

PLEASE BRING THIS AGENDA WITH YOU

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 **23rd day of May, 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 15th May 2024*

Nicholas Lyons

Gregory Jones

}

Aldermen on the Rota

2

1 **Apologies**

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

3 **Minutes**

To agree the minutes of the meeting of the Court of Common Council held on 25 April 2024.

For Decision
(Pages 7 - 34)

4 **Mayoral Engagements**

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

5 **Policy Statement**

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

6 **Appointments**

To consider the following appointments:

** denotes a Member standing for re-appointment by the Court of Common Council.*

(A) Two Members on the **Freedom Applications Sub (Policy and Resources) Committee.**

(No Contest)

Nominations received:-

*Dominic Christian

(B) Four Member on the **Christ's Hospital.**

(No Contest)

Nominations received:-

*Deputy Giles Shilson

For Decision

7 **Policy and Resources Committee**

(A) City of London Corporation: Small and Medium Enterprise (SME) Strategy

To consider proposals relating to the adoption of an SME Strategy.

For Decision
(Pages 35 - 66)

(B) Destination City Governance

To consider proposals relating to the Destination City programme.

For Decision
(Pages 67 - 72)

- 8 **Corporate Services Committee**
To consider proposals relating to Member-led recruitment.
For Decision
(Pages 73 - 92)
- 9 **Civic Affairs Sub-Committee**
To consider proposals relating to applications for the provision of hospitality.
For Decision
(Pages 93 - 96)
- 10 **Resolutions from the Grand Court of Wardmote**
To consider Resolutions of the Annual Wardmotes from the Wards of Aldersgate, Bassishaw, Candlewick, Cordwainer, Cripplegate, Langbourn, Lime Street, Portsoken, Tower and Walbrook.
For Decision
(Pages 97 - 102)
- 11 **Motions**
To consider a Motion, submitted by Deputy Shravan Joshi, concerning dockless bikes.
For Decision
(Pages 103 - 104)
- 12 **The Freedom of the City**
To consider a circulated list of applications for the Freedom of the City.
For Decision
(Pages 105 - 110)
- 13 **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 111 - 112)
- 14 **Questions**
- 15 **Ballot Results**

The Town Clerk to report the outcome of the several ballots taken at the last Court:

Where appropriate:-

** denotes a Member standing for re-appointment by the Court of Common Council.*

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

★ denotes appointed.

(A) FIVE Members to the **Policy and Resources Committee.**

	Votes
*Deputy Rehana Ameer	21
Deputy Timothy Butcher	15
Deputy Simon Duckworth	18
*Deputy Marianne Fredericks	15
Steve Goodman	43 *
Deputy Madush Gupta	21
Jaspreet Hodgson	35 *
^Deputy Ann Holmes	36 *
Greg Lawrence	28
^Deputy Andrien Meyers	47 *
^Deputy Alastair Moss	36 *
^Ruby Sayed	10
Naresh Sonpar	29
Deputy Dawn Wright	30

(B) THREE Members to the **City of London Policy Authority Board.**

	Votes
*Jason Groves	61 *
Deputy Madush Gupta	62 *
*Alderman Timothy Hailes	76 *
Jacqui Webster	38

(C) THREE Members to the **Gresham Committee (City Side)**

	Votes
*Deputy Keith Bottomley	58 *
*Deputy Charles Edward Lord	43 *
Timothy McNally	34
Deputy Alpa Raja	29
Ruby Sayed	22
*Philip Woodhouse	51 *

(D) THREE Members to the **Barbican Centre Board**

	Votes
Brendan Barns	37
*^Tijds Broeke	49 *
Aaron D'Souza	18
Alderman Nicholas Lyons	58 *
*Deputy Alpa Raja	21
Anett Rideg	60 *
Jacqui Webster	22

(E) **FOUR Members to the Board of Governors Guildhall School of Music and Drama**

	Votes
*Deputy Randall Anderson	80 ★
Brendan Barns	63 ★
Caroline Haines	64 ★
Suzanne Ornsby	50 ★
Deputy Alpa Raja	38

(F) **ONE Member to the Health and Wellbeing Board**

	Votes
Ruby Sayed	36
Ceri Wilkins	60 ★

(G) **FOUR Members to the Community & Children's Services Committee**

	Votes
Munsur Ali	49
Dawn Frampton	65 ★
Steve Goodman	83 ★
Natasha Lloyd-Owen	59 ★
Jacqui Webster	59 ★

For Information16 **Resolutions on Retirements, Congratulatory Resolutions, Memorials.**17 **Awards and Prizes**18 **Docquets for the Hospital Seal.****MOTION**19 **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 they relates to functions of the Court of Common Council that are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

For Decision

20 **Non-Public Minutes**

To agree the non-public minutes of the meeting of the Court held on 25 April 2024.

For Decision
(Pages 113 - 114)

21 **Policy and Resources Committee**

(A) Change to Members' Financial Support Schemes Administration

To consider proposals relating to Members' Financial Support administration arrangements.

For Decision
(Pages 115 - 124)

(B) Expansion of the City of London Academies Trust

To consider proposals relating to the City of London Academies Trust.

For Decision
(Pages 125 - 130)

22 **Finance Committee**

**(A) New Spitalfields & Billingsgate Markets Waste Management & Market
Cleansing - Extension of Current Contract**

To consider proposals relating to a contract extension.

For Decision
(Pages 131 - 132)

(B) Prestigious Sites Catering Contract - Procurement Stage 2 Award Report

To consider proposals relating to a contract award.

For Decision
(Pages 133 - 136)



MAINELLI, MAYOR

COURT OF COMMON COUNCIL

25th April 2024
MEMBERS PRESENT

ALDERMEN

Alexander Robertson Martin Barr (Alderman)
Sir Charles Edward Beck Bowman (Alderman)
Sir Peter Estlin (Alderman)
Alison Gowman (Alderman)
Prem Goyal OBE (Alderman)
Martha Grekos (Alderwoman)

Timothy Russell Hailes (Alderman)
Robert Picton Seymour Howard (Alderman)
Robert Charles Hughes-Penney (Alderman)
Vincent Keaveny CBE (Alderman)
Alastair John Naisbitt King DL (Alderman)
Dame Susan Langley, DBE (Alderwoman & Sheriff)

Tim Levene (Alderman)
The Rt Hon. The Lord Mayor, Alderman
Professor Michael Raymond Mainelli (Alderman)
Christopher Makin (Alderman)
Sir Andrew Charles Parmley (Alderman)
Susan Jane Pearson (Alderwoman)
Sir William Anthony Bowater Russell (Alderman)

COMMONERS

Joanna Tufuo Abeyie MBE
George Christopher Abrahams
Rehana Banu Ameer, Deputy
Randall Keith Anderson, Deputy
Shahnan Bakth
Jamel Banda
Brendan Barns
Matthew Bell
Ian Bishop-Laggett
Christopher Paul Boden, Deputy
Keith David Forbes Bottomley, Deputy
Tijjs Broeke
Timothy Richard Butcher, Deputy
Henry Nicholas Almroth
Colthurst, Deputy
Anne Corbett, Deputy
Aaron Anthony Jose Hasan
D'Souza
Simon Duckworth, Deputy OBE
DL
Chief Commoner Peter Gerard Dunphy, Deputy
Mary Durcan JP
John Ernest Edwards, Deputy
Helen Lesley Fentimen OBE JP

Anthony David Fitzpatrick
John William Fletcher, Deputy
John Foley
Dawn Frampton
Marianne Bernadette Fredericks, Deputy
Steve Goodman OBE
John Griffiths
Jason Groves
Madush Gupta, Deputy
Christopher Michael Hayward, Deputy
Jaspreet Hodgson
Ann Holmes, Deputy
Amy Horscroft
Michael Hudson
Wendy Hyde
Henry Llewellyn Michael Jones
MBE
Shravan Jashvantrai Joshi, Deputy MBE
Elizabeth Anne King, Deputy
BEM JP
Gregory Alfred Lawrence
Natasha Maria Cabrera Lloyd-Owen
Charles Edward Lord, OBE JP, Deputy

Paul Nicholas Martinelli, Deputy
Andrew Paul Mayer
Catherine McGuinness CBE
Andrew Stratton McMurtrie JP
Timothy James McNally
Wendy Mead OBE
Andrien Gereith Dominic Meyers, Deputy
Brian Desmond Francis Mooney, Deputy BEM
Alastair Michael Moss, Deputy
Eamonn James Mullally
Benjamin Daniel Murphy
Graham Packham
Judith Pleasance
James Henry George Pollard, Deputy
Henrika Johanna Sofia Priest
Jason Paul Pritchard
Nighat Qureishi, Deputy
Alpa Raja, Deputy
Anett Rideg
David Sales
Ruby Sayed

Ian Christopher Norman Seaton MBE
Oliver Sells KC
Dr Giles Robert Evelyn Shilson, Deputy
Tom Sleigh
Sir Michael Snyder, Deputy
Naresh Hari Sonpar
James St John Davis
Mandeep Thandi
James Michael Douglas
Thomson, Deputy
Luis Felipe Tilleria
James Richard Tumbridge
Shailendra Kumar Kantilal Umradia
William Upton KC
Ceri Wilkins
Glen David Witney
Philip Woodhouse
Dawn Linsey Wright, Deputy
Irem Yerdelen

1. Chief
Commoner

Pursuant to the decision of the Court of 12 October 2023, the Lord Mayor invited Peter Dunphy to take up the office of Chief Commoner for the ensuing year.

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

Resolved unanimously – 'That this Honourable Court wishes to extend to

Deputy Ann Holmes

Its sincere gratitude for the manner in which she has undertaken the role of Chief Commoner for 2023/24.

Ann's year commenced at the same time of the Coronation of His Majesty King Charles III. During this period, in the spring of 2023, the long-established close relationship between the City and Crown were brought to the fore and was ultimately marked with a dinner at the Mansion House in the Autumn, at which Their Majesties the King and Queen attended and partook in a historic ceremony that takes place upon the first visit of the new Sovereign to the City of London. Ann's involvement with the complex arrangements were conducted with her usual ease, pragmatism and enjoyment.

