

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 **20th day of July, 2023**.

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

IAN THOMAS CBE,
Town Clerk & Chief Executive.

*Guildhall,
Wednesday 12th July 2023*

Robert Howard

Emma Edhem

}

Aldermen on the Rota

2

1 **Apologies**

2 **Declarations by Members under the Code of Conduct in respect of any items on the agenda**

3 **Minutes**

To agree the minutes of the meeting of the Court of Common Council held on 22 June 2023.

For Decision
(Pages 7 - 22)

4 **Mayoral Engagements**

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

5 **Policy Statement**

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

6 **Policy and Resources Committee**

To consider proposals arising from an Independent Review of projects governance.

For Decision
(Pages 23 - 68)

7 **Policy and Resources Committee**

To consider proposals for the Corporate Plan.

For Decision
(Pages 69 - 74)

8 **Planning and Transportation**

To consider an update to the traffic modelling exercise at Bank Junction.

For Decision
(Pages 75 - 82)

9 **Finance Committee**

To consider an increase in contract value for the Work and Health Programme (Central London Works).

For Decision
(Pages 83 - 86)

10 **The Freedom of the City**

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

For Decision
(Pages 87 - 92)

11 **Motions****By Deputy Alastair Moss**

“That Deputy Alastair Moss be appointed to the Port Health & Environmental Services Committee in the room of Tijs Broeke for the Ward of Cheap.”

NB – if agreed, there will be no vacancy for consideration at item 13(F).

12 **Questions**13 **Appointments**

To consider the following appointments:

Where appropriate:-

** denotes a Member standing for re-appointment.*

- 1 **Board of Governors of the City of London Freeman’s School** (three vacancies).

(No contest)

Nomination received:-

*Deputy Philip Woodhouse

- (B) **Board of Governors of the City of London Girls School** (two vacancies).

(No contest)

Nominations received:-

*Jamel Banda

*Jaspreet Hodgson

- (C) **Education Board** (one vacancy).

(No contest)

Nominations received:-

Dr Joanna Abeyie

- (E) **Community and Children’s Services Committee** (one vacancy).

(No contest)

Nominations received:-

John Griffiths

- (F) **Porth Health and Environmental Services Committee** (one vacancy).

(Contest)

Nominations received:-

Gregory Lawrence

Deputy Alastair Moss

- (G) **Capital Buildings Board** (one vacancy).
(Contest)
Nominations received:-
Deputy Philip Woodhouse
Ian Seaton
- (H) **Equality, Diversity and Inclusion Sub (Policy & Resources) Committee**
(two vacancies).
(Contest)
Nominations received:-
*Dr Joanna Abeyie
Judith Pleasence
*Alpa Raja
- (I) **Member Development and Standards Sub Committee** (two vacancies).
(No contest)
Nominations received:-
Eammon Mullally
Deputy Nighat Qureishi
- (J) **City & Guilds of London Institute** (one vacancy).
(No contest)
Nominations received:-
Florence Keelson-Anfu

For Decision

- 14 **City of London Police Authority Board**
To receive the City of London Police Annual Report for 2022/23.

For Information
(Pages 93 - 108)

- 15 **Audit and Risk Management Committee**
To receive the annual report of the Audit & Risk Management Committee for 2022/23.

For Information
(Pages 109 - 114)

- 16 **Legislation**
To receive a report setting out measures introduced into Parliament which may have an effect on the services provided by the City Corporation.

For Information
(Pages 115 - 116)

- 17 **Ballot Results**

18 **Resolutions on Retirements, Congratulatory Resolutions, Memorials.**

19 **Docquets for the Hospital Seal.**

20 **Awards and Prizes**

MOTION

21 **By the Chief Commoner**

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

22 **Non-Public Minutes**

To agree the non-public minutes of the meeting of the Court held on 22 June 2023.

For Decision
(Pages 117 - 120)

23 **Finance Committee**

To consider a contract award.

For Decision
(Pages 121 - 124)

24 **Finance Committee**

To consider a contract extension.

For Decision
(Pages 125 - 128)

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LYONS, MAYOR

COURT OF COMMON COUNCIL

22nd June 2023
MEMBERS PRESENT

ALDERMEN

Alexander Robertson Martin Barr (Alderman)
Professor Emma Edhem (Alderman)
Sir Peter Estlin (Alderman)
Alison Gowman (Alderman)
Timothy Russell Hailes (Alderman)
Robert Picton Seymour Howard (Alderman)
Robert Charles Hughes-Penney (Alderman)

Gregory Jones KC (Alderman)
Vincent Keaveny CBE (Alderman)
Sheriff Alastair John Naisbitt King DL
(Alderman)
Dame Susan Langley (Alderwoman)
Tim Levene (Alderman)
Ian David Luder (Alderman)
The Rt Hon. The Lord Mayor Nicholas
Stephen Leland Lyons (Alderman)
Professor Michael Raymond Mainelli
(Alderman)

Christopher Makin (Alderman)
Bronek Masojada (Alderman)
Jennette Rachel Newman (Alderwoman)
Susan Jane Pearson (Alderwoman)
Sir William Anthony Bowater Russell
(Alderman)
Sir David Hugh Wootton (Alderman)
Kawsar Zaman (Alderman)

COMMONERS

Randall Keith Anderson, Deputy
Brendan Barns
Matthew Bell
Nicholas Michael Bensted-Smith
Ian Bishop-Laggett
Christopher Paul Boden, Deputy
Mark Bostock, Deputy
Keith David Forbes Bottomley,
Deputy
Tijs Broeke
James Bromiley-Davis
Timothy Richard Butcher
Michael John Cassidy, Deputy
Henry Nicholas Almroth
Colthurst, Deputy
Ann Holmes, Deputy
Anne Corbett
Graeme Doshi-Smith, Deputy

Peter Gerard Dunphy, Deputy
Mary Durcan
John Ernest Edwards
Helen Lesley Fentimen
Sophie Anne Fernandes
John William Fletcher, Deputy
John Foley
Steve Goodman
John Griffiths
Jason Groves
Madush Gupta, Deputy
Christopher Michael Hayward,
Deputy
Jaspreet Hodgson
Michael Hudson
Wendy Hyde
Henry Llewellyn Michael Jones
Shravan Jashvantrai Joshi,
Deputy

Elizabeth Anne King
Frances Leach
Natasha Maria Cabrera Lloyd-
Owen, Deputy
Charles Edward Lord, OBE JP,
Deputy
Paul Nicholas Martinelli
Andrew Paul Mayer
Catherine McGuinness CBE
Andrew Stratton McMurtrie
Wendy Mead
Andrien Gereith Dominic Meyers,
Deputy
Brian Desmond Francis Mooney,
Deputy
Eamonn James Mullally
Deborah Oliver TD
Graham Packham, Deputy
James Henry George Pollard,
Deputy
Henrika Johanna Sofia Priest

Anett Rideg
Ruby Sayed
Dr Giles Robert Evelyn Shilson,
Deputy
Alethea Silk
Sir Michael Snyder, Deputy
Naresh Hari Sonpar
James Richard Tumbridge
Shailendra Kumar Kantilal
Umradia
William Upton KC
Mark Raymond Peter Henry
Delano Wheatley
Ceri Wilkins
Glen David Witney
Dawn Linsey Wright

1. Apologies The apologies of those Members unable to attend this meeting of the Court were noted.
2. There were no additional declarations made.
Declarations
3. Minutes The Town Clerk informed the Court of an amendment to the minutes of the

previous meeting, as follows:

Resolved – That the Minutes of the last Court are correctly recorded, subject to the following amendment:

On page 8, paragraph 4 of Item 9 (Ethical Policy): to replace “to be included in future iterations and sought the Court’s leave to consider come up with an appropriate form of wording to re-present for inclusion.” with: “the Chairman agreed to look to amend the statement with appropriate wording and, with the Court’s permission, would work with the questioner to appropriately amend the policy, which would be brought back for the Court’s future approval”.

4. Mayoral Engagements

The Rt Hon. The Lord Mayor took the opportunity to mark the 75th anniversary of the Empire Windrush’s arrival in Britain and provided the Court with an update on his recent engagements, including visits to Singapore, Japan, and China to promote UK financial and professional services in Asia. He also reported on his participation, together with the Sheriffs, in the Livery weekend in Glasgow, as well as on his address to the Ukraine Recovery Conference held at Mansion House.

5. Policy Statement

There was no statement.

6. Appointments

With the leave of the Court, Deputy Madush Gupta and Deputy Charles Edward Lord, withdrew their nominations for the Board of Governors of the City of London School for Girls.

The Court proceeded to consider the following appointments to vacancies on various committees and outside bodies:-

(A) **Board of Governors of the City of London School for Girls** (one vacancy)

(No Contest)

Nominations received:-

Aldерwoman Susan Pearson

Read.

Whereupon the Lord Mayor declared Aldерwoman Susan Pearson to be appointed to the Board of Governors of the City of London School for Girls, for the balance of a term expiring July 2025.

(B) **Hampstead Heath, Highgate Wood & Queens Park Committee** (three vacancies)

(No Contest)

Nominations received:-

Deputy Charles Edward Lord

Read.

Whereupon the Lord Mayor declared Deputy Charles Edward Lord to be appointed to the Hampstead Heath, Highgate Wood & Queens Park Committee, for the balance of a term expiring in April 2025.

(C) **Digital Services Committee** (one vacancy)

(No contest)

Nominations received:-

Ian Bishop-Laggett

Read.

Whereupon the Lord Mayor declared Ian Bishop-Laggett to be appointed to the Digital Services Committee, for the balance of a term expiring in April 2024.

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

(No contest)

Nominations received:-

John Griffiths

Read.

Whereupon the Lord Mayor declared John Griffiths to be appointed to the Education Board, for the balance of a term expiring in April 2026.

7. **POLICY AND RESOURCES COMMITTEE**

(Deputy Christopher Michael Hayward)

12 June 2023

Electronic Voting for Divisions (Standing Order No. 14 Revision)

In March 2022, the Court of Common Council approved, in-principle, a proposal to introduce a method of electronic voting, using handheld devices, for the purposes of Divisions taken at meetings of the Court in accordance with Standing Order No. 14. This proposal had itself arisen from a resolution passed by the Court in December 2022, instructing the Policy & Resources Committee to investigate the viability of introducing such a mechanism.

The adoption of this process was to be subject to the satisfactory completion of testing. This process having been undertaken and positive feedback received, an alteration to Standing Order No.14 was proposed to allow for electronic voting devices to be used for Divisions at Court of Common Council meetings from July 2023 onwards.

It was suggested that this might an appropriate time to consider returning the Court of Common Council to a purpose-built council chamber. However, the Chairman stated in reply that, while he was sure many Members would welcome this proposal, the City Corporation's capital commitment for the next decade meant that he could not commit to exploring this option.

Resolved - That Members approve the proposed amendment to Standing Order No.14, as set out at Appendix 1 of the report, to provide for electronic voting in respect of Divisions at meetings of the Court of Common Council.

8. **PLANNING AND TRANSPORTATION COMMITTEE**

(Deputy Shravan Joshi)

12th June 2023

Gateway 4b: St Pauls Gyratory Project

The Court considered a report of the Planning and Transportation Committee seeking approval to continue the development of proposals to partially remove the gyratory between the old Museum of London site and St. Paul's Underground station.

The St Paul's Gyratory project would enable the closure of the southern section of King Edward Street to create a new public space. At over 3000sqm this would be larger than Aldgate Square and would offer exceptional views of St Paul's Cathedral and Christchurch Greyfriars. This would form a cultural thread connecting the connects the Tate Modern, the Millennium Bridge, St Paul's and the London Museum in Smithfield. As such, the square would help draw new audiences into the heart of the City, supporting the Destination City ambitions.

The concept design for the square sought to maximise opportunities for greening and seating. As the design was refined, Members and Officers were exploring how best to incorporate opportunities for exercise, play and culture. This would potentially include interpretation of the historical and archaeological significance of the immediate area.

The project complements the development at 81 Newgate Street, and would deliver wider improvements for the public. These would include improved crossings, wider pavements, protected space for cycling and an enhanced public realm.

The project would also have an impact on traffic flow and journey times. Taxis travelling on Newgate Street towards Cheapside would have a reduced journey time, while a car going northbound would use St Martins Le Grand to make travel around the square. The placement of bus stops would need to be altered, but modelling had indicated that most journey times would remain equivalent. It was not proposed to implement restrictions on which vehicle types could use which street.

As the design progressed, officers would continue to work closely with St Barts Hospital to ensure appropriate emergency access, and were also seeking to reduce traffic on Little Britain.

Members referred to the Equality Impact Assessment referenced in the report, which noted that the preferred option may have a negative impact on certain groups, including some disabled people. Considering the existing challenges for those with disabilities in traversing the City, concerns were expressed that the proposals may lead to further challenges.

Assurance was sought that the proposal was being considered alongside the various air quality improvement schemes across the City.

It was noted that the proposed option was not supported by St Bartholomew's (Barts) Hospital and Transport for London (TfL) that the coach industry may object due to the changes to parking arrangement. A question was raised as to whether these objections would cause a long delay, ultimately reverting to the other options.

Some Members were pleased to see the City Corporation considering changes to the public realm and linking up different parts of the City. The area in question had needed reinvestment and redesign for several years, with particular hazards for pedestrians and cyclists.

There was a possible increase in motor vehicle usage of Little Britain South, and residents of the affected Ward had suggested that they had not received feedback on the questions they had raised about this. Concern was expressed that commitments were made but no actions.

Responding to the points raised, the Chairman said the Equality Impact Assessment was a critical part of any planning process and officers would engage with the City of London Access Groups to ensure that accessibility and inclusion were at the heart of the proposals.

TfL had welcomed the proposed repositioning of bus stops, and the Chairman had been assured that the bus routes would hopefully be smoother and allow greater access. The project team had regular meetings with Barts Hospital, whose input had helped to inform the design development, particularly on blue-light access response time. Vehicle access to the hospital would be largely unchanged, however a proposal to introduce two-way working with vehicles on Montague Street between its junction with the Rotunda roundabout and Little Britain North would shorten blue-light journeys to Barts arriving from London Wall and Aldersgate Street. Pedestrian access to Barts would be improved by moving the new bus stops on King Edward Street closer to the hospital, as well as the improved environment created by the new public space. The Chairman informed members that the Barts Executive Board would be receiving the proposals in the following week, and he was confident that that body was supportive of the proposals.

On Little Britain South, the Chairman said that the majority of traffic passed through Little Britain North, where Barts Hospital had its main access for blue-light emergencies and its servicing bays. An analysis of traffic movements had shown that it was likely there would be an increase in traffic using Little Britain South if the gyratory system was modified, something which the project was actively seeking to avoid. The introduction of two-way working on Montague Street would significantly reduce traffic on Little Britain South, as well as aiding blue-light responses to Barts as it would create a more direct route.

Addressing the matter of air pollution, the Chairman said that the proposals were not expected to increase traffic on Aldersgate Street and Beech Street. The proposals before the Court did not change the current layout; any changes would form part of the second phase of the project, and they would likely be associated with any potential development at the former Museum of London site.

The Chairman reminded Members that all proposals went through the City Corporation's Transport Strategy, which had been endorsed by the Court, and also sat within the Healthy Streets Policy. The Chairman invited Members to contact him if they had any further questions.

Resolved – that Members approve the progression of the project at Gateway 4B stage, on the basis of Options 1/1A as set out within the report (noting they will continue to be developed and progressed to public consultation), and note the total estimated cost range of the project at £15-17 million.

9. Motions

Hayward, C.,
Deputy;
Duckworth,
S.D'O., O.B.E.,
D.L. Deputy

Motion – “That this Honourable Court reaffirms the City of London Corporation's commitment to upholding the Armed Forces Covenant on this Armed Forces Day.

The Court notes that:

1. The City of London Corporation signed the Covenant ten years ago, in 2013;
2. The City of London Corporation is currently recognised with a Gold Award in the Defence Employer Recognition Scheme. This scheme is for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant;
3. The Armed Forces Community is of great historic importance to the City of London and it is imperative it is fully integrated, treated fairly with respect and gratitude.

Reaffirming the Corporation's commitment to upholding the Armed Forces Covenant will show the approximately 25,000 veterans who commute into the City, and the 230 veterans who live in the City, that this Honourable Court will continue to work to ensure that – in the words of the Covenant – “Those who serve in the Armed Forces, whether regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services.”

This Honourable Court therefore commits to reaffirming this commitment by having a renewed Armed Forces Covenant signed by the Right Honourable The Lord Mayor and the Chairman of the Policy and Resources Committee.”

The Chairman of the Policy and Resources Committee introduced the Motion, noting that the Flag Raising Ceremony would be taking place in Guildhall Yard following the rising of the Court. The Ceremony was an occasion to thank and pay respect to the vital work done by those in the Armed Forces to protect the country at home and abroad. The Chairman also acknowledged the efforts of servicemen and women when they had left the Armed Forces, and remember the challenges they can face when returning to civilian life.

The Court had first signed the Covenant in 2013, by which the City Corporation had formalised its relationship with the armed forces communities and their families, agreed to raise awareness of the challenges that personnel and veterans faced,

undertaken to support the needs of this community and to promote fair employment opportunities for veterans and service leavers. Since then, the City Corporation had received a Gold Award in the Defence Employer Recognition Scheme, and was working to ensure that this status was maintained at an upcoming review.

Resolved - That this Honourable Court reaffirms the City of London Corporation's commitment to upholding the Armed Forces Covenant on this Armed Forces Day.

The Court notes that:

1. The City of London Corporation signed the Covenant ten years ago, in 2013;
2. The City of London Corporation is currently recognised with a Gold Award in the Defence Employer Recognition Scheme. This scheme is for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant;
3. The Armed Forces Community is of great historic importance to the City of London and it is imperative it is fully integrated, treated fairly with respect and gratitude.

Reaffirming the Corporation's commitment to upholding the Armed Forces Covenant will show the approximately 25,000 veterans who commute into the City, and the 230 veterans who live in the City, that this Honourable Court will continue to work to ensure that – in the words of the Covenant – “Those who serve in the Armed Forces, whether regular or Reserve, those who have served in the past, and their families, should face no disadvantage compared to other citizens in the provision of public and commercial services”

This Honourable Court therefore commits to reaffirming this commitment by having a renewed Armed Forces Covenant signed by the Right Honourable The Lord Mayor and the Chairman of the Policy and Resources Committee.

10. Freedoms The Chamberlain, in pursuance of the Order of this Court, presented a list of the under-mentioned, persons who had made applications to be admitted to the Freedom of the City by Redemption:-

Nicola Jane Aiken

Member of Parliament for the Westminster, London
Cities of London and
Westminster

*The Rt. Hon The Lord Mayor
Deputy Christopher
Michael Hayward*

Citizen and Pattenmaker

Pauline Heather Bennetts

a Forester Church Crookham,
Hampshire

*Audrey Jean Smith
Rowena Dorothy Patrick*

*Citizen and Glass Seller
Citizen and Glass Seller*

Michael Branch

a Clerk in Holy Orders Waterloo, London

*Stephen Decatur Haines
Deputy Charles Edward Lord, OBE,*

*Citizen and Pewterer
Citizen and Broderer*

JP

<p>Cathrine Anne Brokenshire <i>Deputy Graeme Martyn Doshi-Smith</i> <i>Robert Lauchlan McLean</i></p>	<p>an Administrative Assistant <i>Citizen and Information Technologist</i> <i>Citizen and Wax Chandler</i></p>	<p>Bexley, Kent</p>
<p>Mikhail Alexei Xavier Charles <i>Simon Stuart Walsh</i> <i>Anthony Sharp</i></p>	<p>a Barrister <i>Citizen and Loriner</i> <i>Citizen and Loriner</i></p>	<p>Acton, London</p>
<p>Patricia Dixon <i>Ruby Sayed, CC</i> <i>Helen Lesley Fentimen, OBE, JP, CC</i></p>	<p>a Head of Safeguarding and Quality Assurance <i>Citizen and Common Councillor</i> <i>Citizen and Common Councillor</i></p>	<p>Chelmsford, Essex</p>
<p>Alan Thomas Dobson <i>Henry John Emms</i> <i>Roger Richard George North</i></p>	<p>a Paramedic <i>Citizen and Gardener</i> <i>Citizen and Brewer</i></p>	<p>Sidcup, Kent</p>
<p>David Haylett Easton, JP DL <i>Barry John Frederick Theobald-Hicks</i> <i>John James Tunesi of Liongam, The Younger</i></p>	<p>a Local Government Head of Services <i>Citizen and Scrivener</i> <i>Citizen and Scrivener</i></p>	<p>Faversham, Kent</p>
<p>Mary Bridget Flannery <i>John Moran</i> <i>Vincent Dignam</i></p>	<p>a Plant Construction Company Director <i>Citizen and Carman</i> <i>Citizen and Carman</i></p>	<p>Ruislip, Middlesex</p>
<p>Lady Lucy Kathleen French, OBE <i>Ald. Sir Andrew Charles Parmley</i> <i>Wendy Davina Calder Parmley</i></p>	<p>a Charity Chief Executive Officer and Founder <i>Citizen and Musician</i> <i>Citizen and Information Technologist</i></p>	<p>Camberwell, London</p>
<p>Kim Anne Gould <i>Peter Hubert William Ruddy</i> <i>Melvyn Stuart Davis</i></p>	<p>an Office Manager and Personal Assistant <i>Citizen and Bowyer</i> <i>Citizen and Bowyer</i></p>	<p>Eltham, London</p>
<p>Dr Fiona Barbara Hammans <i>Dr Jeffrey Quaye, OBE</i> <i>Ald. Kawsar Zaman</i></p>	<p>an Education Leader <i>Citizen and Educator</i> <i>Citizen and Alderman</i></p>	<p>Torquay, Devon</p>
<p>David Edward Hollander <i>Deputy Andrien Gereith Dominic Meyers</i> <i>Deputy Keith David Forbes Bottomley</i></p>	<p>a Chamberlain's Court Assistant <i>Citizen and Goldsmith</i> <i>Citizen and Pattenmaker</i></p>	<p>Peckham, London</p>
<p>Olivia Frances Horsley <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater Russell</i></p>	<p>an Assistant Private Secretary <i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i></p>	<p>Brixton, London</p>

<p>Sophie Hulm</p> <p><i>Catherine Sidony McGuinness, CBE, CC</i> <i>Ald. Vincent Keaveny</i></p>	<p>a Diversity Membership Body Chief Executive <i>Citizen and Solicitor</i></p> <p><i>Citizen and Solicitor</i></p>	<p>Wimbledon, London</p>
<p>Eric Charles Patrick Large</p> <p><i>David Harry</i> <i>Guy Fairbank</i></p>	<p>a City Guide <i>Citizen and Stationer & Newspaper Maker</i> <i>Citizen and Vintner</i></p>	<p>Herne Hill, London</p>
<p>Juliette Caroline Last</p> <p><i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i></p>	<p>a Homemaker <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i></p>	<p>Maidenhead, Berkshire</p>
<p>Marie Louise Leaphard</p> <p><i>Andrew Ellingworth</i> <i>Philip William Hynard</i></p>	<p>a Construction Consultancy Project Manager <i>Citizen and Chartered Surveyor</i> <i>Citizen and Mason</i></p>	<p>Staplehurst, Kent</p>
<p>Michael Frank Mail</p> <p><i>Lisa Rutter</i> <i>Ann-Marie Jefferys</i></p>	<p>a Charity Chief Executive <i>Citizen and Pattenmaker</i> <i>Citizen and Glover</i></p>	<p>Hendon, London</p>
<p>Danny Brett Errol Puresh</p> <p><i>Roy Raymond Cullen</i> <i>Michael Charles Anthony Thwaites</i></p>	<p>a Disability Equality Services Consultant <i>Citizen and Wheelwright</i> <i>Citizen and Security Professional</i></p>	<p>Sutton, Surrey</p>
<p>Corporal Max William Reeve</p> <p><i>Major Stanley Brown</i> <i>Michael Richard Adkins</i></p>	<p>a Royal Air Force Weapons Armourer <i>Citizen and Loriner</i> <i>Citizen and Water Conservator</i></p>	<p>Swaffham, Norfolk</p>
<p>Ragbhir Singh Sandhu</p> <p><i>Kristen James Cottier</i> <i>Robert George Mumsow</i></p>	<p>Deputy Mayor of Bexley <i>Citizen and Spectacle Maker</i> <i>Citizen and Builders Merchant</i></p>	<p>Dartford, Kent</p>
<p>Cornelius Noel Sheehan</p> <p><i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i></p>	<p>a British Army Warrant Officer, retired <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i></p>	<p>Farnborough, Hampshire</p>
<p>Terence Michael Short</p> <p><i>Henry Llewellyn Michael Jones, CC</i> <i>Ald. Prem Babu Goyal</i></p>	<p>a Principal Fire Adviser <i>Citizen and Common Councillor</i> <i>Citizen and Goldsmith</i></p>	<p>Tadworth, Surrey</p>
<p>Theresa Mary Shortland</p> <p><i>Ruby Sayed, CC</i> <i>Helen Lesley Fentimen, OBE, JP, CC</i></p>	<p>an Education and Early Years Services Manager <i>Citizen and Common Councillor</i> <i>Citizen and Common Councillor</i></p>	<p>Camberley, Surrey</p>
<p>Georgia Elizabeth Rose Sparkes</p> <p><i>Jonathan Martin Avern</i> <i>Roger Watson</i></p>	<p>a Legal Secretary <i>Citizen and Fletcher</i> <i>Citizen and Fletcher</i></p>	<p>Benfleet, Essex</p>

<p>Mark Andrew Spencer-Charlton <i>Deputy Simon D'Olier Duckworth, OBE, DL</i> <i>Deputy Charles Edward Lord, OBE, JP</i></p>	<p>an Information Technology and Data Director <i>Citizen and Skinner</i> <i>Citizen and Broderer</i></p>	<p>Southwark, London</p>
<p>Robert Andrew Stokes <i>Timothy John MacAndrews, JP</i> <i>Clifford Mark Sturt</i></p>	<p>a Police Officer, retired <i>Citizen and Gold & Silver Wyre Drawer</i> <i>Citizen and Scrivener</i></p>	<p>Peterborough, Cambridgeshire</p>
<p>Ion Marius Tatomir <i>Craig Stuart Philip Harding</i> <i>David Victor Cecil Leakey</i></p>	<p>a Poet <i>Citizen and Constructor</i> <i>Citizen and Carman</i></p>	<p>Radstock, Somerset</p>
<p>Scott Roy Tomblin <i>Deputy Simon D'Olier Duckworth, OBE, DL</i> <i>Geraldine Norris</i></p>	<p>a Management Consultant <i>Citizen and Skinner</i> <i>Citizen and Farrier</i></p>	<p>Sidcup, London</p>
<p>Wing Commander Michael Christian Luke Udall <i>Timothy Luke Fitzgerald-O'Connor</i> <i>Philip Leslie Egerton</i></p>	<p>a Royal Air Force Pilot <i>Citizen and Gold & Silver Wyre Drawer</i> <i>Citizen and Gold & Silver Wyre Drawer</i></p>	<p>Putney, London</p>

11. Questions

Barns, B., to the Chairman of Policy & Resources

Brendan Barns, praising the installation of Morph's Epic Art Adventure, the UK's first step-free art trail as a great example of Destination City, asked the Chairman of the Policy and Resources Committee if he would consider a future art trail specifically within the City of London.

