



## General Purposes Committee of Aldermen

**Date:** TUESDAY, 7 FEBRUARY 2023  
**Time:** 10.45 am  
**Venue:** COMMITTEE ROOMS 3 AND 4, WEST WING, GUILDHALL - ACCESSIBLE REMOTELY

**Members:**

Alderman Sir William Russell (Chairman)	Alderman and Sheriff Alastair King DL
Alderman Sir Charles Bowman (Deputy Chairman)	Alderman Gregory Jones KC
The Rt. Hon. The Lord Mayor, Nicholas Lyons	Alderman Prem Goyal
Alderman Ian David Luder	Alderman Professor Emma Edhem
Alderman Sir David Wootton	Alderman Robert Hughes-Penney
Alderman Sir Andrew Parmley	Alderwoman Susan Langley
Alderman Sir Peter Estlin	Alderman Bronek Masojada
Alderman Vincent Keaveny	Alderman Alexander Barr
Alderman Professor Michael Mainelli	Alderman Christopher Makin
Alderman Alison Gowman	Alderman Tim Levene
Alderman Timothy Hailes	Alderwoman Jennette Newman
Alderman Robert Howard	Alderman Kawsar Zaman
	Alderwoman Susan Pearson

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**Michael Cogher**  
**Acting Town Clerk and Chief Executive**



# AGENDA

## Part 1 - Public

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To approve the minutes of the last meeting of the General Purposes Committee of Aldermen held on 6<sup>th</sup> December 2022.  

**For Decision**  
(Pages 7 - 18)
4. **PRESENTATION - CFIT/OPEN BANKING - CHARLOTTE CROSSWELL**  

**For Information**
5. **PRESENTATION - MVAC - JEREMY BLACKBURN**  

**For Information**
6. **CORPORATE PLAN ANNEX 2024 UPDATE**  
Report of the Chief Strategy Officer.  

**For Information**  
(Pages 19 - 28)
7. **OUTSTANDING ACTIONS LIST**  
To note the outstanding actions in respect of the General Purposes Committee of Alderman's work programme.  

**For Information**  
(Pages 29 - 30)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

10. **EXCLUSION OF THE PUBLIC**  
**MOTION** - That, in accordance with the Court of Aldermen's Disclosure Arrangement (Standing Order 25), the public shall be excluded from the meeting for the following items of business on the grounds that the Chairman and Deputy Chairman of the General Purposes Committee of Aldermen have determined, having had due regard to the Disclosure Arrangement, that disclosure should not be permitted.

**For Decision**

**Part 2 - Non-Public**

11. **NON-PUBLIC MINUTES**  
To approve the non-public minutes of the last meeting of the General Purposes Committee of Aldermen held on 6 December 2022.

**For Decision**  
(Pages 31 - 36)

12. **REVISIONS TO THE CONSTITUTION AND TERMS OF REFERENCE OF THE EMANUEL HOSPITAL MANAGEMENT SUB (COURT OF ALDERMEN) COMMITTEE**  
Report of the Town Clerk.

**For Decision**  
(Pages 37 - 40)

13. **PROPOSED ROLE OF ALDERMEN IN LIVERY COMMITTEE'S LIVERY LIAISON SCHEME**  
Report of the Town Clerk and Chairman of the Magistracy and Livery Sub-Committee to be heard.

**For Decision**  
(Pages 41 - 54)

14. **MANSION HOUSE SET PIECE EVENTS - GUIDANCE FOR MEMBER AND OFFICER ATTENDANCE AND SEATING**  
Report of the Executive Director & Private Secretary to the Lord Mayor.

**For Decision**  
(Pages 55 - 68)

15. **PROPOSED 2023/24 REVENUE BUDGET**  
Joint report of the Chamberlain, the Deputy Town Clerk and the Remembrancer.

**For Decision**  
(Pages 69 - 78)

16. **UPDATE REPORT - STRATEGY GROUP ONE - EXTERNAL PRIORITIES**  
Alderman Sir William Russell to be heard.

**For Discussion**

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
  
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## GENERAL PURPOSES COMMITTEE OF ALDERMEN Tuesday, 6 December 2022

Minutes of the meeting of the General Purposes Committee of Aldermen held at Aldermen's Court Room, Mezzanine Floor, West Wing, Guildhall on Tuesday, 6 December 2022 at 10.30 am

### Present

#### Members:

Alderman Sir William Russell (Chairman)  
Alderman Sir Charles Bowman (Deputy Chairman)  
The Rt. Hon. The Lord Mayor, Nicholas Lyons  
Alderman Ian David Luder  
Alderman Sir David Wootton  
Alderman Sir Andrew Parmley  
Alderman Sir Peter Estlin  
Alderman Professor Michael Mainelli  
Alderman Alison Gowman  
Alderman Timothy Hailes  
Alderman Robert Howard  
Alderman and Sheriff Alastair King DL  
Alderman Gregory Jones KC  
Alderman Prem Goyal  
Alderman Professor Emma Edhem  
Alderman Robert Hughes-Penney  
Alderwoman Susan Langley  
Alderman Bronek Masojada  
Alderman Alexander Barr  
Alderman Christopher Makin  
Alderman Tim Levene  
Alderwoman Susan Pearson

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Gemma Stokley	- Town Clerk's Department
Rhiannon Leary	- Executive Officer to the Court of Aldermen
Caroline Al-Beyerty	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Caroline Jack	- Executive Director and Private Secretary to the Lord Mayor

#### 1. **APOLOGIES**

Apologies for absence were received from Alderman Vincent Keaveny, Alderwoman Jennette Newman and Alderman Kawsar Zaman.

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

There were no declarations.

3. **MINUTES**

The Committee considered the minutes of the last meeting of the General Purposes Committee of Aldermen held on 18 October 2022.

**RESOLVED:** - That the minutes of the last meeting of the General Purposes Committee of Aldermen held on 18 October 2022 be approved as an accurate record of the meeting.