Of course, this was one of many high profile civic and ceremonial engagements of national importance over the past twelve months. Later in the year, the Chief played an integral role in the arrangements for the first State Banquet at Guildhall under the King's reign, marking the visit of His Excellency Yoon Suk Yeol, President of the Republic of Korea and his wife, Mrs Kim Keon. Ann performed her duties superbly and offered great support in arrangements, ensuring the event's success.

Other highlights marking the Chief Commoner's tenure include the Civic Dinner Programme, for which Ann embodied the City Corporation's unique convening power by ensuring that diverse and eclectic groups of people were brought together. A theme she took forward by taking active interest in the Faith and Diversity events hosted by the Guildhall. Finally on the aspect of ceremonial, it should not go without recognition that Ann took the arrangements for the Lighting Up Deputation in her stride, with some heralding it as one of the funniest they had ever seen.

Beyond these events, Ann's year in office has, crucially, been defined by the energy and determination she has demonstrated in tackling some of the more confronting matters of this Honourable Court. Unwavering, as Chair of the newly established Member Development and Standards Sub-Committee, Ann spearheaded and successfully implemented a new approach to informal conflict resolutions between Members. Her continuous pastoral support informed by countless meetings with Members and an 'open door' policy has been fundamental to changing the culture and ways of working. This is a significant legacy which has undoubtedly benefitted all Members of this Honourable Court and, indeed, future Honourable Courts.

In her role as Chair, Ann has also capably promoted the development of a comprehensive Member Learning and Development Strategy, supporting the delivery of tens of training opportunities for Members over the course of the last six months alone, and has already set the ball rolling for a first-class induction programme for the all-out elections next year in 2025. This programme far exceeds what we have had in place for previous years and has benefitted immensely from her personal skills, experience and expertise in education and training.

In implementing all of these workstreams, Ann has not foregone her extensive committee responsibilities, regularly attending meetings not only of her own Committees, but of many others, keeping her finger firmly on the pulse of the wider Court and areas of burgeoning interest.

In taking their leave of the Chief Commoner and in thanking her formally and sincerely, her colleagues wish to express their appreciation not only to Ann, but also to David, who, with unfailing discernment, good humour and generosity, has supported the Chief Commoner over this past year. We thank them both for their hospitality, selflessness, and drive for improvement, and wish them both good health and happiness for many years to come.'

Deputy Ann Holmes was heard in reply, expressing her thanks to the Court.

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

3. Declarations There were none.

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

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

Resolved – That:

1. the several Committees, as listed and amended, be appointed until the first meeting of the Court in April, 2025; and that the terms of reference and constitutions, with the various amendments highlighted, be also approved; and
2. Standing Order 29(2) be waived for the Barbican Residential Committee for the 2024/25 civic year, on the basis that the Barbican Residential Committee is at a critical stage in overseeing the Barbican Estate Office Transformation Programme and related projects, and that continuity of leadership on the Committee is crucial for the successful delivery of the recommendation by Independent Consultants, Altair.

The Court proceeded to consider the following appointments:-

Where appropriate:

** Denotes a Member standing for re-appointment by the Court of Common Council.*

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

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

(Contest)

Nominations received:-

*Deputy Rehana Ameer
Deputy Timothy Butcher
Deputy Simon Duckworth OBE DL
*Deputy Marianne Fredericks
Steve Goodman OBE
Deputy Madush Gupta
Jaspreet Hodgson
^Deputy Ann Holmes
Gregory Lawrence
*^Deputy Andrien Meyers
^Deputy Alastair Moss
^Ruby Sayed
Naresh Sonpar
Deputy Dawn Wright

Read.

(B) City of London Police Authority Board (Three vacancies)

(Contest)

Nominations received:-

*Jason Groves
Deputy Madush Gupta
*Alderman Timothy Hailes JP
Jacqui Webster

Read.

(C) Gresham Committee (City Side) (Three vacancies)

(Contest)

Nominations received:-

*Deputy Keith Bottomley
*Deputy Charles Edward Lord OBE JP
Timothy McNally
Deputy Alpa Raja
Ruby Sayed
*Philip Woodhouse

Read.

(D) Barbican Centre Board (Three vacancies)

(Contest)

Nominations received:-

Brendan Barns
*^Tijs Broeke
Aaron D'Souza
Alderman Nicholas Lyons

Deputy Alpa Raja
Anett Rideg
Jacqui Webster

Read.

- (E) **Board of Governors of the Guildhall School of Music and Drama** (Four vacancies)

(Contest)

Nominations received:-

*Deputy Randall Anderson
Brendan Barns
Caroline Haines
Suzanne Ornsby KC
Deputy Alpa Raja

Read.

- (F) **Health and Wellbeing Board** (One vacancy)

(Contest)

Nominations received:-

^Ruby Sayed
Ceri Wilkins

Read.

- (G) **Audit & Risk Management Committee** (Two vacancies)

(Uncontested)

Nominations received:-

Deputy Elizabeth King BEM JP
Alderman Kawsar Zaman

Read.

Whereupon the Lord Mayor declared Deputy Elizabeth King BEM JP and Alderman Kawsar Zaman to be appointed to the Audit and Risk Management Committee.

- (H) **Pensions Committee** (Three vacancies)

(Uncontested)

Nominations received:-

*Deputy Timothy Butcher
*Deputy Madush Gupta
Alderman Gregory Jones KC

Read.

Whereupon the Lord Mayor declared Deputy Timothy Butcher, Deputy Madush Gupta and Alderman Gregory Jones KC to be appointed to the Pensions Committee.

(I) **Digital Services Committee** (Three vacancies)

(Uncontested)

Nominations received:-

*Ian Bishop-Laggett

*Deputy Madush Gupta

Read.

Whereupon the Lord Mayor declared Ian Bishop-Laggett and Deputy Madush Gupta to be appointed to the Digital Services Committee.

(J) **Education Board** (Three vacancies)

(Uncontested)

Nominations Received:-

Deputy Elizabeth King BEM JP

Ruby Sayed

*Naresh Sonpar

Read.

Whereupon the Lord Mayor declared Deputy Elizabeth King BEM JP, Ruby Sayed and Naresh Sonpar to be appointed to the Education Board.

(K) **Corporate Services Committee** (Two vacancies)

(Uncontested)

Nominations Received:-

*Deputy Henry Colthurst

Benjamin Murphy

Read.

Whereupon the Lord Mayor declared Deputy Henry Colthurst and Benjamin Murphy to be appointed to the Corporate Services Committee.

(L) **Epping Forest & Commons Committee** (One vacancy)

(Uncontested)

Nominations Received:-

Jaspreet Hodgson

Read.

Whereupon the Lord Mayor declared Jaspreet Hodgson to be appointed to the Epping Forest & Commons Committee.

(M) **Natural Environment Board and West Ham Park Committee** (Two vacancies)

(Uncontested)

Nominations Received:-

Deputy Anne Corbett

*James St John Davis

Read.

Whereupon the Lord Mayor declared Deputy Anne Corbett and James St. John Davis to be appointed to the Natural Environment Board and West Ham Park Committee.

(N) **Barbican Residential Committee** (Two vacancies)

(Uncontested)

Nominations Received:-

*Deputy Anne Corbett

*John Foley

Read.

Whereupon the Lord Mayor declared Deputy Anne Corbett and John Foley to be appointed to the Barbican Residential Committee.

(O) **Licensing Committee** (Three vacancies)

(Uncontested)

Nominations Received:-

*Anthony Fitzpatrick

*Deputy Marianne Fredericks

Read.

Whereupon the Lord Mayor declared Anthony Fitzpatrick and Deputy Marianne Fredericks to be appointed to the Licensing Committee.

(P) **Markets Board** (Four vacancies)

(Uncontested)

Nominations Received:-

*Hugh Selka

*James Tumbridge

*Philip Woodhouse

Read.

Whereupon the Lord Mayor declared Hugh Selka, James Tumbridge and Philip Woodhouse to be appointed to the Markets Board.

(Q) **Civic Affairs Sub-Committee** (Three vacancies)

(Uncontested)

Nominations Received:-

Deputy Charles Edward Lord OBE JP

Timothy McNally

*James St John Davis

Read.

Whereupon the Lord Mayor declared Deputy Charles Edward Lord OBE JP, Timothy McNally and James St. John Davis to be appointed to the Civic Affairs Sub-Committee.

(R) **Equality Diversity and Inclusion Sub-Committee** (Two vacancies)

(Uncontested)

Nominations Received:-

*Dr Joanna Abeyie

*Judith Pleasance

Read.

Whereupon the Lord Mayor declared Dr Joanna Abeyie and Judith Pleasance to be appointed to the Equality Diversity and Inclusion Sub-Committee.

(S) **Capital Buildings Board** (Two vacancies)

(Uncontested)

Nominations Received:-

Deputy Madush Gupta

*Philip Woodhouse

Read.

Whereupon the Lord Mayor declared Deputy Madush Gupta and Philip Woodhouse to be appointed to the Capital Buildings Board.

(T) **Member Development and Standards Sub-Committee** (Two vacancies)

(Uncontested)

Nominations Received:-

*Eamonn Mullally

*Deputy Nighat Qureishi

Read.

Whereupon the Lord Mayor declared Eamonn Mullally and Deputy Nighat Qureishi to be appointed to the Member Development and Standards Sub-Committee.

The Court proceeded, in accordance with Standing Order No.10, to ballot on each of the foregoing contested vacancies, including those listed at Item 6 on the agenda.

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

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

6.
Appointments
to
Vacancies on
Ward
Committees

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

(A) **Community and Childrens Services Committee** (Four vacancies)

(Contest)

Nominations received:-

Munsur Ali

Dawn Frampton

Steve Goodman OBE

Natasha Lloyd-Owen

Jacqui Webster

Read.

(B) Finance Committee (One vacancy)

(Uncontested)

Nominations received:-

Philip Woodhouse

Read.

Whereupon the Lord Mayor declared Philip Woodhouse to be appointed to the Finance Committee.

