

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 **11th day of January, 2024**.

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 3rd January 2024*

Susan Pearson

Sir Charles Bowman

}

*Aldermen on the Rota*

1 **Introduction of Newly-Elected Members**

| <b>Name</b>       | <b>Ward</b>        |
|-------------------|--------------------|
| Suzanne Ornsby KC | Farringdon Without |

2 **Apologies**3 **Declarations by Members under the Code of Conduct in respect of any items on the agenda**4 **Minutes**

To agree the minutes of the meeting of the Court of Common Council held on 7 December 2023.

**For Decision**  
(Pages 7 - 30)

5 **Mayoral Engagements**

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

6 **Policy Statement**

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

7 **Appointments**

To consider the following appointments:

- (A) One Member on the **Epping Forest & Commons Committee**, for a term expiring in April 2025.

(No Contest)

**Nominations received:-**

Alderman and Sheriff Bronek Masojada

- (B) One Member on the **Markets Board**, for a term expiring in April 2026.

(No Contest)

**Nominations received:-**

Suzanne Ornsby KC

- (C) Two Members on the **Pensions Committee**, for two terms expiring in 2026.

(No Contest)

**Nominations received:-**

Timothy McNally

Deputy Christopher Boden

**For Decision**

- 8     **Policy and Resources Committee**  
To consider the draft 2024-2029 Corporate Plan.
- For Decision**  
(Pages 31 - 74)
- 9     **Community and Children's Services Committee**  
To consider proposals for the introduction of a policy concerning care-leavers.
- For Decision**  
(Pages 75 - 80)
- 10    **Planning and Transportation Committee**  
To consider proposals concerning the establishment of a Conservation Area.
- For Decision**  
(Pages 81 - 90)
- 11    **Natural Environment Board**  
To consider proposed changes to the Board's Terms of Reference.
- For Decision**  
(Pages 91 - 96)
- 12    **Motions**
- 13    **The Freedom of the City**  
To consider a circulated list of applications for the Freedom of the City.
- For Decision**  
(Pages 97 - 100)
- 14    **Questions**
- 15    **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 101 - 102)
- 16    **Ballot Results**  
There was no ballot taken at the last Court.
- For Information**

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

18 **Docquets for the Hospital Seal**

19 **Awards and Prizes**

To receive a report of the Chairman of the Planning and Transportation Committee, advising of a recent achievement.

**For Information**  
(Pages 103 - 104)

## **MOTION**

20 **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 are otherwise exempt as they 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**

21 **Non-Public Minutes**

To agree the non-public minutes of the meeting of the Court held on 7 December 2023.

**For Decision**  
(Pages 105 - 110)

22 **Finance Committee**

**(A) Repairs and Maintenance**

To consider proposals relating to a contract.

**For Decision**  
(Pages 111 - 116)

**(B) Procurement of Purchase Card Scheme**

To consider proposals relating to a contract.

**For Decision**  
(Pages 117 - 120)

23 **Investment Committee**

**(A) Report of Action Taken – City's Estate Asset Swap**

To note action taken under urgency procedures concerning an asset swap.

**For Information**  
(Pages 121 - 124)

**(B) Report of Action Taken – City’s Estate Freehold Disposal**

To note action taken under urgency procedures concerning the disposal of a freehold interest.

**For Information**  
(Pages 125 - 126)

**(C) Report of Action Taken – City’s Estate Freehold Disposal**

To note action taken under urgency procedures concerning the disposal of a freehold interest.

**For Information**  
(Pages 127 – 128)

**(D) Report of Action Taken – City Fund Leasehold Disposal**

To note action taken under urgency procedures concerning the disposal of a leasehold interest.

**For Information**  
(Pages 129 - 130)

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# MAINELLI, MAYOR

## COURT OF COMMON COUNCIL

**7th December 2023**  
**MEMBERS PRESENT**

### ALDERMEN

Alexander Robertson Martin Barr  
Sir Charles Edward Beck Bowman  
Professor Emma Edhem  
Sir Peter Estlin  
Alison Gowman  
Prem Goyal  
Martha Grekos  
Timothy Russell Hailes

Robert Picton Seymour Howard  
Robert Charles Hughes-Penney  
Gregory Jones KC  
Vincent Keaveny  
Alastair John Naisbitt King  
Sheriff Dame Susan Langley  
Tim Levene  
The Rt Hon. The Lord Mayor, Professor  
Michael Raymond Mainelli

Christopher Makin  
Sheriff Bronek Masojada  
Jennette Rachel Newman  
Sir Andrew Charles Parmley  
Susan Jane Pearson  
Sir William Anthony Bowater Russell

### COMMONERS

George Christopher Abrahams  
Munsur Ali  
Rehana Banu Ameer, Deputy  
Randall Keith Anderson, Deputy  
Jamel Banda  
Brendan Barns  
Matthew Bell  
The Honourable Emily Sophia  
Wedgwood Benn  
Nicholas Michael Bensted-Smith  
Ian Bishop-Laggett  
Christopher Paul Boden, Deputy  
Keith David Forbes Bottomley,  
Deputy  
Tijs Broeke  
Timothy Richard Butcher  
Michael John Cassidy, Deputy  
Henry Nicholas Almroth Colthurst,  
Deputy  
Anne Corbett, Deputy  
Simon Duckworth, Deputy  
Peter Gerard Dunphy, Deputy

Mary Durcan  
John Ernest Edwards  
Helen Lesley Fentimen  
Anthony David Fitzpatrick  
Marianne Bernadette Fredericks,  
Deputy  
Steve Goodman  
John Griffiths  
Jason Groves  
Madush Gupta, Deputy  
Caroline Wilma Haines  
Christopher Michael Hayward,  
Deputy  
Jaspreet Hodgson  
Ann Holmes, Deputy  
Michael Hudson  
Wendy Hyde  
Henry Llewellyn Michael Jones  
Shravan Jashvantrai Joshi,  
Deputy  
Elizabeth Anne King, Deputy  
Gregory Alfred Lawrence

Charles Edward Lord, JP, Deputy  
Antony Geoffrey Manchester  
Paul Nicholas Martinelli  
Catherine McGuinness  
Andrew Stratton McMurtrie  
Timothy James McNally  
Wendy Mead  
Andrien Gereith Dominic Meyers,  
Deputy  
Brian Desmond Francis Mooney,  
Deputy  
Alastair Michael Moss, Deputy  
Eamonn James Mullally  
Benjamin Daniel Murphy  
Deborah Oliver TD  
Graham Packham  
Judith Pleasance  
James Henry George Pollard,  
Deputy  
Nighat Qureishi, Deputy  
Alpa Raja, Deputy  
Anett Rideg

David Sales  
Hugh Selka  
Oliver Sells KC  
Tom Sleigh  
Sir Michael Snyder, Deputy  
Naresh Hari Sonpar  
Mandeep Thandi  
James Michael Douglas  
Thomson, Deputy  
Luis Felipe Tilleria  
Shailendra Kumar Kantilal  
Umradia  
William Upton KC  
Mark Raymond Peter Henry  
Delano Wheatley  
Ceri Wilkins  
Glen David Witney  
Philip Woodhouse, Deputy  
Dawn Linsey Wright

On behalf of the Common Council, the Chief Commoner welcomed Simon Pryke following his recent election as Alderman for the Ward of Langbourn.

Alderman Pryke was heard in return.

1. Introduction of new elected Members
- The following Member, lately elected to be of the Common Council, for the Wards mentioned, was introduced to the Court and having previously made the declaration prescribed by the Promissory Oaths Act, 1868, took their seat, viz:-

| Name           | Ward        |
|----------------|-------------|
| Jacqui Webster | Cripplegate |

It was noted that Suzanne Ornsby KC had issued apologies for the meeting.

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

3. Declarations
- There were no additional declarations.

4. Minutes
- Resolved* – That the Minutes of the last Court are correctly recorded.

5. Mayoral Engagements
- The Lord Mayor thanked the late Lord Mayor, Alderman Nicholas Lyons, for his support and provided the Court with an update on his first few days in office, including various engagements, civic activities, and visits to Northern Ireland and Dubai.

6. Policy Statement
- The Chairman of the Policy and Resources Committee took the opportunity to make a statement, reflecting on the City of London Corporation's achievements in 2023 and looking ahead to the new year.

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

- (A) One Member on the Epping Forest & Commons Committee, for a term expiring in April 2026.

**Nominations received:-**  
David Sales

Read.

Whereupon the Lord Mayor declared David Sales to be appointed to the Epping Forest & Commons Committee.

- (B) One Member on the Licensing Committee for a term expiring in April 2026.

**Nominations received:-**  
Luis Felipe Tilleria

Read.



Whereupon the Lord Mayor declared Luis Felipe Tilleria to be appointed to the Licensing Committee.

(C) One Member on the Education Board, for a term expiring in April 2026.

**Nominations received:-**

Luis Felipe Tilleria

Read.

Whereupon the Lord Mayor declared Luis Felipe Tilleria to be appointed to the Education Board.

(D) One Member on the Board of Governors of the City of London Freeman's School, for a term expiring in April 2024.

**Nominations received:-**

Luis Felipe Tilleria

Read.

Whereupon the Lord Mayor declared Luis Felipe Tilleria to be appointed to the Board of Governors of the City of London Freeman's School.

(E) One Member on Christ's Hospital, for a term expiring in December 2027.

**Nominations received:-**

Deputy Marianne Fredericks

Read.

Whereupon the Lord Mayor declared Deputy Marianne Fredericks to be appointed to Christ's Hospital.

8. **Planning and Transportation Committee**

**(Deputy Shravan Joshi MBE)**

21 November 2023

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

The Court considered a report relating to traffic improvements at Bank Junction.

The Chairman introduced the item, noting it had been submitted following a request of the Court which sought a report showcasing the traffic mix at Bank Junction. The option before the Court (to restart the work of modelling traffic impacts, in parallel with data collection and analysis) had been supported by the Planning and

Transportation Committee following an extensive debate, focusing on access for licensed hackney carriages ('black cabs'). This option had the potential of shortening the programme of future change by three to four months and would provide the fastest route that would allow the Court to make an informed decision in the change of traffic orders in the summer of 2024. The Chairman led Members through the timeline for the necessary work and decision-making milestones, to address concerns over the time taken to complete the work. The Chairman also noted that officers had been asked to put forward measures across the City to aid the black cab trade.

Several Members, speaking in support of the proposals, nonetheless highlighted their concerns regarding black cab access to Bank Junction. They argued that access to cabs was essential for several factors, including woman's safety, night-time travel and for accessibility.

Lord,  
C.E.,  
O.B.E., J.P.  
Deputy;  
Brooke,  
T.

*Motion* – That, in accordance with Standing Order No.11(10), the Question be now put.

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

*Resolved* – That the Court approves the restarting of the modelling of the traffic impacts at Bank Junction, running this work in parallel with the data collection and analysis.

## 9. **Civic Affairs Sub (Policy and Resources) Committee**

(Thomas Sleigh)

25 October 2023

### **Application for Hospitality**

The Court considered a report concerning an application for hospitality to mark the 100<sup>th</sup> anniversary of the Buddhist Society.

*Resolved* – That the Court of Common Council approves that hospitality application within this report be granted, and that arrangements are made under the auspices of the Civic Affairs Sub-Committee; the costs to be met from City's Cash within approved parameters.

## 10. **Policy and Resources Committee**

(Deputy Christopher Michael Hayward)

29 November 2023

### **New Outside Body: Thames Estuary Growth Board**

The Court considered a report relating to an outside body.

*Resolved* – That the Court:

1. Agrees to the City of London Corporation becoming a Corporate Member of the TEGB, and for that organisation to be deemed an Outside Body.
2. Agrees that the Member to sit on the Outside Body shall be the Chairman of the Policy and Resources Committee, or nominated Deputy thereof, as requested by TEGB.
- 3.

11. Vote of  
Thanks, Late  
Lord Mayor

*Resolved unanimously* – That the Members of this Honourable Court take great pleasure in expressing to:-

Nicholas Stephen Leland Lyons

*Fredericks, M.,  
Deputy;  
Holmes, P.A.,  
Deputy*

their sincere gratitude and appreciation for the distinguished manner in which he has carried out the role of Lord Mayor of the City of London during the past year.

Nicholas has served as the 694th Lord Mayor and did so immediately after having served the Office of Sheriff in 2021-2022. Despite having no respite between the two, Nicholas moved seamlessly from one role to the other and we highly commend the commitment, energy and enthusiasm that both he and his Lady Mayoress Felicity have brought to this Mayoral year.

Nicholas has championed the theme 'Financing our Future', promoting a resilient, resourceful and responsible City, deploying capital and expertise to supercharge economic growth nationwide and grow our global competitiveness. The theme has focused on driving growth and investment especially in the areas of long-term infrastructure lending, green and sustainable finance, boosting the early-stage growth economy by mobilising private savings and pension funds and attracting international asset owners to have more of their money managed by asset managers in the UK. All of which has been underpinned by a commitment to financial inclusion and promoting financial literacy for all.

A highlight of Nicholas' Mayoralty was the signing of the 'Mansion House Compact'. Having worked closely with the Chancellor of the Exchequer, he was able to convene at the Mansion House nine major U.K. companies who committed to a key target which, once achieved, will unlock over £50 billion of capital by 2030, in turn helping high-growth UK companies in fintech, life sciences, biotech and clean energy to scale-up domestically.

Nicholas was fortunate in that his Mayoralty was the first in a number of years not to face any travel restrictions and he took full advantage of this in undertaking many not only domestic but also international visits including to the US, China, India, Japan, Australia, Singapore, Hong Kong and the Gulf. A little closer to home, he also took the opportunity to indulge his Anglo-Irish origins and visited Dublin for bilateral talks with the Irish Government in March of this year.

Finally, it would be remiss of me to comment on Nicholas' year in office without recognising the role he was called upon to play in the Coronation of His Majesty King Charles III, attired in the Lord Mayor's Coronation robes and carrying the historic Crystal Sceptre as he proudly represented the City Corporation on the world's stage.

Throughout this historic year, in all of his work, the Lord Mayor has received enthusiastic support from Felicity, the Lady Mayoress, and, as we move to the close of what we hope has been a memorable and special period for them both, this Honourable Court thanks Nicholas for all that he has done. In taking their leave of Nicholas, their 694th Lord Mayor, Honourable Members send to him, Felicity, their children and grandchildren our very best wishes for their future good health and happiness."

12. Motions  
Fredericks, M.,  
Deputy;  
Holmes, P.A.,  
Deputy

(A) *Resolved* – That the Resolution of Thanks to the late Lord Mayor, passed by Common Hall on 29 September last, be presented in a form agreeable to him.

Mooney, B.,  
Deputy;  
Holmes, P.A.,  
Deputy

(B) *Resolved* – That That the Resolution of Thanks to Alastair John Naisbitt King DL, Alderman and Blacksmith and Andrew Charles Marsden, Citizen and Marketor, the late Sheriffs of the City, passed by Common Hall on 29 September last, be presented in a form agreeable to them.

King, E.,  
Deputy;  
Holmes, P.A.,  
Deputy

(C) *Resolved* – That Jacqui Webster be appointed to the Planning & Transportation Committee in the room of Natasha Lloyd Owen, who has stepped down from the Committee whilst on maternity leave.

King, E.,  
Deputy;  
Holmes, P.A.,  
Deputy

(D) *Resolved* – That Jacqui Webster be appointed to the Port Health and Environmental Services Committee in the room of Natasha Lloyd Owen, who has stepped down from the Committee whilst on maternity leave.

King, E.,  
Deputy;  
Holmes, P.A.,  
Deputy

(E) *Resolved* – Suzanne Ornsby KC be appointed to the Culture, Heritage, and Libraries Committee for the Ward of Farringdon Without, in the room of Caroline Kordai Addy, who no longer sits on the Court of Common Council.

13.  
Resolutions

*Resolved unanimously* – "That, on his retirement from this Honourable Court, Members wish to place on record their sincerest thanks to

Woodhouse, P.  
Deputy,  
Holmes, P.A.  
Deputy

Sir David Wootton.

Sir David's service with the Corporation began when he was first elected to the Court of Common Council for the Ward of Farringdon Within in 2002. Subsequently, in 2005, he was admitted to this Court as Alderman for the Ward of Langbourn: he realised which was the number one ward in the City! An impressive twenty-one years of service to our Council.

In 2009, Sir David was elected to the Office of Sheriff and, in 2011, became the City's 684th Lord Mayor.

Sir David's Mayoral year was full, with once-in-a-lifetime events such as her late Majesty Queen Elizabeth II's Diamond Jubilee celebrations and the London Olympics and the Paralympics.

During his Mayoralty, Sir David worked tirelessly as an ambassador, both at home and abroad, to promote the City and the UK as key business centres, ensuring it was 'Fit for the Future' – the title of his Mayoral theme.

In recognition of his work, he was knighted in the 2013 New Year Honours for services to legal business, charity and the City of London.

A proud Yorkshireman, Sir David was born in Bradford and began his early education at Bradford Grammar School, where I believe he is still a Governor, before attending Jesus College, Cambridge, to read Classics and then Law. His love of rowing developed and he still meets his contemporaries to row and reminisce. This love of rowing culminated in the invitation to become a Steward at The Henley Royal Regatta and a member of Leander Club, further accolades of his passion for rowing.

A lawyer by profession, he was a partner at Allen & Overy from 1979 to 2015, specialising in corporate transactions and corporate governance.

Sir David has served on numerous committees during his time with the Corporation. He has acted as Chairman or Deputy Chairman of a number of those, including, most notably, Deputy Chairman of Finance and the long-serving Chairman of the General Purposes Committee of Aldermen. We know that his immense knowledge, expertise and sage advice was often called upon and much appreciated by all.

Throughout his impressive professional and civic career he has found time to devote time to charitable and community activities in promotion of both education and sport as a reflection of his personal interests. With one of his many charitable activities, his position as Deputy Grand Master of the Masons highlights how impressive his actions have been.

Sir David is also a very keen supporter of the Livery and social investment and philanthropy were both important elements of his Mayoralty. He is a member of several livery companies including the Worshipful Company of Fletchers, the Worshipful Company of Woolmen, the Worshipful Company of Glaziers and Painters of Glass, the Worshipful Company of Solicitors, the Worshipful Company of Information Technologists, the Guild of Freeman, The Clockmakers, Security Professionals and the Company of Watermen and Lightermen; furthermore he has been Master of the Fletchers, Solicitor's, Information Technologists, The Guild of Freeman, The Glaziers and Painters of Glass and the Woolmen.

His is currently Upper Warden of the Bowyers

On taking their leave of Sir David, his colleagues on this Court take great pleasure in expressing to him, his wife and their family, their very best wishes for their future health and happiness, with the hope that they will all retain long happy and proud memories of their very successful civic life and all they have achieved for our City.”

\*

*Resolved unanimously* – “That, on the occasion of his retirement, Members of this Court are delighted to have the opportunity to convey to:

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

Paul Robert Edgar Double, CVO

their gratitude and sincere appreciation for his distinguished service and the manner in which he has undertaken his responsibilities as Remembrancer of the City of London over the past twenty years.

Paul started his service to the Corporation in 1985 when he was appointed Counsel to the City Remembrancer. He became Assistant Remembrancer in 1994 and was appointed Director in 1998. Paul was elected as the City’s 45<sup>th</sup> Remembrancer in July 2002 and took office the following January. This Honourable Court recalls these past two decades with pride, not only for the City’s notable successes during Paul’s tenure as Remembrancer but for the steadfast and considered manner in which Paul has performed his duties, advising and consulting on Parliamentary matters, ceremony and protocol.

His time at the Corporation has spanned nine UK Prime Ministers and two Monarchs. In this period he has successfully navigated a catalogue of City of London private Acts through Parliament, and overseen many occasions that have put the City of London centre stage nationally and internationally. However, to define his achievements as simply a list of legislative instruments passed and events overseen would understate the contribution he has made to the Square Mile. There is scarcely any part of the Corporation that hasn’t benefitted from Paul’s wise counsel during his time at Guildhall.

Called to the Bar in 1981, Paul has been a Freeman of the City of London since 1985 and became Parliamentary Agent for the City of London and for the Hon the Irish Society in 2004. He became a Bencher of Middle Temple in 2017, and assumed the role of Under-Sheriff of the City of London in the same year. He has served as one of His Majesty’s Lieutenants for the City of London since 2018. We are fortunate at the City of London Corporation to have benefitted from the wisdom and prudence that he has brought to the unique and ancient role of Remembrancer – an Office that dates back to 1571 when Queen Elizabeth I was on the throne. It is no exaggeration to say that the role is truly one of a kind, and we are grateful to Paul for undertaking that role with unparalleled dignity, erudition and probity.

Notable among Paul's achievements during his time at the City of London Corporation was his directorship of the Global Law Summit held in London in 2015 to commemorate 800 years since the sealing of Magna Carta – the very document that enshrined the City of London's already-ancient liberties. Paul has been the Corporation's Patron of the Financial Markets Law Committee since 2009. He is also sponsor of the City of London Corporation's Multi-Faith Network, a Governor of Sion College and a Fellow of Goodenough College, having also served as Consulting Editor for Halsbury's Laws of England on London Government from 2011-2020.

Paul was a key figure in one of the most significant changes in living memory during the Proclamation of our new monarch, King Charles III, on the steps of the City's very own Royal Exchange. Paul's appointment as a Commander of the Royal Victorian Order earlier this year, following his earlier appointment as a Lieutenant of the same Order in 2012, illustrates the esteem in which he is held. This Court owes Paul a debt of gratitude for his dedication to strengthening this City's links with the Royal Household and the Diplomatic Corps.

Paul exercised his duties as Remembrancer of the City of London with care, generosity and good humour. His presence at Guildhall, Mansion House, the City and London will be sorely missed. In thanking him for his most distinguished service, his integrity and his passion, the Court wishes to express to him, Glynis, their four children and their grandchild sincere best wishes for all there is to come.

