court on 28 February 2023 and input of the whole Court was sought via email following that meeting. Following Member feedback, the draft statement now goes beyond the original scope, encapsulating a wider range of the City Corporation's policies in relevant areas.

#### Reporting

4. The statement signposts to other strategies and plans, some of which have standalone reporting mechanisms. However, it is proposed to develop reporting on the activities covered by the statement and to explore whether there are efficiencies in combining with reporting on other related issues, including the regular reporting provided on the United Nations Sustainable Development Goals.

**Publication**

5. Subject to its approval by Court of Common Council, it is proposed that the Statement of Ethical Policy would be published on the City Corporation's website.

**Corporate & Strategic Implications**

6. Strategic implications – The statement encompasses commitments that are in pursuit of Corporate Plan outcomes 3, 4, 5, 6 and 11.

**Conclusion**

7. The Statement of Ethical Policy sets out the City Corporation's responsible principles and activities as set out in agreed strategies and policies. Members are invited to agree the statement.

**Appendices**

Appendix 1 – Statement of Ethical Policy

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

DATED this 20<sup>th</sup> day of April 2023.

SIGNED on behalf of the Committee.

**Deputy Christopher Michael Hayward**  
Chairman, Policy and Resources Committee

## Draft Statement of Ethical Policy - April 2023

### Purpose

This statement sets out, in one document, the ethical and responsible principles and aims encapsulated in the City Corporation's plans, activities and strategies.

Ethical practice is taken to mean acting in the public interest to promote fairness and justice and advance the common good. The statement sets out the City Corporation's commitment to treating people fairly, being transparent and honest, respecting human rights and the environment and complying with the law and regulation.

### Our Principles

#### Approach to Responsible Business

As an organisation with private, public, charitable and community sector responsibilities, we are a role-model and seek to create a positive impact across all our activities and decisions, embedding responsible practices throughout our work.

Our approach is set out in our **Responsible Business Strategy: Towards a Sustainable Future**<sup>1</sup> which has been embedded across the organisation. The goals set out in this strategy are delivered through:

- i) Impact in pursuit of our core purpose, our operations and how we procure our resources.
- ii) Impact achieved through our advocacy and role-modelling.

The City Corporation is committed to the following responsible business practices throughout its operations and decision making.

<b>Using our convening power</b>	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
<b>Connecting with our communities</b>	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
<b>Ensuring transparency</b>	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
<b>Preventing bribery, corruption and fraud</b>	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
<b>Promoting human rights</b>	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
<b>Championing responsible investment</b>	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.

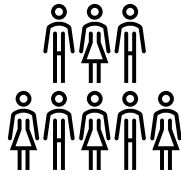
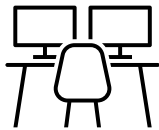

<sup>1</sup> [Business Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/business-strategy)

<b>Leading responsible procurement</b>	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains
<b>Engaging our employees</b>	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.

Source: [Responsible Business Strategy](#)

## Our Corporate Vision

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. Everything the City Corporation does contributes towards the achievement of 12 outcomes set out in the **Corporate Plan**<sup>2</sup>.

 <b>Contribute to a flourishing society</b>	 <b>Support a thriving economy</b>	 <b>Shape outstanding environments</b>
People are safe and feel safe.	Businesses are trusted and socially and environmentally responsible	We are digitally and physically well-connected and responsive.
People enjoy good health & wellbeing.	We have the world's best legal and regulatory framework and access to global markets.	We inspire enterprise, excellence, creativity and collaboration.
People have equal opportunities to enrich their lives and reach their full potential.	We are a global hub for innovation in finance and professional services, commerce and culture.	We have clean air, land and water and a thriving and sustainable natural environment.
Communities are cohesive and have the facilities they need.	We have access to the skills and talent we need.	Our spaces are secure, resilient and well-maintained.

## Our Commitments

### United Nations Sustainable Development Goals

As an organisation with local, national, and international reach, the City of London Corporation is committed to supporting the United Nations Global Compact and in doing so working towards achieving outcomes set out in the Sustainable Development Goals (SDGs).

<sup>2</sup> [City of London - Our Corporate Plan 2018-23](#)

Our commitment to the SDGs is delivered through our policies and ongoing activities which:

- Embed relevant SDGs into strategy development, implementation and reporting processes.
- Demonstrate the actions the City Corporation is taking to achieve the SDGs, by reporting actions on SDG partnership platforms – both UK and Global
- Take part in business initiatives focused on the SDGs and use our influence to encourage other businesses to take part

## Good Employer

In line with the commitments in the Responsible Business Strategy, the City Corporation:

- Is a London Living Wage Employer. All staff are paid the London Living Wage as a minimum, uprated as soon as increases are announced. The City Corporation requires all suppliers to pay staff working on our contracts the London Living Wage.
- Is a Disability Confident Employer.
- Is a signatory to the Race at Work Charter.
- Is a member of the Armed Forces Covenant.

## Equality, Diversity & Inclusion<sup>3</sup>

The City of London Corporation is committed to ensuring we meet the Public Sector Equality Duties to:

- Eliminate discrimination, victimisation, harassment and other prohibited conduct under the Equality Act 2010.
- Advance equality of opportunity between different groups
- Foster good relations between groups in our communities to tackle prejudice and promote understanding.

This commitment covers our residents, city visitors, city workers, the Corporation's staff and our service users.

The Corporation is committed to equal opportunities in service provision and for all our employees.

As set out in the Equality Act 2010 (Specific Duties) Regulations 2011, the City Corporation publishes its overarching four-yearly Equality objectives on our website.

## Social Mobility<sup>4</sup>

Our Social Mobility strategy sets out our commitment to championing social mobility both internally and with our stakeholders in the private, public, and charitable sectors across the UK and beyond

## Member & Officer Conduct

---

<sup>3</sup> [CoL equal-opportunities-statement-vision \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/what-we-do/our-strategy/our-strategy-2018-2028/our-strategy-2018-2028)

<sup>4</sup> [Social Mobility Strategy, 2018-28 Potential today, success tomorrow \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/what-we-do/our-strategy/our-strategy-2018-2028/our-strategy-2018-2028)

The City Corporation's Member code of conduct commits all Members to the *Seven Principles of Public Life*: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership

The employee code of conduct commits employees of the Corporation to give the highest possible standards of service to the public, service users, Members and colleagues and also to adherence to the seven Principles of Public Life.

## Procuring Responsibly

The City Corporation uses its spending power to the benefit of our community and wider stakeholders. Through our procurement we seek to protect and enhance the health & wellbeing of people and the environment, reduce negative environmental impacts and ensure that human rights and employment rights are protected throughout the City Corporation's UK and global supply chains.

These principles are enshrined in our **Responsible Procurement Policy**<sup>5</sup> which asks officers to go above and beyond our statutory duties as a local authority to deliver improved outcomes.

We have also established a Purchased Goods and Services Programme<sup>6</sup> to work with our suppliers to deliver low carbon and sustainable products and services and reduce their carbon footprint.

The City Corporation is committed to working with its supply chain to:

1. Take **Climate Action** and minimise environmental impacts of procurement on our operations and throughout our supply chain.
2. Encourage and facilitate **Supplier Diversity** (Diverse Owned Enterprises and SMEs) through direct contracts, partnerships and active monitoring.
3. Embed **equity, diversity and inclusion** throughout the contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain and industry.
4. **Protect human rights** in our supply chain by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses.
5. Facilitate meaningful **work-related opportunities**, which are actively targeted to enable social mobility and inclusion.
6. Achieve meaningful **social value outcomes** according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement.

<sup>5</sup> [City of London Responsible Procurement Policy](#)

<sup>6</sup> [Decarbonising our purchased goods and services - City of London](#)



## Tackling Modern Slavery

The City Corporation's **Modern Slavery Statement**<sup>7</sup> brings together the roles, remits, commitments and all work undertaken to tackle modern slavery and human trafficking by the City of London Police, Department for Children and Community Services, Community Safety, Port Health & Public Protection, HR, City Procurement, the Barbican, City Bridge Trust and Heart of the City.

### Action on Modern Slavery

**Our Organisation:** Prioritising our commitment at the highest level, protecting and educating staff and taking dedicated action and collaborating across the City Corporation to combat modern slavery.

**Our Jurisdiction:** Minimising the risk of modern slavery occurring in the City of London (or Square Mile) and on City Corporation property, referring any victims to the help they need, ensuring any perpetrators are brought to justice and helping to identify modern slavery in any place the City Corporation has a presence.

**Our Domestic Supply Chain:** Using responsible procurement and rigorous contract management to mitigate the risk of modern slavery taking place within our UK supply chains.

**Our Global Supply Chain:** Using responsible procurement and effective due diligence procedures to minimise the risks of using global suppliers who contravene human and labour rights and exploit people through modern slavery.

## Action on Climate Change

We will achieve net zero by 2027 in the City Corporation's operations, net zero by 2040 across the City Corporation's full value chain and net zero by 2040 in the Square Mile. We will embed Climate resilience in our buildings, public spaces and infrastructure.

These commitments are enshrined in our **Climate Action Strategy**<sup>8</sup>.

### Across the Square Mile we will:

Work with all stakeholder groups to accelerate the transition to net zero Support SMEs to reach net zero Invest in making the Square Mile more resilient to extreme weather and flooding.

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

<sup>7</sup> [City Corporation's Modern Slavery Statement Update 2021 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)

<sup>8</sup> [Climate Action Strategy 2020-2027 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)

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

## Long-term, Responsible Investment

The City of London Corporation is committed to being a **Responsible Investor** and the long-term steward of the assets in which it invests. The Corporation is a long-term investor and seeks to deliver long-term sustainable returns.

It expects this approach to protect and enhance the value of the assets over the long term to support the City Corporation's long-term commitment to prosperity in London and across the UK in perpetuity. These commitments are enshrined in the Corporation's **Responsible Investment Policy**<sup>9</sup>.

The City Corporation:

- Is a supporter of the **Principles of Responsible Investment (PRI)**– a UN-supported network of investors working to promote sustainable investment through the incorporation of environmental, social and governance factors.
- Aims to **exercise its voting rights in all markets**. Investment managers are required to vote at all company meetings or give the Corporation notice when is not practical to do so.
- Will be looking to actively manage a **downward trajectory path on the carbon emissions** of the portfolio. Progress against reductions, Paris alignment and PRI agreements will be regularly monitored.
- Follows a **Green and Sustainable Financing Framework** – The City of London Financing Framework - provides a financing framework for our City's Cash fund that targets five environmental objectives and the related eligible project categories highlighted by the ICMA's Green Bond and establishes a framework for the selection of project categories that may be eligible for financing.
- The Corporation expects its external investment advisors and investment managers, including the London Collective Investment Vehicle (London CIV), to be signatories, and **demonstrate commitment, to the PRI** and any disclosure requirements in the jurisdictions in which they are regulated.

<sup>9</sup> [City of London Responsible Investment Policy](#)

- The Corporation seeks to work with and **support the initiatives of other bodies with similar goals**, including via its investment managers and investment advisor. For example, the City of London Corporation Pension Fund is an active member of the Local Authority Pension Fund Forum (LAPFF) and the Pension and Lifetime Savings Association (PLSA). As a member fund of the London CIV, the City of London Corporation Pension Fund also collaborates within the pool to influence responsible investments.
- Recognises that **transparency and disclosure** is an important aspect of being a responsible investor. The Corporation expects transparency and disclosure from its investment managers, including reporting on engagement progress and success on climate related financial risk.
- Believes in **active ownership** in helping to realise long-term shareholder value. The City Corporation exercises its stewardship, active ownership responsibilities and status as a long-term investor to encourage responsible investment behaviour.
- Seeks to identify **sustainable investment** opportunities where aligned with its broader objectives.
- The City Corporation recognises that **Climate Change** presents a systemic and material risk. The City Corporation is committed to aligning our approach with the objectives of the Paris Agreement for a *below 2 degrees* world. It works with managers, partners and networks who are seeking to do the same.

## Supporting London & our Communities

The City Corporation is the sole trustee of Bridge House Estates. Its grant making arm – the City Bridge Trust – is London’s largest independent charitable funder. Its vision is for London to be a city where all individuals and communities can thrive, especially those experiencing disadvantage and marginalisation. Its mission is to reduce inequality and grow more cohesive communities for a London that serves everyone.

### Central Grants Programme

The City of London has a strong track record of charitable giving over many centuries. Together, we reach far beyond the Square Mile’s boundaries and across the private, public and charitable community sectors.

The Central Grants Team are responsible for managing the grant-making within the City Corporation, ensuring together we practise philanthropic excellence.

The Central Grants Programme has four funding areas:

- Stronger communities
- Enjoying green spaces and the natural environment

- Inspiring London through culture
- Education and employment support

## Our Commitment to Justice

The City of London Police is the national lead police force for fraud and cybercrime. It investigates some of the country's most complex cases of fraud, sets the national strategy and coordinates the operational response.

The City Corporation is delivering a new Justice Hub at Salisbury Square, housing the City of London Law Courts and a state-of-the-art headquarters for the City of London Police. With 18 courtrooms, the City of London Law Courts will combine magistrates, civil and crown courts in one flagship facility. This will help cement the City's position as a world-leading legal centre helping the UK attract international business.

## Leading Internationally

The financial and professional services industries are key to the ongoing prosperity of the UK. The industries employ 2.4 million people; 1 in 14 UK workers; and fund our public services, providing 13% of total government tax receipts.

The contribution of financial and professional services is key to the future prosperity of the UK and the City Corporation plays a key role in securing the best outcomes for the FPS sectors internationally to secure prosperity for future generations.

Through the **Corporate Plan**, **Competitiveness Strategy**<sup>10</sup> and **International Prioritisation Markets Framework**<sup>11</sup> the City Corporation sets out how it engages on the global stage to promote the UK financial and professional services sectors, champion global regulatory coherence and build the UK's profile as the global destination for green finance.

The City Corporation is committed to:

- Promoting **regulatory confidence** founded on the rule of law.
- Leading nationally and advising internationally on the **fight against economic and cyber-crime**.
- Strengthening local, regional, national and international **relationships** to secure new opportunities for business

The City Corporation also builds the UK's profile and role globally on **sustainable finance** including through:

- Galvanising action and **showcasing UK leadership** through high profile events like Net Zero Delivery Summit and COP-27.
- Supporting net zero infrastructure in **Emerging Markets**.
- Increasing flows of **sustainable investment** into emerging markets.

<sup>10</sup> [Competitiveness Strategy \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/~/media/2022/07/Competitiveness-Strategy-2022-2026.pdf)

<sup>11</sup> [International Prioritisation](https://www.cityoflondon.gov.uk/~/media/2022/07/International-Prioritisation-Markets-Framework-2022-2026.pdf)

- Using collaborative high-profile Taskforces to normalise the use of **international standards** in sustainable infrastructure investment and promote UK's green finance offering.

The City Corporation's International Disasters Fund provides financial support in response to international crisis appeals, usually in response to appeals by the Disasters Emergency Committee. Since March 2022, support has been provided for the Ukraine crisis appeal, Bangladesh flood appeal, Pakistan flood appeal and the Turkey/Syria earthquake appeal.

### **Note on institutions**

Individual policies and strategies set out how they apply to the City Corporation and its family of institutions and charities, some of which have separate governance and legal requirements.

Under the Government's pooling agenda for all LGPS administering Authorities in England and Wales, the City of London Local Government Pension Fund, along with the other London local authorities is a shareholder of the London CIV pool.

This page is intentionally left blank

## Resolutions from the Annual Wardmotes

*To be presented on Thursday, 25<sup>th</sup> May 2023*

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

The Resolutions from the Annual Wardmotes are set out below for the consideration of the Court:-

### **Ward of Aldersgate**

“The Aldersgate Wardmote deplors the dangerous use of pavements and walkways by bicycles and scooters and electric versions thereof and urges the Grand Court of Wardmote to take action to prevent such abuse of the pavements and walkways”

### **Ward of Candlewick – 20<sup>th</sup> March 2023**

- (i) “The Ward of Candlewick commented that they were keen to continue working closely and collaboratively with officers at the City Corporation to get the maximum impact for the Ward of Candlewick from a public realm perspective, and to develop and deliver a plan that would work well long term and provide accessible and user-friendly streets across the City.”
- (ii) “With regard to progress of the building development on Abchurch Lane, the Ward of Candlewick asked that this matter be raised with the City Corporation’s officers and an update provided in a future Candlewick Ward Newsletter. In the event that the project was unlikely to be completed in the near future, scope to have the hoardings updated would also be explored with officers from the Planning and Transportation Department.”

### **Ward of Farringdon Without – 22<sup>nd</sup> March 2023**

“This Wardmote resolves that assurances be sought from the City of London Corporation that a new governance structure will be implemented in order to efficiently deliver the full Museum of London scheme in this Ward by 2028.”

### **Ward of Portsoken – 20<sup>th</sup> March 2023**

- (i) “The Ward of Portsoken request confirmation from the relevant department of the City of London Corporation on the status of the 2014 project to install power assisted doors in Gravel Lane and on the Podium level of Middlesex Street Estate”.
- (ii) “The Ward of Portsoken request the relevant department of the City of London Corporation consider improvements to the look and feel of the current public

entrance (former rear entrance) to Petticoat Tower, following the removal of the former main entrance as a result of a housing infill project”.

- (iii) “The Ward of Portsoken request the relevant department(s) and/or services of the City of London Corporation consider what mitigating actions could be taken to resolve current anti-social behaviour (public urination/vomiting) associated with the night-time economy/licensed premises in the vicinity of Beaufort House, EC3”.
- (iv) “The Ward of Portsoken request the relevant department and/or Committee of the City of London Corporation provide assurance that staff have appropriate training to take into account any specific needs of residents with protected characteristics who seek to engage with City of London Corporation services”.

*(N.B. Following their consideration at the Grand Court of Wardmote, these Resolutions will have informally been referred to officers of the relevant Service Committees, so as to assist them in responding without delay following their formal consideration by the Court of Common Council and its relevant Committees.)*



# Report – Civic Affairs Sub-Committee of the Policy and Resources Committee

## Applications for Hospitality

*To be presented on Thursday 25<sup>th</sup> May 2023*

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

### **(a) The Band of the Royal Yeomanry Concert**

It is proposed that the City Corporation hosts the Band of the Royal Yeomanry Concert in Guildhall Yard followed by a supper in the Basinghall Suite for musicians from the band on Wednesday 14 June 2023.

The Military Band Concert is an annual City Corporation event at which the Band of the Royal Yeomanry, one of two Army Reserve State Bands, perform an early evening concert in Guildhall Yard. The concert is open to the public and provides an opportunity for City workers, residents and visitors to the City to enjoy a summer concert.

The event would support the following Corporate Plan outcomes: to promote effective progression through fulfilling education and employment (outcome 3c); to bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance (outcome 4a); and to inspire enterprise, excellence, creativity and collaboration (outcome 10).

It is **recommended** that hospitality be granted and that arrangements are made under the auspices of the Civic Affairs Sub-Committee; the costs to be met from City's Cash within approved parameters.

### **(b) Networking Breakfast Reception to mark Black History Month**

It is proposed that the City Corporation hosts a networking breakfast reception following a guest interview on Thursday 5<sup>th</sup> October 2023 to mark Black History Month.

The event is intended to recognise the contribution of the British African Caribbean community and is an opportunity to learn more about the effects of racism and how to challenge negative stereotypes.

The event would support the following Corporate Plan outcomes: to promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities (outcome 3a); provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds (outcome 3b); and to bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance (outcome 4a).

It is **recommended** that hospitality be granted and that arrangements are made under the auspices of the Equality, Diversity and Inclusion Sub-Committee; the costs to be met from City's Cash within approved parameters.

**(c) Parliamentary Terrace Reception 2023**

It was proposed that the City Corporation hosts the annual City Parliamentary Terrace Reception on Tuesday 6<sup>th</sup> June 2023.

The City Corporation has for a number of years hosted a reception in Parliament, providing a valuable opportunity to engage with the City's parliamentary contacts.

This application had been submitted in accordance with the usual procedures and circulated to all Members and appeared on the Court's agenda in the usual way at its meeting on 27 April. Unfortunately, due to the expiry of time at that meeting, it was unable to be considered. In view of the administrative issues which would be caused by further delay to their consideration for the requirement to make arrangements for the event; for b) the Town Clerk was of the opinion that there were valid grounds for urgency pursuant to Standing Order nos.16 and 19.