(C) Port Health and Environmental Services Committee (One vacancy)

(Uncontested)

Nominations received:-

Deputy Elizabeth King BEM JP

Read.

Whereupon the Lord Mayor declared Deputy Elizabeth King BEM JP to be appointed to the Port Health and Environmental Services Committee.

(D) Culture, Heritage and Libraries Committee (One vacancy)

(Contest)

Nominations received:-

Aaron D'Souza.

Read.

Whereupon the Lord Mayor declared Aaron D'Souza to be appointed to the Culture, Heritage and Libraries Committee.

7. Mayoral
engagements

The Lord Mayor provided the Court with an update on his recent engagements, including visits to Hong Kong and China, and Italy, and the Lord Mayor's Children's Party.

8. Policy
Statement

The Chairman of the Policy and Resources Committee took the opportunity to provide a statement, informing the Court of the plans to refresh the Destination City programme as well as his recent trips to Switzerland, Manchester and the Golden Lane Estate.

9. **Finance Committee**

(Deputy Henry Nicholas Almroth Colthurst)

9 April 2024

Central London Works – additional grant funding and increase in contract value

The Court considered a report of the Finance Committee concerning a funding agreement.

Resolved – That the Court of Common Council approves:

- a) The signing of an addendum to the Finance and Costings Framework with DWP to enable the receipt of this £2.5m.
- b) The increase of the contract value of Central London Works by £2.5m.

10. Motions

Resolved - To note action taken under urgency provision in respect of various Ward Committee appointments:

Mooney BEM,
B., Deputy;
Dunphy, P.,
Deputy

(A) By Deputy Brian Mooney

“That Alderman Alastair King be appointed to the Planning & Transportation Committee with effect from 10 April 2024, in the room of Deputy Brian Mooney,

for the Ward of Queenhithe.”

Mooney BEM,
B., Deputy;
Dunphy, P.,
Deputy

(B) By Deputy Brian Mooney

Resolved – “That Deputy Brian Mooney be re-appointed to the Planning & Transportation Committee with effect from 15 April 2024, in the room of Alderman Alastair King, for the Ward of Queenhithe.”

King BEM JP,
L., Deputy;
Dunphy, P.,
Deputy

(C) By Deputy Elizabeth King

“That Natasha Lloyd-Owen be appointed to the Planning & Transportation Committee with effect from 11 March 2024, in the room of Jacqui Webster, for the Ward of Cripplegate.”

King BEM JP,
L., Deputy;
Dunphy, P.,
Deputy

(D) By Deputy Elizabeth King

“That Natasha Lloyd-Owen be appointed to the Port Health & Environmental Services Committee with effect from 11 March 2024, in the room of Jacqui Webster, for the Ward of Cripplegate.”

King BEM JP,
L., Deputy;
Dunphy, P.,
Deputy

(E) By Deputy Elizabeth King

“That Deputy Anne Corbett be appointed to the Planning & Transportation Committee with effect from 10 April 2024, in the room of Natasha Lloyd-Owen, for the Ward of Cripplegate.”

Wright, D.,
Deputy;
Dunphy, P.,
Deputy

(F) By Deputy Dawn Wright

“That Deputy Dawn Wright be appointed to the Planning & Transportation Committee with effect from 10 April 2024, in the room of Michael Cassidy, for the Ward of Coleman Street.”

Anderson, R.,
Deputy;
Dunphy, P.,
Deputy

(G) By Deputy Randall Anderson

“That Steve Goodman be appointed to the Planning & Transportation Committee with effect from 10 April 2024, in the room of Deputy Randall Anderson, for the Ward of Aldersgate.”

11.

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.

Jonathan Paul Amess an Asset Management Battersea, London

Company Director

Anthony Ben Charlwood

Citizen and Basketmaker

Donald Newell

Citizen and Pattenmaker

John Robert Andrews

an Investment Manager

Horsham, West Sussex

Anthony Ben Charlwood

Citizen and Basketmaker

Donald Newell

Citizen and Pattenmaker

Jones Edem Aniclo

a Police Officer

Canning Town, London

Howard Andre Beber

Citizen and Poulter

Kevin George Howard

Citizen and Loriner

a City of London Guide

Welling, London

Timothy Blakeley Austin

Martin John Davies Citizen and Scrivener
Robert Stanley Harrison Citizen and Scrivener

Shabana Kaifi Azmi

an Actress & Social Activist Mumbai, India
Ald. Alastair John Naisbitt King, DL Citizen and Blacksmith
Deputy Brian Desmond Francis Mooney BEM Citizen and Common Councillor

Iona Josephine Bain

a Writer & Broadcaster West Kensington, London
The Rt. Hon The Lord Mayor Citizen and World Trader
Ald. Alastair John Naisbitt King, DL Citizen and Blacksmith

Steven Michael Barrett

a Property Developer and Engineer Waddon, London
Ann-Marie Jefferys Citizen and Glover
Anne Elizabeth Holden Citizen and Basketmaker

Sir William Blackledge Beaumont, GBE DL

Chairman of World Rugby Lytham, Lancashire
Ald. Sir William Anthony Bowater Russell Citizen and Haberdasher
Deputy Charles Edward Lord, OBE, JP Citizen and Broderer

Dr Diana Jane Beech

a Higher Education Association Chief Executive Beckenham, London
The Rt. Hon The Lord Mayor Citizen and World Trader
Ald. Alastair John Naisbitt King, DL Citizen and Blacksmith

Maxine Jane Benson, MBE

a Women Network Company Co-Founder Poole, Dorset
The Rt. Hon The Lord Mayor Citizen and World Trader
Ald. Alastair John Naisbitt King, DL Citizen and Blacksmith

Trevor Robert Bird

an Insurance Company Director Coulsdon, Surrey
Deputy Brian Desmond Francis Mooney BEM Citizen and Common Councillor
Ald. Alastair John Naisbitt King, DL Citizen and Blacksmith

Robert James Brant

a Law Firm Managing Partner Chiswick, London
The Rt. Hon The Lord Mayor Citizen and World Trader
Ald. Robert Charles Hughes-Penney Citizen and Haberdasher

David Michael Braybrook

a Special Educational Needs Consultant Hawes, North Yorkshire
CC John Ross Foley Citizen and Wax Chandler
Richenda Carey Citizen and Feltmaker

Anne Margaret Brister, JP

a Civil Servant Wimbledon, London
Ald. Alison Jane Gowman Citizen and Glover
Ald. Timothy Russell Hailes, JP Citizen and Pewterer

Anthony David Norman Brummitt <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	an Independent Financial Adviser <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Mortlake, London
Sebastian Liam Hammond Carroll <i>Veronica Anne Spofforth</i> <i>David Mark Spofforth, OBE</i>	a Student <i>Citizen and Baker</i> <i>Citizen and Horner</i>	Kensington, London
Christopher Mark Clay, JP <i>Simon Stuart Walsh</i> <i>Rev Gary Laurence Powell</i>	a Civil Celebrant <i>Citizen and Loriner</i> <i>Citizen and Loriner</i>	Doncaster, South Yorkshire
Clare Jane Connor <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Dance School Chief Executive <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Forest Gate, London
Daniel Mark Coshall <i>Steven William Tamcken</i> <i>Andrew Paul Mayes</i>	an Office Supplies Company Managing Director <i>Citizen and Basketmaker</i> <i>Citizen and Firefighter</i>	Bexleyheath, Kent
Neil Richard Craze <i>Tony Robert Pattison</i> <i>Deputy James Henry George Pollard</i>	an Investment Manager <i>Citizen and Needle-maker</i> <i>Citizen and Skinner</i>	West Wimbledon, London
Tracy Anne Dowling <i>Steven William Tamcken</i> <i>Andrew Paul Mayes</i>	an Employment Support Worker <i>Citizen and Basketmaker</i> <i>Citizen and Firefighter</i>	Bexleyheath, Kent
Jan Frederic Eduard Eger <i>Ald. Timothy Russell Hailes, JP</i> <i>Deputy Madush Gupta</i>	a Head of Government Relations <i>Citizen and Pewterer</i> <i>Citizen and Common Councillor</i>	Fulham, London
Louise Elliott <i>CC James St John Davis</i> <i>Oliver Matthew St John Davis</i>	a Retail Sales Manager <i>Citizen and Gardener</i> <i>Citizen and Woolman</i>	Oxted, Surrey
Chief Derek Anthony Epp <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Robert Charles Hughes-Penney</i>	Chief of Tzeachten First Nation <i>Citizen and World Trader</i> <i>Citizen and Haberdasher</i>	Chilliwack, British Columbia, Canada
Mark Field <i>Robert Maurice Andrews</i> <i>John Dominic Reid, OBE</i>	an International Trade Consultant <i>Citizen and Gold & Silver Wyre Drawer</i> <i>Citizen and Grocer</i>	Toronto, Ontario, Canada
Daniel Matthew Fitzgerald <i>CC Caroline Wilma Haines</i> <i>Paul Christian Bobjerg-Jensen</i>	a Taxi Driver and Boxing Coach <i>Citizen and Educator</i> <i>Citizen and Baker</i>	Kennington, London