14.  
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:-

|   |   |                        |
|---|---|------------------------|
| <b>Kazi Mohammed Jamal Ahmed</b><br><i>CC Shahnaz Bakth</i><br><i>Deputy Christopher Michael</i><br><i>Hayward</i>      | a Global Privacy Consultant<br><i>Citizen and Common Councillor</i><br><i>Citizen and Pattenmaker</i> | Romford, Essex         |
| <b>Gareth Andrew Bacon</b><br><i>Deputy Christopher Michael</i><br><i>Hayward</i><br><i>Deputy Patricia Ann Holmes</i>  | a Member of Parliament<br><i>Citizen and Pattenmaker</i><br><i>Citizen and Cordwainer</i>             | Sidcup, Kent           |
| <b>Ghanshyam Priya Berry</b><br><i>CC Shailendra Kumar Kantilal</i><br><i>Umradi</i><br><i>CC Timothy James McNally</i> | an Accountant<br><i>Citizen and Information</i><br><i>Technologist</i><br><i>Citizen and Glazier</i>  | Edmonton, London       |
| <b>Christine Nana Akosua Afi Bimpeh</b><br><i>CC Nicholas Michael Bensted-Smith</i><br><i>CC Jamel Banda</i>            | a Student<br><i>Citizen and Loriner</i><br><i>Citizen and Poulter</i>                                 | Upper Edmonton, London |

|   |   |                              |
|---|---|------------------------------|
| <b>Patrick Joseph Boyle</b><br><i>Simon Barnett Tyndall</i><br><i>Jatinder Singh Wasu</i>                     | an Accountant<br><i>Citizen and Butcher</i><br><i>Citizen and Chartered Accountant</i>  | Bromley, Kent                |
| <b>Priya Kaur Boyle</b><br><i>Simon Barnett Tyndall</i><br><i>Jatinder Singh Wasu</i>                         | an Accountant<br><i>Citizen and Butcher</i><br><i>Citizen and Chartered Accountant</i>  | Bromley, Kent                |
| <b>Dr Megan Jane Campbell</b><br><i>John Alexander Smail</i><br><i>Stephen James Osborne</i>                  | an Academic<br><i>Citizen and Distiller</i><br><i>Citizen and Chartered Secretary and Administrator</i>                         | Woodend, Victoria, Australia |
| <b>Arbind Kumar Choudhary</b><br><i>Deputy Rehana Banu Ameer</i><br><i>The Rt. Hon The Lord Mayor</i>         | a Banker<br><i>Citizen and Common Councillor</i><br><i>Citizen and World Trader</i>   | Putney, London               |
| <b>Robin Joseph Clifford</b><br><br><i>Kevin Malcolm Everett</i><br><i>Richard Evans</i>                      | an Engineering Services<br>Company Managing Director<br><i>Citizen and Fletcher</i><br><i>Citizen and Educator</i>              | Kings Hill, Kent             |
| <b>Samuel William Collins</b><br><br><i>CC Dawn Linsey Wright</i><br><br><i>Deputy Randall Keith Anderson</i> | a Digital Services Assistant<br>Director<br><i>Citizen and Information Technologist</i><br><i>Citizen and Common Councillor</i> | Sevenoaks, Kent              |
| <b>Andrew Paul Coney</b><br><br><i>David Michael Bole</i><br><i>Christopher John Birch</i>                    | a Technology Company Director<br><br><i>Citizen and Maker of Playing Cards</i><br><i>Citizen and Maker of Playing Cards</i>     | Kingston upon Thames, Surrey |
| <b>William John Coombs</b><br><i>Edward Gradosielski, BEM</i><br><i>Richard George Turk</i>                   | a Pilot Launch Captain<br><i>Citizen and Wax Chandler</i><br><i>Citizen and Shipwright</i>                                      | Harwich, Essex               |
| <b>Giorgio Cuneo</b><br><i>Ann-Marie Jefferys</i><br><i>Anne Elizabeth Holden</i>                             | a Business Consultant<br><i>Citizen and Glover</i><br><i>Citizen and Basketmaker</i>  | Portoferraio, Livorno, Italy |
| <b>Chantal Sarah De Gaston-Cooper</b><br><i>Nicholas Julian Goddard</i><br><i>Deputy Philip Woodhouse</i>     | a Teacher<br><br><i>Citizen and Barber</i><br><i>Citizen and Grocer</i>   | Reigate, Surrey              |
| <b>Professor Bikha Ram Devrajani</b><br><br><i>Frederick Joseph Trowman</i><br><i>Donald Mostyn Morris</i>    | a University Professor and<br>Consultant Physician<br><i>Citizen and Loriner</i><br><i>Citizen and Distiller</i>                | Hyderabad, Sindh, Pakistan   |



|  |  |                                |
|--|--|--------------------------------|
| <b>Keith John William Donnelly</b><br><i>CC Timothy James McNally</i><br><i>CC Shailendra Kumar Kantilal Umradia</i> | an NHS Head of Emergency Preparedness<br><i>Citizen and Glazier</i><br><i>Citizen and Information Technologist</i>     | Chingford, London              |
| <b>Ahmet Ibrahim Dourmouh</b><br><i>Dominic Charles Huw Price</i><br><i>Geoffrey John Griggs</i>                     | a Meat and Poultry Company Operations Director<br><i>Citizen and Carman</i><br><i>Citizen and Chartered Accountant</i> | Chislehurst, Kent              |
| <b>Elmaziye Dourmouh</b><br><i>Dominic Charles Huw Price</i><br><i>Geoffrey John Griggs</i>                          | a Housewife<br><i>Citizen and Carman</i><br><i>Citizen and Chartered Accountant</i>                                    | Chislehurst, Kent              |
| <b>Paul Robert Eden</b><br><i>Ald. Timothy Charles Levene</i><br><i>Ald. Alexander Robertson Martin Barr</i>         | a Property Development Company Founder<br><i>Citizen and Carman</i><br><i>Citizen and Ironmonger</i>                   | East Finchley, London          |
| <b>David Edward Ellis</b><br><i>David Michael Bole</i><br><i>Christopher John Birch</i>                              | a Paper Merchant, retired<br><i>Citizen and Maker of Playing Cards</i><br><i>Citizen and Maker of Playing Cards</i>    | Kingston upon Thames, Surrey   |
| <b>Paul Ellis</b><br><i>Ald. Emma Edhem</i><br><i>CC James St John Davis</i>   | a Communications Consultancy Managing Director<br><i>Citizen and Woolman</i><br><i>Citizen and Gardener</i>            | Alresford, Hampshire           |
| <b>Patricia Hazel Fisher</b><br><i>Ann-Marie Jefferys</i><br><i>Anne Elizabeth Holden</i>                            | a Property Consultant<br><i>Citizen and Glover</i><br><i>Citizen and Basketmaker</i>                                   | Barnet, London                 |
| <b>Alessandro Giannelli</b><br><i>Ann-Marie Jefferys</i><br><i>Anne Elizabeth Holden</i>                             | an Entrepreneur<br><i>Citizen and Glover</i><br><i>Citizen and Basketmaker</i>   | Sansepolcro, Arezzo, Italy     |
| <b>Gary Gould</b><br><i>CC Mary Durcan</i><br><i>Jonathan Martin Averbs</i>  | an Environmental Health Officer<br><i>Citizen and Common Councillor</i><br><i>Citizen and Fletcher</i>                 | Milton Keynes, Buckinghamshire |
| <b>Binay Kumar Gupta</b><br><i>Deputy Rehana Banu Ameer</i><br><i>The Rt. Hon The Lord Mayor</i>                     | a Bank Chief Executive Officer<br><i>Citizen and Common Councillor</i><br><i>Citizen and World Trader</i>              | Poplar, London                 |
| <b>Manish Gupta</b><br><i>Deputy Rehana Banu Ameer</i><br><i>Nicholas Stephen Leland Lyons</i>                       | a Banker<br><i>Citizen and Common Councillor</i><br><i>Citizen and Merchant Taylor</i>                                 | St. John's Wood, London        |

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| <b>Jehangir Haque</b><br><i>CC Shahnaz Bakth</i><br><i>Deputy Christopher Michael Hayward</i>                               | a Restaurant Company Director and Local Councillor<br><i>Citizen and Common Councillor</i><br><i>Citizen and Pattenmaker</i> | Leatherhead, Surrey           |
| <b>Edmund William Hastie</b><br><i>Sir Anthony Stuart Jolliffe, GBE</i><br><i>Richard McLeod Ellis</i>                      | a Financial Adviser<br><i>Citizen and Painter Stainer</i><br><i>Citizen and Solicitor</i>                                    | Wandsworth, London            |
| <b>Sean Patrick Hastilow</b><br><i>CC Henry Llewellyn Michael Jones, KC</i><br><i>Deputy Marianne Bernadette Fredericks</i> | a Delivery Driver<br><i>Citizen and Common Councillor</i><br><i>Citizen and Baker</i>  | Hornchurch, Essex             |
| <b>Christopher Asuaquarm Heman-Ackah</b><br><i>Howard Andre Beber</i><br><i>Kevin George Howard</i>                         | a Urological Surgeon<br><i>Citizen and Poulter</i><br><i>Citizen and Loriner</i>   | Potters Bar, Hertfordshire    |
| <b>Felipe Anthony Hillard</b><br><i>CC Thomas Sleight</i><br><i>CC Sophie Anne Fernandes</i>                                | a Banking Client and Product Officer<br><i>Citizen and Common Councillor</i><br><i>Citizen and Common Councillor</i>         | Hackney, London               |
| <b>David William Holdsworth</b><br><i>Richard John Francis Conneely</i><br><i>Clive Albert Francis Lambert</i>              | a Senior Civil Servant<br><i>Citizen and Carman</i><br><i>Citizen and Carman</i>   | Liverpool, Merseyside         |
| <b>Argentina Garmann Hung</b><br><i>CC Timothy James McNally</i><br><i>CC Shailendra Kumar Kantilal Umradia</i>             | a Logistics Company Director<br><i>Citizen and Glazier</i><br><i>Citizen and Information Technologist</i>                    | Harlow, Essex                 |
| <b>Efraim Fernandes Gomes le</b><br><i>Revd. Christopher John Damp</i><br><i>Dhruv Patel</i>                                | a System Application Analyst<br><i>Citizen and Stationer &amp; Newspaper Maker</i><br><i>Citizen and Clothworker</i>         | Basingstoke, Hampshire        |
| <b>Michael Basil Johnston</b><br><i>Deputy Brian David Francis Mooney</i><br><i>Ald. Alastair John Naisbitt King, DL</i>    | an Underwriter<br><i>Citizen and Common Councillor</i><br><i>Citizen and Blacksmith</i>                                      | Beaconsfield, Buckinghamshire |
| <b>John Christopher Kerr</b><br><i>Richard Bowyer</i><br><i>James Harry Albert Tayler</i>                                   | a Police Officer, retired<br><i>Citizen and Bowyer</i><br><i>Citizen and Plumber</i>   | Basildon, Essex               |
| <b>Shahanoor Khan</b><br><i>CC Shahnaz Bakth</i><br><i>Deputy Christopher Michael Hayward</i>                               | a Restaurateur<br><i>Citizen and Common Councillor</i><br><i>Citizen and Pattenmaker</i>                                     | Harrow, Middlesex             |

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| <b>Madhur Kumar</b><br><i>Deputy Rehana Banu Ameer</i><br><i>The Rt. Hon The Lord Mayor</i>                  | a Bank Chief Executive Officer<br><i>Citizen and Common Councillor</i><br><i>Citizen and World Trader</i>        | Golders Green, London    |
| <b>Richard John Lindsey</b><br><i>Cdr Philip Norman Charles Gibbs</i><br><i>David Alan Pugsley</i>           | a Security Officer<br><i>Citizen and Furniture Maker</i><br><i>Citizen and Carman</i>                            | Woolton, Liverpool       |
| <b>Julie Ann Linsdell</b><br><i>Ann-Marie Jefferys</i><br><i>Anne Elizabeth Holden</i>                       | a Management Consultant<br><i>Citizen and Glover</i><br><i>Citizen and Basketmaker</i>                           | Kensington, London       |
| <b>Peter George Lisley</b><br><i>CC Catherine Sidony McGuinness, CBE</i><br><i>Jeremy Paul Mayhew</i>        | an Assistant Town Clerk, retired<br><i>Citizen and Solicitor</i><br><i>Citizen and Loriner</i>                   | Bromley, London          |
| <b>Sarah Jane Lockwood</b><br><i>CC Timothy James McNally</i><br><i>CC Shailendra Kumar Kantilal Umradia</i> | a Solicitor<br><i>Citizen and Glazier</i><br><i>Citizen and Information Technologist</i>                         | Islington, London        |
| <b>Charles Robert Cosby Lucas-Clements</b><br><i>CC Timothy James McNally</i><br><i>CC David James Sales</i> | a Consultant Company Director<br><i>Citizen and Glazier</i><br><i>Citizen and Insurer</i>                        | East Horsley, Surrey     |
| <b>Frank Martin</b><br><i>CC Shailendra Kumar Kantilal Umradia</i><br><i>CC Timothy James McNally</i>        | a Chartered Accountant<br><i>Citizen and Information Technologist</i><br><i>Citizen and Glazier</i>              | Edgware, Greater London  |
| <b>Katherine Carey Mayhew</b><br><i>CC Jamel Banda</i><br><i>Deputy Philip Woodhouse</i>                     | a Recruitment Researcher<br><i>Citizen and Poulter</i><br><i>Citizen and Grocer</i>                              | Islington, London        |
| <b>Seamus McGarry</b><br><i>Vincent Dignam</i><br><i>John Paul Tobin</i>                                     | a Charity Director, retired<br><i>Citizen and Carman</i><br><i>Citizen and Carman</i>                            | Stevenage, Hertfordshire |
| <b>Gavin Marcus McKinnon</b><br><i>Jurgita Zilinskiene</i><br><i>Michael Barley</i>                          | a Special Constabulary Chief Officer<br><i>Citizen and Fruiterer</i><br><i>Citizen and Security Professional</i> | Tonbridge, Kent          |
| <b>Andrew Edward Graham McLaughlin</b><br><i>Neville John Watson</i><br><i>Peter Francis Clark</i>           | a Student<br><i>Citizen and Fletcher</i><br><i>Citizen and Mason</i>   | Holloway, London         |

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| <b>James Michael Stephen McSparron-Edwards</b><br><i>Ronald Antony Collins</i><br><i>Alexander Harben James</i>             | a Film Production Manager<br><br><i>Citizen and Scrivener</i><br><i>Citizen and Cook</i>                    | New Denham,<br>Buckinghamshire      |
| <b>Matab Miah</b><br><br><i>CC Shahnaz Bakth</i><br><i>Deputy Christopher Michael Hayward</i>                               | a Restaurateur<br><br><i>Citizen and Common Councillor</i><br><i>Citizen and Pattenmaker</i>                | Gosforth, Newcastle Upon Tyne       |
| <b>Major Bruce Miller</b><br><br><i>Christian Oliver Lewis Wragg</i><br><i>Charles Verriour Marment</i>                     | a Musician<br><br><i>Citizen and Cutler</i><br><i>Citizen and Draper</i>                                    | Wellingborough,<br>Northamptonshire |
| <b>Robin Daniel Moore</b><br><i>Ann-Marie Jefferys</i><br><i>Anne Elizabeth Holden</i>                                      | an Airline Pilot<br><i>Citizen and Glover</i><br><i>Citizen and Basketmaker</i>                             | Reigate, Surrey                     |
| <b>Tangy Cathleen Morgan</b><br><i>The Rt. Hon The Lord Mayor</i><br><i>Ald. Prem Babu Goyal, OBE</i>                       | a Senior Banking Adviser<br><i>Citizen and World Trader</i><br><i>Citizen and Goldsmith</i>                 | Kensington, London                  |
| <b>Jamie Francis Muirhead</b><br><i>Richard John Francis Conneely</i><br><i>Clive Albert Francis Lambert</i>                | a Civil Servant<br><i>Citizen and Carman</i><br><i>Citizen and Carman</i>                                   | Liverpool, Merseyside               |
| <b>Trevor Edward Parvin</b><br><br><i>Michael Timothy Holland</i><br><i>Peter Christopher Brockbank</i>                     | a Fire Safety Sales Director, retired<br><i>Citizen and Air Pilot</i><br><i>Citizen and Pavior</i>          | Dukinfield, Cheshire                |
| <b>Lieutenant Colonel Terence Julian David Pemberton-Pigott</b><br><i>Christine Rigden</i><br><i>Claire Jane Wallbridge</i> | an Army Officer, retired<br><br><i>Citizen and Constructor</i><br><i>Citizen and Mason</i>                  | Pewsey, Wiltshire                   |
| <b>Mario Petrov Petrov-Pokrovski</b><br><i>CC Timothy James McNally</i><br><i>Deputy Marianne Bernadette Fredericks</i>     | a Student<br><i>Citizen and Glazier</i><br><i>Citizen and Baker</i>   | Poplar, London                      |
| <b>Peter Joseph Power-Hynes</b><br><br><i>Vincent Dignam</i><br><i>John Paul Tobin</i>                                      | an Accountant and Charity Trustee<br><i>Citizen and Carman</i><br><i>Citizen and Carman</i>                 | Battersea, London                   |
| <b>Carol Ann Joan Pracownik</b><br><i>CC Alethea Melody Silk</i><br><i>CC Nighat Qureishi</i>                               | an Officer Manager, retired<br><i>Citizen and Common Councillor</i><br><i>Citizen and Common Councillor</i> | Bridgwater, Somerset                |

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| <b>Aurora Davis Prehn</b><br><i>Ald. Sir Charles Edward Beck Bowman</i><br><i>Lady Samantha Jane Bowman</i>                            | an Ethnobotanist<br><i>Citizen and Grocer</i><br><br><i>Citizen and Woolman</i>                                  | Hampstead, London              |
| <b>Mohammed Mizanur Rahman</b><br><br><i>CC Shahnaz Bakth</i><br><i>Deputy Christopher Michael Hayward</i>                             | a Restaurateur<br><br><i>Citizen and Common Councillor</i><br><i>Citizen and Pattenmaker</i>                     | Dukinfield, Greater Manchester |
| <b>Grace Ellen Rawnsley</b><br><i>Deputy Keith David Forbes Bottomley</i><br><i>CC Shrvan Jashvantrai Joshi</i>                        | a Sustainability Director<br><i>Citizen and Pattenmaker</i><br><br><i>Citizen and Fueller</i>                    | Bromley, Kent                  |
| <b>Raja Suleman Raza, MBE</b><br><br><i>Frederick Joseph Trowman</i><br><i>Donald Mostyn Morris</i>                                    | a Restaurateur and Entrepreneur<br><i>Citizen and Loriner</i><br><i>Citizen and Distiller</i>                    | Mitcham, Surrey                |
| <b>Carl Alexander Richardson</b><br><br><i>CC Mark Raymond Peter Henry Delano Wheatley</i><br><i>Deputy James Henry George Pollard</i> | a Property Investment Company Director<br><i>Citizen and Draper</i><br><br><i>Citizen and Skinner</i>            | Paddington, London             |
| <b>James Robert Russell</b><br><i>Richard George Turk</i><br><i>Edward Gradosielski, BEM</i>   | a Chartered Accountant<br><i>Citizen and Shipwright</i><br><i>Citizen and Wax Chandler</i>                       | Tooting, London                |
| <b>Don Jordi Verdaguer Vila-Sivill</b><br><i>Frederick Joseph Trowman</i><br><i>Donald Mostyn Morris</i>                               | a Lawyer and Writer<br><i>Citizen and Loriner</i><br><i>Citizen and Distiller</i>                                | Barcelona, Spain               |
| <b>Philip David Warwick</b><br><i>Jeremy Mark Fox</i><br><br><i>Peter James Bottomley, MP</i>  | a Charity Chief Executive<br><i>Citizen and Stationer &amp; Newspaper Maker</i><br><br><i>Citizen and Draper</i> | Fareham, Hampshire             |
| <b>Jaideep Singh Wasu</b><br><i>Simon Barnett Tyndall</i><br><i>Jatinder Singh Wasu</i>  | a Strategy Consultant<br><i>Citizen and Butcher</i><br><i>Citizen and Chartered Accountant</i>                   | Bromley, Kent                  |
| <b>Jasminder Kaur Wasu</b><br><i>Simon Barnett Tyndall</i><br><i>Jatinder Singh Wasu</i>   | a Pharmacist<br><i>Citizen and Butcher</i><br><i>Citizen and Chartered Accountant</i>                            | Bromley, Kent                  |
| <b>Elysia Aelwen White</b><br><i>CC Ian Bishop-Laggett</i><br><br><i>Richard Thomas Turner</i>   | a Swimming Teacher<br><i>Citizen and Information Technologist</i><br><i>Citizen and Innholder</i>                | Barnet, Hertfordshire          |

**Shaun Patrick White**  
*Ann-Marie Jefferys*  
*Anne Elizabeth Holden*

a Metropolitan Police Officer  
*Citizen and Glover*  
*Citizen and Basketmaker*

Wandsworth, London

15. Questions

**Blake Tower**

Wheatley, M. to  
the Chairman  
of Policy &  
Resources

Mark Wheatley asked a question of the Chairman of the Policy and Resources Committee, requesting information on the full extent of the City Corporation's involvement and responsibility over the conditions of Blake Tower, and an outline of the current situation and any intended next steps.

In reply, the Chairman confirmed that the City Corporation owned the freehold for Blake Tower, with the headlease owned by Redrow plc. The City Corporation and Redrow had entered into an agreement to develop apartments in Blake Tower, with the intent that these would come under the City Corporation's management once complete. However, there were several outstanding quality issues and dissatisfied residents, meaning that the management transfer had not yet taken place. The City Corporation had no legal responsibility for the management of Blake Tower. It had, however, taken several measures by liaising with Redrow, its management agent and residents of the Blake Tower Residents Association to understand and help resolve the perceived issues, within its remit. A further meeting with Redrow was scheduled for later in December. The Executive Director of Community and Children's Services had met with residents, while the Town Clerk had undertaken to meet with both residents and Redrow's Chief Executive Officer.

Mark Wheatley asked a supplementary question, seeking assurance that the City Corporation would review the situation in light of the Building Safety Act 2022 and consider the duties of the City Corporation as an interested party. In response, the Chairman provided his assurances to Mr Wheatley.

Michael Hudson, noted that he believed there were provisions for the City Corporation to take back the lease in due course and asked the Chairman if there was a record of this and if there was a response from Redrow.

In reply, the Chairman undertook to provide Mr Hudson with a written response.

**Business rates and SMEs**

Qureishi, N.,  
Deputy to the  
Chairman of  
Finance

Deputy Nighat Qureishi asked a question of the Chairman of the Finance Committee, requesting him to provide a detailed breakdown of business rates applied for small and medium-sized enterprises (SMEs), and an update to the commitment made at the Annual Ratepayers Meeting in March, addressing the high rates applied to SMEs outside the retail, hospitality and leisure sector.

In reply, the Finance Chairman said that he felt that the business rate regime was overdue for reform but warned that the current system had a number of interested stakeholders. Business rates were set by central government. The City Corporation did not determine the rateable value of properties nor the multiplier used to calculate

the amount payable. The City Corporation retained only £70m of the £1.2bn of rate revenue raised from business in the Square Mile. As a consequence of the ratepayers meeting referred to in the question, the Policy Chairman had written to the Valuation Office Agency to set out the City Corporation's concerns. The response, though cordial, did not indicate a change in approach. During lockdown, many businesses had remained liable to pay significant rates. The City Corporation's ability to provide financial support to mitigate that liability was limited, though a 20% reduction was applied during the pandemic. The Chairman was pleased to note that the small business multiplier had been frozen in the Autumn Statement for the fourth consecutive year. The challenge in reviewing the position on business rates would be to demonstrate how the current system prejudices the likelihood of SMEs remaining in or choosing to move to the Square Mile. Even if the argument could be made, the Chairman cautioned that the likelihood of a general election would distract central government, and he felt it was unlikely that any government be enthusiastic about changing a process which provides it with a substantial material tax take, unless it could be convinced of a better alternative. An SME delivery strategy was being developed, and the question helped raise awareness about what could be usefully done.

Deputy Qureishi asked a supplementary question, looking forward to the SME delivery strategy and asking the Finance Chairman if he remembered putting forward a similar question to the Court in 2017. The Chairman replied that the Strategy aimed to create a strong foundation for start-ups and SMEs across the Square Mile. It would identify obstacles and key areas of opportunity and set out a vision to enable retention and growth of the City's small business ecosystem. The Chairman was personally committed to ensuring there was no loss of sight on this critical matter and ensure the Square Mile was an attractive destination for all businesses and open across all sectors.