Hospitality was therefore granted for a Parliamentary Terrace Reception on 6 June 2023, with arrangements to be made under the auspices of the Policy & Resources Committee and the costs to be met from City's Cash within approved parameters.

Members are asked to note the urgent action taken.

**(d) Report of Urgent Action Taken – Coronation Events**

It was proposed that consideration be given to specific opportunities for community engagement in celebration of the Coronation of King Charles III.

In respect of events for which City Hospitality might be provided, it was proposed that a fund be made available for bids by City housing estates to support street parties or other celebratory activities locally.

As a way of engaging students in the City family of schools, it was proposed that there should be an art competition with the theme "Royally Inspired", with a selected group of students being invited to an afternoon viewing of the winning entries and reception in the Guildhall, along with their parents/guardians.

It was also proposed that a commemorative coin be produced, to be given to students in the City family of schools and others in the Corporation.

Given the need to publicise the funding programme, issue details of the art competition and allowing for time needed for commissioning the coin, an urgent decision was sought and obtained to allow the necessary arrangements to proceed.

Members are asked to note the urgent action taken.

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

DATED this 31<sup>st</sup> March 2023

SIGNED on behalf of the Sub-Committee.

Civic Affairs Sub-Committee



## List of Applications for the Freedom

*To be presented on Thursday, 25th May, 2023*

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

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

<b>Hannan Ali</b> <i>Dhruv Patel</i> <i>Ald. Alison Jane Gowman</i>	a Funding Manager <i>Citizen and Clothworker</i> <i>Citizen and Glover</i>	Luton, Bedfordshire
<b>Mr Luca Beccari</b>  <i>Wendy Mead, OBE, CC</i> <i>Paul Nicholas Martinelli, CC</i>	a Minister of Foreign Affairs For San Marino <i>Citizen and Glover</i> <i>Citizen and Butcher</i>	San Marino
<b>Prof. Dr Stefan Richard Bornstein</b> <i>Dr Mahmoud Saleh Barbir</i> <i>Farid Barakat</i>	a Professor of Medicine  <i>Citizen and Apothecary</i> <i>Citizen and Loriner</i>	Dresden, Germany
<b>Grace Elizabeth Bowling</b> <i>Philip Woodhouse, Deputy</i> <i>Nicholas Julian Goddard</i>	a Teacher <i>Citizen and Grocer</i> <i>Citizen and Barber</i>	Newdigate, Surrey
<b>Jenny Jeong-Eun Choi</b> <i>Michael Ernest Garrett, MBE</i> <i>John Robert Cowie</i>	a Doctor <i>Citizen and Water Conservator</i>  <i>Citizen and Scientific Instrument Maker</i>	Poplar, London
<b>Isaac Benjamin Haim Cooper</b> <i>Ald. Bronislaw Edmund Masojada</i> <i>Ald. Timothy Levene</i>	a Public Relations Company Director <i>Citizen and Insurer</i>  <i>Citizen and Carmen</i>	Hendon, London
<b>Paul Brian Crump</b> <i>Frances Leach, CC</i> <i>Thomas Sleigh, CC</i>	an Insurance Company Director <i>Citizen</i> <i>Citizen</i>	Heathfield, East Sussex

<b>Giuseppe Di Stefano</b>	an Asset Wealth Management Company Associate	Pimlico, London
<i>Richard Gary Stephen Miller</i>	<i>Citizen and Glover</i>	
<i>Norman Edward Chapman</i>	<i>Citizen and Glover</i>	
<b>Eric Mervyn Driver</b>	a Metropolitan Police Inspector, retired	Beckenham, Kent
<i>Peter John Neal</i>	<i>Citizen and Plaisterer</i>	
<i>Edward Kenneth Webb</i>	<i>Citizen and Poulter</i>	
<b>Graeme Faulkner</b>	a Waterman and Lighterman	Rochester, Kent
<i>Richard George Turk</i>	<i>Citizen and Shipwright</i>	
<i>Richard Leslie Springford</i>	<i>Citizen and Carman</i>	
<b>Rupert James Fischer</b>	a Financial Services Business Consultant	Bramley, Surrey
<i>Alan Roy Willis</i>	<i>Citizen and Baker</i>	
<i>Mark John Herbage</i>	<i>Citizen and Cook</i>	
<b>Warren John Forsyth</b>	a Solicitor and City of London Guide	Stoke Newington, London
<i>Stephen David Willis</i>	<i>Citizen and Musician</i>	
<i>Dr Millan Sachania</i>	<i>Citizen and Musician</i>	
<b>His Imperial Highness, Prince Ermias Sahle- Selassie Haile-Selassie of Ethiopia</b>	President of the Ethiopian Crown Council	Alexandria, Virginia, United States of America
<i>David Guyon</i>	<i>Citizen and Clothworker</i>	
<i>Ian Brinsley Andrews</i>	<i>Citizen and Pavior</i>	
<b>Rev. Katherine Jane Hedderly</b>	a Clerk in Holy Orders	Tower, City of London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and Merchant Taylor</i>	
<i>Felicity Ruth Lyons</i>	<i>Citizen and Musician</i>	
<b>Stephen David Judge</b>	a Design Engineer	Reigate, Surrey
<i>Neil Richard Barnes</i>	<i>Citizen and Mason</i>	
<i>Adam Richard Woodman- Bailey</i>	<i>Citizen and Mason</i>	
<b>Finlay Craig Kemp</b>	a Train Operator	Addlestone, Surrey
<i>Graham John Peacock</i>	<i>Citizen and Loriner</i>	
<i>Richard Eaglesfield Floyd</i>	<i>Citizen and Basketmaker</i>	
<b>Walter Thomas William Kerr</b>	an Education Company Director	Battersea, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and Merchant Taylor</i>	
<i>Ald. Sir William Anthony Bowater Russell</i>	<i>Citizen and Haberdasher</i>	
<b>Mohammed Afsar Khan</b>	a News Company Retail Manager	Poplar, London
<i>Shahnan Bakth, CC</i>	<i>Citizen</i>	
<i>Christopher Michael Hayward, Deputy</i>	<i>Citizen and Pattenmaker</i>	

<b>Damian Lawera</b> <i>Nikolaos Kotrozos</i> <i>Daniel Mark Benham</i>	a Senior Service Operations Manager <i>Citizen and Feltmaker</i> <i>Citizen and Feltmaker</i>	Hemel Hempstead, Hertfordshire
<b>John Watcyn Lewis</b> <i>Ald. Sir William Anthony</i> <i>Bowater Russell</i> <i>Hilary Ann Russell</i>	an Insurance Broker, retired <i>Citizen and Haberdasher</i>  <i>Citizen and Farmer</i>	Shepherds Bush, London
<b>Evelyn Shu Wei Lim</b> <i>Philip Woodhouse, Deputy</i> <i>Nicholas Julian Goddard</i>	a Pharmacist <i>Citizen and Grocer</i> <i>Citizen and Barber</i>	Leatherhead, Surrey
<b>Alistair William Leland Lyons</b> <i>The Rt. Hon The Lord</i> <i>Mayor</i> <i>Felicity Ruth Lyons</i>	a Venture Capital Manager  <i>Citizen and Merchant Taylor</i>  <i>Citizen and Musician</i>	Hammersmith and Fulham, London
<b>Mark John Lyons</b> <i>Gina Blair</i> <i>Richard Leslie Springford</i>	a Chartered Surveyor, retired <i>Citizen and Master Mariner</i> <i>Citizen and Carman</i>	Wanstead, London
<b>Brigadier Grant Ernest Mason</b> <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	an Army Officer  <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Wimbledon, London
<b>David Alexander Wilson McCredie, AM, OBE</b> <i>The Rt. Hon The Lord</i> <i>Mayor</i> <i>Ald. Sir Charles Edward</i> <i>Beck Bowman</i>	a Trade and Investment Company Chief Executive <i>Citizen and Merchant Taylor</i>  <i>Citizen and Grocer</i>	Chipping Norton, New South Wales, Australia
<b>Amanda Jill Ottaviani</b> <i>Henry Llewellyn Michael</i> <i>Jones, CC</i> <i>Wendy Mead, OBE, CC</i>	a Health and Safety Analyst <i>Citizen</i>  <i>Citizen and Glover</i>	Bedford, Bedfordshire
<b>Revd Marcus Ottaviani</b> <i>Henry Llewellyn Michael</i> <i>Jones, CC</i> <i>Wendy Mead, OBE, CC</i>	a Clerk in Holy Orders <i>Citizen</i>  <i>Citizen and Glover</i>	Bedford, Bedfordshire
<b>Barry Arnold Palmer</b> <i>David Charles Evans</i> <i>Andrew Williams</i>	a Head of Safety and Security <i>Citizen and Security Professional</i> <i>Citizen and Security Professional</i>	Isleworth, Hounslow
<b>Abdul Basith Pattinathar Kattuwa Syedibrahim</b> <i>Timothy McNally, CC</i> <i>Shailendra Kumar Kantilal</i> <i>Umradia, CC</i>	a Charity Director  <i>Citizen and Glazier</i> <i>Citizen and Information</i> <i>Technologist</i>	Croydon, London
<b>Dr Thiyagarajah Periyasamy</b> <i>Simon Peter McIlwaine</i> <i>Paul Timothy Dowsey</i>	a Doctor  <i>Citizen and Clockmaker</i> <i>Citizen and Loriner</i>	Harrow, Middlesex

<b>Hazel Valerie Phillips</b> <i>Stephen David Willis</i> <i>Dr Millan Sachania</i>	a Public Affairs Adviser and City Guide <i>Citizen and Musician</i> <i>Citizen and Musician</i>	Wapping, London
<b>Andy Porter</b> <i>Henry John Emms</i> <i>Roger Richard George North</i>	an Ambulance Emergency Medical Technician <i>Citizen and Gardener</i> <i>Citizen and Brewer</i>	Corby, Northamptonshire
<b>Mahfuza Rahman</b> <i>Shahnan Bakth, CC</i> <i>Christopher Michael Hayward, Deputy</i>	a Special Education Worker, retired <i>Citizen</i> <i>Citizen and Pattenmaker</i>	North Kensington, London
<b>Maxine Reynolds</b> <i>Richard Leslie Springford</i> <i>Richard George Turk</i>	an Arts Producer <i>Citizen and Carman</i> <i>Citizen and Shipwright</i>	Kentish Town, London
<b>Adarsh Dilip Shah</b> <i>Martyn Terence Tabony</i> <i>Richard Edward Robert King</i>	a Business Consultant <i>Citizen and Security Professional</i>	Harrow, Middlesex
<b>Thelma Amy Sillis</b> <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	a Bank Officer, retired <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Potters Bar, Hertfordshire
<b>Holly Simmons</b> <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater Russell</i>	a Social Mobility Network Founder <i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i>	Danbury, Essex
<b>Christian Alan Squibb</b> <i>Allan Stewart Anderson</i> <i>Daniel Flowers</i>	an Operations Manager <i>Citizen and Plumber</i> <i>Citizen and Plumber</i>	Grays, Essex
<b>Jamie Suggate</b> <i>Robert Constant</i> <i>Richard Leslie Springford</i>	a Construction Services Commercial Director <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Southend-on-Sea, Essex
<b>Emdad Hossain Talukder, MBE</b> <i>Shahnan Bakth, CC</i> <i>Christopher Michael Hayward, Deputy</i>	a Community Resources Officer, retired <i>Citizen</i> <i>Citizen and Pattenmaker</i>	North Kensington, London
<b>Gerald Robin Veryard</b> <i>Henry John Emms</i> <i>Roger Richard George North</i>	a Haulage Contractor <i>Citizen and Gardener</i> <i>Citizen and Brewer</i>	Hanworth Park, London
<b>George Richard Whittington</b> <i>Ian David Luder, Ald.</i> <i>Lin Jane Luder</i>	a Bank Manager, retired <i>Citizen and Cooper</i> <i>Citizen and Fletcher</i>	Chertsey, Surrey

<b>Graham Edwin Williams</b>	a Chemical Industry Regulatory Affairs Manager	St Helens, Merseyside
<i>Wesley Val Hollands</i>	<i>Citizen and Loriner</i>	
<i>Jonathan Peter Wallis</i>	<i>Citizen and Loriner</i>	
<b>Dr Alexander Henry Bula Wright</b>	a Medical Doctor	Ruislip, Middlesex
<i>Steven Leslie Wright</i>	<i>Citizen and Hackney Carriage Driver</i>	
<i>Phillip John Davis</i>	<i>Citizen and Hackney Carriage Driver</i>	
<b>James Alexander Bula Wright</b>	a Chartered Quantity Surveyor	Ruislip, Middlesex
<i>Steven Leslie Wright</i>	<i>Citizen and Hackney Carriage Driver</i>	
<i>Phillip John Davis</i>	<i>Citizen and Hackney Carriage Driver</i>	

This page is intentionally left blank





## Report of Action Taken: List of Applications for the Freedom

*To be presented on Thursday, 25<sup>th</sup> May, 2023*

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

The Honourable Court is invited to note the action taken in approving applications for the Freedom of the City of London under urgency procedures on behalf of the Court of Common Council, that had been submitted in accordance with the usual procedures and appeared on the Court's agenda on 27 April 2023, in the usual way.

Unfortunately, due to the expiry of time at that meeting, the list was not considered by the Court. In view of the administrative issues which would be caused by further delay to their consideration, namely the scheduling of the several Freedom ceremonies, the names of those listed were considered under urgency procedures.

Set out below is the Chamberlain's list of applicants that were granted the Freedom of the City together with the names, etc. of those who nominated them.

<b>Nathan Paul Baker</b>	a Research Charity Chief Executive Officer	Pavenham, Bedfordshire
<i>Sir Michael Bear</i>	<i>Citizen and Pavior</i>	
<i>Neil Christer Duncan Sandberg</i>	<i>Citizen and Pavior</i>	
<b>Victoria Harriet Blair</b>	an Operations and Compliance Director	Great Dunmow, Essex
<i>Gina Blair</i>	<i>Citizen and Master Mariner</i>	
<i>Ald. Sir David Wootton</i>	<i>Citizen and Fletcher</i>	
<b>Dr Nicholas John Bowes</b>	a Think Tank Company Chief Executive	Forest Hill, London
<i>Catherine Sidony McGuinness, CC</i>	<i>Citizen and Solicitor</i>	
<i>Tijs Broeke, CC</i>	<i>Citizen and Goldsmith</i>	
<b>Sandra Elizabeth Burmicz</b>	a Teacher	Sawbridgeworth, Hertfordshire
<i>Alan Leslie Warman</i>	<i>Citizen and Clockmaker</i>	
<i>Diane Irene Warman</i>	<i>Citizen and Clockmaker</i>	

<b>Pamela Violet Butcher</b> <i>Alan Stanley Cook</i> <i>Deborah Jane Black</i>	a Publican, retired <i>Citizen and Gunmaker</i> <i>Citizen and Educator</i>	Shepperton, Middlesex
<b>Joseph Charles Buttler, MBE</b> <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	a Professional Cricketer <i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i>	Battersea, London
<b>Andrew David Calver</b>  <i>Donald Howard Coombe, MBE</i> <i>David Peter Coombe</i>	a Promotional Products Company Managing Director <i>Citizen and Poulter</i> <i>Citizen and Poulter</i>	Orpington, Kent
<b>Christopher Conway</b> <i>Sir Michael Bear</i> <i>Lady Barbara Anne Bear</i>	a Senior Design Engineer <i>Citizen and Pavior</i> <i>Citizen and Musician</i>	Southampton, Hampshire
<b>Lawrence John Costa</b>  <i>Vincent Dignam</i> <i>John Paul Tobin</i>	a Senior Special Events Management Officer <i>Citizen and Carman</i> <i>Citizen and Carman</i>	West Wickham, Kent
<b>Sir Jonathan Stephen Cunliffe, CB</b>  <i>The Rt. Hon The Lord Mayor</i> <i>Christopher Michael Hayward,</i> <i>Deputy</i>	Deputy Governor of the Bank of England <i>Citizen and Merchant Taylor</i> <i>Citizen and Pattenmaker</i>	Cornhill, City of London
<b>Judith Ann Diment</b>  <i>Douglas Meager Wallace Wagland</i> <i>David Charles Johnson</i>	a Public Relations Consultant, retired <i>Citizen and Scrivener</i> <i>Citizen and Management Consultant</i>	Hampstead, London
<b>Julian Charles Donnelly</b> <i>Martin Collins</i> <i>Simon James Underwood</i>	a Debt Counsellor <i>Citizen and Educator</i> <i>Citizen and Arbitrator</i>	Bexleyheath, Kent
<b>Colonel Malachy James Doran</b> <i>Nicholas Julian Goddard</i> <i>Henrietta Sophia Emma Courtauld</i>	a Clerk to a City Livery Company <i>Citizen and Barber</i> <i>Citizen and Goldsmith</i>	Blandford, Dorset
<b>Rosemary Dymond</b> <i>Robert Alan Broomhead, TD</i> <i>Christine Anne Patricia Broomhead</i>	a Headteacher, retired <i>Citizen and Management Consultant</i> <i>Citizen and Basketmaker</i>	Gravesend, Kent
<b>Simon Reid Ellis</b>  <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	a Human Resources Technology Company Director <i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i>	Putney, London
<b>Judith Anne Evans</b> <i>Michael Steele Keith Grant</i> <i>David Anthony Bickmore</i>	a Business Consultant <i>Citizen and Information Technologist</i> <i>Citizen and Wax Chandler</i>	Putney, London
<b>Dr Gary William Fuller</b> <i>Jonathan Martin Averbs</i> <i>Jeremy Lewis Simons</i>	a Scientist <i>Citizen and Fletcher</i> <i>Citizen and Scientific Instrument</i> <i>Maker</i>	Brighton, East Sussex

<b>Anthony Paul Gallagher</b> <i>Stephen David Willis</i> <i>Dr Millan Sachania</i>	a Consultant Engineer, retired <i>Citizen and Musician</i> <i>Citizen and Musician</i>	Clapton, London
<b>Costas Theo Gavriel</b> <i>Robert Travers Smith</i> <i>George Niblett</i>	a Student <i>Citizen and International Banker</i> <i>Citizen and Mason</i>	Walsall, West Midlands
<b>Johann Gilardi</b>  <i>Dr Timothy Patrick Cutler</i> <i>Henrietta Sophia Emma Courtauld</i>	a City Livery Company Assistant Beadle <i>Citizen and Barber</i> <i>Citizen and Goldsmith</i>	Newtown, Powys, Wales
<b>Nicholas Simon Gill</b> <i>Alastair Michael Moss, Deputy</i> <i>Andrien Meyers, Deputy</i>	a Property Fund Manager <i>Citizen and Goldsmith</i> <i>Citizen and Goldsmith</i>	Winchmore Hill, London
<b>Stewart Goshawk</b>  <i>Giles Robert Evelyn Shilson, Deputy</i> <i>Nighat Qureishi, Deputy</i>	a Grant-Making Foundation Charity Chief Executive <i>Citizen and Ironmonger</i> <i>Citizen and Common Councillor</i>	Billericay, Essex
<b>Martin Lewis Heathcote</b>  <i>Vincent Dignam</i> <i>John Paul Tobin</i>	a Waste Recycling Company Chief Executive <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Egerton, Kent
<b>Nathan Robert Heathcote</b> <i>Vincent Dignam</i> <i>John Paul Tobin</i>	an Agriculture Company Director <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Pluckley, Ashford, Kent
<b>Trevor Lewis Heathcote</b> <i>Vincent Dignam</i> <i>John Paul Tobin</i>	a Farming Company Chairman <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Ashford, Kent
<b>Paul Michael Henry</b>  <i>Antony Charles Greene</i> <i>Derek Martin Morley</i>	a Removal Services Company Director, retired <i>Citizen and Loriner</i> <i>Citizen and Furniture Maker</i>	Little Houghton, Northampton
<b>Alexander James Edward Hickman</b> <i>The Rt. Hon The Lord Mayor</i> <i>Felicity Ruth Lyons</i>	a Strategy Adviser  <i>Citizen and Musician</i>	Pewsey, Wiltshire
<b>Conor Thomas Hillery</b> <i>The Rt. Hon The Lord Mayor</i> <i>Felicity Ruth Lyons</i>	an Investment Banker <i>Citizen and Merchant Taylor</i> <i>Citizen and Musician</i>	West Brompton, London
<b>Christopher John Huxtable</b>  <i>Michael Steele Keith Grant</i> <i>David Anthony Bickmore</i>	a Private Equity Fund Senior Adviser <i>Citizen and Information Technologist</i> <i>Citizen and Wax Chandler</i>	Kingston-upon-Thames, Surrey
<b>David Neil Jameson, CBE</b> <i>Ald. Kawsar Zaman</i> <i>Ald. Prem Babu Goyal, OBE</i>	a Community Organiser <i>Citizen and Alderman</i> <i>Citizen and Goldsmith</i>	Yelverton, Devon
<b>James Arthur Jolly</b>  <i>Terry Kenneth Morris</i>	a Security Consultant, retired  <i>Citizen and Pewterer</i>	Milton Keynes, Buckinghamshire