**Chairman's Congratulatory Remarks**

The Chairman wished to place on record his congratulations to Alderman Emma Edhem on having been invited and accepted to join Coexist House as a Trustee in the room of the late Sir Roger Gifford.

The Chairman encouraged all to continue to keep him informed of any new positions or accolades for noting at future meetings.

4. **FILM LIAISON OFFICER PRESENTATION**

The Chairman welcomed Joanna Burnaby-Atkins, the Corporation's Film Liaison Manager, and Mick Bagnall, the Film Liaison Officer to the meeting.

The Committee were informed that the Corporation's Film Liaison Unit was launched in 1998 and was currently a two-person team. It was reported that the City had a long history of supporting and investing in the film industry, including funding research into the fiscal benefits and the start-up of the London Film Commission, now known as 'Film London'. Officers added that the Town Clerk also sat on the Film London Executive Task Force.

Ms Burnaby-Atkins underlined that, previously, for a production to navigate permissions to carry out the things that they needed to do in the City was a long and laborious process with filming therefore often carried out illegally and haphazardly. The newly established film team in 1998 was established in order to provide a specialist, one-stop shop for filmmakers to relieve the pressure on other departments, to whittle down and refine requests and ensure that filming was always carried out safely. All of this was carried out with a primary focus on protecting the City's residents, workers and visitors and to protect the image of both the City Corporation and the Square Mile.

In supporting filming in the City, the Film Liaison Team were also supporting the UK filming industry and its many associated and supporting industries. It was reported that the UK was currently attaining record-breaking levels of film and High-End TV (HETV) production with spend on this in the UK in 2021 reaching over £5.7 billion – the highest figure since records began. Inward investment spend in the UK was £4.7 billion in 2021 (84% of UK total film and HETV spend and double the levels reached in 2020). The Aldermen were informed that film and HETV production was expected to grow at an average rate of over 7% per year between 2022 and 2025 reaching over £7 billion by 2025. 2021 had seen 790 filming days within the City with income generated into the City Corporation via the Film Team at just over £1.3 million – an increase of 275% over the past decade.



Ms Burnaby-Atkins went on to state that the most recent study that she had uncovered on tourism associated with filming came from a study in 2014 which stated that visitors to the UK spent nearly £600,000 in film-related tourism and £266 million in TV-related tourism. Conservative estimates suggested that seeing a film location on-screen accounts for 36% of visitors to the UK. Focusing on individual locations in London that were featured in films, the study found that between 43-56% of people who visited these locations did so because they had seen them on the big screen.

Officers went on to outline how they supported filming, underlining that it had been important to establish guidelines which had been drawn up in 2018. Under these, the Team supported filming that enhanced the reputation of the City of London, generated income for the City of London Corporation, contributed to a flourishing society and supported local communities and inspired enterprise, excellence, creativity and collaboration. Productions which could damage the reputation of the City, was disproportionately disruptive, required a disproportionate amount of time and commitment, disrupted the traffic network to a significant degree or undermined the City's corporate aim that people are safe and feel safe within the Square Mile were not supported/facilitated.

Mick Bagnall spoke on filming on the public highway, for which there were numerous requests within the City of London. It was reported that these varied in scale but that crews of only a maximum of 10 tended to be permitted during working days between 7am and 7pm. This meant that any filming of scale took place at weekends and occasionally on weekday evenings. Mr Bagnall underlined the importance of working collaboratively with all other City Corporation Departments on these matters but specifically the Highways Team and Environmental Health Team within the Highways Department as well as the City of London Police. The Team also liaised with external stakeholders such as TfL, the Metropolitan Police, the Civil Aviation Authority, the Port of London Authority and neighbouring boroughs where necessary. It was reported that location fees were not charged for filming on a public highway but that statutory fees were charged for things such as road closures, traffic control licences, hoarding licences and for both on-street and off-street parking. Income from these statutory charges for the last financial year for Highway and Parking costs accounted for just over half of the filming income raised by the film Team.

The Team also offered support to City businesses and landowners hosting filming such as Goldsmith's Hall, the Four Seasons Hotel, 20 Old Bailey, St. Bartholomew the Great Church and St Paul's Cathedral. Officers also took the opportunity to list a small number of larger shoots that had been filmed in the City in recent years including for Mission Impossible and James Bond films.

The Committee were informed that filming took place across a large number of diverse Corporation sites. It was noted that sites such as the Heathrow Animal Reception Centre and LMA were better suited to documentaries, with the Barbican walkways hosting a multitude of small fashion shoots. Other sites including Mansion House, the Old Bailey and Billingsgate Market had the

resource to host large TV dramas and features and were also utilised/in demand as facility bases for filming taking place nearby. Popular sites also included Tower Bridge, the City's Open Spaces, Leadenhall Market and St Dunstan's in the East.

It was recognised that demand was often higher than the Film Team could meet or had capacity for, and it was noted that many film shoots were declined due to short notice requests and so as not to impact heavily on City residents and businesses. It was underlined that filming requests were assessed carefully with those on the City's residential estates only coming forward in small numbers for example. These were then also subject to detailed consultation. When filming requests were received, the Film Team liaised with the relevant site, examined the script and synopsis, ensuring that anything controversial was cleared with the Executive Director of Communications. The Team went on to attend site visits and facilitated discussion between both sides to ensure progress. The Team was also responsible for negotiating and agreeing fees to ensure that these remained competitive. The Team ensured that risk assessments were provided as well as insurance, negotiating terms and conditions of contract and contract sign-off via the City's Comptroller's Department.

Going forward, filming levels look set to continue to increase. Officers reported that they had recently signed up to the London Location Library to allow those of the City Corporation's sites who wish to and had appropriate resource/capacity to promote themselves to be able to do so. It was reported that the Film Team were also now liaising with the team from Destination City to look at how filming could be used to promote the City. It was also reported that they were working on revising their Filming with Drones Policy given that many shoots now sought to use this technology.