### **Care leavers**

Mullally, E. to  
the Deputy  
Chair of  
Community &  
Children's  
Services

Eamonn Mullally asked a question of the Deputy Chairman of the Children and Community Services Committee, requesting an update on the progress of a City Corporation policy recognising care leaver status being akin to a protected characteristic, a policy that was being adopted by a number of other local authorities in London and nationwide.

In reply, the Deputy Chair said that a report seeking agreement for the City Corporation to adopt a specific care experience as a protected characteristic policy would be presented to the Equality, Diversity and Inclusion Sub-Committee, the Community and Children's Services Committee and the Policy and Resources Committee at their meetings on the week commencing 11 December. If approved, it would be presented to the Court in January. It would support the City Corporation's continued ambitions to delivery world-class services for care-experienced young people, for whom Members collectively shared parental responsibility. It would also align the City Corporation with wider regional and national ambitions to provide the best opportunities for care-leavers to achieve successful outcomes.

Eamonn Mullally asked a supplementary question, requesting more detail on the impact the policy would be likely to have on the care experience for young people.

The Deputy Chair replied that, as a group, care leavers often had much poorer outcomes in adult life than their peers. The Independent Review of Children's Social Care, commissioned by the Government and published in May 2023, included quotes from children in care and care leavers about their experiences. Care-leavers were more likely not to be in education, employment, or training, to be homeless, and to be involved in the criminal justice system. A policy to require that the City Corporation ensured its care-experienced young people were given opportunities to secure accommodation, education, training and employment would play a key role in tackling these poor outcomes.

### **The Lord Mayors Banquet**

Pearson, S.,  
Alderman, to  
the Chairman  
of Policy &  
Resources

Alderman Susan Pearson asked a question of the Chairman of the Policy and Resources Committee asking why she had received a message on the morning of the Lord Mayor's Banquet informing her that the Civic Affairs Sub-Committee had made the decision to disinvite her guest to the Lord Mayor's Banquet, and under what Standing Order this decision had been made.

In reply, the Chairman said that the Sub-Committee had not made any decision to disinvite any guests.

Alderman Pearson asked a supplementary question, saying that she had received a call from the Chairman of the General Purposes Committee of the Court of Alderman disinviting her guest. She had, therefore, not attended the banquet and asked the Chairman if he found this acceptable and if there was any rationale for disinviting guests.

In reply, the Chairman noted that the Lord Mayor's Banquet was a private event to celebrate the new Lord Mayor. He understood there had been some concerns raised about Alderman Pearson's guest, and these had been communicated to her by the Chairman of the General Purposes Committee with the suggestion that she reconsider her choice. The Chairman had been told that Alderman Pearson had subsequently decided not to attend the banquet. He repeated that no formal decision had been made to disinvite anyone but, for the avoidance of doubt, had asked the Town Clerk to look at the existing practice to consider if a new approach should be developed.

Alderman Martha Grekos asked a supplementary question, commenting that she felt the incident amounted to censorship and asked the Chairman if he agreed that all voices needed to be heard. The Chairman replied that he did not accept that it was a form of censorship, adding that Alderman Pearson had chosen not to attend with her guest. He repeated that he had asked the Town Clerk to consider a future policy. In response to a further supplementary question from Alderman Martha



Grekos, through which she asked the Chairman if he felt that all voices should be heard, the Chairman referred to his previous responses.

Deputy Brian Mooney, through a further supplementary question, asked the Chairman if he felt that the City Corporation was broad-shouldered enough to accommodate its critics. In reply, the Chairman observed that there was a duty of care towards all Members. Several Members had expressed their concerns about Alderwoman Pearson's choice of guest, and it had been right for the Chairman of the General Purposes Committee to contact her. The subsequent steps had been her decision.

Tom Sleight asked the Chairman if he agreed that censorship meant stopping someone from speaking, not attending a function. The Chairman agreed with this interpretation.

Gregory Lawrence posed a final supplementary question, asking the Chairman for details on whose decision this had been. In reply, the Chairman reiterated that there had been no decision had been made, whether by a Member, sub-committee or under urgency, to disinvite a guest. Alderwoman Pearson had been approached with concerns about her choice of guest, and she had then chosen not to invite them and to not attend the banquet.

### **The Lord Mayor's Show**

Deputy Madush Gupta asked a question of the Chairman of Policy and Resources, reflecting on the success of the Lord Mayor's Show and asking if the City Corporation could build on its success through better coordination with the Destination City programme, and in providing greater opportunities for Common Councillors to contribute and participate. He also suggested that a drone display would be an appropriate substitute for the historic fireworks event.

In reply, the Chairman paid tribute to the spectacular Lord Mayor's Show and the contributions of City Corporation employees, the City of London Police, the Livery Companies and others who were involved. Responsibility for supporting the Lord Mayor's Show was held across the City Corporation and outside organisations, including the Lord Mayors Show Ltd. The Chairman was certain that these organisers would be open to involving Members and would consider any suggestions during consultations. He was happy to speak further with Members and consider any proposals which fell under the remit of his Committee. With regard to drones, this would require engagement with multiple stakeholders.

Wendy Hyde asked the Chairman if he shared her disappointment that there had been no stands available at the Show, which posed accessibility issues and a lost opportunity for expenditure in the City. The Chairman shared her concern and undertook to discuss the matter with the appropriate parties. He took the opportunity to express his disappointment with the decision of Transport for London (TfL) to schedule engineering works on the Underground on the day of the Show and thus

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

cancel several services. He would raise this at an upcoming meeting with the Transport Commissioner.

Timothy Butcher said he felt the situation with Transport for London represented an anti-City approach. He asked the Chairman to ensure that there was a full representation to TfL to ensure that it did not happen again. In reply, the Chairman said that he, along with the Lord Mayor and Alderman Timothy Hailes (the Chair of the Lord Mayor's Show Ltd), had written a joint letter to TfL as soon as the proposals became apparent, expressing their disappointment that the works had been organised despite the Show being held on the same day each year. The City of London had a challenge in being the only place in the country with two highway authorities and it was important that the City Corporation was able to work with TfL constructively and effectively. The Chairman reiterated that he would raise these points at his upcoming meeting with TfL.

16. **Policy and Resources Committee**

**(Deputy Christopher Michael Hayward)**

3 November 2023

**Report of Urgent Action Taken: Appointment of Honorary Water Bailiff**

The Court considered a report relating to action taken under urgency procedures regarding the appointment of an Honorary Water Bailiff.

*Resolved* – That the report be received and the action taken be noted.

17.  
Legislation

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

**Acts**

**Date of Royal  
Assent**

**Economic Crime and Corporate Transparency Act 2023**

26 October 2023

The Act builds on the Economic Crime (Transparency and Enforcement) Act 2022, which received Royal Assent on 15 March 2022. The Act has four key objectives:

- to prevent organised criminals, fraudsters, kleptocrats and terrorists from using companies and other corporate entities to abuse the UK economy;
- reform the powers of the Registrar of Companies
- to give law enforcement bodies new powers to seize cryptoassets and enabling businesses in the financial sector to share information more effectively to prevent and detect economic crime

- to give Companies House greater flexibility about the way it lists companies and uses its data.

Reported to Communications and Corporate Affairs Committee.

### **Levelling-up and Regeneration Act 2023**

26 October 2023

Establishes a new statutory requirement for ministers to set levelling up missions with completion targeted for 2030 (for example relating, nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population, pay, employment and productivity will have risen in every area of the UK, with each containing a globally competitive city, improving the standard in reading, writing and maths across the UK, improving wellbeing in every area). Changes to aspects of planning, environmental and heritage protection are included in the Act.

Reported to Open Spaces, West Ham Park, Culture Heritage and Libraries, Planning, and Communications and Corporate Affairs committees.

### **Procurement Act 2023**

26 October 2023

The Act is designed to create a simpler public procurement system not based on EU Directives. The Act mandates the creation of a central digital platform for suppliers to the public sector, which captures the Corporation in the exercise of its public functions, to register and store their details so that they can be used for multiple bids, and see all opportunities in one place.

Reported to Finance Committee.

### **Non-Domestic Rating Act 2023**

26 October 2023

Shortens the business rates revaluation cycle in England from five years to three years. Reported to service department.

### **Worker Protection (Amendment of Equality Act 2010) Act**

26 October 2023

Creates employers' liability for harassment of their employees by third parties and introduces a duty on employers to take all reasonable steps to prevent sexual harassment of their employees. Reported to service department.

### **Statutory Instruments**

### **Date In Force**

**Judicial Review and Courts Act 2022 (Commencement No. 4) Regulations**

7 November 2023

Creates a framework under which specified summary only offences (minor offences dealt with in magistrates' courts) may be dealt with online and termed "automatic online conviction and penalty summary offences".

**The Dangerous Dogs (Compensation and Exemption Schemes) (England and Wales) Order**

14 November  
2023

XL Bully breed type will be prohibited from 31st January 2024. Establishes a compensation scheme for dogs which are arranged to be euthanised before 31st January 2024. Owners of an XL Bully may apply for an exemption that would permit possession of such a dog.

**Public Charge Point Regulations**

24 November  
2023

Requires a charge point operator to ensure that a person is able to pay to charge an electric vehicle by contactless payment without entering into a pre-existing contract with the operator. This requirement applies to new public charge points, rapid charge points and existing charge points.

Charge point operators must ensure that, by November 2025, a person is able to pay to charge an electric vehicle using a payment service provided by a third party roaming provider.

Within one year of the date that these Regulations come into force, operators must ensure that their network of rapid charge points is, on average, 99% reliable.

Charge point operators must provide a staffed telephone helpline that is available 24 hours per day.

**The Parliamentary Constituencies Order**

24 November  
2023

Gives effect to new constituency boundaries at the next election. The City's boundary remains unchanged.

**Council Tax (Chargeable Dwellings and Liability for Owners) (Amendment) (England) Regulations**

1 December  
2023

Provides that a house in multiple occupation is always treated as a single dwelling for the purposes of council tax.

**Local Government and Greater London Authority Elections (Miscellaneous Amendments) Regulations**

Dates between  
31 October 2023  
– 31 January  
2024

The Regulations make provision in relation to local elections and Greater London Assembly and London mayoral elections to enable a returning officer to hold a nomination paper invalid if the person submitting that nomination paper is subject to a disqualification order, and introduce the new forms of

nomination paper, candidate's consent to nomination, and elector and proxy poll cards.

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

18. Hospital  
Seal

There were no docquets for the Seal.

19. Awards &  
Prizes

There was no report.

20. Exclusion  
of the Public

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

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

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

21. Non-  
public Minutes

*Resolved* – That the non-public minutes of the last meeting are correctly recorded.

22.

**Policy and Resources Committee**

**(A) Change of description for the City of London's Corporate Fund, commonly known as City's Cash**

The Court considered and approved proposals concerning the nomenclature of the City of London's Corporate Fund.

**(B) The Voluntary Hospital of St Bartholomew**

The Court considered and approved proposals concerning the Voluntary Hospital of St Bartholomew.

23.

**Civic Affairs Sub (Policy and Resources) Committee  
City Events Programme**

The Court considered and approved proposals concerning the City Events Programme.

24.

**Finance Committee**

**(A) Extension of the Managed Service Temporary Agency Resource Contract**

The Court considered and approved proposals concerning a contract extension.

**(B) Museum of London Pay Award**

The Court considered and approved proposals concerning the annual pay award for the Museum of London.

**(C) Getting best value from our low value spend**

The Court considered and approved proposals relating to a contract award for the City of London Corporation's low value spend.

25. **City of London Policy Authority Board**

The Court considered and approved report relating to the provision of cryptocurrency storage.

26. **Barbican Centre Board**

The Court considered and approved a report relating to fire safety project at the Barbican Centre.

27. **Corporate Services Committee**

**(A) Request for Market Forces Supplement**

The Court considered and approved proposals relating to a Market Forces Supplement.

**(B) Creation of a Grade I post**

The Court considered and approved proposals relating to the creation of a Grade I post.

28. **Finance Committee**

The Court noted action taken under urgency procedures in relation to the Enterprise Resource Planning Project.

**The meeting commenced at 1.00 pm and ended at 2.59 pm**

**THOMAS.**

## Report – Policy and Resources Committee

### Draft Corporate Plan 2024-2029

*To be presented on Thursday, 11<sup>th</sup> January 2024*

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

#### **SUMMARY**

The draft Corporate Plan 2024-29 provides a strategic framework to guide the City of London Corporation's planning and decision-making over the next five years. Together with other key workstreams (such as the People Strategy), it helps ensure everything the City Corporation does aligns to achieving our stated aims and objectives.

The draft considers the ongoing work and commitments of City Corporation, our political priorities and the views of Members, Officers and external stakeholders, as well as the need to build on the previous plan with the inclusion of performance measures and more focussed outcomes.

The draft Corporate Plan is being submitted to Court of Common Council for formal endorsement. Design work on the format, graphics, copy editing into plain English and promotional materials is still in progress and will be completed once the draft Corporate Plan has been approved.

#### **RECOMMENDATION**

That Members:

1. Approve the draft Corporate Plan 2024-29 at Appendix 1, for formal adoption from April 2024 including:
  - a) the six outcomes (Dynamic Economic Growth, Diverse Engaged Communities, Flourishing Public Spaces, Vibrant Thriving Destination, Providing Excellent Services and Leading Environmental Sustainability);
  - b) the direction of travel set out for the performance measures.
2. Authorise the Town Clerk to agree any changes to the wording and content (which may be refined and reduced), and to finalise the design, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee.

#### **MAIN REPORT**

##### **Background**

1. The Corporate Plan 2024-2029 provides the strategic framework to guide the City of London Corporation's thinking and decision-making over the next fantastic five years. Alongside financial planning, a new People Strategy, Digital

Strategy and Transformation, it drives the City of London Corporation's ambition to be world-class.

2. On 6 July 2023, the Policy & Resources Committee agreed that the next corporate plan should run from April 2024 until March 2029, with the current Corporate Plan 2018-23 extended until 31 March 2024.<sup>1</sup> This was subsequently agreed by Court of Common Council on 20 July 2023.
3. The draft Corporate Plan 2024-2029 has been shaped by input from internal and external stakeholders, as well as the City Corporation's political priorities and other agreed commitments - e.g., its strategies, projects and programmes. In addition, lessons have been applied from the previous plan, especially around the need for performance measures. Further details on this development process can be found in the section below and in the appendices.

### **Corporate Plan Drafting and Development**

4. The draft Corporate Plan 2024-29 is attached at Appendix 1. This is intentionally high-level but gives a flavour of the content that will be reflected albeit in a different format. The existing Corporate Plan 2018-2023 was examined to learn lessons and identify areas for improvement, and a light-touch PESTLE analysis of macro trends and socio-economic factors was undertaken to understand the wider operating environment, alongside a review of City Corporation strategies that are extant or in development.
5. Input from Members of the Court of Common Council, Independent Committee Members, Officers of the City Corporation and engagement with external stakeholders helped define the purpose, outcomes, outputs and approach to measuring performance. The Background Reports provide further details on this as well as the rationale, global trend analysis (item a), external engagement analysis (item b), strategies, major projects and programmes (item c) which all informed the draft Corporate Plan.
6. More broadly, the following working assumptions and aims framed the work:
  - a. The overarching purpose of the plan is not to detail everything the City Corporation does, but instead is to define the key outcomes we want to achieve in the next five years to help us spend our resources (time and money) on what we value.<sup>2</sup>
  - b. That said, although the plan – in tandem with collaborative leadership and wider transformational change – provides a catalyst for improved ways of working, it is not a one-stop-shop to solve silo working and budget/prioritisation challenges.

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<sup>1</sup> [Approach to next Corporate Plan](#) – Policy & Resources Committee, 6 July 2023

<sup>2</sup> Context around the breadth of what we do and how we do this is included in the introduction to the plan, the key fact sheet and maps. This references the importance of delivering our statutory duties and services, as well as maintaining the 'brilliant basics', including in our enabling services.

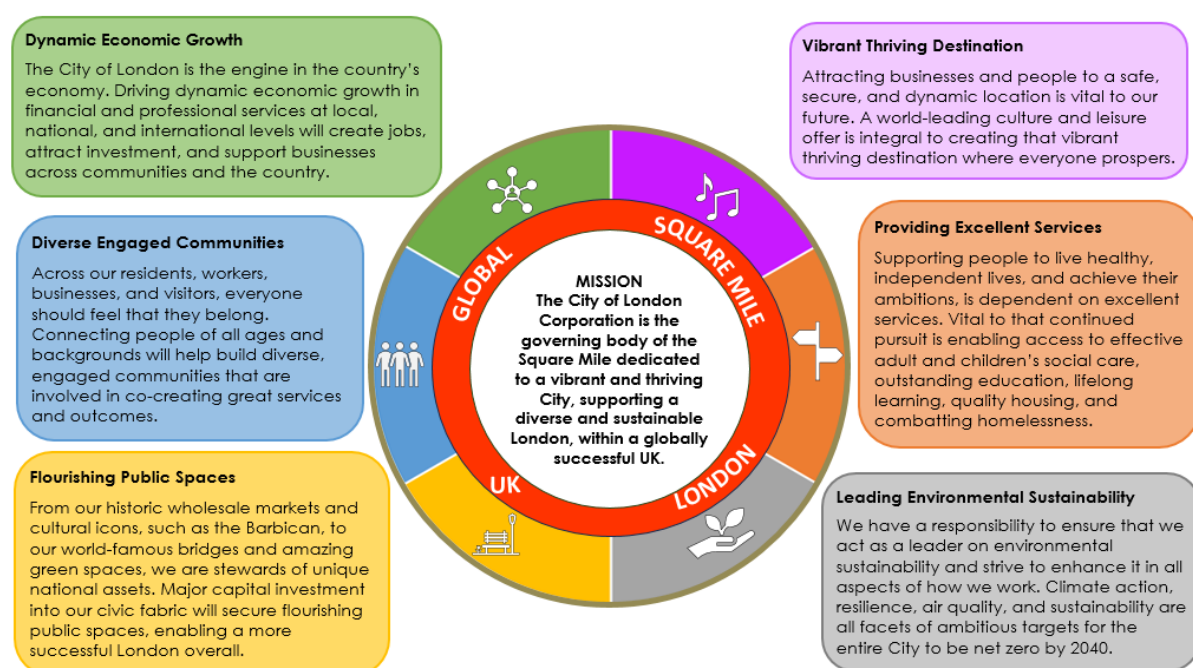


- c. The plan will be a living document that is reviewed and refreshed over the five-year period. An annual progress report will be produced, linked to performance metrics.
  - d. Once agreed, the strategic outcomes in the plan will be embedded and reflected within other processes and documents in City Corporation, e.g., business planning, budget setting, programme and project governance, risk management and personal objectives, etc. This will ensure that there is a 'golden thread' through everything we do.
7. The Corporate Strategy and Performance Team have worked closely with the Executive Director of Corporate Communications and External Affairs and members of her team to finalise the draft plan and ensure it reflects the wider narrative and sets the context around the work of City Corporation, and that the content is clearly articulated in as simple a way possible.

### **Corporate Plan 2024-29**

8. The Corporate Plan 2024-29 consists of the following elements:
- a. A foreword by the Town Clerk (to be finalised after approval of the plan).
  - b. A foreword by the Policy Chairman (to be finalised after approval of the plan).
  - c. A context section detailing 'who we are', key facts about City Corporation (illustration included to be further refined) and two maps outlining our responsibilities inside and outside the Square Mile.
  - d. A summary of the six outcomes for 2024-29 (currently dial format).
  - e. An executive summary (to be finalised after approval of the plan).
  - f. A more detailed breakdown of each outcome, with context setting, overarching objectives and performance measures.
  - g. An annex outlining how we will monitor impact.
9. The design and layout will ensure it is easy for our stakeholders to read and identify the key elements of interest to them, both in physical and digital copies. The tone will reflect a desire to be brilliant at the basics and strive to being world class, recognising that different parts and portfolios governed by City Corporation are at various stages of maturity.
10. The Corporate Plan 2024-29 differs from the current iteration in:
- a. Greater emphasis on prioritisation (whilst still reflecting the extensive portfolio covered by City Corporation).
  - b. Additional detail on how the outcomes will be delivered and measured for success.
  - c. Intent to incorporate reviews and adaptations, to ensure its continued relevance to the City Corporation throughout the five-year period, with a report produced annually on progress.

11. The City Corporation's mission<sup>3</sup>, legal, statutory, regulatory obligations and commitments remain unchanged. And, our ambition to be world class is not limited to what we deliver. It is equally critical to how we discharge our role from being values-driven to striving for equity (in addition to equality, diversity and inclusion). Our wide reach and responsibilities influence globally, nationally, across London, and in the Square Mile. This 'place-based' lens has also been used when defining the outcomes and considering performance measures.
12. The six outcomes<sup>4</sup> are deliberately presented in a way that does not imply an inherent order of importance, with outcomes rotating in response to the workstreams within and across different departments and systems. They are currently portrayed in a dial format (noting this may change following design work), see below:



## Monitoring Progress

13. As mentioned above, the Corporate Plan 2024-29 will be a living document that can adapt during its five-year span. Some of the proposed content will last beyond 2029, but we will also need to reflect changes emerging during the 2024-29 period. It will be reviewed and refreshed to ensure we continue to meet our stated outcomes (supplementing these as required) and will be reported on annually.
14. The Corporate Plan 2024-29 is the first time we are bringing together data sets from across the organisation to analyse high-level performance, and we are aware

<sup>3</sup> 'The City of London Corporation is the governing body of the Square Mile and is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK.'

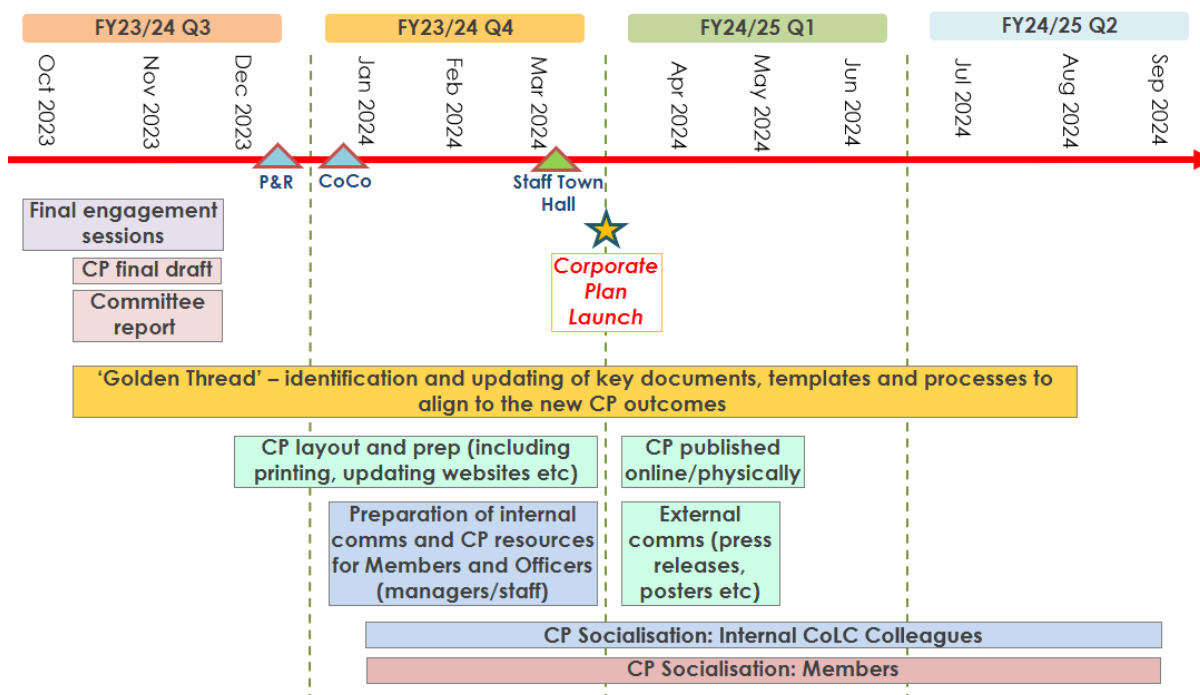
<sup>4</sup> These reflect the political priorities, including resetting the relationship with our residents, supporting the Square Mile's recovery and SMEs, promoting the UK's Financial and Professional Services Sector and ensuring the UK leads on tech innovation and green finance.

there are many gaps. Given the maturity of elements of City Corporation's data infrastructure and capabilities, our capacity to collect, manage and monitor data is limited. The Corporate Plan 2024-29 will be used to identify opportunities to improve what type of data we collect and how. This will continue to mature over the lifetime of the plan and as this develops, so will the measures.