Lloyd Stuart Gash <i>CC James St John Davis</i> <i>Oliver Matthew St John Davis</i>	a University Lecturer <i>Citizen and Gardener</i> <i>Citizen and Woolman</i>	Shepperton, Surrey
John Barrie Goodinson <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	a Banker <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Beckenham, Kent
Amy Florence Mary Green <i>Ald. Prem Babu Goyal, OBE</i> <i>Deputy Rehana Banu Ameer</i>	a Chartered Insurance Professional <i>Citizen and Goldsmith</i> <i>Citizen and Common Councillor</i>	Horsham, West Sussex
Professor Stephen George Sidney Hagen <i>Charles Edward Gill</i> <i>John Anthony James</i>	a University Dean <i>Citizen and Butcher</i> <i>Citizen and Skinner</i>	Bath, Somerset
Professor Kim Rachael Hardie <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Professor of Microbiology <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Nottingham, Nottinghamshire
Mark Andrew Hargreaves <i>Simon Stuart Walsh</i> <i>Rev. Gary Laurence Powell</i>	a Police Officer, retired <i>Citizen and Loriner</i> <i>Citizen and Loriner</i>	Barnsley, South Yorkshire
Lloyd Seymour Harrison <i>Richard Gary Stephen Miller</i> <i>John Charles Jordan</i>	a Prison Officer, retired <i>Citizen and Glover</i> <i>Citizen and Glover</i>	Aylesbury, Buckinghamshire
Emma Kay Hill <i>CC David James Sales</i> <i>CC Shailendra Kumar Kantilal Umradia</i>	a Crew Dispatch & Training Support Manager <i>Citizen and Insurer</i> <i>Citizen and Information Technologist</i>	Romford, Essex
Sayce Donique Holmes-Lewis <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Mentoring Organisation Chief Executive <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Bromley, London
Allan Charles Hosking <i>Adarsh Kumar Sharma</i> <i>Paresh Bhanji Modasia</i>	a Farmer <i>Citizen and Chartered Accountant</i> <i>Citizen and Apothecary</i>	Kingsbridge, Devon
Marcus James Jamieson-Pond <i>Ald. Alison Jane Gowman</i> <i>Andrew Charles Marsden</i>	a Photography Company Managing Director <i>Citizen and Glover</i> <i>Citizen and Marketor</i>	Watford, Hertfordshire
Leslie Eric Winston Jardine <i>Simon Stuart Walsh</i> <i>Anthony Sharp</i>	an Information Technology Consultant <i>Citizen and Loriner</i> <i>Citizen and Loriner</i>	Surbiton, Surrey

Lisa Michele Jenner <i>CC Ian Bishop-Laggett</i> <i>CC Timothy James McNally</i>	a Crematoria Administrator <i>Citizen and Information Technologist</i> <i>Citizen and Glazier</i>	Enfield, London
Søren Ulrik Jessen <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Restaurateur <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Shepherds Bush, London
Andrew Stephen Jilks <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	an Investment Banker <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Epsom, Surrey
Chief David Joseph Jimmie <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Robert Charles Hughes-Penney</i>	Chief of Squiala First Nation <i>Citizen and World Trader</i> <i>Citizen and Haberdasher</i>	Chilliwack, British Columbia, Canada
Bryn Rhys Jones <i>Deputy Christopher Michael Hayward</i> <i>Judith Rich, OBE</i>	a Travel Agency Executive, retired <i>Citizen and Pattenmaker</i> <i>Citizen and Musician</i>	Chief Herne Bay, Kent
Mark Kelly, KC <i>Ald. Kawsar Zaman</i> <i>Ald. Prem Babu Goyal, OBE</i>	a Barrister <i>Citizen and Alderman</i> <i>Citizen and Goldsmith</i>	Croydon, London
Angela Mary Kelly-Burns <i>Ann-Marie Jefferys</i> <i>Anne Elizabeth Holden</i>	a Law Firm Director of Finance, retired <i>Citizen and Glover</i> <i>Citizen and Basketmaker</i>	Worcester Park, Surrey
Bryan Larkin <i>Ald. Prem Babu Goyal, OBE</i> <i>Ald. Alexander Robertson Martin Barr</i>	an Accountant <i>Citizen and Goldsmith</i> <i>Citizen and Ironmonger</i>	Cranbrook, Kent
Henry George Meriton Long <i>CC Nicholas Michael Bensted-Smith</i> <i>Oliver Peter Bensted-Smith</i>	a Surveyor <i>Citizen and Loriner</i> <i>Citizen and Loriner</i>	Battersea, London
Ian John Elliot Macdonald <i>Deputy Christopher Michael Hayward</i> <i>Judith Rich, OBE</i>	a Television Company Operations Manager, retired <i>Citizen and Pattenmaker</i> <i>Citizen and Musician</i>	East Grinstead, West Sussex
Gillian Sarah Maclean, MBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Hospitality Company Founder and Chief Executive <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Southwark, London

<p>Roderick Donald Maracle</p> <p><i>The Rt. Hon The Lord Mayor</i> <i>Ald. Robert Charles Hughes-Penney</i></p>	<p>Chief of the Mohawks of the Bay of Quinte <i>Citizen and World Trader</i> <i>Citizen and Haberdasher</i></p>	<p>Deseronto, Ontario, Canada</p>
<p>Neil Edward McCarthy</p> <p><i>Paul Howard Thistlethwaite</i> <i>George Thomas Morris</i></p>	<p>an Information Technology Project Manager <i>Citizen and Security Professional</i> <i>Citizen and Plaisterer</i></p>	<p>Grays, Essex</p>
<p>Anthony Jan Michael Meggs, CB</p> <p><i>CC Catherine Sidony McGuinness, CBE</i> <i>Deputy Christopher Michael Hayward</i></p>	<p>a Nuclear Site Chairman <i>Citizen and Solicitor</i> <i>Citizen and Pattenmaker</i></p>	<p>Kensington, London</p>
<p>Gerald Gordon Mehrrens</p> <p><i>CC Catherine Sidony McGuinness, CBE</i> <i>Deputy Christopher Michael Hayward</i></p>	<p>an Education Consultant <i>Citizen and Solicitor</i> <i>Citizen and Pattenmaker</i></p>	<p>East Barnet Village, Hertfordshire</p>
<p>Daniel Paul Moodey</p> <p><i>Anthony Sharp</i> <i>Lawrence John Day</i></p>	<p>an Electrical Contracting Company Director <i>Citizen and Loriner</i> <i>Citizen and Maker of Playing Cards</i></p>	<p>Writtle, Essex</p>
<p>Mark Lee Noble</p> <p><i>CC David James Sales</i> <i>Nicholas James Redgrove</i></p>	<p>an Underwriter <i>Citizen and Insurer</i> <i>Citizen and Insurer</i></p>	<p>Broxbourne, Hertfordshire</p>
<p>Isobel Pauline Obeng-Dokyi</p> <p><i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i></p>	<p>a Business Development Company Chief Executive <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i></p>	<p>Tottenham, London</p>
<p>Anne Therese O'Hara</p> <p><i>Daniel Joseph Regan, MBE</i> <i>Simon John Bartley</i></p>	<p>an Asset Manager <i>A Citizen and Educator of London</i> <i>Citizen and Lightmonger</i></p>	<p>Croydon, London</p>
<p>Mary Sylvia O'Hara</p> <p><i>Daniel Joseph Regan, MBE</i> <i>Simon John Bartley</i></p>	<p>a Speech and Language Therapist <i>Citizen and Educator</i> <i>Citizen and Lightmonger</i></p>	<p>Croydon, London</p>
<p>Leyla Gabrielle Ostovar</p> <p><i>Ald. Martha Grekos</i> <i>Deputy Alpa Raja</i></p>	<p>a Financial News Service Managing Director <i>Citizen and Chartered Architect</i> <i>Citizen and Common Councillor</i></p>	<p>Epsom, Surrey</p>
<p>Steven Parker</p> <p><i>Adarsh Kumar Sharma</i> <i>Paresh Bhanji Modasia</i></p>	<p>an Electrical Contractor <i>Citizen and Chartered Accountant</i> <i>Citizen and Apothecary</i></p>	<p>Whitchurch, Bristol</p>

Dr Ole Bjoern Peters <i>The Rt. Hon The Lord Mayor Ald. Alastair John Naisbitt King, DL</i>	a Physicist <i>Citizen and World Trader Citizen and Blacksmith</i>	Cascais, Portugal
David Anthony Pilkington <i>Terry Kenneth Morris Martin Stewart Earle</i>	a Funeral Director and Toastmaster <i>Citizen and Pewterer Citizen and Builders Merchant</i>	Pilgrims Hatch, Essex
Nicholas James Harries Poole <i>Deputy Sir Michael Snyder Ald. Alexander Robertson Martin Barr</i>	a Library & Information Association C.E.O. <i>Citizen and Needlemaker Citizen and Ironmonger</i>	Kingston Upon Thames, London
Timothy James Potter <i>Ann-Marie Jefferys Anne Elizabeth Holden</i>	an Investment Analyst, retired <i>Citizen and Glover Citizen and Basketmaker</i>	Marlow, Buckinghamshire
Mark Simon Searle <i>CC David James Sales Nicholas Maxwell Lloyd Hughes</i>	an Air Transport Association Safety Director <i>Citizen and Insurer Citizen and Solicitor</i>	Chavannes-des-Bois, Switzerland
Cllr Dr Manju Shahul-Hameed <i>Deputy Rehana Banu Ameer Mark Watson-Gandy</i>	a Councillor <i>Citizen and Common Councillor Citizen and Scrivener</i>	Coulsdon, Croydon
Brian Smith <i>Paul Bernard Sylvester David John Hammond</i>	a Commercial Director <i>Citizen and Scrivener Citizen and Goldsmith</i>	Harlaxton, Grantham, Lincolnshire
Robert Vincent Stephenson-Padron, OBE <i>Rafael Steinmetz Leffa Yanyan Song</i>	a Social Care Managing Director <i>Citizen and International Banker Citizen and Fletcher</i>	Chiswick, London
Kamlesh Desaiibhai Patel <i>Deputy Rehana Banu Ameer Deputy Christopher Michael Hayward</i>	a Spiritual Leader <i>Citizen and Common Councillor Citizen and Pattenmaker</i>	New York, United States of America
Robert Lindsay Stevenson <i>Bettine Valerie Evans Stephen John Fitz-Gerald</i>	an Actor and Director <i>Citizen and Coachmaker & Coach Harness Maker Citizen and Coach Maker & Coach Harness Maker</i>	Gerrards Cross, Buckinghamshire
The Rt. Hon. The Lord Hugo George William Swire, KCMG <i>Ald. Sir William Anthony Bowater Russell</i>	a Peer of the Realm <i>Citizen and Haberdasher</i>	Chelsea, London