In conclusion, Ms Burnaby-Atkins reported that she and Mr Bagnall have a combined experience over 45 years managing filming in the City Corporation and had, over this time, built up excellent relations with external organisations, internal departments and production location managers who brought in the films. The Film Team had contributed to pan-London working groups and seminars over the years to establish shared best practice across London and to create a Code of Ethics for the industry such as the Filmmakers Code of Conduct and a Safe Working Agreement that had enabled the Government to 'green-light' filming again after the pandemic. Officers underlined that they took great pride in seeing the City showcased on screen and welcomed any questions that the Committee might have.

An Alderman questioned who was responsible for liaising with neighbouring properties and others likely to be directly affected when road closures were approved for filming purposes. Officers reported that this involved liaising with the Environment Department and highlighted that any road closures were booked under a statutory process with a 12-week notice period. These closures were advertised, and the production companies also did letter drops on all neighbouring and surrounding properties in advance. For larger shoots, 3-4 letters were issued in the weeks preceding this.

Another Aldermen referred to two City locations being used within the most recent series of The Crown. However, he noted that the scene purported to be held in the Guildhall was filmed elsewhere and questioned whether this was due to particular sensitivities around using the actual Guildhall for this purpose. Officers responded to state that there had clearly been much controversy reported in the media around this series of The Crown and that a decision had therefore been taken to not permit filming for this out of respect for Her Majesty and the City Corporation's relationship with the Royal Family. The Alderman went on to question whether the Film Team were able to be increasingly proactive in their approaches to the industry. Officers reiterated that they had recently signed up to the London Location Library which, once live, would allow all London boroughs to promote their sites. The Film Team had been liaising internally with all Departments to let them know that they were able to promote their sites in this way using this resource.

An Alderman recognised that the film industry was one of the fastest growing industries in the UK and questioned whether the Film Team had a business plan in place that forecasts where future income generation might go given this growth. Officers reported that there were no current plans to increase the resource dedicated to this work within the City Corporation.

An Alderman questioned how far some of the City's environmental requirements were imposed upon those filming in the City in terms of the generators used for example. They went on to refer to Destination City and filming driving tourism. She referred specifically to one-time proposals around a Harry Potter Themed Unit in Leadenhall Market and questioned whether the Film Team would liaise with colleagues in these instances to help them understand and promote these kinds of drivers for tourism and engagement through Destination City. Officers reported that, whilst they were not aware of this specific proposal, they were in regular contact with the Destination City Team and had been discussing the inclusion of a Filming Map for the City on their website which was to be launched in March 2023. The map would provide details and background in terms of shoots that had taken place in the Square Mile. In terms of generator use, it was reported that there were huge moves taking place within the industry itself in relation to this and the environmental side of filming. It was highlighted that some companies had begun to make use of electrical generators and it was expected that this would be rolled out rapidly going forward.

An Alderman questioned how the Court might help in terms of promoting the City's offering. He also mentioned that he had come across productions taking place within his own Ward which he had had no prior knowledge of and therefore asked whether Ward Members could be included on future circulation lists alerting neighbours to these shoots. He went on to ask what the de minimis requirement was for notifying the Film Team of filming within the City and whether this extended to things such as interviews and documentaries. Officers underlined that every film team operating within the City were asked to submit an application to the Film Team. For those filming on a public street, there was, however, no legislation that stated that they *must* apply for permission in terms

of smaller crews doing 'vox pops' on the City's streets. However, they were obliged by law to have public liability insurance and to have carried out a risk assessment and so the request that they apply to the Film Team could often be helpful in terms of checking that this was in place.

An Alderman questioned what success might look like to the Team in the coming years – would this be a further increase in revenue or tourism for example? He also questioned how they were prioritising the number of requests being received. Officers reported that their key focus was to ensure that all filming carried out was done so safely without attracting complaints – this involved a huge amount of consultation, particularly around large shoots, and building effective working partnerships. They added that they were keen to achieve increased income not just for the City but also across London and the UK for this huge industry which employed a significant number of people. They underlined that they were also keen to see moves to make the industry increasing environmentally friendly. In response to a supplementary question, Officers stated that, with a continued increase in revenue, it was hoped that more resource may be dedicated to the Corporation's Film Team in due course to increase what it was possible to facilitate across the City's sites in terms of filming.

An Alderman spoke in terms of support for local communities and passing on some income to those areas where shoots took place such as the Golden Lane Estate and the HRA which she believed had happened in the past. Beyond financial support, she also questioned what kinds of opportunities there could be for local residents to become involved on shoots through various internships for example. The Alderman went on to refer to the amount of illegal filming which took place in the City, particularly for platforms such as YouTube and questioned what might be done to tackle this. Finally, she referred to drones used for filming purposes and issues with privacy. Officers responded to state that, at present, there was no formal mechanism for offering residents the opportunity to participate in a shoot but noted that there were various Film London initiatives and apprenticeship opportunities that could be flagged to them. Officers reported that they were aware with particular issues with illegal filming around the Golden Lane Estate garages which appeared to feature on various websites in terms of secret filming locations. Filming schools were given very clear guidelines who tended not to be the issue here. The Film Team had discussed the installation of cameras here with the Estate, but this had not been possible at the time, it was therefore a matter for security to monitor on site. Due to the sensitivities here, some filming requests had been turned down with just two productions taking place on the Golden Lane Estate in the last year, managed by a location team well known to the City Corporation and one who were well aware of the issues here. From these, a portion of the location fee had been segregated via the Estate Office. With regard to drones, the Committee were informed that the Civil Aviation Laws had changed towards the end of last year such that drones of 250g or under were now legally permitted to fly without permission. They did, however, require permission from the National Air Traffic System (NATS) as the City remained a restricted flight zone alongside Westminster and Canary Wharf. This required two weeks' notice and the Film Team continued to drive home the importance of liaising with them

when filming with drones so that checks could take place around their Civil Aviation Licence, their NATS permission, risk assessment and details of take-off and landing. At present, the Film Team only granted permission for take-off and landing of drones from public highway during the weekend. Current policy stated that road closures were necessary for any filming with drones but, because of the change in law, this would need to be amended.