15. The planned approach to monitoring Corporate Plan performance outcomes can be found at Appendix 2.

### Next Steps

16. Once the Corporate Plan 2024-29 has been approved by Court of Common Council, we will commence the plans to socialise the document with our stakeholder groups – this will include Members, Officers and external stakeholders.
17. Planning is underway internally pre-publication and for the external launch (internet site, press releases, posters, hard and soft copy versions of the plan etc). This process will extend beyond the launch date to help embed the plan into City Corporation processes and ensure that the presentation of the plan, outcomes and measures is relevant to our various stakeholder groups, internal and external.
18. The timeline below outlines the phases of this work:



### Post-Policy and Resources Committee Changes

19. Following discussion at the Policy and Resources (P&R) Committee on 14 December, some changes were made to the draft plan at Appendix 1 to reflect Member input. A summary of these can be found in the table below:

| <b>P&amp;R Member Feedback</b>   | <b>Action</b>  |
|--|--|
| Scope of the plan and relevance across the CoLC; relevance of the plan in the context of the People Strategy, departmental business plans etc    | To include in the executive summary  |
| Fact checking, consistent reporting of numbers and referencing sources   | Completed  |
| Gaps in Key Facts  | Data updated; further facts included; additional facts to be added by Chief Officers in the final publication e.g. on residents                |
| Clarification on Barbican (arts centre & programme renewal)  | Completed  |
| References to diverse communities, carers and related DCCS strategies; overview of activities to support the most vulnerable                     | Strengthened references under 'Services' outcome   |
| Updated wording on policing and safety   | Strengthened and agreed  |
| References to hospitality and licencing ; additional references regarding residents  | Included (strengthened – in 'Vibrant' outcome)   |
| Golden threads – breaking down silos, staffing and delivery  | To be included in foreword   |
| Additional measures on various areas (e.g. poverty, learning, hospitality etc); how we will be iterating measures                                | Included performance measures - appendix 2 (see also high-level aspirations in this annex)<br>Further engagement on this to take place in 2024 |
| References to resident makeup (adults, children, carers etc)   | To be included in foreword and design  |
| Product design (including pithy documents, useable facts)  | Draft Corporate Plan updated; products developed in design stage   |
| Highlighting CoLC role (e.g. as owner, enabler, facilitator, landlord etc) and CoLC reach (global to local)                                      | To be included in foreword and executive summary   |
| Tone, approach and delivery, given not everything we do is in the plan   | Executive summary (and foreword where relevant)  |
| Aim to make the City of London and the spaces we manage and own attractive for everyone and encouragement for people to live, work and play here | Part of the final design; also to be referenced in executive summary and foreword  |
| References to charities of which CoLC is a trustee; references to Vision for Economic Growth   | Updated – references includes all charities; Vision for Economic growth references strengthened  |

## Corporate & Strategic Implications

### *Strategic implications*

20. When approved, the Corporate Plan 2024-29 will form the City of London Corporation corporate strategy, covering the five-year period as well as providing context and direction longer term.

### *Financial and Resource implications*

21. The Corporate Plan 2024-29 is a strategic framework for guiding City Corporation's thinking. If new activity to deliver Corporate Plan 2024-29 is identified, its funding source will need to be identified and where applicable, Member agreement sought, before it can be adopted into the Corporate Plan. For any new activity occurring in FY2024/25 the funding source will be existing budgets, where necessary by prioritisation, or from revenue generation.
22. The cost of the development, design and publication of the Corporate Plan 2024-29 will be met through a combination of the Corporate Strategy & Performance Team's budget, Transformation Budget and contingency monies identified by the Chamberlain. Excluding internal staff costs, this equates to approximately £30,000. The final figures will be confirmed once the draft products and associated designs are agreed.

### *Legal implications*

23. None.

### *Risk implications*

24. None.

### *Equalities implications*

25. The Corporate Plan 2024-29 was developed in line with our Public Sector Equality Duty 2010 and is intended to have a positive impact on the City of London Corporation's fostering of greater diversity, equality and accessibility for all. A full Equalities Impact Assessment has been completed and is linked within the Background Reports.

### *Climate implications*

26. The Corporate Plan helps drive the work towards targets outlined in the City of London Corporation's key strategies, including the Climate Action Strategy and Air Quality Strategy.

### *Security implications*

27. There are no direct security implications. The Corporate Plan emphasises the importance of enabling a safe and secure environment, including through the City of London Police's national lead on cyber and economic crime.

## **Conclusion**

28. This report provides the draft Corporate Plan 2024-29 and outlines the approach to its development.

29. Court of Common Council approval will enable Corporate Plan 2024-29 to progress in January 2024 for adoption in April 2024.

## **Appendices**

Appendix 1 Draft Corporate Plan 2024-29

Appendix 2 Monitoring Corporate Plan Performance Outcomes

## **Background Papers**

[Corporate Plan 2024-29 Development – Context, Feedback & Rationale](#)

a Global Trends Analysis

b External Stakeholder Engagement Analysis

c Strategies, Major Programmes and Projects and Other Sources

[Corporate Plan 2024-29 Equalities Impact Assessment \(Part A & Part B\)](#)

[Approach to next Corporate Plan](#) – Policy & Resources Committee, 6 July 2023

DATED this 14<sup>th</sup> day of December 2023.

SIGNED on behalf of the Committee.

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

**[COVER PAGE]**

DRAFT

Click and enter subtitle

## Contents

|   |            |
|---|------------|
| <b>Our Mission:</b>   | <b>3</b>   |
| <b>Foreword – Policy Chairman [draft to discuss with CPR]</b> | <b>4</b>   |
| <b>Foreword – Town Clerk [draft to discuss with TC]</b>       | <b>5</b>   |
| <b>Who We Are</b>   | <b>6</b>   |
| <b>Impact / Key Facts</b>                                     | <b>7</b>   |
| <b>Executive Summary</b>                                      | <b>13</b>  |
| <b>Overview of Six Outcomes</b>                               | <b>134</b> |
| <b>Outcome – Dynamic Economic Growth</b>                      | <b>16</b>  |
| <b>Outcome – Vibrant Thriving Destination</b>                 | <b>17</b>  |
| <b>Outcome – Flourishing Public Spaces</b>                    | <b>19</b>  |
| <b>Outcome – Providing Excellent Services</b>                 | <b>20</b>  |
| <b>Outcome – Leading Sustainable Environment</b>              | <b>22</b>  |
| <b>Outcome – Diverse Engaged Communities</b>                  | <b>23</b>  |
| <b>Annex: How We Will Monitor Impact</b>                      | <b>24</b>  |



## **Our Mission:**

The City of London is the governing body of the Square Mile, dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally-successful United Kingdom.

## **Foreword – Policy Chairman**

[To be written once outcomes agreed by Court of Common Council]

## Foreword – Town Clerk

[To be written once outcomes agreed by Court of Common Council]

# Who We Are

**[Pages with Maps: possible pull-out section to be detached from plan in physical document]**

**[Illustrative: more to include regarding the different roles and powers we discharge (e.g. licensing), repetition to be removed and format to be agreed with design agency]**

## **Our Mission**

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

## **About the City of London Corporation**

The City of London Corporation looks after the City of London ('the City' or 'Square Mile') on behalf of all who live, study, work, and visit, providing modern, efficient, and high-quality local services and policing for all.

We have a long history, a unique constitution, our own Lord Mayor, and a dedicated police service keeping the City safe.

Our independent and non-partisan political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

We aim to support London's communities through responsible business, charitable giving, improving the capital's air quality, providing education and skills for young people, and delivering affordable housing across London.

We protect and conserve 19 major green spaces in London and Southeast England – including Hampstead Heath and Epping Forest - and over 200 smaller ones in the Square Mile. They include important wildlife habitats, sites of scientific interest and national nature reserves. They are protected from being built on by special legislation.

We are the port health authority for London, the largest port health authority in the UK. We protect public health by preventing infectious disease, ensuring water quality, making vessel inspections, and enforcing environmental controls.

The City Corporation provides local government services for our 8,600 residents (Census 2021) and 614,500 City workers (Office for National Statistics 2022) based in the Square Mile. To be truly representative of its population, businesses and other organisations registered in the Square Mile are entitled to nominate voters to City elections so that – alongside registered residents – they can have a say on the way the City Corporation is run.

# Impact / Key Facts *[Illustrative: more to include and format TBC]*

## (General)

- There are 8,600 residents living in the City of London. [include infographic on breakdown of resident makeup]
- There are 614,500 workers in the City of London.
- 1 in 52 UK workers are employed in the City.
- 10 million people visit the Square Mile each year.

## (Diverse remit)

- We are the London Port Health Authority for the tidal River Thames, patrolling 94 miles of Britain's busiest waterway from Teddington to the outer Thames Estuary.
- We operate three pre-eminent wholesale food markets (Smithfield Meat Market, Billingsgate Fish Market, New Spitalfields Fruit and Vegetable Market), providing a vital link in the food supply chain for London and the South of England. The markets move 1m tonnes of produce every year, contribute c.£590m in GVA to the UK economy, and support 10,250 jobs directly and through the associated supply chain.
- We manage the Heathrow Animal Reception Centre, and our staff look after about 14,000 dogs and cats, 400 horses, 150,000 reptiles, 1,000 birds and 25 million fish that are imported through Heathrow Airport each year. We are also the Animal Health Authority for Greater London, and we undertake animal establishment licensing for other local authorities.
- Since 1856, we have operated the City of London Cemetery & Crematorium; a stunning 200-acre Grade 1 listed landscape and one of the largest municipal cemeteries in Europe.
- The City of London Police is a local service with a national role. It polices a unique local area and is also the National Lead Force for Fraud, and the National Police Chiefs' Council (NPCC) lead for economic, cyber-crime and business crime. As such it has responsibilities to keep both the City and the UK safe from crime.
- We are a committed charity trustee of the City Bridge Foundation and our Natural Environment charities.

## (Sustainability and our natural environment)

- We look after 11,000 acres of natural habitats in London and the Home Counties, which is approximately the same size as 20 Hyde Parks. These remove an estimated 16,000 tonnes of CO2 per year, equivalent to 44% of the City Corporation's carbon footprint.
- Our green spaces are home to more than 58,000 ancient trees and hundreds of endangered species.
- They receive over 25 million visitors annually, almost double the number who go to Premier League football matches and five times the number of visitors to the Grand Canyon.

- The City is lead authority for hazardous waste collection across London, arranging for around 5,600 collections of asbestos and chemical waste from the public sector, schools and charities.
- Our Cleansing Service provides waste and recycling collections for 7,000 residential properties using the first fully electric fleet of refuse collection vehicles in the country.
- Walbrook Wharf waste transfer station handles around 50,000 tonnes of general waste a year, the majority from commercial premises with 2,500 tonnes from household/street cleansing.
- Waste is transported down river in barges powered by biofuel to an energy from waste facility, saving 5,500 vehicle movements a year, reducing air and noise pollution, road traffic congestion and re-emphasising the City's commitment to the revival of the River Thames as a green highway for London.

#### (Culture and Heritage)

- We are the country's fourth biggest funder of culture, investing £130m every year in heritage and cultural activities.
- Guildhall School of Music and Drama was ranked number one in the Arts, Drama and Music by the Complete University Guide 2023.
- The Guildhall Art Gallery displays more than 250 portraits, paintings, and sculptures and is free of charge to visit.
- We run London's archive service, collecting, preserving, sharing and celebrating the stories of London and Londoners with local, national and international audiences. We safeguard over 100km of records of business, schools, hospitals, charities and many other organisations and people from London.
- The Barbican Centre holds thousands of events for the public each year and opens its doors for approximately 1.5 million visitors annually.
- We manage, maintain and conserve 877 heritage assets, including Scheduled Monuments, Listed Buildings, historic Open Spaces, churchyards and cemeteries, ceremonial furnishings and historic carriages.
- Our natural environment provide a wide range of access and recreation opportunities including miles of walking and cycling trails, open water swimming facilities, golf, tennis, football, rugby, bowls, and numerous play areas, and are rich in cultural heritage including two museums, a visitor centre, ancient hill forts and a wide range of other archaeological features.

#### (Community)

- We are the strategic housing authority for the City of London and a landlord responsible for over 1,900 social tenanted properties and over 950 leaseholder properties across London. We provide over 1,800 social housing units on 12 estates across six London Boroughs and the City.
- Our open spaces provide a unique learning place for 38,000 people from schools, colleges and youth groups.

- Passionate and proud volunteers help our natural environments thrive giving over 20,000 volunteer hours a year.
- Volunteer groups play an active role in helping us manage our City Gardens - approximately 180 sites throughout the City and beyond, contributing around 4,500 volunteer hours each year.
- Our children's social care services rated "outstanding" by Ofsted.
- Three community libraries – including the award-winning Barbican Music Library – attracting 288,000 visits annually.
- Care-related quality of life score for adults ranked 1st within peer group and of 150 councils.

#### (Education & Lifelong Learning)

- Five of our City of London Academies Trust's schools hold an outstanding Ofsted rating, and two are rated Good with 'Outstanding Features'. City of London School for Girls was the top performing independent school for GCSE results in 2022 and 2023.
- The City of London Freeman's School is consistently placed among the top five co-educational boarding schools in the UK based on A Level outcomes.
- The City of London School is ranked as "excellent" by the Independent Schools' Inspectorate for both quality of pupils' academic and other achievements, and for quality of pupils' personal development.
- In 2023, Seventy apprentices in the Corporation and across partner organisations.

#### (Financial)

- The City generates nearly £85bn in economic outputs annually, supporting the UK economy.
- The City accounts for one in every five financial services jobs in Great Britain.
- The City also contributes to services across the UK, generating £1.1bn in business rates alone.
- City jobs are at a record high and have grown over 13% since pre-pandemic 2019 to 2022, with nearly 73,000 more jobs than in 2019.
- 25% of City Corporation new entrant apprenticeship opportunities provided through a centrally funded budget of £1.4 million, are ringfenced for individual residents of local and neighbouring authorities, aged 18-24 who are from disadvantaged backgrounds. A similar programme of support is being piloted for those aged 16-18.

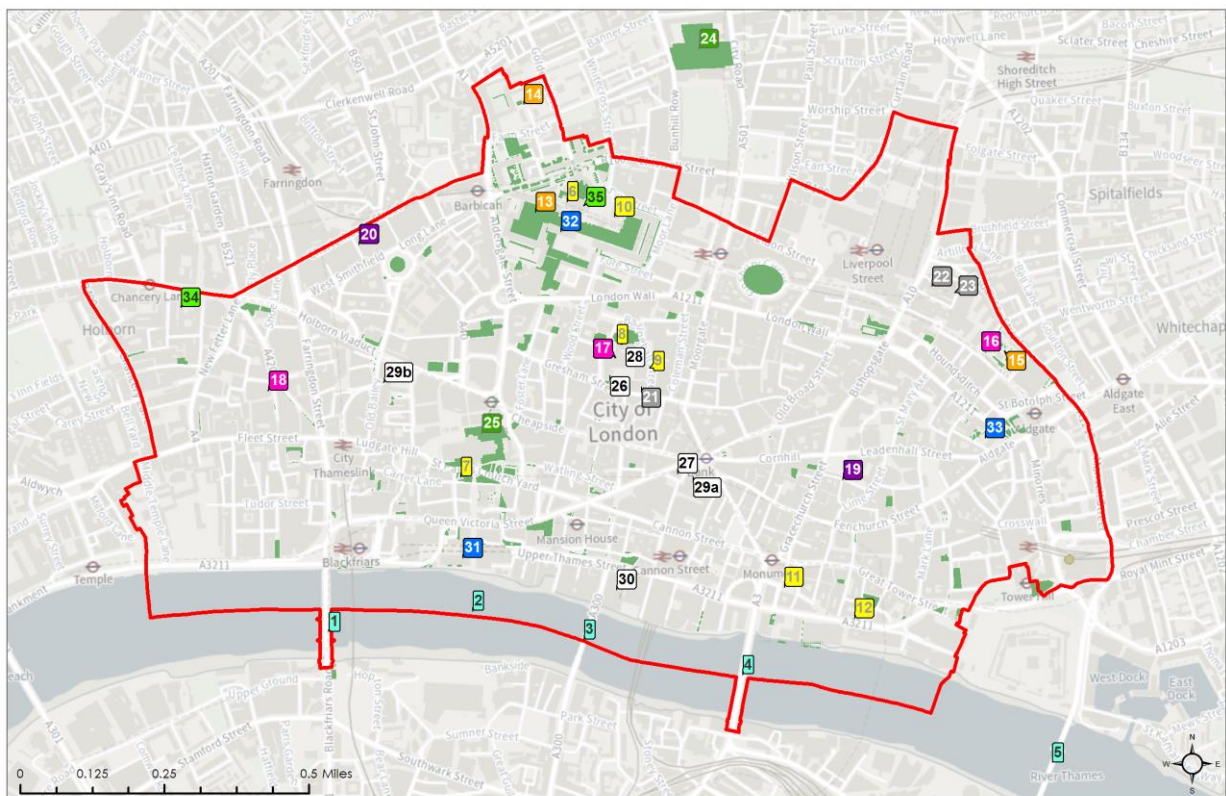
#### (Assets)

- Property Fund Management – maximising rental income managing long-term performance to City Fund and City Estates assets amounting to circa £3b by value across 250 properties. Portfolio performance exceeded the industry benchmark (MSCI total returns) over a 5-, 10- and 28-year timeframe.
- Salisbury Square Development – creating a new civic hub in the square mile, including a headquarters for the City of London Police, a new modern facility

for HM Courts and Tribunals Service, combining Magistrates, Crown and Civil Courts in the heart of London's legal centre creating 45,785 sq. m of space.

- Power Purchase Agreement (PPA) – The PPA involved the construction of a solar farm in Dorset which has reduced energy costs the City Corporation by £20m per annum. The first of its kind in the UK within the public sector.
- Revenue Projects – managing circa 400 projects at any point in time with a value more than £30m.
- Museum of London – relocating the Museum of London to West Smithfield, enabling the museum to welcome more visitors from London and around the world, creating a world-class learning experience, and to tell the story of the capital in more compelling and innovative ways, capable of hosting blockbuster exhibitions and events. 26,769 sq. m of space.

### Our responsibilities in the Square Mile



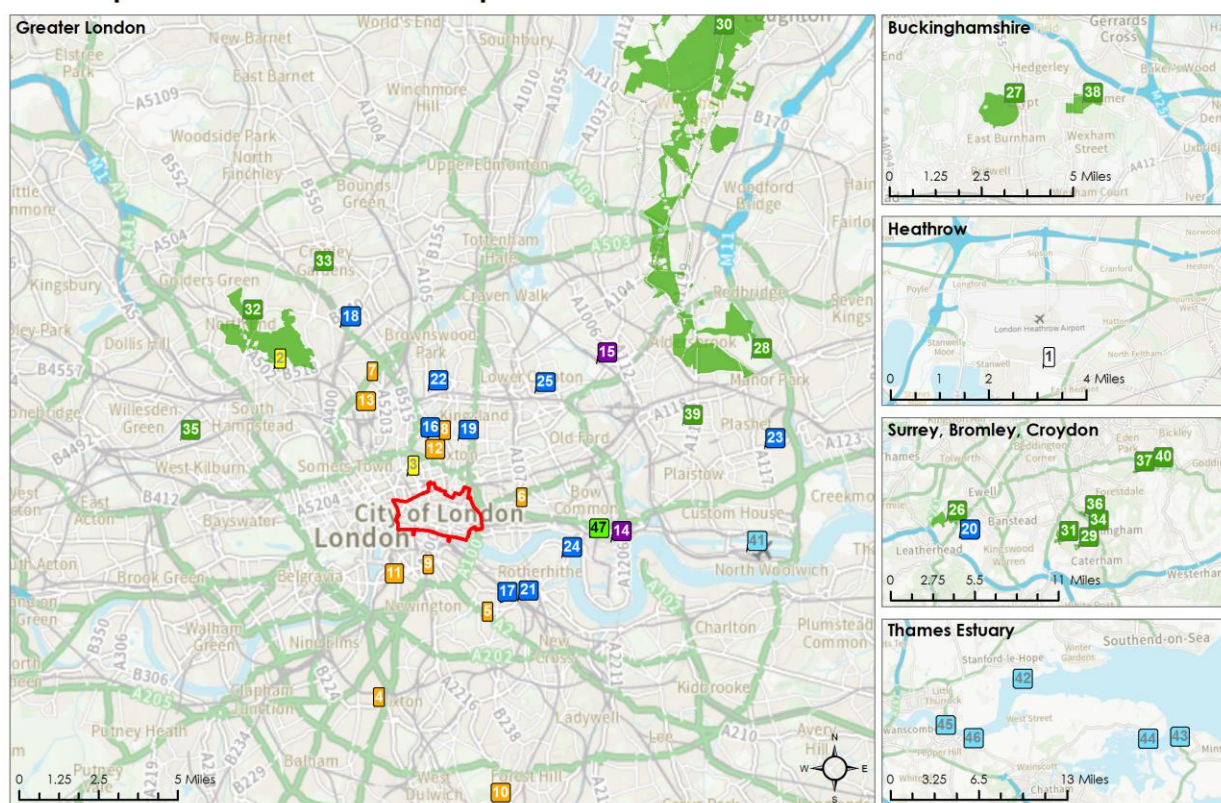
#### KEY

|                                   |   |  |    |
|-----------------------------------|---|--|----|
| Blackfriars Bridge                | 1 | City of London Police Headquarters                                     | 21 |
| Millennium Bridge                 | 2 | Bishopsgate Station  | 22 |
| Southwark Bridge                  | 3 | City of London Police (Support services and operational functionality) | 23 |
| London Bridge                     | 4 | Bunhill Fields   | 24 |
| Tower Bridge                      | 5 | City Gardens (all green areas)   | 25 |
| Barbican Arts Centre              | 6 | City Bridge Foundation   | 26 |
| City of London Information Centre | 7 | City of London Magistrates Court                                       | 27 |



|   |    |  |    |
|---|----|--|----|
| City of London Police Museum                          | 8  | Guildhall  | 28 |
| Guildhall Art Gallery and Roman Amphitheatre          | 9  | Mansion House - Office & Home of the Lord Mayor of the CoL                         | 29 |
| Guildhall School of Music and Drama                   | 10 | Central Criminal Court (The Old Bailey) - Office & Home of the Sheriffs of the CoL | 29 |
| The Monument  | 11 | Walbrook Wharf   | 30 |
| Billingsgate Roman House & Baths                      | 12 | City of London School  | 31 |
| Barbican Estate                                       | 13 | City of London School for Girl   | 32 |
| Golden Lane Estate                                    | 14 | The Aldgate School   | 33 |
| Middlesex Street Estate                               | 15 | Gresham College  | 34 |
| Barbican Library                                      | 6  | London Symphony Orchestra  | 35 |
| Artizan Street Library                                | 16 |  |    |
| Small Business Research and Enterprise Centre (SBREC) | 17 |  |    |
| Shoe Lane Library                                     | 18 |  |    |
| Leadenhall Market                                     | 19 |  |    |
| Smithfield Market                                     | 20 |  |    |