<i>Martin Stewart Earle</i>	<i>Citizen and Builders Merchant</i>	
<b>Zubair Junjuna</b> <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	a Social Impact Start-Up Founder <i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i>	Startford, London
<b>Paul Michael Kearns</b> <i>Donald Howard Coombe, MBE</i> <i>David Peter Coombe</i>	an Insurance Broker <i>Citizen and Poulter</i> <i>Citizen and Poulter</i>	Parsons Green, London
<b>Paula Kay Kenning</b>  <i>Dr Jeffrey Quaye, OBE</i> <i>Dr Anne Punter</i>	an Education Trust Deputy Managing Director <i>Citizen and Educator</i> <i>Citizen and Educator</i>	Guildford, Surrey
<b>Aoise Keogan-Nooshabadi</b> <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	a Social Enterprise Co-Founder  <i>Citizen and Haberdasher</i>	Haringey, London
<b>Kadirul Hussain Kibria</b> <i>Kawsar Zaman</i> <i>Ald Prem Babu Goyal, OBE</i>	a Civil Engineer <i>Citizen and Alderman</i> <i>Citizen and Goldsmith</i>	Bethnal Green, London
<b>Ann-Marie Knegt</b> <i>Jeremy Lewis Simons</i>  <i>Vincent Dignam</i>	a Magazine Editor <i>Citizen and Scientific Instrument</i> <i>Maker</i> <i>Citizen and Carman</i>	Sherborne, Dorset
<b>Charles Henry Leland Lyons</b> <i>The Rt. Hon The Lord Mayor</i> <i>Felicity Ruth Lyons</i>	a Journalist  <i>Citizen and Musician</i>	Islington, London
<b>Oliver John Leland Lyons</b>  <i>The Rt. Hon The Lord Mayor</i> <i>Felicity Ruth Lyons</i>	a Solicitor  <i>Citizen and Musician</i>	Beaconsfield, Buckinghamshire
<b>Sandeep Lakhmi Mathrani</b>  <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	a Co-Working Company Chief Executive Officer  <i>Citizen and Haberdasher</i>	Palm Beach, Florida, United States of America
<b>Peter Alexander McHattie</b> <i>Richard Gary Stephen Miller</i> <i>Hilary Miller</i>	a Senior Prison Officer <i>Citizen and Glover</i> <i>Citizen and Glover</i>	Sevenoaks, Kent
<b>James Thomas Morgan</b>  <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i> <i>James Michael Douglas Thomson,</i> <i>Deputy</i>	a Police Officer  <i>Citizen and Haberdasher</i>  <i>Citizen and Grocer</i>	Kings Ripton, Cambridgeshire
<b>Stephen David Norris</b>  <i>Jon Russell Harrison</i> <i>Nicholas John Burger</i>	an Outdoor Leisure Retailer Managing Director <i>Citizen and Painter Stainer</i> <i>Citizen and Cutler</i>	Blindley Heath, Surrey

<b>Francis Patrick O'Hare</b>	a Property Company Director	Whetstone, London
<i>Vincent Dignam</i> <i>John Paul Tobin</i>	<i>Citizen and Carman</i> <i>Citizen and Carman</i>	
<b>Nicholas O'Hare</b>	a Teacher	Welling, London
<i>Kristen James Cottier</i> <i>Robert George Mumsow</i>	<i>Citizen and Spectacle Maker</i> <i>Citizen and Builders Merchant</i>	
<b>Ian Rettie</b>	a Security Systems Company Director	North Chingford, London
<i>Michael Osborne</i> <i>Antonio Masella</i>	<i>Citizen and Basketmaker</i> <i>Citizen and Mason</i>	
<b>Simon Leslie Rogers</b>	a Teacher	Shrewsbury, Shropshire
<i>Anthony John Paice</i> <i>Gerald Michael Edwards</i>	<i>Citizen and Mason</i> <i>Citizen and Fruiterer</i>	
<b>Cynthia Elizabeth Schöndorf</b>	a Secretary, retired	Rochester, Kent
<i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	<i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	
<b>Lord Mark Philip Sedwill</b>	an Aerospace Company Non-Executive Director	Rimpton, Somerset
<i>The Rt. Hon The Lord Mayor</i> <i>Felicity Ruth Lyons</i>	<i>Citizen and Musician</i>	
<b>Floyd Anthony Steadman, OBE</b>	a Rugby Player and Headmaster, retired	Ludgvan, Cornwall
<i>Caroline Wilma Haines, CC</i> <i>Paul Christian Bobjerg-Jensen</i>	<i>Citizen and Educator</i> <i>Citizen and Baker</i>	
<b>Lauren Camilla Stewart</b>	a Scale Up Advisory Platform Founder	Clapham, London
<i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	<i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i>	
<b>Ahmed Jafferli Versi</b>	a Journalist	Harrow, Middlesex
<i>Ald. Kawsar Zaman</i> <i>Ald. Prem Babu Goyal, OBE</i>	<i>Citizen and Alderman</i> <i>Citizen and Goldsmith</i>	
<b>Karl Werner Hasso Herbert Von Bose</b>	a European Commission Director, retired	Berlin, Germany
<i>Robert James Ingham Clark</i> <i>Baron Carel Eduard Van Randwyck</i>	<i>Citizen and Clothworker</i> <i>Citizen and Draper</i>	
<b>Caitlin Joy Wale</b>	a Venture Capital Investor	Hackney, London
<i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	<i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i>	
<b>Victoria West</b>	an Archivist	Chelmsford, Essex
<i>Dr Mary Elizabeth Heber</i> <i>Henrietta Sophia Emma Courtauld</i>	<i>Citizen and Barber</i> <i>Citizen and Goldsmith</i>	
<b>Timothy John Wheeler</b>	a Garage Company Director	Burgess Hill, West Sussex
<i>Daniel Mark Heath</i> <i>Graham Leslie Flight</i>	<i>Citizen and Hackney Carriage Driver</i> <i>Citizen and Loriner</i>	

**India Rosalind Leland White-Spinner**

*The Rt. Hon The Lord Mayor*

*Felicity Ruth Lyons*

an Investment Manager

*Citizen and Musician*

Highbury Square, London

# Report – City of London Police Authority Board

## Refreshed City of London Policing Plan 2022-25

*To be presented on Thursday, 25<sup>th</sup> May 2023*

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

### **SUMMARY**

The City of London Policing Plan 2022-25 informs the community, stakeholders and staff how the City area is to be policed. The Force and Court of Common Council (in its capacity as a police authority) are required to continue to publish a policing plan by the Police Act 1996 due to being exempt from the legislative requirement to publish a police and crime plan.

Policing plans must have regard to any national strategic policing priorities stipulated by the Home Secretary. Such priorities are currently articulated by the Strategic Policing Requirement; the Force's approach to this appears in the Plan. Additionally, the Plan takes account of Government policy statements regarding reducing crime, addressing antisocial behaviours, supporting the vulnerable, accountability and value for money.

The original 2022-25 Plan was approved by the Police Authority Board in February 2022, but there is a requirement to review and republish the Plan annually. In order to inform this year's version, wide ranging consultation was undertaken, including a Court of Common Council Member Briefing held on 13<sup>th</sup> of February 2023, and the annual community survey. The Plan was refreshed in response to this consultation and approved by the City of London Police Authority Board in March 2023 and is hereby submitted to the Court for information.

The full City of London Policing Plan 2022-25 is attached as a appendix to this report and a web version of the report has been produced this year which can be found at <https://www.cityoflondon.police.uk/police-forces/city-of-london-police/areas/city-of-london/about-us/about-us/policing-plan/>.

### **Appendices**

Appendix 1 – City of London Policing Plan 2022-25

### **RECOMMENDATION**

Members are asked to note the report.

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

DATED this 22<sup>nd</sup> day of March 2023.

SIGNED on behalf of the Board.

**Deputy James Thomson**  
Chair, City of London Police Authority Board





## CITY OF LONDON POLICING PLAN 2022-2025

A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

# CONTENTS

<b>FOREWORD</b> .....	<b>1</b>
<b>POLICING PLAN ON A PAGE</b> .....	<b>3</b>
<b>SECTION 01 BACKGROUND TO THE PLAN</b> .....	<b>4</b>
City of London Police at a glance .....	5
Policing in a changing world .....	6
Listening to our Communities .....	8
<b>SECTION 02 THE PLAN IN DEPTH</b> .....	<b>11</b>
<b>OVERVIEW</b> .....	<b>12</b>
<b>VALUES</b> .....	<b>14</b>
Professionalism, integrity and compassion.....	14
<b>OPERATIONAL PRIORITIES</b> .....	<b>15</b>
Keep those who live, work, and visit the City safe and feeling safe.....	15
Protect the UK from the threat of economic and cyber crime.....	18
Put the victim at the heart of everything we do.....	21
<b>ORGANISATIONAL PRIORITIES</b> .....	<b>22</b>
Our People .....	23
Our Resources .....	25
Efficient and effective service .....	26
Performance Measures.....	28
<b>SECTION 03 DELIVERING THE PLAN</b> .....	<b>29</b>
Business Planning and Change .....	30
Working Collaboratively .....	31
Roles and Responsibilities .....	32
Contact us.....	33

---

# FOREWORD

## FROM POLICE AUTHORITY CHAIR AND CITY OF LONDON POLICE COMMISSIONER

### CHAIR'S FOREWORD

Welcome to this year's refresh of the City of London Policing Plan 2022-2025, which sets out the City of London's priorities for ensuring that the Square Mile remains the safest business district in the world as well as its priorities as the national lead for fraud and cyber. For the City of London Police Authority Board, our vision is for the City of London Police to continue to be world-leading in its specialisms of protective security and tackling fraud, economic crime and cyber crime. Ensuring that the UK is hostile to fraud and cyber crime is essential for UK competitiveness.



The City of London is the heart of the UK's financial, professional services, and technology sectors. These businesses choose the City, London and the UK because of our leading position globally which is underpinned by our effective legal system, our strong regulatory regime and our focus in tackling economic crime. The City of London Police's role as the National Lead Force for fraud and National Police Chiefs Council's lead for cyber crime, together with its close relationship with many private sector partners, mean that the City Police play a critical national and international role in this.

The City of London Police Authority Board will continue to prioritise protecting all those that live, work or visit the City and make it such a thriving place to be. We want everyone to be safe and feel safe at all times, which is why we will continue to invest in keeping the City safe from terrorism; ensuring we have a safe night-time economy; tackling violence against women and girls; reducing violent and acquisitive crime; and minimising anti-social behaviour.

Policing in the City of London and nationally will face many challenges in the years to come. Fraud and online crime are expected to remain as the most prevalent crime type, London and the City will continue to need to deal with the challenges of policing protest, and we have a need to improve confidence and public trust in policing. The City of London Policing Plan recognises these challenges and seeks to tackle them head on. The City of London Police Authority Board will continue to encourage collaboration with the private sector to tackle crime and improve community safety, and to make the case for policy and legislative changes which support the City and the UK's security.

The City of London Police is of fundamental importance to the City and its business and residential communities. The Police Authority Board will continue to challenge and support the City of London Police to deliver the priorities set out in this Policing Plan.

**James Thomson**

Chair of the Police Authority Board

---

## FOREWORD FROM CITY OF LONDON POLICE COMMISSIONER

I am delighted to present year 2 of the 2022–25 City of London Policing Plan. This plan reflects our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to fraud, cyber and economic crime.

Looking back over the last year, we saw the City continuing to come back to life with increased footfall and events: a welcome sight. At the same time, there were opportunities to showcase policing at its best, through the policing of the celebrations for Queen Elizabeth’s Platinum Jubilee, and then sombre events in relation to Her Majesty’s funeral, and successive events across the City for the proclamation of King Charles III.

During this period we have continued to build trust, confidence and legitimacy in our service. Delivering a professional and compassionate police service remains at the heart of this plan. This plan intentionally puts victims at its heart, and remains focused on creating a culture of equity and belonging across our workforce. Part of this has been through the roll-out of the new ‘Our People’ programme, which aims to develop a truly inclusive culture where our people feel trusted, well-led and well-supported by one another – that they belong.

Policing is a people business and living our values of professionalism, integrity and treating people with compassion, both inside and outside the organisation, remains key to how we operate. The way our services are delivered and received by the public and the way our people feel about working in the City of London Police, will be indicators of success.

Tackling crime requires an understanding of the root causes and a whole-system response. We will continue to work collaboratively with partners, including the Corporation, law enforcement and the public and private sectors to prevent and reduce crime and bring offenders to justice, locally, nationally and internationally. In doing so, we will also increase our engagement across our communities. Last year has continued to be a particularly challenging time for society and for policing, therefore working efficiently and effectively with our partners to provide the best outcomes for our communities and victims of crime remains a key priority for this plan.

I am proud to be leading the City of London Police and look forward to working collectively to deliver a modern engaging and professional service for all our communities.

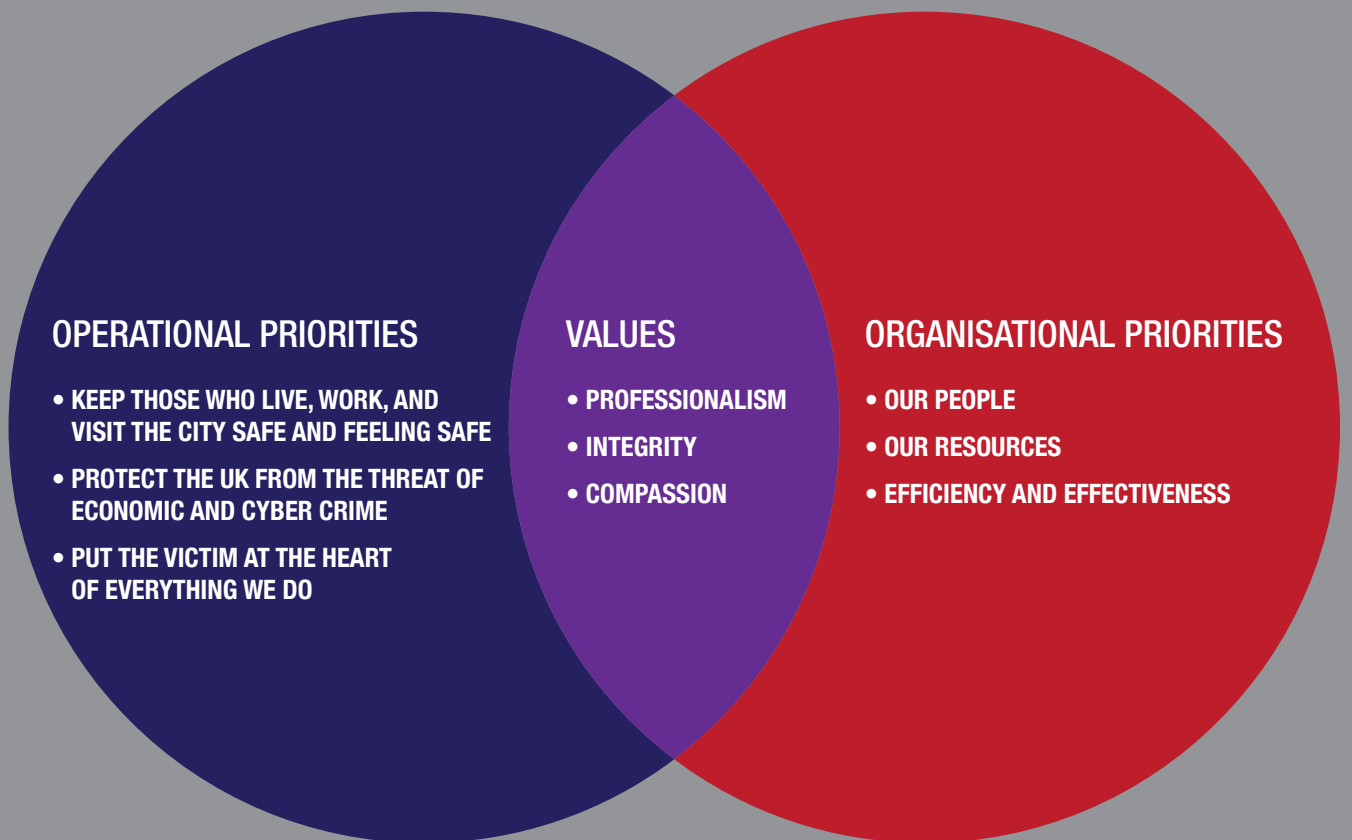


**Angela McLaren**

# POLICING PLAN ON A PAGE

Our policing plan has our values at its core. Professionalism, integrity and compassion will underpin everything we do, from how we provide our services to how we interact with our colleagues. The plan has clear operational priorities, namely to protect both our local and national communities and in doing so continuously focus on supporting victims. Our organisational priorities will enable us to deliver our service. We will attract, retain and develop our people and promote a culture of equity and belonging. Our people will have access to the resources they need to serve the public, while at the same time ensuring we act with efficiency and effectiveness.

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**



---

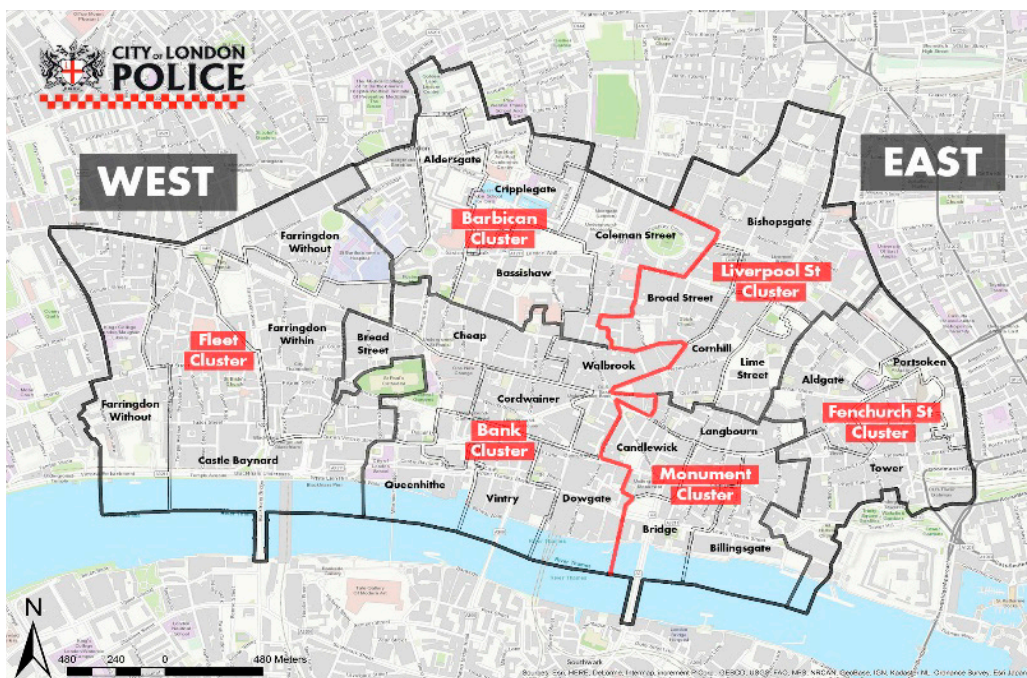
# SECTION 01

# BACKGROUND TO THE PLAN

# CITY OF LONDON POLICE AT A GLANCE

## OUR AREA

- The City of London is one square mile, with around 8,700 residents, and, in a typical year, 587,000 workers per day and over 21 million visitors annually.
- It is home to countless sites of historic, cultural, and economic interest, including St Paul's Cathedral, Guildhall, The Barbican, Bank of England and the London Stock Exchange.
- The City of London is one of the most important financial centres in the world and the economic heart of the United Kingdom.
- As national policing lead for economic and cyber crime, our area extends to the national and international.