Another Alderman questioned the City's charging policy for filming and whether this was purely reactive. He also questioned whether the Team liaised with other sites within the City such as Temple in terms of filming rates and referred any requests for filming that they were unable to accommodate to other, private venues within the Square Mile such as this. Officers reported that they did liaise with private sites both within and outside of the City in order to ensure that their fees remained competitive. It was reported that location and staff fees were top end, particularly for sites such as Mansion House and the Old Library and that demand was high. The Film Team also reported that they advised most of the City's sites on fee charging and that they were keen to reach out further here and build better working relations and share best practice. With specific reference to filming in Temple, it was reported that the Film Team did frequently offer support here in terms of things such as parking and logistics.

The Committee thanked the speakers for their contributions and congratulated them on all of their work to date.

#### 5. **ALDERMANIC LIVERY LIAISON SCHEME**

The Chairman welcomed the Chairman of the Livery Committee, Philip Woodhouse to the meeting.

Mr Woodhouse spoke on the wider work undertaken in recent years to help lift the profile of the Livery Committee and improve communications both pan-Livery and with the City of London Corporation. He went on to speak of the opportunity which now arose to extend the liaison scheme operated by the Livery Committee to the Court of Aldermen. He underlined that he was not keen on being overly prescriptive in terms of the way in which and how often individual Aldermen and Livery Company Clerks might want to engage. He flagged that this was still very much a work in progress and opened up the proposal for wider discussion.

Alderman Gowman, who had also been involved in discussions on this proposal to date as Chair of the Magistracy and Livery Sub-Committee stated that this was a very valued scheme but had perhaps not been as successful as initially hoped. She was therefore very supportive of the idea of the Court of Aldermen now getting behind this as an effective means of engaging with the City's various Liveries and helping to make this as big a success as possible.

Another Alderman spoke in support of the proposal and questioned to what extent this Committee might act as a 'matchmaker' for those Liveries currently without an Alderman. The Chairman of the Livery Committee stated that he would welcome this role.

Other Aldermen also spoke in support of the proposal. All were encouraged to inform the Town Clerk of any amendments or additions to their list of Liveries presented today. The Deputy Chairman stated that, with this agreement in principle, the proposal would now be worked up in greater detail and would come back to this Committee at its next meeting.

An Alderman requested that details of sponsoring Aldermen of Livery Companies also be added to the list circulated going forward and that this be shared with the Committee going forward.

The Chairman queried whether Aldermen might be best assigned to those Livery Companies situated in their Wards where some links might already have been established.

**Resolved** – That the proposal be supported in principle with the Scheme now worked up in more detail and brought back to the next meeting of this Committee.

6. **ALDERMANIC APPOINTMENTS**

**Resolved** – That:

- a) Alderman Gregory Jones be appointed to the Magistracy and Livery Sub-Committee and
- b) Alderman Alison Gowman (Senior Alderman) and Alderman Kawsar Zaman (Junior Alderman) be appointed to the newly constituted Member Learning and Development Steering Group.

7. **DRAFT HIGH-LEVEL SUMMARY BUSINESS PLAN 2023/24 - MANSION HOUSE & OFFICE OF LORD MAYOR AND SHERIFFS**

The Committee considered a report of the Executive Director and Private Secretary to the Lord Mayor presenting the high-level summary Business Plan for the Mansion House & Office of Lord Mayor and Sheriffs for 2023/24.

The Executive Director and Private Secretary to the Lord Mayor reported that this set out the Department's main activity and direction of travel, broken down under

four headings – stabilise, commercialise, modernise and integrate better with other parts of the Corporation. She added that they were doing particularly well in terms of commercial activity which was a key part of the Target Operating Model (TOM) restructure made to generate the savings that were required here. She commented that she was very proud of the way in which the team had come together and were now moving in a new direction culturally.

An Alderman commented that the Operational Property and Projects Sub-Committee which he currently chaired had been looking at the bow wave issue and had taken the view that leaving this with relevant service committees to fix was not overly productive and so they had asked for a report on how to tackle the whole piece now be commissioned. This would look at the whole piece/project in terms of timetable and cost.

Another Alderman questioned how the KPIs could be made more quantitative as opposed to qualitative. He also questioned whether the finances might be presented more conventionally going forward. The Executive Director and Private Secretary to the Lord Mayor commented that she was seeking to make improvements in terms of both going forward and that what was presented here was a transitional arrangement. The Alderman suggested that the Department might consider something like Net Promoter Score in terms of quantitative data and measuring impact for both Mansion House and Lord Mayor and Sheriffs.

An Alderman noted that there was reference to the Climate Action Strategy within the report and questioned the drive towards the Mansion House building itself becoming net zero. She also questioned how the Central Criminal Court would work in terms of the Sheriffs and events going forward. The Executive Director and Private Secretary to the Lord Mayor clarified that the CCC now fell under the City Surveyor's remit. In terms of Mansion House and achieving net zero/the longer-term environmental goals, the Committee were informed that this site was also interdependent on the City Surveyor and Environment Department. The Alderman noted that it was therefore fair to say that the Mansion House may well not achieve net zero by 2027 in line with the corporate target.

The Committee thanked the Executive Director and Private Secretary to the Lord Mayor and her team for all of their hard work to date.

**Resolved** – That the Committee:

- i. Note the factors taken into consideration in compiling the Mansion House & Office of Lord Mayor and Sheriffs Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2023/24.

8. **OUTSTANDING ACTIONS LIST**

The Committee considered the Outstanding Actions List which had been updated since the last meeting on 18 October 2022.

Aldermanic Allowances – The Chairman reported that further information would be brought forward on this to the February meeting.

**RESOLVED:** - That –

- (i) the Outstanding Actions List be noted; and
- (ii) that completed items be removed from the list.

(III) **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

**Note from the Crown Equerry re: Lord Mayor's Show Day**

The Remembrancer reported that he had received a note from the Crown Equerry stating that they would be grateful to him if he could convey to the Lord

Mayor, Alderman and High Officers of the City of London for their generous acknowledgement of the contribution made by the Royal Mews staff on Lord Mayor's Show day following the gratuity payment made.