## Our responsibilities outside the Square Mile



## KEY

|                                  |   |                           |    |
|----------------------------------|---|---------------------------|----|
| Heathrow Animal Reception Centre | 1 | The City Academy, Hackney | 25 |
| Keats House                      | 2 | Ashted Common             | 26 |
| London Metropolitan Archives     | 3 | Burnham Beeches           | 27 |

|                                     |    |  |    |
|-------------------------------------|----|--|----|
| Almshouses                          | 4  | Cemetery and Crematorium   | 28 |
| Avondale Square                     | 5  | Coulsdon Common  | 29 |
| Dron House                          | 6  | Epping Forest  | 30 |
| Holloway Estate                     | 7  | Farthing Downs and New Hill  | 31 |
| Isleden House                       | 8  | Hampstead Heath  | 32 |
| Southwark Estates                   | 9  | Highgate Wood  | 33 |
| Sydenham Hill Estate                | 10 | Kenley Common  | 34 |
| William Blake Estate                | 11 | Queen's Park   | 35 |
| Windsor House Estate                | 12 | Riddlesdown  | 36 |
| York Way Estate                     | 13 | Spring Park  | 37 |
| Billingsgate Market                 | 14 | Stoke Common   | 38 |
| New Spitalfields Market             | 15 | West Ham Park  | 39 |
| COL Academy (Islington)             | 16 | West Wickham Common  | 40 |
| COL Academy (Southwark)             | 17 | London City Airport  | 41 |
| COL Academy Highgate Hill           | 18 | London Gateway   | 42 |
| COL Academy Shoreditch Park         | 19 | Sheerness  | 43 |
| City Of London Freeman's School     | 20 | Thamesport   | 44 |
| Galleywall Primary                  | 21 | Tilbury  | 45 |
| Highbury Grove Secondary' School    | 22 | Denton Office  | 46 |
| Newham Collegiate Sixth Form Centre | 23 | Museum of London Docklands   | 47 |
|                                     |    | Combined Markets Facility planned for the future 2027/28 – at Dagenham Dock. |    |
| Redriff Primary School              | 24 | New international office opens in the US in December 2023.                   |    |

# Executive Summary

[To be written once outcomes agreed by Court of Common Council]

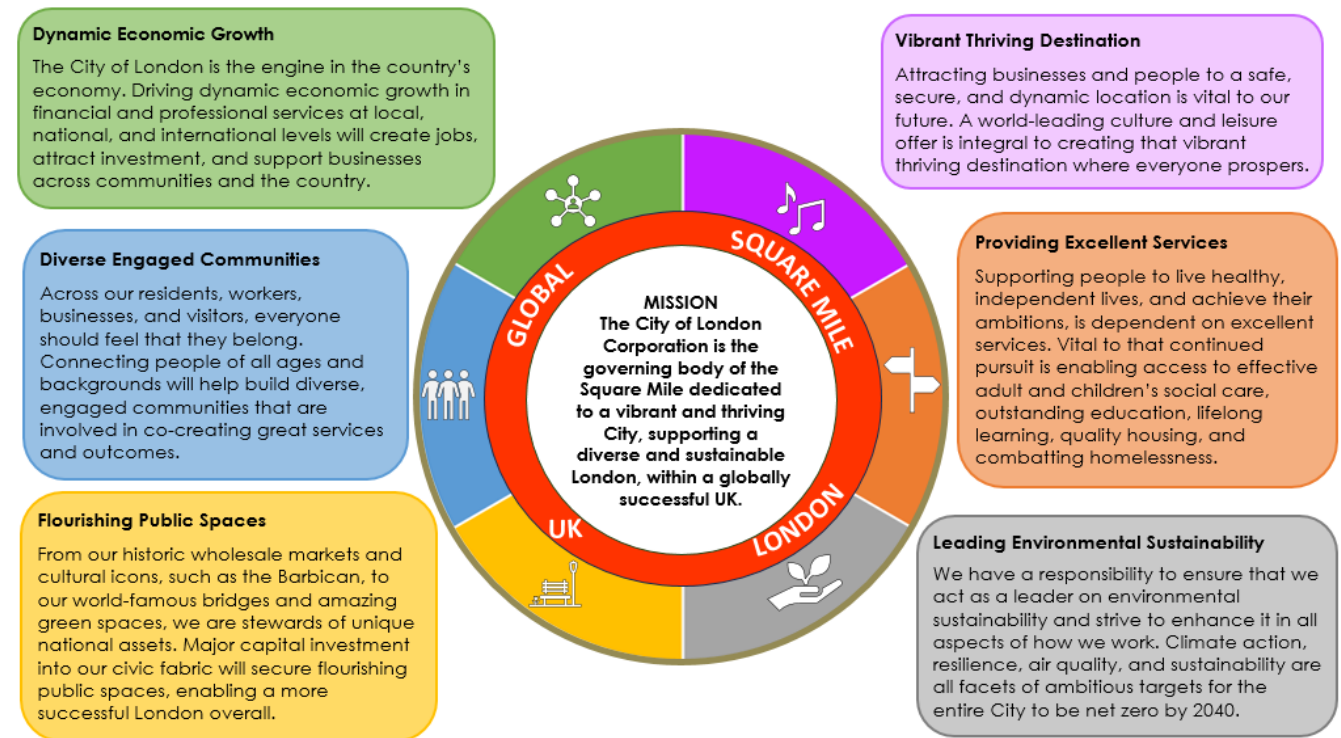
**The Next Five Years...**

**The Corporate Plan is..**

**Evaluation [Or Evaluating our Impact]**

# Overview of Six Outcomes

[SAMPLE VISUALISATION – full infographic to be detailed in design stage]



## Dynamic Economic Growth

The City of London is the engine in the country's economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.

## Vibrant Thriving Destination

Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating that vibrant thriving destination where everyone prospers.

## Flourishing Public Spaces

From our historic wholesale markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.

### **Providing Excellent Services**

Supporting people to live healthy, independent lives, and achieve their ambitions, is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

### **Leading Sustainable Environment**

We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.

### **Diverse Engaged Communities**

Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

# Outcome – Dynamic Economic Growth

## Headline Statement

The City of London is the engine in the country's economy. Driving dynamic economic growth in financial and professional services at local, national, and international levels will create jobs, attract investment, and support businesses across communities and the country.

## Context / Impact

- The City drives the economy, generating over £85bn in economic output annually.
- There are 614,500 workers in the City of London, or 1 in every 52 GB workers. City jobs have grown over 13% since pre-pandemic 2019 to 2022.
- Financial and professional services employ over 2.4 million people across the country with two-thirds outside of London.
- The industry produced £278bn of economic output, 12% of the entire UK's economic output, and £100bn in tax revenue.
- Our groundbreaking Vision for Economic Growth report could help unlock £225bn of investment through insurance reforms, pension reforms and net zero investments to drive economic growth across the UK.
- The City of London Police (CoLP) is the National Lead Force for fraud and the National Police Chiefs' Council lead for economic and cyber-crime, providing a single point of contact into policing for all the partners involved in the fraud response – from banking to the Home Office.
- More than 98% of businesses in the City are small, medium enterprises (SMEs). We provide a range of support, information and advice that encourages and enables growth.

## We will...

- Drive economic growth and competitiveness by implementing the Vision for Economic Growth, raising investment levels, becoming a digital-first economy, and anchoring the UK as a leader in sustainable finance.
- Maintain London's position as the leading financial and professional services centre in the world by retaining a world class business environment.
- Promote the UK as a place that is open, innovative, and sustainable.
- Ensure that the City has the safest, most secure business environment in the world.
- Continue to protect the UK from the threat of economic and cyber crime, set the national strategy and coordinate the operational response (City of London Police). Be a leading global centre for sustainable finance and expertise.
- Maximise our global reach in key advanced and high-growth markets.
- Use our convening power effectively to support and represent the sector.
- Leverage Vision for Economic Growth to encourage government, industry and regulators to work together on a long-term plan for economic growth through reforms to the FPS sector ensuring British firms can get the support and funding they need to grow, making the UK the world's go-to partner for green finance, and boosting services exports.

### **Performance Measures Include...**

- A #1 ranking for the UK in the Competitiveness Benchmarking Composite Score.
- A #1 for London in the Global Green Finance Index (GGFI).
- City of London Police: positive outcomes in our work protecting the UK from the threat of fraud, economic and cyber-crime.
- Square Mile: increasing weekday worker numbers.

## **Outcome – Vibrant Thriving Destination**

### **Headline Statement**

Attracting businesses and people to a safe, secure, and dynamic location is vital to our future. A world-leading culture and leisure offer is integral to creating that vibrant thriving destination where everyone prospers.

### **Context / Impact**

- The City of London Police work hard to ensure the Square Mile is a safe place for all and a welcoming place for everyone to enjoy, which is crucial to a vibrant thriving and prosperous environment that works for residents and visitors, business and leisure
- The City is the birthplace of London with a unique and diverse offer: unrivalled history and heritage, world-class arts and culture, and outstanding restaurants, cafes, hotels, pubs, and bars.
- The City Corporation is the fourth largest funder of heritage and cultural activities in the UK, investing over £130m annually.
- We are one of the nation's most significant cultural guardians - the home of the world leading and internationally renowned Guildhall School of Music and Drama, the Barbican Centre and Tower Bridge.
- We are using our planning and licensing powers to create new inclusive public spaces that work well for everyone, and hospitality, leisure offerings and cultural experiences, including better signage.
- We also seek to facilitate growth through our planning policies aiming for office development of the highest quality, ensuring that it is designed to provide sustainable, flexible floorspace that meets the varied needs of occupiers.

### **We will...**

- Cement our place as London's central business district where businesses want to be and workers, residents and visitors want to spend time.
- Continue to promote crime prevention in the City of London, and tackle local crime and antisocial behaviour through the Safer City Partnership
- Make the City a thriving, seven-day-a-week destination, through our flagship Destination City programme, and build economic prosperity through flourishing retail, leisure and business.
- Home to an exciting all-year-round events programme.
- Grow the City's cultural offer through new development.



- Strengthen our cultural offer through partnerships with brands, the City's Business Improvement Districts, and landowners.
- Boost the supply of skilled workers for sustainable buildings, enabling central London to decarbonise its built environment at scale.
- Undertake a new City Occupiers and Investment study to assess the short and long-term demand for office space and amenities and attract major tenants and occupiers.
- Help start up business and SMEs to scale and grow through our SME strategy.
- Adopt City Plan 2040 for sustainable growth and development direction.
- Provide more space for walking and making the City's streets more accessible.
- Deliver the Licensing Service within the context of vibrant thriving destination and with a business-friendly approach.

**Performance Measures Include**

- Reducing local and neighbourhood crime and improving confidence in the City of London Police.
- Increasing visitor numbers, expenditure, and visits to our cultural attractions.
- Increasing road safety, decreasing motor traffic, and encouraging environmentally sustainable forms of transport.
- Deliver 3:1 return on investment on growth bid budget (through new partnerships).
- Square Mile: increasing provision of office space, decreasing empty office floor space.



# Outcome – Flourishing Public Spaces

## Headline Statement

From our historic wholesale markets and cultural icons, such as the Barbican, to our world-famous bridges and amazing green spaces, we are stewards of unique national assets. Major capital investment into our civic fabric will secure flourishing public spaces, enabling a more successful London overall.

## Context / Impact

- We are co-locating London's historic wholesale markets – Billingsgate and Smithfield – in purpose-built facilities at Dagenham Dock to secure their long-term future, with an ambition to relocate New Spitalfields at a later date, bringing over 10,000 jobs and investment to Greater London.
- We are creating a new civic hub at Salisbury Square in the heart of London's legal centre to be the headquarters of the City of London Police and a flagship combined court for His Majesty's Courts and Tribunals Service.
- We are reinvigorating a historic part of the City at Smithfield with a vibrant cultural and commercial offer and providing a new home for the Museum of London.
- We manage over 11,000 acres of open space in London and southeast England, including Burnham Beeches, Epping Forest, and Hampstead Heath.
- We invest over £38m a year managing our open spaces.
- Our open spaces attract over 25million visits annually.
- We are the sole trustee of City Bridge Foundation, a world-class bridge owner and responsible for five Thames crossings, and London's biggest independent charity funder.
- City Bridge Foundation supports over 500 organisations across London, at any one time, awards over £30 million a year to charitable organisations across the capital funding causes from child poverty to female equality. It has made an additional £200 million of funding available to 2026.

## We will...

- Complete the development at Salisbury Square.
- Relocate Smithfield Market and Billingsgate Market to a purpose-built site at Dagenham.
- Relocate the London Museum to the former Smithfield market buildings.
- Deliver a major project to refurbish the Barbican Arts Centre.
- Deliver the St Paul's Gyratory project to achieve better traffic management and increased pedestrianisation.
- Ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.

## Performance Measures Include...

- Delivery of regeneration and redevelopment projects.
- Increasing natural environment biodiversity.

- Our performance as a committed trustee for all our charities, including City Bridge Foundation.

## **Outcome – Providing Excellent Services**

### **Headline Statement**

Supporting people to live healthy, independent lives, and achieve their ambitions, is dependent on excellent services. Vital to that continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

### **Context / Impact**

- We work to support the most vulnerable in the City, and people who are facing hardship, tackle health inequalities, provide safe and secure homes, deliver education to children and adults, and deliver services enhancing the welfare of the City's communities, by maximising the use and reach of our assets and through partnerships with health, policing, and neighbouring authorities.
- We have a unique family of schools comprising a maintained primary school, sponsored academies in London boroughs, and independent schools.
- We are a social landlord with 12 housing estates across the City of London and six neighbouring London boroughs, comprising approximately 2,000 homes.
- We have a joint Public Health team with Hackney, delivering services commissioned to improve the health and wellbeing of the City's different populations, and focused strategies, like our Carers Strategy, capturing our specific aims and driving forward the work we do.
- We manage five libraries, which we have promoted as warm spaces in winter, to help people facing rising energy and living costs.
- We invest £700,000 annually in the Grange Road hostel run by St Mungo's in Southwark, helping some of the Square Mile's most vulnerable rough sleepers with complex needs.
- We commission the City of London Outreach Team service, delivered by Thames Reach, to support rough sleepers into permanent and safe accommodation.
- We provide a vital link in the food supply chain for London and the South by operating three thriving wholesale food markets.
- We run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London's ports.

### **We will...**

- Support others to provide outstanding education, lifelong learning, and skills.
- Deliver new social rented homes and focus on housing management quality and service standards.
- Improve housing management, communication and engagement across our social housing portfolio and the Barbican Estate.

- Complete a refurbishment programme for the Grade II listed Golden Lane Estate.
- Promote the health, wellbeing, and quality of life of people of all ages.
- Focus on equality, diversity and inclusion to improve social mobility and reduce inequalities, including health inequalities.
- Respond to new adult social care legislation and inspection requirements.
- Continue, through our Carers Strategy, to provide support to Carers.
- Protect and promote public, animal and environmental health (including at our borders) and consumer protection.
- Provide our Licensing Service, considering the views of our residents, workers, and visitors, with a business-friendly approach.
- Deliver clean air and control excessive noise in the Square Mile.
- Provide a responsive street cleaning service.
- Use libraries and community spaces to support learning, tackle social isolation, and build resilience.
- Implement a new homelessness strategy and help prevent homelessness by reviewing and revising the supported accommodation pathway.

**Performance Measures Include...**

- The quality of our services, including children's and adult social care.
- The quality of our housing, including meeting the Decent Homes Standard, energy efficiency standards and satisfaction with our housing repair service.
- Educational attainment and equity.

# Outcome – Leading Sustainable Environment

## Headline Statement

We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040.

## Context / Impact

- Our open spaces remove around 16,000 tonnes of carbon from the atmosphere a year, equivalent to 44% of the City Corporation's annual carbon footprint in its own operations.
- Our Climate Action Strategy – with its £68 million investment – commits us to achieving net zero carbon emissions in our own operations by 2027.
- We have cut our annual carbon emissions by 31% and energy consumption by 21% between 2018/2019 and 2021/2022.
- Since 2018, we have been using 100% renewable electricity.

## We will...

- Continue our Climate Action Strategy work to bring the City Corporation's direct emissions in our operations to net zero by 2027.
- Work in partnership to deliver a net zero Square Mile by 2040.
- Ensure City development minimises carbon and meets the highest standards for sustainability.
- Improve energy efficiency by retrofitting our buildings and use renewable energy.
- Create a climate resilient City by reducing the risk of overheating and flooding.
- Integrate climate considerations into all our decisions.
- Require increases in biodiversity from development.
- Enhance carbon removal in our green spaces.
- Implement a Circular Economy strategy and embed circular economy principles into our building projects.

## Performance Measures Include...

- Reach net zero in our direct emissions in our operations by 2027.
- Reduce emissions in line with 2040 net zero target.
- Progress towards World Health Organisation air quality guidelines.
- Reduce energy consumption and increase use of renewable energy.

# Outcome – Diverse Engaged Communities

## Headline Statement

Across our residents, workers, businesses, and visitors, everyone should feel that they belong. Connecting people of all ages and backgrounds will help build diverse, engaged communities that are involved in co-creating great services and outcomes.

## Context / Impact

- We help communities and networks become better connected through The City Belonging Project.
- Our Community Infrastructure Levy Neighbourhood Fund distributes over £1 million in grants annually across the City.
- City of London Police are committed to working with communities on all aspects of neighbourhood policing and ensuring people feel safe in the Square Mile through initiatives such as Street Safe and Ask for Angela.
- We always undertake statutory public consultation on planning applications within the City.
- Our planning system is helping to create free, inclusive cityscapes.
- We actively promote participation in our democratic process, encouraging people to stand for election, to vote in our city-wide elections and to put questions to their elected representatives.
- We continued to engage SMEs, including through a SME survey, to inform a new SME Strategy.

## We will...

- Engage with all our communities across the City and work to increase participation in co-creating and delivering services.
- Listen to our communities' views on crime and disorder, and working with partners, provide safeguarding and support to people who are vulnerable or find themselves in a vulnerable situation
- Conduct effective resident panels and problem-solving neighbourhood policing.
- Increase the electorate registered to vote in City-wide elections pre and post 2025.
- Increase the number of candidates standing for election in the City-wide elections in 2025.
- Emphasise inclusion as an important aspect of new development in our City Plan 2040.
- Reset City Corporation's relationship with residents including through regular City Question Time sessions.

## Performance Measures Include...

- Increase number of voters at 2025 elections.
- Increase number of candidates at 2025 elections.
- Increase number of contested wards at 2025 elections.
- Increase engagement with workers and resident communities.

## Annex: How we will monitor impact

### **Our objective**

Monitoring and reporting on corporate performance will ensure we are on track to achieve our stated outcomes. It will allow us to map success and identify areas that may benefit from additional resource or where improvement may be required. For the first time, our impact will be tracked and reported on.

### **Our aspirations**

For each outcome, an initial selection of performance measures have been identified that will allow us to keep track of progress. These are based on agreed metrics that support existing strategies and business plans, that will be refined over the lifetime of the Corporate Plan.

Our aim is to track both quantitative and qualitative performance information, and report on this annually. Reporting mechanisms will be iterative: this is a new way of working as we develop data maturity and capability.

Our reporting will improve year on year as more data becomes available and is used for our analytical work and will extend to the development of scorecards and dashboards.

Some targets already exist within our suite of performance metrics; the same is true for benchmarking and SMART measures. Once we have sufficient data and have improved our data management capabilities, we will include a more expansive suite of comparative metrics.

## **Appendix 3: Monitoring Corporate Plan Performance & Outcomes**

The draft Corporate Plan 2024-29 provides a strategic framework to guide the City of London Corporation's planning and decision-making over the next five years. This report focuses on performance monitoring for the Corporate Plan 2024-29.

Monitoring and reporting on corporate performance will ensure that City Corporation is on track to achieve its aims and objectives. It will allow us to map success and identify areas that may benefit from additional resource or improvement may be required.

The last Corporate Plan 2018-23 did not include success measures, so there was no tracking or reporting of progress against objectives. The Corporate Plan 2024-29 changes this in a number of ways. We will report on organisational progress against outcomes on an annual basis. Reporting will include both quantitative and qualitative performance information on each outcome included in the Corporate Plan.

For each outcome in the new Corporate Plan a small and specific selection of performance measures (data streams) and/or key Departmental/Institutional Strategies or programmes have been identified, the monitoring of which will allow us to measure progress. These are set out below, alongside lessons from the previous Corporate Plan, and detail of how what reporting will look like in future.

Due to the lack of maturity and capability on data within the organisation, setting up performance reporting will be iterative and take time. In some areas limited performance measurement is taking place, so this requires initiating before we can start framing and measuring outputs. Consequently, reporting improving year on year as more and/or better data becomes available, and further analysis can take place. A full aspirational list of the data we would like to bring online over the lifespan of the Corporate Plan is included below.

Most data requires baselining, meaning that no targets can be set from the outset unless previously agreed (such as for the Climate Action Strategy). Targets can be set once more data is available for monitoring, and corporate use of data is more mature. The objective is to work towards developing effective targets during the lifespan of the Corporate Plan. Where possible benchmarking will be considered, especially where this is reliably available through government data sources (such as the Office for Local Government [OFLOG]) or on policing data.

Not all the data identified below is possible to collect at present; where it does the data will need to be cleaned and ordered in such a way that it can be used for analytical purposes and updated reliably in future. We are working with teams across City Corporation to support and enhance the capability to manage this.

### **Lessons from the previous Corporate Plan**

The Corporate Plan 2018-23 comprised twelve outcomes but did not include success measures or metrics which could be tracked and reported to evaluate its progress. Progress was not reported and initial work on a Corporate Performance Framework was paused in 2020 as the Covid-19 pandemic hit. This, combined with a lack of available data for proposed metrics and the Target Operating Model restructure, meant it could not be completed. This means that no evidence base has been compiled from data linked to the previous plan, so in order to inform the current plan evidence was gathered and stakeholder feedback was analysed (see separate appendix 2: – draft Corporate Plan rationale and feedback).