## FROM 2022 TO 2023 WE HAVE...

- Deployed our Project Servator teams **1,492** times to protect the City from the threat of terrorism.
- Policed **32** protests in the City and supported policing of **32** in the Greater London area.
- Recruited **199** new joiner officers (22% female), including 109 student officers (18% from a minority ethnic background), and recruited **40** new police staff (50% female).
- Through Action Fraud we managed **2.1 million** additional contacts relating to fraud and cyber crime freeing up 999/101 centre capacity for other crimes
- Deployed Operation Reframe on **8** occasions, leading to 236 licensed premises checks focusing on protecting women and girls in the City at night.
- Worked in partnership to keep the public safe and secure, during Her Majesty Queen Elizabeth II Platinum Jubilee Celebrations keeping circa **600,000** people safe with **1128** officers deployments
- Worked with policing partners and agencies in supporting the delivery of the largest ever ceremonial operation to mark the death of Queen Elizabeth II and the accession of His Majesty King Charles III keeping circa **570,000** people safe with **2,328** officer deployments.

## POLICING IN A CHANGING WORLD

**The COVID-19 pandemic presented unprecedented challenges for Policing. It accelerated the adoption of technology and increased social isolation for some people, contributing to an increased threat from terrorism, fraud and cyber crime. Society is now adapting to a new normal, with the impact of the cost-of-living crisis and inflationary pressures affecting the well-being of our communities, impacting on the service provision of our partners and requiring policing to do more with less financial resource.**

In February 2022, the national terrorism threat was lowered to Substantial (meaning an attack is likely). The threat and profile of terrorism is changing. Self-initiated terrorists are becoming more prevalent and challenging to identify and stop. The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption.

The 2022 Crime Survey of England and Wales estimated that there had been a 37% increase in Fraud and Computer Misuse offences compared to 2020.

These crimes affect more people, more often, than any other crime type and cause significant harm to victims.

Economic and cyber crime are serious and organised threats. A significant number of people committing fraud are also involved in other forms of serious and organised crime.

Fraud continues to be cyber-enabled, using internet and communication platforms. The proliferation of virtual currencies has also provided new opportunities for criminals to launder the proceeds of their crimes. The City of London Police has a key role to lead the national policing response to these threats.

As crime becomes increasingly more global, City of London Police is at the forefront of working with international law enforcement agencies to fight criminality. Successful programmes to assist international law enforcement to strengthen economic crime and counter terrorism capabilities have resulted in closer working, and the ability to tackle criminality that affects the UK from abroad more effectively. Combating the international threat will require sharing best practice, increased partnership working and using learning from others to influence how services are delivered in the UK.

Various parts of the UK, including the City of London have been focal points for several protest groups engaging in criminal activity over the past year, which has caused disruption to the daily lives of our residents, business communities and visitors. In addition to our specialist capabilities to respond to the public order threats, our existing protocol arrangements with the Metropolitan Police, British Transport Police and Ministry of Defence (under Operation Benbow) has ensured there has been sufficient resources available to flex our response quickly

to any escalation of disorder as well as resourcing pre-planned large-scale events. The Government's pledge to grant additional police powers will aid police forces across the country to tackle disruptive criminal acts, whilst facilitating lawful protest and keeping the public safe.

The cost of living crisis has also brought fresh challenges to policing. The City particularly experiences the impact of this through increases in calls for service linked to vulnerability. Acquisitive crime is now back to pre-pandemic levels. Wider national public dissatisfaction is also felt across the City through transport strikes and increased protests which disrupt our residents, and those that visit and work in the City.

Since the start of the pandemic, work patterns of people and businesses have changed and restrictions on travel have impacted tourism. As of January 2023, retail and visitor footfall in the City of London area had increased by 15 per cent from the previous year and is now 75 per cent of pre-pandemic levels. The City of London Corporation Destination City strategy aims to meet the challenges of the changing landscape and deliver sustainable investment into the future City economy. It is underpinned by exciting developments in its leisure and hospitality offer, built upon the City's unique heritage and culture.

The City will change and grow through these plans. It will attract crowds, create new wellness and sporting attractions, enhance the night-time economy, have more car-free areas and see an increase in residential population. More events in the City will require a focus on public safety, not only by deterring criminality, but also on the threats from terrorism.

Our policing style will be highly visible, approachable and responsive to the needs of the community. Our local sector model focuses on those crime and anti-social behaviour problems that matter most to our communities. Strong partnerships with the Metropolitan Police, British Transport Police, Corporation, businesses and licensees will ensure sustained public protection as the leisure economy grows.

In ensuring the City is at the forefront of public safety, we are working alongside the Corporation on the 'Secure City Programme', due to conclude in 2023. This will see the delivery of state-of-the-art technology upgrades to maximise safety in the Square Mile. This includes state





of the art CCTV infrastructure to improve security, detect crime and keep people safe and feeling safe.

Movements linked to Black Lives Matter and Violence Against Women and Girls have created momentum for social change. Tragic events and the behaviour of individuals in policing have provided a platform for public concern about standards, racism, misogyny, and homophobia in policing. Public confidence has suffered, and City of London Police is committed to restoring trust among its communities.

Being able to attract and retain the very best police officers, staff and volunteers is increasingly important in a competitive labour market alongside the changing societal expectations of how we live and work. A representative workforce and a culture that is genuinely inclusive will help us to retain talent, benefit from diversity of thought and drive innovation and creativity in our services.

The force will benefit from the significant student officer recruitment Police Uplift Programme to improve public safety and security. This additional resource has enhanced our overall visibility and response to crime and is gradually improving the diversity of our workforce. We are strengthening our commitment in neighbourhood policing and are increasing our dedicated ward officer numbers from 12 to 18.

We will also be investing further in our partnership and prevention hub working with our partners from the Safer City partnership to drive down neighbourhood crime and anti-social behaviour. Our problem solving and crime

prevention work will also focus with partners on protecting the vulnerable, reducing the impact of mental ill health within the city, the effect of homelessness and begging and drugs on overall feelings of safety and crime in the square mile.

Data and technology remain central to understanding the threat from future criminality and the impact on policing and the public. Innovation is necessary to deliver a response that is shaped by evidence and leverages the latest technology to stay ahead of the threat.

International and local drivers to improve environmental sustainability are also relevant to policing, from managing the additional demand from climate activists exercising their right to protest, to reducing our carbon footprint and improving the sustainability of our estate's infrastructure. With potentially more car-free areas in the City, we will consider how best our officers patrol and respond to calls for service, using more two-wheeled vehicles where appropriate, in line with the Corporation Climate Action Strategy.

Our plan sees the safety of communities and their feelings of safety, as a 'golden thread' throughout all we do. This will be key to ensuring the UK is able to reach its full potential, attracting future investment and the confidence of businesses to invest, with people seeing the City as the first-choice destination. Our plan places victims of crime at the heart of everything we do, with a relentless focus on reducing crime, bringing offenders to justice and crime prevention.

# LISTENING TO OUR COMMUNITIES

The policing plan has been informed by numerous national drivers (priorities, strategies and plans), along with engagement from our communities.

## NATIONAL DRIVERS – POLICING PLAN 2022-25



## LISTENING TO COMMUNITIES

In providing a policing service to the City, it is important we listen to our communities and respond to issues the public feel should be a priority for the City of London Police. Our neighbourhood policing model delivered through our sector teams now encompasses cluster panel meetings. This provides opportunities for members of the community- residents and business - to meet quarterly to discuss crime and anti-social behaviour problems affecting them and agree local priorities.

Each year we undertake a community survey to capture the views of residents, workers and visitors to the City to identify what they feel are the priority areas for us to focus on.

Over the past three years there have been some consistent themes raised in the community survey. The response and prevention of terrorism; reducing anti-social behaviour; theft of personal items; reducing violence and harassment; and rough sleeping were highlighted this year in the top five concerns and previously we have seen road safety and drug dealing feature as key concerns. The top five priorities for our community are.



**Terrorism** remains a high priority for the police service, to ensure we protect the people living, working and visiting the City. Recent attacks in the UK and in the City underline the critical work we and our partners do to prevent attacks and ensure we can respond effectively, should an attack occur. This remains an important focus for the provision of our service and forms one of the three pillars of the policing plan.

**Personal theft, anti-social behaviour and rough sleeping** are addressed in the 'keeping the City safe and feeling safe' pillar of the policing plan, as well as putting victims at the heart of everything we do. These form a key part of our success measures of reducing neighbourhood crimes, in partnership with the Corporation.

**Violence and harassment** were the fourth priority identified in our survey. Key to this is our work with the licensing authority and businesses to ensure the night-time economy is a safe place for people to be and implementation of the new serious violence duty through the Safer City Partnership. We have detailed plans to tackle violence against women and girls and reduce crimes linked to the night-time economy.

Our measures for reducing neighbourhood crime directly address this priority, along with support for victims and increased criminal justice outcomes.

While **road safety** was not identified as a top three priority for the public within the survey, we remain focused on this aspect of service, along with the Corporation, to improve the feeling of safety in the use of the roads across the City. We will continue to take part in local, regional, and national days of action to improve road safety and safety awareness.

All of these areas have now been adopted as key priorities for the Safer City Partnership, delivering improvements through dedicated Working Groups.

**Drug dealing and reducing the harm from drugs** remains a priority for the service and is linked to our work in disrupting organised crime, the Government's 10-year drug supply strategy and bringing to justice those who supply drugs in the City of London Police area. We are members of the new Combating Drugs Partnership established for City and Hackney.

Worked into the policing plan each year are the threats, emerging issues and risks across the priority areas set out in the full strategic assessment of the service. These include fraud, terrorism, serious and organised crime, violent and acquisitive crime and our neighbourhood concerns.



## NATIONAL TO LOCAL

Policing is implementing national action plans to focus on Race and Inclusion and to reduce Violence Against Women and Girls. The Violence Against Women and Girls Strategy is now one year on, we continue to deliver locally alongside other activity to drive up standards of behaviour and create a culture of inclusion and belonging. The National Race Strategy has been reviewed and interpreted locally in force with delivery via a tactical Action Plan which aligns to the National Police Race Action Plan. Encouragingly, the City of London Police has been selected as an ice breaker force by the national leads in this area. Our work to transfer the learning from our Op Servator public engagement into Stop and Search approaches, and our Sponsorship Programme for black, asian and minority ethnic groups, are recognised as good practice.

## OUR PLAN

All this work aims to deliver a policing service to the public that is valued, and legitimately responds to our community priorities, while also tackling the other high- harm areas of concern such as economic and cyber crime that form the second pillar of our plan. Together with our partners, our focus on putting the victim at the heart of everything we do will ensure we provide the very best service and relentlessly bring more offenders to justice.

Bringing all this together, our Policing Plan has three operational priorities at a local and national level. To deliver these priorities as an organisation, we will be putting our people at the forefront, and leading with innovation and efficient and effective processes. Our priorities support our obligations under the Strategic Policing Requirement, which addresses those threats that transcend force borders and require a coordinated or aggregated response. These threats have remained the same with the addition of Violence Against Women and Girls. We are encouraged that this is now included as a new threat area. Supporting national activity to end gender-based violence and create a safer community for women and girls remains a priority which is complemented by our strategy and action plan to tackle violence against women and girls in the City.

- Violence Against Women and Girls
- Terrorism
- Serious Organised Crime
- National Cyber Event
- Child Sexual Abuse
- Public Disorder

---

# SECTION 02

# THE PLAN IN DEPTH

# OVERVIEW

**A LOCAL SERVICE WITH A NATIONAL ROLE, TRUSTED BY OUR COMMUNITIES TO DELIVER POLICING WITH PROFESSIONALISM, INTEGRITY AND COMPASSION**

## OPERATIONAL PRIORITIES

- KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE
- PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME
- PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

## VALUES

- PROFESSIONALISM
- INTEGRITY
- COMPASSION

## ORGANISATIONAL PRIORITIES

- OUR PEOPLE
- OUR RESOURCES
- EFFICIENCY AND EFFECTIVENESS



## OPERATIONAL PRIORITIES

### KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

We will prevent and tackle crime, from the most serious offences affecting the most vulnerable, including terrorism and violence against women and girls, through to the lower-level crime we know concerns our communities, such as anti-social behaviour.

### PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

We will lead the policing response to the threat from economic and cyber crime, delivering against national fraud and cyber strategic ambitions.

### PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will constantly improve the victim experience, from first contact to the end of judicial process, focusing on positive outcomes for victims and bringing more offenders to justice. For appropriate offences, this will include application of a national framework with the aim to reduce re-offending through diversionary activities.

## VALUES

### PROFESSIONALISM

We will deliver our services professionally and diligently. We will always expect the highest level of professional conduct by our people and commit to their continuous professional development.

### INTEGRITY

We will earn the trust of diverse communities and partners through honesty and always doing the right thing. We will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.

### COMPASSION

We will act with humanity and kindness, ensuring our people and communities are treated with care and respect. We will create a culture of belonging and mutual trust and respect.

## ORGANISATIONAL PRIORITIES

### OUR PEOPLE

We will create a culture of inclusion to attract and retain diverse talent. This will be underpinned by a proactive approach to wellbeing to ensure our people are engaged and supported. We will continue to develop leadership capabilities, embedding a culture of empowerment, continuous learning and improvement in all we do.

### OUR RESOURCES

We will embrace new technologies to fight crime and improve victim experiences. We will enhance our use of data and the digital capabilities in our workforce. We will continue to invest in estates infrastructure to ensure it is fit for modern policing and our fleet is able to meet the changing environment of the City.

### EFFICIENCY AND EFFECTIVENESS

We will ensure efficient and effective use of our funding and resources to provide best value for money. We will work with a range of partners and sectors to maximise efficiencies and ensure the best outcomes for our communities and victims of crime.

# VALUES

## PROFESSIONALISM, INTEGRITY AND COMPASSION

Our policing plan has our values at its core. These drive how we interact with each other and the public and how we work together to achieve the ambitions set out in this Policing Plan. We will ensure they are both understood and practised in all we do. We will expect to be held to account against these values, both as individuals and organisationally in all we deliver as a police service.

### PROFESSIONALISM

- Professionalism is a trait that we value highly: it refers to doing things correctly in a timely manner and taking pride in everything we do.
- We will conduct professional and thorough investigations into crimes, doing everything possible to protect those who are most vulnerable.
- We expect our officers and staff to be committed to professional development, both for themselves and for those they supervise and to be able to make sound operational decisions based on discretion and common sense.
- We also want our employees to set an example to others. Our professionalism will ensure that we meet the requirements and demands of our communities by providing them with high-quality, timely, efficient, and effective services.

### INTEGRITY

- Integrity is about being trustworthy, honest and doing the right thing.
- We expect our officers and staff to have the confidence and support of their colleagues to challenge behaviour that falls below expected standards.
- Our behaviour, actions and decisions will always support the public interest and those we work in partnership with.
- We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to criticism with a willingness to learn and change.
- We will ensure that the public can have confidence in the integrity of the data used and published by us. We will make sure that all crime is recorded ethically and in accordance with all current guidance.

### COMPASSION

- To ensure our communities receive the best possible service, our officers and staff follow our core value, acting with humanity and kindness.
- We believe in mutual trust and respect and in valuing diversity in our role, both as an employer and as a public service provider.
- We will support equality by creating an environment that maximises everyone's talents to meet our own needs and those of the communities we serve.
- We understand that every individual is unique. Compassion is essential to ensure that everyone is treated with care and respect, regardless of their differences.



# OPERATIONAL PRIORITIES

## KEEP THOSE WHO LIVE, WORK, AND VISIT THE CITY SAFE AND FEELING SAFE

- Reducing neighbourhood crime and harm
- Protecting the City from terrorism
- Safeguarding and supporting vulnerable people
- Tackling serious and organised crime

### REDUCING NEIGHBOURHOOD CRIME AND HARM

**We will respond to community concerns about neighbourhood crime, including acquisitive crime and anti-social behaviour, and encourage safer driving and riding to reduce harm on our roads.**

Our people provide a 24/7, 365 day a year service to keep those who live, work, study in and visit the City safe. Our sector model concentrates on working at ward level with partners and communities to prevent and reduce crime and embed long-term problem-solving solutions. This includes expanding our business crime reduction partnership and working with the Business Improvement Districts and as part of the Safer City Partnership.

The Safer City Partnership is a statutory partnership that brings together organisations and other partners with responsibility for keeping people safe. It is responsible for the delivery of the Safer City Strategy. The Safer City Partnership plays a key role in reducing crime and other harms that affect those who live in, work in, and visit the City of London.

The partnership provides a strategic and collaborative platform for different agencies to come together and help make the City a safer place. It is responsible for delivering high quality community safety interventions for the benefit of the City of London and its neighbouring communities.

Focusing on community concerns and issues raised by our new local ward panels is a key part of our policing plan and response, creating a series of localised commitments. Anti-social behaviour, including street drinking, rough sleeping, begging and anti-social cycling/skateboarding will remain a priority and activity for long-term problem solving with our partners.

Low overall crime levels in the City make it one of the safest places in the country. However, since Covid-19 restrictions have eased, there has been a significant increase in footfall in the night-time economy.

This has coincided with an increase in violence linked to alcohol and acquisitive crime. With the development of Destination City, we will continue to work in partnership with our communities, both business and residential, our Safer City Partnership, and continue collaborating with the licensed trade, to reduce crime and vulnerability, focusing on violence against women and girls and reducing theft in the night-time economy.

We will continue to work in partnership with Transport for London and the Corporation to focus on keeping the City's road network safe, encouraging safer driving and riding, with an aim to reduce harm on our roads. We will work towards Vision Zero, eradicating deaths and serious injuries on our roads.

We will use our stop and search powers ethically, responsibly, and lawfully to recover weapons, stolen items, and target those who sell drugs within the City. The trust and confidence of the community in the use of these powers is key and is scrutinised through the Independent Advisory Scrutiny Group and the Police Authority Board. We will continue to publish and scrutinise ethnicity data to understand any disproportionality and ensure we are using these powers ethically, responsibly, and lawfully.

The City of London is often a focal point for protests, the majority of which are peaceful. We will continue to work with organisers, in partnership with the Corporation and other stakeholders, minimising disruption to the people who live, work, and visit the City to deliver well planned and safe events. We will continue to work with the Metropolitan Police, British Transport Police and our partners across London, to continually review our response, ensuring that our capacity and capability develops in line with the changing nature of protests.



## PROTECTING THE CITY FROM TERRORISM

**We will continue to enhance and develop our protective security tactics to protect the City from terrorist attack, testing and exercising with a range of key stakeholders and partners to improve our response.**

The City of London's historical, cultural, and economic importance means it will always be an attractive target for those intent on causing high-profile disruption. Our priority activities support the national strategy of preventing people turning to terrorism, pursuing those who plot to carry out attacks, strengthening our protection against a terrorist attack and preparing to mitigate the impact of any attack.

We will implement learning arising from public inquiries and reviews into terrorist incidents locally and nationally to ensure continuous improvement in our approach. We are working with counter terrorism policing partners to ensure we embed the learning from the Manchester Arena Inquiry.

Over recent years, we have strengthened engagement with our community and will continue to develop ways to engage and work with partners in a coordinated way. This includes continued training to enhance security awareness through local delivery of national programmes including See, Check and Notify (SCaN) and Action Counters Terrorism (ACT).

The City of London Police will continue to lead the counter terrorism policing tactic Project Servator across law enforcement nationally and internationally. This includes working with organisations, venues and events to help them maximise the effect their staff can have on disrupting terrorist activity.

## SAFEGUARDING AND SUPPORTING VULNERABLE PEOPLE

**Working with partners, we will provide the best response and support to people who are vulnerable or find themselves in a vulnerable situation.**

Supporting victims and safeguarding the vulnerable are key themes of this policing plan. We will use the national vulnerability assessment framework to ensure the appropriate policing and partnership support is provided.

Our response to domestic abuse, stalking and harassment, child abuse, sexual offending and hate crime is led by our Public Protection Unit. This is a significant area that spans the whole policing response, requiring not just the pursuit of offenders, but significant work to prevent crimes and increase the protection of the public.

Coordination of this is guided by a vulnerability action plan which seeks continual improvement, from initial response, through the investigative and judicial processes, to improved outcomes.

Ensuring a high-quality service is pivotal to our response to many areas of safeguarding, including violence against women and girls and is achieved through a strong partnership with the Corporation and other agencies.