The Chairman began his reply by congratulating Mr Barns on his appointment as resident representative to the City Envoy Network and voiced his confidence that he would be an excellent champion for residents and provide a valuable contribution to Destination City.

The Chairman drew Members attention to the four 'Morphs' around Guildhall. The Chairman agreed that the art trail was a great initiative, particularly as the school summer holidays approached, and congratulated the organisers Whizz-kids.

Initiatives such as Morph's Epic Art Adventure were tried and tested models for driving footfall and the Chairman expressed his support for a City of London trail. In this vein, Officers from Destination City were in contact with the organisers of the Morph Trail. It would be important to consider how the City Corporation could work with businesses and other partners on funding and delivery of such an initiative.

Wheatley, M., to the Chairman of Policy & Resources

Mark Wheatley asked a question of the Chairman of the Policy and Resources Committee regarding Ward Newsletters, asking if City residents and workers had been consulted specifically about their removal prior to the agreement of the Policy and Resources Committee's recent approval for a two-year suspension of their

production.

In reply, the Chairman said that the City Corporation had carried out a survey of residents and workers towards the end of 2022. While the survey had not included a specific question on the removal of the ward newsletters, it had shown an appetite for more regular communication. The Chairman said that, in hindsight, he considered that it would have been wise to have included a specific question on newsletters. However, no long-term decision on their future had yet been taken.

Following the March 2022 elections, the Communications & Corporate Affairs Sub-Committee had asked for a community engagement strategy to improve communications with both workers and residents. The decision to suspend, rather than cancel, the newsletters allowed the City Corporation to explore and resource new forms of engagement with our workers and residents. Earlier in June, the Corporation had launched the City Belonging Project, which was aimed at deepening engagement. The Policy & Resources Committee had also agreed to meet costs from the Policy Initiative Fund for a Resident Campaigns and Engagement Manager, to drive forward engagement with residents, including engaging with both residents and workers on their preferred means of communication.

Mr Wheatley asked a supplementary question of the Chairman, asking if he would take the issue of ward newsletters back to the Policy and Resources Committee for a further review.

The Chairman of the Policy and Resources Committee replied to say that there had been a clear decision of both the Communications & Corporate Affairs Sub-Committee and the Policy & Resources Committee on this matter, with a need to find better and more effective methods of communication. The new Resident Campaigns and Engagement Manager would be consulting residents and workers before a final decision was taken. The Chairman reiterated that the Ward Newsletters had only been suspended, not abolished. If the response from residents was a preference to bring the newsletters back, they would bring them back.

Elizabeth King asked a supplementary question of the Chairman for further information on what other methods of communication had been explored, considering that for reasons of accessibility it was important that people could receive information in different ways, and what analysis had been undertaken to assess the impact of those residents living outside the estates from receiving communication through their door. She also asked what metrics would be used to consider the success of the new arrangements.

The Chairman responded to say he would provide a detailed reply by email, copying in the whole Court.

Frances Leach asked a supplementary question of the Chairman and reflected that it seemed as if the 'Residential Reset' had not begun. She asked if, for future conversations, Members and officers would consider that older residents had appreciated newsletters.

In reply, the Chairman drew attention to the various initiatives to engage with residents which had been undertaken, including ones in which he had been personally involved, which showed that that the Residential Reset was underway.

Deputy Brian Mooney asked if the Chairman could reassure Members that the funds for the Ward Newsletters would remain in the relevant budget.

The Chairman confirmed that this would be the case.

Henrika Priest sought further information about the consultation process, and noted that she was a resident, but did not recall being engaged as part of the survey.

The Chairman confirmed that the survey had taken place and undertook to return to Ms Priest with an answer following the meeting, copying in the rest of the Court.

The Town Clerk informed Members that although there were additional Members indicating a wish to speak, but that pursuant to Standing Order 13(6) the limit of supplementary questions had been reached. He suggested that Members write to the Chairman following the meeting if they wished to receive an answer.

Alderman Ian Luder drew Members' attention to a recent situation in his Ward of Castle Baynard, in which some constituents had found themselves unable to pay service charges for the building they occupied without having to repeatedly obtain a license from the Office of Financial Sanctions Implementation, as the building had been sold to a tax haven company which had since been found to be a front company for a sanctioned individual. He asked the Chairman of the Policy and Resources Committee if he agreed that the payment of invoices for utilities could not be considered to be sanction-busting.

Alderman Luder thanked the Chairman for having already written to HM Treasury on this matter, to which the relevant Minister had replied, but noted that a follow-up letter to the Office of Financial Sanctions Implementation requesting a meeting promised by the Minister had not received a response. He therefore also asked the Chairman if he would send a further strong request to this Office and follow up with the relevant Minister.

The Chairman thanked the Alderman for his question and said that he would be happy to pick the matter up with the Treasury Ministerial team again and to ask officers to pursue official level conversations with the Office of Financial Sanctions Implementation. He encouraged other Members to draw any similar cases to his attention.

The Chairman also noted that it was Alderman Luder's last Court of Common Council meeting before his retirement. He thanked Alderman Luder on behalf of the whole Court for his decades of service to the Corporation and the City of London, as Common Councillor, Alderman, Sheriff, and Lord Mayor.

Steve Goodman asked the Chairman if the inclusion of a commitment to the Fair Tax Foundation in the Ethical Policy would have provided a context in which the

incident raised by Alderman Luder would have been less likely to happen.

In reply, the Chairman noted the question, and remarked that he was unable to say for certain if such a commitment would have helped. The inclusion of a commitment had been considered for inclusion in the Ethical Policy, but Members were advised of various reasons why it was not appropriate to include it at that time.

As a further supplementary question, Mr Goodman asked the Chairman to provide further information on why a commitment to the Fair Tax Foundation had not been included in the Ethical Policy. The Chairman undertook to provide a detailed response in writing, circulated to the whole Court.

12. **CIVIC AFFAIRS SUB-COMMITTEE**

(Tom Sleigh)

8 June 2023

Report of Action Taken: 400th Anniversary of the publication of William Shakespeare’s First Folio

Members received a summary of action taken under urgency procedures in relation to hospitality provision associated with a lecture, to be held on Thursday 13th July 2023, to celebrate the 400th anniversary of the publication of William Shakespeare’s First Folio.

Resolved – that the Court note the action taken under urgency procedures.

13.
Legislation

The Court received reports on measures introduced by Parliament which might have an effect on the services provided by the City Corporation, as follows:-

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 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 these measures and the explanatory notes may be obtained from the Remembrancer's Office.)

Read.

14. Ballot results

There was no ballot taken at the last Court.

15. Resolutions

In recognition of a number of Members and Officers of the City Corporation and City of London Police in the King's Birthday Honours List:-

Holmes, A.
Deputy; Colthurst,
H.N.A., Deputy

Resolved unanimously – That the sincere congratulations of this Court be given to Alderman Vincent Keaveny, CBE, lately Lord Mayor of this City, on his recent appointment by His Majesty the King as a Commander of the Most Excellent Order of the British Empire, in recognition of his services to socio-economic advancement, to British-Irish relations and to the City of London.

Holmes, A.
Deputy; Colthurst,
H.N.A., Deputy

Resolved unanimously – That the sincere congratulations of this Court be given to Fiona Hoban, MBE, the Assistant Remembrancer, on her recent appointment by His Majesty the King as a Member of the Most Excellent Order of the British Empire, in recognition of her services to the City of London and to the State Funeral of Her Late Majesty Queen Elizabeth II.

Holmes, A.
Deputy; Colthurst,
H.N.A., Deputy

Resolved unanimously – That the sincere congratulations of this Court be given to Richard Woolford, MBE, the City Corporation's Strategic Security Director and Counter Terrorism Adviser, on his recent appointment by His Majesty the King as a Member of the Most Excellent Order of the British Empire, in recognition of his services to the State Funeral of Her Late Majesty Queen Elizabeth II.

Holmes, A.
Deputy; Colthurst,
H.N.A., Deputy

Resolved unanimously – That the sincere congratulations of this Court be given to Sandeep Dwesar, MBE, lately the Chief Operating and Financial Officer at the Barbican Centre, on his recent appointment by His Majesty the King as a Member of the Most Excellent Order of the British Empire, in recognition of his public services to the City of London.

Holmes, A.
Deputy; Colthurst,
H.N.A., Deputy

Resolved unanimously – That the sincere congratulations of this Court be given to Gary Burks, BEM, until recently the Superintendent and Registrar of the City of London Cemetery and Crematorium, on his recent award by His Majesty the King of the British Empire Medal, for services to the bereaved and to the community in East London.

Following amendment to clarify the wording in respect of two further congratulatory resolutions, it was:-

Lord, C.E.,
Deputy, O.B.E., JP;
Broeke, T.

Resolved unanimously – That the sincere congratulations of this Court be given to Alderwoman Dame Susan Langley as a Dame Commander of the Most Excellent Order of the British Empire, reflecting her many contributions to Government through the Home Office, in her capacity as senior Non-Executive Director, as well as for her broader contributions to business.

Resolved unanimously – That the sincere congratulations of this Court be given to Dame Kathryn McDowell as a Dame Commander of the Most Excellent Order of the British Empire, in recognition of her services to music.

16. Hospital
Seal

There were no docquets to be sealed.

17. Awards &
Prizes

Complete University Guide 2024 – Arts, Drama & Music League Table

(Deputy Graham Packham)

7 June 2023

Report of the Chairman of the Board of Governance of the Guildhall School of Music & Drama:-

"I wish to draw Members' attention to the following achievement of the Guildhall School of Music & Drama.

I am delighted to announce that the Complete University Guide 2024, published on 7 June 2023, ranks the Guildhall School of Music & Drama as the top institution in its Arts, Drama & Music category. This is the second year in a row in which the School has topped this particular table, which reflects on the exceptional quality of the teaching, leadership, student body, and educational environment.

The table, together with further information, can be found at the following website: <https://www.thecompleteuniversityguide.co.uk/league-tables/rankings/arts-music-institutions>

I commend this achievement to the Court.”

Read.

18. Exclusion
of the Public

Resolved – That the public be excluded from the meeting for the following item of business below on the grounds that it involves 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 relates 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.

19.

FINANCE COMMITTEE

(Deputy Henry Nicholas Almroth Colthurst)

21 February 2023

Architectural Services Framework – Contract Award

The Court considered and approved a report concerning a contract award.

20.

BRIDGE HOUSE ESTATES BOARD

(Deputy Dr Giles Robert Evelyn Shilson)

22 February 2023

Bridge House Estates: Change of Working Name

The Court considered and approved a report of the Bridge House Estates Board concerning rebranding.

21.

INVESTMENT COMMITTEE

(Deputy Andrien Meyers)

1st June 2023

Report of Urgent Action Taken

The Court received a report of action taken under urgency procedures relating to the purchase of a long leasehold interest.

The meeting commenced at 1pm and ended at 2.09pm

THOMAS.

Report – Policy and Resources Committee

Independent Review of Member-related Project Governance

To be presented on Thursday, 20th July 2023

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

SUMMARY

This report sets out proposals for a revised committee governance structure that has been developed in response to an independent review commissioned by your Policy and Resources Committee in March 2023.

The recommendations of this independent review, supported by your Policy and Resources Committee, require changes to the terms of reference of several committees and sub-committees, namely: Policy and Resources Committee, Finance Committee, Port Health & Environmental Services Committee, Markets Board, Capital Buildings Board and the Operational Property and Projects Sub-Committee.

Oversight of Projects is to be discharged by your Finance Committee through a Projects and Procurement Sub (Finance) Committee. Capital Buildings Board remains largely unchanged and would retain oversight for capital projects valuing over £100m. The Markets Board is to be abolished, with their responsibilities transferred to your Port Health & Environmental Services (PHES) Committee. To mark this move, a name change for PHES has been recommended to include reference to the Markets.

With the exception of major capital projects over £100m, it is intended that Service Committees will ultimately have oversight over their own projects, with a revised Projects and Procurement Sub-Committee to receive an overview of the entire portfolio of City Corporation projects at a high level, utilising a dashboard of metrics to provide members with clear insight into progress. This sub-committee would retain the power to call in projects for review.

Following amendments made by your Policy and Resources Committee, responsibility for Operational Property is to be moved from your Finance Committee, to be held by your Policy and Resources Committee and exercised through Resource Allocation Sub-Committee.

Recommendations

That Members:-

1. Note the findings of independent review into project-related Member governance set out in Appendix 1.

2. Approve the following recommendations:
 - a) Service committees are recognised as the sponsoring body for projects and responsible for taking decisions about the delivery of individual projects with the exception of projects over £100m which fall under the authority of the Capital Buildings Board.
 - b) The existing capital projects over £100m will remain the remit of the Capital Buildings Board supported by any sub-Group it may establish.
 - c) The Museum of London new museum project is not a City Corporation project and as such oversight remains with the New Museum Board and any funding issues managed through the tri-partite meetings.
 - d) Changes to the terms of reference for Operational, Property and Projects Sub-Committee, including a revised name, as set out in Appendix 2, to establish it as the oversight body for the new portfolio management approach.
 - e) Reporting line for Operational Property and Projects Sub-Committee should be to a single grand committee namely, the Finance Committee¹, and subsequent changes to the to the terms of reference for Policy and Resources Committee (Appendix 3) and Finance Committee (Appendix 4)
 - f) Changes to the Capital Buildings Board terms of reference as set out in Appendix 5.
 - g) The dissolution of the Markets Board and the transfer of its responsibilities to the Port Health and Environmental Services Committee and the subsequent changes to terms of reference as set out in Appendix 6.
 - h) That the Port Health and Environmental Services Committee be renamed “the Port Health, Environmental Services & Markets Committee” as set out in Appendix 6.
 - i) Changes to the terms of reference of the Resource Allocation Sub-Committee to grant it responsibility for Operational Property, as set out in Appendix 7.

MAIN REPORT

Background

1. A review into governance arrangements for the City of London Corporation’s projects was commissioned by your Operational Property and Projects Sub-Committee and approved by your Policy and Resources Committee in October 2022. This review aimed to assess existing governance arrangements at officer-level and to recommend a future approach that would support an effective and proportionate governance and assurance framework for the delivery of projects across the City Corporation and the institutions.

¹ Should the changes in reporting lines be approved, it will be a matter for the Finance Committee to determine whether it wishes to make any amendments to the composition of the new Project and Procurement Sub-Committee.

2. In the context of this review and triggered by other proposals brought forward in relation to the “Light Touch Governance Review” in March 2023, your Policy and Resources Committee agreed to revise the scope of the Project Governance Review to include a review of Member-related Governance including (but not limited to) Capital Buildings Board, Operational Property and Projects Sub-Committee, Markets Board and other associated committees. This new aspect of the Review, focussing on Member governance, was to be conducted independently by Paul Martin, a former London borough Chief Executive.
3. Mr Martin’s final recommendations are found within his Review set out in Appendix 1; and these were discussed at a meeting of your Policy and Resources Committee on 6 July 2023. This included proposed changes to the terms of reference of your Policy and Resources Committee, Port Health & Environmental Services Committee, Operational Property and Projects Sub-Committee and Capital Buildings Board.
4. At this meeting, several amendments were brought forward. This included revised governance arrangements for oversight of the City Corporation’s operational property portfolio (which is now proposed to be held by the Resource Allocation Sub-Committee); and the transfer of the oversight of projects to Finance Committee.
5. The proposed new terms of reference for all affected bodies are set out in Appendices 2 to 7. Additions are underlined, and deletions marked with strikethrough text.

Current Position

6. Mr Martin undertook his independent review between April and June 2023. Mr Martin met with 28 Members in total, either individually or as part of group engagement sessions. The progress of his work was overseen by a Member Steering Group consisting of:
 - Chairman, Policy and Resources Committee
 - Chairman, Finance Committee
 - Chairman, Corporate Services Committee
 - Chairman, General Purposes Committee of the Court of Aldermen
7. The purpose of the Steering Group was:
 - To oversee the activity of the expert advisor
 - To ensure the review delivers the objectives agreed by Policy and Resources Committee
 - To facilitate engagement with all Members of the Court of Common Council who would like to participate in the review.
8. This Group had no influence over Mr Martin’s findings or recommendations set out in Appendix 1.

9. Alongside Mr Martin's review, [a further report](#) (commissioned as part of the 'original' projects review) was presented to your Policy & Resources Committee and focussed on officer-level project governance². This report contained in-principle proposals for a new portfolio management approach featuring various reporting structures and 'tiers', within which projects will be assessed and escalated into the Member arena, as required. Whilst the current Project Procedure will be retained for a period of 3-6 months as detailed design work is undertaken, this new proposed structure was made available to Mr Martin and so his recommendations make reference to this new system. A final version of the new Project Procedure will be presented to Members for decision in due course.

Independent Review Findings

10. Section 11 of Appendix 1 sets out a summary of the proposed Member oversight of projects and programmes. These can be broadly described within three levels of scrutiny, which are modelled on the new portfolio management approach to projects.
11. In time, Tier 1 and Tier 2 projects (valued over £5 million) will allow Members to oversee projects through either, the relevant service committee, Capital Buildings Board or (in the case of the New Museum) its equivalent external board. This is the first level.
12. The Operational Property and Projects Sub-Committee (OPPSC) – reporting to the Finance Committee only – will take an overview of the entire projects portfolio at a high level, utilising a dashboard of metrics to provide members with clear insight into progress. OPPSC will focus on the process – ensuring that the right skills and expertise are in place at both officer and Member levels. The OPPSC will consider how best to ensure the appropriate committees are adequately sighted on projects where this is relevant and make any recommendations it may see fit on best practice and the development of a more commercial approach. This is the second level.
13. Beyond that, the Audit & Risk Committee will continue to review the City Corporation's working practices, especially on higher spend/higher risk projects, and report its findings to the relevant Senior Responsible Officer (SRO) and Sponsor Boards. Sponsor Boards will report to its parent service committees will operate as the single Project Board for Tier 1 projects. This is the third level.
14. Reports to Sponsor Boards should focus on two key gateway decision points – the proposed business case to initiate the project; and the point of developed design (Royal Institute of British Architects (RIBA) Stage 3).

² [See item 5b "Project Governance Review – key findings and proposals for new approach", considered and approved by your Policy and Resources Committee on 6 July 2023.](#) Can be made available by request to the Town Clerk.

15. Capital Buildings Board (CBB) will continue its remit for the Salisbury Square project and the Markets Co-Location Programme (MCP). The detailed development of the MCP be overseen by the Barking Reach Group, reporting to CBB. The New Museum project will be overseen by its existing, external, Board with minimal future involvement necessary by the CBB. The optimum Member governance of pipeline capital construction projects in excess of £100 million will be considered on their individual merits and circumstances.
16. It was recommended that your Markets Board is to be abolished, and its functions transferred to the Port Health & Environmental Services Committee.

Operational Property

17. It was proposed at the meeting on 6 July 2023, and agreed via an amendment, that the Operational Property and Projects Sub Committee's (OPPSC) mandate should be split.
18. Project management and oversight of procurement would remain together and sit under the Finance Committee as they both have clear financial implications. Then, given the resource allocation considerations represented by the deployment (or disposal) of operational property, it was suggested that this responsibility move to the Policy and Resources Committee, to be discharged by Resource Allocation Sub Committee. If proposals are agreed this day, a new "Projects and Procurement" Sub-Committee will be established and would report to the Finance Committee. Operational Property would in turn move fall under Policy and Resources Committee (with oversight discharged via Resource Allocation Sub-Committee).
19. Beyond this division of Projects and Operational Property, a series of administrative corrections that applied consistency across the collection of affected Committee Terms of Reference were agreed, these are captured in Appendices 2-7.

Markets

20. One key recommendation of the report was for the abolition of the Markets Board.
21. Section 8 of Appendix 1 sets out the reasoning behind this recommendation. It lists concerns such as an overly operational focus (in direct contradiction to the Member Officer Charter), a lack of sufficient business and concerns over conflicts of interest.
22. It was suggested that the Board's remit for the strategic oversight of the markets could be transferred to your Port Health & Environmental Services Committee (PHES); or to the Policy and Resources Committee itself given that this currently has responsibility for the Markets Co-Location Programme. Both options had their merits, but PHES has a remit which includes a number of similar, frontline services whilst Policy and Resources is predominantly a corporate and strategic committee. Mindful of the

operational remit of the markets, and that the PHES already has responsibility for certain specialist and environmental services including outside of the Square Mile, Mr Martin concluded that the case for transfer to the PHES was the stronger one.

23. During debate, Members reflected on the Markets as a very successful cultural and financial activity of the City Corporation for several centuries, with a concern expressed by some as to the potential risk of seemingly diminishing its role at such crucial time, and the associated impact on the Markets move.
24. There was no petitioning for oversight of the Markets Co-Location Programme but representation on the Capital Buildings Board and the Barking Reach Group (BRG) is important and seen as a successful model to assist the Senior Responsible Officer (SRO) in exercising their delegations.
25. This matter was debated at length and an amendment brought forward that would see the Markets Board remain in its current form. This amendment was lost, and your Policy and Resources Committee recommendation remains that the Board should be abolished, with responsibilities transferred to Port Health & Environmental Services Committee (PHES).
26. Members discussed the re-naming of PHES to capture reference to the Markets should the transfer of responsibilities be agreed. Authority was delegated to the Town Clerk (in consultation with the Chairman and Deputy Chairman and Members of PHES) to agree the new name.
27. It was consequently agreed under urgency procedures that, subject to this Court's approval, PHES would be renamed "Port Health, Environmental Services & Markets Committee."

Conclusion

28. An independent review into Member-related Project Governance has resulted in a series of recommendations that, if supported, require changes of the terms of reference of four Grand Committees and two Sub-Committees. These changes are set before Members this day for final consideration and for immediate application.

Appendices

Appendix 1 – Independent Review (conducted by Paul Martin)

Appendix 2 – Revised Terms of Reference for the Operational Property and Projects Sub-Committee

Appendix 3 – Revised Terms of Reference for Policy and Resources Committee

Appendix 4 – Revised Terms of Reference for the Finance Committee

Appendix 5 – Revised Terms of Reference for the Capital Buildings Board

Appendix 6 – Revised Terms of Reference for the Port Health & Environmental Services Committee

Appendix 7 – Revised Terms of Reference for the Resource Allocation Sub-Committee

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

DATED this 6th day of July 2023.

SIGNED on behalf of the Committee.

Deputy Christopher Hayward
Chairman, Policy and Resources Committee

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MEMBER GOVERNANCE OF PROJECTS

1 Terms of reference, timeline, process, thanks

1.1 The City of London Corporation (CoLC) commissioned me on 29th March 2023 to undertake an independent review of the political governance of project management. This commission followed an earlier review of project governance which was undertaken by the consultancy Red Quadrant and was complete prior to my commission. The Red Quadrant review dealt with the governance of projects by officers, but its terms of reference did not include the implications of change for political oversight and decision-making, nor the thresholds which should apply to project reporting to members. My report should therefore be read alongside the outcome of this earlier review.

1.2 The terms of reference for my work were agreed by the Policy & Resources Committee at its meeting on 23rd March 2023 as follows:

“Review of Member Governance including (but not limited to) Capital Buildings Board, Operational Property and Projects Sub-Committee, Markets Board and any other associated Committee; develop proposals for improvements to Member governance to support the development of a portfolio management approach; that Member focus is on strategic oversight and direction of projects; and that Members can fulfil their democratic responsibilities in relation to value for money, governance and delivery; to consider the Member governance position service committees should hold vs. cross-cutting committees for projects”.

1.3 My review incorporates consideration of the comprehensive range of projects and programmes within what is proposed to be a unified portfolio. Of course, I have paid particular regard to the major projects already underway that are overseen by the Capital Buildings Board as well as the likely future pipeline of projects, including the redevelopment of the Barbican Centre.

1.4 In terms of methodology, I have read and reviewed numerous CoLC reports and minutes, viewed committee meetings on the CoLC YouTube channel, and met members and officers at the Guildhall both in group discussions and 1/1 meetings during the week commencing 15th May 2023. The Chairman of the Policy & Resources Committee wrote to all members to explain this process and there followed a letter from the Town Clerk & Chief Executive to all members to invite those interested to meet me if they wished. I have met with 28 members in total. I have been able to meet with every member who requested to do so. Occasionally, I have heard potentially important observations which fall outside the terms of reference for my review but may still be worth capturing without recommendations so that they are not lost and members can return to them in the future if necessary. I have

therefore included these extraneous observations towards the end of this report.

- 1.5 I would like to place on record my thanks to the many officers and members with whom I have met, who have been welcoming and generous with their time and insights.