<i>Ald. Prem Babu Goyal, OBE</i>	<i>Citizen and Goldsmith</i>	
Garry John Timmins	a Livery Company Facilities Manager	Barbican, London
<i>Major Anthony Hugh Samuel Gabb, TD</i>	<i>Citizen and Wax Chandler</i>	
<i>David Anthony Bickmore</i>	<i>Citizen and Wax Chandler</i>	
Paul John Turner	a Real Estate Company Managing Director, retired	Cirencester, Gloucestershire
<i>Glynn Jones</i>	<i>Citizen and Basketmaker</i>	
<i>Joanna Mary Cadman</i>	<i>Citizen and Plaisterer</i>	
David Benjamin Tyler	a Technology Company Co-Founder	Hackney, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Ald. Alastair John Naisbitt King, DL</i>	<i>Citizen and Blacksmith</i>	
Angela Mary Warren	a Banker	Chislehurst, Kent
<i>Vincent Dignam</i>	<i>Citizen and Carman</i>	
<i>John Paul Tobin</i>	<i>Citizen and Carman</i>	
Andrew Richard Charles Whibley	a Head of Learning and Customer Development	Whitechapel, London
<i>CC Thomas Charles Sleigh</i>	<i>Citizen and Common Councillor</i>	
<i>CC Tijs Broeke</i>	<i>Citizen and Goldsmith</i>	
Charlotte Whipman	a Financial Services Company Executive Director	Woking, Surrey
<i>CC James St John Davis</i>	<i>Citizen and Gardener</i>	
<i>Oliver Matthew St John Davis</i>	<i>Citizen and Woolman</i>	
Constantinos Zachariades	a Student	Bath, Somerset
<i>Craig Stuart Philip Harding</i>	<i>Citizen and Constructor</i>	
<i>Richard Gary Stephen Miller</i>	<i>Citizen and Glover</i>	

13. Questions

Deputy John Fletcher to the Chairman of the Policy and Resources Committee

Charities in the Square Mile

Deputy John Fletcher asked a question of the Chairman of the Policy and Resources Committee, relating to the number of registered charities within the Square Mile and whether there was a directory used to ensure they were invited to relevant Corporation networking events.

In reply, the Chairman informed the Court that there were an estimated over 300 charities registered in the Square Mile. Charity stakeholders were recorded in the Customer Relationship Management system, but this included national and international charities with which the City Corporation had relationships. While there was currently no directory of charity occupiers in the Square Mile. However, the Chairman had asked officers to compile such a list. The Chairman also encouraged Members to put forward suggestions of businesses, charities or individuals whose attendance would advance the Corporation's strategic aims to the relevant event host or the City Remembrancer's Team.

Deputy Fletcher asked a supplementary question, asking how to identify other areas of City life that could be leveraged as part of Destination City. The Chairman said the Destination City review had recommended the creation of a central hub to draw on expertise across the Square Mile in this manner.

London Underground

David Sales to
the Chairman
of the Planning
and
Transportation
Committee

David Sales asked a question of the Chairman of the Planning and Transportation Committee, asking for further information on how the City Corporation could influence Transport for London (TfL), with specific reference to the Central Line.

The Chairman replied, noting that TfL was vital to London and the City of London's economic vibrancy. Its services enabled workers, residents and visitors to travel to the Square Mile in a sustainable way, and the reliability of the network was of key strategic importance. The Chairman informed the Court that he had called for a strategic meeting with TfL to ensure that the City Corporation's concerns were recognised in relation to the Central Line. Noting that TfL's latest short-term funding agreement was about to expire and challenges for the long-term arrangements. Given upcoming local and possible general election, the City Corporation was engaging with all parties.

David Sales asked a supplementary question, asking for reassurance that the City Corporation would be advising all stakeholders on the ongoing situation. In reply, the Chairman said he would work with officers on effective communication.

Questions at Court

Andrew
McMurtrie to
the Chairman
of Policy and
Resources

Andrew McMurtrie asked a question of the Chairman of the Policy and Resources Committee, asking if the Chairman would commit to a review of Standing Orders relating to Court questions.

In reply, the Chairman provided his views on the importance that questions provided for accountability. He was aware that a number of Members had queried whether the question sessions at Court were as constructive as they could be, and if some questions would be better asked in a different forum. In some cases, questions may be better put at Committee, or direct to officers where a technical response is required.

The question was an important reminder that the Standing Orders need not remain static and could be reviewed – through the proper process – to improve the way that the Court of Common Council conducted its business. The Chairman accordingly undertook, if Members were supportive, to instruct the Town Clerk to commission a targeted review of Standing Orders in this coming civic year to explore improving some of the ways in which Court meetings work including Questions, as well as some other areas that this Honourable Court has already flagged, such as Ward Committee nominations.

The Chairman was conscious that this would signal yet another review but was assured by officers that there are potential efficiencies to be gained in such a process, both for Members and Officers, and so the endeavour would be a valuable one.

Alderwoman Martha Grekos asked as a supplementary question, on whether the Chairman felt that the changes to the format of Court questions was undermining the Court's democracy.

In reply, the Chairman reiterated his view that the exercise of democratic accountability through questions was of fundamental importance and disagreed that changes undermined democracy.

Deputy Marianne Fredericks asked a supplementary question, asking if the review would include consideration of Standing Orders 11(9) and 37(3), which governed the use of motions to end debates at the Court and Committee meetings. In reply, the Chairman said that the review would consider all aspects of the Standing Orders.

Deputy Marianne Fredericks asked a further supplementary question, asking if the Chairman had considered the public perception of Members moving to end debates. The Chairman replied to note that these motions were always put to all Members of the Court or Committee to approve, and thus the decision was ultimately made by a majority of Members.

Michael Hudson asked the Chairman if he agreed that the asking of a question at Court should be a last resort. The Chairman agreed, saying that routine questions asked of officers would usually provide satisfactory answers. If Members did not receive satisfactory answers, they should raise their question at a Committee meeting. Asking a question at Court should be a final option.

Gregory Lawrence asked the Chairman if he would consider extending the allotted time for questions at Court to 60 minutes. In reply, the Chairman said that the review would look, over the following civic year, at how to rearrange the Standing Orders and would return to Members for decision.

Socio-economic diversity

Natasha Lloyd-Owen to the Chairman of the Policy and Resources Committee

Natasha Lloyd-Owen asked a question of the Chairman of the Policy and Resources Committee, requesting that the Chairman explore ways in which to implement the Socio-Economic Duty (SED) within all Council policies and encouraging partnership institutions to adopt the SED.

The Chairman confirmed that the City Corporation had recently agreed its Equality Objectives, one of which related to socio-economic mobility.

The Chairman felt it was reasonable for the suggestion to be considered as part of the work to deliver on that objective, noting the considerable current workload pressure on the Equality Diversity and Inclusion Team. He would be interested to learn whether or not the 'opting-in' referred to had had a measurable difference on social mobility in the places listed in the question. The City Corporation was committed to measuring its social mobility as an employer through its membership of the Social Mobility Index and continued to support Progress Together which promoted social mobility in the Financial and Professional Services sector.

As a supplementary question, Natasha Lloyd-Owen asked if the Chairman agreed

that leaders in local government should not hold entry in organisations that barred women from joining. In reply, the Chairman said that private clubs were private organisations which made decisions on their membership within the law. It was for individuals to decide on whether they should join such organisations.

Alderman Susan Pearson said that members of masonic lodges were networking and establishing relationships behind closed doors from which women were excluded and asked the Chairman if he thought that this happened at the City Corporation and if it disadvantaged women.

The Chairman said that he had never experienced this, and that he was not aware that any other Members had. Masonic lodges were not illegal organisations and he did not believe that membership of a masonic lodge undermined the work of the City Corporation.

Access restrictions at the Guildhall and Mansion House

Alderman Martha Grekos asked a question of the Chairman of the Policy and Resources Committee, concerning the attendance of the Chinese Ambassador at a Mansion House event.

Alderman
Martha Grekos
to the
Chairman of
the Policy and
Resources
Committee

In reply, the Chairman confirmed that the Chinese Ambassador had been present at the Mansion House for a Chinese New Year charity reception in February of this year. There were specific circumstances that led to the Chinese Ambassador being excluded from the Parliamentary Estate, namely the sanctioning of certain Members of Parliament. The Chairman said that this was a matter for the Speakers of the House of Commons and the House of Lords. The Chairman felt it was incorrect to say that the City Corporation is not following the national lead on engagement with China. The City Corporation was guided by His Majesty's Government (HMG) in matters of foreign policy.

As a supplementary question, Alderman Grekos asked if the Chairman thought that promoting trade justified appeasing brutality. The Chairman replied that the City Corporation's role was to promote trade and business, not to engage in foreign policy. The Corporation had been active in China for many years, with officers based there since 2008. More than 40 Chinese financial institutions were based in the Square Mile, with more in the process of setting up offices. The Chairman said that it was right to continue to engage with China, in close collaboration with the Foreign, Commonwealth and Development Office (FCDO), for as long as HMG was supportive of the City Corporation's role. The City Corporation abided by HMG's robust and constructive approach to relationships with China through the Integrated Review Refresh.

The Chairman quoted officials at the FCDO: *"His Majesty's Government continues to engage with China in line with its Integrated Review Refresh on trade and commercial matters and regards this activity as necessary to support the business interests of UK companies. His Majesty's Government appreciates and supports the role of the City of London Corporation in this regard."*

As the Chinese ambassador was an official member of the diplomatic Corp, and the representative of Chinese government in the UK, the Chairman said that it was

inevitable that commercial and trade ties were in part pursued through the Chinese embassy. It was the position of the City Corporation that there continued to be benefit in cooperation with China on green finance, Foreign Direct Investment and in closer working between London and Shanghai stock exchanges.

There was regular contact with the FCDO and with business to ensure that the City Corporation's activities were always both in line with government policy and continue to be valued by the stakeholders it represented and advocated on behalf of. The Chairman said that the City Corporation's engagement would be adjusted if either of those things changed.

Golden Lane Estate

Ceri Wilkins asked a question of the Chairman of the Policy and Resources Committee regarding works on the Golden Lane Estate.