#### **Herald's Proclamation Fee**

The Remembrancer reported that there was an order from 1 March 1630 that stated that the Herald should be paid £5 collectively by the City following the Accession. Despite questioning whether the sum had increased with inflation, the Remembrancer clarified that he had been informed that it remained at £5. The Chairman suggested that this be negotiated such that a more generous payment of, say, £100 might be made.

#### **Retirement of the Town Clerk and Chief Executive**

Whilst it was recognised that a formal Vote of Thanks was to be moved at this afternoon's meeting of the Court of Aldermen, the Chairman wished to place on public record his great thanks to John Barradell at this, his last meeting of the General Purposes Committee of Aldermen.

The Chairman thanked Mr Barradell for his ten years of service stating that the City Corporation was a unique, organisation; apart from the extent of its activities and the challenges they can produce, the absence of party politics and the existence of both the Court of Aldermen and of Common Council add to the complexity of how it runs. He commented that Mr Barradell's experience and ability enabled him very quickly to get a sense of the way in which the organisation works and that he had always shown a very quick grasp of issues key to the solving of problems. This had manifested itself in countless ways for this Court.

The Chairman concluded by stating that members of this Committee were therefore as one in expressing their warmest thanks to Mr Barradell and in wishing him, and his wife, a long and happy retirement, with many happy memories of Guildhall and of a job very well done.

#### **11. EXCLUSION OF THE PUBLIC**

**RESOLVED** - That, in accordance with the Court of Aldermen's Disclosure Arrangement (Standing Order 25), the public shall be excluded from the meeting for the following items of business on the grounds that the Chairman and Deputy Chairman of the General Purposes Committee of Aldermen have determined, having had due regard to the Disclosure Arrangement, that disclosure should not be permitted.

#### **12. NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the last meeting of the General Purposes Committee of Aldermen held on 18<sup>th</sup> October 2022 and approved them as a correct record.

#### **13. MINUTES OF THE EMANUEL HOSPITAL MANAGEMENT SUB-COMMITTEE**

The Committee received the minutes of the Emanuel Hospital Management Sub-Committee meeting held on 19<sup>th</sup> October 2022.



14. **MINUTES OF THE COMMITTEE OF ALDERMEN TO ADMINISTER THE SIR WILLIAM COXEN TRUST FUND**  
The Committee received the minutes of the Committee of Aldermen to administer the Sir William Coxen Trust Fund meeting held on 11<sup>th</sup> October 2022.
15. **MINUTES OF THE MAGISTRACY AND LIVERY SUB-COMMITTEE**  
The Committee received the minutes of the Magistracy and Livery Sub-Committee meeting held on 20<sup>th</sup> October 2022.
16. **FINANCE UPDATE ON THE MANAGEMENT FOR THE EMANUEL HOSPITAL (CHARITY REGISTRATION NUMBER 206952)**  
The Committee considered and approved a report of the BHE & Charities Finance Director (representing the Chamberlain) setting out the Emanuel Hospital Charity's financial position as at the most recent year end (2021/22) and in the period to date (6 months to 30 September 2022), with a forecast for the remainder of the 2022/23 financial year alongside a cash flow forecast for 2022/23 and 2023/24.
17. **MANSION HOUSE (& CENTRAL CRIMINAL COURT)- INCOME GENERATION 2021 - 22 & CHARGES 2023 - 24**  
The Committee considered and approved a report of the Executive Director, Mansion House reviewing income generation in the 2021-22 Financial Year, providing a brief update on the implementation of Mansion House's new commercial strategy and recommending the future rates to be agreed for the 2023-24 Financial Year as well as highlighting other relevant issues.
18. **UPDATE REPORT - STRATEGY GROUP THREE - COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT**  
Aldermanic Strategy Group Three – Communications and Stakeholder Engagement took the opportunity to update the Committee on the progress of their various workstreams.
19. **APPOINTMENT OF NEW HONORARY COMMON CRYER AND SERJEANT AT ARMS**  
The Committee considered and approved the appointment of a new Honorary Common Cryer and Serjeant at Arms.
20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
The Committee considered the awarding of the Livery Cloth Grant and discussed the appointment of the Deputy Serjeant at Arms as well as access to non-public papers of the General Purposes Committee of Aldermen.
22. **CONFIDENTIAL MINUTES**

The Committee considered and approved the confidential minutes of the last meeting of the General Purposes Committee of Aldermen held on 18<sup>th</sup> October 2022.

**The meeting ended at 12.03 pm**

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Chairman

**Contact Officer: Gemma Stokley**  
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<b>Committee(s):</b> General Purposes Committee of Aldermen	<b>Dated:</b> 7 February 2023
<b>Subject: Corporate Plan Annex 2024 update</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Chief Strategy Officer	<b>For Information</b>
<b>Report author:</b> Barbara Hook Assistant Director Corporate Planning	

## Summary

- This report provides the Committee with a brief overview of the Resources and Priorities Refresh (RPR) programme, outlining the RPR central purpose to align our resources to our priorities, and the four RPR workstreams (Commercial, including income generation; Operational Property; Productivity; and the Corporate Plan Annex).
- It also provides the Committee with an update on the Corporate Plan. As agreed by the Policy and Resources Committee in October 2022, a narrative annex covering 2024 is to be attached to Corporate Plan 2018-23. Subsequent to this, Corporate Plan 2025-30 will be developed.
- RPR Governance is shown at Appendix 1 and the Corporate Plan Annex, timeline is at Appendix 2.

## Recommendation

Members are asked to note that:

- RPR encompasses and supports existing or planned work and was established as a programme to provide clear oversight of its objectives and those of the workstreams that fall under it.
- Considering the current climate and to give changes within City of London Corporation (e.g., related to the Target Operating Model) time to settle, Members agreed that a narrative covering 2024 be prepared and annexed to the Corporate Plan 2018-2023, with a new Corporate Plan 2025-2030 to follow. This annex will reflect achievements to date, outline the present context and signpost to future priorities, rather than set a new policy direction.