2 Professional background and declaration of interests

- 2.1 Between 1998 and 2022, I have worked as a Chief Executive of major local authorities, always unitary/all-purpose councils, including Peterborough City Council, the London Borough of Sutton, the London Borough of Wandsworth, the London Borough of Richmond-upon-Thames and (in recent years as an Interim Chief Executive) at the Government of Jersey and the London Borough of Ealing. I have also worked as a senior civil servant in the (then) Office of the Deputy Prime Minister as Regional Director (Government Office for the South East). In terms of major projects and regeneration, between 2010 and 2021 as Chief Executive of the London Borough of Wandsworth, I worked on the regeneration of Nine Elms including the reactivation of Battersea Power Station, the redevelopment of the New Covent Garden Market and the Tax Increment Financing of the Northern Line Extension.
- 2.2 Moving on to my limited interests in the City of London Corporation, as a member of the Central London Partnership over the period 2010/2021 I have worked with the two immediate predecessor chairs of the Policy & Resources Committee. My wife worked for the City of London's planning department between 2017 and 2019. Finally, I have known the Clerk & Chief Executive since 2019 as a neighbouring south London Chief Executive when he worked at the Royal Borough of Kingston-upon-Thames while I was Chief Executive at the London Boroughs of Wandsworth and Richmond-upon-Thames.

3 Recent drivers for governance change at the City of London Corporation

- 3.1 The City of London Corporation is unique in its history dating back to the Norman Conquest, and this continues into the present day with a role and range of responsibilities that includes the functions of a local authority but extends well beyond these to incorporate wider business and charitable activities. Overlaid upon this impressive heritage, the CoLC has a clear track record of thoughtfully reviewing its ways of working to ensure it reflects contemporary expectations in governance, outlook and social responsibility. During my review, I heard that a proactive approach to reassessing organisational context - identifying risk and repositioning the Corporation - was successfully adopted 25 years ago as the new Government elected in 1997 reviewed the structures of local government and London local government in particular.

3.2 This approach of methodical and careful review has continued in recent years. A 2011 internal governance review (upon which I draw in this report) was followed by a 2019 commissioned review of Lord Lisvane, which included in its terms of reference:

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

3.3 Lord Lisvane reported in September 2020, and I have had a close regard to his report and recommendations in my own much narrower. His recommendations have in part been implemented – for example, in a reduction in, and simplification of, the number of committees. In part, though, they have not been implemented - for example, Lord Lisvane recommended the abolition of two committees named in my terms of reference, the Markets Board and the Capital Buildings Board and their incorporation into a wider Property Committee. The reasons for unimplemented recommendations may be that on some issues members were ultimately unconvinced of the case for change, potentially heightened by the unpropitious context of the pandemic. Change management is much more difficult in the absence of physical presence. Sensibly, the very recent Light Touch Governance Review (LTGR) has sustained a focus on his recommendations, for example leading to the recent decision to merge the Property Investment Board and Financial Investment Board amongst other decisions. The LTGR considered several potential changes that are relevant to my review, including a single reporting line for the Operational Property & Projects Sub-committee (OPPSC) which currently reports to two Grand Committees, and the future role of the Capital Buildings Board (CBB) and these have been referred to in my review.

3.4 The broader findings of the Lisvane review which are relevant to my work three years later are: a “lack of corporate endeavour”; “multiple involvement of committees”; silos; the rejection of an open-ended approach to dispensations (itself drawing on advice obtained from Philip Kolvin KC); and on standards more generally, a finding that,

“the Corporation must set itself to maintain and support the promotion of those highest standards, and its Members need to be fully engaged in this endeavour”.

3.5 In such a complex and wide-ranging organisation as the CoLC, it is unsurprising if change develops incrementally towards an agreed long-term strategy. Desmond Tutu observed that “there is only one way to eat an elephant: a bite at a time”. Inevitably, Lord Lisvane did not consider the level of detail that is the subject of this narrower report, although I think it is important for each stage of the journey to take heed of what has come before and to build in the spirit of continuous improvement. The corollary is that members need to have regard for earlier recommendations that were valid but perhaps placed in the “too difficult” box. There are great risks in not tackling practice head-on which we know to

be wrong.

- 3.6 Other recent drivers for change include the Target Operating Model (TOM). This was initiated in 2020 and is substantially complete. The project focused on the work of officers and aimed to address some of the issues in the Lisvane report – notably, a simplified and more corporate organisation utilising improved processes and at lower cost. A report to the Policy & Resources Committee on 23rd March 2023 provided an interim outcome including an acknowledgment that the TOM:

“will not deliver culture change or transformational change –further thinking of how the success of the programme will be measured, and whether the organisation is fit for purpose will follow in the final report”.

- 3.7 TOMs of Olympian ambition can become overly focused on organisational restructuring to the exclusion of reforms to the culture and processes of the organization; and the scale of the change invariably means that not every intention is fulfilled, and the organisation needs to return to some issues for more incremental change. Nevertheless, the TOM has provided a welcome platform in respect of project and programme governance that combines previously separate teams and provides a more coherent officer structure to deliver the complete portfolio of CoLC projects and programmes.
- 3.8 The current Corporate Plan is in its final year, and arrangements for its extension or successor are currently under discussion. The existing Corporate Plan is not a significant driver for change in the Corporation, not least because it was written prior to some of the fundamental changes described below. It is very high level in its approach and lacks the detail which could drive prioritisation, organisation development, placemaking and a more corporate approach with a shared ethos. Some members observe that they are unclear on how even very significant projects became commitments in the first place, apparently lacking the authority of agreed priority in a corporate plan or even a clear business case prior to initiation. The proposed approach to portfolio management will certainly address the second point, and a more granular Corporate Plan will address the first. The current Corporate Plan’s imprecision and lack of salience inevitably undermines clarity of direction, pace and change in other more detailed CoLC plans and strategies – for example, the Corporate Property Asset Management Strategy which aligns to the current Corporate Plan and therefore does not reflect the imperatives we face in 2023.
- 3.9 I heard a widespread appetite – amongst officers as well as members – supportive of a more consistent, energetic and commercial approach which is seen not simply as desirable but imperative to achieve the Corporation’s ambitions. This would also support continuing reforms to the internal governance of the Corporation, which would normally feature in a Corporate Plan as the concomitant accompaniment to an account of strategic priorities and targets.

4 Recent wider drivers for change

- 4.1 The scale of ambition in the CoLC is impressive, even daunting, and with projects to which the Corporation is already committed totalling around £2 billion; this level of commitment exceeds anything in the Corporation's long history. While there may be many reasons for the extent of this ambition, the backdrop to this is a period of seven years since the Brexit referendum which has been characterised by uncertainty about the country's future trading arrangements followed by the pandemic, its consequent lockdowns and the accompanying shock to the economy and working practices generally. This has inevitably impacted not just on the economic circumstances and challenges facing the Square Mile, but on the Corporation's capacity to address itself to major challenges including the £140 million bow wave of investment required to adequately maintain its own estate.
- 4.2 Of course, the success of the UK economy is substantially dependent upon the competitiveness and attractiveness of the Square Mile. Destination City powerfully describes the Corporation's commitment to Global Britain. The commitment to achieve climate change goals provides an additional level of demands. Meanwhile, the CoLC is operating in the same context of skills shortages as all other employers and for this reason the recruitment and retention of staff has rightly been elevated to the level of a Red Risk. Four of the five Red Risks facing the Corporation are relevant to this report – in addition to skills shortages, the remaining three being unsustainable medium-term finances (city funds); unsustainable medium-term finances (city cash); maintenance and renewal of physical assets including property. The Corporation has an appetite for transformational projects and change that will severely test its capacity and finance to deliver them. The reconciliation of (well-judged) ambition with (limited) capacity is a backdrop to my work. The way through this conundrum requires a commercial approach coupled with a can-do attitude.

5 The principles of good governance and effective project management

- 5.1 The principles of good governance have been developed over many decades, in this country and internationally, and have been codified by the CoLC in various policies and commitments of which I have found the 2021 Member/Officer Charter especially useful. This Charter brings together the Members' Code of Conduct with the Seven Principles of Public Life and defines the standards of good governance in the Corporation. It therefore features in the Corporation's Annual Governance Statement. Two requirements are especially relevant to my review, to which I will return –

“It is not the role of Members to involve themselves in the detail of day-to-day

management of the Corporation’s services, employees and workers”; and

“while individual Chairs/Chairmen are in the same constitutional position as all other Members, having no legal authority to make executive decisions, they have certain other powers (e.g., the control and conduct of meetings) as well as a broader leadership role”.

- 5.2 I have reviewed the Members’ Code of Conduct and this is comparable to other codes I have known, and I have seen no reason to believe it has been broken on matters relating to my review. However, I do note that the Code refers to, “not allowing other pressures, including the financial interests of yourself or others connected to you, to deter you from pursuing...the interests of the Corporation or the good governance of the Corporation in a proper manner”, which is a consideration I return to later.
- 5.3 Turning to the principles of effective programme and project management, these have become well established in both commercial and public practice and are reflected in the Red Quadrant review. Complexities are generated within a democratically accountable context which requires clarity on how the political governance of the organisation relates to its managerial governance. These complexities are more acute in the CoLC than in most local authorities partly because the CoLC’s functions extend well beyond any council. The absence of an executive/scrutiny separation means there is no single committee that provides comprehensive political oversight of projects and programmes, which in councils is typically provided by the Cabinet. Additionally, member affinity to a particular committee can serve to reinforce the silo working which is a feature of the officer departmental structure. It follows that for overall coherence it is essential for CoLC to have a strong corporate centre and an organisational culture that reflects that legally this is a single organisation.
- 5.4 There is no definitive rule book on the respective accountabilities of members and officers for projects – both large and small. Public sector organisations need to identify for themselves how they perceive these demarcation lines, having regard to their scale, risks and bandwidth. At a national level, the Infrastructure and Projects Authority (IPA) is the Government’s centre of expertise for infrastructure and major projects. The IPA provides expert project delivery advice, support and assurance to government departments, and ensures that projects are delivered efficiently and effectively, and improve performance over time. The CoLC equivalent has been established through the TOM and provides a platform to ensure coherent oversight of the portfolio of projects and a culture of continuous improvement.
- 5.5 Nevertheless, it is a fact that the public sector’s track record of managing projects is at best mixed. The Public Accounts Committee report “Lessons from major projects and programmes” (2019/2021) describes an often unsatisfactory experience of cost overruns; value for money risks; insufficient capacity to deliver; concerns about transparency; and insufficient skills and leadership. The report finds that around 75% of major programmes

in the private and public sectors overspend or are delivered late. An interesting finding from this report is the need for a culture described as Tell It Like It Is –

“creating trust within organisations requires leadership; leaders must be willing to hear bad news in order to instil the right behaviours in their teams”.

- 5.6 This is important, because it is a reminder that the effective governance of projects is about organisational leadership and culture, as well as structures, processes and thresholds.
- 5.7 Moving on to the appropriate role for members in respect of major projects, Government guidance on project management is that:
- “the sponsoring body acts as the driving force for a programme or project providing: top-level endorsement for the programme’s or project’s rationale and objectives; direction to the senior responsible owner, addressing escalated risks and issues; and making or referring decisions that are above the Senior Responsible Owner’s delegated authority”.
- 5.8 The implication for the CoLC is that it needs to be clear for any given project who the sponsoring body is (which may be a member or officer board) and the identity of the SRO.
- 5.9 What lessons should the CoLC draw from the experiences of national Government in project and programme management? The need for culture, processes and accountabilities to be aligned in the SRO/Sponsor Board so that respective officer and member responsibilities are clear; robust planning processes that are well informed by expert technical and financial inputs to ensure the maximum possible realism and accuracy in forecast timescales and costs; a culture that is open, challenging, respectful and encourages accurate reporting without an optimism bias; an alignment between those accountable for projects with the expertise and experience to manage or scrutinise them, with training to support these roles; and streamlined processes that enable thresholds of delegated decision-making that empower those accountable to proceed with their work without excessive complex bureaucracy.
- 5.10 Effective project risk management incorporates an approach known as “three lines of defence” to ensure that the risks of cost overruns and delays (which are endemic in major public sector projects) are controlled and that there is a separation in powers which minimises the possibility that excessive reliance is placed on any single individual or entity. These three lines of defence are described as: first, the day-to-day work of the SRO and his/her team to manage the project within agreed parameters; second, the Programme Management Office which oversees the entire portfolio of projects and programmes; and third, Internal Audit which provides assurance and reports on governance and risk management.

- 5.11 I have reflected these ‘three lines of defence’ in the recommendation for change to the political structures with which I conclude, so that Members have the reassurance that there is not a potential single point of failure, at the same time as avoiding the risk of duplication of effort and confusion.

6 The Operational Property and Projects sub-committee

- 6.1 The Operational Property and Projects Sub-committee (OPPSC) is a new committee, which met for the first time on 30th May 2022. It was formed following the Lisvane report which recommended a general culling of what was seen as an excessive number of committees and sub-committees. It was the product of a merger of three former sub committees, the Corporate Asset Sub Committee, the Procurement Sub Committee and the Projects Sub Committee, each of which met for the final time in January/February 2022.
- 6.2 The OPPSC has three broad sets of responsibilities: first, overseeing a substantial part of the Corporation’s property assets to ensure that the corporate landlord function is managed effectively; second, overseeing procurement; and third, overseeing the Corporation’s projects and programmes. My terms of reference relate to this third strand although I have heard that the OPPSC is taking a proactive and challenging approach to identifying under-utilised or potentially redundant properties for disposal which is extremely important given the legacy backlog of maintenance and the need to identify capital receipts to support the corporation’s major projects. Although asset management has not been a focus for my review, I have been asked to comment on how the Corporation might better incentivise property occupiers to take a proactive and energetic approach to asset disposal. A new Corporate Property Asset Management Strategy is required to drive pace and prioritisation in the shrinkage of the estate and consequent disposal of properties. This strategy could take action on various fronts:
- 6.3 First, targets for asset disposal need to feature prominently in the Corporation’s performance management priorities, starting with the objective setting of all Chief Officers.
- 6.4 Second, an incentive needs to be provided so that service committees derive some benefit from an asset disposal rather than this benefit being entirely received by the corporate organisation. This could be achieved in a share of either the revenue savings of an asset disposal or agreement on the acceleration of a desired service capital requirement.
- 6.5 Third, asset disposals invariably require service transformation which in turn requires change management capacity to enable the disposal to become available. It is therefore helpful if this short-term capacity is supported with the specific goal of achieving the

required disposal(s).

- 6.6 Finally, in any wide-ranging and corporate organisation progress is achieved wherever leadership focus places its attention, rigour and priority – if the Corporation focuses sustained leadership attention (both political and managerial) on asset management and disposal, this will yield certain benefits in achieving its goal. The focus and drive of the Capital Buildings Board is a case in point, and also a reminder that this level of attention might not receive universal acclaim, but a measure of friction is inevitable and even desirable in order to achieve progress that is required by the wider organisation.
- 6.7 The Light Touch Governance Review (LGTR) has recently considered the pressures on the OPPSC as part of its wider review and has recommended that the review of project management should consider how the workload of the committee could be better managed to enable a more strategic and proportionate overview of projects which focusses members' attention on the key issues that demand political attention. The LTGR also commented on the dual reporting line of the OPPSC to both the Policy & Resources Committee and Finance Committee which is felt to be sub-optimal and requires addressing through my review.
- 6.8 I have found that the OPPSC is an important and effective part of the Corporation's governance and decision-making, benefitting from clear terms of reference and political leadership. Although the committee's responsibilities are wide-ranging, they make sense in terms of their coverage and synergies between the three main functions. If the OPPSC did not exist, it would be necessary to invent it. Therefore, I am clear that the committee is a strength which should be retained and built upon. The challenge is to ensure that its terms of reference logically reflect the new approach to the management of projects and programmes, that it does not duplicate decisions taken elsewhere and that the thresholds which are applied are realistic in terms of the committee's overall workload.
- 6.9 If approved by the Policy & Resources Committee at its meeting on 6th July 2023, the new approach to project and programme management identifies three tiers of projects – Tier 1 is described as Complex Projects of over £20 million which require member oversight; Tier 2 is described as Strategic Projects of between £2 million and £20 million; and Tier 3 is described as Routine Projects of between £250,000 and £2 million. The proposed approach will result in all Tier 1 projects being subject to Member-level governance, with challenge and scrutiny of lower tiers being led by officers and escalated to Members by exception. Fifteen projects (5.6% of the total projects in the portfolio) will be in Tier 1. In addition, it is proposed that the business cases for projects in Tier 2 - valued at over £5 million - will be approved by members. In order to strengthen governance across the spectrum of projects, the new Portfolio board chaired by the Town Clerk & Chief Executive will provide collective chief officer responsibility of the corporate portfolio and act as an effective gateway for member governance. The definition of "major projects" (valued at over £100 million and currently overseen by the Capital Buildings Board) is not one that

up until now has featured in corporate projects policy, but going forward I expect this to change in the new proposed approach. In the officer recommendations, there will be a sub-set of tier 1 projects described as tier 0. The project and programme management requirements remain the same as Tier 1 projects but governance arrangements will be bespoke, involving the Capital Buildings Board and any special purpose vehicles that might come forward in the future.

- 6.10 As current practice is for all projects over £50,000 to come to members, the new approach represents a very significant streamlining of the process which will result in a reduction of reports to members about low value and routine projects.
- 6.11 I have considered where the Sponsor Body role should be exercised for Tier 1 projects that will be overseen by members, as well as Tier 2 projects where applicable. The choice is between this responsibility being undertaken by the OPPSCC itself, and/or the relevant committee. I recommend that this role should be undertaken by a single relevant service committee. My reasoning is that it is a fundamental part of the service committees' role to oversee the high-level management of change in the committee's area of expertise and responsibility, and that the oversight of the more strategically significant projects should be undertaken in a way that aligns with the usual operating model of the Corporation.
- 6.12 It seems to me that the OPPSC should oversee the process of the new Portfolio Management Office. What might this look like in practice? First, the Director of Project Governance will report to the OPPSC and keep the committee informed of relevant issues in the PMOs activities. Second, the OPPSC will consider and determine issues that require member decisions on process – examples will include any judgement calls on whether Tier 2 projects should be overseen by members, or – if several committees have a legitimate interest in a single project, which committee should have primacy and how a second service committee with an interest might best be kept in the loop. Third, the OPPSC will receive an Annual Report from the Town Clerk & Chief Executive on the work of the Portfolio Board, together with an analysis of lessons learned during the year including any relevant findings from internal audit reports. The OPPSC will not become involved in the detailed oversight of individual projects, and repetition of papers going to multiple committees should be eliminated. Sponsor Boards which report to their parent service committees will operate as the single Project Board for Tier 1 projects, and a streamlined gateway process will mean fewer routine reports coming to committees – typically, the new model should require 2 gateway reports with regular dashboard reporting enabling members to retain an overview of progress.
- 6.13 If agreed by the Policy & Resources Committee, the OPPSC will be politically accountable for the PMO and will ensure that any adjustments or changes as may be necessary to ensure the process works to the satisfaction of all are addressed.
- 6.14 Turning to the reporting line for the OPPSC, at present it is a dual reporting line to the

Policy & Resources Committee and the Finance Committee. The assessment of all members with whom I have discussed this issue is that this should be rationalised to a single reporting line to streamline the process, eliminate any duplication and ensure clear lines of accountability. A case could be made for a reporting line to either committee. In view of recommendations I make later in this report, and not to overburden the Policy & Resources Committee, I recommend that the OPPSC should be a subcommittee of the Finance Committee.

- 6.15 I have applied indicative track changes to the current Terms of Reference of the OPPSC and this appears at sub-Appendix A. The recommended single reporting line of the OPPSC to Finance Committee necessitates changes to the current Terms of Reference of the Policy & Resources Committee and this appears at sub-Appendix B.

7 The Capital Buildings Board

- 7.1 The first meeting of the Capital Buildings Board (CBB) took place on 13th July 2022. Its predecessor committee, the Capital Buildings Committee, had its final meeting on 12th January 2022. The predecessor Capital Buildings Committee was a non-ward Grand Committee reporting to the Court of Common Council, while its successor is a sub-committee of the Policy & Resources Committee. The terms of reference and operating scope of the CBB appear to be substantially unchanged from its earlier manifestation as a committee and the chairman has been in place for at least five years. The CBB is responsible for major construction projects in excess of £100 million – currently there are three of these: the Salisbury Square project; the enabling work for the new Museum; and the Markets relocation project to the London Borough of Barking & Dagenham.
- 7.2 Lord Lisvane did not address himself in detail to the workings of the Capital Buildings Board, but he recommended that it should be incorporated within a wider Property Services Committee – a recommendation which of course hasn't been adopted by members to date.
- 7.3 The LTGR identifies a number of issues relating to the CBB – there are differing views and my meetings with members identified a range of opinions about the Board's remit, ways of working and effectiveness which I have sought to listen to carefully and understand. In particular, some members of the Markets Board are critical of the CBB and would like to see political oversight of the markets co-location project move to the Markets Board's own oversight. I have heard concerns that the CBB has a tendency to micromanage projects, challenge detail and generate both uncertainty and delay in contract works. It is also clear that relationships with the New Museum project have not always been easy and it is widely thought that time and costs were incurred by the negotiations with market

traders regarding their lease surrender in 2020.

- 7.4 The CBB has also been the subject of Internal Audit reports in 2021 and 2022. These reports made recommendations relating to the work of both officer and member activity relating to the CBB, although regrettably neither the CBB nor the chairman were aware of these reports until very recently. An overview of the recommendations of these reports together with responses made by both officers and members was considered and agreed at the Board's last meeting on 10th May 2023. I do not intend to address in detail these findings except in so far as a question over governance arrangements was raised by Internal Audit, to which the officer response is that the political and managerial governance of major projects is currently under review.
- 7.5 Having started my work with a neutral, even slightly skeptical, view of a central subcommittee overseeing major projects on behalf of frontline services, I have become increasingly convinced of its value and importance.
- 7.6 There is no doubt in my mind that the Capital Buildings Board and in particular its Chairman have made, and are making, a significant contribution to the work of the City of London Corporation and that they have added a significant level of added value to the projects under their supervision. I have seen a schedule of the interventions made by the CBB and its Chairman over a period of time, and they convincingly describe timely and well-judged actions followed by impactful outcomes. I have heard a pattern of officers (in several departments) who work closely with the CBB and its Chairman express the view that the Board is an especially effective component of the Corporation's governance machinery. It is almost certainly true that there are moments when the CBB's challenge and detail orientation are not welcomed, but the purpose of this review is to take a view on whether these frustrations are fundamental and an indicator of the need for change, or a more understandable feature of the creative friction between the corporate centre and the services which it supports. I lean towards the second conclusion.
- 7.7 The culture and committee-style approach of the CoLC is for service leadership of major projects and programmes, and to this extent the CBB goes somewhat against the grain of a more devolved and decentralised approach. However, at the heart of the role of the Policy & Resources Committee is a disciplined approach to the overall strategic direction of the Corporation and a focus on ensuring that macro-opportunities and risks are understood and controlled. The Corporation's risk register identifies that the highest risks are seen as the balancing of the city's ambitions with its financial resources. It therefore seems to me that now would be the wrong time to loosen the central expertise and controls on what are very significant capital sums with risk attached – both financially and reputationally.
- 7.8 Potentially, given a continuing remit for the CBB to oversee projects over £100 million, the capacity of the Board could become stretched as the current three projects are joined by

pipeline projects for the Guildhall refurbishment and the Barbican renewal.

- 7.9 In practice, I think this may be less of a problem than it appears to be. In respect of the Salisbury Square development, this project is being well-handled with positive relationships with the Police Authority. It appears to be common ground that this project is well-governed and the heavy lifting for the project is behind us.
- 7.10 Turning to the new Museum's enabling works, which is now nearly complete. The project is properly managed by the New Museum Board which reports to the main Museums Board. The Policy & Resources Committee has one representative on the New Museums Board and CBB has two observers. Effective tripartite meetings take place between the CoLC, the GLA and the Museum itself. In a letter to all Members dated 31st March 2023, the Chairman of the Policy & Resources Committee stated that "the new Museum Board will be the single body responsible for delivering the project with the MoL Board acting as the client body". This is consistent with one of the recommendations from the recent Internal Audit report referred to above and in my view is the proper governance arrangement. In effect, the CBB role in respect to the Museum will conclude during the course of 2023. Accountability for the authorisation of the release of further tranches of funding to the Museum rests with the Policy & Resources Committee which will be informed by the tripartite meeting referred to above, the insight of members serving on the New Museums Board and, when necessary, the CBB. The future call on CBB capacity is therefore very limited.
- 7.11 The third project – Markets Colocation – is at an earlier stage of development, not yet with detailed planning permission, and decisions still to be taken about the potential for a commercial partner and the maximum realisation of the city's acquired asset. I deal with this project in greater detail in the following section on the Markets Board, but I do conclude that this project should be retained within the remit of the Policy & Resources Committee, and consequently the Capital Building Board.
- 7.12 Moving on to the pipeline projects in excess of £100 million, I am somewhat in the realm of speculation because it is not certain if, or when, potential major projects may be in a position to finalise approved business cases which under current arrangements would transfer to the CBB. This depends on a successful programme of asset disposal to achieve capital receipts; the identification of commercial partners (potentially in a joint venture) to share costs, benefits and risks; and the potential for sponsorship, fundraising and philanthropic efforts.
- 7.13 Under these circumstances, it seems to me premature to take a definitive view on pipeline construction projects valued over £100 million. In the case of the Guildhall refurbishment, I expect this would sit within Policy & Resources Committee and the CBB. In respect of the Barbican renewal project, when the feasibility study which has recently been initiated leads to a business case which requires contract expenditure over £100

million, under current arrangements the project would transfer to the CBB. My sense is that as the Barbican Centre Board has successfully developed a personality of its own featuring strong representation from the artistic and cultural industries it might be more analogous to the Museum project. Consideration should be given to the Sponsor Board being a subcommittee of the Barbican Centre Board with representation from the PRC/CBB as in the New Museum project.

7.14 Having endorsed a continuing remit of the Capital Buildings Board, I need to say something about the opinions to the contrary and what might be done to ensure that a creative tension does not become dysfunctional.

7.15 In relation to working practice, I encourage all members to have regard for the 2021 Member/Officer Code which states that:

“it is not the role of Members to involve themselves in the detail of day to day management of the Corporation’s services, employees and workers”; and
“individual Chairs/Chairmen are in the same constitutional position as all other Members, having no legal authority to make executive decisions”.