Lessons from the previous plan and creation of a corporate performance framework are set out below, alongside proposals for improvement in the new Corporate Plan.

| Lesson  | New Approach  |
|---|---|
| No trackable success measures or metrics identified   | Suite of draft measures included in this document; further measures to be made available once available.  |
| No reporting or progress evaluation   | Progress on the Corporate Plan will be reported annually through Policy & Resources Committee.<br><br>Individual teams and departments are required to share corporate data relevant to deliverables to contribute to reporting.  |
| Minimal available data  | Data and evidence will be sourced from across City Corporation, and externally where relevant. This remains a challenge for the organisation and is discussed in more detail below.<br><br>Development of a Corporate Digital, Data and Technology Strategy will be key to the ability to deliver through better sharing and use of data across the organisation. |
| Initial efforts on a corporate performance framework paused due to pandemic and TOM restructure | Dedicated Corporate Performance & Analysis team in place, within the Corporate Strategy function and closely aligned to DITS.   |

### New ways of working for performance monitoring

Our approach for monitoring performance on the new Corporate Plan will be different to previous attempts to create a Corporate Performance Framework. We will start small, and ensure that the performance monitoring works and is robust by creating corporate plan performance metrics in the following way:

**MODULAR:** start with available data, focus on measurable outcomes (strategy delivery).

**ITERATIVE:** analyse, review, improve at each step.

**SHARE & COLLABORATE:** this is corporate data, from which City Corporation can benefit.

In addition, the corporate performance monitoring going forward will:

- Enable and empower officers and members in oversight and accountability of the activities of the City Corporation.
- Be data-driven and evidence-led, provide a clear and measurable assessment of activity, and demonstrate whether outcomes have been achieved.
- Be developed alongside aims and objectives, so that there are established metrics and, as well as comparative analysis using internal and/or external benchmarking where appropriate.
- Include performance products, metrics, and targets that are iterated and improved as circumstances develop.
- Be accompanied by regular reporting that is transparent and visible across City Corporation, to reduce silos and duplication in reporting, and to demonstrate commonality of aim and purpose.
- Establish clear ownership and accountability for each identified performance measure.

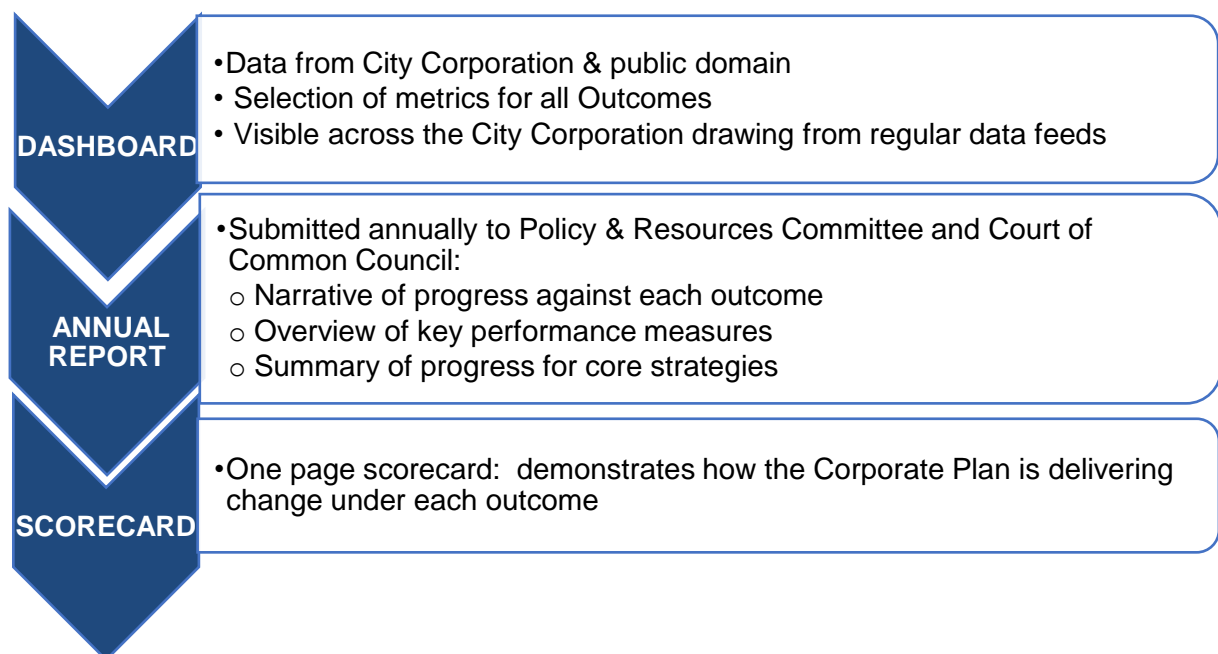


A long-term objective is to develop targets and SMART objectives for the Corporate Plan. These are not available immediately either due to lack of available data and/or not having been set by teams who own the area of activity. These will be developed as capability within teams improves and data sources are clearly identified and baselined wherever possible.

### Reporting on the Corporate Plan

Reporting will include a review of each corporate plan outcome and will be a mix of narrative reporting about the delivery of key projects and activities, and an evaluation of data and metrics identified as performance measures at organisational level.

Reporting will include the use of regular data feeds that will be compiled into a dashboard, and quantitative evidence that will demonstrate whether progress is being delivered against each objective.



### Corporate Data

There remain major challenges in collecting and analysing corporate data. If it exists or is available, data is usually spread across the organisation; it is not routinely shared, nor is it always held in formats and repositories that are useable or suitable for analysis. Data quality is inconsistent and requires much time to rectify and allow for a high confidence level for data to be usable. All these challenges need to be overcome to allow for successful reporting and analysis of corporate outcomes.

This means that reporting capability will be developed incrementally over the lifespan of the new Corporate Plan.

Initial years will focus on bringing online regular and reliable data feeds that can be used for analysis and reporting – these are the data feeds identified below; we will initially be using reliable data feeds that are used for regulatory or public reporting (including to Government / OFLOG data for statutory duties, and our public reporting on Net Zero objectives), while working with teams across the organisation to create and improve regular data feeds. Data from Business Plans will also be used where relevant.

Once reliable data feeds are in place, baseline data can be developed in the many areas where this is not already available. This will allow us to track year on year change and progress and set targets.

In the early years of reporting, we are not in a position to set targets unless these have already been agreed separately, such as for the Climate Action Strategy or for Destination City, both of which will be used as trackable outcomes and targets for the Corporate Plan. Generating targets for our outcomes will be reviewed in later years, once data feeds are more reliable and robust baselines are available.

### **Corporate Plan Scorecard**

Bringing together data feeds is vital for monitoring corporate performance, but the more metrics centralised in one performance analysis product, the more difficult it is to judge if the City Corporation is achieving the change outlined in the Corporate Plan outcomes.

This challenge emerged during the development previous Corporate Performance Framework, which attempted to centralise over 200 Corporate KPIs, drawn from departmental business plans, corporate strategies, and a variety of other sources. To tackle this for the reporting on the Corporate Plan 2024-2029, a weighted Scorecard will be produced as part of the annual report, providing an aggregate picture of whether each outcome's performance measures are on target. The Scorecard, and the methodology behind its weighting, will be developed as part of the reporting cycle for Year One of the Corporate Plan.

### **Strategies and Projects/Programme**

As part of overall reporting on the Corporate Plan, it is necessary to review progress of key strategies and programmes against their targets, in order to understand whether work is still on track on an annual basis.

Monitoring of Departmental and cross-cutting Strategies, Programmes and Plans/Projects takes place via relevant Committees by Chief Officers. Where relevant, these updates will also be used for monitoring Corporate Plan outcomes and will be included in the annual report. This make up the qualitative part of the reporting, and strategy / programme owners will contribute updates to be compiled for the annual Corporate Plan reports.

### **Interdependencies**

Our major delivery partner is DITS, however, success is also reliant on other teams improving their capabilities in managing and sharing data.

- **DITS Digital Strategy delivery**

Measuring corporate performance is reliant on investment in a corporate technology platform and digital capability where data can and should be stored and managed for the whole organisation. This requires a corporate approach to data, without which we will not be able to effectively harness our data for analytics or, in future, to make effective use of machine learning or AI.

Robust data governance is required to ensure that our data is available, effectively catalogued and of high quality, otherwise performance metrics, reporting and other outputs will not be reliable.

- **Data sharing across CoL**

Better data sharing will improve analysis on corporate performance. At present many silos are in place and sharing is limited. This will need to be overcome to allow for robust reporting on the new corporate plan. In addition, setting effective measurable performance metrics for departmental/institutional strategies and other key organisational deliverables will also contribute to improving the way we measure our success. At present metrics are the exception not the rule.

- **Management Information availability**

Better management information will enable development of internal performance tracking (including SLAs for service departments). The introduction of the ERP will go some way to resolving this issue, which is scheduled to be delivered during the lifespan of the new Corporate Plan.

### **Summary Performance Measures**

The below table outlines some of the proposed areas in which the performance of each Corporate Plan outcome will be assessed, alongside a summary of the underlying performance measures. These are the likely measures we will be able to report on after year 1 of the plan, given constraints on data capabilities. The table also outlines some of the core strategies and projects where progress is are likely to be reported on (for a fuller list of core strategies see appendix 2c). A fuller list of performance measures currently identified and mapped to the Corporate Plan outcomes follows; these are still under development and included to give a sense of the direction of travel.

|                                      | Dynamic Economic Growth  | Diverse Engaged Communities  | Flourishing Public Spaces   | Vibrant Thriving Destination   | Providing Excellent Services   | Leading Sustainable Environment   |
|--------------------------------------|--|--|---|--|--|---|
| 89<br>Page 6<br>Performance Measures | <b>The Square Mile</b><br>-Weekday worker numbers<br><br><b>Competitiveness Strategy</b><br>-#1 ranking in Competitiveness Benchmarking Composite Score<br><br><b>Green Finance</b><br>-London ranks #1 in the Global Green Finance Index (GGFI)<br><br><b>Policing</b><br>-Action Fraud Impact<br>-Measures tackling economic & cyber crime | <b>Democratic Engagement</b><br>-Increase number of voters & of contested wards in 2025/2029 elections<br><br><b>Community Engagement &amp; Fostering Communities</b><br>-Engagement with workers and residents (multiple metrics) | <b>Public Realm Regeneration</b><br>-Performance of delivery of regeneration/ redevelopment projects<br><br><b>Open Spaces</b><br>-Conservation of the biodiversity and habitats of our open spaces<br><br><b>Charitable Governance</b><br>- CoL performance as a committed charitable trustee (CBF & all charities for which CoL is a trustee) | <b>Culture &amp; Visitors</b><br>-Visitors to Square Mile & CoL Attractions<br>-Destination City targets<br><br><b>Infrastructure &amp; Transport</b><br>-Cyclist, motor vehicle, freight, cycle accident numbers<br>-Digital Infrastructure for business<br><br><b>Policing</b><br>-Neighbourhood crime, violent crime, ASB<br><br><b>Business Attraction</b><br>-Office Floorspace | <b>Quality of Services</b><br>-Including: Children's and Adult Social Care, housing, homelessness & rough sleeping, SEND<br><br><b>Quality of Housing</b><br>-Decent homes standard<br>-Delivery of new housing<br>-Health & safety in housing<br><br><b>Education Outcomes</b><br>-Educational attainment, skills / employability, cultural & creative learning<br>-Equity: disadvantaged pupils' grant | <b>Climate Action</b><br>-Deliver Net Zero commitments: net zero in our direct emissions in our operations by 2027, progress towards net zero in our supply chain and in Square Mile<br><br><b>Air Quality</b><br>-Progress towards WHO guidelines<br><br><b>Sustainability</b><br>-Energy consumption, onsite generation of renewable energy |
| Strategy/ Programme Delivery         | Competitiveness Strategy<br><br>Small and Medium Enterprise (SME) Support<br><br>Policing Plan: Protecting the UK from economic & cyber crime threat   | City Belonging Project<br><br>Volunteering Strategy  | Natural Environment Strategy<br><br>Biodiversity Action Plan<br><br>City Plan 2040  | Destination City<br><br>Barbican Strategic Framework (Measures under development)<br><br>City Plan 2040<br><br>Transport Strategy  | Homeless and Rough Sleeping Strategy<br><br>Children's and Young People's Plan<br><br>Social Mobility Strategy<br><br>Housing Strategy (under development)<br><br>Carers Strategy (under development)<br>Public Health   | Climate Action Strategy<br><br>Air Quality Strategy<br><br>Waste Strategy<br><br>Circular Economy Strategy  |

## **Proposed performance measures - Corporate Plan 2024-2029**

The below list elaborates on the above performance measures table, providing a more detailed breakdown of specific measures and attendant data streams which have been mapped to the Corporate Plan outcomes. Not all the data identified below is possible to collect at present (as it may not exist within the organisation); where it does, the data will need to be cleansed and ordered in such a way that it can be used for analytical purposes and updated reliably in future. Some teams currently lack the capability to do this, and we are working with them to support and enhance relevant skills. Once data sources are established, baselines and appropriate benchmarks can be identified, and targets and SMART measures developed.

Measures below may not all be used, and may be adapted and improved; additional metrics may also be identified and included. Once an appropriate methodology has been determined, measures will be weighted by performance area as part of the Corporate Plan Scorecard as outlined in the above report.

### **Diverse Engaged Communities Metrics**

#### **Democratic engagement**

- Ward List size
- Number of workplaces registering voters
- Number of candidates standing for election in election years (2025/2029)
- Number of uncontested wards in election years (2025/2029)

#### **Fostering Community**

- Number of workers and residents contactable by email
- Number of workers and residents attending City of London Corporation Events per year
- Number of workers and residents attending a City of London Corporation event for the first time
- Number of workplaces and estates represented at City of London Corporation events per year
- Number of workplaces and estates represented at a City of London Corporation event for the first time
- % of City workplaces where we have a contact person and email for community engagement purposes

### **Dynamic Economic Growth Metrics**

#### **Square Mile as London's central business district**

- Weekday worker footfall in the Square Mile
- Comparative data for London in relation to London Boroughs and other UK, European and global cities
- Births/deaths of enterprises [to mirror proposed new OFLOG measure]

Competitiveness Strategy (to be reviewed in 2025: metrics may change/targets update)

- #1 ranking in Competitiveness Benchmarking Composite Score (based on benchmarking on at what makes international financial centres competitive through five core dimensions: innovation, financial reach, infrastructure, talent, and business environment)
- Our Global Offer to Business | London and the UK's competitive strengths in a critical time (theglobalcity.uk)
- Share of Global Assets Under Management
- UK FPS Sector Access to International Talent
- Favourability of Financial Services Regulation
- Amount of Private Equity and Venture Capital Investment in UK Tech/Fintech

Green Finance

- London ranking in the Global Green Finance Index (GGFI)
- UK Issuance of Green and Sustainable Bonds (# and % increase)

Protecting the UK from the threat of economic and cyber crime

- Provide a consistent level of satisfaction with the Action Fraud telephone reporting service
- Provide a consistent level of satisfaction with the Action Fraud online reporting service
- Provide a National Fraud Intelligence Bureau (NFIB) outcome to all victims, within 28 days
- National positive outcomes for economic and cyber crime are increased (charge, caution, community resolution)
- Law enforcement capabilities to tackle economic and cyber crime are developed through training and accreditation

## **Flourishing Public Spaces Metrics**

Regeneration - project delivery RAG status for key public realm projects, including:

- Barbican Renewal: major infrastructure refurbishment
- Salisbury Square: civic hub with City of London Police HQ and combined court for His Majesty's Court and Tribunals service
- St Paul's Gyratory: achieving better traffic management and increased pedestrianisation
- Museum of London: a new home in Smithfield alongside local cultural and commercial regeneration
- Markets: co-locate Billingsgate and Smithfield in purpose-built facilities in Dagenham Dock with creation of 10,000 jobs

Open Spaces Stewardship

- Climate Emergency UK Council Climate Action Scorecard - Biodiversity

## **Providing Excellent Services Metrics**

Quality of Services

- Unpaid carers: quality of life score
- Users of adult social care: quality of life score
- Outcomes-based measures on rough sleeping (under development)

- Effectiveness of early help / early intervention.
- Overall tenant satisfaction. Introduced by the regulator of social housing in 2023 as part of the tenant satisfaction survey. Considers full housing service (including neighbourhood management and handling of complaints)
- Number of social care assessments undertaken in designated timescale. Demonstrates high quality efficient and effective services that respond to need, help people achieve their outcomes and meet our statutory obligations

#### Quality of Housing

- Reaching energy efficiency targets for housing: on way to carbon neutral housing stock by 2050. We should be able to see incremental improvements in 5yr cycle of corporate plan
- Delivering agreed housing targets
- Decent Homes Standard of housing stock: Statutory obligation and main indicator of overall quality of housing stock
- Fire risk assessment compliance: Legal obligation of landlords every 12 months. Aim for 100% compliance in high rise buildings post 2020 Hackitt report (Grenfell response)
- Overall satisfaction with housing repair service.
- Introduced by the regulator of social housing in 2023 as part of the tenant satisfaction survey
- Major works refurbishment programmes delivered

#### Education Outcomes

- Pupil experiences are equitable across the identified groups and across age ranges and gender
- 100% destination and progression pathways for pupils (i.e. no NEET pupils)
- Learners from the Family of Schools, from early years through to post 16 receive sustained education in and through the arts and culture, including a strengthened role of music and the performing arts
- Learners in the Family of Schools who are from disadvantaged backgrounds have access to enrichment and experiences that will develop their social and cultural capital, and enhance their Fusion skills (Disadvantaged Pupils Funding, City Premium Grant)

### **Leading Sustainable Environment Metrics**

#### Climate Action

- Net zero carbon by 2027 in the City Corporation's operations (Scopes 1 & 2)
- Net zero carbon by 2040 across the City Corporation's whole value chain (Scope 3)
- Support net zero carbon by 2040 in the Square Mile

#### Air Quality

- Progress towards WHO guideline for NO<sub>2</sub>
- Progress towards WHO guideline for PM<sub>2.5</sub>
- Progress towards WHO guideline for PM<sub>10</sub>

## Sustainability

- Onsite generation of renewable energy
- Total energy consumption from in kilowatt hours (kWh) from owned and COLC operated estate
- Energy Intensity – Total energy consumption in kilowatt hours (kWh) per gross internal floor area from owned and COLC operated estate
- Percentage of household waste sent for reuse, recycling, or composting

## Vibrant Thriving Destination Metrics

### Culture & Visitors (targets will be revised post 2025)

- Visitor levels to the Square Mile (Footfall Data) - Increase footfall by 5% from 2019 baseline to 22m in 2025 [Destination City]
- Spending within the Square Mile (Mastercard Spending Data) - Increase spending by 7.5% from 2019 baseline to £2.25bn in 2025 [Destination City]
- Deliver 3:1 Return on Investment (on growth bid budget, through new commercial and contra-deal brand partnerships) [Destination City]
- Visits to City of London Corporation cultural / heritage attractions (for locations run/ provided by City Corporation, including outside of the Square Mile)

### Infrastructure & Transport

- Motor vehicle traffic within the Square Mile
- Motorised freight vehicle volume within the Square Mile
- Number of people cycling within the Square Mile
- Number of people killed /seriously injured within the Square Mile
- Number of kilometres of Pedestrian Priority Streets within the Square Mile
- Digital Infrastructure for Square Mile Businesses: 5G/Broadband coverage

### Policing

- Violence & Sexual Offences recorded by City of London Police
- Theft from Person Offences recorded by City of London Police
- Other Theft Offences recorded by City of London Police
- Anti-Social Behaviour Incidents recorded by City of London Police
- City of London Police positive outcome rate
- City of London Police victim satisfaction levels
- The public feel safe / has confidence in the City of London Police (public survey scores)

### Business Attractiveness

- Number of businesses operating within the Square Mile (FPS Sector/ SMEs/High Street)
- Empty Office Floorspace in the Square Mile
- Demand for Office Floorspace in the Square Mile
- Additional Provision of Office Floorspace in the Square Mile
- Business turnover: number of businesses opening / closing in square mile



## Gaps and aspirational measures

A number of gaps and aspirational metrics have been identified that could be developed by the relevant teams (though in some cases may need funding / expertise to develop), plus some external. These include, but are not limited to:

| <b>Dynamic Economic Growth</b>  | <b>Diverse Engaged Communities</b>  | <b>Flourishing Public Spaces</b>   |
|---|---|--|
| Smart City / Digital Connectivity<br><br>Contribution to UK Growth/Productivity<br><br>London as UK economic contributor (scale of economic contribution, e.g. tax generation)  | Communities' engagement (users/residents/workers/businesses) metrics reflecting scope of activity<br><br>Digital inclusion<br><br>Improved understanding of our community groups and related needs  | Economic value of natural/green spaces to surrounding areas (requires investment)<br><br>Biodiversity measurements   |
| <b>Vibrant Thriving Destination</b>   | <b>Providing Excellent Services</b>   | <b>Leading Sustainable Environment</b>   |
| Night-time economy metrics<br><br>Empty shop front levels<br><br>Healthy streets indicators<br><br>High Street Voids/Closures<br><br>Quality of/satisfaction with cultural offering<br><br>Crime Severity Score for Square Mile<br><br>Micro biz/SME growth<br><br>Sustainable growth management metrics: Comparative wider offering (e.g. licensing/entertainment venues levels in context of residential/policing feedback)<br><br>Sentiment analysis | Deprivation index and statistics (due 2026 from Office of National Statistics)<br><br>Service Quality: SLAs for service departments / response times for local authority services<br><br>Tenant satisfaction survey: Introduced by the regulator of social housing in 2022.<br><br>Usage of and satisfaction with City of London Corporation maintained community assets (e.g. libraries etc)<br><br>Feedback metrics: adult social care<br><br>Metrics: commissioned services<br>Engagement and coproduction with service users – metrics<br><br>Skills & wider learning, education: metrics beyond schools (e.g. via culture offering / lifelong learning / Adult Skills & Education Services [ASES]) | Corporate environmental measures: carbon footprint / air miles<br><br>Availability of EV charging points in the Square Mile<br><br>Percentage of CoL fleet made up of hybrid/electric vehicles |

This is not an exhaustive list and it will continue to be developed as we build and improve our mechanisms for reporting on Corporate Plan 2024-29 delivery. The next round of business planning activities may also produce potential measures.

In addition, the People Strategy, the Digital Strategy, and potentially the City Corporation (draft) Equality Objectives and/or a Equality, Diversity and Inclusion Strategy will help identify specific performance measures linked to their intended outcomes, that can be included in due course and where appropriate as performance metrics.

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# Report – Community and Children’s Services Committee

## Care Experience as a Protected Characteristic

*To be presented on Thursday, 11<sup>th</sup> January 2024*

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

### SUMMARY

The Independent Review of Social Care published its final report to Government in May 2022: [The Independent Review of Children's Social Care](#) and recommended that the Government should make ‘care experienced’ a protected characteristic. Whilst the Government chose not to implement this, 24 local authorities across the country are adopting the principle within their local authority policy and procedural arrangements.

Evidence is very clear in that care leavers have much poorer outcomes in adult life than their peers. As corporate parents, all City of London Corporation Officers and Members share a collective responsibility to ensure that care experienced children and young people get the support they need to live the happiest and healthiest lives possible.

This report is seeking the approval of a specific City of London Corporation (CoLC) Policy recognising care experienced as a protected characteristic, as set out in Appendix 1 and for the reasons set out in the report. Your Safeguarding and Equality, Diversity and Inclusion Sub Committees, and your Community and Children’s Services and Policy and Resources Committees considered the report in December and recommended it for adoption by this Honourable Court.