## Main Report

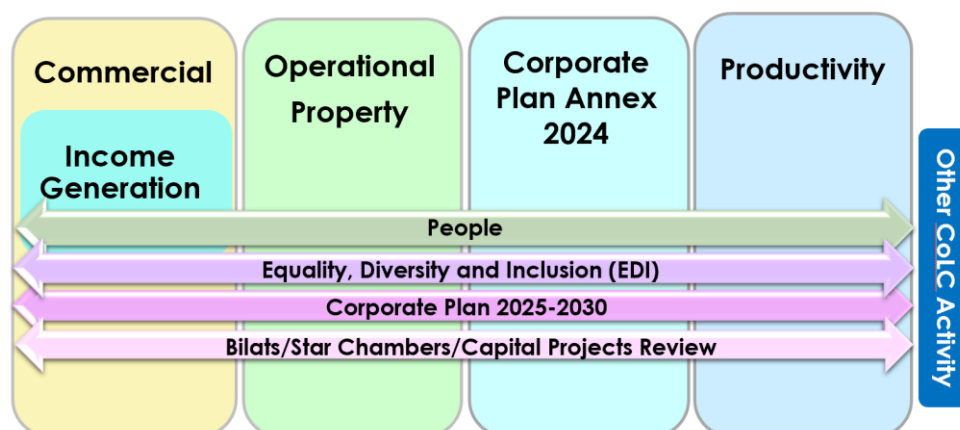
### Background

1. The Resources and Priorities Refresh emerged from – and now replaces – work on the zero-based review (ZBR) briefed to the March 2022 Court of Common Council by the former Chairman of Finance Committee.<sup>1</sup> Although the name has changed to better reflect the combined strategic finance and policy response to the City Corporation's challenges, it retains the central tenet of the ZBR– namely, to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).
2. RPR is not a budget-slicing exercise nor an attempt to reinvent the wheel. Its focus is on activity already planned or underway, including building on themes from other reviews such as the Target Operating Model (TOM) and the Fundamental Review to address financial pressures facing the City Corporation. Four workstreams to better equip City Corporation for current and future challenges will deliver over the short, medium and longer-term. In addition, planning for the next iteration of the corporate plan will be informed by the RPR workstreams. These workstreams are:
  - *Commercial, including Income Generation*: New commercial opportunities for generating income will be pursued, while existing revenue streams maximised. Existing contracts and procurement activity will be reviewed, and a new commercial strategy will be developed.
  - *Operational Property*: A review of the number of operational properties owned and/or occupied by the City Corporation. Consideration will be given to the reduction of running costs and maximising financial returns. Properties are to be sustainable, affordable, and fit for purpose accommodation for service provision.
  - *Productivity*: A review and development of corporate systems, processes, skills, IT training, and increased delegations to reduce bureaucracy. Officers will be empowered to drive continuous improvement.
  - *Corporate Plan Annex 2024*: See next section.

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<sup>1</sup> See the update on the City Corporation's 2022/23 budget and medium-term financial planning - [Public Pack\)Agenda Document for Court of Common Council, 10/03/2022 13:00 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk/Agenda/Agenda-Item/2022/03/10/10032022-1300)

## RPR Workstreams



3. RPR Governance is shown at Appendix 1. RPR provides updates to Resource Allocation Sub Committee in the first instance, before going to Policy & Resources Committee, with reporting up to Court of Common Council in line with Terms of Reference.

### Corporate Plan Annex and Corporate Plan 2025-30

4. During the Corporate Plan 2018-23 period, the organisation has been through several reviews, some of which are still being delivered (e.g. Target Operating Model, Fundamental Review). To provide space during this settling-in period and while some of the key RPR workstreams were being developed, it was agreed by Members that a narrative annex covering 2024 be added to the Corporate Plan 2018-23, with a fuller updated plan to follow in 2025. Table 1 below shows a breakdown of the two products – Corporate Plan Annex and Corporate Plan 2025-30.

<b>Corporate Plan Annex</b>	<b>Corporate Plan 2025-30</b>
<ul style="list-style-type: none"> <li>• Covers 2024 only</li> <li>• Supplementary to, not replacing, Corporate Plan 2018-23</li> <li>• Provides a synopsis of current state (things already achieved or decided) – not a new policy position</li> <li>• Engagement during late 2022 and early 2023</li> <li>• Final draft to be approved during 2023</li> </ul>	<ul style="list-style-type: none"> <li>• Covers a 5-year period</li> <li>• Reviews the current Corporate Plan 2018-23 vision and priorities</li> <li>• Reflects ongoing and future focus - what we hope to achieve (priorities, issues, challenges, new areas of work, etc.)</li> <li>• Engagement starting in 2023 (N.B. may run in parallel to that of Annex).</li> <li>• Final draft to be approved during 2024</li> </ul>

Table 1: Corporate Plan

5. The Corporate Plan Annex will include a contextual scene setting narrative, summarise progress on our corporate priorities, outline any agreed new commitments and highlight some of the future challenges to be taken into account in the next corporate plan. There will also be an updated infographic of 'key facts' about the Corporation (the previous version was included within the Corporate Plan 2018-23 and has not been amended since); these facts are being collated from various sources including Departmental Business

Plans and will be tested with stakeholders for readability and accessibility. The five chapters are being drafted to work equally as individual components of an overarching narrative, to be read as standalone pieces, or in conjunction with each other as a print or web product.