7.16 In the context of major projects, this means that the Board is the Sponsor Body for the projects under its control but should recognise at all times that the SRO for projects is accountable for the day-to-day decision-making under his/her direction. SROs are responsible to the CBB, and it is essential that their respective roles are recognised and acknowledged by all participants. The Chairman’s authoritative leadership should be leavened by the contribution of other members and indeed officers.

7.17 It has also been said to me that the Board has a pronounced Masonic presence, and that the Chairman’s long tenure in this position has led to this role becoming a fixture. True as these observations may be, they do not generate any improper or unconstitutional practice.

7.18 I conclude that the CBB should continue and that in the immediate future its capacity will not be overwhelmed. Future major projects need to be rigorously assessed on their merits, with business cases submitted to the PRC when it becomes clear that expenditure will exceed £100 million. The governance oversight of these projects needs to be assessed on a case by case basis at that time but, as I have observed, I would expect a strong case for a bespoke arrangement for the Barbican Centre as a globally significant cultural centre with significant stakeholder non-executive membership.

7.19 The current terms of reference of the Capital Buildings Board state that it operates “without recourse to any other Committee”. Given a recommendation that the CBB will be the Sponsor Board for projects within its remit, there is no requirement for this clause going forward. The clause might be seen, in some way, to separate off the CBB from the

Corporation's wider decision-making machinery and in particular from corporate committees which are relevant to the CBBs work, an obvious example being the Audit & Risk Management committee. It would be helpful to remove this clause from the CBBs terms of reference and I have made this amendment to the Board's Terms of Reference in sub-Appendix C – although the Board's current autonomy for relevant property disposals remains in place.

8 The Markets Board

8.1 Alone amongst the three committees named in my terms of reference, the Markets Board is a Grand Committee, reporting to the Court of Common Council. The potential abolition of the Markets Board/Committee has been contemplated for at least 10 years. In September 2013, at the request of members, officers considered the option of abolishing the then Markets Committee and incorporating its role in the Port Health & Environmental Services Committee. In the event, that decision was not taken. Seven years later, Lord Lisvane came to a similar conclusion and recommended abolishing the committee and incorporating its work into a new Property Committee. Again, that decision was not taken.

8.2 The renaming of the Markets Committee to become the Markets Board following the Lisvane report appears an entirely linguistic change without accompanying changes to the ways of working. There may have been an intention to change existing practices, but that has not happened. The Board is a Grand Committee and is therefore a committee, albeit described as a Board.

8.3 The driver for abolishing the Markets Committee is substantially its slender work programme. Lord Lisvane wrote:

"I acknowledge the strong sense of connection that many members of this Committee feel with the markets and their development; but it is a lightly loaded Committee which meets every two months. Much of the routine business can be left to Officers and the consolidation project will fall to the new Property Committee. I recommend that it should be abolished".

8.4 The Markets Relocation programme cannot, of course, be described as "routine business" and I know that the Markets Board feels that it – rather than the Capital Buildings Board - should itself be accountable for this project and that efforts have been made to ensure that the Markets Board has representation on a recently formed subgroup to the CBB, the Barking Reach Group. I understand and respect the expertise and experience that is represented on the Markets Board, and can appreciate their view that it follows that they are the relevant service committee to oversee the relocation programme.

- 8.5 However, the Markets Board as it is currently constituted has a major fault line running through it. This is the evident conflict of interests that exists because market traders are represented on the Board, in one case as a full Board member and in others as coopted representatives of the market traders. Of course, market traders have unrivalled experience and expertise in the operation of markets and I do not question that they are crucial stakeholders. This is their lives and livelihoods, and it would be foolish indeed for the Corporation not to take close heed of their knowledge and experience. This liaison and engagement should take place outside of the formal decision-making process.
- 8.6 The commercial interest of market traders means that they should not be routinely present as contributing members at the Board's meetings and certainly not serve as a full Board member. It is surprising that the Corporation has permitted this situation, as I have rarely, if ever, seen such an obvious conflict of interest in a public sector committee. This evident conflict of interest is a consequence of a decision of the Court of Common Council on 21st April 2022 which determined:
- “that Members who are directors or employees of companies who hold tenancies or licences be permitted to act as Members on the Markets Board”.
- 8.7 The conflict of interest that is built into the structure of the Board is compounded by the lack of care in handling the expression of that conflict. While the opportunity to express interests is utilised at the start of meetings it would not be apparent what those conflicts are to a member of the public listening to the webcast meeting. Such a serious and obvious conflict should be explicitly stated at each meeting in full: but even this would not ameliorate the structural conflict.
- 8.8 The consequence of the interests of market traders being represented on the Markets Board is, inevitably, that their voices drive the agenda for the meetings and the Board's deliberations. For example, at the Markets Board meeting on 8th March 2023 a long discussion took place on free car parking concessions which the relevant officer described (correctly in my view) as being 'Business as Usual' – in other words, a matter delegated to officers which should not be determined by members. Nevertheless, and despite reservations expressed by at least one member, the conclusion of the discussion was that the following meeting should consider the issue within the context of an annual calendar. This is one of several entirely operational issues which the Markets Board considered.
- 8.9 The brief Terms of Reference for the Markets Board states that it has:
- “oversight of the management of all matters relating to Smithfield Market, Billingsgate Market and New Spitalfields Market and the letting of all premises therein”.

8.10 In practice, this means that the Markets Board has adopted a roving brief to challenge and discuss operational matters relating to the Markets. As we have seen, the 2021 Member/Officer charter states that:

“It is not the role of Members to involve themselves in the detail of day to day management of the Corporation’s services, employees and workers”.

8.11 The Markets Board breaches this rule at each of the meetings I have observed in the pursuit of operational detail and what appears to be a wrestle with officers over management control. The Board’s Chairman works as effectively as it is possible within the context and remit that has been given to him. Despite the efforts of the Board’s Chairman and members, the committee has a relentlessly operational focus and indeed is hardwired to achieve this outcome, sometimes developing an interrogative nature in the questioning of officers and a degree of scepticism about their contributions.

8.12 Ideally, Members take a strategic and dispassionate view of the services under their direction. They take advice from professional officers and treat this advice with respect. They are driven by data and evidence. They do not become involved in detailed operational matters. I conclude that the Markets Board is set up to fail in this regard.

8.13 Moving on to the Markets Colocation project, at its meeting on 15th March 2023, the Capital Buildings Board agreed to form a new Barking Reach Group. The proposal which was agreed was for:

“the Capital Buildings Board (CBB) (to) retain overarching responsibility for oversight and delivery of the programme but, through a smaller group of Members, more active participation for detailed discussions and scrutiny of decisions will be enabled, providing assurance to CBB. As such, this option ensures effective Member oversight and leadership whilst providing clear and approved governance to enable agile decision making through the SRO”.

8.14 The membership of the new Group is inclusive, comprising representation from the CBB, the Policy & Resources Committee, the Finance Committee and the Markets Board together with options for external representatives. Its initial meetings are very promising, reflecting the major strategic issues facing the relocation project.

8.15 I conclude that the Barking Reach Group is a well-judged model of working and provides the basis for being the Sponsor Board for this major project. It is currently constituted as an informal working group reporting to the CBB, rather than a decision-making committee with powers delegated to it from the Policy & Resources Committee. The Barking Reach Group therefore guides the SRO and is a sounding board to develop options.

- 8.16 Future options should certainly include the possibility of the Corporation working in partnership with a private company or, conceivably, a relevant public sector agency working in this field. This could be through a form of joint venture or Special Purpose Vehicle which enables risks, costs and benefits to be shared perhaps giving consideration to the setting up of a limited holding company wholly owned by City Cash to sit alongside third-party investors and reassure them that their investments are not being hampered by internal bureaucratic delays. Although such an approach might be a new endeavour for the Corporation, there are many examples of similar approaches in local authorities in London and elsewhere and much good practice and learning from which to draw. Although the detail of what this might look like in practice is beyond the scope of my review, I believe the Corporation is already hitting the ceiling of what can be achieved within its own financial resources, and is ready to consider forming commercial partnerships which can leverage specialist expertise, external finance and risk share. This approach certainly requires a focused group of members to get into the detail of the options and their implications. I believe that the Barking Reach Group is the optimum current forum to do so, possibly acting as the template which might be copied by later programmes as they transition from CoLC projects into projects involving third-party investors.
- 8.17 I have considered whether the Barking Reach Group should report directly to the Policy & Resources Committee and be reconstituted as a formal sub-committee, taking on independence from the Capital Buildings Board. There are attractions to this model – not least because the Barking Reach Group will consider the wider issues around stakeholder engagement, detailed planning permission and potential commercial approaches to the new site which are outside the CBB’s usual remit. On balance, I conclude that the tapering down of CBB workload on the Salisbury Square/New Museum projects should provide the necessary space for the Markets Colocation project and therefore I have not made this recommendation. I believe it would be the sensible option to consider in the future as the BRG develops its involvement with third-party investors.
- 8.18 Returning to the future of the Markets Board itself, we have seen that it has an inappropriately operational focus, and in effect acts as a management committee to the Director of Markets. If members agree that the colocation project should be handled by the CBB together with the Barking Reach working group, I conclude that the time has come for the Court to take what is the logical step which has been under consideration for at least a decade, abolish the Markets Board and transfer the political oversight role elsewhere. The Board’s remit for the strategic oversight of the markets could be transferred to the Port Health & Environmental Services Committee (PHESC) which was the preferred option in the 2013 review referred to above; or to the Policy & Resources Committee itself given that this has responsibility for the Markets Colocation programme. Both options have their merits. The PHESC has a remit which includes a number of similar, frontline services whereas the PRC is of course predominantly a corporate and strategic committee.

- 8.19 Mindful of the operational remit of the markets, and that the PHESC already has responsibility for certain specialist and environmental services including outside of the Square Mile, I conclude that the case for transfer to the PHESC is the stronger one. At the point in the future when the markets have entirely relocated outside the Square Mile, oversight might more logically sit with the Property Investment Board as the markets might be seen wholly as a commercial investment asset.
- 8.20 I recommend that if the Markets Board is abolished, the Barking Reach Group should include amongst its membership two members elected by the Court of Common Council who have recent experience and expertise from recent time served on the Markets Board to provide for corporate memory and the retention of current working relationships.
- 8.21 I fully appreciate that a recommendation to abolish the Markets Board is one that will not find favour with all members. As the Board is a Grand Committee, this will be a decision for the Court of Common Council to take. I hope that the Court will reflect that my recommendation is not a knee-jerk reaction to recent events but has been under consideration for at least a decade. A post-Lisvane effort to reform the previous committee as a board has had no discernable impact. I conclude that if the Markets Board is not abolished now, this is an issue that will not go away and will reemerge (for a fourth time) in the near future. High standards of governance in public sector organisations are a pre-requisite of our national life, and local authorities which have attracted attention for their arrangements have been subject to Public Interest Reports.
- 8.22 I have applied indicative tracked changes to the PHESC Terms of Reference at sub-Appendix D.

9 Service committees and the New Museum Board

- 9.1 Service committees – including the Barbican Centre Board and the Police Authority but also external partner organisations like the Museum of London - have the expertise and experience relevant to their responsibilities and should be responsible for projects within the new framework. They should be empowered to undertake their work with streamlined and proportionate oversight. For Tier 1 projects that will operate under the direct sponsorship of a Member Board, the most successful models that the Corporation has implemented feature a subcommittee operating as a Project Board with a range of internal and external people who bring together the appropriate expertise and experience to manage the project. The City of London Primary Academy Project Board is seen as a successful example of this model. It is important for the streamlined gateway process to be adhered to: for capital building works, the two key decision points are agreement to the business case and submitting the project for planning permission at RIBA Stage 3.

- 9.2 It is also important for service committees to take heed of the wider culture and ways of working that the Corporation as a whole seeks to adopt. In the famous aphorism, ‘culture eats strategy for breakfast’, and in keeping with this spirit I believe that committees occasionally request the continuation of practice which is historic, for example requiring papers “for information” because delegations no longer require decisions to be taken by committee. This is a warning sign that improved and streamlined processes can be unwound by apparently reasonable member requests. The risk is that the significant efforts to modernise and streamline the decision-making process – increasing thresholds of delegation, focusing political decision making on the highest tier of risk and opportunity, eliminating excessive gateway reporting – are undermined by member requests to sustain current ways of working and thereby inhibit the more businesslike approach that is needed. In order to avoid these risks, a certain discipline needs to be adopted – for example, eliminating all “for information” reports. I acknowledge that the Corporation is paying attention to the need for a wider programme of culture change, and this is important for the new portfolio approach to project and programme management to work effectively.
- 9.3 It is equally true that corporate committees must take care not to micromanage responsibilities that have been delegated to service committees and, in the case of the Museum of London Board, should ensure an appropriately strategic and high-level relationship built on regular tripartite meetings.

10 Issues raised in my review that are extraneous to my terms of reference but may be of interest to members

- 10.1 During the course of my review, a number of issues were raised with me which are extraneous to my terms of reference but strike me as important and worthy of note. I have not made recommendations on the issues that follow because they are outside my terms of reference but register them as ones which strike me as important to the future success of the City of London Corporation and to which the Policy & Resources Committee might want to return in the future.
- 10.2 The first of these relates to the importance of inclusivity of all members to put themselves forward for senior elected roles which require significant time commitment. Currently, no Special Responsibility Allowances (SRAs) are paid to members holding office. This has been raised with me in the context of the growing, and welcome, newer members and diversity in the Court and the difficult position this places members who have the will and ambition to hold a leadership role, but not necessarily the financial means commensurate with the time commitment. I appreciate that this issue is currently under consideration with a report being prepared by Sir Rodney Brooke for the Policy & Resources Committee. The City of London Corporation is anomalous currently, certainly to local authority

comparators and although I recognise that this may be a difficult decision for members, it is a nettle that needs to be grasped.

- 10.3 The second is the nomenclature of Chairman of Policy & Resources Committee. Again, this is not a new issue (it was commented on by Lord Lisvane) but it seems to me that it is a question that will keep returning until it is convincingly addressed. The Lord Mayor's position is widely understood externally and internationally, and the title is both historic and also enjoys currency. The same cannot be said of the Chairman of Policy & Resources which is a cumbersome substitute for Leader of the City of London Corporation or other more recognisable descriptor of the Chairman's role. The reason that this is important is that as London and the UK urgently need to raise its international profile in the highly challenging circumstances of 2023, anything which obscures the leadership and external impact of the City of London needs to be addressed. Although I appreciate that the City of London Corporation is not a local authority, the political leader of all political institutions will have a title which unambiguously communicates its position. For example, the Government of Jersey (not a local authority) is headed by its Chief Minister. When promoting the island overseas, it is perfectly clear, immediately, that the Chief Minister is charged with overall political leadership. The title "Chairman of Policy & Resources Committee" does not meet this clarity test, and therefore is worthy of reconsideration.
- 10.4 The third is the skills shortages within both the public and private sectors which will be very familiar to members. The reasons for these skills shortages are numerous and they appear to be a persistent feature of the post pandemic landscape. I note that the Recruitment & Retention of staff has recently been elevated to a Red Risk in the Corporation's Risk Register. Amongst other activities, a current review of pay practice may help the Corporation become as competitive on remuneration as it needs to be, but it is important for members to appreciate that organisational culture is also a crucial factor that will either assist, or inhibit, the city in attracting and retaining key staff. This is of course a key role for the Town Clerk & Chief Executive and his top team, but it is also important for members who provide leadership on this culture. I have noted that the Target Operating Model effectively sidelined considerations of culture, but this remains an important consideration for both members and officers. In any industry, the most talented and capable people will gravitate towards organisations in which they feel trusted, empowered and challenged to be high achievers. This is equally true of the City of London Corporation and merits regular attention and benchmarking.
- 10.5 The fourth is the complexity of the Corporation's three roles reflected in the city cash/city funds/charitable funds distinction. I am sure that the Corporation's finest minds have grappled with how to reflect these different roles in the governance of the organisation, and that the complexity genuinely sets the corporation apart from all other public sector institutions. It is important for officers and members to understand the category that any particular agenda item and paper is set within, if only because the legislation relating to public access to information applies in differing ways. I understand that officers are

encouraged to indicate on the front of committee papers the relevant provenance of the paper – perhaps this should be a mandatory feature of all reports, recognising that some papers will be a combination or hybrid of two or three of these roles.

- 10.6 The fifth and final matter is the coordination of cultural and placemaking strategy. The City has unique cultural and place-based attractions, and of course these are central to the major projects to which the CoLC has committed. Destination City raises the profile and strategic significance of cultural strategy. However, it isn't clear to me how this potential and these commitments are brought together in a collaborative way with all relevant partners. I understand that the consultancy Publica has been commissioned to develop a cultural planning framework to cover the whole of the Square Mile, while a cultural content strategy is being developed to consolidate quality control. These actions are definitely needed – there seems to me to be a gap in the city's strategic leadership of the Square Mile's cultural offer, and the scale of investment that the Corporation is making in culture suggests this needs addressing.

11 Summary – future proposed member oversight of projects and programmes

- 11.1 The City of London Corporation has embarked on an ambitious and far-reaching programme of major projects demanding a governance and organisational framework that is proportionate to the opportunities and risks of these projects. The Corporation's next Corporate Plan needs a sense of urgency to 'catch up' with these commitments in order that the whole organisation can support a unified direction, and to ensure the organisational culture, processes and structures necessary for success.
- 11.2 The new approach to the Portfolio Management Office means that Tier 1 and Tier 2 projects (valued over £5 million) will be overseen by members in the relevant service committee, Capital Buildings Board or (in the case of the New Museum) its equivalent external board. This is the first line of defence.
- 11.3 The Operational Property & Projects Sub-committee – reporting to the Finance Committee – will take an overview of the entire PMO (Tiers 0 to 3) at a high level, utilising a dashboard of metrics to provide members with clear insight into progress. The OPPSC will focus on the process – ensuring that the right skills and expertise are in place at both officer and member levels. The OPPSC will consider how best to ensure multiple committees are adequately sighted on projects where this is relevant, and make any recommendations it may see fit on best practice and the development of a more commercial approach. This is the second line of defence.
- 11.4 The Audit & Risk Committee will continue to review working practices, especially on higher spend/higher risk projects, and report their findings to the relevant SROs and

Sponsor Boards. This is the third line of defence.

- 11.5 Reports to member Sponsor Boards should focus on two key gateway decision points – the proposed business case to initiate the project; and the point of developed design (RIBA Stage 3).
- 11.6 Capital Buildings Board will continue its remit for the Salisbury Square project and the Markets Colocation project. The detailed development of the Markets Colocation project will be overseen by the Barking Reach working group, reporting to Capital Buildings Board. The New Museum project will be overseen by its existing Board with minimal future involvement necessary by the CBB. The optimum member governance of pipeline capital construction projects in excess of £100 million will be considered on their individual merits and circumstances. In respect of the Barbican Centre renewal, the optimum arrangement may be (as with the Museum) a Project Board reporting to the service committee. Conversely, the Guildhall refurbishment construction would remain with the Capital Buildings Board.
- 11.7 The Markets Board will be abolished and its functions transferred to the Ports & Environmental Health committee.

12 Recommendations

- 12.1 I recommend that the Policy & Resources Committee considers the issues raised in my report and, if so persuaded, makes recommendations to the Court of Common Council to abolish the Markets Board and amend the terms of reference for the Operational Property and Projects Sub-committee, the Policy & Resources Committee and the Port Health & Environmental Services committee in line with the four appendices to this report.

13 Closing statement

- 13.1 I hereby conclude my independent review. I have embarked on this review with the utmost commitment to fairness, objectivity, and transparency. My goal was to provide a comprehensive evaluation, considering both strengths and areas for improvement. Through extensive research and consultation with relevant stakeholders, I have strived to offer valuable insights and recommendations.
- 13.2 It is important to note that this review is intended to serve as a catalyst for positive change, promoting robust decision making, efficiency, and excellence. I hope that my findings and recommendations will inspire productive discussions and actions, leading to tangible and sustainable improvements in the areas under review.

13.3 Once again, I express my gratitude for the opportunity to conduct this review and wish to express my sincere thanks to all those who participated in this review or supported its delivery. Your contributions have been invaluable in shaping my understanding and enriching the final outcomes.

Paul Martin
June 2023

Operational Property and Projects and Procurement Sub-Committee

Composition

- the Chairman and Deputy Chairman of the Finance Committee or their nominees
- the Chairman and a Deputy or Vice Chairman of the Policy and Resources Committee
- Four Members appointed by the Policy and Resources Committee
- Four Members appointed by the Finance Committee
- Up to two Members to be co-opted by the Sub-Committee from the Court of Common Council with relevant experience.

Terms of Reference

To be responsible for:-

Projects

- a) Overseeing the total portfolio of projects overseen by the Chief Executive's Portfolio Management Board and receiving regular high level dashboard reports on their progress, identifying notable risks and proposed mitigations;
- b) Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
- c) Determining how political oversight of relevant Tier 1 and Tier 2 projects can best be achieved where several committees are stakeholders on the proposed project and when projects in excess of £100 million require Policy & Resources Committee oversight;
- d) Reviewing the City Corporation's project management processes, development of project management skills and expertise and the systematic embedding of commercial approaches that share investment and risk.

Procurement

- e) To scrutinise and be responsible for value for money on all City of London Corporation and City of London Police procurement contracts above thresholds stipulated within the City of London Corporation's Procurement Code (total contract value) at key stages, including initial tender strategy to final contract award sign off.
- f) To consider and recommend all procurement contracts above thresholds stipulated within the City of London Corporation's Procurement Code to the Finance Committee.
- g) To invite representative(s) from the relevant Spend Committee to attend meetings ensuring decisions are made corporately.
- h) To provide officers with advice focussed specifically on value for money, and consider lessons learned when major contracts are coming to an end (i.e. before the (re)tender process begins).
- i) To review and consider approvals of £4m waivers for the Chamberlain's department contracts.
- j) To work with the Finance Committee to review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote value for money and ensure compliance with the UK Public Contract Regulations and the Corporation's Procurement Code.

Corporate Assets

- ~~k) To be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
 - ~~i. agreeing the Corporate Asset Management Strategy;~~
 - ~~ii. responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;~~
 - ~~iii. responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;~~
 - ~~iv. To maintain a comprehensive Property Database and Asset Register of information which can be used in the decision-making process;~~
 - ~~v. In line with Standing Orders 53 (Asset Management Plans) and 56 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets;~~
 - ~~vi. Oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind; and~~
 - ~~vii. In accordance with Standing Orders 57 and 58, the Sub-Committee can make disposals of properties which are not suitable to be retained as investment property assets.~~~~
- ~~l) In accordance with thresholds stipulated within Standing Orders 55, 56 and 57, the Sub-Committee can approve acquisitions and disposal of operational properties which are not suitable to be re-use or to be retained as investment property assets.~~
- ~~m) The power to commission from Service Committees periodic management information on asset management performance including, where relevant:
 - ~~i. third party agreements, income, rent arrears (including HRA)~~
 - ~~ii. efficiency of operational assets including vacant space and utilisation in accordance with SO 55.~~~~
- ~~n) To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;~~
- ~~o) To monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;~~
- ~~p) To recommend to the joint meeting of the Resource Allocation Sub-Committee and the Efficiency and Performance Sub-Committee the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure);~~
- ~~q) To be responsible for strategies, performance and monitoring initiatives in relation to energy;~~
- ~~r) To monitor and advise on bids for Heritage Lottery funding; and~~
- ~~s) To provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with the Corporate Services Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure.~~

Policy and Resources Committee

Terms of Reference

To be responsible for:-

General

- (a) considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
- (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
- (d) the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities, communications strategy and public relations activities;
- (e) the use of the City's Armorial bearings;
- (f) the appointment of the City Surveyor;
- (g) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
- (h) the functions of the Court of Common Council as walkway authority and under Part II of the City of London (Various Powers) Act 1967 (excluding the declaration, alteration and discontinuance of City Walkway) for the purposes of promoting works to the Barbican Podium;
- (i) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
- (j) making recommendations to the Court of Common Council in respect of:
 - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
 - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
 - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
 - (iv) the promotion of legislation and, where appropriate, byelaws;

Resource Allocation

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

Corporate Assets

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

Projects (Capital and Supplementary Revenue)

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

Hospitality

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

- (o) **Privileges**
Members' privileges, facilities and development;
- (p) **Sustainability**
strategies and initiatives in relation to sustainability;
- (q) **Business Improvement Districts**
responsibility for the functions of the BID Proposer and BID Body (as approved by the Court of Common Council in October 2014);
- (r) **Sub-Committees**
appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
* Resource Allocation (including Operational Property)
Outside Bodies
Communications and Corporate Affairs
Freedom Applications
Capital Buildings
Competitiveness
†Civic Affairs
~~—Operational Property and Projects (jointly with the Finance Committee)~~
Equality, Diversity and Inclusion
- * The constitution of the Resource Allocation Sub Committee is set by the Court of Common Council and comprises the Chairman and Deputy Chairmen of the Grand Committee, past Chairmen of the Grand Committee providing that they are Members of the Committee at that time, the Chairman of the General Purposes Committee of Aldermen, the Chairman and Deputy Chairman of the Finance Committee, the Chairman of the Establishment Committee, the Senior Alderman below the Chair and six Members appointed by the Grand Committee.
- † the Working Parties or Sub Committees responsible for hospitality and Members' privileges shall be able to report directly to the Court of Common Council and the Chief Commoner able to address reports and respond to matters in the Court associated with these activities.
- (s) **Standards and Code of Conduct**
Following the decision of the Court of Common Council on 14 January 2021, the Committee shall have interim responsibility for the following matters, previously under the purview of the Standards Committee, until such time as the Court determines otherwise:-
- (i) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
 - (ii) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
 - (iii) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
 - (iv) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Corporate Services Committee;
 - (v) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Corporate Services Committee;
 - (vi) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

- (t) **Freedom Applications**
Responsibility for all matters relating to Freedom Applications;
- (u) **Capital Buildings**
Responsibility for ~~major capital building (defined as all projects for new or substantially refurbished buildings or associated preparatory works and enabling projects~~ with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee, which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation;
- (v) **Operational Property and Projects (joint with Finance Committee)**
~~The Operational Property and Projects Sub Committee is~~ Responsibility for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex), ~~In addition, the Sub Committee together with~~ responsibility for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.
- ~~It provides dedicated scrutiny for all City Corporation and City of London Police procurement contracts above £2m, with a view to driving value for money;~~
- (w) **Benefices**
All matters relating to the City's obligations for its various benefices.
- (x) **Equality Diversity and Inclusion**
To have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation through the establishment of the Equality, Diversity and Inclusion joint Sub Committee with the Policy & Resources Committee.