**PROJECT  
SERVATOR**  
TOGETHER, WE'VE GOT IT COVERED

## TACKLING SERIOUS AND ORGANISED CRIME

**We will relentlessly pursue organised crime groups that operate in the City and beyond, particularly in the areas of economic and cyber crime, drug supply, modern slavery and immigration crime.**

Serious and organised crime (SOC) continues to have a significant impact in the UK, with roughly 70,000 nominals involved in serious and organised criminality. The National Crime Agency Strategic Assessment of Serious and Organised Crime states there are between 550,000 and 850,000 UK-based individuals posing varying degrees of threat to children. SOC is therefore both a local and national priority. As the national policing lead for economic and cyber crime these offences continue to represent a majority of SOC addressed by the City of London Police.

The low resident child population accords with the low level of reported child sexual exploitation and abuse. Instances of domestic servitude, labour exploitation, sexual exploitation and organised immigration crime occurring in the City are also low. However, we will continue to actively target these crime types by developing intelligence and actively targeting criminals in these areas.

The supply of drugs and links to gangs, violence and acquisitive crime are set out in the 2021 UK Government 10-year drug plan, to cut crime and save lives. Organised crime groups are known to operate in the City. There are also links to drug use and supply in the night-time economy. Due to the extensive transport hubs and our surrounding boroughs, county lines activity regularly passes through the City policing area. Our activity in this plan fully supports the new national strategy and we are part of the new Combating Drugs Partnership established for City and Hackney.

We will make full use of powers to prevent reoffending. We will proactively disrupt offenders involved in local crime and SOC and tackle repeat offenders who cause most harm through a multi-agency response to manage their behaviour and impact on the community.

Offender management is a proactive commitment to the disruption and face-to-face management of criminals involved in local crime and SOC. We will continue to prioritise the use of serious crime prevention orders and other ancillary orders that monitor and restrict certain behaviours to prevent future or ongoing criminal activity.

# PROTECT THE UK FROM THE THREAT OF ECONOMIC AND CYBER CRIME

- Improving national fraud and cyber crime reporting services
- Developing the skills and knowledge to tackle economic and cyber crime
- Leading, coordinating and improving the national police response to economic and cyber crime
- Targeting illicit finance and protecting intellectual property
- Reducing business crime

## IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

**We will improve the fraud and cyber reporting service through a programme of continuous improvement and implementation of a new Fraud and Cyber Crime Reporting and Analysis Service.**

The Fraud and Cyber Crime Reporting and Analysis Service Programme (FCCRAS) is currently developing a replacement and enhancement to the current Action Fraud technology. This new service will allow greater accessibility for the public and organisations to report fraud and cyber crime and improve the flow of crime, information and intelligence reports through the ecosystem. The procurement process has successfully selected suppliers to deliver the new service and it is expected to go live in 2024.

Implementation of the FCCRAS service will be underpinned by a continuous improvement programme over the next three years to increase ease of reporting by individuals and industry (including a new cyber reporting capability for business), maximise opportunities with financial institutions to stop and recover victim losses, and further roll out of the Economic Crime Victim Care Unit.

We will continue to raise awareness of the latest threats to help keep the public safe and improve the prioritisation of crime reports sent to forces to maximise disruption opportunities and prioritise threats with links to organised and violent crime.

## DEVELOPING THE SKILLS AND KNOWLEDGE TO TACKLE ECONOMIC AND CYBER CRIME

**We will continue to develop and deliver the highest quality training and continuous professional development to satisfy the needs of policing and other law enforcement agencies and government funded international capability building, while generating sufficient income to cover all costs.**

The Economic Crime and Cyber Crime Academy has broadened its remit to incorporate cyber crime and successfully adapted and integrated hybrid learning as part of a new strategy created in 2021. Implementing this

strategy and developing its cyber offering will form a key part of its priorities over the life of this plan.

We are delivering a National Economic Crime Workforce Strategy with the National Economic Crime Centre that will make recommendations and put actions in place to improve the recruitment, onboarding, upskilling and retention of specialist investigators and staff into the economic crime sphere for policing nationally.

## LEADING AND COORDINATING THE POLICE RESPONSE TO ECONOMIC AND CYBER CRIME

**We will strengthen the national strategic approach to policing economic and cyber crime and work closely with partners to deliver a whole system response to these threats.**

City of London Police is the national policing lead for economic and cyber crime, responsible for setting the national strategy and coordinating the operational response. We will strengthen our approach to tackling economic and cyber crime, at a local regional and national level, aligning these portfolios and developing a joint capability strategy including the creation of the National Policing Centre for Economic and Cyber Crime.

Together, the City of London Police and Corporation have the unique ability to position the UK as the world- leader in tackling economic and cyber crime.

## IMPROVING THE POLICE RESPONSE TO FRAUD

**We will lead and support implementation of the National Fraud Strategy objectives, deliver and coordinate national pursue and protect campaigns against high harm threats and encourage greater prioritisation of fraud across policing.**

City of London Police has been working with the Home Office on the National Fraud Strategy which will see increased pursue and protect capabilities across City of London Police and Regional Organised Crime Units over the next three years. In addition, we are working with Police and Crime Commissioners (PCCs) to influence greater prioritisation of fraud within their local policing and

crime plans and seeking a greater involvement from PCCs in supporting victims.

We have visited all 43 police forces nationally to support and share good practice with fraud and economic crime teams. We will continue to lead national operational activity through our Lead Force Operations Room.

We will continue to broaden our investigative caseload to take a more proactive approach to targeting high harm threats and disrupting organised crime groups, working as part of a national network of investigators.

Our units funded by the banking sector, insurance industry and Intellectual Property Office also have an important role in the whole system, as their reach extends beyond the capabilities of individual forces. A second Intellectual Property Crime Unit established in the Northwest of England extends our national reach and is a blueprint for our ambition to strengthen economic crime capabilities outside of London. We will work with funders to further extend this model.

Recognising the fundamental need for a whole-system response, we will continue to work closely with key partners and stakeholders, in particular industry which has made a substantial investment in our work to tackle fraud, and the National Economic Crime Centre.

## IMPROVING THE POLICE RESPONSE TO CYBER CRIME

The National Police Chiefs' Council Cyber Crime Programme is led by the City of London Police and delivers the police contribution to the UK Government's National Cyber Strategy. The programme is focused on developing the capacity and capability of policing to tackle Computer Misuse Act offending effectively. It does this in partnership with key stakeholders in the National Crime Agency, National Cyber Security Centre, Cabinet Office and Home Office.

The programme oversees and supports cyber crime units in every force and regional organised crime unit in England & Wales and regional dark web operational teams, providing a comprehensive victim focused service meeting agreed minimum capability standards. The programme has over 30 projects building capacity and capability in areas such as training and development, equipment, technology, policy & process. National procurement has led to efficiencies of nearly £9m and the delivery of world leading capabilities for forces and regions. The programme also supports the operational response to major cyber incidents and oversees operational performance nationally.

The programme has built an effective, integrated policing capability at the local, regional and national level able to respond to major cyber incidents and reported cyber crime across pursue, protect, prepare and prevent.

Our focus over the next year is to become more data and intelligence driven. We will achieve this through a powerful enhancement of our collaboration with business. Critical to this will be the further development of our Cyber Resilience Centres and Police CyberAlarm as important offerings to help protect small and medium sized organisations. We need to move into the future exploiting the opportunities that modern technology and big data brings. Through working with business large and small, we can start to gather, analyse and use threat data in real time and at scale. Alerting organisations to attacks to help them protect themselves and deliver a more timely impactful policing response – whether that is pursuing UK based criminals, delivering more relevant protect messaging faster and preventing more young people from engaging in cyber crime.



CYBER GRIFFIN



NATIONAL  
CYBER  
RESILIENCE  
CENTRE  
GROUP



## TARGETING ILLICIT FINANCE AND PROTECTING INTELLECTUAL PROPERTY

**We will disrupt criminals by targeting the proceeds of crime and support government strategies to strengthen financial investigation, asset denial and money laundering capabilities across policing.**

As the national policing lead for economic crime, the City of London Police has responsibility for the National Police Chiefs' Council portfolio for Financial Investigation and Intellectual Property.

The importance and opportunity that financial investigation provides in tackling crime has been recognised by government, leading to significant reform and investment from the Home Office. Over the next three years, we will see the replacement and upgrade of computer systems used across policing, the introduction of new legislation for asset recovery and the introduction of the Anti Money Laundering and Asset Recovery Programme which will deliver objectives set by a refreshed Economic Crime Plan v2 in 2023. We will lead and deliver the uplifted resources provided under this programme which will see significant increase in regional and central capability to reduce money laundering and increase the value of criminal assets recovered.

Stripping criminals of their illicit finances disrupts criminal activity, deprives them of their criminal lifestyles, protects communities from the harm caused by criminal gangs and sends a strong message to those who might otherwise be attracted to criminal lifestyles. Enhanced focus around the illicit finances of serious and organised crime is seeing greater use of legislation in the civil, as well as criminal, sphere of justice. Using intelligence generated from suspicious activity reports and the public/private sectors increased analysis of how organised crime groups are financed is a priority focus for the City's contribution to reducing the harm of serious and organised crime with new investment in capability being made.

## REDUCING BUSINESS CRIME

**We will continue to position the National Business Crime Centre as the national lead and a conduit for information sharing across business and policing. We will work closely with the Corporation to support business crime reduction in the City.**

The business crime portfolio is delivered through the National Business Crime Centre (NBCC), hosted within the City of London Police, which delivers business engagement across a wide range of disciplines. The depth of knowledge, business insight and the breadth of contacts across business, government and policing, saw the NBCC become the national business engagement lead, supporting the policing response with business engagement for COVID-19 and Operation London Bridge (following the passing of HM The Queen). The newly launched NBCC website has become the default location for business providing guidance and advice around the threats and risk for business. Using existing and developing new partnerships within the City, the NBCC will enhance its range of crime prevention guides so new crime trends and emerging crime threats are quickly identified and addressed.

Recognising the Business Improvement Districts (BIDs) within the City, the NBCC has carried out a review of the Business Crime Reduction Partnership national standards and will be working with a range of partners to implement the report's recommendations to encourage greater engagement with BIDs. The standards provide a nationally recognised accreditation that improves information sharing and business reassurance. The NBCC will continue to work with the City Security Council with support from their Security Industry Authority Seconded to ensure that the City is at the cutting edge to adopt the forthcoming Protect Duty.



## PUT THE VICTIM AT THE HEART OF EVERYTHING WE DO

We will continually improve our response at every stage of the victim journey, ensuring victims receive the very best support. We will continue to seek charges, prosecution, or satisfactory out of court disposals against perpetrators of crime to ensure victims receive the justice they deserve. Our support to victims through their journey will also ensure ease of reporting and access to the right support. Witnesses who come forward to assist police also need the appropriate care to ensure they remain confident in us and the criminal justice process.

### PUTTING THE VICTIM AT THE HEART OF EVERYTHING WE DO

**Putting the victim at the heart of everything we do is a golden thread that runs throughout this policing plan. We will explore new ways victims can report crime and ensure they receive a professional response.**

We will continually review our approach in how we support victims of crime, ensuring that they receive the best available service. This will be regularly scrutinised by the Police Authority Board.

We are establishing mechanisms of regular surveying of victims to understand our impact and provide opportunities for learning and service improvement. We will ensure all officers and staff are trained in and applying the Victim Code of Practice.

### DELIVERING AN IMPROVED CRIMINAL JUSTICE SERVICE

**We will work with the Crown Prosecution Service to improve the victim experience throughout the criminal justice process and implement digital reforms to support swifter justice.**

Aligned with national ambition, we will ensure our services support the delivery of swift justice that works in the interests of people and protects UK businesses. We will ensure our staff are well equipped to prepare cases for court and improve in areas such as disclosure, delivering against national action plans locally.

To break the cycle of crime, drug testing of offenders will continue to take place as part of our custody process and the necessary referrals and action taken with partners to divert offenders into treatment and rehabilitation.

In line with national ambitions, we will incorporate improving support to female victims of violence throughout the criminal justice process into our work.

Throughout this policing plan there are a range of activities that aim to improve our effectiveness in fighting crime and keeping people safe. Our aim is to ensure that we are as effective as we can be at detecting crimes. City of London Police has one of the highest positive outcome rates nationally and we wish to maintain that position.

# ORGANISATIONAL PRIORITIES

We will ensure we deliver a policing service where our people are properly equipped with the right skills, knowledge, equipment and culture. Our code of ethics and values underpin how we treat each other, the public and deliver our service.

## PEOPLE

- Support and develop our staff, ensuring legitimacy, transparency and accountability in everything we do.
- Create an environment where diversity of thought and inclusion thrives.
- Ensure the wellbeing of our staff is at the forefront of what we do.
- Ensure our workforce is representative of the communities we serve.
- Attract and retain the best talent, exploiting the opportunities that come with policing an area like the City for London and our national lead roles.
- Ensure open and fair channels for lateral and upward progression.
- Ensuring leadership engagement at all levels.

## RESOURCES

- Ensure our buildings and infrastructure are modern and fit for delivering 21st Century policing.
- Ensure our fleet is able to meet the changing environment of the City of London and can respond to the diverse requirements of policing .
- Invest in our information technology, making sure our officers and staff have the information and systems to do their jobs.
- Be innovative and data-driven in fighting crime, embracing new technologies such as machine learning and artificial intelligence.
- Invest in the skills of officers in digital investigations, forensics, intelligence and insight to improve our performance in reducing crime and bringing offenders to justice.
- Use technology to improve the service and communication with the communities we serve.

## EFFICIENT AND EFFECTIVE SERVICE

- Ensure efficient and effective use of our funding and resources to provide best value for money, through single service provision, removing duplication and constantly challenging ourselves to be the best we can be.
- Ensure our processes and systems are effective and efficient to support the needs of our communities, for example, making it easy to report crime and access information.
- Ensure our response is tailored to the needs of the communities we serve.
- Work collaboratively with our partners in law enforcement and other sectors to ensure the best outcomes for our communities and victims of crime.
- Ensure, through vigorous workforce planning, that our people are allocated in a way that optimises delivery of these policing plan priorities.



# OUR PEOPLE

## COMMITMENT TO EQUITY AND BELONGING

**We will develop a truly inclusive culture, where our people feel trusted, well led and well supported by each other.**

This requires a change in culture and dedicated resource to drive improvement. A Professionalism and Trust lead has been appointed with a team to deliver against a comprehensive diversity and inclusion plan. Ensuring that there is a strong internal culture of equity and inclusion has never been more critical for policing. We continue to take proactive steps towards improving internal culture and standards to promote inclusivity, equity and belonging for all employees through the launch of the ‘Our People Inclusivity Programme’. This programme is part of our ongoing commitment to provide a long-term framework to embed this culture, sending a powerful message to our employees and our communities that our organisation values and respects diversity, and is devoted to create an environment where everyone can feel safe and respected, regardless of their background or identity. We believe that this programme will further build upon our effort to strengthen trust and collaboration with the communities we serve.

Building and maintaining trust and confidence of the public is key to our success, both locally in the City and with our national responsibilities. Our effectiveness at tackling crime and disorder, the quality of our engagement with the public and the extent to which we treat people with fairness and respect is of upmost importance to the delivery of our plan.

A key to success is attracting and retaining the very best police officers, staff, and volunteers, and ensuring our people reflect the community of London in relation

to ethnicity, gender, beliefs, sexual orientation, and background. We will continue to build on the recent recruitment campaigns that have increased the visible diversity of our officers, staff and cadets. Internally, we will foster a culture of equity and belonging. The way our people feel about working at the City of London Police, the service it provides and the people they work with must be seen as a key indicator of success in building trust with the public itself.

Significant work has and is being undertaken in the force, this is divided into the following key areas with our ambitions for success.



WORKSTREAM	OVERVIEW OF ACTIVITY
Community Engagement	Increasing our legitimacy and confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime and scrutiny of police powers such as stop and search.
Recruitment Development and Progression	Building a diverse workforce in tune with London, including people from black and ethnic minority communities, women and people from the LGBT+ community. Ensuring we develop our workforce to achieve their potential and be the very best for the community. Improving representation at all levels of the organisation and in specialist roles.
Culture & Leadership	Building leadership capability and a workforce culture that is truly inclusive and embeds our diversity and inclusion ambitions at all levels. An organisation people are proud of and one where City of London Police is an employer of choice.
Wellbeing	Taking a proactive approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people and increase productivity
Retention and exiting	Ensuring that the service retains talent, particularly from under-represented groups. Exploiting opportunities for entry and re-entry at different levels and specialisms into the service. Understand why staff are exiting the service and use insight and data to improve retention.

## INDEPENDENT ADVISORY AND SCRUTINY

The City of London Police has an established Independent Advisory and Scrutiny Group (IASG). The group is made up of a wide range of people from different backgrounds. The group provides an independent view and advice on the strategic development and delivery of our policing services. Additionally, the group provides independent assessment on the legitimacy of our activity in relation to use of stop and search powers and use of force, and over internal processes such as recruitment and promotion. Over the course of this plan, we will work with the group to develop their membership and the scrutiny work they do across the service. We are also in the process of assisting with the formation of a Youth IASG to enhance the development of our legitimacy across broader demographics.

The Police Authority Board plays a vital role in helping the City of London Police to build and maintain public trust. In undertaking this role, the Police Authority continues to:

Ensure equality of opportunity	Eliminate bias	Embed diversity and inclusion	Maintain a zero tolerance to racism
--------------------------------	----------------	-------------------------------	-------------------------------------

Embedding diversity and inclusion and eliminating bias requires continuous review, education, training and monitoring, by both policing and the bodies that have oversight of policing. Both the Police Authority Board and its Professional Standards and Integrity Committee ensure complaints with any racial allegations are closely scrutinised, monitors diversity in officer and police staff numbers and ensures that stop and search data is published and monitored. Through this scrutiny, our plans on diversity and inclusion are closely monitored and challenged.

## AN ORGANISATION THAT LEARNS FROM EXPERIENCE AND CONSTANTLY STRIVES TO IMPROVE

Policing is difficult and complex. We will continue to embed a culture of continuous learning and development and a culture where we encourage our staff to seek out lessons from other organisations, experiment and test new ideas and more consistently use feedback from colleagues, partners, public and academia to improve our approach.

We will actively capture learning and embed appropriate reform from policing events and failures, such as recommendations from the Operation Hutton report, Baroness Casey Review and Child Q report. This is monitored through our Renewing and Rebuilding Trust and Confidence Board.

We also remain focused on recommendations for improvement from HMICFRS, the College of Policing and others to ensure we are continually striving for excellence in all we do.

We will prioritise learning and development for our staff to provide the very best technical skills to do the job, but also developing skills around leadership, performance improvement and diversity and inclusion. We will focus on evidence-based policing and encourage use of academia to deliver better services.

## OUR RESOURCES

Our Policing Plan is underpinned by investment in future technologies, equipment and estates that enable us to be at the forefront of policing and emerging crime threats.

Over the life of this plan, we will develop a portfolio of change to ensure the City of London Police remains an effective and efficient force. Our roadmap of change summarises some of the key programmes within the portfolio, which will enhance capabilities and deliver a better service for the public.

We will consider how technology can encourage greater participation of the public in policing and continue to transform and exploit technology to assist and support how we engage with our communities across the City.

We will improve data quality, security, accessibility and availability to improve outcomes for the public. We will ensure our officers and staff are well trained in digital investigation and forensics to be at the forefront of crime investigation.

We will continue to develop a mobile-first, cloud-first approach to ICT, providing secure and easy access to the data that we need across a range of platforms, delivered at point of need, reducing the reliance on officers returning to the workplace to complete their tasks. This will involve an investment of over £3.5 million over 3 years. We will ensure our data is available to our people to support timely and informed decision-making, as well as continuing to support the public interest in greater transparency of how we police. We will implement a new command and control system by 2025, ensuring our intelligence, custody and prosecutions systems are integrated and interoperable with the Metropolitan Police Service solution.

Progressive work continues with the Corporation of London to modernise our police estate, ensuring officers and staff are accommodated in modern, fit-for-purpose facilities and we reduce our carbon footprint. We will embrace new ways of working to maximise the efficiency of our estate. We will look for opportunities to ethically generate income, through activities such as training and other services.

Our fleet is another important area for development over the next three years with an investment of £1.2 million. With the changing nature of the City roads to a more car-free and pedestrianised area, we will assess the most effective way to patrol. Whilst policing will always need traditional vehicles to respond to emergencies and carry equipment and people, we need a different fleet in the future.

In partnership with the Corporation of London, we have a key role in safeguarding and promoting the City's future. We will continue to work together to reduce the impact we have on the environment and at the same time support the changing and future economic plans of the City of London. We will take a balanced approach to sustainable policing, demonstrating budgetary responsibility, promoting economic, social and environmental development, but ensuring increasing the trust and confidence the public have in us as a police service remains our main goal.