### Recommendation

Members are asked to recognise care experienced as if it were a protected characteristic where practicable and, in doing so, approve the City of London’s Specific Policy, ‘Care Experienced as a Protected Characteristic’, as set out in Appendix 1.

### MAIN REPORT

#### Background

1. As corporate parents, all City of London Corporation Officers and Members share a collective responsibility to ensure that care experienced children and young people get the support they need to live the happiest and healthiest lives possible. By definition, a care leaver is a young person aged between 18 and 25, who has been looked after (by the CoLC) for more than 13 weeks after their 14th birthday, including some time after their 16th birthday. All CoLC care leavers are entitled to support from the Children Social Care Service up to the age of 25 years.

2. The Independent Review of Children's Social Care, headed by Josh MacAlister published a final report in May 2022 that noted: *'Many care experienced people face discrimination, stigma, and prejudice in their day to day lives. At its worst this can lead to care experienced people being refused employment, failing to succeed in education or facing unfair judgements about their ability to parent when they have children and families of their own'*.
3. Evidence is very clear in that care leavers have much poorer outcomes in adult life than their peers; i.e. – they are more likely to not be education, employment and training; 25% of the homeless population is estimated to have been in care at some point and 52% of care experienced young people have had a criminal conviction by the age of 24, compared to 30% of young people who have not been in care.
4. The Government chose not to implement this recommendation but 24 local authorities nationally are adopting care experienced as a protected characteristic.
5. The City of London Corporation, alongside the other 32 London local authorities, is also committed to meeting the goals and ambitions of the 'London Care Leaver Compact' ('the Compact') as set out its own Corporate Equalities Objectives. This will include working with partners across the Square Mile to enhance employment and training opportunities for all care leavers. This workstream will align with Destination City's ambitions and improve social mobility opportunities for people who are care experienced.

### **Current position**

6. As of the start of November 2023, the CoLC was supporting 56 care leavers. Of this group; 89% were in employment, education or training, and 96% were in suitable accommodation. In meeting its commitment to the Compact, the CoLC have also made the following concessions for care leavers; Council Tax exemption, free use of Transport for London bus services and priority within the CoLC's Housing Allocations Policy.
7. In 2020, a full Ofsted Inspection judged the experience and progress of 'Children in Care and Care Leavers' in the City of London Corporation to be 'Outstanding'. In 2023, Ofsted introduced a separate judgement on care leavers, in recognition of the unique needs of this cohort of young people. Establishing a specific CoLC Policy will continue to demonstrate our ambition and commitment to delivering outstanding support to our care experienced population.
8. The Policy proposed has been supported by your Community & Children's Services Committee and Policy & Resources Committee. It sets out definitions, objectives, key principles, measures and provisions, implementation and monitoring. This is set out in Appendix 1. It is proposed that oversight of the Policy will sit with the Community & Children's Services Committee.

### **Corporate & Strategic Implications**

9. **Finance and Resource implications:** Having this status should not impact on current funding for people who are care experienced. Implementation of the Policy

would require regular monitoring of impact, in terms of finance and resource, with emerging risks presented to the Community and Children's Services Committee as required.

10. **Legal implications:** The Corporation is entitled to adopt the policy set out in the recommendations. Treating care experienced as if it were a protected characteristic will not directly bring into play the enforcement mechanisms set out in the Equality Act. However, a failure to take account of the Policy where it applies, or departing from it where it is not reasonable to do so, may result in Judicial Review.
11. **Risk implications:** Adopting the policy will reduce the likelihood of care experienced people in the CoLC encountering discrimination because of their lived experience.
12. **Equalities implications:** In discharging the Public Sector Equality Duty under s.149 of the Equality Act, the Corporation will include care experienced in the annual publication of information relating to people who share a protected characteristic in services and employment, thereby having due regard to the need to eliminate discrimination against, and promote equality of opportunity for, care experienced people.

## **Conclusion**

13. Evidence is very clear in that care leavers have much poorer outcomes in adult life than their peers. In adopting this Policy, the City of London Corporation will demonstrate its continued commitment, as corporate parents, by supporting the broader Equality, Diversity & Inclusion agenda, as set out in its Equalities Objectives 2023–2027. It will also demonstrate CoLC's regional commitment to the Care Leaver Compact, its leadership in developing opportunities for all care experienced people in the Square Mile and meet Destination City's ambitions.

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

DATED this 13<sup>th</sup> day of December 2023

SIGNED on behalf of the Committee

**Ruby Sayed**  
Chairman, Community and Children's Services Committee

# **Appendix 1: City of London Corporation**

## **Care Experienced as a Protected Characteristic – Policy**

### **October 2023**

#### **Introduction**

The City of London Corporation (CoLC) recognises that people who are care experienced may face unique challenges as they transition into independence and adulthood. The CoLC is committed to creating an inclusive and supportive environment for people who have been in the care of the CoLC. This policy reflects our commitment to ensuring that people who have been in the care of the CoLC will not be discriminated against because of their status as a care experienced person.

#### **Definitions**

Care experienced: An individual who has been in the care of the CoLC, either foster care, residential care, semi-independent provision, or other similar arrangements, and has since reached the age of 18, and is entitled to support until they are 25 years old.

#### **Objectives**

To provide CoLC care experienced people with equal access to education, training employment, and accommodation.

To collaborate with relevant agencies, organisations, and stakeholders to ensure that comprehensive and holistic support is available to CoLC care experienced people.

To create a supportive and inclusive environment that promotes the wellbeing and integration of CoLC care experienced people within the community.

#### **Key Principles**

*Equal Opportunities:* CoLC care experienced people shall have access to the same opportunities and rights as their peers, regardless of their care history.

*Tailored Support:* Services and support shall be tailored to the individual needs of CoLC care experienced people, recognising their unique circumstances.

*Collaboration:* The CoLC shall collaborate with educational institutions, employers, housing providers, and other relevant organisations, including the Corporation itself, to ensure that a coordinated and effective support network is available for CoLC care experienced people.

*Advocacy:* The CoLC shall actively advocate for the rights and needs of CoLC care experienced people within its policies and procedures, including acknowledgement by all departments of their understanding and commitment to this policy within their corporate parenting responsibility.

## **Measures and Provisions**

*Education and Training:* The CoLC to provide opportunities for access to scholarships, bursaries, and mentorship programmes to facilitate access to higher education and skill development for CoLC care experienced people. Prioritise care leavers for work experience opportunities, adult education services and ringfenced apprenticeships.

*Employment:* The CoLC to collaborate with employers (including internally) to offer opportunities to access internships, job training, apprenticeships and, career guidance to CoLC care experienced people.

*Housing:* The CoLC to prioritise the opportunity for CoLC care experienced people to access affordable housing and support, which ensures an opportunity for a smooth transition to independent living.

## **Implementation and Monitoring**

The CoLC will regularly assess the effectiveness and impact of this policy through data collection, feedback mechanisms, and stakeholder consultations, reporting back to the relevant CoLC committees on the progress of the implementation.

In the delivery of the Public Sector Equality Duty, the CoLC will include care experience in the publication and review of Equality Objectives.

Future decisions, services and policies made and adopted by the CoLC should be assessed through Equality Impact Assessments to determine the impact of changes on people with care experience, alongside those who formally share a protected characteristic.

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## Report – Planning and Transportation Committee

### Proposed Creechurch Conservation Area

*To be presented on Thursday 11<sup>th</sup> January 2024*

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

#### SUMMARY

As Local Planning Authority, the City Corporation has a statutory duty to consider, from time to time, the potential for new conservation areas within the City's boundary. Following authorisation by your Planning and Transportation Committee, between September and November 2023 a public consultation was held on a proposal for a potential new conservation area in the Creechurch locality, near Aldgate.

976 responses were received in total, a welcome and unprecedented level of engagement in a City conservation area proposal. Following analysis of the responses and the boundary of the area for inclusion, it is proposed that one conservation area be designated, covering the area identified on the map in Appendix 1. The City Corporation have completed an equalities screening.

A report outlining the results of the public consultation, analysis and conclusions was considered by your Planning and Transportation Committee at its meeting on 12 December 2023, along with an addendum report. [The full reports and appendices are available on the City Corporation webpages.](#)

Following consideration, your Committee took the view that it would endorse the officer recommendation to designate the area identified on the map in Appendix 1 as the Creechurch Conservation Area.

#### RECOMMENDATION

That this Honourable Court **approves** the designation of the area identified on the map in Appendix 1 as the Creechurch Conservation Area.

#### MAIN REPORT

##### Background

1. The proposed area, located within the wards of Aldgate and Portsoken, is richly historic, comprising a critical mass of characterful, late Victorian/Edwardian warehouses built on the site and echoing the layout of the Holy Trinity Priory, foremost amongst the medieval City's monastic foundations, and including three outstanding places of worship: Bevis Marks Synagogue, St Katherine Cree Church and St Botolph Aldgate Church (all listed Grade I).
2. In July 2023, a request to publicly consult on proposals for a conservation area in this locality was reported to your Planning and Transportation Committee. Underpinning this was an assessment which identified that the area has a core group of buildings

and spaces of sufficient special architectural and historic interest to warrant conservation area designation. Committee authorised a public consultation on this core group, hereafter referred to as 'Option 1', alongside two other options proposed by Members: 'Option 2', which included 31 Bury Street (which had not been included in Option 1), and 'Option 3': the separate proposal for a conservation area tabled by representatives of Bevis Marks Synagogue.

3. As a Local Planning Authority, the City Corporation has a statutory duty under S69(1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 to consider which parts of their area are areas of special architectural or historic the character of which it is desirable to preserve or enhance, and to designate those areas as conservation areas.
4. S69(2) of the Act states that: 'it shall be the duty of a local planning authority from time to time to review the past exercise of functions under this Section and to determine whether any parts or further parts of their area shall be designated as conservation areas; and if they so determine, they shall designate those parts accordingly'.
5. It is the duty of the City Corporation, as Local Planning Authority, from time to time to formulate and publish proposals for the preservation and enhancement of conservation areas. In the exercise of planning functions with respect to any buildings or other land in a conservation area, the City Corporation is required to pay special attention to the desirability of preserving or enhancing the character or appearance of the conservation area. Relevant policy, to be taken into account when determining planning applications affecting the historic environment, is contained within the City's Local Plan 2015 (in particular in section 3.12), emerging City Plan 2040 (in particular in section 6.4), the London Plan 2021 (chapter 7) and the National Planning Policy Framework (NPPF) (chapter 16).
6. Paragraph 191 of the NPPF states that "When considering the designation of conservation areas, local planning authorities should ensure that an area justifies such status because of its special architectural or historic interest, and that the concept of conservation is not devalued through the designation of areas that lack special interest."
7. Historic England Advice Note 1 (Second Edition) Conservation Area Appraisal, Designation and Management provides information on conservation area appraisal, designation and management.
8. The designation of a conservation area brings certain demolition of unlisted buildings and structures (known as 'relevant demolition') within the area under the control of the local planning authority, in the absence of planning permission for redevelopment. Conservation area designation is unlikely to give rise to unduly onerous requirements for property owners to obtain planning permission. There are some minor permitted development rights which do not apply in conservation areas but (other than in respect of demolition) these are not significant. For example, it would not change permitted development rights in relation to changing windows. The Mayor of London's powers are unchanged whether the development is within or outside a conservation area. The character and appearance of the conservation area is a significant material consideration in the consideration of planning applications in that area. Some further controls would be exercised over the control of advertisements and there would be greater control over works to trees.

9. Where a site does not fall within a conservation area, but neighbours or is adjacent to it, the local planning authority are still required to consider whether the redevelopment of that site would cause harm to a designated heritage asset. Paragraph 199 of the NPPF provides that when considering the impact of a proposed development on the significance of a designated heritage asset, great weight should be given to the asset's conservation (and the more important the asset the greater the weight should be). Paragraph 200 of the NPPF goes on to provide that any harm to, or loss of, the significance of a designated heritage asset (from its alteration or destruction, or from development within its setting), should require clear and convincing justification.
10. There are currently 27 conservation areas in the City, with the most recently designated being the Barbican and Golden Lane Conservation Area in October 2018. The City has previously carried out reviews of conservation areas and their boundaries on a comprehensive basis, with the last such review carried out in 2007, to ensure that conservation area boundaries continue to be clear, precise and meaningful. It is anticipated that the next be undertaken following the adoption of the City Plan 2040.

### **Public Consultation – responses**

11. Officers had originally hoped to run an eight-week consultation period, however, the start of the consultation period was delayed slightly to allow Officers to prepare the consultation material and respond to some questions raised by interested parties about the proposed consultation.
12. The consultation period ran from 21 September 2023 to 6 November 2023, as set out in the consultation pages and documents and on the City's webpages. Officers were working to a timetable to allow the final report to be brought back to your Planning and Transportation Committee on 12 December 2023. The length of the consultation is considered to have been appropriate and fair in the circumstances and was made clear in the consultation documents.
13. Between 21 September and 6 November, a public consultation of over six weeks was carried out. Three public drop-in sessions were held when officers were available to answer questions:
  - Artizan Street Library (20th October) – 5 people attended;
  - Holland House (26th October) - 5 people attended; and
  - Bevis Marks Synagogue (30th October) - 8 people attended
14. A bespoke website hosted by Commonplace was created for the consultation, as well as a webpage in the City of London website, including information about the consultation and a link to Commonplace.
15. Hard copies of the consultation material were placed at: Artizan Street Library; Shoe Lane Library; Barbican Library; and the Planning Information Desk (Guildhall).
16. Notification emails were sent to 2,703 existing subscribers in the Commonplace database that have opted to be notified of new Commonplace engagements in the Creechurch Area. Notification emails were also sent to 495 recipients who are listed on the City's Local Plan Database.

17. The public consultation was advertised in the press including City Resident, and in September's Members' Briefing (which is a public document). In addition, 12 site notices were placed in and around the proposed conservation area.
18. 976 responses were received including from statutory bodies, residents, building occupiers in the area, individuals and local bodies. 84.5% of the responses supported Option 3, the proposals tabled by representatives of the Bevis Marks Synagogue. The consultation responses contained a wealth of useful and relevant information which has fed into the current proposal.
19. Historic England, the government's heritage advisor, supported the proposals and recommended Option 2 extended to include two sites – One Creechurch Place and Cunard House – which would better recognise and reflect the unique Jewish history of the area, and also allow for a more coherent boundary. They recommended considering the inclusion of the buildings on Bevis Marks/Duke's Place and the production of a Management Plan to manage change if the conservation area were to be designated.
20. The consultation drew great interest from the heritage sector. Several of the statutory amenity societies provided lengthy responses: the Society for the Protection of Ancient Buildings, the Georgian Group, the Victorian Society and the Twentieth Century Society. SAVE Britain's Heritage provided a detailed response. All these respondents suggested variously extended versions of Option 3 to encompass additional buildings to the south, east or west.
21. Representatives of the Synagogue submitted several, comprehensive responses supporting Option 3; these included valuable new historical information relating to the special historic interest of the area identified in their revised Conservation Area proposal. Additionally, the vast majority of the consultation responses supported Option 3 with many references to the importance of the existing Synagogue, former synagogues and their sites and the Jewish heritage of the area. Representatives of the two churches in the area supported this option.
22. Representations were received from commercial occupiers in the area, including from representatives of sites at 31 Bury Street, Cunard House, 10-16 Bevis Marks and 33 Creechurch Lane. These generally favoured Option 1, which excluded their sites from the proposed conservation area, and questioned the justification for a larger conservation area.
23. The City of London Conservation Area Advisory Committee supported the designation of Option 3, which they considered would include buildings of interest and would offer better protection to the buildings which form the core of the area in light of the provisions of the NPPF; and that this option would show and enhance the City's respect for diversity.
24. Full details of the public consultation, analysis and conclusions is contained within the background papers to the report. Redacted, printed copies of the responses are available in the Members' Reading Room.

## **Proposals**

25. It is the statutory duty of the City Corporation to consider whether it should designate conservation areas which are defined as 'areas of special architectural or historic interest, the character of which it is desirable to preserve or enhance'.
26. Following the public consultation and taking into account the breadth and depth of new information and various alternative boundary proposals, it is now proposed that a single conservation area be designated. The proposed boundary would align with Option 3, that originally tabled by the representatives of the Synagogue.
27. Upon the recommendation of officers, your Committee considered that this would (i) encompass the area which justifies status as a conservation area because of its special architectural or historic interest, and in particular, the Jewish and other heritage in this part of the City, (ii) best respond to and take into account the findings of the consultation and (iii), as a result, optimally capture the special architectural and historic interest inherent in the Creechurch locality. Omission of the sites referred to in paragraph [21] above would result in a conservation area which did not encompass the extent of the area of special architectural or historic interest. Option 3 allowed for a more coherent boundary.
28. A map of the proposed area and the designated heritage assets is included in Appendix 1.
29. The area identified is of sufficient architectural or historic interest to be considered to be special. That special interest is experienced through both character and appearance, in particular the strong and visible associations with the Roman and medieval City wall, Holy Trinity Priory and the rich Jewish history of the area exemplified by Bevis Marks Synagogue, the characterful group of historic warehouses that illustrate the area's later development, and the rich sense of diverse historic uses, and in particular faiths, exemplified by the historic places of worship, and that it is desirable for that character or appearance to be preserved or enhanced. Designation could ensure that special attention will be paid to the desirability of preserving or enhancing the character or appearance of the whole area identified in Appendix 1, when exercising planning functions in relation to buildings and land within that area.
30. Notice of designation, with particulars of its effect, must be published in the London Gazette and at least one newspaper circulating in the local planning authority's area. Notice of designation must be given to the Secretary of State and Historic England and the designation of the area must be registered as a local land charge.
31. Following designation, a Conservation Area Appraisal and Management Strategy would be prepared. It is currently anticipated that this would take place over Spring 2024, with a public consultation on the draft in late Spring/early Summer 2024.

## **Conclusion**

32. Following the assessment of the area and consultation responses, and approval by your Planning and Transportation Committee, it is recommended that the area within the proposed boundary identified on the map in Appendix 1 be designated as a new conservation area called 'Creechurch Conservation Area'.

## **Appendices**

- Appendix 1 – Creechurch Conservation Area – Proposed Boundary Map
- Appendix 2 - Implications

## **Background Documents**

- The report outlining the results of the public consultation, analysis and conclusions considered by your Planning and Transportation Committee at its meeting on 12 December 2023, along with an addendum report, Appendix 2 – Consultation Statement, Appendix 3 – Creechurch Conservation Area proposal, Appendix 4 – EIA Screening and Appendix 5 – Consultation Responses (redacted) are [available on the City Corporation Webpages.](#)

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

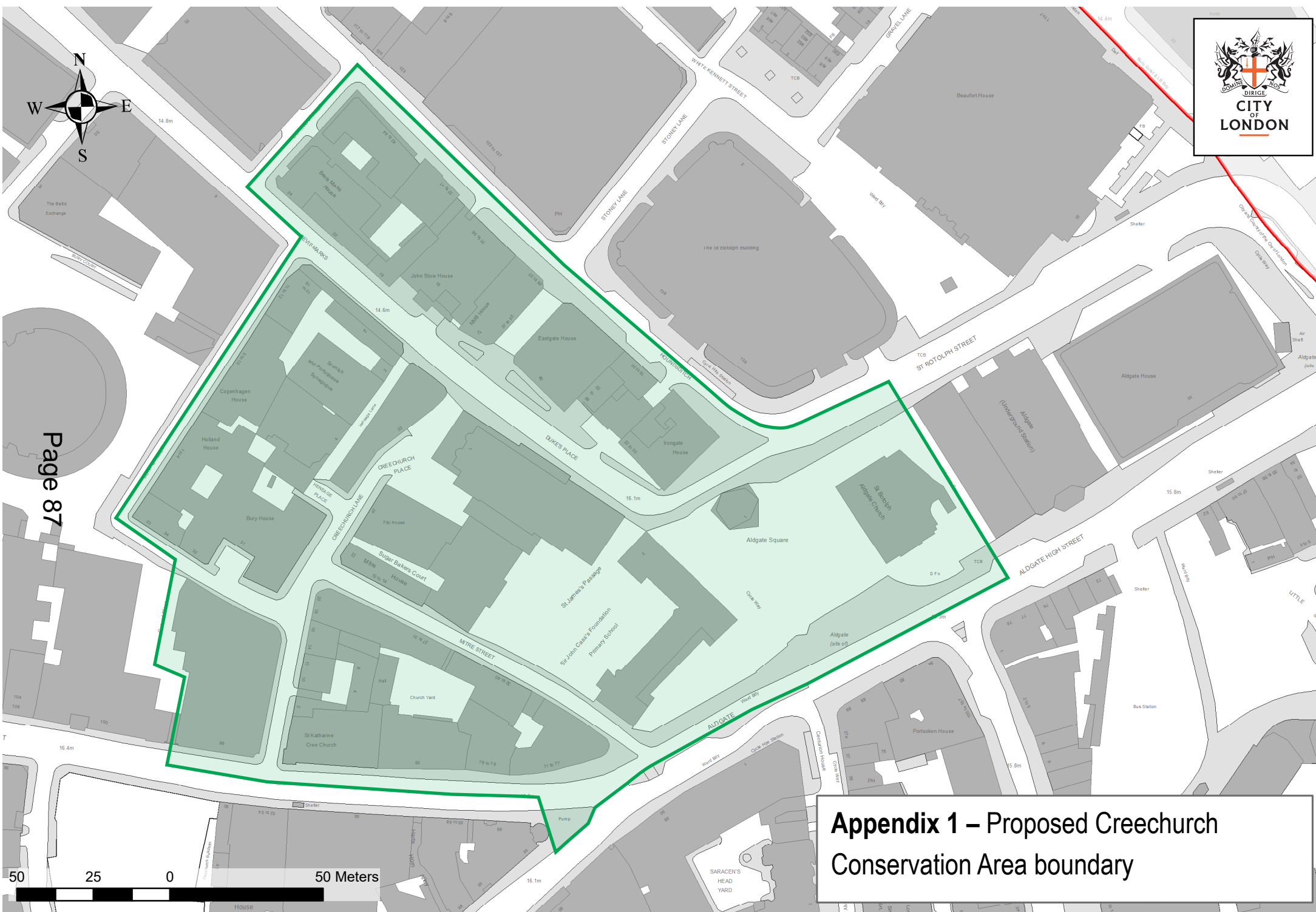
DATED this 12th day of December 2023.

SIGNED on behalf of the Committee.

**Deputy Shravan Joshi MBE**  
Chairman, Planning and Transportation Committee



Page 87



## Appendix 1 – Proposed Creechurch Conservation Area boundary

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### Implications

#### Corporate & Strategic Implications

1. The City Plan 2040 is undergoing review. This decision is separate from the City Plan process.

#### Financial implications

2. None

#### Staff resource implications

3. Staff time to support the designation of the conservation area and production of the follow-up Appraisal and Management Strategy will be met through the ongoing work of the Planning & Development Division

#### Legal implications

4. The legal framework and the implications of designating a conservation area are set out in the body of the report.

#### Equalities implications

5. Section 149 of the Equality Act 2010 requires that the City Corporation, as a public authority must, in the exercise of its functions, have due regard to the need to:
  - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
6. The characteristics protected by the Equality Act are age, disability, gender, reassignment, pregnancy and maternity, race, religion or beliefs, sex and sexual orientation.
7. A proposed range of draft boundaries were consulted on. The City Corporation have completed an equalities screening The equalities screening was carried out on the recommended option (option 3) which is the most extensive proposed conservation area, and is the area proposed by representatives of Bevis Marks Synagogue. The equalities screening concluded that the option recommended would have positive impacts on the persons who share the protected characteristics of marriage and civil partnership, religion or belief, and race. There

were no negative impacts identified for persons who share any other relevant protected characteristics.