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Finance Committee

Terms of Reference

To be responsible for:-

Finance

- (a) Ensuring effective arrangements are made for the proper administration of the City Corporation's financial affairs;
- (b) making recommendations to the Court of Common Council in respect of:-
 - (i) the audited accounts, the Annual Budget and to recommend the non-domestic rate and Council Tax to be levied and to present the capital programme and make recommendations as to its financing;
 - (ii) the appointment of the Chamberlain;
- (c) considering the annual budget of several committees, to ascertain that they are within the resources allocated, are applied to the policies for which those resources were allocated and represent value for money in the achievement of those policies;
- (d) determining annually with the Resource Allocation Sub-Committee, the appropriate performance return bench marks for the City's Estates;
- (e) obtaining value for money in all of the City of London Corporation's activities, contracts, and in the City of London Police;
- (f) monitoring performance against individual Departmental Business Plans and bringing about improvements in performance;
- (g) the effective and sustainable management of the City of London's operational assets, to help deliver strategic priorities and service needs;
- (h) overseeing the City of London Corporation's approved list of contractors and consultants;
- (i) dealing with requests for allowances, expenses, insurance, business travel, treasure trove and Trophy Tax;
- (j) providing strategic oversight and performance management of all grant giving activity by the Corporation, other than for the Bridge House Estates.
- (k) strategies and initiatives in relation to energy;
- (l) except for those matters reserved to the Court of Common Council or which are the responsibility of another Committee, the Committee will be responsible for all aspects of the City of London Charities Pool (1021138) day-to-day management and administration of the charity. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charity, and to support expedient and efficient delivery of the charity's objects and activities in accordance with the charity's annual budget, strategy and policies
- (m) [the projects procedure, including scrutiny and oversight of the management of projects and programmes of work delivered in accordance with this.](#)

Sub-Committees

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

Efficiency & Performance Working Party

The Efficiency & Performance Sub Committee (now Working Party) was created in 2011 to scrutinise plans for efficiency and performance across all of the City Corporation's departments and the City of London Police. It supports officers to drive value for money in areas such as third-party contracts, budgeting and facilities/asset management, and promotes effective planning - both on a departmental basis and for the Corporation as a whole.

~~Operational Property and Projects and Procurement (joint with Policy & Resources Committee)~~

~~The Operational Property and Projects Sub Committee is responsible for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex). In addition, the Sub Committee is responsible for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.~~

This Sub-Committee provides dedicated scrutiny for all City Corporation and City of London Police procurement contracts as prescribed in the Procurement Code above £2m, with a view to driving value for money.

It also provides dedicated scrutiny for all City Corporation and City of London Police Projects as prescribed by the Projects Procedure.

Capital Buildings Board

Composition

- The Chairman and Deputy or a Vice Chairman of the Policy & Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee or their nominee
- Three Members appointed by the Policy & Resources Committee
- Five Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- The Chairmen and Deputy Chairmen of those service committees which will become responsible for completed capital building projects, or their nominees (ex-officio)*
- The Chairman of the General Purposes Committee of Aldermen, or their nominee.

** Such Chairmen and Deputy Chairmen (or their nominees) to become ex-officio Members of the Committee upon the Court of Common Council giving its approval in principle for the project to proceed, with their membership to cease upon the new building being handed over to their Committee.*

- Together with up to two non-City of London Corporation Members and a further two Court of Common Council Members with appropriate experience, skills or knowledge to be appointed by the Board.

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

In respect of major ~~capital building~~ projects[†] which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation, to be responsible for ~~(without recourse to any other Committee):-~~

- (a) overall direction and co-ordination;
- (b) financial control and variances within the overall approved budget for the project;
- (c) review of progress;
- (d) decisions on significant option development and key policy choices; and
- (e) decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project. Such properties, upon the approval of the capital building project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.[‡]

In respect of Major Capital Building projects and/or programmes which have been approved in principle by the Court of Common Council and where the City of London Corporation is a major funder:-

- (f) Monitoring of progress against agreed milestones; and
- (g) The release of the City of London Corporation's funding.

[†] Defined as ~~all projects for new or substantially refurbished buildings or associated preparatory works and enabling projects~~ with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee.

[‡] Such transactions shall therefore not require the additional approvals of the Property Investment Board, Operational Property and Projects Sub-Committee, Finance Committee, and Court of Common Council. However, the Policy & Resources Committee shall reserve the right to retain ultimate decision-making powers in respect of properties where the disposal is considered to have significant strategic or policy implications.

Notes:

Whilst the Board will need to have dealings with external parties relevant to the buildings concerned in projects for which the Board is responsible, ownership and custody of these relationships shall rest with the relevant service committee and the Capital Buildings Board shall act in accordance with this.

Port Health, & Environmental Services & Markets Committee

Terms of Reference

To be responsible for:-

- a) all the City of London Corporation's environmental health, port health, animal health, consumer protection, licensing (with the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, the street trading enforcement functions in the London Local Authorities Act 1990 including any decision as to whether the s.101 arrangements should be discontinued, and cemetery and crematorium functions;
- b) the implementation of those sections of any Acts of Parliament and/or European legislation which direct that the local authority take action in respect of those duties listed at (a) above;
- c) the appointment of the Executive Director of the Environment (acting jointly with the Planning & Transportation Committee, Natural Environment Board, and Licensing Committee);
- d) the appointment of the Director of Open Spaces (acting jointly with the Natural Environment Board);
- e) determining any appeals against a decision not to grant City premises a licence under the provisions of the Marriage Act 1994 and the City of London (Approved Premises for Marriage) Act 1996 to conduct civil marriage ceremonies;
- f) the appointment of the City of London Coroner;
- g) making recommendations to the Court of Common Council in respect of the making and sealing of byelaws for the variance of charges at the Animal Reception Centre.
- h) oversight of the management of all matters relating to Smithfield Market, Billingsgate Market and New Spitalfields Market and the letting of all premises therein;
- i) the appointment of the Director of Markets.

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Resource Allocation Sub-Committee

Composition (agreed by the Court of Common Council)

Chairman of the Policy and Resources Committee (Chairman)
Chairman of the Finance Committee (Deputy Chairman)
The Deputy Chairmen of the Policy and Resources Committee
The Deputy Chairman of the Finance Committee
Chairman of the General Purposes Committee of the Court of Aldermen
The Senior Alderman below the Chair
The Chairman of the Corporate Services Committee
Past Chairmen of Policy and Resources Committee providing that they are Members of the Committee at the time.
Six Members of the Policy and Resources Committee

Terms of Reference

- a) ~~following advice from the Operational Property and Projects Sub-Committee~~ to have power to determine the City Corporation's programme for repairs, maintenance and cyclical replacement of plant & equipment in respect of all operational and noninvestment properties, including the prioritisation of the various schemes and projects;
- b) to determine the appropriate investment proportions between property and non-property assets;
- c) to recommend to the Grand Committee the extent of properties held by the City of London Corporation for strategic purposes, including within the City of London itself;
- d) to recommend to the Grand Committee the allocation of operational property resources for service delivery ~~(following Operational Property and Projects Sub-Committee's consideration of effective use)~~;
- e) to be the reporting and oversight body for the review of Operational Property;
- f) to be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including:
 - i. agreeing the Corporate Asset Management Strategy;
 - ii. responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
 - iii. responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
 - iv. to maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;
 - v. in line with Standing Orders 53 (Asset Management Plans) and 56 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets;
 - vi. oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind; and

- vii. in accordance with Standing Orders 57 and 58, the Sub Committee can make disposals of properties which are not suitable to be retained as investment property assets.
- g) in accordance with thresholds stipulated within Standing Orders 55, 56 and 57, the Sub-Committee can approve acquisitions and disposal of operational properties which are not suitable to be re-use or to be retained as investment property assets.
- h) the power to commission from Service Committees periodic management information on asset management performance including, where relevant:
 - i. third party agreements, income, rent arrears (including HRA)
 - ii. efficiency of operational assets including vacant space and utilisation in accordance with Standing Order 56.
- i) to be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;
- j) to monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;
- k) to consider, at the annual joint meeting of the Resource Allocation Sub-Committee with Committee Chairs and the Efficiency and Performance Working Party, the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure);
- l) to be responsible for strategies, performance and monitoring initiatives in relation to energy;
- m) to monitor and advise on bids for Heritage Lottery funding;
- n) to provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with the Corporate Services Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure;
- o) to recommend to the Grand Committee an appropriate allocation of financial resources in respect of the City Corporation's capital and revenue expenditure;
- p) to meet with Chairmen of Service Committees to advise on the status of the City Corporation's budgets and the recommended allocation of financial resources overall and discuss any emerging issues;
- q) to set the annual quantum for each City's **Endowment** and City Fund grants programme (including for City's **Endowment** funded open spaces grants);
- r) to consider the annual performance reports for all grants programmes from the Finance Committee;
- s) to consider funding bids in respect of the Community Infrastructure Levy Neighbourhood Fund of over £50,000; and
- t) to consider and make recommendations in respect of matters referred to it by the Grand Committee including matters of policy and strategy.

Report – Policy and Resources Committee

Approach to the next Corporate Plan

To be presented on Thursday, 20th July 2023

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

SUMMARY

Policy and Resources Committee considered and approved at its meeting on 6th July 2023 a revised approach to delivering the next Corporate Plan, and a proposal to deliver a new five-year Corporate Plan (2024-2029) to start in April 2024. This course of action will also require approval of an extension of the existing Corporate Plan 2018—2023 until March 2024, rather than production of an Annex covering 2024.

RECOMMENDATION

That Members:

- Agree to the next Corporate Plan being produced to cover April 2024 - March 2029, commencing on 1st April 2024.
- Agree to the Corporate Plan 2018-23 being extended (without any additions) to end on 31st March 2024.

MAIN REPORT

Background

1. The City of London Corporation's Corporate Plan 2018-23 is due to conclude in 2023. Following several reviews and significant change within the City of London Corporation, it was agreed by Policy and Resources Committee on 20th October 2022 that a narrative 2024 be prepared and annexed to the Corporate Plan 2018-2023. A new Corporate Plan was in due course to be agreed and implemented for the period 2025-2030. [The Corporate Plan Annex 2024 workstream formed part of the wider Resources and Priorities Refresh \(RPR\) Programme.](#)

Current position

2. Having reviewed the current position, your Policy and Resources Committee has proposed moving directly to a new Corporate Plan running from April 2024 – March 2029, reflecting Political priorities along with wider City Corporation strategy and planning that commenced post 2018. If agreed, the Corporate Plan Annex workstream will end, but the activities and engagement conducted will inform the new Plan for 2024-29.
3. Setting a clear vision and values for the City Corporation to provide direction and focus for the next five-year period is now considered to be in the best interests of the organisation, staff and stakeholders.

4. It will be challenging to deliver a Corporate Plan 2024-29 in the timescale available and, with that in mind, communicating a clear purpose is essential. The new Plan will not, therefore, include reference to everything that the City of London Corporation does.
5. Whilst the final Corporate Plan 2024-29 will be brought forward to this Honourable Court for final approval, the following working assumptions have been made in its drafting:
 - a. The Corporate Plan, alongside collaborative leadership support and wider transformational change such as the People Strategy, and Resources and Priorities Refresh (RPR) programme workstreams, will play a key part as a catalyst for improved ways of working but it alone cannot produce culture change or solve silo working, prioritisation, or budget challenges.
 - b. Corporate Plan objectives will be associated with clearly defined outcomes, supported by ways of measuring and reporting performance – including reporting on underlying data that is shareable within the organisation.
 - c. The Corporate Plan will be considered a living document that is reviewed and refreshed during its lifetime. Other reviews (e.g. Adult Social Care, Children’s Care, Housing), that will not have been delivered in time to be reflected within the first iteration, can therefore be referenced once available.
 - d. There is no new money for the Financial Year 2024-25. Finance pressures exist within the Medium-Term Financial Plan. New ideas/initiatives for this period will need to be either affordable within existing budgets, cost neutral, or revenue making as a result of income generation, or start in or after the 2025-26 Financial Year. From the 2025-26 Financial year, the City Corporation will sync its business planning cycle with the Corporate Plan cycle, so that Departments and Institutions create five-year business plans that are aligned and reviewed annually; the business planning cycle will need to be significantly improved as part of this.
 - e. In the longer term the Corporate Plan should be linked and aligned to individual performance.
6. Policy and Resources Committee are therefore recommending to the Court of Common Council that Corporate Plan 2018-23 be extended to end on 31st March 2024, after which point a new Plan will be adopted.

Next steps

7. Members will be consulted on Corporate Plan 2024-29 development.
8. An indicative timeline for producing the Corporate Plan 2024-29 can be found at Appendix 1.

Conclusion

7. Court of Common Council are asked to provide their agreement to proposals relating to the Corporate Plan as set out in this report.

Appendices

Appendix 1 – Corporate Plan 2024-29 timeline

Background Reports

[Corporate Plan 2018-23](#)

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

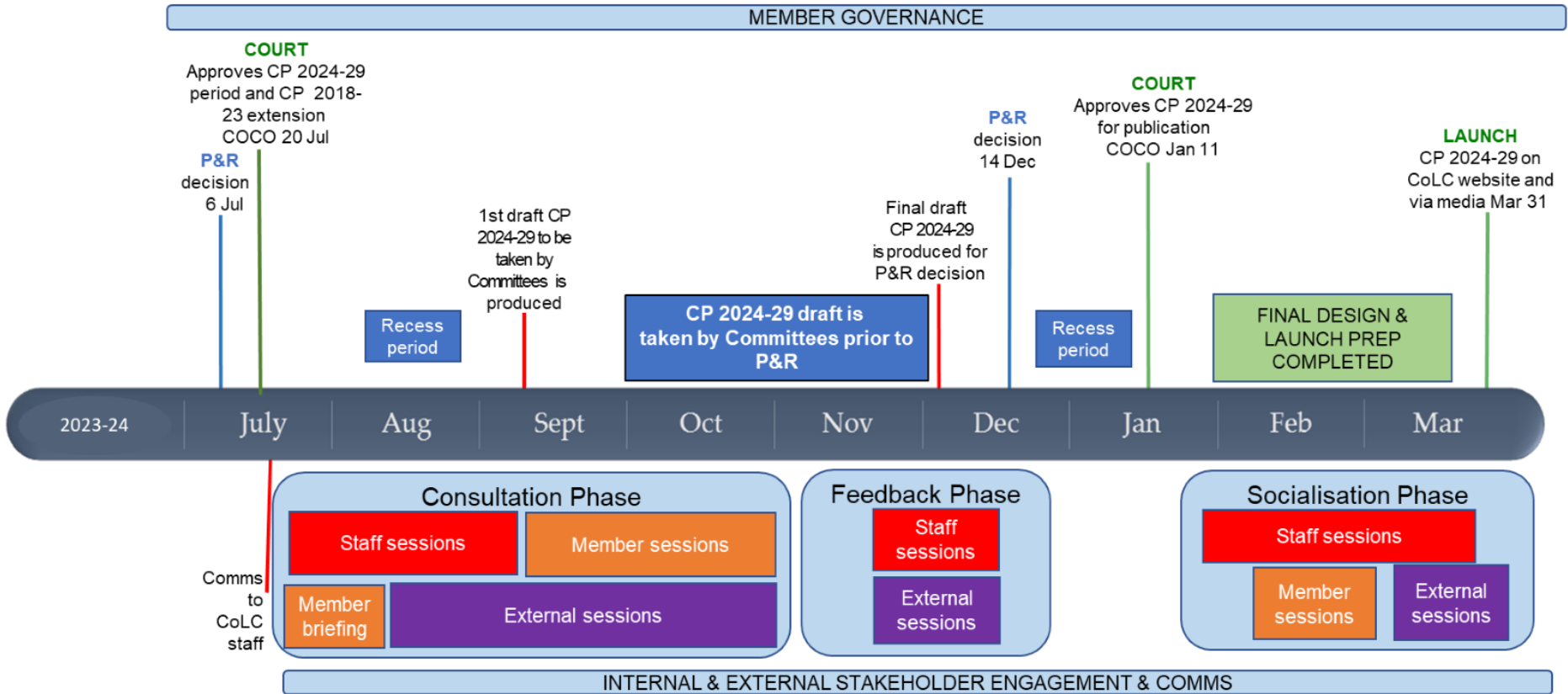
DATED this 6th day of July 2023.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy and Resources Committee

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Appendix 1: Indicative timeline for Corporate Plan 2024-29



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Report – Planning and Transportation Committee

Bank Junction Improvements (All Change at Bank): Traffic mix and timing review update

To be presented on Thursday 20th July 2023

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

SUMMARY

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

Much work has been undertaken since and your Planning & Transportation Committee, together with its Streets & Walkways Sub-Committee, have considered a number of reports. The latest position was considered in detail by your Planning & Transportation Committee at its meeting on 21 June 2023 (full report available [here](#)), where a number of challenges in progressing the review were noted, together with some significant risks regarding the agreed methodology in order to reach the point that a change to the traffic or timing of the restrictions could be achieved. In particular, there is a requirement to obtain Transport for London (TfL) approval and it was noted that various matters still need to be addressed before TfL would be likely to consent to any revised proposals: it was considered that proceeding precipitately, before these issues are resolved, would risk their refusal.

Following this consideration, your Committee took the view that it would be prudent to pause further work on the traffic modelling exercise (a key constituent part of the overall review), to allow for a focus on identifying and evidencing the need for change and how this can be best addressed. In addition, undertaking further work with TfL to understand the potential latent demand of the network if a route through Bank were available. It is unclear how attractive a route through Bank may be, and therefore how many vehicles are likely to use that route which makes forecasting the impact of the change very difficult. This work would then form the basis of a future decision to resume modelling in due course, in advance of public consultation. Subsequently a final decision whether to make a permanent or experimental change to allow taxis, or other vehicles, to use the junction would be taken. This is considered to be the course of action which will enable the strongest, most robust case to be put forward to TfL, which would in turn maximise the opportunity for a successful outcome. This approach limits expenditure while efforts to demonstrate a need for change can be developed, prior to any decision to continue the traffic modelling. The traffic modelling exercise is where the substantive cost of the review will sit, so pausing activity whilst determining the case for change will mitigate against the risk of abortive costs now and additional costs later.

The Court is not being requested this day to make any determination as to whether to allow additional motor vehicles through Bank Junction; this decision would be for

Members to make at a later date, once further evidence is collated and relevant modelling has been undertaken. Instead, the Court is asked today to endorse proposals in relation to the process of getting to the point of decision-making, so as to ensure the best opportunity of success in making a change, should the conclusions of the final review recommend this. Given that the Court previously requested the outcomes of a review to be reported back as soon as practicable, the Court's explicit approval to countenance this element of delay, in the interests of improving the chances of identifying and presenting any case for change, is sought.

RECOMMENDATION

That this Honorable Court **approves** the pause of further work on the traffic modelling exercise at Bank Junction for the time being, to provide instead for a focus on identifying and evidencing the need for change and how this can be best addressed, and on undertaking further work to understand the potential latent demand.

MAIN REPORT

Background

1. Bank junction has been restricted to buses and cycles only, Monday to Friday between 7am and 7pm, since May 2017 following the introduction of the Bank on Safety scheme. The All Change at Bank project follows this change and is currently in construction following approval in December 2021, and is intended to reduce casualties and pedestrian crowding, whilst improving air quality and public perception of the space. The junction's layout is being altered, narrowing the carriageway and increasing the space available for people walking through the junction and/or accessing the station or surrounding buildings. Parts of neighbouring streets will also be closed to motor vehicles, or their operation altered.
2. At the time of making the decisions to proceed, it was acknowledged that there was still a need to review the traffic mix and timing of the altered junction. This could not be undertaken confidently at that stage due to the impact of temporary Covid-19 recovery schemes in operation and uncertainty as to what the return to workplace might look like. It was initially agreed that the review would take place 12 months after the completion of the construction, once there was greater clarity.
3. A motion was subsequently approved at the Court of Common Council in April 2022 which included the following requirement in relation to Bank junction: *"That the Planning & Transportation Committee be requested immediately to begin a review of the nature and timing of current motor traffic timing restrictions at Bank Junction, to include all options. This review will include full engagement with Transport for London and other relevant stakeholders, data collection, analysis and traffic modelling. The Planning & Transportation Committee should then present its recommendation to this Honourable Court as soon as practicable."*
4. Delays in collecting the required traffic data were experienced due to a number of closures and diversions on the network. Once obtained, initial feasibility traffic modelling was undertaken to assess the likely impacts/benefits of making changes to the types of vehicle moving through Bank during the existing 7am to 7pm, Monday to Friday traffic restrictions. This work demonstrated that the reintroduction of general traffic was not feasible, indicating significant journey time delays for buses and general traffic in the wider area that would be difficult to mitigate. In March 2023, it was agreed that no further work on the option to reintroduce general traffic into Bank would be undertaken.

5. Since that March 2023 report, further work has been undertaken exploring the various options to mitigate the traffic impacts identified in the initial feasibility work. This included signal timing redistributions and extended signal cycle times as well as investigating different routing options as a form of mitigation and to understand the probable constraints of the network better.
6. Analysis has also been undertaken of the use of the junction by people walking and cycling compared to pre-pandemic volumes and reviewed latest casualty data and air quality monitoring. An interim equalities analysis has also been commissioned and completed. These are detailed in the [full report to your Committee](#).

Current Position

7. Traffic reviews of this type are usually informed by recent performance of particular aspects, such as traffic collisions and casualties, volumes of people travelling, equality concerns and/or air quality, causing issues that need mitigating and then assessing the impacts and benefits of making a change. However, because of the pandemic and associated changes in working patterns and travel habits, data from previous years may not be representative and it is difficult to draw definitive views or conclusions. This makes it very challenging to undertake the review at this time.
8. The full report presented to your Planning & Transportation Committee summarised the key data that is informing the current context of the review, refers to previous data that was collected pre-pandemic in support of the current approved All Change at Bank scheme, and highlights where there are fluctuations. The report also set out some of the difficulties regarding the level of confidence officers have in forecasting future performance of traffic with allowing more vehicles through Bank, based on the current flows and demand patterns. In summary, the key findings are that, to date, analysis of the use of the junction by people walking and cycling, casualty data, air quality monitoring and interim equalities analysis has not identified a clear need for change to the restrictions at Bank on transport grounds.
9. The statutory regime puts the consideration of any traffic implications (which would result from a change to any traffic orders) at the forefront of decision making when discharging the City Corporation's duty set out in Section 122 of the Road Traffic Regulation Act 1984. To date, there is no clear transport need for a change over and above the scheme that is currently being constructed.
10. The evidence of the feasibility traffic modelling at this stage indicates that a change to the mix of traffic would not be significantly detrimental to journey times, but this needs to be strongly caveated against the uncertainty around the number of vehicles that would use the junction if the restrictions were changed and how this impacts journey times. This is linked to the difficulty in forecasting what the latent demand in the network would be if Bank were reopened to other vehicles and how attractive this route would be.
11. The City Corporation has duties under section 149 of the Equalities Act 2010 which it must take into account, and the most likely potential driver for change is whether changing the mix of traffic addresses an equality concern around accessibility for people who rely on taxis.
12. However, it is not yet clear whether the potential benefits of allowing taxis would outweigh the potential disbenefits for people walking, cycling or using public

transport in the area. This is an issue that needs to be more fully explored to understand the balance of benefits and disbenefits, and, if a change to the traffic/timing mix at Bank is the best way to address this. This work would enable the City Corporation to discharge the equalities duty and give the best chance of successfully delivering improvements.

Proposal

13. As can be seen above, there are many aspects that need to be considered as part of this review to make an informed decision as to whether to progress with a change to the permanent traffic orders at Bank. Further data collection, together with stakeholder engagement, is needed before a conclusion could be drawn in respect of any equalities implications. Crucially, there is an imperative to justify either a transport or equalities need, in order to inform a case for change to the traffic orders.
14. Your Committee has considered various options as to the optimal route forward. However, the current level of uncertainty regarding the model outputs not accurately forecasting impacts of any future relaxation of the restrictions is of concern. The unknown latent demand does not necessarily need to be a large influx of additional vehicles before the journey times are detrimentally impacted from that shown in the early feasibility work. TfL will require robust forecasts in order to validate and audit the model outputs, prior to any consideration to approve a proposed change. There is a high risk that any traffic model exercise undertaken now would not get TfL approval and, if it did, that the subsequent increase in volume of vehicles would create unanticipated journey time delays and queuing at Bank and in the surrounding area. Queuing traffic would also increase the risk of a collision. The costs of proceeding regardless would amount to a six-figure sum, with a low likelihood of success.
15. Ultimately, your Committee determined that pausing the technical modelling and undertaking further work to identify the latent demand would reduce the associated risk of spending money trying to promote a scheme with a high risk of not being approved by TfL. It also reduces the risk of promoting a scheme that may disproportionately impact people with protected characteristics that do not use taxis, whilst affording the opportunity to expand on the positive impacts that taxis may bring. Spending some additional time to engage and research these issues thoroughly will minimise the risk to the rest of the programme. It also reduces the risk around the uncertainty of other schemes in the local area and the intention for their progression.
16. Having a stronger well evidenced argument for change which is then backed up by the traffic modelling makes for a better scheme proposal which could be delivered by either a permanent or experimental route depending on what was most appropriate. The outline process and decision making points for either a permanent or experimental route are shown in appendix 1. Such an approach would be in line with our usual approach to developing proposals for change.
17. Pausing the modelling also provides the opportunity to gain clarity on the TfL schemes proposed for Bishopsgate/London Bridge and consider if these were to be made permanent what, if any, further mitigation might be offered and how this interlinks with the opportunity for improvements at Monument junction.