# EFFICIENT AND EFFECTIVE SERVICE

## FUNDING

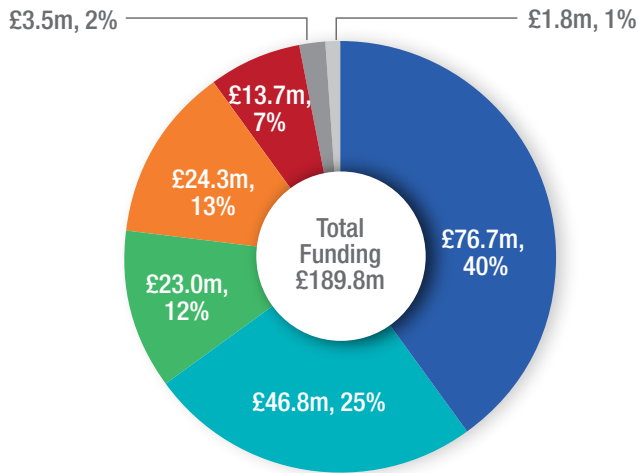
Like all police forces in England and Wales, most of our funding is from the Home Office. This is in the form of a core grant to cover the basic operations of policing, as well as specific grants. These cover areas such as counter terrorism policing and where we take a national lead role in areas such as fraud and cyber crime.

Unlike other PCCs, the Corporation do not have the statutory power to raise additional funding through a Council Tax Precept. As an alternative, the Corporation applies a Business Rates Premium on businesses in the Square Mile. This funding goes towards security and policing within the City of London.

In partnership with the Corporation, we are creating a sustainable medium-term financial plan that creates the capacity to invest in vital police services, through increased local funding and mitigating the pressures of rising costs.

With our unique location and proximity to the financial centre of the country, we also partner with the financial services industry in the fight against economic crime.

### FUNDING 2023/24 – PIE CHART BREAKDOWN



- Home Office Core Grant, £76.7m 40%
  - Govt Grants for Lead Force & CT, £46.8m 25%
  - Pensions Grant, £23m 12%
  - COL Funding (net\*), £24.3m 13% (COL funding awaiting final approval from Court of Common Council)
  - Partnership income, £13.7m 7%
  - Fees and charges, £3.5m 2%
  - Use of reserves, £1.8m 1%
- Total Funding £189.8m**

\*Total CoL Funding in 2023/24 is £28.2m net of £3.9m capital financing costs

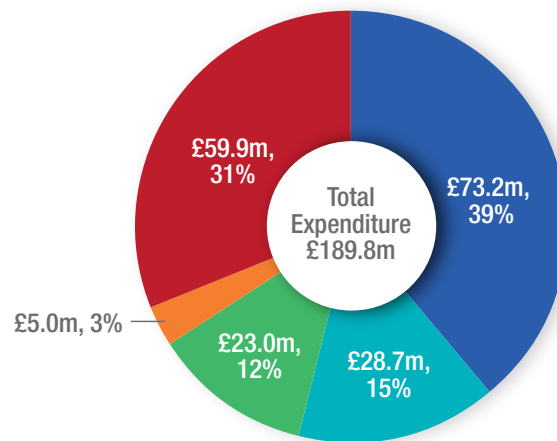
## WHAT WE SPEND

Around two-thirds of our spend is on pay and people. City of London Police employs officers and staff across both local and national roles. In 2023/24 the budget provides for a force establishment of 517 full time equivalent (FTE) police staff and 978 FTE officers.

To make sure our expenditure does not exceed our funding in 2023/24, we will need to sustain some £12m prior year savings and mitigations made since 2020/21 and add £8.6m new ones in 2023/24. We will continue to look at opportunities to manage our budget challenges through:

- Improved procurement;
- Reviewing supplies and services;
- The use of proceeds from seized assets;
- Review of support services and supervision ratios;
- Improved working patterns to match need;
- Efficient business support;
- Improving supervision ratio;
- Reducing overtime; and
- Improved use of mobile technology and agile working.

### EXPENDITURE 2023/24 - PIE CHART BREAKDOWN



- Officer pay, £73.2m 39%
  - Staff pay, £28.7m 15%
  - Pension Fund deficit, £23m 12%
  - Other Employee costs, £5.0m 3%
  - Non Pay costs £59.9m 31%
- Total Expenditure £189.8m**

## INSPECTION, AUDIT & IMPROVEMENT

To ensure we continue to deliver policing services at the expected level, we are regularly engaged and held to account with inspections from Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS), which makes recommendations and identifies areas for improvement.

As with all Home Office police forces, we are subject to the Police Efficiency, Effectiveness and Legitimacy (PEEL) inspection process, as well as contributing to HMICFRS's thematic inspections programme on specific aspects of policing.

Over the last year City of London Police has been subject to ongoing thematic inspections, which have focused on how we tackle serious and organised crime, how we treat victims and respond to crime and how we deal with counter corruption and vetting.

The PEEL report and other recent thematic inspections are expected to be published at the end of the first quarter of 2023.

HMICFRS currently grades forces' performance from Outstanding, Good, Requires Improvement, or Inadequate. Recent changes to the grading system means that it will not be possible to make direct comparisons between the grades awarded for previous PEEL inspections. However, our Policing Plan will continue to be developed against any HMICFRS grading to ensure that we focus our priorities on recommendations for improvement made.

Our last PEEL inspection was undertaken in 2018/19 and graded the Force as follows in the five areas of PEEL:

PERFORMANCE	GRADE
Efficiency	GOOD
Effectiveness	GOOD
Legitimacy	REQUIRES IMPROVEMENT*
Crime Data Integrity	GOOD
Custody	GOOD

\*The Legitimacy 'Requires Improvement' grading related specifically to the lack of community scrutiny regarding stop and search data and IT software for counter corruption purposes. We have fully addressed both issues.

All current and previous inspection reports relating to the City of London Police, except for some reports relating to protective security, can be found on the HMICFRS website.

In addition to the inspection process, we participate in an internal audit programme run by the City of

London Corporation. This programme is set in consultation with our Police Authority Board to ensure they have effective oversight into all aspects of the service we are providing to the City.

Both our inspection and audit reports are reported to our Police Authority Board, which retains oversight on implementation of recommendations and areas for improvement. The result of all these programmes is to continually drive improvement in all aspects of services that we deliver to the public.

## PERFORMANCE MEASURES

MEASURE	POLICING PLAN PRIORITY
Reduce neighbourhood crime (neighbourhood crime consists of; burglary residential, robbery personal, vehicle crime and theft from the person offences) <sup>1</sup>	Keep those who live, work, and visit the city safe and feeling safe
Reduce violent crime (violent crime consists of; homicide, violence offences, stalking and harassment and sexual offences)*	Keep those who live, work, and visit the city safe and feeling safe
Reduce anti-social behaviour	Keep those who live, work, and visit the city safe and feeling safe
City of London Police positive outcome rate is higher than the national average (charge, caution, community resolution)	Keep those who live, work, and visit the city safe and feeling safe Protect the UK from the threat of economic and cyber crime
National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)	Protect the UK from the threat of economic and cyber crime
Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation	Protect the UK from the threat of economic and cyber crime
Action Fraud victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police victim satisfaction levels are improved	Put the victim at the heart of everything we do
City of London Police is a psychologically and emotionally healthy place to work (bi-annual measure)	Our people
City of London Police workforce engagement levels are increased (annual measure)	Our people
City of London Police recruitment activity is improving how well its workforce reflects the communities it serves	Our people
Financial outturn is within 1% of forecast (bi-annual measure)	Our resources
Staff agree they are well equipped to do their job (annual measure)	Our resources
The public feel safe	Efficiency and effectiveness
The public have confidence in City of London Police	Efficiency and effectiveness

---

# SECTION 03

# DELIVERING THE PLAN

## BUSINESS PLANNING AND CHANGE

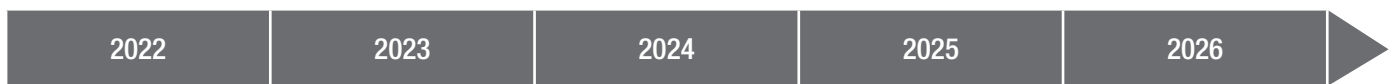
To meet the ambitions of this plan we cannot stand still. We will ensure we have the right business planning and delivery and be investing in the right change programmes to modernise and professionalise our service delivery.

The City of London Police is delivering a series of projects to improve the service we deliver to your communities.

These projects cover all areas of the force, using innovation, new technology and products to make our processes more efficient and effective, to deliver a

better service to the public and release officer and staff time to focus on enhanced and visible policing for our communities.

A high-level representation of current programmes and projects is shown below.



### OPERATIONAL PROJECTS:

Secure City, ongoing to 2026 and beyond.

Fraud and Cyber Crime Reporting Service, ongoing to end of 2024.

Cyber Crime programme, ongoing to end of 2025.

Emergency Services Mobile Communication Platform, ongoing to end of 2025.

Improved contact, command and control, ongoing to end of 2024.

Improved forensics, ongoing to mid 2025.

Improved interoperability with Criminal Justice Service, ongoing to mid 2026

### ORGANISATIONAL PROJECTS:

Ethics, culture and leadership development, ongoing to end of 2024.

Police accommodation, ongoing to 2026.

Cloud and enhanced security, ongoing to end 2023.

National Enabling Programme, ongoing to 2026.

Enhanced data and analytics programme, ongoing to end 2023.

Fleet improvement, ongoing to the end of 2025.



## WORKING COLLABORATIVELY

We recognise we cannot deliver everything in this plan alone. We will work closely alongside a broad range of partners, from local to national and international (including British and other governments) to ensure our service is effective and efficient in protecting victims and communities. Engagement will be further developed with the implementation of the Stakeholder Engagement Plan, which underpins this Policing Plan.

### CITY OF LONDON CORPORATION

Our partnership work with the Corporation of London includes planning for large scale events, the Secure City programme and accommodation programme, tackling antisocial behaviour and safeguarding vulnerable adults and children.

### METROPOLITAN POLICE (MPS) AND BRITISH TRANSPORT POLICE (BTP)

We deliver several services with the MPS and BTP to protect London and provide seamless policing service across the capital. We also work with agencies such as Transport for London, ensuring a consistent and coordinated approach to tackling issues within London. Additionally, we work with a number of other forces across a range of matters, including protective security, fraud, intelligence and threats that extend across force boundaries.

### SAFER CITY PARTNERSHIP (SCP)

Our work with the SCP tackles local crime and antisocial behaviour, ensuring a coordinated, cross-sector approach to these issues. The partnership plays a crucial role in promoting crime prevention in the City of London.

### PRIVATE INDUSTRY ASSOCIATIONS

Our work tackling fraud particularly benefits from close association with UK Finance, Association of British Insurers and CIFAS, amongst others.

### INTERNATIONAL ORGANISATIONS

We have forged alliances with groups such as the Global Cyber Alliance, Homeland Security in the US and numerous police forces and other jurisdictions. This helps us to tackle issues relating to organised crime and protective security, which ultimately benefits the City of London and UK citizens.

### NATIONAL CRIME AGENCY AND NATIONAL ECONOMIC CRIME CENTRE

Our national lead force responsibilities mean we work closely with other national agencies, both strategically and operationally to protect the UK from serious threats.

## ROLES AND RESPONSIBILITIES

The City of London Corporation's Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its sub-committees.

### THE ROLE OF THE POLICE AUTHORITY BOARD IS TO ENSURE:

- The City of London Police runs an effective and efficient service by holding the Commissioner to account.
- Value for money in the way the police is run.
- Policing priorities are set considering the views of the community and in accordance with the wider requirements of the Police Act 1996.

The work of the Police Authority Board is supported by a Police Authority Team, which ensures the Police Authority's obligations are effectively and efficiently discharged.

The Town Clerk and Chief Executive of the Corporation, who is also the Chief Executive of the Police Authority, works closely with the Chair of the Police Authority Board and all Members to ensure that there is an effective and efficient police service in the City.

The Chamberlain of London is the Section 151\* Officer for the City of London Police Authority and performs the functions of the Treasurer to the Authority.

The Comptroller and City Solicitor is the Authority's Monitoring Officer.

Police Authority Board Committee details can be accessed through the below link:

**[Committee details - City of London Police Authority Board - Modern Council](#)**

### THE ROLE OF THE COMMISSIONER OF POLICE

- Keeping the communities of the City of London safe and secure.
- Ensuring our national lead force functions are discharged efficiently and effectively.
- Delivering efficient and effective operational policing which responds to the needs of the public.
- Managing resources and expenditure by the police service.

### THREE EXTERNAL BODIES WORK CLOSELY WITH THE CITY OF LONDON POLICE TO SET STANDARDS AND SCRUTINISE PERFORMANCE:



His Majesty's Inspectorate of Constabulary and Fire and Rescue Services is the inspection body which provides regular annual and thematic inspections

**HMICFRS - Home**

**<https://www.justiceinspectors.gov.uk/hmicfrs/>**



The College of Policing sets the standard for policing and carries out research

**Working together | College of Policing**

**<https://www.college.police.uk>**




The Independent Office for Police Conduct oversees the complaints process nationally

**Independent Office for Police Conduct**


**<https://policeconduct.gov.uk>**

## CONTACT US





 [www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority](http://www.cityoflondon.gov.uk/about-us/about-the-city-of-london-corporation/police-authority)

 Provide feedback on this plan via:  
[www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

 **101** Non-emergency police number,  
in an emergency always dial **999**


 Textphone service **18001 101**


 Follow us on twitter **@CityPolice**

 Like us on Facebook

### PUBLIC ENQUIRIES AND REPORTING CRIME:

 [www.cityoflondon.police.uk](http://www.cityoflondon.police.uk)

 Bishopsgate Police Station  
182 Bishopsgate, London, EC2M 4NP  
Open 24 hours

 Headquarters (not open to the public)  
City of London Police  
Guildhall Yard East, Guildhall Buildings London  
EC2V 5AE

 Anti-terrorist hotline **0800 789 321**



# Report – Policy and Resources Committee

## Year 2 Quarter 4 update on Climate Action Strategy & Year 3 Plan

*To be presented on Thursday, 25<sup>th</sup> May 2023*

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

### SUMMARY

In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy, a transformative programme for the City of London Corporation to reach net zero carbon emissions, build resilience and champion sustainable growth. This paper reports the results of the planned quarter 3 activities of the second year of the programme. It includes a description of progress made as well as potential risks for the programme.

### RECOMMENDATION

That Members:

- i. Note the progress, risks and issues arising between January and March 2023 of year 2 of implementing the Climate Action Strategy.
- ii. Note Policy and Resources Committee's approval of a drawdown of funds for implementation of the Climate Action Strategy in FY23-24 as set out in Table 2 from that original budget envelope. This represents portions for City Fund (£13.46m) and City's Cash (£4.84m).
- iii. Note the potential risks to the 2027 target.
- iv. Note that the achievement of our targets for Scope 3 and the Square Mile needs continuous and focused attention but no additional resources beyond the original budget envelope.

### MAIN REPORT

#### Background

1. In November 2019 the City Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious Climate Action Strategy (CAS). The strategy was adopted at the Court of Common Council on 8 October 2020.
2. The CAS marked the start of a new and transformative programme of action. It sets out three interlinked primary objectives for the City Corporation and the Square Mile:

- to support the achievement of net zero emissions,
  - to build climate resilience, and
  - to champion sustainable growth.
3. The Court approved an original funding envelope of £68m to deliver the Strategy up to 2027. Each year's budget was to be subject to confirmation. It was agreed upon adoption that each relevant Service Committee and Policy and Resources Committee receive a quarterly update on progress and relevant expenditure.
  4. The Year 2 (Y2) programme of work and associated budget was approved by Policy and Resources Committee on 5<sup>th</sup> May 2021 for City Fund and City's Cash. Expenditure related to Bridge House Estates (BHE) was approved by the BHE Board in July 2022. Across the funds, a total Y2 budget for both capital and revenue of £18.44m was approved as the allocation required under the original budget envelope.
  5. The annual programme of work is based on detailed plans for 13 workstreams across six different departments; each of which reports to a relevant Service Committee. These detailed plans are approved by Project Boards at the operational level and relevant Service Committees at a Member level. These are reported into Policy and Resources as a summary delivery programme as shown in Appendix 2 for Year 3. Policy and Resources Committee also approves annual budget drawdown against the original envelope for City's Cash and City Fund.
  6. BHE funds are approved by the BHE Board but are shown here for illustrative purposes and for demonstrating combined commitment between BHE and the City Corporation. The decisions relevant to BHE will be taken through their independent governance arrangements.
  7. For the initial years, City's Cash and City Fund drawdowns are from central reserves. In later years the annual budgets will be partly funded by savings to the energy bill. A revolving mechanism to capture financial savings from the corporate energy bill was planned. It will capture the savings from the capital interventions under CAS and the PSDS project. The current assessment and design of the revolving fund's value is still underway and is complicated by market volatility in energy prices and internal charge back arrangements. Therefore the value stands at £0 even though savings have started to come online.
  8. In July 2021, Policy and Resources Committee approved delegated authority powers in relation to project delivery to the Senior Responsible Officer of CAS. This authority continues to bring the desired momentum to the programme.

### **Progress against targets**

9. Quarters 1&2 focused on increasing transparency on progress against targets. We accomplished this through:

- Re-assessing the carbon footprint for the first time since the baseline year of 2018/19.
- Publishing the first [Taking Climate Action: Our Progress 2022 \(cityoflondon.gov.uk\)](#) report on progress against targets.
- Being the first body with local authority powers to publish a fully transparent public [dashboard](#) tracking performance against all CAS areas of work.
- Being the first body with local authority powers to have a carbon footprint externally audited and verified for all three emission Scopes.

10. The interim target for Scopes 1&2 in 2021/22 is 33% decrease on the baseline of 2018/2019. We have reduced carbon emissions by 31%. This can be explained by a slower-than-expected rate of decarbonisation of the national power grid.

11. Emissions in our value chain have decreased by 5.6% since our baseline year. A small decrease was expected. This is due to increased expenditure on goods and services and increased value of our investment portfolios, as well as improvements in measurement.

12. In the Square Mile almost all of the emissions come from transport and buildings. In the latest available emissions data for the Square Mile (2019), commercial buildings were reduced by 16% and transport-related emissions were reduced by 11% compared to 2017. However, these fall short of the required trajectories to meet our interim targets for the Square Mile of 60% emission reduction by 2025 and 73% by 2030.

13. These areas are being monitored and robust action plans are in place to get back on track. For example, a Supplementary Planning Guidance document for planning applications is being developed, as well as net zero design and technology standards for our own buildings. These will raise standards for new builds and refurbishments. The City Corporation will also continue to implement its pedestrian priority scheme and cycle lanes to promote sustainable forms of transport.

14. As part of the Year 3 plan, it is intended to repeat a comprehensive emission accounting exercise across all three scopes and the Square Mile. Additionally, to re-evaluate current progress against our Net Zero targets trajectories while auditing our Scopes 1 and 2.

15. All progress against targets can be monitored through the [Climate Action Dashboard](#). The dashboard tracks 31 management KPIs as well as the main 21 reporting KPI of our footprint as expressed in tonnes of CO<sub>2</sub>e (Carbon Dioxide Equivalent). We are evaluating an additional 10 management KPIs to further improve the ability to evaluate overall progress on CAS targets. This dashboard is used as the basis for progress reporting to Committees.

## Progress against delivery plans

16. The following chart summarises the delivery status of the 13 workstreams delivering Climate Action against the original Y2 plans:

Workstream	Status (Q3)	Status (Q4)
Strategic Implementation Support	Green	Green
Buildings - Corporate Properties and Housing	Red	Red
Buildings - Investment Properties	Amber	Amber
Buildings - Capital Projects (Standards) + Resilience	Amber	Green
Purchased Goods and Services	Red	Amber
Square Mile	Amber	Amber
Cool Streets and Greening	Amber	Amber
Mainstreaming Resilience	Amber	Green
Heart of the City and SME Engagement	Green	Amber
Financial Investments	Amber	Amber
Carbon Removals and Land Management	Red	Red
Transport	Amber	Amber

17. Green-rated workstreams are all on track in terms of actions originally planned for Y2.

18. Those marked amber are those where there are one or more actions which will happen later in the programme than anticipated.

19. Those marked red have actions that were meant to be initiated in Y2 and have not yet started.

20. The red, amber and green ratings denote progress to planned activities made at the start of the financial year. It does not denote progress to CAS goals and targets.