Contextual Narrative	Review of Progress	Content (state of play)	Future Direction	Measurement	Key Facts Appendix
Our purpose, mission vision and values/our map	An evaluation of 2018-23 outcomes	Initiatives in progress that extend beyond 2023	2025 and beyond	How we will track and report performance	Useful and interesting infographics that tell our story in key facts e.g. <ul style="list-style-type: none"> <li>• Worker/visitor numbers</li> <li>• Attractions data;</li> <li>• Open spaces locations;</li> <li>• Climate action data</li> </ul>
Describing CoLC and the many things we each do	Potential to spotlight the tangible impacts realised	'New' initiatives since CP 2018-23	Our direction – future facing corporate strategy	Increased transparency through use of dashboards	
Describing the communities we serve and how		Is a political priority	Prioritised initiatives: outcome focused and measurable		
Scene setting of the current landscape we are operating in		Showcasing progress of one or more in-progress priorities	The areas of focus for the <ul style="list-style-type: none"> <li>• near term 1-2 years (detailed)</li> <li>• Mid-term 3-5 years (broader brush)</li> <li>• Longer term 5 years+</li> </ul>		
Our approach to prioritisation in the context of wider trends					

Table 2: Corporate Plan Annex Chapters

- The Corporate Plan Annex 2024 draft will continue to be developed through quarter 1 and quarter 2 and will progress to Committee stage, overseen by Policy and Resources and Court of Common Council, in July 2023. The print and web product will then be finalised enabling these to be launched across the Corporation and externally at the end December 2023. The Corporate Plan Annex timeline is at Appendix 2.
- From July 2023, there will be increased focus on Corporate Plan 2025-30, ensuring that it is informed by RPR outcomes and by wide internal and external stakeholder engagement. This will enable the draft Corporate Plan 2025-30 to progress to Committee stage during 2024.
- Stakeholder engagement on both the narrative annex and the updated corporate plan for 2025-2030 is in progress and will continue throughout 2023 (and into 2024 for the Corporate Plan 2025-30), with several opportunities for people to provide and hear feedback as the drafts are developed and socialised. Briefings to keep Members informed are being arranged.

**Strategic implications** – Not applicable.

**Financial implications** - None

**Resource implications** - None

**Legal implications** - None

**Risk implications** - None

**Equalities implications** – None

**Climate implications** - None

**Security implications** - None

### **Conclusion**

9. Members will be updated on the development of the Corporate Plan Annex through ongoing engagement, including Member briefings and other means.

### **Appendices**

- Appendix 1 – RPR Governance
- Appendix 2 – Corporate Plan Annex Timeline

### **Background Papers**

[Resources and Priorities Refresh \(RPR\) Update](#)

[Corporate Plan 2018-23](#)

<https://www.cityoflondon.gov.uk/assets/About-us/corporate-plan-2018-2023.pdf>

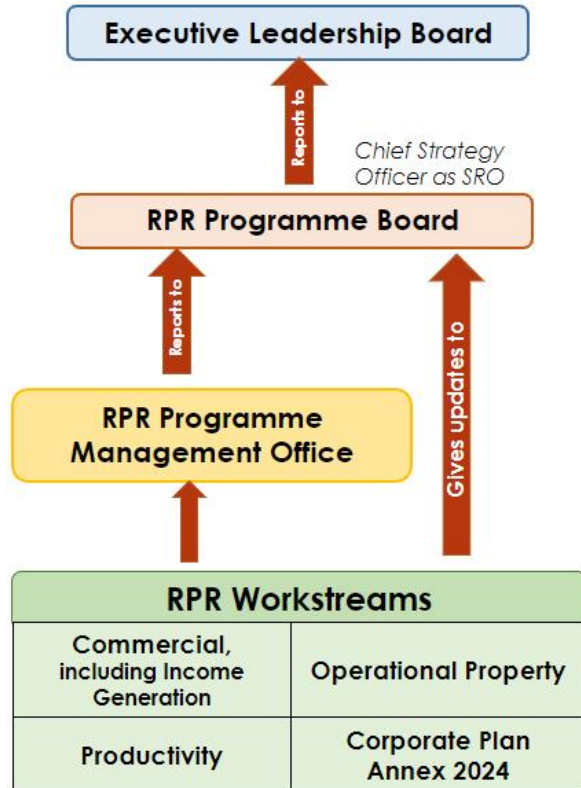
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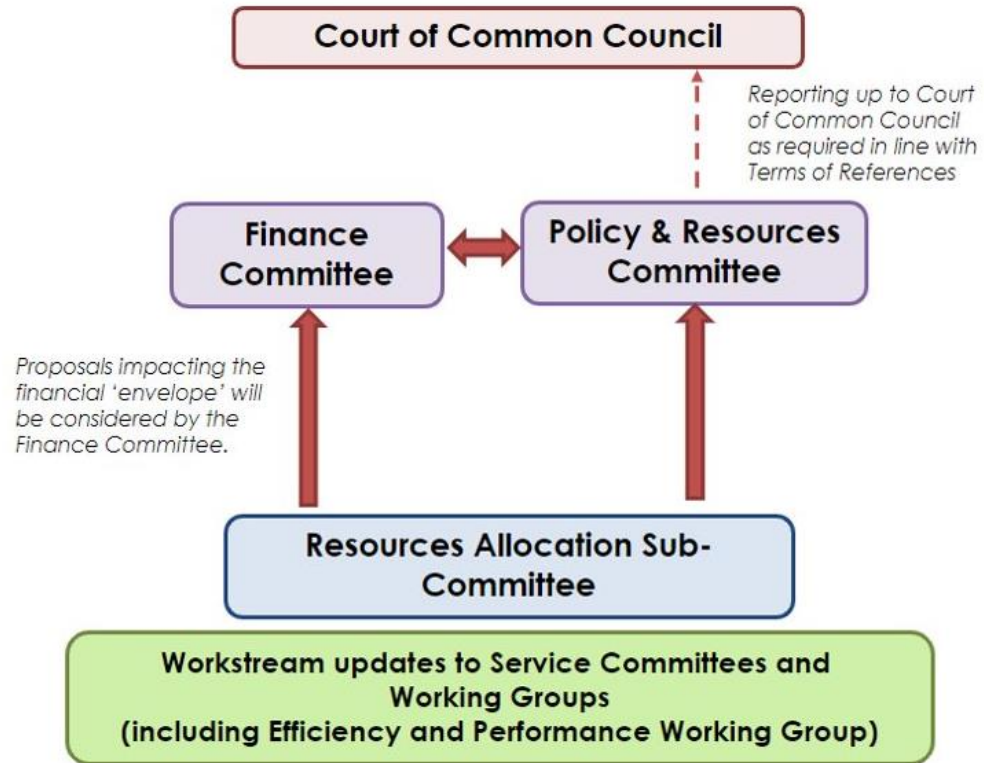