Conclusion and Next Steps

18. The Court previously requested that a review of all options regarding the nature and timing of motor traffic at Bank Junction be undertaken and reported back as soon as is possible.
19. It is apparent that there is, as yet insufficient data to put forward to TfL a case for either an experimental or permanent change to the Junction, and that further work is necessary to understand the equalities implications of various options and make any case for change.
20. In order to mitigate against the risk of proposals being rejected by TfL and to avoid wasted expenditure, it is recommended that work on the traffic modelling exercise element of the review be paused at this time, so as to allow for further work on demonstrating the need for change to be undertaken.
21. It is anticipated that this additional activity will be completed by June 2024, with sufficient information obtained to establish what the evidence for change is, and allow this Court to come to a judgement as to whether or not it wishes to proceed and on what basis.

Appendices

- Appendix 1 – Process Maps indicating next steps and decision-making points

The full report and various public appendices considered by the Planning and Transportation Committee, together with the draft minute of the discussion, can be found [here](#).

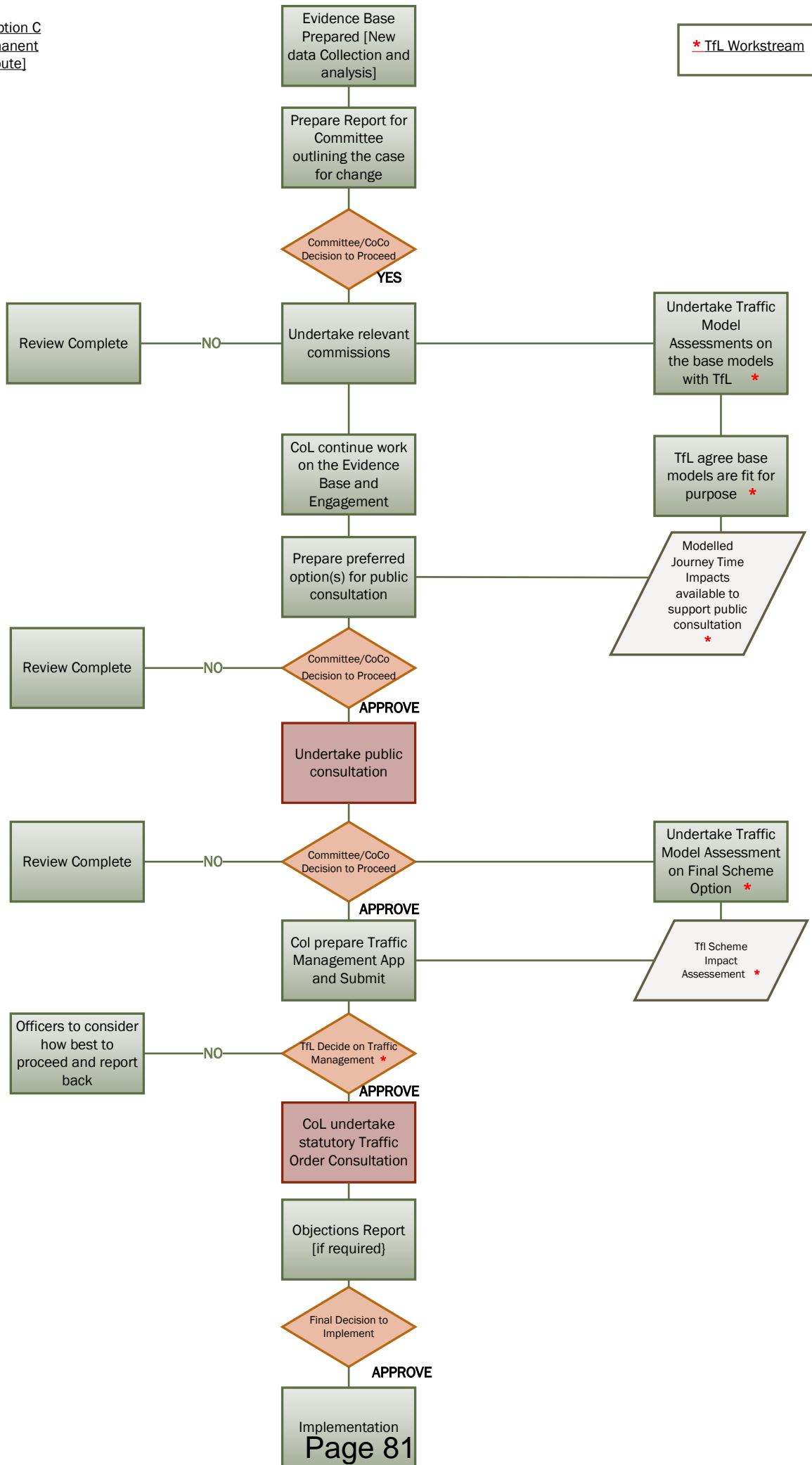
All of which we submit to the judgement of this Honourable Court.

DATED this 21st day of June 2023.

SIGNED on behalf of the Committee.

Deputy Shравan Joshi MBE
Chairman, Planning and Transportation Committee

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Report – Finance Committee

Increase in Contract Value – Work and Health Programme (Central London Works)

To be presented on Thursday, 20th July 2023

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

SUMMARY

Central London Works (CLW) is an employment programme, managed by Central London Forward (CLF), which supports disabled residents in Central London into work. Central London Forward is a partnership of the 12 Central London local authorities and hosted by the City of London Corporation.

This report seeks approval for an increase in the value of the contract of the Work and Health Programme Contract by £6m, or 7.1% of the current contract value. The contract end date will be unaffected. The elements of the extension are detailed in paragraph 4 in the main body of this report. The increase in the contract value will be funded by an additional £2.9m from the Department for Work and Pensions (DWP) and £3.1m of UK Shared Prosperity Fund. Whilst the increase in contract value is fully funded, approval is required as the contract value exceeds £2m, as set out in Section 16.3 of the Procurement Code (Part One). The increase is permissible under Regulation 72(1)(b) of the Public Contracts Regulations 2015.

Going out to re-tender at this time is not a viable option, as delivery is expected to start from September 2023, and there would not be sufficient time to allow a new supplier to mobilise. However, if the City Corporation were to do nothing and not extend this contract, it would be unable to provide this additional support to residents, leaving the Central London sub-region as the only part of England and Wales where the place and train support is not available. This would present a reputational risk for Central London Forward and the City Corporation and would not be in the best interests of Londoners. Therefore, your Finance Committee, with the concurrence of the Operational Property and Projects Sub-Committee recommend that approval be granted to the increase in contact value.

RECOMMENDATION

The Court of Common Council is asked to approve an increase of £6m to the Central London Works Work and Health Programme contract, to give a total value of £89.6m.

MAIN REPORT

Background

1. The Central London Works contract was awarded in 2018 at a value of £53.4m over 5 years, with an option to extend for 2 years. The programme was funded by the Department for Work and Pensions (DWP) and the European Social Fund (ESF).
2. In 2020 the contract was varied to deliver the Job Entry: Targeted Support (JETS) programme. JETS provided rapid support to residents who lost their jobs during the pandemic. The value of the JETS Programme was £18.0m.
3. On 8 December 2022, this Honourable Court approved the extension of Central London Works for 23 months, enacting the extension clause in the original contract. The programme will take new starters until October 2024.

Current Position and Proposal

4. Central London Forward (CLF) would like to increase the contract value for Central London Works in order to support more residents into work. There are two elements to the extension:
 - **Place and Train** – On 9 June 2023, DWP offered £2.9m of funding to deliver ‘place and train’ support, through Central London Works, whereby participants would be supported rapidly into work and provided with ongoing support to sustain employment. This additional funding would help to deliver a further 1,353 economically inactive residents. DWP expect the support to be delivered from September 2023.
 - **UK Shared Prosperity Fund (UKSPF)** – UKSPF has been designed to replace ESF post-Brexit. CLF has been allocated £8.3m of UKSPF by the Greater London Authority, which is the managing authority for UKSPF in London. CLF would like to use £3.1m of our UKSPF funding to support an additional 1,462 residents through the Central London Works programme.
5. The end date of the programme would be unaffected, and the support offer remains substantially the same.
6. The increase is permissible under Regulation 72(1)(b) of the Public Contracts Regulations 2015, as a change of contractor would ‘*cause significant inconvenience or substantial duplication of costs for the contracting authority*’, and because the increase in value does not exceed 50% of the original contract.
7. The proposed increase in contract value is £6m, representing 7.1% of the current contract value. The total contract value after the increase will be £89.6m.
8. Your Committee has noted that re-tendering would not be a viable option: as delivery is expected to start from September 2023, there would not be sufficient time to allow a new supplier to mobilise. If we do nothing, and are not able to provide additional support, this will pose a reputational risk.

Corporate and Strategic, Financial, Legal, Risk, Equalities and Climate Implications

9. The increase would contribute to outcomes 2, 3 and 8 of the City Corporation's Corporate Plan, and priority 1 of the Central London Forward Strategy.
10. The increase is fully funded from DWP and UKSPF and there are no resource implications for the City Corporation. There are no risk implications of increasing the value of the contract but there are reputational and delivery risks in not doing so.
11. The Comptroller and City Solicitor has advised that the increase in contract value is permissible under Reg 72(1)(b) of the Public Contracts Regulations 2015.
12. Central London Works has an equalities policy, which seeks to ensure a high-quality service to all participants. It is expected that the contract extension will provide unemployment support to an additional 2,815 central London residents, helping at least 985 into employment, thereby tackling employment inequalities.
13. Central London Works also has a sustainability policy, which seeks to minimise emissions and environmental impact as party of service delivery.

Conclusion

14. This report recommends an increase in the value of the Work and Health Programme – Central London Works contract by £6m to £89.6m, as permitted by Reg 72(1)(b) of the Public Contracts Regulations 2015. The increase in contract value will provide unemployment support to an additional 2,815 Central London residents, helping at least 985 into employment. There are no financial, resourcing and risk implications but there are reputational and delivery risks in not increasing the contract.

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

DATED this 4th day of July 2023.

SIGNED on behalf of the Finance Committee.

Deputy Henry Colthurst
Chairman, Finance Committee

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List of Applications for the Freedom

To be presented on Thursday, 20th July, 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.

Jake Jon Bacchus <i>Anthony Ben Charlwood Donald Newell</i>	a Local Government Finance Director <i>Citizen and Basketmaker Citizen and Pattenmaker</i>	Aylesbury, Buckinghamshire
Ronald Aloysius Banks <i>Paul Victor Holmes Mark Robert Jason Eyles-Thomas</i>	a Hospitality Company Director <i>Citizen and Security Professional Citizen and Security Professional</i>	Sidcup, Kent
Elissa Bayer <i>The Rt. Hon The Lord Mayor Deputy Ann Holmes</i>	an Investment Director <i>Citizen and Merchant Taylor Citizen and Common Councillor</i>	Edgware, Middlesex
Adrian John Beckett <i>Deputy Ann Holmes CC Tom Sleigh</i>	A Regular Army Officer <i>Citizen and Common Councillor Citizen and Common Councillor</i>	Camberley, Hampshire
Laura Melanie Carpenter <i>Ann-Marie Jefferys Anne Elizabeth Holden</i>	a University Student <i>Citizen and Glover Citizen and Basketmaker</i>	Mansbridge, Southampton
Aeron Philip Joseph Chapman-Allen <i>Roy Cooper Timothy Arthur John Molden</i>	a Distribution Director, retired <i>Citizen and Security Professional Citizen and Security Professional</i>	Charlton, London
James Anthony Coffey <i>Vincent Dignam John Paul Tobin</i>	a Construction Group Chairman <i>Citizen and Carman Citizen and Carman</i>	Wembley, Middlesex
Mary Teresa Coffey <i>Vincent Dignam John Paul Tobin</i>	a Construction Company Director <i>Citizen and Carman Citizen and Carman</i>	Wembley, Middlesex

John Arthur Cooke, MBE	an International Economic Relations Consultant	Richmond, Surrey
<i>Catherine Sidony McGuinness, CBE, CC</i>	<i>Citizen and Solicitor</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	
William Joseph Coppage	a Fencing Company Director, retired	Blackwood, Caerphilly, Wales
<i>Deputy Henry Nicholas Almroth Colthurst</i>	<i>Citizen and Grocer</i>	
<i>Deputy Randall Keith Anderson</i>	<i>Citizen and Common Councillor</i>	
David Francisco Juan Dalmau	a Restaurant Company Director	Forest Hill, London
<i>Henry Llewellyn Michael Jones, CC</i>	<i>Citizen and Common Councillor</i>	
<i>Deputy Marianne Bernadette Fredericks</i>	<i>Citizen and Baker</i>	
Sarah Lesley Danes	a Head of Business Development, retired	Paddington, London
<i>The Rt. Hon The Lord Mayor</i>		
<i>Deputy Ann Holmes</i>	<i>Citizen and Cordwainer</i>	
Maria Eugenie Michele Davis	a Headteacher	East Dean, West Sussex
<i>Ian Brinsley Andrews</i>	<i>Citizen and Pavior</i>	
<i>David Guyon</i>	<i>Citizen and Clothworker</i>	
Thomas William Darnton Dean, MBE	a Professional Athlete	Bath, Somerset
<i>Ald. Robert Picton Seymour Howard</i>	<i>Citizen and Gardener</i>	
<i>Deputy Charles Edward Lord, OBE, JP</i>	<i>Citizen and Broderer</i>	
Dr Janet Dehmer	an English Teacher	Wuerzburg, Germany
<i>Judy Senta Tayler-Smith</i>	<i>Citizen and Upholder</i>	
<i>Simon Jonathan Tayler-Smith</i>	<i>Citizen and Basketmaker</i>	
Anthony Robert Dennis	a Regional Operations Manager, retired	Oxted, Surrey
<i>Christopher Nigel Bilisland</i>	<i>Citizen and Farrier</i>	
<i>Jeremy George Kean</i>	<i>Citizen and Currier</i>	
Robert William Edgeworth	an Accountant, retired	Bromley, Kent
<i>Dean Hollington</i>	<i>Citizen and Blacksmith</i>	
<i>John Leslie Barber, DL</i>	<i>Citizen and Blacksmith</i>	
Susan Janette Evans	a Schoolteacher, retired	Blackwood, Gwent, Wales
<i>Deputy Henry Nicholas Almroth Colthurst</i>	<i>Citizen and Grocer</i>	
<i>Deputy Randall Keith Anderson</i>	<i>Citizen and Common Councillor</i>	
Gregory John Flatt	a Private Landlord and Garage Proprietor	Ipswich, Suffolk
<i>Ann-Marie Jefferys</i>	<i>Citizen and Glover</i>	
<i>Anne Elizabeth Holden</i>	<i>Citizen and Basketmaker</i>	
Claire Anna Fox	a Legal Firm Practice Manager	Brentwood, Essex
<i>Royston Paul Fox</i>	<i>Citizen and Loriner</i>	
<i>Simon Stuart Walsh</i>	<i>Citizen and Loriner</i>	

Samantha Louise French <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	a Virtual Services Company Director <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Southwark, London
Troy Martin Gallagher <i>Ald. Vincent Keaveny, CBE</i> <i>Brian Andrew Kay, OBE, TD, DL</i>	a Civil Servant <i>Citizen and Solicitor</i> <i>Citizen and Furniture Maker</i>	Finsbury, London
Beryl Christine Patricia Gayler <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Ann Holmes</i>	a Stockbroker, retired <i>Citizen and Merchant Taylor</i> <i>Citizen and Common Councillor</i>	Orpington, Kent
Rt Hon Dominic Charles Robert Grieve <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Ann Holmes</i>	a Barrister <i>Citizen and Merchant Taylor</i> <i>Citizen and Common Councillor</i>	Kensington, London
Lewis Edward Grover <i>Deputy Philip Woodhouse</i> <i>Jamel Banda, CC</i>	a Science Technician <i>Citizen and Grocer</i> <i>Citizen and Poulter</i>	Leatherhead, Surrey
Samantha Jane Grover <i>Jamel Banda, CC</i> <i>Andrew Campbell McMillan</i>	a School Secretary <i>Citizen and Poulter</i> <i>Citizen and Fletcher</i>	Leatherhead, Surrey
Stephen James Grover <i>Deputy Philip Woodhouse</i> <i>Jamel Banda, CC</i>	a Data Governance Director <i>Citizen and Grocer</i> <i>Citizen and Poulter</i>	Leatherhead, Surrey
Paul Gwilliam <i>Anthony Sharp</i> <i>Simon Stuart Walsh</i>	a Headteacher, retired <i>Citizen and Loriner</i> <i>Citizen and Loriner</i>	Southend-on-Sea, Essex
Simon Neal Haw <i>Deputy Ann Holmes</i> <i>Tom Sleigh, CC</i>	a Regular Army Officer <i>Citizen and Cordwainer</i> <i>Citizen and Common Councillor</i>	Birdcage Walk, Westminster
Derek Michael William Hornshaw <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	a Chemical Plant Works Manager, retired <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Chatham, Kent
Graham Michael Howlett <i>Vincent Dignam</i> <i>John Paul Tobin</i>	a Vehicle Company General Manager <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Wokingham, Berkshire
William Anthony Hoyle <i>Deputy Dr Giles Robert Evelyn Shilson</i> <i>Paul Nicholas Martinelli, CC</i>	a Charity Director, retired <i>Citizen and Ironmonger</i> <i>Citizen and Butcher</i>	Mortlake, London
Gail Adriane Le Coz <i>Ald. Prem Babu Goyal, OBE</i> <i>Ald. Alexander Robertson</i> <i>Martin Barr</i>	a College Audit Committee Chair <i>Citizen and Goldsmith</i> <i>Citizen and Ironmonger</i>	Kensington, London
Nigel Spencer Lefton <i>Deputy Christopher Michael Hayward</i> <i>Deputy Ann Holmes</i>	a Local Government Officer <i>Citizen and Pattenmaker</i> <i>Citizen and Cordwainer</i>	Bassishaw, City of London

Emily Jane Lewis <i>Prof. Michael John Lewis</i> <i>Graham Barker</i>	a Technology Apprentice <i>Citizen and Arts Scholar</i> <i>Citizen and Arts Scholar</i>	Eltham, London
Otile Mabuse <i>Deputy Keith David Forbes</i> <i>Bottomley</i> <i>Deputy Christopher Michael</i> <i>Hayward</i>	a Broadcaster and Entertainer <i>Citizen and Pattenmaker</i> <i>Citizen and Pattenmaker</i>	Greenford, London
Jennifer Margaret Macdonald <i>Emma Whitaker</i> <i>Lt Col Simon Edward Wilkinson,</i> <i>TD, DL</i>	a Commercial Lettings Company Director <i>Citizen and Feltmaker</i> <i>Citizen and Feltmaker</i>	Epsom, Surrey
Nahuel Ezequiel Marisi Burrieza <i>Timothy McNally, CC</i> <i>Shailendra Kumar Kantilal</i> <i>Umradia, CC</i>	a Software Engineer <i>Citizen and Glazier</i> <i>Citizen and Information Technologist</i>	Stockholm, Sweden
Michelle Marie McAtee <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Ann Holmes</i>	a Mergers and Acquisitions Company Director <i>Citizen and Common Councillor</i>	Wapping, London
Alexandra Elizabeth Mills <i>Deputy Catherine Sidony</i> <i>McGuinness, CBE</i> <i>Deputy Christopher Michael</i> <i>Hayward</i>	an International Trade Policy Adviser <i>Citizen and Solicitor</i> <i>Citizen and Pattenmaker</i>	Battersea, London
Loknath Mishra <i>Deputy Rehana Banu Ameer</i> <i>Ald. Michael Raymond Mainelli</i>	a Bank Chief Executive <i>Citizen and Common Councillor</i> <i>Citizen and World Trader</i>	Hammersmith, London
Suzanne Onodi <i>Deputy Marianne Bernadette</i> <i>Fredericks</i> <i>Vincent Dignam</i>	a Civil Servant <i>Citizen and Baker</i> <i>Citizen and Carman</i>	Orpington, Kent
Sir Howard Hugh Panter <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony</i> <i>Bowater Russell</i>	a Theatre Company Chief Executive <i>Citizen and Merchant Taylor</i> <i>Citizen and Haberdasher</i>	Pyrford, Surrey
Hilary Margaret Pearson <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Ann Holmes</i>	a Stockbroker, retired <i>Citizen and Merchant Taylor</i> <i>Citizen and Cordwainer</i>	Charlcutt, Wiltshire
Anibal Pinto Ferrada <i>Dr Gia Campari</i> <i>Robert Alan Broomhead, TD</i>	a Lawyer <i>Citizen and Management Consultant</i> <i>Citizen and Management Consultant</i>	Santiago, Chile
Michael Ignatius Roddy <i>Vincent Dignam</i> <i>John Paul Tobin</i>	a Building Materials Company Managing Director <i>Citizen and Carman</i> <i>Citizen and Carman</i>	West Wickham, London

Sudhir Sharma <i>Deputy Rehana Banu Ameer</i> <i>Ald. Michael Raymond Mainelli</i>	a Banker <i>Citizen and Common Councillor</i> <i>Citizen and World Trader</i>	St John's Wood, London
Sanjay Silas <i>Deputy Rehana Banu Ameer</i> <i>Ald. Michael Raymond Mainelli</i>	a Banker <i>Citizen and Common Councillor</i> <i>Citizen and World Trader</i>	St John's Wood, London
Mathew Andrew Skipper-Banks <i>Paul Victor Holmes</i> <i>Mark Robert Jason Eyles-Thomas</i>	a Hospitality Company Director <i>Citizen and Security Professional</i> <i>Citizen and Security Professional</i>	Sidcup, Kent
Christine Anne Spencer <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Ann Holmes</i>	a Stockbroker, retired <i>Citizen and Common Councillor</i>	Weybridge, Surrey
Dame Rosemary Anne Squire, DBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater</i> <i>Russell</i>	a Theatre Company Chief Executive <i>Citizen and Haberdasher</i>	Pyrford, Surrey
The Revd Canon Andrew Graham Stevens <i>Wesley Val Hollands</i> <i>Jonathan Peter Wallis</i>	a Clerk in Holy Orders <i>Citizen and Loriner</i> <i>Citizen and Loriner</i>	Plumstead, London
Janet Stevens <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Ann Holmes</i>	a Further Education Manager <i>Citizen and Cordwainer</i>	Cowes, Isle of Wight
Linda Kim Treacy <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Ann Holmes</i>	an Interior Designer <i>Citizen and Cordwainer</i>	Colchester, Essex
Richard Vickerstaff <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	an Information Technology Manager, retired <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Kesgrave, Suffolk
Sharukh Tehmton Wadia <i>Deputy Rehana Banu Ameer</i> <i>Ald. Michael Raymond Mainelli</i>	a Banker <i>Citizen and Common Councillor</i> <i>Citizen and World Trader</i>	Wimbledon, London
Peter Graham Williams <i>CC, Wendy Mead, OBE</i> <i>Patricia Agnes Campfield, MBE</i>	a Medical Practitioner, retired <i>Citizen and Glover</i> <i>Citizen and Wheelwright</i>	Aldwick, West Sussex
Paul Wright <i>Deputy Christopher Michael</i> <i>Hayward</i> <i>Deputy Ann Holmes</i>	the Deputy Remembrancer of the City of London <i>Citizen and Pattenmaker</i> <i>Citizen and Cordwainer</i>	Bassishaw, City of London

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Report – City of London Police Authority Board

City of London Police: Annual Report 2022/23

To be presented on Thursday, 20th July 2023

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

SUMMARY

The Annual Report, presenting the achievements of the City of London Police for the past financial year, was approved by the Police Authority Board and is hereby submitted to the Court for information.

The report contains information on crime, financial and staff statistics, as well as a summary of the year.

The report is appended and will also be made available online at the City of London Police's website (www.cityoflondon.police.uk).

RECOMMENDATION

Members are asked to note the report.

Appendices

Appendix 1 – City of London Police: Annual Report 2022/23

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

DATED this 28th day of June 2023.

SIGNED on behalf of the Board.

Deputy James Thomson
Chair, City of London Police Authority Board

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City of London Police

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Annual Report 2022-23

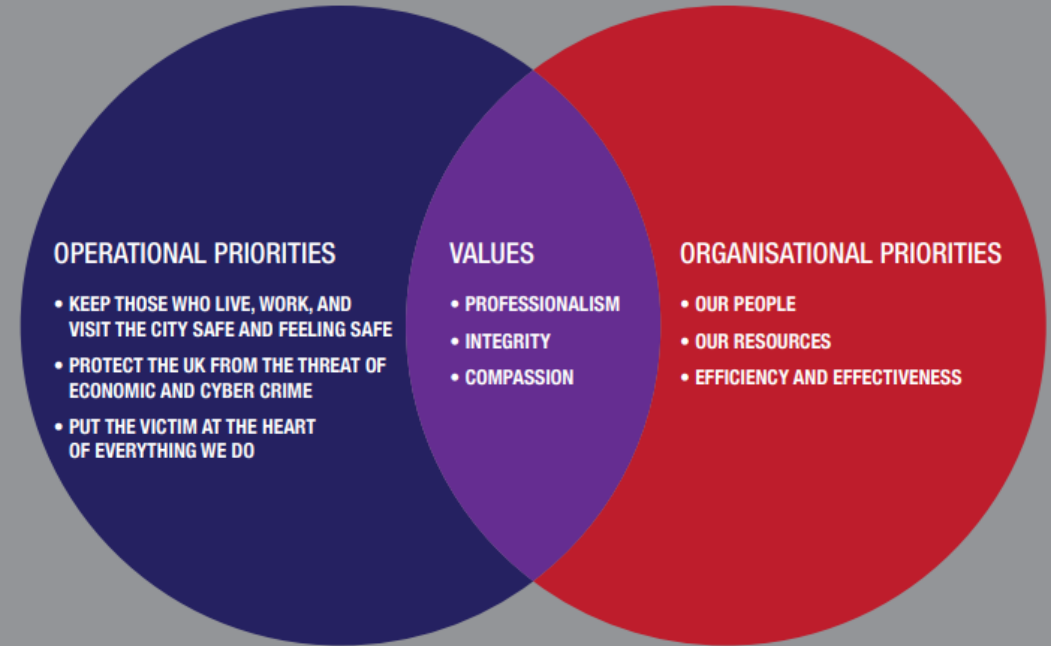


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Our Policing Plan

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



NB:- Please note that a new [Policing Plan for 2022-25](#) has been recently published but this annual report assesses performance of 2022-23 based on the previous iteration of the Policing Plan 2021-22.