Ceri Wilkins to
the Chairman
of the Policy
and Resources
Committee

In reply, the Chairman said he had been glad to be able to visit the Golden Lane Estate on 4 April 2024, in the company of the Honourable Members. He was pleased to see the pilot flat in Crescent House but had been disheartened and frustrated to see so much of the Estate in disrepair. This was due to decades of underinvestment in repairs. It was clear that repairs and maintenance across all of the City Corporation's housing estates had not been prioritised effectively for many years. Officers were aware of the issues and were progressing with filling a number of key positions that are currently vacant, including Heads of Maintenance and a Contract & Compliance Manager for the external maintenance contract.

An improvement plan had been agreed with the maintenance contractor to push them on performance ahead of a new maintenance contract being let next year. Officers had provided assurance that a number of immediate issues would be dealt with as a priority, such as the removal of old signage, and the fixing of broken railings and damaged glass. The Chairman had asked for monthly updates on progress against these issues.

The full windows replacement programme could not begin until early next year and will take to 2030 to complete. The Chairman personally found those timescales unacceptable and informed Members that he intended to instruct officers to improve on those timelines. He hoped to be able to revert to the court with a more substantive and satisfactory outcome in the near future. The City Corporation had committed £29m for Golden Lane Estate upgrades, including the windows but residents understandably want assurances about the timings of those upgrades.

Noting the extensive review of the Barbican Estate Office, Ceri Wilkins asked as a supplementary question if the Chairman would support a similar review of the Golden Lane Estate Office.

In reply, the Chairman said that this would be the responsibility of the Community and Children's Services Committee as the relevant service Committee.

Pursuant to Standing Order 13(9) the time limit for the putting and answering of questions, including supplementary questions, was reached.

14. Ballot
results

There was no ballot at the last Court.

15. **CITY OF LONDON POLICE AUTHORITY BOARD**

(Deputy James Thomson)

7 February 2024

Refreshed City of London Policing Plan 2022-25

The Court received a report of the City of London Police Authority Board concerning the City of London Policing Plan 2022-25.

The Chair spoke to introduce the report, reflecting on the local importance of ensuring the security of the Square Mile, and the national importance of fighting fraud and cyber-crime, and the priority of putting victims at the heart of the City of London Police's work to maintain public trust and confidence in policing. He concluded his speech by thanking those he had worked with during his five years as Chair of the Board.

A Member asked the Chair for an update on accommodation for police horses. In reply, the Chair said that retaining stables for police horses in the Square Mile remained one of his highest priorities, and if elected Deputy Chair he would work to ensure that a location was identified in 2024.

Resolved – that the report be noted.

16. **FINANCE COMMITTEE**

(Deputy Henry Nicholas Almroth Colthurst)

14 March 2024

Report of Urgent Action Taken: Setting a Small Business Multiplier for the City Premium

The Court received a report of the Finance Committee relating to action taken under urgency procedures.

Resolved – that the report 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:-

Statutory Instruments

Date In Force

**The Levelling-up and Regeneration Act 2023
(Commencement No. 3 and Transitional and Savings
Provision) Regulations 2024**

Brings into force certain provisions in the Levelling-Up Act, including requiring planning authorities to use standardised data processes and mandates that planning authorities must provide

31st March 2024

public data under an approved open licence. Authorises the making of regulations in relation to duties on a developer intending to carry out a development to serve a commencement notice before any development has begun on the site. Brings into force a regulation making power which would permit authorities to confirm a Compulsory Purchase Order conditionally. The Regulations make permanent the streamlined regime for pavement licences.

Introduces requirements to publicise CPOs, including documents and notices online. 30th April 2024

Social Housing (Regulation) Act 2023 (Commencement No. 2 and Saving Provisions) Regulations 2024

Gives the Regulator of Social Housing new powers including: to require a registered provider of social housing to prepare a performance improvement plan; and to arrange for an authorised person to take emergency remedial action in respect of premises to remedy specified failures in certain circumstances where there is an imminent risk of serious harm to the health or safety of the occupiers of those or other premises. 1st April 2024

The provisions also bring into force requirements for the Regulator to make, and take appropriate steps to implement, a plan for carrying out inspections.

Employment Relations (Flexible Working) Act 2023 (Commencement) Regulations 2024

Regulations bring into force the only remaining provision to be commenced in the Employment Relations (Flexible Working) Act 2023. The provision, section 1, relates to flexible working (right to request contract variation) and an employer's duties in relation to any such application. 6th April 2024

Code of Practice (Requests for Flexible Working) Order 2024

Brings the revised Code of Practice on requests for flexible working, which has been issued by ACAS under section 199 of the Trade Union and Labour Relations (Consolidation) Act 1992 (c.52) into effect. 6th April 2024

Official Controls (Location of Border Control Posts) (England) Regulations 2024

Introduces greater flexibility in the siting of border control posts so that they may be located at a distance away from the 13th April 2024

immediate vicinity of a point of entry into England. The Regulations specify reasons why posts might be sited away from a point of entry and these include recurrent flooding in the area, cliffs which impinge on the physical location, and where entry is by rail and the first stop is away from the immediate point of entry into England.

Proceeds of Crime Act 2002 (Application of Police and Criminal Evidence Act 1984) (Amendment) Order 2024

The Order brings processes relating to the forfeiture of cryptoassets - which are derived from or are intended for use in unlawful conduct – into line with existing forfeiture powers in relation to cash, certain listed items of personal property, and funds in bank or building society accounts. 26th April 2024

The Proceeds of Crime Act 2002 (References to Financial Investigators) (England and Wales and Northern Ireland) (Amendment) Order 2024

Staff at Security Industry Authority, Food Standards Agency, Environment Agency, Public Sector Fraud Authority, and Department for Work and Pensions can now become accredited financial investigators. 26th April 2024

Draft Financial Services and Markets 2000 (Disapplication or Modification of Financial Regulator Rules in Individual Cases) Regulations 2024

Regulations made under the Financial Services and Markets Act 2000 to permit the PRA to disapply or modify any PRA rule, save in relation to conduct and financial threshold levels. Designed to ensure transparency of the PRA's decision-making, the regulator must publish a notice explaining its decision. 30th June 2024

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

Read.

18. Resolutions *Resolved unanimously* – “That this Honourable Court wishes to extend to

Edwards, J., Graeme Doshi-Smith

Dunphy, P., Its sincere gratitude for his service to the Ward of Farringdon Within, to the Court of Common Council and to the City of London over the last 11 years.

Following his election, Graeme swiftly established himself as an enthusiastic champion of the City Corporation's open spaces. During his time on the Court, he

served on all of the Open Spaces Committees, and many of the various consultative groups and working parties associated with their work. In particular, Graeme served with distinction as the Chairman of the Open Spaces and City Gardens Committee (now the Natural Environment Board), the Epping Forest and Commons Committee and the West Ham Park Committee.

Notably, in his final term as Chairman of the Epping Forest & Commons Committee, he oversaw the considerable efforts required to meet the unprecedented demands on the site as a result of the Covid-19 pandemic, which reportedly received 250% average increase of visitors across the site, 40% of which had never visited before. His open minded, forward looking, balanced and calm approach when providing leadership was much valued by Members and officers alike.

Elected in March 2013, Graeme's experience on the Court and contribution to his Ward, was recognised when he was appointed as one of the two Ward Deputies in 2022.

In taking its leave of Graeme, this Court thanks him for his dedicated service and wishes him and his family all the very best for the years to come."

19. Awards
and Prizes

There was no report.

20. Hospital
seal

There were no docquets.

21.
*Dunphy, P.,
Deputy;
Colthurst, H.,
Deputy*

In addition to the items listed, the Lord Mayor advised Members of one further matter, which was to be treated in confidence at the request of His Majesty's Government.

Resolved - 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 (s) 2 and 3 of Part 1 of Schedule 12A of the Local Government Act, 1972; or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of that Act.

Summary of items considered whilst the public were excluded:-

22. Non-
public minutes

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

23.

Policy and Resources Committee

(A) Establishing a legal entity in the USA

The Court received a report of the Policy and Resources Committee concerning the City Corporation's US Office.

(B) Staffing matters – Creation of a Grade I Post

The Court received a report of the Policy and Resources Committee concerning staffing.

24 **Investment Committee**

Report of Urgent Action Taken: City's Estate: Asset swap

The Court received a report of the Investment Committee relating to action taken under urgency procedures.

25. **Application for Hospitality**

*Dunphy, P.,
Deputy;
Bowman, C.
Alderman, Sir*

The Court considered proposals relative for hospitality associated with a visiting Head of State.

The meeting commenced at 1.00pm and ended at 2.29pm

THOMAS.

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Report – Policy and Resources Committee

City of London Corporation: Small and Medium Enterprise (SME) Strategy

To be presented on Thursday, 23rd May 2024

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

SUMMARY

Your Policy and Resources Committee hereby recommends the adoption of a new Small and Medium Enterprise (SME) Strategy.

The SME Strategy sets out how the City Corporation will support the business environment in the Square Mile in line with the Destination City ambition for growth. It seeks to de-silo our operations, increase visibility and accessibility of our universal support offer to small businesses, and to develop a new, targeted support offer aimed at early growth companies.

Subject to its approval, delivery against the Strategy will be reported annually to your Policy and Resources Committee.

RECOMMENDATION

That the SME Strategy be approved as set out at Appendix 1.

MAIN REPORT

Background

1. The City of London Corporation (CoLC) currently has no formal strategy for its approach to Small and Medium Enterprises (SMEs). Policy and Resources Committee appointed a Policy Lead/Lead Member to review and renew the City Corporation's approach to SMEs.

Current Position

2. The Small Business, Research + Enterprise Centre (SBREC), located on Basinghall Street, is the City Corporation's primary SME-facing function and is staffed by the SME Delivery Team.
3. The SME Delivery Team consists of 14 members of staff, equating to 13.8 FTE. There are six posts that are funded from SBREC's local risk budget and the remaining team consist of five centrally funded apprentices, Samuel Wilson Loans Trust funded Business Adviser, UK Shared Prosperity Funding (UKSPF) funded E-Business Adviser and a Planning Performance Agreement (PPA)

funded post to drive partnership engagement.