# RPR Governance

## 1. Officer Governance

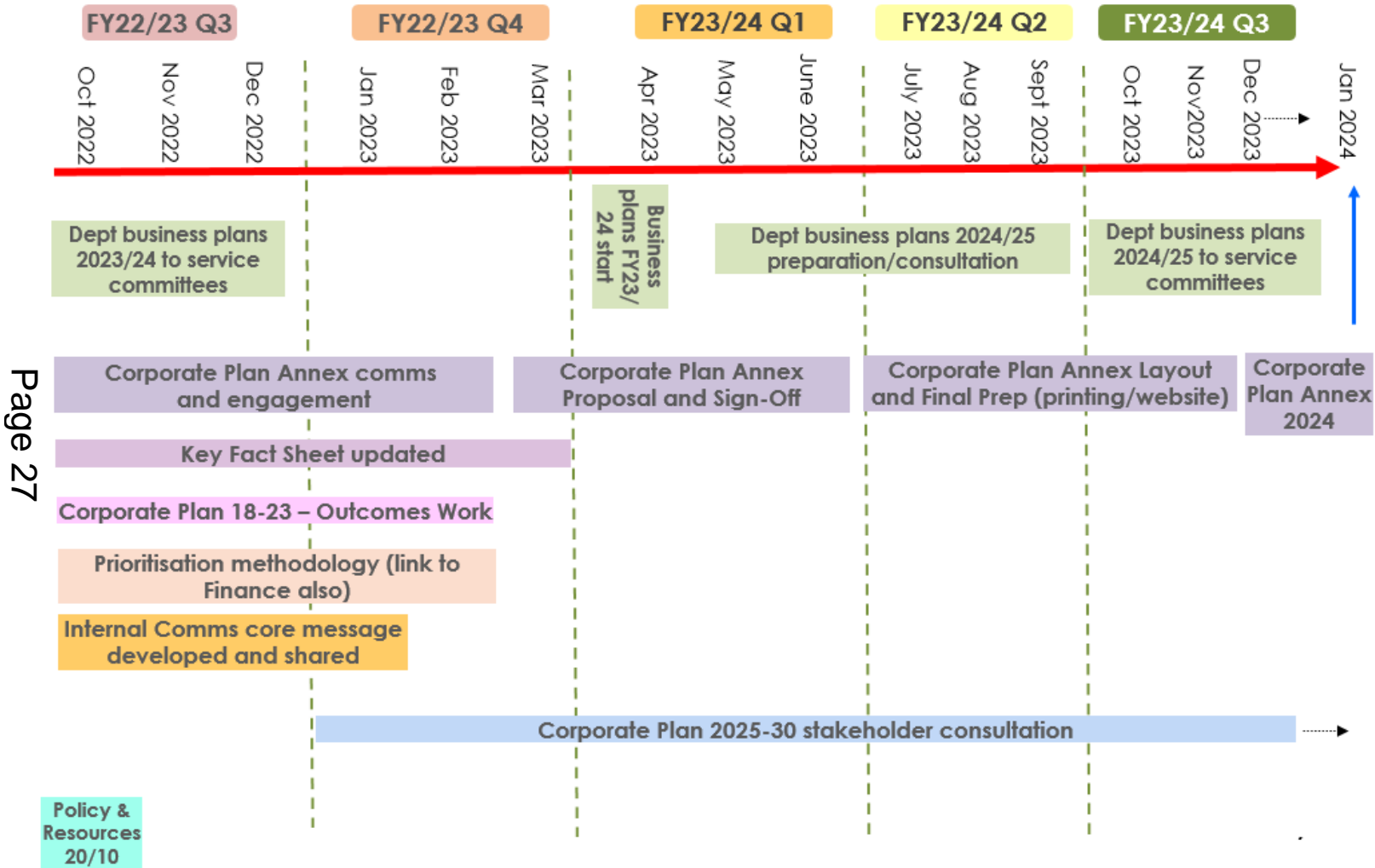


## 2. Member Governance



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# CP Annex - Timeline



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**General Purposes Committee of Aldermen – Outstanding Actions: 7 February 2023**

No.	Date	Action	Responsibility	To be completed/ progressed to next stage	Progress Update
1	20/10/20 & 18/12/20 - Future of the Mayoralty	A detailed review of all relevant matters to be undertaken, in consultation with all Members of the Committee, including options to better utilise talent and expertise amongst Members of COA and scope to enhance support to the Lord Mayor by individual Aldermen.	Town Clerk / Sir William Russell/Sir Charles Bowman	TBC	<i>On-going. To be considered further by Strategy Group TWO – Internal Priorities..</i>

No.	Date	Action	Responsibility	To be completed/ progressed to next stage	Progress Update
2.	14/09/21	Aldermanic Allowance - further consideration and possible review of the clothing allowance provision at a future meeting, given the new financial scheme accessible by all Common Councillors.	Robert Woodvine / Caroline Jack	February 2023	<p><i>The use of the clothing allowances (both gowns and dress items) have been reviewed since they were put in place in 2018. Officers have also looked at some of the detail around the Members Financial Loss Scheme, and the situation with the current stock of Aldermanic gowns. Alongside this, we've had an unusual year with six new Alderman requesting assistance with clothing items.</i></p> <p><i>As we conclude the latest purchasing for new Aldermen, Officers will look further into the annual funds available and the development of adequate gown stock, with the aspiration to align with the CC in this area. Further thought will then need to be put into defining the dress items needed, as there are specific ceremonial items that could be assigned a clothing budget, allowing for more standard dress items e.g. morning suits, to be covered under the broader Members Financial Loss Scheme.</i></p>

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