Commissioner's Foreword



I am delighted to present this annual report which sets out progress against our Policing Plan 2022/23.

While footfall in the City is returning to normal levels and we have more visitors than ever enjoying the night time economy, crime levels remain below pre-pandemic levels and anti-social behaviour has reduced.

This year His Majesty's Inspectorate of Constabulary Fire & Rescue Services undertook its efficiency, effectiveness and legitimacy inspection. We were pleased to receive a good grade for how our people are engaging with and treating the public with fairness and respect, and a good grade for how we respond to the public. The report also provided some valuable insight into areas where we can do more to better serve our communities and support our people. Delivering against this will be a priority over the coming year.

This year we marked the 30 year anniversary of the tragic murder of Stephen Lawrence and also reflected on the findings of the Baroness Casey review. Police culture and standards, and how that reflects on our people and the service we provide to our communities, is of vital importance. I want the benefit of a diverse workforce with diverse thinking in our service, and for all our people to feel a sense of belonging. That is why we have launched our Inclusivity Programme and are delivering against national programmes of work including the Police Race Action Plan and Violence Against Women and Girls strategy. Our approach to recruitment and retention over the last year is slowly increasing the proportion of women and people from ethnic minority backgrounds in our workforce – an upward trend I am committed to maintaining.

I was delighted to see violence against women and girls included as a new threat in the new Strategic Policing Requirement and a greater prominence given to fraud. This focus on fraud supports the work we do to encourage greater prioritisation of this type of crime by Police & Crime Commissioners and Chief Constables. The work we have done over the last year to create a regional network of proactive economic crime teams and to progress the next generation fraud and cyber reporting and analysis service directly contributes to the government's new fraud strategy. We have continued to strengthen cyber capabilities across policing and to work in partnership with industry through our leadership of the regional cyber resilience centres.

As a local service with a national role our mission remains to be trusted by our communities to deliver police services with professionalism, integrity and compassion.

Angela McLaren
Commissioner, City of London Police

Chair's Foreword



Following the appointment of Angela McLaren as Commissioner in January 2022, we have welcomed two new Assistant Commissioners, two new Commanders, appointed a joint Chief Financial Officer for the City Police and Police Authority, and a new Director of the Police Authority.

We will always start with putting victims and our communities at the heart of everything we do. The spotlight on policing in England and Wales has never been stronger, particularly in London, and as a result we are continuing to focus on strengthening the trust and confidence of our communities.

At the start of the year, we published a refreshed Policing Plan that set out our local and national priorities. Critical to this is embedding a culture that promotes inclusivity, equity, and fairness in everything we do – a vision for the City Police that ensures it is the most inclusive police service in the UK.

Tackling violence against women and girls is a priority and it has been fantastic to see the initiatives by City Police receiving national recognition. We are in the process of revitalising our Safer City Partnership with a focus on tackling crime linked to the night time economy, and anti-social behaviour. Protective security and counter terrorism remains a top priority to ensure the City remains the safest business district in the world.

I was proud of the important role City Police played in the Platinum Jubilee celebrations for Queen Elizabeth II, the funeral following her sad passing and the recent Coronation of King Charles III and Queen Camilla.

On a national scale, work has continued to ensure efforts to reduce fraud, economic and cyber crime. This has included engaging with stakeholders to ensure these crimes are seen as a priority, which have subsequently been reflected in the Strategic Policing Requirement, the publication of the Fraud Strategy and the Economic Crime Plan 2.

We lobbied successfully for inclusion of fraud in the Online Safety Bill, continue to push for evidence disclosure reform, and advocate for the introduction of a stronger failure to prevent fraud offence to ensure it applies as widely as possible – not just to large corporates. Finally, good progress has been made towards the replacement for Action Fraud next year. Tackling fraud is critical for a competitive City, London, and UK, and the new service will play a huge part in shoring up our economic security.

I wish to thank all officers and staff of City Police and the Police Authority for the work they do. Together, we will continue to deliver against our policing priorities to keep all those that live, work or visit the City safe and in tackling fraud and cyber for the nation.

James Thomson
Chair, City of London Police Authority Board

Policing Plan Operational Priorities

We set performance measures against our Policing Plan priorities which are monitored by the Police Authority. This year the performance measures related to:

Keep those who live, work and visit the City safe and feeling safe

 <p>Reducing neighbourhood crime and harm</p>	 <p>Protecting the City from terrorism</p>	 <p>Tackling anti-social behaviour and reducing violent crime</p>	 <p>Tackling serious and organised crime</p>
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Protect the UK from the threat of economic and cyber crime

<p>Page 98</p>  <p>Working with businesses and communities to protect themselves from economic and cyber crime</p>	 <p>Improving the police response to economic and cyber crime</p>	 <p>Targeting fraud offenders and bringing them to justice</p>	 <p>Disrupting criminal money flows and seizing proceeds of crime</p>
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Put the victim at the heart of everything we do

 <p>Delivering a improved criminal justice service</p>	 <p>Helping victims who report to Action Fraud recover their money</p>	 <p>Safeguarding and supporting vulnerable people</p>	 <p>Improving national fraud & cyber crime reporting services</p>
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Keep those who live, work and visit the City safe and feeling safe

<p>In a survey conducted by City of London Corporation in 2022, 88% of residents and 85% of workers agreed that the City is a safe place.</p>	<p>Deployed Project Servator teams 1,492 times to protect the City from the threat of terrorism.</p>	<p>Deployed Operation Reframe on 8 occasions, leading to 236 licensed premises checks focusing on protecting women and girls in the City at night.</p>	<p>Policed 100 protests in the City, deploying: 23 Inspectors; 82 Sergeants; 452 Constables.</p>
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Protect the UK from the threat of economic and cyber crime

<p>Within the last financial year, we held 117 academy courses for 1,438 delegates.</p>	<p>Visited all 45 police forces nationally to support and share good practice with fraud and economic crime teams.</p>	<p>Police Cyber Alarm has over 6,000 members and is now live in 42 police forces in England and Wales and Northern Ireland.</p>	<p>£6.2m criminal assets recovered and restrained across 107 investigations.</p>
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Put the victim at the heart of everything we do

<p>2021/22 PEEL Inspection reported the force records crimes well and is among the best in England and Wales at obtaining positive outcomes for victims.</p>	<p>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.</p>	<p>2021/22 PEEL Inspection found our evidence-led prosecutions on behalf of victims of domestic abuse is the best approach in England and Wales.</p>	<p>National Economic Crime Victim Care Unit has engaged with and supported 113,356 victims of fraud and cyber crime in the past 12 months.</p>
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Keep those who live, work and visit the City safe and feeling safe

We have undertaken a range of activities to keep the City safe and our communities feeling safe. Some highlights are set out below.

VIOLENCE AGAINST WOMEN AND GIRLS

As the City has emerged from the pandemic there has been an increase in the number of people enjoying our vibrant night time economy. To keep those who visit the City safe at night, we are working with our partners in a highly visible way through 'Operation Reframe' to provide public reassurance and tackle crime and anti-social behaviour. Through Operation Reframe, we have been improving women's safety in the night time economy undertaking hundreds of licensed premises checks, and providing crime prevention advice linked to safe travel and drink spiking. We recently launched a new initiative for women to join female officers on a 'Walk and Talk', to discuss areas in the City where they might feel vulnerable and talk about what can be done to alleviate their concerns.

REDUCING VIOLENT CRIME

Our Christmas campaign ran through our busiest periods of footfall and used statistical analysis of current crime trends to focus resources. Hotspot policing and pulse patrols were amongst the strategies used to deter and detect crime while providing a high visibility presence of officers from across our teams. Violent crime was reduced overall during this operation with 19 arrests and 22 positive outcomes from stop and searches.

REDUCING ANTI-SOCIAL BEHAVIOUR

Having increased the number of dedicated ward officers in the City of London we have been aligning our additional local policing resources to problem solving neighbourhood crime and anti-social behaviour. We are working closely with the City of London Corporation to focus on the key drivers of anti-social behaviour and how we can work in partnership to prevent and reduce it, including focussing on the most prolific locations and offenders. This year we have seen a 19% decrease in anti-social behaviour in the City compared with the 2019/20 benchmark.

PROTECTING THE JUBILEE CELEBRATIONS

We 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 1,128 officer deployments.



Keep those who live, work and visit the City safe and feeling safe

OPERATION LONDON BRIDGE

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.



SAFER BUSINESS ACTION DAY

The Safer Business Action Day initiative is an award winning joint initiative by police, business, private security, business crime reduction partnerships and business improvement districts to reduce crime and anti-social behaviour affecting businesses. The first Safer Business Action Day in the City was held in March and resulted in a number of arrests and over 100 businesses visited to understand local concerns and encourage crime and intelligence reporting

AMAZON WEB SERVICES & SCHOOLS PROJECT

The online retailer Amazon is working with a group of young students to improve their digital skills. We became involved to develop the relationship between police and young people and increase trust and confidence. In September 2022, fifty 16-24 year olds attended an event which provided a safe environment for some valuable discussions, with issues and possible solutions being talked about constructively. We were able to open up a positive dialogue with a key audience and get some extremely useful feedback. The employers involved have skills gaps to fill and were able to demonstrate to the young people the many career opportunities on offer in this exciting sector.

OPERATION NIVEN

This is a pan-London operation in partnership with the Metropolitan Police and British Transport Police targeting criminals snatching mobile phones from the public. 22 suspects have been arrested and approximately 1,000 mobile phones recovered. 5 individuals arrested in the City are currently in prison serving a sentence or on remand and a number of investigations are awaiting Crown Prosecution Service charging decisions. Handlers of the stolen phones are also being targeted.

Protect the UK from the threat of economic and cyber crime

We have undertaken a range of activities to protect the UK from economic and cyber crime. Some highlights are set out below.

DEVELOPING ECONOMIC AND CYBER CRIME CAPABILITIES

Our Economic and Cyber Crime Academy (ECCA) delivers a range of training courses to police, other law enforcement agencies and international partners, in partnership with the Foreign Commonwealth, Development Office and the National Crime Agency. Over the last financial year, we delivered 117 training courses for 1,438 delegates. We are currently realising our professional training pathway for fraud investigators. This is in consultation with the College of Policing, police forces, regional organised crime units, the Crown Prosecution Service, and other key stakeholders. In the meantime we are continuing to deliver training to the new capabilities developed as part of the government's recently announced fraud strategy and are developing a people strategy to improve retention and recruitment of counter fraud capabilities across policing.



PROTECTING BUSINESS FROM CYBER CRIME

The City established the National Cyber Resilience Centre group as a vehicle for strategic collaboration between the police, government, industry and academia to strengthen cyber resilience across small and medium sized businesses. 2022 saw the launch and growth of its National Ambassador programme (which harnesses the support and expertise of some of our nation's most successful private sector organisations) as well as Cyber PATH (a talent pipeline for the next generation of cyber security experts). With the 2022 launch of the London Cyber Resilience Centre, the network now comprises nine centres and covers every region across England and Wales. Together the centres have delivered guidance, advice and support to thousands of small and medium-sized enterprises, helping them to better protect their day-to-day operations from cyber criminals.

OPERATION HENHOUSE

In early 2023, we led and coordinated an intense period of pursue activity against fraudsters by police forces across the country, working with partners from the National Economic Crime Centre. This built on the success of a similar intensification in March 2022. The combined outcomes from both intensifications are 290 arrests, 174 voluntary interviews, 58 warrants executed, 370 cease and desist notices issued and over £6.2m criminal assets recovered or restrained (across 107 investigations).

Protect the UK from the threat of economic and cyber crime

POLICE CYBERALARM

We have continued to develop and roll out the Police CyberAlarm which is provided free to organisations and Police CyberAlarm detects and provides regular reports of suspected malicious activity, enabling organisations to minimise their cyber vulnerabilities. It has resulted in increased collaboration and engagement between policing and businesses, maximising sharing of suspicious data at pace and volume. Police CyberAlarm is now live in 42 police forces in England and Wales and Northern Ireland, with Police Scotland looking to join. It has 7,300 members with a large concentration in the education sector.

During the past 12 months we have:

- ✓ Identified 395 million suspicious incidents
- ✓ Completed over 60,000 vulnerability scans on member organisations' websites
- ✓ On external networks identified 2,200 high risk, 14,200 medium risk and 3,380 low risk vulnerabilities.

PROACTIVE ECONOMIC CRIME TEAMS

As part of our commitment to the fraud reform programme, we have established and lead a network of proactive economic crime teams in every region in England & Wales. As of March 2023, the teams were investigating over 400 fraud intelligence packages against some of the most serious fraud offenders.

TACKLING FRAUD THROUGH INNOVATIVE PUBLIC PRIVATE PARTNERSHIPS

In 2022 we celebrated the 20 year anniversary of the Dedicated Card and Payment Crime Unit, a partnership between City of London Police, Metropolitan Police and UK Finance. Since its inception, the unit has achieved industry savings of approximately £750 million through preventing and disrupting fraud and brought hundreds of offenders to justice.

We also celebrated the 10 year anniversary of the Insurance Fraud Enforcement Unit, a partnership with the Association of British Insurers. Since inception the unit has investigated over £350 million of fraud, secured 584 court convictions and 310 years of prison time for fraudsters.

CRYPTOCURRENCIES

Criminal use of cryptocurrencies has increased year on year. We have been building capability across police forces to investigate these crimes. Training is being provided to over 700 delegates across the whole public sector and we are building a team of investigators to help the police investigate complex and high value cases. A national guidance document on the seizure, retention and disposal of cryptocurrencies was published in July 2022. Cryptocurrency assets under restraint currently exceed £300million.

Put the victim at the heart of everything we do

We have undertaken a range of activities to support victims. Some highlights are set out below.

IMPROVING NATIONAL FRAUD AND CYBER CRIME REPORTING SERVICES

The Fraud and Cyber Crime Reporting and Analysis project replaces Action Fraud in early 2024 and has completed some major milestones this year. Following a competitive procurement process, preferred suppliers have been appointed and full business case approval from government secured. An enhanced website and reporting service will make it easier for the public and business to report crimes and know what has happened to their report. The replacement service will enable us to stop and block more criminals from victimising people and businesses. A new analytics system will also increase successful identification and pursuit of fraudsters.

IMPROVING CRIMINAL JUSTICE SERVICES

We have been delivering improvements in how we support women throughout the criminal justice process and have seen a 55% reduction of female victims withdrawing from the process, during a police investigation.

PROTECTING VICTIMS OF DOMESTIC ABUSE

We are achieving positive results for victims of domestic abuse. From arriving at a domestic abuse-related incident, and throughout the investigation, the mindset of our officers is to gather all available evidence. By promoting this approach we have been able to build evidence-led prosecutions on behalf of victims even where they do not wish to engage with the criminal justice system. This was described by HMICFRS as being the best approach they have seen in England and Wales. In the last 12 months domestic abuse matters training has been delivered to help officers identify signs of domestic abuse and understand it from the perspective of the victim. This has resulted in an increase in the volume of public protection notices submitted to safeguard vulnerable people.

SUPPORTING VICTIMS OF FRAUD AND CYBER CRIME AND PREVENTING REPEAT VICTIMISATION

Our National Economic Crime Victim Care Unit provides victims who report to Action Fraud with bespoke specialist advice to signpost to support services and help them to protect themselves from falling victim again in the future. The level 1 service has now been rolled out to all police forces and the level 2 service (aimed at more vulnerable victims) has now been rolled out to 30 forces. In the past 12 months, the unit has engaged with and supported 113,356 victims including directly helping 100 victims to recover over £2.6 million in money lost to fraudsters.



Policing Plan Organisational Priorities



Improving workforce representation to better reflect our communities



Ensuring our people have the skills and equipment they need

Page 102



Ensuring well-being & engagement of our people



Reducing our environmental impact



Our People, Our Resources Efficiency and Effectiveness

Our organisational priorities focus on building the organisational capabilities that enable us to deliver an efficient and effective service to our communities. Some highlights of this work are set out below.

POLICE UPLIFT PROGRAMME

Over the last year, we recruited 199 officers into the City. 130 were student officers and the remaining were transferees from other police services

- 22.8% of joiners were female
- 14% were from ethnic minority backgrounds.

We were one of the few police services that exceeded our recruitment target and our approach to recruitment and retention was highlighted by HMICFRS as one of the best in the country.

RETAINING AND SUPPORTING NEW OFFICERS

We introduced a 'buddy scheme' which involves a new member of staff being given a more experienced officer as a point of contact to help them settle in throughout their probationary period. We also introduced a 'friendly ear' programme. This is a confidential contact system, where new recruits can discuss things that are causing them anxiety, stress or frustration. Recruits are then signposted to relevant support. By understanding the factors that influence retention, we have introduced programmes that are encouraging new staff to stay.

COMMUNITY POLICING

As a result of our successful recruitment through the Police Uplift Programme we have increased our number of Dedicated Ward Officers from 12 to 18 and also introduced a Schools Liaison Officer to be build upon our relationship and communication with our communities.



REDUCING OUR ENVIRONMENTAL IMPACT

Our vehicle fleet will be fully ULEZ compliant by 2023 (excluding horsebox) with over 70 vehicles replaced over 3 years. We have raised awareness of how officers and staff can contribute to environmental targets including reducing energy use, printing and use of disposable cups. Recycling facilities have been introduced across the estate. This has seen a reduction in costs and waste. New LED lighting on sensors installed throughout Bishopsgate which switch off when the area is unoccupied has seen a great reduction in power consumption. All products sold through our catering contract use recyclable plastics only and we are moving towards being single use plastics free. All chemicals used by our cleaning contractor are biodegradable only, ensuring minimal impact on the environment.

Our People, Our Resources Efficiency and Effectiveness

WORKFORCE DIVERSITY

We have been improving the diversity of our workforce through targeted recruitment of women. As of 31 December 2022, 23.6% of the officer workforce were female, a 0.2% increase from 2021. Staff female representation was 59.4%, an increase of 1.5% from 2021. Specials female representation was 22.4% in 2022, an increase of 2.4% from 2021.

Our aim is to further increase the diversity of our workforce and our recruitment and attraction strategies are designed to support this. In 2022 14% of officers, staff and specials were recorded as ethnic minorities, a 5% increase since 2021.

OUR PEOPLE INCLUSIVITY PROGRAMME

We continue to build a positive internal culture and standards by promoting inclusivity, equity and belonging for all employees through the launch of the 'Our People Inclusivity Programme'. This year more than 650 of our people attended an in-person event within six months. Following the success of the event, we introduced a range of inclusivity sessions which allow colleagues to choose from a menu of programmes depending on learning style and knowledge gap. These programmes include sessions which raise awareness of current and historic issues faced by underrepresented groups and relationships with policing, training on how to be an active bystander and effectively challenge microaggressions and other behaviours that are not in line with our values, and a range of other topics which will be rolled out over the course of the year.

ZERO TOLERANCE OF ASSAULT AND HATE CRIME AGAINST OUR PEOPLE

Operation Hampshire is our procedure for investigating incidents of assaults and hate crime committed against our officers and staff by the public during the course of their duty. This includes post-incident support. We are piloting the national police assaults data app to improve national collection and understanding of these types of incidents.

POLICE CADET PROGRAMME

Our police cadet programme now has over 30 cadets who undertake a bespoke development plan and we are supporting them to take part in the Duke of Edinburgh scheme.

POSITIVE ACTION LEADERSHIP SCHEME

In 2021 we implemented a professional development programme specially designed to give our officers and staff who come from an ethnic minority group tools to progress in their careers, whether for promotion or lateral development. The scheme comprises six modules delivered over a nine-month period, with guest speakers joining each session. The modules focus on presentation skills, networking, building confidence, career planning, mentoring, self-awareness, strategic awareness and project management. In 2022 there was an increase in participation in the scheme and this will be delivered again in 2023.

Crime Statistics

Local data

We monitor criminality within the City, so we can react to emerging trends and patterns to keep residents, workers and visitors safe. The impact of COVID-19 lockdown saw crime reduce in 2020/21. Since then footfall in the City has been gradually returning and is currently around 75% of pre-pandemic levels. This resulted in a rise in criminality in 2022/23 compared with the previous year but is still below pre-pandemic levels.

Row Labels	2018/19	2019/20	2020/21	2021/22	2022/23	1 year % change	1 year change	5 year % change	5 year change
VIOLENCE AGAINST THE PERSON	1195	1190	491	1115	1182	6%	67	-1.1%	-13
SEXUAL OFFENCES	102	94	41	119	139	17%	20	36.3%	37
ROBBERY	138	158	77	111	125	13%	14	-9.4%	-13
THEFT OFFENCES	4434	5465	1924	3227	4575	42%	1348	3.2%	141
CRIMINAL DAMAGE & ARSON	220	273	179	279	274	-2%	-5	24.5%	54
DRUG OFFENCES	494	733	615	664	587	-12%	-77	18.8%	93
POSSESSION OF WEAPONS OFFENCES	66	78	48	54	57	6%	3	-13.6%	-9
PUBLIC DISORDER	425	470	260	528	516	-2%	-12	21.4%	91
MISCELLANEOUS CRIMES AGAINST SOCIETY	170	261	225	205	206	0%	1	21.2%	36
Grand Total	7244	8722	3860	6302	7661	22%	1359	5.8%	417

There has been a 36% increase in crime over the last year, with a 42% increase in theft offences and a 12% decrease in drug offences. There has been a 4.3% increase in crime over a 5 year period, with a 14% decrease in possession of weapons offences and a 9% decrease in robbery.

Positive Outcome Rate

Positive outcomes arise following identification and apprehension of criminals operating in the City. They cover outcomes such as charges, cautions and community resolutions against all crime reports.

Positive Outcome Rate	2018/19	2019/20	2020/21	2021/22	2022/23	1 year change	5 year change
VIOLENCE AGAINST THE PERSON	20%	19%	24%	17%	18%	1%	-2%
SEXUAL OFFENCES	9%	18%	21%	5%	11%	6%	2%
ROBBERY	6%	14%	9%	3%	9%	6%	3%
THEFT OFFENCES	11%	11%	11%	13%	9%	-4%	-2%
CRIMINAL DAMAGE & ARSON	16%	19%	24%	15%	17%	2%	1%
DRUG OFFENCES	88%	85%	88%	82%	84%	2%	-4%
POSSESSION OF WEAPONS OFFENCES	46%	57%	45%	67%	43%	-24%	-3%
PUBLIC DISORDER	18%	22%	27%	25%	19%	-6%	1%
MISCELLANEOUS CRIMES AGAINST SOCIETY	44%	51%	26%	38%	24%	-14%	-20%
Grand Total	18%	18%	30%	23%	17%	-6%	-1%

National data

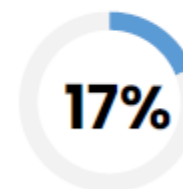
The City has a very different profile of crime compared to the national position. It has significantly higher levels of theft offences, at 59% in 2022, compared to the national picture at 30%. The national picture has been changing over the last five years, with a 9% reduction in theft offences, whereas the City's proportion of theft offences has remained broadly stable.

Row Labels	National Data - 2018	National Data - 2022	Difference between 2022 and 2018	COLP Data - 2018	COLP Data - 2022	Difference between 2022 and 2018
Violence against the person	31.2%	38.5%	7.3%	16.8%	16.0%	-0.8%
Sexual offences	3.1%	3.6%	0.4%	1.5%	1.7%	0.2%
Robbery	1.6%	1.3%	-0.3%	1.9%	1.5%	-0.4%
Theft offences	38.8%	29.6%	-9.2%	60.9%	59.1%	-1.9%
Criminal damage and arson	11.1%	9.8%	-1.3%	3.3%	3.8%	0.5%
Drug offences	2.8%	3.2%	0.4%	6.2%	7.7%	1.5%
Possession of weapons offences	0.9%	1.0%	0.1%	1.0%	0.7%	-0.3%
Public order offences	8.5%	11.0%	2.5%	5.9%	6.7%	0.7%
Miscellaneous crimes	2.0%	2.1%	0.1%	2.4%	2.7%	0.4%

The national picture is also showing a changing picture around violence offences, increasing in proportion by 7% from 2018 – 2022. Again, the City has a very different trend, with broadly similar levels at a much lower proportion of crime (16% City of London Police v 38% National).

The national positive outcome rate at the end of Jan 2023 was 11%. We are performing above this, **delivering a positive outcome rate of 17%** (Feb 2023). 12 month rolling rates are used to minimise the impact of monthly changes.

Rolling 12 Months Positive Outcome Rate



Rolling 12m – Number of Positive Outcomes

1295

The positive outcome rate is showing stability for City of London Police, with volumes showing an improvement for the rolling 12 months ending March 2023.