21. Workstreams that are marked as Amber or Red receive heightened monitoring at the operational level. Service areas are being supported to increase momentum with special emphasis on actions relating to 2027 targets.

### 22. Red Projects

- **Carbon Removals and Land Management** is currently undergoing a rescoping of the project by Arcadis consultants. This is due to the arising concerns over the existing sequestration capacity highlighted by recent extreme weather events and the potential to enhance sequestration. A separate report is being prepared for the Senior Accountable Officer's consideration in Q1.
- **Buildings - Corporate Properties and Landlord Housing Areas** remains with a red rating due to significant delays.



Although the majority of workstreams are moving forward, the large capital works scheduled for Year 2 have not started and must now fall into financial year 2023/24.

23. There are several delays in the production of analytical work or key actions needed to underpin the success of the strategy. These are summarised in appendix 3. Additional Member and operational oversight will be needed to accelerate action along the new schedules.

### **Change Control**

24. No changes in timing, scope, or budget are required for Member decision at this time.

### **Financial Update**

25. The tables below summarise the financial position of the revenue and capital elements of the programme as of 28th February 2023 for year 2 and proposed draw down for Year 3.

26. The differences between the budget envelope requested and the amount drawn in Year 2 are due to several reasons. For revenue, these are 1) unrealised or delayed actions which will now take place in Year 3; 2) reassessment of plans based on continuous learning; 3) incomplete financial report and the delayed transactions processes. For capital, this is largely due to 1) delays in the production of portfolio-level management plans 2) delays in procuring expertise and 3) delays in procuring contractors. This means that some of the capital spend intended for Y2 is now reflected in Y3 projections.

27. The delays in spending due to internal processes have been highlighted at the operational level and were a recent topic at Executive Leadership Board where all Chief Officers pledged support to keep these moving. While solutions can be found at the operational level it is important for Members to understand that there are factors which threaten achievement of the 2027 target which are in our organisational control to mitigate. This will become especially acute in Y3 of implementation. In the main these include:

- a. Delays of up to three months in issuing capital codes for approved projects
- b. Delays of 2+ weeks in response times for review of gateway and committee reports for actions related to 2027 targets
- c. No scaling of expectations of insurance levels for smaller firms or smaller contracts and delays in response time for required exceptions.
- d. Distraction operationally and politically of non-CAS capital projects stating CAS alignment or targets where it is not the case.

Table 1								
YEAR 2	Original Budget (£k)				Actual Spend (£k)*			
Fund	BHE	CC	CF	Total	BHE	CC	CF	Total
Capital + SRP	99	1,598	9,860	11,577	0	27	686	713
Revenue	442	2,361	4,077	6,881	332	1,200	2,181	3,713
<b>Grand Total</b>	<b>541</b>	<b>3,959</b>	<b>13,938</b>	<b>18,438</b>	<b>332</b>	<b>1,227</b>	<b>2,867</b>	<b>4,426</b>

\*as of 30/03/2023

Table 2								
YEAR 3	Original Budget (£k)				Actual Spend (£k)			
Fund	BHE	CC	CF	Total	BHE	CC	CF	Total
Capital + SRP	878	3,343	9,822	14,043	£0	£0	£0	£0
Revenue	368	1,492	3,640	5,500	£0	£0	£0	£0
<b>Grand Total</b>	<b>1,246</b>	<b>4,835</b>	<b>13,462</b>	<b>19,543</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>

28. Due to significant budget underspends of some of the projects, project leads were required to redesign their yearly spends for the financial year 2022/23. This resulted in some of the budgets being reassigned to Year 3. Table 3 (see Appendix 5) compares the original budget allocation including revenue and capital per project to actual year 2 spend. Table 4 below sets out estimated spend per CAS project in year 3.

Table 4				
Project Name	Budget Allocation (Year 3)	BHE	CC	CF
Strategy Implementation Support	£954,000	£57,240	£257,580	£639,180
Corporate Property Group Buildings	£5,108,715	£0	£1,532,614	£3,576,100
Investment Property Group Buildings	£5,214,000	£938,520	£2,398,440	£1,877,040
Design Standards	£310,000	£55,800	£142,600	£111,600
Resilient Buildings	£760,000	£136,800	£349,600	£273,600
Carbon Removals	TBC	TBC	TBC	TBC
Cool Streets and Greening	£3,841,736	£0	£0	£3,841,736
Financial Investments	£140,000	£46,200	£46,200	£47,600
Heart of the City & SMEs	£200,000	£0	£0	£200,000
Mainstreaming Resilience	£330,000*	£0	£0	£330,000
Purchased goods and Services	£240,000	£12,000	£108,000	£120,000
Square Mile	£785,000	£0	£0	£785,000

<b>Transport</b>	£1,660,000	£0	£0	£1,660,000
<b>TOTAL</b>	<b>£19,543,451</b>	<b>£1,246,560</b>	<b>£4,835,034</b>	<b>£13,461,856</b>

## Risk

29. The Corporate Climate Action Risk Register describes the organisational response to climate change and focuses on areas within our control and their mitigations. These risks were last reviewed by the Executive Leadership Board on 15<sup>h</sup> March 2023.
30. A programme-level risk log is also kept. All risks marked high this quarter and last are represented in Appendix 1. A summary of the most pressing delivery risks are below. Three are internal and therefore easier to mitigate and three are exogenous.
31. The three external risks are:
- Talent acquisition retention in a buoyant market for sustainability. This is complicated by our internal recruitment processes and response times.
  - Recent unprecedented rises in energy prices and
  - the cost of capital works present a significant risk to CAS target delivery.
32. There are three main internal risks:
- Underfunded cyclical works in our corporate estate which relate to energy. A paper going to OPPSC for 17<sup>th</sup> April 2023 clearly identifies £18.5m worth of projects which are to be completed before 2027. A total of £5.9m of this is backlog or deferred maintenance. The remainder is in year projects. Both are needed to improve and reinforce climate action interventions for overall emissions reduction across the estate.
  - Decision timelines on planned stock changes continues to be a potential risk for the programme. Major projects such as the Guildhall Master Plan, Barbican Arts Centre and Markets Co-location must now be considered inside the portfolio for purposes of planning to achieve the 2027 target. Furthermore, a lack of visible and well understood corporate disposal and portfolio acquisition strategies does limit the ability to have certainty over the 2027 target. It also hampers effective CAS delivery planning. The same is true for the investment estate for the 2040 goal.
  - A financial mechanism to ringfence energy savings is not yet in place as explained above.

## Corporate and strategic implications

33. Strategic implications: The CAS supports the delivery against the following outcomes in the Corporate Plan, 2018-23:
- Outcome 1: People are safe and feel safe
  - Outcome 5: Businesses are trusted and socially and

environmentally responsible

- c. Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture
- d. Outcome 10: We inspire enterprise, excellence, creativity and collaboration
- e. Outcome 11: We have clean air, land and water and a thriving and sustainable natural environment
- f. Outcome 12: Our spaces are secure, resilient and well-maintained.

34. The strategy builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the Responsible Investment Policy, the City Procurement Strategy 2020-24, the Local Plan 2015, the draft City Plan 2036, the Transport Strategy 2018-43, the Air Quality Strategy 2015-20, the Climate Mitigation Strategy, the Local Flood Risk Management Strategy 2021-27, the Transition to a Zero Emission Fleet Policy, the Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned with ongoing reviews of our financial and property investment portfolio.

35. Risk Implications – To manage risk effectively in the programme, all projects have a risk register and the overall risks are controlled through a corporation-level risk CR30 – Climate Action Strategy. No new corporate-level risks have been added since the Policy and Resources CAS update on 5<sup>th</sup> May 2022.

36. Equalities Implications – A Test of Relevance was undertaken on the Climate Action Strategy and several positive impacts were identified for people in at least one of the following five protected groups - age, disability, race, pregnancy/maternity and gender. These include a reduction in air pollution, physical public realm improvements and increased indoor comfort levels and a reduction of fuel poverty. No negative impacts were identified. A review of the findings from the initial Test of Relevance was conducted at half year and they remain the same. Impacts will be investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work.

## **Conclusion**

37. In conclusion, the City Corporation remains on track to deliver its targets for Scopes 1&2 and resilience evidenced by a recent (independently verified) carbon footprint reassessment. However, the upcoming year is critical to delivery and mitigation of internal risks. Scope 3 emissions and those for the Square Mile require more focused attention but with robust plans in place to ensure we meet our goals.

## **Appendices**

- Appendix 1 CAS Programme Risk Register
- Appendix 2 Achievements from Year 2
- Appendix 3 CAS Year 3 Programme Highlights
- Appendix 4 CAS Delayed Workstreams

Appendix 5 Year 2 budget spend analysis

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

DATED this 20<sup>th</sup> day of April 2023.

SIGNED on behalf of the Committee.

**Deputy Christopher Michael Hayward**  
Chairman, Policy and Resources Committee

This page is intentionally left blank

## Appendix 1 CAS Programme Risk Register

Project	PMO Team: Description Category	Risk Rating (Q3)	Risk Rating (Q4)	CAS Target	Risk response
Carbon Removals and Land Management	Delay in resourcing planned posts impacting delivery targets	High	High	2027 Corporation	Recruit contractor(s) if recruitment unsuccessful.
Strategy Implementation Support	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	ALL	Mitigation in place: Officers to prepare scenarios for decision making on interventions highlighting Guildhall following the receipt of the surveys of top emitters in Corporate Estate.
Buildings – Corporate Properties & Housing (landlord areas)	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2027 Corporation	Regularly review with the programme team and Chamberlains the impact of inflationary pressure on capital delivery. Wherever possible lever in Government grant funding to support initiatives
Corporate Risk	Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS interventions but will of course impact several CAS workstreams	High	High	2027 Corporation 2040 Corporation	Options to mitigate the impact are under review, such as early purchase of equipment and contract amendments.
Buildings – Investment Properties	Failure to monitor target delivery due to data quality, robustness of analysis or future data collection analysis	High	High	2040 Corporation	Energy metering strategy to be evaluated alongside development of new programmatic data governance processes and procedures.
Corporate Risk	Insufficient financial resources are allocated to long term delivery of CAS targets (spike in energy prices)	High	High	2027 Corporation	Introducing Behavioral management programme in buildings and look to advance quick wins. Improving Existing PPA (Power Purchase Agreement). Looking into new PPA

Strategy Implementation Support	Delivery delay due to project complexity	High	High	2027 Corporation	Mitigation in place: Regular communication of delays to Chief Officers and weekly monitoring of progress for projects at higher risk of delays.
Strategy Implementation Support	Delivery delay due to key stakeholder groups not being sufficiently engaged and/or supportive of climate action measures.	High	High	2027 Corporation	Mitigation in place: A dedicated engagement plan for this residential community to be in place for March '23.
Buildings – Capital Projects (Standards)	Failure to implement CAS performance targets due to new or existing assets allocation	New Risk	High	2040 Corporation	New specialist resource in place as part of the Centre of Excellence in City Surveyors to support rapid development and integration of new standards.
Buildings - all	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2040 Corporation	Ongoing risk management approach to be incorporated in delivery. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact.  Delivery Approach needs to consider how gap funding requirements will be addressed.
Buildings – Corporate Properties & Housing (landlord areas)	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	2027 Corporation	Tasks identified in the plan are expected to overdeliver on the reduction target. Ongoing risk management approach to be incorporated in Delivery Approach. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact.
Buildings - all	Funding gaps in cyclical works programme	High	High	2040 Corporation	Delivery Approach to consider how cyclical works funding requirements will be addressed.
Buildings – Corporate Properties & Housing (landlord areas)	Grid decarbonisation does not occur at rate predicted in original CAS models	High	High	2040 Corporation	Grid decarbonisation to be tracked by Energy Team. Ongoing risk management approach to be incorporated into Delivery Approach.
Purchased goods & Services	Contractors or partnerships delays/procurement	New risks	High	2040 Corporation	Provision of the commercial team with standard specification wording which will allow to start conversations with suppliers who are unwilling to engage. Almost half of the Top 25 contracts are up for renewal, the Sustainable Supply Chain Manager is being proactive in



					mobilisations where possible to raise profile of the City's Climate Action Strategy.
Buildings – Capital Projects (Standards)	Failure to secure specific technical capacity to inform key designs and planning application decisions relating to the whole life carbon of major developments	New Risk	High	ALL	A consulting project has been completed to evaluate a representative sample of capital projects and their whole life carbon impact. Furthermore, the climate resilience/sustainable design specialist (part of the Centre of Excellence) will take on the management of this work.
Carbon Removals and Land Management	Delivery delay due to project complexity connected to establishment of supplier contracts for land management works.	New Risk	High	2027 Corporation	Setting up tight contract controls and seek information on continuity of service from contractors at tender stage
Buildings - Corporate Properties & Housing (landlord areas) and Investment Properties	Delivery delay due to delays during mobilisation stage of the projects	New Risk	High	ALL	Project Schedule developed through Year 3 project plans outlining the framework against which interventions will be delivered and presented as a whole programme.  Programme Management Approach to be considered.

## Appendix 2

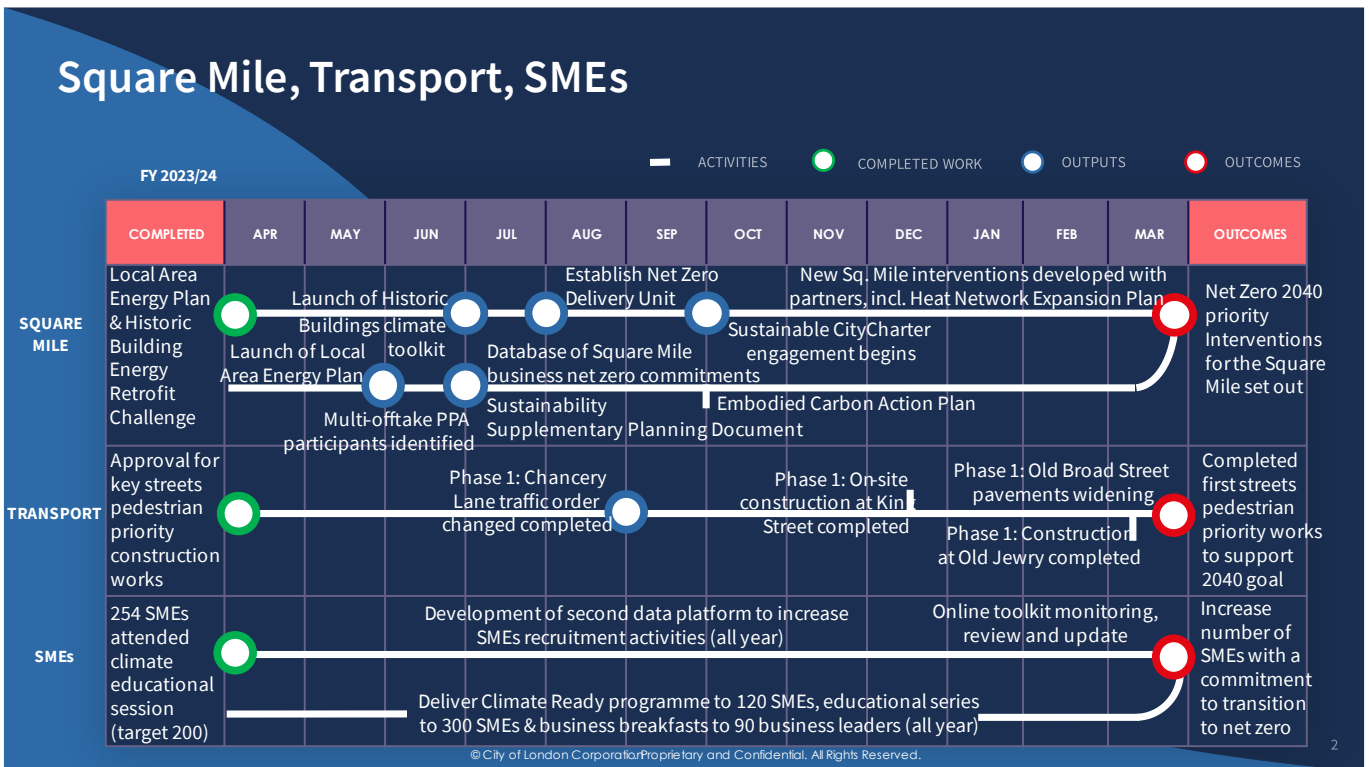
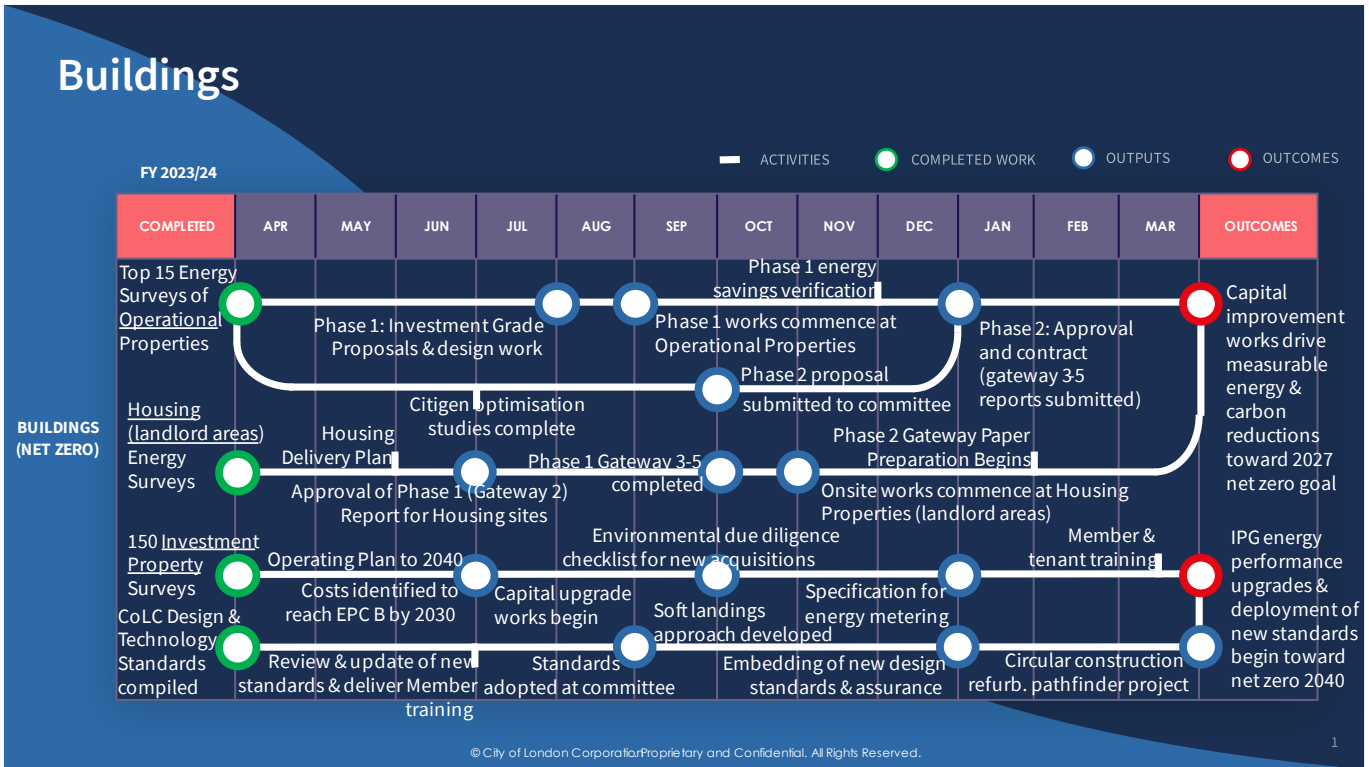
### Achievements (FY22-23, Year 2)

1. Advancing interventions in corporate housing and investment properties continue to be the biggest focus. The ability to accelerate actions under these workstreams remains our biggest risk and biggest opportunity.
2. Approval of GW 2 Paper introducing the first of a set of forthcoming energy/carbon reduction and efficiency-focused gateway papers. Covering 50+ interventions across the top 15 emitting buildings. Expected savings of 520 tonnes of CO<sub>2</sub> per annum, average payback of ~10 years and CAPEX value of £6.6m.
3. Completion of landlord/ communal area surveys across all 14 Housing Estates.
4. Approval of GW3-5 paper for Building Analytics at Central Criminal Court and Mansion House & Powertag metering at Guildhall.
5. Completion of Frobisher Crescent Heat Decarbonisation Plan.
  - a. A decarbonisation plan for the Heathrow Animal Reception Centre is being developed using a grant from the “Low Carbon Skills Fund”. A draft report has been received.
  - b. A decarbonisation feasibility study for the Cemetery & Crematorium is underway and a draft report has been received.
  - c. Operational delivery plan for energy interventions at investment properties drafted. This will inform the capital programme in 2023/24.
  - d. All EPC certificates received except for 7 additional properties requested by City Estate on 06 February 2023 - Surveys being scheduled.
  - e. Completion and integration of resilience risks impact assessment to City Corporation assets into a GIS online platform for climate impact modelling. Asset profile, images and interventions have been built into the platform.
  - f. Completion of list of 100 priority assets
  - g. Completion of Design and Technology Standards. Standards reviewed and approved for a final PDF by CoLC stakeholders.
6. We continue to work with a diverse set of stakeholders to learn, influence and act. A sample of engagements this quarter includes:
  - a. Heart of the City (HotC) hosted an learning lunch on SBTi for SMEs on February 2023 and a business leader webinar on March, both to share information about the climate crisis and the net zero training support available via HotC’s ‘Climate for SMEs’ course.
  - b. Design of a climate toolkit/guidance for micros underway by HotC.
  - c. The Responsible Procurement Manager and Sustainable Supply Chain Manager are engaged in theAction Sustainability’s research on ethical procurement of solar panels and is part of the steering group.
  - d. Delivery of a second workshop for the “Historic Buildings Challenge – Carbon reduction and climate resilience” on February 2023.
  - e. Completion of the first draft report of the Square Mile’s Local Area with initial outputs on the modelling and scenarios was received in March 2023. A launch event is being planned by June 2023.