4. The team is part of the City Development and Investment Unit (CDIU) in the Environment Department, which promotes the City as a place to develop and invest, as well as lead on engagement with developers, property investors, support small and medium sized business and other key stakeholders to deliver the optimum environment for businesses to invest and flourish, both in terms of the physical environment and business ecosystems.
5. A number of other parts of the City Corporation also interact with small businesses, including the City of London Police, licensing, planning, City Belonging, procurement and many others. This activity is not currently centrally coordinated and communicated.
6. This work is supported by a quantitative evidence base, and through qualitative input gained from holding SME focus groups and engagement with stakeholders including the City of London Chamber of Commerce, Federation of Small Businesses.

Proposal

7. The strategy recognises that changing dynamics post-pandemic means that the City of London has to compete for and attract major occupiers and new sectors to maintain and enhance its economic dynamism over the long-term and that hospitality firms in particular rely on the footfall of a dynamic business City.
8. Whilst the City's main industries continue to be financial, professional and business services, other industries, such as creatives (including cultural, performing arts, sports, and recreation) and technology and communications (including telecoms, software, and data) are now the fastest growing.
9. Feedback provided by SMEs is that the support available to them was confusing and fragmented, with a perception that the City of London Corporation was primarily for big businesses, and that they weren't sure what support was available.
10. To address the above, the strategy makes three main recommendations that will enhance our universal offer to small business and create a new, targeted, offer focussed on growth.

Increasing visibility of and access to our universal offer

11. The City Corporation has a good offer to small businesses – from the outreach provided by City of London Police to its commitment to pay SME suppliers in 10 days. This recommendation proposes that our offer to business is brigaded into a single, comprehensible format that can be used by officers, Members, and partners to communicate our universal offer to businesses comprehensibly.
12. It is proposed that we raise the profile of this support offer, in part by making a public commitment to the Federation of Small Business's Local Leadership pledge.

Partnership working across the Square Mile

13. The strategy recognises that support for small businesses is fragmented and confusing; government programmes are split between different tiers and agencies; a new GLA-level small business support programme has only recently launched. The strategy identifies an opportunity for the City Corporation to use its convening power to create a front-door to simplify and explain this offer and create a uniquely-City of London small business function that draws on the unique partnerships that are available only to the City of London including the City of London Chamber, the Company of Entrepreneurs, and City University.

Targeting growth

14. The strategy recommends the development of a new proactive, targeted offer aimed at early growth companies in specific sectors and sub-sectors, in line with the wider economic goals of the City Corporation. The City Corporation will also look at how it can support underrepresented and diverse founders to thrive in the City of London. This offer will be based on 'Access To' five areas of support the City Corporation is in a position to provide, with the aim of encouraging growth:

- a. **Access to Finance:** Building on the success of work with the Samuel Wilson's Loan Trust and drawing in support from the British Business Bank, financial institutions and others to help firms navigate finance options.
- b. **Access to Data:** As the only UK dedicated public service for business information offering in person and remote access to specialist business databases, SMEs will be supported through offering access to the City Corporation's business databases, for example, GlobalData and Beauhurst to empower SMEs with data-driven insights, helping them make informed decisions, mitigate risks, and capitalize on growth opportunities in a competitive business environment.
- c. **Access to Space:** Solutions will be explored to support SMEs locate in the City and contribute to a vibrant City. Looking at creating flexible office spaces for SMEs to grow, how to activate empty units with occupiers that both attract footfall and support businesses starting up in the Square Mile, meanwhile use, and pop-up schemes.
- d. **Access to Expertise:** The City Corporation has a deep pool of expertise in the City, much of which gives it a competitive edge as a business community; building on existing in-house expertise to strengthen the offer and offer free mentoring in partnership with the Association of Business Mentors.
- e. **Access to Networks:** Support connections by enhancing networking opportunities and the existing events programme. As a result of enhanced engagement, increase the City Corporation's reach, and offer scaled-up events which proactively respond to market changes, unmet needs, and

key topics of interest for City SMEs.

15. In order to support delivery of the strategy, the following activities are also proposed:
 - a. To set direction — Integrate and align the SME Delivery Team with the City Development and Investment Unit operations and resources.
 - b. To target support — Develop capability to target support offer more effectively, informed by existing data sets and emerging intelligence from the **City Occupiers and Investment Study**, commissioned by your Committee.
 - c. To engage holistically — Align and refresh approach to business engagement across the CoLC more widely, working with the Corporation's Digital Team to support the implementation of a central Customer Relationship Management (CRM) system through the Data Lighthouse Project.
 - d. To advocate — Harness opportunities to influence central government on key policy issues affecting SMEs across the City, including responding to an anticipated future consultation on business rates.
 - e. To attract government/GLA funding — Raise our voice in support of our unique business environment, calling for UK Shared Prosperity Funding to be allocated on the basis of business count, not residential count as now.
 - f. To raise the City Corporation's profile in this space — Including through celebration of Small Business Saturday and other similar events.

Delivery, Accountability and Measuring Success

16. It is proposed to adopt a strategic approach to SME support and to set the above objectives over a five-year planning horizon with annual reviews going to Policy and Resources Committee to ensure flexibility, adaptability, and a proactive response following continued engagement.
17. The targeted offer at point 14 is brand new and will require a test-and-learn approach to establish the programme, evaluate impact and feed back learning into further rounds.

Corporate & Strategic Implications

- Strategic Implications – This strategy seeks to directly support the following Corporate Plan Outcomes: Diverse Engaged Communities, Dynamic Economic Growth, Vibrant Thriving Destination, and Providing Excellent Services.
- Financial implications – This strategy does not make any requests for additional funding.
- Resource implications – None. This strategy maximises existing resource,

draws on partnerships to achieve shared goals, builds on existing workstreams, and targets resources to avoid duplication or waste. The primary staffing resource for this SME Strategy will be the SME Delivery Team who will lead on the delivery of this plan. The SME Delivery Team report to the City Development and Investment Unit, a sub-team of the Environment Department who will have oversight of the programme. As this is a cross-cutting strategy it will mean continued collaboration with officers across the City Corporation.

- Legal implications – None
- Risk implications – None
- Equalities implications None
- Climate implications – None
- Security implications – None

Conclusion

18. Your Policy & Resources Committee recommends the approval of this new SME Strategy, attached in full at Appendix 1. The proposals contained in this strategy seek to provide a competitive and agile SME support offer in a way that is scalable, long-lasting and works across organisational silos. In so doing, it hopes to support a thriving and ever-more connected business ecosystem.

Appendices

- **Appendix 1** – City of London Corporation: *SME Strategy 2024-2029*

Background Papers

- City of London Corporation: *SME Ecosystem Report (2023)*
- FSB Local Leadership Partner Pledge
- External SME Engagement

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

DATED this 9th day of May 2024.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy and Resources Committee

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City of London Corporation

Small and Medium Enterprise (SME) Strategy

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Foreword – Policy Chairman, Deputy Chris Hayward

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 - 3.3. Harnessing Our Strength: Leveraging Agglomeration and Clustering
4. Understanding our SME Ecosystem
 - 4.1. Quantitative evidence
 - 4.2. Qualitative evidence
5. Mapping SME Support: National, Regional, Local
6. Strengths, Weaknesses, Opportunities, Threats
7. City of London Corporation: SME Strategy
8. Planning & Delivery

Foreword —The City of London is a great place to do business and the City of London Corporation has a great offer to small businesses – from the free fraud and cyber-resilience training provided by City of London Police, free pre-application meetings for licence applicants, our commitment to pay SMEs in our procurement contracts in 10 days, or net-zero training opportunities provided by Heart of the City.

This strategy sets out how we will ensure that the City of London remains the best place in the UK to start and grow a business.

The pandemic was tough for many firms; many of those that survived, particularly in the retail and hospitality sectors, did so thanks to unprecedented government financial support. I have been clear since I became Policy Chairman that we need to do everything we can as a City Corporation, not only to regain, but to improve on our economic dynamism as a Square Mile, and small businesses play key a role in this.

That is why we launched Destination City, our growth strategy for the Square Mile. Through our Destination City vision, we aim to create an environment that will attract major business occupiers and smaller firms alike that will cluster across the City, delivering the footfall that many ground floor businesses need to thrive.

This strategy document contributes to our Destination City vision. It sets out how we will refocus our small business functions to support our wider economic goals for the Square Mile; simplifying and communicating our universal offer better, working with partners to simplify a fragmented and confusing business support landscape, and developing a targeted offer that will support growing firms in key sectors.

I am delighted to be able to sign the Federation of Small Business's *Local Leadership Pledge* which commits the City Corporation to meeting the expectations of small businesses on things that are vital such as procurement, net zero and prompt payment.

I am also delighted with the ambition to build deeper relationships with some of the organisations that make the City a unique place to operate a business, including the Company of Entrepreneurs, the City of London Chamber of Commerce and City University.

All of this will contribute to a Square Mile that engages new businesses and diverse, underrepresented, founders that wouldn't traditionally look to the City Corporation for support. A key part of that will be our new, targeted offer to founders and firms that want to grow: Access to Finance, Access to Data, Access to Space, Access to Networks and Access to Expertise – leveraging the strengths that we have as a City Corporation to have the greatest impact on economic growth.

The City Corporation will do everything in our power to help small businesses thrive. Building on this strong base, we will be more proactive and targeted in support of growth in the key sectors that will make up the City of tomorrow.

I am proud to support this plan and welcome the contribution it will make to delivering our Destination City vision.

Deputy Christopher Hayward
Policy Chairman

1. Executive Summary

This document reviews and renews the City of London's offer to small business. It sets that offer in the context of the City Corporation's wider ambitions for the Square Mile.

The Corporate Plan identifies our ambition for the Square Mile to be a *Vibrant, Thriving Destination*, support *Dynamic Economic Growth* and *Provide Excellent Services*. This strategy seeks to support these ambitions, attracting businesses to a safe, supportive, and dynamic location.