8. Counsel acting on behalf of Bevis Marks Synagogue and the Spanish and Portuguese Synagogue has provided a letter as part of the consultation responses which provides that the proposals would *'particularly and disproportionately affect the Jewish community of Great Britain which worships at the Synagogue and for whom the Synagogue and surrounding Jewish sites hold incalculable religious and historic value'*. The letter expresses that *'the wider the conservation area the greater the level of protection to the Jewish sites, particularly Bevis Marks Synagogue and its wider setting and that option 3 would have the most positive impact on the Jewish community and its relations with other groups'*. The view is expressed that the alternative options offer far less protection to the Jewish sites and that exclusion of the sites of the former Creechurch Lane and Great Synagogues and the potential development site of 31 Bury Street would negatively impact the Jewish community. The full response which sets out why the wider boundary is considered to have the most positive impact, is set out in the background papers. These views are supported by other consultation responses.
9. Should Members wish to approve a narrower boundary this remains an option open to members if it is properly reasoned by reference to the statutory test and taking account of Historic England guidance, however Members should take into account (have due regard to the fact) that whilst a smaller area with a narrower boundary would still have positive impacts on those sharing relevant protected characteristics compared to the current situation, the full equality benefits that would come through protecting the wider area would not be achieved.

### **Risk implications**

10. None

### **Climate implications**

11. The previous report to committee proposed the production of a Sustainability Appraisal in the event of a recommendation to designate a conservation area. Having further examined the relevant legislation and regulations, officers are of the view that this is not required for the purposes of conservation area designation, which is not considered to have direct implications for sustainability and climate change.

### **Security implications**

12. None

## Report – Natural Environment Board

### Natural Environment Board - Revised Terms of Reference

*To be presented on Thursday, 11<sup>th</sup> January 2024*

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

#### **SUMMARY**

Following changes arising from the Target Operating Model (TOM) and in the context of the City Corporation's ongoing Charities Review, your Natural Environment Board (NEB) is seeking to ensure that it is appropriately constituted, with clear strategic responsibilities that do not encroach on the individual responsibilities of the various Natural Environment Management Committees (Hampstead Heath, Highgate Wood & Queens Park; West Ham Park; Epping Forest & Commons Committee).

Your Board has, therefore, considered it necessary to review its Terms of Reference and, following consultation with and approval by your Policy & Resources Committee, recommends changes to facilitate a clarification of its responsibilities, in addition to a revision of its composition to bolster its membership with external representatives, which will enable the City Corporation to bring in more specialised skill sets and experience.

#### **RECOMMENDATION**

That Members approve the revised Natural Environment Board Terms of Reference (Appendix A).

#### **MAIN REPORT**

##### **Background**

1. The Corporation's commitment to nature resilience, biodiversity, and carbon reduction is demonstrated through ownership of notable parks. With over 14 times more green and blue infrastructure than its urban area in the Square Mile, the Corporation's leadership in natural environment investment necessitates a coordinated approach, underlined by the ongoing work on a Natural Capital Account and the developing Natural Environment Strategy.
2. The Board's role, overseeing 11,000 acres of green spaces, is highlighted for its significance in the Corporation's Climate Action Strategy and environmental leadership.

3. At the Court of Common Council Meeting on April 27, 2023, the Open Spaces and City Gardens Committee was renamed the Natural Environment Board. This change aligned with a pivotal phase for the Natural Environment Division, undergoing the Target Operating Model process and Corporate Charities Review, whilst developing a new Natural Environment Strategy.
4. The Natural Environment Board was urged to strengthen its role, overseeing activities, contributing to policy development, and aligning strategies with overarching goals. This clarification of responsibilities presents opportunities for new initiatives such as education impact, carbon sequestration, and nature resilience, respecting charity objectives.

### **Terms of Reference and Composition**

5. The proposed revisions to the Natural Environment Board's Terms of Reference (ToRs) are therefore crucial in responding to these changes and will support a considered, performance-focused, and coordinated approach during its five-year strategy.
6. There are four changes proposed and these are represented in Appendix A, with additions underlined, and with deletions struck-through. The named membership was correct as of April 2023 and does not capture subsequent changes. This does not bear any relevance to the proposals, which would not impact the current membership.
7. The first ambition driving the ToR changes is to clarify the role of the Natural Environment Board and the distinction between the various Management Committees. These changes are represented in Appendix A, paragraphs (a) to (c) and aim to ensure that the Board retained a strategic focus.
8. In addition to this, the second proposal which features throughout the document, replaces references to 'open' spaces to 'green' spaces.
9. Thirdly, the responsibilities with respect to City Gardens only, have been carved out more explicitly.
10. And finally, to ensure the Board has access to necessary expertise to promote its success, it is recommended that the composition be revised to include up to four external representatives with specific focus areas (including biodiversity & nature resilience, community engagement, access & recreation, culture, heritage & learning and income generation). It also proposes the formalisation of observing Members from the Management Committees. These changes are visible in Appendix A within the 'Composition' section.
11. Should the proposal for external representatives be approved, there will be an open and transparent approach to the recruitment of external representatives, which will follow a similar approach to the recruitment of external representatives on other City of London Committees, including advertising on the Corporation website and use of LinkedIn and other mechanisms to generate

interest. All adverts will include a role profile which highlights the skills, expertise and unique perspectives the Natural Environment Board is seeking to achieve with these key external appointments.

12. It is worth noting that there are several charities associated with the City Corporation's Natural Environment Committees and, in this vein, the proposals look to ensure appropriate distinction of functions in anticipation of the Charities Review outcomes.
13. Except where specific matters are referred to it, the Board will not take over the role of these Committees, or indeed other City Corporation Committees. The Natural Environment Board will be a vehicle for taking a strategic approach, ensuring effective oversight and scrutiny and ensuring the Natural Environment Strategy complements and underpins the new Corporate Strategy.

### **Natural Environment Board support**

14. There will be no material change to the existing level of officer support for the Board, however careful consideration will need to be given to the agenda and associated agenda planning to ensure the Board focuses on its strategy and oversight role in addition to its operational role on City Gardens. There will be a nominal resource requirement for the recruitment, induction and training of external appointments.
15. The proposed changes should reduce any perceived duplication in reporting and silo working. It will enable a clearer focus on developing strategy and in reviewing performance in the delivery of the new Natural Environment Strategy.

### **Conclusion**

16. Your Board, supported by your Policy & Resources Committee under Delegated Authority arrangements, has proposed these several revisions to its Terms of Reference. They are recommended to strengthen the Board's role, ensuring the City of London Corporation's strategic and coordinated approach to the successful management of its green spaces.

### **Appendices**

- Appendix A - Revised Natural Environment Board Terms of Reference.

DATED this 2<sup>nd</sup> day of January 2024.

SIGNED on behalf of the Board.

**Caroline Wilma Haines**  
Chair, Natural Environment Board

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**NATURAL ENVIRONMENT BOARD**

**1. Constitution**

A Non-Ward Committee consisting of,

- eight 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 following ex-officio Members:-
  - the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
  - the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee
- up to four external non-voting representatives, appointed by the Natural Environment Board with appropriate expertise in the Natural Environment, including biodiversity & nature resilience, community engagement, access & recreation, culture, heritage & learning and income generation
- up to one observer nominated by the Epping Forest & Commons Committee, Hampstead Heath, Highgate Wood & Queen's Park Committee and West Ham Park.

**2. Quorum**

The quorum consists of any five Members.

**3. Membership 2023/24**

- 7 (4) Oliver Sells, K.C.
- 3 (3) Andrew Stratton McMurtrie, J.P.
- 2 (2) Ian Luder, Alderman *for three years*
- 2 (2) Graeme Doshi-Smith, Deputy *for three years*
- 2 (2) Benjamin Murphy
- 2 (2) James Bromiley Davis *for two years*
- 6 (1) Caroline Wilma Haines
- 13 (1) Wendy Mead, O.B.E

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

together with one observer nominated by the Epping Forest & Commons Committee, Hampstead Heath, Highgate Wood & Queen's Park Committee and West Ham Park Committee referred to in paragraph 1 above.

**4. Terms of Reference**

To be responsible for:-

- (a) the approval, monitoring and regular review of the Natural Environment strategy, overseeing the overall policy and performance framework for Natural Environment and City Gardens;
- (b) overseeing the delivery of the Natural Environment Strategy, including matters relating to Nature Resilience and Biodiversity, Climate Action, Access and Recreation, Community Engagement, Culture, Heritage, and Learning, where such matters are not specifically the responsibility of another committee;
- (c) dealing with, and making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's natural environment where such matters are not specifically the responsibility of another committee;
- (a) The allocation of grants in relation to **Open Green** Spaces taking account of any views or recommendations expressed by the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee as relevant;
- (d)
- Open Spaces**
- (b) dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee; and
- (e) the appointment of the Director of **Open Spaces** Natural Environment (in consultation with the Port Health and Environmental Services Committee);
- (e)
- For City Open Spaces Gardens only**
- (d) the management and day-to-day administration of the gardens, churchyards and **open green** spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;
- (f)
- (e) arrangements for the planting and maintenance of trees and other plants and shrubs in **open green** spaces and in footpaths adjacent to highways in the City;
- (g)

- ~~(f)~~ advising on applications for planning permission relating in whole or in part to the gardens, churchyards or ~~open~~ green spaces in the City under the control of the Common Council; and
- ~~(g)~~ the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.
- (h)
- (i)





## List of Applications for the Freedom

*To be presented on Thursday, 11th January, 2024*

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

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

|  |  |                           |
|--|--|---------------------------|
| <b>Dr Muhammad Abdul Bari,<br/>MBE DL</b><br><i>Ald. Kawsar Zaman</i><br><i>Ald. Prem Babu Goyal, OBE</i>          | a Physicist and Educationalist, retired<br><i>Citizen and Alderman</i><br><i>Citizen and Goldsmith</i>                 | Tooting, London           |
| <b>Shakib Al Hasan</b><br><i>Ald. Kawsar Zaman</i><br><i>Ald. Prem Babu Goyal, OBE</i>                             | a Professional Cricketer<br><i>Citizen and Alderman</i><br><i>Citizen and Goldsmith</i>                                | Banani, Dhaka, Bangladesh |
| <b>Murat Bingol</b><br><i>Ald. Kawsar Zaman</i><br><i>Ald. Prem Babu Goyal, OBE</i>                                | a Property Investment Consultant<br><i>Citizen and Alderman</i><br><i>Citizen and Goldsmith</i>                        | Hampstead, London         |
| <b>Arthur James Brinn</b><br><i>Ian Wilson Tough</i><br><i>Simon Peter McIlwaine</i>                               | a Diamond Mounter, retired<br><i>Citizen and World Trader</i><br><i>Citizen and Clockmaker</i>                         | Luton, Bedfordshire       |
| <b>Rory Alexander James<br/>Broomfield</b><br><i>Jaspreet Hodgson, CC</i><br><i>Stephen John Hodgson</i>           | a Marketing Consultancy Managing<br>Director<br><i>Citizen and Common Councillor</i><br><i>Citizen and Tax Adviser</i> | Bermondsey, London        |
| <b>Loftus Leo Burton</b><br><i>Nicholas Simon Coletta</i><br><i>Mark Richard Cooper</i>                            | a Film Director and Producer<br><i>Citizen and Basketmaker</i><br><i>Citizen and Basketmaker</i>                       | Notting Hill, London      |
| <b>Clemente Anselmo<br/>Agostino Cattini</b><br><i>Antonio Masella</i><br><i>Robert James Mason</i>                | a Professional Musician, retired<br><i>Citizen and Mason</i><br><i>Citizen and Plumber</i>                             | Winchmore Hill, London    |
| <b>Deborah Mary Cluett</b><br><i>Deputy Christopher Michael<br/>Hayward</i><br><i>Deputy Alastair Michael Moss</i> | a Lawyer<br><i>Citizen and Pattenmaker</i><br><i>Citizen and Goldsmith</i>   | Islington, London         |
| <b>Fiona Elaine Irene Collins</b><br><i>William George Thomas</i><br><i>Elaine Irene Clack</i>                     | a Retailer<br><i>Citizen and Fanmaker</i><br><i>Citizen and Fanmaker</i>   | Farnborough, Hampshire    |

|   |  |   |
|---|--|---|
| <b>Ian William Crowe, MBE DL</b><br><i>Sir David Roche, Bt</i><br><i>John James Tunesi of Liongam, The Younger</i>            | a Retail Company Director, retired<br><i>Citizen and Saddler</i><br><i>Citizen and Scrivener</i>             | Eglington, Londonderry,<br>Northern Ireland |
| <b>Ezekiel Graham Dodds, MBE, DL</b><br><i>Sir David Roche, Bt</i><br><i>John James Tunesi of Liongam, The Younger</i>        | a Police Chief Inspector<br><i>Citizen and Saddler</i><br><i>Citizen and Scrivener</i>                       | Omagh, Co. Tyrone,<br>Northern Ireland      |
| <b>Stephen John Doyle</b><br><i>Richard George Turk</i><br><i>Edward Gradosielski, BEM</i>                                    | a Reinsurance Broker<br><i>Citizen and Shipwright</i><br><i>Citizen and Wax Chandler</i>                     | Buckhurst Hill, Essex                       |
| <b>Andrew Albert Eden</b><br><i>Brian Anthony Vickers</i><br><i>Ross Scott Stuart</i>   | an Insurance Agent, retired<br><i>Citizen and Painter-Stainer</i><br><i>Citizen and Air Pilot</i>            | Rayleigh, Essex                             |
| <b>Zachary Patrick Gough</b><br><i>John Frederick Hudson</i><br><i>Lieutenant Rene Leonard</i><br><i>Neville De Silva, JP</i> | a British Army Officer<br><i>Citizen and Apothecary</i><br><i>Citizen and Upholder</i>                       | Bristol                                     |
| <b>Anthony John Haines</b><br><i>Martin John Davies</i><br><i>John Cruddas Murray, OBE</i>                                    | a Chartered Surveyor, retired<br><i>Citizen and Scrivener</i><br><i>Citizen and Shipwright</i>               | Harpenden, Hertfordshire                    |
| <b>Michael Charles Hales</b><br><i>Henry Llewellyn Michael Jones, CC</i><br><i>Deputy Marianne Bernadette Fredericks</i>      | a Catering Company Director<br><i>Citizen and Common Councillor</i><br><i>Citizen and Baker</i>              | Dormansland, Surrey                         |
| <b>Simon Robert Hammond</b><br><i>Richard George Turk</i><br><i>Edward Gradosielski, BEM</i>                                  | a Shipbroker and Ship Operator<br><i>Citizen and Shipwright</i><br><i>Citizen and Wax Chandler</i>           | Bromley, Kent                               |
| <b>Yvonne Lavinia Harrop</b><br><i>Zoe Dick</i><br><i>Malcolm David Lawrence Dick</i>   | a Business Development Company Owner<br><i>Citizen and Educator</i><br><i>Citizen and Educator</i>           | Richmond, London                            |
| <b>Richard James Hignett</b><br><i>Ald. Kawsar Zaman</i><br><i>Ald. Prem Babu Goyal, OBE</i>                                  | a Barrister<br><i>Citizen and Alderman</i><br><i>Citizen and Goldsmith</i>                                   | St Albans, Hertfordshire                    |
| <b>Janine Joy Hirt</b><br><i>Ald. Nicholas Stephen Leland Lyons</i><br><i>Felicity Ruth Lyons</i>                             | a Fintech Industry Body Chief Executive<br><i>Citizen and Merchant Taylor</i><br><i>Citizen and Musician</i> | Highbury, London                            |
| <b>Kobir Hussain</b><br><i>Ald. Kawsar Zaman</i><br><i>Ald. Prem Babu Goyal, OBE</i>  | a Group Management Accountant<br><i>Citizen and Alderman</i><br><i>Citizen and Goldsmith</i>                 | Ilford, London                              |
| <b>Aysin Keser</b><br><i>Donald Howard Coombe, MBE</i><br><i>David Peter Coombe</i>   | an Economist and Business Consultant<br><i>Citizen and Poulter</i><br><i>Citizen and Poulter</i>             | Orpington, Kent                             |

|  |  |                          |
|--|--|--------------------------|
| <b>Christopher Paul Manners</b><br><i>Richard George Turk</i><br><i>Edward Gradosielski, BEM</i>                     | a Boat Sales Company Director<br><i>Citizen and Shipwright</i><br><i>Citizen and Wax Chandler</i>                                  | Shepperton, Middlesex    |
| <b>Sir Robert Stephen O'Brien, CBE</b><br><i>Ald. Kawsar Zaman</i><br><i>Ald. Prem Babu Goyal, OBE</i>               | a Health Trust Chair, retired<br><br><i>Citizen and Alderman</i><br><i>Citizen and Goldsmith</i>                                   | Colchester, Essex        |
| <b>Peter Greig Radcliffe</b><br><i>The Rt. Hon The Lord Mayor</i><br><i>Deputy Alastair Michael Moss</i>             | a Fintech Company President<br><i>Citizen and World Trader</i><br><i>Citizen and Goldsmith</i>                                     | St. John's Wood, London  |
| <b>Debra Susan Sales-Tiffin</b><br><i>David James Sales, CC</i><br><i>Nicholas James Redgrove</i>                    | a Healthy and Safety Manager<br><i>Citizen and Insurer</i><br><i>Citizen and Insurer</i>   | Benfleet, Essex          |
| <b>Catherine Bernadette Scott</b><br><i>Ald. Prem Babu Goyal, OBE</i><br><i>Richard David Arthur Burge</i>           | a Stakeholder Engagement Manager<br><i>Citizen and Goldsmith</i><br><i>Citizen and World Trader</i>                                | Oakwood, London          |
| <b>Ian Charles Frederick Scott</b><br><i>Mary Durcan, CC</i><br><i>Jonathan Martin Avern</i>                         | a Crematorium Technical Officer<br><i>Citizen and Common Councillor</i><br><i>Citizen and Fletcher</i>                             | Harold Wood, Essex       |
| <b>Lixiang Shao</b><br><i>Timothy James McNally, CC</i><br><i>Michael Mark Shapiro</i>                               | a Business Development Director<br><i>Citizen and Glazier</i><br><i>Citizen and World Trader</i>                                   | Golders Green, London    |
| <b>Álvaro Joaquim De Melo Siza Vieira</b><br><i>Christopher Andrew Williamson</i><br><i>Christopher Edward Dyson</i> | an Architect<br><br><i>Citizen and Chartered Architect</i><br><i>Citizen and Chartered Architect</i>                               | Porto, Portugal          |
| <b>Robyn Murdo Smith</b><br><i>Ann-Marie Jefferys</i><br><i>Anne Elizabeth Holden</i>                                | a Barrister<br><i>Citizen and Glover</i><br><i>Citizen and Basketmaker</i>   | Whitstable, Kent         |
| <b>Adam Edward Thompson</b><br><i>Robert Andrews</i><br><i>Michele McCarthy</i>                                      | a Senior Civil Servant<br><i>Citizen and Gold &amp; Silver Wyre Drawer</i><br><i>Citizen and Scrivener</i>                         | Ottawa, Ontario, Canada  |
| <b>Andrew Peter Christopher Tong</b><br><i>Steven William Tamcken</i><br><i>Peter Richard Cowland</i>                | a Training Company Managing Director<br><i>Citizen and Basketmaker</i><br><i>Citizen and Firefighter</i>                           | Ellesmere Port, Cheshire |
| <b>Dr Emily Laura Waits</b><br><i>Michael John James</i><br><i>James Patrick Vaughan</i>                             | a General Practitioner<br><i>Citizen and Stationer &amp; Newspaper Maker</i><br><i>Citizen and Stationer &amp; Newspaper Maker</i> | King's Lynn, Norfolk     |
| <b>Eric Ronald Warren</b><br><i>James Mark Eaton</i><br><i>Simon Richard Martin</i>                                  | a Financial Services Risk Manager<br><i>Citizen and Security Professional</i><br><i>Citizen and Basketmaker</i>                    | West Malling, Kent       |

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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 Thursday, 11<sup>th</sup> January 2024*

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

#### **Acts**

#### **Date of Royal Assent**

##### **National Insurance Contributions (Reduction of Rates) Act 2023**

18 December 2023

The Act makes provision for reducing the main rates of primary Class 1 national insurance contributions and Class 4 national insurance contributions, and removing the requirement to pay Class 2 national insurance contributions.

#### **Statutory Instruments**

#### **Date In Force**

##### **The Dangerous Dogs (Exemption Schemes and Miscellaneous Provisions) (England and Wales) Order 2023**

31 December 2023

Part 3 of the Dangerous Dogs (Compensation and Exemption Schemes) (England and Wales) Order 2023 (reported at December's Court of Common Council) established an exemption scheme under which individuals who own dogs of the XL Bully breed type may apply for an exemption from the prohibition of the breed that will apply on or after 1st February 2024. This Order makes further provision as to exemptions, including a further exemption scheme under which organisations that rescue and rehome dogs may apply to the Secretary of State for a similar exemption in respect of any dogs of the XL Bully breed type that they took into their care on or before 31st October 2023.

##### **The Representation of the People (Overseas Electors etc.) (Amendment) Regulations 2023**

16 January 2024

These Regulations make provision related to the expansion of the franchise for parliamentary elections in respect of British citizens overseas (by virtue of changes brought about by the Elections Act 2022) These Regulations also make provision related to the change to be made to the franchise for local government electors from 7<sup>th</sup> May 2024 in England by section 15 of the Elections Act 2022 (voting and candidacy rights of EU citizens).

##### **The Flexible Working (Amendment) Regulations 2023**

6 April 2024

These Regulations amend the Flexible Working Regulations 2014 to provide that the right to make a flexible working application applies when an employee begins employment (a day 1 right). With effect from 6th April 2024 the requirement to have 26 weeks of continuous employment will not apply - no conditions as to duration of

employment need to be satisfied by an employee in order to be entitled to make a flexible working application on or after 6th April 2024.

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

## Report – Chairman of the Planning and Transportation Committee

### Achievement

*To be presented on Thursday, 11<sup>th</sup> January 2024*

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

“I wish to draw Members’ attention to the following achievements of the Environment Department.

**National Transport Awards - Winner of the Best Practice in Diversity, Inclusivity and Accessibility category - City of London Streets Accessibility Tool**

**CiTTi Awards - Winner of the Transport Accessibility Award – City of London Streets Accessibility Tool**

The City of London Street Accessibility Tool (CoLSAT) enables street designers to easily identify how street features impact on the different needs of disabled people.

The tool's key feature recognises that the needs of different groups of disabled people can be contradictory; that improving accessibility for one group may decrease accessibility for another. CoLSAT identifies the trade-offs that may be needed to ensure no one is excluded from using the City's streets and provides the basis for engagement and discussion to maximise the benefits for all.

The award winning tool is freely available on the City of London Corporation’s website at [City of London Street Accessibility Tool - City of London](#)

I commend these achievements to the Court.”

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

SIGNED on behalf of the Committee.

**Deputy Shravan Joshi, MBE**  
Chairman, Planning and Transportation Committee

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