7. We are committed to embedding CAS across the City Corporation's activities. A sample of engagements includes:
  - a. Continuing to run internal upskilling sessions on environmental resilience and climate across the environment department.
  - b. Delivered a workshop for Members on 17<sup>th</sup> of March on Whole Life Carbon.
  - c. The Sustainable Supply Chain Manager held 16 meetings between January and March with our top 25 suppliers on the topic of climate action. This helps increase supplier understanding of the City Corporation's climate action goals as well as the broader climate action agenda.
  - d. Responsible Procurement, of which climate action is the number one commitment, is gaining increasing recognition across the Corporation, most recently the Minor Works Framework, which could run for 9 years had a 20% Responsible Procurement weighting and makes this a real focus area for suppliers. They will now not only be scored on how well they can complete the work, but how responsibly this will be carried out.
  - e. Added carbon metrics to the new supplier contracts from Banner and Greenham. This includes asking them to find and deliver more sustainable alternatives.
  - f. Tender awarded for carbon reporting tool to Australian provider Avarni. The tool will be integrated at the procurement/payment end to get improved proxy data, which could see a 20% reduction on reported emissions.
  - g. Completion of Low Carbon Procurement Guidance with focus on Cost Vs Carbon.
  - h. Presentation of Climate Impact Modelling GIS platform to CoLC officers.
  
8. We are investing in the public realm and Open Spaces. And are working with others to protect and prepare them for the future.
  - a. Commencement of the Experimental Traffic Orders for Chancery Lane St based on revisions to traffic restrictions. Public consultation currently open until the 20th of August 2023.
  - b. Published notice making permanent the traffic regulation orders to Old Jewry, King Street and King William Street.
  - c. Secured 21k for upgrading the habitats of SINC's through creation of priority habitats from the GLA's Rewild London Fund.
  - d. Published the Cubic Mile project's report and policy review at the NERC Open Research Archives.
  - e. Works underway at Bevis Marks (Phase 1) and Bank (Phase 2) for construction of rain gardens and tree pits in the highway.
  - f. 38 successful tree locations identified for accelerated tree planting under Phase 3 'City Greening and Biodiversity' from the Cool Streets and Greening Programme. 10 trees planted in February 2023.
  - g. Commencement of re-design of City Gardens to improve climate resilience at 7 of 14 identified sites. These sites are Queen Street Place, Whittington Gardens, Angel Lane, Adelaide House, Dark House Walk, John Carpenter Street and St Mary Aldermanbury.
  - h. Smart sensor network scheduled for installation.
  - i. Completion of the Strategic Flood Risk Assessment review.

- j. Planning Advice Note on Whole Lifecycle Carbon Optioneering exercise approved by the City Corporation.

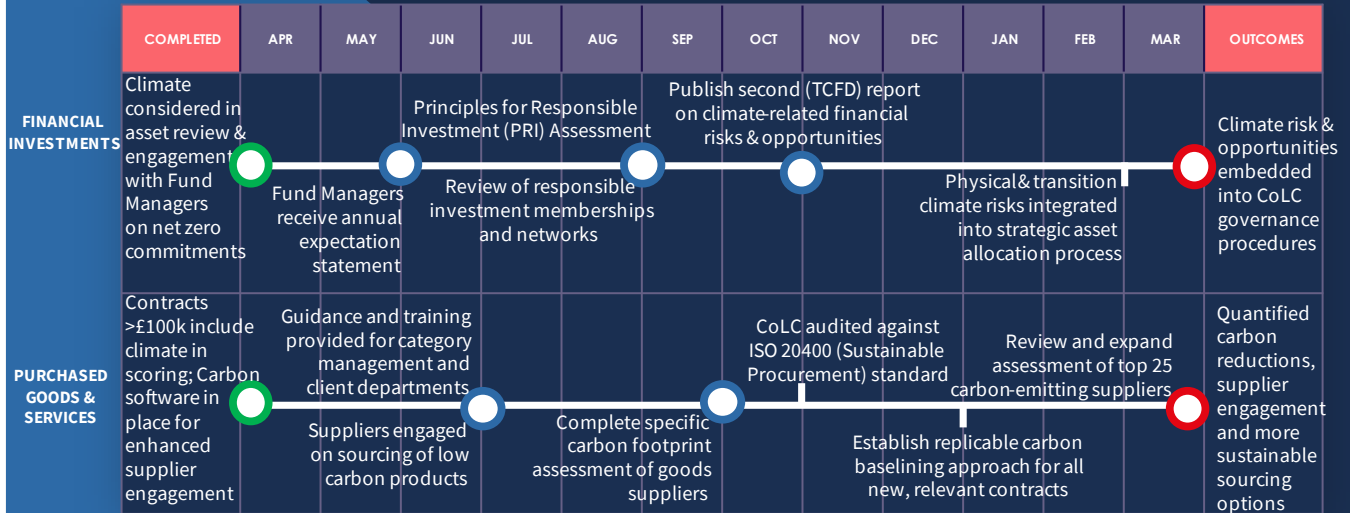
# Appendix 3 Y3 CAS Programme Highlights



# Financial Investments & Purchased Goods & Services

FY 2023/24

— ACTIVITIES    ● COMPLETED WORK    ● OUTPUTS    ● OUTCOMES



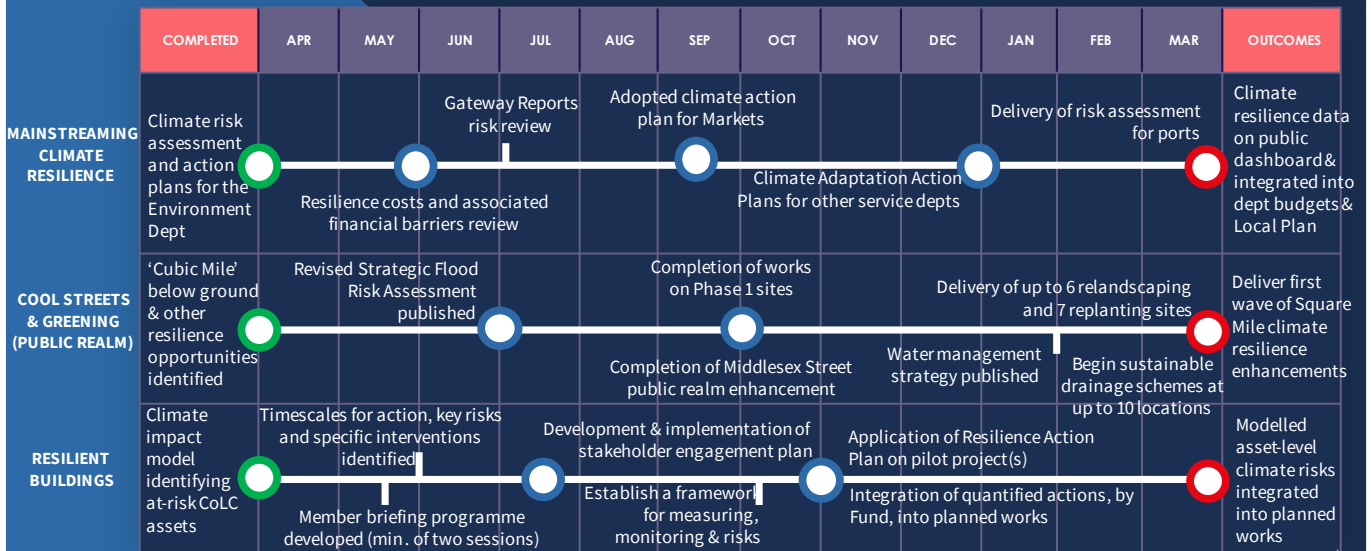
© City of London Corporation Proprietary and Confidential. All Rights Reserved.

3

# Mainstreaming Climate Resilience, Cool Streets & Greening & Resilient Buildings

FY 2023/24

— ACTIVITIES    ● COMPLETED WORK    ● OUTPUTS    ● OUTCOMES



© City of London Corporation Proprietary and Confidential. All Rights Reserved.

4

## Appendix 4 CAS Delayed Workstreams

Project	Workstream	Original Start Date	Original Completion Date	Delayed Completion Date
Corporate Properties and Housing	Decarbonisation of heat: Decentralised system (commercial)	04/2022	08/2022	04/2023
Corporate Properties and Housing	Deep fabric retrofit pilot – Operational Property commercial assets	04/2022	12/2022	06/2023
Buildings – Capital Projects (Standards)	Soft landings post occupancy evaluation	07/2022	09/2022	08/2023
Buildings - Resilience	Development of Resilience Action Plan by fund	06/2022	12/2022	10/2023
Buildings - Investment Properties	Design an operating plan to identify a pathway to 60% emissions reductions by 2040	04/2022	03/2023	06/2023
Buildings - Investment Properties	Identification of additional buildings and cost required to upgrade major refurbishment works to EPC Grade B between 2022-2030	04/2022	09/2022	04/2023
Purchased Goods and Services	Carbon Hotspot: Establishing accurate baseline for top 25 suppliers	01/2022	09/2022	09/2024
Purchased Goods and Services	Carbon Hotspot: Establishing a replicable way of baseline all new, relevant contracts	01/2022	06/2022	09/2024
Purchased Goods and Services	Carbon Hotspot: Establishing targets with City & top 25 suppliers and develop action plans	02/0222	06/2022	06/2023
Purchased Goods and Services	Measuring and reporting: Creating reporting database	04/2022	03/2023	06/2024
Square Mile	Publishing Exemplar Refurbishment Guidance and launching we portal	08/2022	10/2022	04/2023
Square Mile	Climate Action Fund Launch (multiple actions)	05/2022	12/2022	07/2023
Square Mile	Draft Supplementary Planning Guidance on life carbon of new developments (multiple actions)	07/2022	01/2023	07/2023
Cool Streets and Greening	Installation of monitoring infrastructure (sensors)	04/2022	07/2022	05/2023

Cool Streets and Greening	Stage 5&6 Green Spaces and Climate Resilience (multiple actions)	04/2022	12/2023	04/2024
Transport	Delays in construction sites: Chancery Lane, Cheapside, King William St., Lothbury/ Bartholomew, Lane/ Threadneedle/ Old Broad St., Old Jewry; King Street	04/2022	09/2022	09/2023
Financial Investments	Submit plan to responsible investment strategy for cash holdings	07/2022	09/2022	08/2023
Financial Investments	Work with Investment Consultant (Mercer) to identify opportunities to gain exposure to climate solution	07/2022	09/2022	08/2023



## Appendix 5: Year 2 budget spend analysis

<b>Table 3</b>				
<b>Project Name</b>	<b>Actual Spend Y2*</b>	<b>BHE</b>	<b>CC</b>	<b>CF</b>
<b>Strategy Implementation Support</b>	£553,867	£33,232	£149,544	£371,091
<b>Corporate Property Group Buildings</b>	£749,844	£0	£224,953	£524,891
<b>Investment Property Group Buildings</b>	£646,722	£116,410	£297,492	£232,820
<b>Design Standards</b>	£412,110	£74,180	£189,571	£148,360
<b>Resilient Buildings</b>	£373,836	£67,290	£171,965	£134,581
<b>Carbon Removals</b>	£89,448	£0	£89,448	£0
<b>Cool Streets and Greening</b>	£231,879	£0	£0	£231,879
<b>Financial Investments</b>	£100,263	£33,087	£33,087	£34,089
<b>Heart of the City &amp; SMEs</b>	£200,000	£0	£0	£200,000
<b>Mainstreaming Resilience</b>	£160,630	£0	£0	£160,630
<b>Purchased goods and Services</b>	£156,823	£7,841	£70,570	£78,411
<b>Square Mile</b>	£267,335	£0	£0	£267,335
<b>Transport</b>	£482,797	£0	£0	£482,797
<b>TOTAL</b>	<b>£4,425,554</b>	<b>£332,040</b>	<b>£1,226,630</b>	<b>£2,866,883</b>

\*as of 30/03/2023

This page is intentionally left blank

## Report – Port Health and Environmental Services Committee

### Report of Urgent Action Taken: Heathrow Animal Reception Centre – Forward Plan

*To be presented on Thursday, 25<sup>th</sup> May 2023*

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

#### **SUMMARY OF ACTION TAKEN**

1. In January 2023, the Court of Common Council agreed to make Byelaws setting a 3% increase in fees for the Heathrow Animal Reception Centre (HARC) for the financial year 2023/24. This increase was intended to offset additional energy costs and other risks, whilst attempting to remain competitive for HARC'S commercial customers.
2. Since that decision was made, the commercial environment in which HARC operates has continued to become increasingly competitive. Your Port Health and Environmental Services Committee received a report at its meeting on 28 March outlining the commercial situation for HARC and presenting the Committee with options on promoting the HARC services to allow it to compete. These options included a recommendation to change the fees and charges for 2023/24 that had recently been agreed by the Court, so that they reverted to the previous fees and charges agreed for 2022/23 and removed the processing fees. This recommendation was supported by the Committee.
3. The revised fees and charges required new Byelaws to be made by the Court, and for the Comptroller and City Solicitor to be instructed to not seal the previously agreed byelaws.
4. As the new Byelaws would need to be made and sealed by 1 April, and with the Court not due to meet again until 27 April, approval was sought and given under urgency procedures on 30 February 2023, pursuant to Standing Order No. 19. to:
  - a) instruct the Comptroller and City Solicitor to not seal the previously agreed 2023/24 Byelaws.
  - b) Make the Byelaws contained at Appendix A to the report and instruct the Comptroller and City Solicitor to seal them accordingly

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

DATED this 30<sup>th</sup> day of March 2023.

SIGNED on behalf of the Committee.

**Deputy Keith David Forbes Bottomley**  
Chairman, Port Health and Environmental Services Committee

This page is intentionally left blank

# Report – Audit and Risk Management Committee

## Report of Urgent Action Taken: External Member Recommendation

*To be presented on Thursday, 25<sup>th</sup> May 2023*

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

### **SUMMARY OF ACTION TAKEN**

In September 2011, the Court of Common Council agreed that the Audit and Risk Management Committee should have the ability to recruit up to three External Members to provide additional expertise and challenge.

The first term of one of the current External Members, Dan Worsley, expired in March 2023. The Audit and Risk Management Committee, following the recommendation of its Nominations and Effectiveness Committee, agreed on 30<sup>th</sup> March 2023 to recommend to the Court that Dan Worsley should be appointed to a second term.

The meeting of the Court on 27<sup>th</sup> April ended before consideration could be given to the Committee's recommendation. A decision under urgency was sought and received to allow Mr Worsley to be reappointed in time for the next meeting of the Audit and Risk Management Committee on 12<sup>th</sup> May, as the Court would not meet until after this date.

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

DATED this 3<sup>rd</sup> day of May 2023.

SIGNED on behalf of the Committee.

Audit and Risk Management Committee

This page is intentionally left blank

## Report – City Remembrancer

### Measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation

*To be presented on 25th May 2023*

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

#### **Statutory Instruments**

#### **Date in force**

**The Police, Crime, Sentencing and Courts Act 2022 (Commencement No. 1) (England and Wales) Regulations 2023 No. 227**

7th March 2023

These Regulations bring into force on 7th March 2023 specified provisions of the Police, Crime, Sentencing and Courts Act 2022, which provide for the Secretary of State to issue a code of practice about the processing of personal data by a member of a police force in relation to non-criminal hate incidents.

**The Sentencing Act 2020 (Magistrates' Court Sentencing Powers) (Amendment) Regulations 2023 No. 298**

30th March 2023

The Sentencing Act 2020 specifies the general limit on a magistrates' court's power to impose imprisonment or detention in a young offender institution in respect of an offence, including the "applicable limit" that may be imposed in respect of triable either way offences. The Act gives the Secretary of State powers to alter that applicable limit by Regulations. These Regulations reduce the applicable limit for a triable either way offence to 6 months from 12 months.

**The Environment Act 2021 (Commencement No. 6) Regulations 2023 No. 381**

1st April 2023

These Regulations bring into force on 1st April 2023 provisions of the Environment Act 2021. This includes amendments to the Environmental Protection Act 1990 in relation to enforcement against littering and related offences, and the levels of fixed penalty notices under those sections.

**The School Teachers' Pay and Conditions (England) (No. 2) (Amendment) Order 2023 No. 386**

20th April 2023

This Order amends an existing 2022 Order to modify guidance on school teachers' pay and conditions in relation to the school year beginning in 2022. The purpose is to amend the number of days for which a teacher must be available to teach pupils in that school year,

to account for the additional bank holiday on Monday 8th May 2023 to mark the coronation of His Majesty King Charles III.

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



## Report – City Remembrancer

### Measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation

*To be presented on 25<sup>th</sup> May 2023*

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

#### **Bills**

#### **Date in force**

##### **Public Order Act 2023**

2nd May 2023

The Act strengthens police powers in response to an increase in the use of dangerous and disruptive tactics by protesters. It establishes new offences of locking on and going equipped to lock on, obstructing major transport works, and interfering with 'key national infrastructure'. The Act also introduces new powers for police to stop and search individuals for articles related to protest offences, and to seize articles found. It establishes a new Serious Disruption Prevention Order, to address the protest activities of repeat offenders.

#### **Statutory Instruments**

##### **The Public Order Act 2023 (Commencement No. 1) Regulations 2023 No. 502**

3rd May 2023

These are the first commencement regulations under the Public Order Act 2023. They bring into force on 3rd May 2023 the new criminal offences of "locking on", "being equipped for locking on", and interference with the use or operation of key national infrastructure. The Regulations also bring into force amendments to delegation powers under the Public Order Act 1986 in relation to the Metropolitan Police and City of London Police, in order to bring parity to London police forces with those outside London.

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

This page is intentionally left blank

# Report – Chairman of the Planning and Transportation Committee

## Achievement

*To be presented on Thursday, 25<sup>th</sup> May, 2023*

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

“I wish to draw Members’ attention to the following achievement of Bhakti Depala, Head of Planning Delivery.

### **Planner Magazine – Women of Influence 2023**

Each year for International Women’s Day, the Planner Magazine publishes a list of planning’s Women of Influence as nominated by readers of the Planner Magazine and assessed by a panel of judges that includes distinguished planners from across the UK.

On 8 March 2023, Bhakti Depala, Head of Planning Delivery was selected as one of its Women of Influence for 2023.

Judges said Bhakti was “an inspiration to all she works with” and acted as “the vital strategic link” between City Corporation officers, developers, politicians and others, working on major high-profile developments.

They also referenced her Hindi-language video championing planning, which is the most popular on the City Corporation’s YouTube channel, and her work on streamlining and innovating how the team works.

They concluded, Bhakti “goes above and beyond to support, mentor and develop team members” and “exudes infectious positivity, enthusiasm and dynamism.”

I commend this achievement to the Court.”

DATED this 20<sup>th</sup> March 2023.

SIGNED on behalf of the Committee.

**Deputy Shraavan Joshi**  
Chairman, Planning and Transportation Committee

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