Crime Statistics continued

THEMES	2018/19	2019/20	2020/21	2021/22	2022/23
NEIGHBOURHOOD	1043	1268	517	1113	1698
NEIGHBOURHOOD % OF ALL CRIME	15%	15%	10%	21%	23%
DOMESTIC ABUSE	164	131	89	152	199
DOMESTIC ABUSE % OF ALL CRIME	2%	2%	2%	3%	3%
VIOLENCE AGAINST WOMEN AND GIRLS	436	420	229	415	506
VIOLENCE AGAINST WOMEN AND GIRLS % OF ALL CRIME	6%	5%	5%	8%	7%
NIGHT-TIME ECONOMY	4553	5492	2299	4211	5165
NIGHT-TIME ECONOMY % OF ALL CRIME	65%	63%	45%	78%	71%
LICENSED PREMISES	1337	1917	241	1215	1684
LICENSED PREMISES % OF ALL CRIME	19%	22%	5%	23%	23%
CSE	0	0	0	0	3
CSE % OF ALL CRIME	0%	0%	0%	0%	0%
CSA	5	3	7	4	6
CSA % OF ALL CRIME	0%	0%	0%	0%	0%
HATE CRIME	143	190	98	182	170
HATE CRIME % OF ALL CRIME	2%	2%	2%	3%	2%
MENTAL HEALTH	453	713	652	967	1082
MENTAL HEALTH % OF ALL CRIME	6%	8%	13%	18%	15%
KNIFE CRIME	58	26	19	15	60
KNIFE CRIME % OF ALL CRIME	1%	0%	0%	0%	1%
MODERN SLAVERY AND HUMAN TRAFFICKING	15	15	8	9	9
MODERN SLAVERY AND HUMAN TRAFFICKING % OF ALL CRIME	0%	0%	0%	0%	0%
	6986	8729	5056	5369	7288

*CSE - Child Sexual Exploitation

*CSA - Child Sexual Abuse

THEMES	1 year % change	1 year change	5 year % change	5 year change
NEIGHBOURHOOD	53%	585	63%	655
NEIGHBOURHOOD % OF ALL CRIME		3%		8%
DOMESTIC ABUSE	31%	47	21%	35
DOMESTIC ABUSE % OF ALL CRIME		0%		0%
VIOLENCE AGAINST WOMEN AND GIRLS	22%	91	16%	70
VIOLENCE AGAINST WOMEN AND GIRLS % OF ALL CRIME		-1%		1%
NIGHT-TIME ECONOMY	23%	954	13%	612
NIGHT-TIME ECONOMY % OF ALL CRIME		-8%		6%
LICENSED PREMISES	39%	469	26%	347
LICENSED PREMISES % OF ALL CRIME		0%		4%
CSE		3		0
CSE % OF ALL CRIME		0%		0%
CSA		2		1
CSA % OF ALL CRIME		0%		0%
HATE CRIME	-7%	-12	19%	0
HATE CRIME % OF ALL CRIME		1%		0%
MENTAL HEALTH	12%	115	139%	629
MENTAL HEALTH % OF ALL CRIME		-3%		9%
KNIFE CRIME	300%	45	3%	2
KNIFE CRIME % OF ALL CRIME		1%		1%
MODERN SLAVERY AND HUMAN TRAFFICKING	0%	0	-40%	-6
MODERN SLAVERY AND HUMAN TRAFFICKING % OF ALL CRIME		0.0%		0.0%

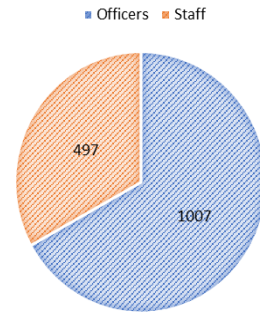


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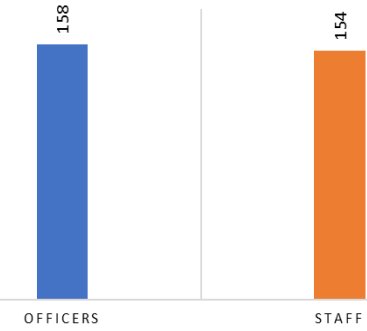
Our Resources

*as at 31.03.23

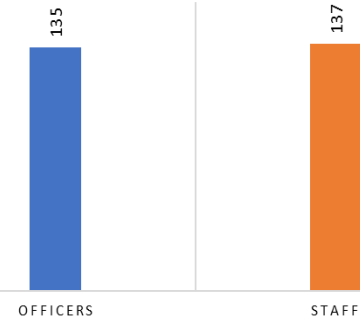
TOTAL HEADCOUNT



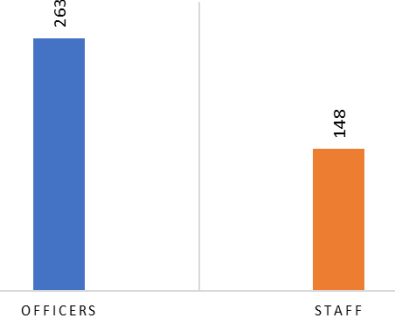
CORPORATE SERVICES



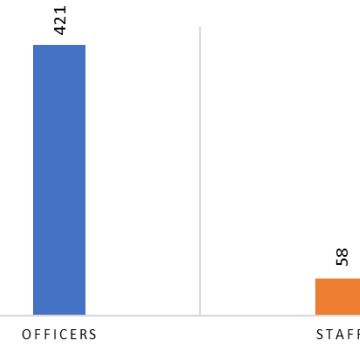
NATIONAL LEAD FORCE



SPECIALIST OPERATIONS



LOCAL POLICING



ROCU



Our Finances

Income & Expenditure		2022/23				2021/22	
Revenue	Latest Approved Budget		Outturn (unaudited)		Outturn		
	£'000	%	£'000	%	£'000	%	
EXPENDITURE							
Employee-Related Expenses	123.5	71	120.3	65	113.3	68	
Other Expenditure							
Premises Costs	6.8	4	3.6	2	7.5	4	
Transport Costs	2.4	1	2.7	1	2.7	2	
Supplies & Services / Other	42.1	24	59.8	32	43.2	26	
Total Expenditure	174.8	100	186.3	100	166.7	100	
Total Income	-174.8		-193.4		-168.9		
(Under) / Over Spend	0.0	100	-7.1		-2.2		

22/23 underspend in Employee-Related Expenses due to lower pensions deficit contribution

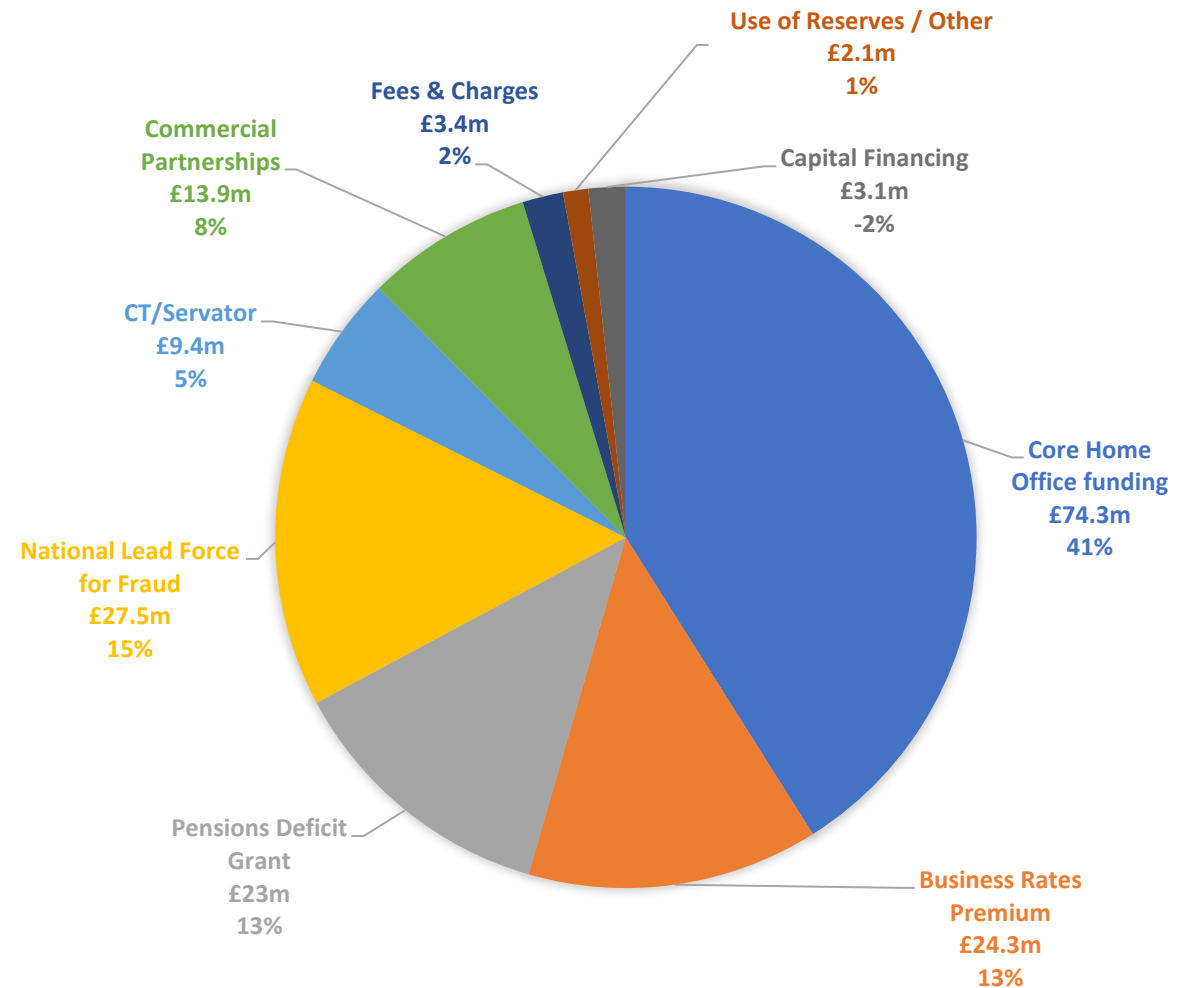
22/23 outturn includes higher income and expenditure than budget for National Lead Force grants

22/23 outturn for Premises Costs includes £2.3m Supplementary Revenue Projects net of a £4.5m national non-domestic rate refund

Breakdown of funding:

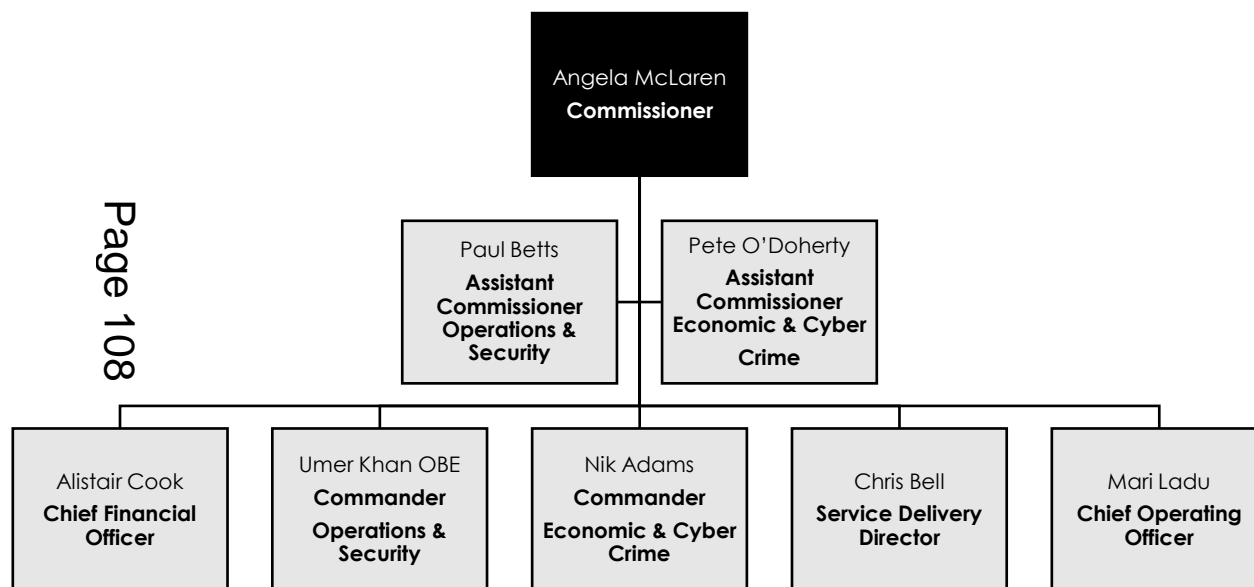
Core Home Office funding	£74.3
Business Rates Premium	£24.3
Pensions Deficit Grant	£23
National Lead Force for Fraud	£27.5
CT/Servator	£9.4
Commercial Partnerships	£13.9
Fees & Charges	£3.4
Use of Reserves / Other	£2.1
Capital Financing	£-3.1 *NB Capital Financing including (Action Fraud loan repayment) is treated as negative funding in City Fund budgeting terms
Total Funding	£174.8

BREAKDOWN OF 2022-23 FUNDING BUDGET



Our Chief Officer Team

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Our Police Authority team

The Court of Common Council is the Police Authority for the Square Mile as set out in the City of London Police Act 1839. Under Section 56 of the Act, the Common Council delegated to the Police Board all its police authority functions (with the exception of the appointment of the Commissioner). The Committee's role is to make sure the City of London Police runs an effective and efficient service by holding the Commissioner to account; to ensure value for money in the way the police is run, and to set policing priorities considering the views of the community.

Police Authority Board

Deputy James Thomson (Chair)
 Tijs Broeke (Deputy Chair)
 Caroline Addy
 Munsur Ali
 Nicholas Bensted-Smith
 Alderman Professor Emma Edhem
 Helen Fentimen
 Alderman Timothy Hailes
 Deborah Oliver
 Deputy Graham Packham
 Dawn Wright
 Melissa Collett (External Member)
 Andrew Lentin (External Member)
 Sir Craig Mackey (External Member)
 Michael Mitchell (External Member)

Strategic Planning & Performance Committee

Tijs Broeke (Chair)
 Andrew Lentin (Deputy Chairman)
 Caroline Addy
 Munsur Ali
 Deborah Oliver
 Alderman Timothy Hailes
 Deputy James Thomson
 Helen Fentimen
 John Griffiths
 Moawia Bin-Sufyan (External Member)
 Adrian Hanstock (External Member)

Resource Risk & Estates Committee

Alderman Timothy Hailes (Chair)
 Tijs Broeke (Deputy Chair)
 Deputy James Thomson
 Andrew Lentin
 Dawn Wright
 Alderman Professor Emma Edhem
 Helen Fentimen
 Deputy Randall Anderson
 Martha Grekos
 Adrian Hanstock (External Member)
 Michael Landau (External Member)

Economic & Cyber Crime Committee

Deputy James Thomson (Chair)
 Tijs Broeke (Deputy Chair)
 Alderman Professor Emma Edhem
 Alderman Timothy Hailes
 Dawn Wright
 Deputy Graham Packham
 James Tumbridge
 Deputy Christopher Hayward
 Jason Groves
 Alderman Broniek Masojada
 Andrew Lentin (External Member)
 Michael Landau (External Member)

Police Pensions Board

John Todd (Chair)
 Alderman Alexander Barr (Deputy Chair)
 Deputy Henry Colthurst
 Helen Isaac
 Timothy Parsons
 Ray Eaglesmith

Professional Standards & Integrity Committee

Caroline Addy (Chair)
 Deborah Oliver (Deputy Chairman)
 Nicholas Bensted-Smith
 Tijs Broeke
 Alderman Professor Emma Edhem
 Deputy James Thomson
 Jason Groves
 Florence Keelson-Anfu
 Michael Mitchell (External Member)
 Alice Ripley (External Member)

Report – Audit and Risk Management Committee

Annual Report

To be presented on Thursday, 16th June 2022

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

SUMMARY

The Audit and Risk Management Committee presents to the Court of Common Council the 2022/23 Annual Report of the Audit and Risk Management Committee, reporting on activity from 1 April 2022 to 31 March 2023. Providing this report to the Court of Common Council on an annual basis is in line with Chartered Institute of Public Finance & Accounting (CIPFA) guidance on best practice for audit committees in order to effectively support the organisation; for the Court to understand the work of the Committee; and, for the Court to hold the Committee to account.

RECOMMENDATIONS

Members of the Court are asked to note the report.

MAIN REPORT

Introduction

1. The Audit & Risk Management Committee (the Committee) has a wide-ranging brief that underpins the City of London Corporation's governance processes by providing independent challenge and oversight of the adequacy of risk management, the internal control and financial reporting frameworks.
2. The Audit and Risk Management Committee has served to scrutinise the risk management process at the City Corporation and enhance the maturity of risk management organisation wide. The Committee has continued to play an important and integral part in ensuring key risks are reviewed through regular risk updates and deep dives of corporate risks (carried out by Internal Audit Team) on a rolling basis. The Committee has also served to improve engagement with the work of Internal Audit through receiving regular reports on completed work and monitoring the implementation of Internal Audit recommendations. The Committee oversees the planning and delivery of the External Audit review of the Annual Accounts produced by the City of London Corporation across all operations.
3. This report details the work of the Committee for the period from 1 April 2022 to 31 March 2023 and outlines work in relation to the key remit areas of:
 - Annual Governance Framework
 - Internal Audit
 - Risk Management
 - Counter-Fraud
 - External Audit

- Financial Reporting
4. Members of the Committee have a wide range of skills in many technical and professional areas, bringing significant experience and expertise to the Committee. All the Members have some experience in relation to the governance processes they challenge; supported by a periodic skills gap analysis undertaken by the Nominations Committee. The Committee is comprised of 12 Members, together with three external members who provide additional knowledge and skills to support the function. Table 1 details the Committee Members during 2022/23.

Table 1: Members of the Audit & Risk Management Committee 2022/23

Alderman Alexander Barr (Chairman)
 Alderman Prem Goyal (Deputy Chairman)
 Gail Le Coz (Deputy Chair, External Member)
 Rehana Ameer, Deputy
 Randall Anderson, Deputy
 Christopher Boden, Deputy
 Henry Nicholas Almroth Colthurst, Deputy (Ex-Officio, Chairman of the Finance Committee)
 Paul Martinelli
 Alderman Bronek Masojada
 Judith Pleasance
 Karen Sanderson (External Member)
 Ruby Sayed
 Paul Singh
 Naresh Sonpar
 Dan Worsley (External Member)

5. The three external members are each appointed for a three-year term, which can be renewed twice. Following the end of Hilary Daniels’ final term on 31 March 2022, the recommendation of the appointment of Karen Sanderson was ratified by the Court of Common Council on 21 April 2022. Gail Le Coz was elected as the Deputy Chair from the External Membership at the meeting on 24 May 2022. Dan Worsley was re-appointed for a second three-year term in April 2023.

Changes Within the Year

6. There were no specific change events that require mention here.

Annual Governance Framework

7. The Accounts and Audit (England) Regulations 2015, which apply to the City of London’s City Fund activities, require an audited body to conduct a review, each financial year, of the effectiveness of its system of internal control, risk management and governance and publish an Annual Governance Statement (AGS) each year, alongside the authority’s Statement of Accounts. The purpose of the AGS is to:
- Describe briefly the governance framework
 - State what activity has been undertaken to evaluate the governance framework and the outcome of that review

- Set out a plan of action to improve the effectiveness of the governance framework
8. The draft AGS for 2021/22 was presented at the 12 July meeting, receiving unanimous praise from the Committee, noting the enhancements made to the structure, format and content of the AGS following previous input from the Committee. The AGS was approved at this meeting for signing by the Chairman of the Policy and Resources Committee and the Town Clerk and Chief Executive.

Internal Audit

9. The Committee received the Head of Audit & Risk Management's Annual Audit Opinion for the year ended 31 March 2022 in May 2022:
- "I am satisfied that sufficient quantity and coverage of internal audit work has been undertaken to allow me to draw a reasonable conclusion as to the adequacy and effectiveness of the City's risk management, control and governance processes."*
10. The programme of Internal Audit work is aligned to the City's corporate and departmental objectives and key risks so that assurance can be obtained on these areas. Internal Audit's work identified a number of opportunities for improving controls and procedures, with a "Limited (Red) Assurance" opinion having been provided in four cases. Those recommendations raised have been accepted by management.
11. The programme of Internal Audit work for 2022/23 was subject to review throughout the year. While the Committee recognised the benefits of operating a more flexible and agile Audit plan, there was agreement that this approach made it more challenging for Members to understand the broader spread of Internal Audit work over the longer term. The Committee supported the Head of Internal Audit in their approach to planning, although tasked them with providing a more detail in respect of the Audit Universe.
12. The Audit & Risk Management Committee has continued to support and drive departmental engagement in relation to the follow-up work of Internal Audit to assess the implementation of recommendations. There have been no instances in 2022/23 where the Committee has needed to escalate the matter of tardy implementation and poor departmental compliance with the follow-up process to relevant Chief Officers and the Chairmen of the respective Committees, an indicator of the effectiveness of the follow-up Audit process.

Risk Management

13. The Committee is responsible for monitoring and overseeing the City of London Corporation's risk management strategy and to be satisfied that the authority's assurance framework properly reflects the risk environment.
14. The current City Corporation's Risk Management strategy includes a Policy Statement and a framework, which aligns with the key principles of ISO 31000: Risk Management Principles and Guidelines and defines clearly the roles and responsibilities of officers, senior management and Members.
15. The Strategy emphasises risk management as a key element within the City's systems of corporate governance, establishes a clear system for the evaluation of

risk and escalation of emerging issues to the appropriate scrutiny level and assists in ensuring that risk management continues to be integrated by Chief Officers within their business and service planning and aligned to departmental objectives.

16. As part of the Target Operating Model (TOM), oversight of City Corporation risk management moved on 1 April 2022 from the Internal Audit Team to the Corporate Strategy and Performance Team (CSPT) to support an integrated, professional and insight-led approach to corporate strategy, planning, risk management and performance. Risk management officer governance structures were reviewed and updated terms of reference issued for the Chief Officer Risk Management Group (CORMG). This outlined their role as senior officers accountable for oversight of risk management on behalf of the Executive Leadership Board (ELB), which also considers cross-cutting corporate matters relating to risk management, as does the CoLC Senior Leadership Team (SLT) – both ELB and SLT are chaired by the Town Clerk and Chief Executive of City Corporation and attended by Chief Officers. CORMG met regularly during this period – both feeding into Committee update reports through their work on risk registers and overarching risk themes, as well as considering any challenges/questions raised by the Committee during their sessions.
17. Over the course of 2022/23, the Committee has exercised its oversight role by:
 - a. Receiving and reviewing quarterly risk update reports in relation to the corporate and red departmental level risks, including any corporate risks added or removed from the register and wider risk management topics identified by officer governance processes
 - b. Deep-dive review of individual corporate risks of which five were considered by the Committee in 2022/23.

Counter-Fraud

18. During 2022/23, the Corporate Anti-Fraud team completed 52 investigations across all fraud disciplines, with an associated value of £1,335,436. Whilst the value of these frauds is in the main notional, we identified recoverable amounts of £691,835, of which £636,251 has been recovered during the reporting year. The sum recovered was largely in respect of a single instance of mandate fraud, valued at £575,639. A series of management recommendations have been made to mitigate the risk of such instances of mandate fraud affecting the City in the future.
19. Single Person Discount and Social housing tenancy fraud remains a key fraud risk area for the Corporate Anti-Fraud team and a concern for the Committee; the team has had an increased focus over the past year on ensuring that where tenants commit fraud and benefit from unlawful subletting, robust action is taken to recover any profits made using Unlawful Profit Orders or Proceeds of Crime Act Investigations, the later through a partnership with Croydon Council's Financial Investigators. This has resulted in the identification of £108,425 in recoverable fraud, of which £82,066 has already been recovered. The remainder is subject to court ordered timescales for recovery.

Financial Reporting

20. The 2020/21 City Fund and Pension Fund Statements were approved in November 2021, but the final sign off was delayed due to a late query regarding the accounting of infrastructure assets – a national issue. Accordingly, the Committee recommended approval in November 2022, acknowledging that the final issue regarding infrastructure assets was still to be resolved. A statutory override in March 2023 provided a resolution for financial statements beginning on or before 1st April 2024; and the Committee therefore awaits final audit sign-off. The Committee’s Chair wrote to the External Auditor in March 2023 to expedite final completion of the audit.
21. The Audit and Risk Management Committee has scrutinised the City Corporation’s various 2021/22 financial statements, seeking assurances on significant financial reporting issues, estimates and judgements. Reports have been received from both the External Auditors and the Audit Panel. The Committee has held the External Auditors to account to drive effective delivery of the audit.
22. Having completed its review, the Audit and Risk Management Committee recommended approval of the 2021/22 statements to the relevant Committees and trustees as follows:
 - a. Statements for City’s Cash, the City’s Cash charities, Bridge House Estates and 12 sundry trusts at the January 2022 Committee meeting
 - b. Statements for the final 3 sundry trusts under urgency by the Town Clerk, in consultation with the Chairman and Deputy Chairs of the Committee, in April 2023. A report of action taken was presented to the Committee at its May meeting

Other Work of the Committee

23. The City Corporation continues to host the London Borough Audit Committees Chairs’ forum, seeking to share knowledge, experiences and best practice and to explore the development of joint initiatives such as member training and performance benchmarking.

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

DATED this 10th day of July 2022.

SIGNED on behalf of the Committee.

Alderman Prem Goyal
Chairman, Audit and Risk Management Committee

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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 20th July 2023

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

Bills

Date in force

Retained EU Law (Revocation and Reform) Act 2023

29th June 2023

The Act revokes certain specified pieces of Retained EU Law (REUL) at the end of 2023 and grants the Secretary of State powers to restate, revoke, replace or update REUL until 23 June 2026. It places a duty on the Secretary of State to regularly update the Government's REUL Dashboard and publish reports on the revocation and reform of REUL. The Act also abolishes the principle of the supremacy of EU law and other general principles of EU law and facilitates domestic courts to depart from retained case law.

Higher Education (Freedom of Speech) Act 2023

11th May 2023

The Act enhances existing freedom of speech duties on registered higher education providers, including the Guildhall School of Music and Drama. It creates a new duty to promote freedom of speech and academic freedom, as well as obligations for students' unions. The Act also enables individuals to claim for losses that they have suffered as a result of breaches of specified freedom of speech duties.

Statutory Instruments

The Public Order Act 2023 (Commencement No. 1) (England and Wales) Regulations 2023 No 733

2nd July 2023

These Regulations brought into force provisions of the Public Order Act 2023, including the new criminal offences of causing serious disruption by tunnelling or by being present in a tunnel, of being equipped for tunnelling, and of obstruction of major transport works. The Regulations also brought into force new protections for journalists observing or reporting on a protest, or on the exercise of police powers in relation to a protest. Some key provisions of the Act were brought into effect by Regulations in May in time for the Coronation weekend. These are the second commencement regulations, but the first which extend only to England and Wales.

The Public Order Act 1986 (Serious Disruption to the Life of the Community) Regulations 2023 No. 655

15th June 2023

The Public Order Act 1986 enables police officers to impose conditions on public processions and public assemblies, where they reasonably believe that these may result in “serious disruption to the life of the community”. The 1986 Act does not define this expression. It provides a non-exhaustive list of examples which may constitute serious disruption to the life of the community. These Regulations amend this list of examples and provide that the term “community” extends to anyone who may be affected by the procession or assembly, regardless of whether they live or work in the area.

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

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

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