The Square Mile is arguably the world's most successful example of economic agglomeration; the geographic concentration of economic activity in specific sectors and industries where firms and workers get shared benefits from being located near each other, increasing the overall productivity of a place.

Changing dynamics post-pandemic means that the City of London has to compete for major occupiers and new sectors to maintain and enhance its economic dynamism over the long-term. Destination City was created in recognition that post-pandemic, retail and hospitality firms in particular rely on the footfall of a dynamic business City.

And whilst the City's main industries continue to be financial & professional services, insurance and business services, other industries, such as creatives (including cultural, performing arts, sports and recreation) and technology and communications (including telecoms, software and data) are now the fastest growing.

That is why the City Corporation has created the new City Investment and Development Unit and commissioned a major Market Occupation study to inform its approach. This piece of work will ensure that our SME function complements and supports these wider economic growth goals of the City Corporation, ensuring that the Square Mile is well placed to attract and welcome new sectors and remains a great place to start and grow a business.

The main strategic goal of this plan is to support growth in the Square Mile by developing a targeted and proactive offer that can be deployed in specific, sectors and sub-sectors, aimed at early growth firms, in line with the wider economic goals of the City Corporation. We will also look at how we can support underrepresented and diverse founders thrive in the City of London. This will be built around:

- **Access to Finance** – Building on the success of our work with the Samuel Wilson's Loan Trust, working closely with institutions such as the British Business Bank and Highstreet banks to help City businesses navigate what finance options are open to them.
- **Access to Data** – We will support SMEs access the City Corporation's wide range of business databases, such as Fame and Beauhurst to empower SMEs with valuable data-driven insights, helping them mitigate risks and capitalize on growth opportunities in a competitive business environment.
- **Access to Space** - We will explore how we can support growing firms to locate and expand in the City through activation of empty units and meanwhile use.

- **Access to Expertise** - We will build on our existing in-house expertise to strengthen our offer and work more closely with City organisations such as the Company of Entrepreneurs and offer free mentoring in partnership with the Association of Business Mentors.
- **Access to Networks** - We will support a vibrant business environment by supporting networking opportunities and enhancing our existing events programme.

This will be supported by consolidating our universal offer to small businesses creating a strong business environment and increasing business confidence. This strategy will ensure that our offer to businesses of all types - from coffee houses to clearing houses - is clearer, more comprehensive, and accessible, providing a front door to a confusing and fragmented support environment.

- To do this, we will break down silos and consolidate the wide-ranging support from the City Corporation led by the Small Business Research + Enterprise Centre – bringing together and communicating our offer on procurement, licensing, planning, diversity and inclusion, policing, City Belonging, consultation, sustainability, skills and our franchise.
- We will build visibility and credibility amongst our SME community, signing *the Federation of Small Business's Local Leadership Pledge* to underscore this commitment; making a public commitment on engagement with SMEs, supporting net zero, employment & skills, public sector procurement, business rates relief and prompt payment.
- We will add value to our existing SME offer by expanding our external relationships with key players such as the London Chamber of Commerce and Industry (LCCI), our historic Livery companies and our centres of education, creating a uniquely City of London, higher profile, small business ecosystem.

The strategy recognises the impact that fixed costs, such as business rates, has on the viability of small businesses and commits the City Corporation to promote small business rate relief alongside other reliefs and to respond fully to an anticipated future government consultation on the future of business rates to ensure that the business rates regime is not an impediment to growth. This could include consideration of alternatives such as an Online Sales Tax.

It also notes that most local authorities receive considerable levels of government funding for small business support. The City of London does not, due to an allocation methodology in London that allocates on the basis of residential population; this strategy commits the City Corporation to lobby a future government and the GLA for a funding settlement that properly recognises the City's role as one of the UK's primary business districts.

At a time of strained resources, this strategy does not make any requests for additional funding. Instead, it will use existing resources in a more joined up way, make the most of the City's unique ecosystem through increased partnership working, and better target resources on our economic goals.

Ultimately, this strategy will raise the profile of our existing small business function, ensuring it works hand in hand with other City operators in this space creating a uniquely City offer. It will support the City Corporation's plans for economic growth and attraction of major occupiers, helping to ensure that the City remains the UK's premier business destination.

2. Defining Small and Medium Enterprise ('SME')

In the UK, an SME is defined based on the number of employees and annual turnover. **The Companies Act 2006** provides specific definitions for micro, small, and medium-sized enterprises as follows:

Micro Enterprise: fewer than 10 employees; annual turnover or balance sheet total not exceeding £1.8 million.

Small Enterprise: fewer than 50 employees; annual turnover or balance sheet total not exceeding £10.2 million.

Medium-sized Enterprise: fewer than 250 employees; annual turnover not exceeding £36 million or an annual balance sheet total not exceeding £18 million.

By this definition, SMEs make up 98% of all businesses in London – all of which span different sectors and cover a range of business sizes from **pre-start, start-up, micro, small and medium** as well as **freelancers**.

The span of this definition is extremely wide. In fact, of 5.5 million businesses in the UK, fewer than 10,000 fall outside this definition, i.e. there are around 10,000 *large* businesses based the UK.¹ The City of London has a slightly higher proportion of large businesses than the UK as a whole.

Segmenting this huge population of businesses is vital to creating a targeted offer focussed on growth. SMEs can be segmented by:

- I. **Size, as set out above**
- II. **Sector, or sub-sector**
- III. **Business stage.** There is no set method to segment in this way, but McKinsey suggests:²
 - a. Early-stage innovative start-ups
 - b. Established successful start-ups
 - c. Growing medium-sized companies
 - d. Stagnant medium-sized companies
 - e. Locally focussed small businesses
 - f. Informal microbusinesses.

For each segmentation, the needs will be different. In developing a targeted offer, it is important to recognise that for many firms, a public authority like the City of London Corporation may not necessarily be their first port of call when seeking support and, with limited resources, the City Corporation will need to make sensible decisions about where to target that resource for greatest economic benefit.

¹ [Business population estimates 2023 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/business-population-estimates-2023)

² <https://www.mckinsey.com/industries/public-sector/our-insights/unlocking-growth-in-small-and-medium-size-enterprises>

Any targeted intervention is likely to have the greatest impact on early-stage innovative start-ups and established start-ups looking to scale. Whereas our universal offer is likely to have a greater impact on the locally focussed small businesses.

3. Background

3.1. The Pandemic, Working Patterns and Demand for Office Space

In 2020, COVID-19 and the consequent nationwide lockdowns triggered a severe decline in economic activity, leading to the closure of numerous businesses. The Office for National Statistics (ONS) revealed that the UK economy plummeted by 9.9% in 2020, signifying the most significant annual slump in the nation's history.³

With businesses outnumbering residents in the City of London, **the City Corporation stepped up to help firms during the pandemic with its COVID Recovery Fund of up to £50m available to SMEs**, amongst an array of other support measures designed to help businesses from the most affected sectors across the City that faced exceptionally challenging trading conditions.⁴

Much has changed post-COVID, but it is working patterns which have had perhaps the most impact for City SMEs. Though it has taken time for new working patterns to become established, working from home and hybrid working remain popular with many white-collar workers globally.

It is clear that this comes with knock-on effects, particularly for small businesses in the retail, hospitality, and leisure sectors. London Underground ridership figures currently show around 75% of pre-pandemic levels mid-week.⁵

Despite this, London has a low office vacancy rate with the City and West End attracting more companies than Canary Wharf. To put this into perspective, London's overall office vacancy rate is 7.3% compared with 22% in New York.⁶

Indeed, ten new tall buildings are in the City's planning pipeline and the City's office space stands at around 9.5 million square metres. This indicates continuing confidence in the Square Mile as a central business district and a location for major firms and global leaders.

3.2. The Economic Landscape: Trends and Challenges

Beyond COVID-19, the 2022 invasion of Ukraine by Russia had a marked effect on the UK economy, resulting in supply chain disruptions, specifically in the energy and oil sectors. As a net importer of energy, the UK faced heightened energy prices due to the disruption. This, in turn, added to the burden faced by individuals and small businesses already struggling with the pandemic fallout.

³ UK economy suffered record annual slump in 2020 - BBC News

⁴ City Corporation creates new Covid Business Recovery Fund (cityoflondon.gov.uk)

⁵ Domestic Transport Usage by Mode - GOV.UK (www.gov.uk)

⁶ Our global offer to business (theglobalcity.uk): City of London Future of Office Use City Plan 2040

A culmination of labour shortages, supply chain disruptions and elevated commodity prices has led to inflation rates skyrocketing to their highest point in over a decade in the past year. The impact on SMEs is similar, with the challenge of increased input costs and a decrease in purchasing power as well as a reduction in real wages further compounding the effects of consumer spending reduction.

At a time of strained resources across the UK, the City of London Corporation has had to think differently about how we maximise limited resources. For the City, this has been particularly pronounced when it comes to the post Brexit funding allocations for business support across the UK.

Here, funding allocations from the Department of Levelling Up, Housing and Communities and the GLA were based on our resident figures and not on the numbers of businesses trading in the Square Mile. This meant that the City received significantly less financial support than other London Boroughs as, uniquely, businesses far outnumber residents in the City of London.⁷

Despite this and in spite of a difficult global economic backdrop, the City has remained a resilient hub for business and industry, generating nearly £70bn in economic output annually, or 3.5% of all UK GVA.⁸ The City of London's annual Benchmarking Study underscores this, demonstrating that London remains *the* globally pre-eminent financial centre.⁹

3.3. Harnessing Our Strength: Agglomeration and Clustering

Much of our resilience is due to businesses benefitting from a globally connected market, a strong talent pool and an ambitious policy environment. In the City, this is demonstrated in the density of businesses clustering together to form a unique business district.

This is known as agglomeration; the geographic concentration of economic activity in specific sectors and industries where firms and workers get shared benefits from being located near each other.¹⁰ Agglomeration is important to businesses because of —

- **Sharing:** Firms can benefit from shared public infrastructure, concentrated supply chains and other inputs.
- **Matching:** The ability to recruit from a deep pool of talent concentrated in one place.
- **Learning:** The ability to share information and knowledge.¹¹

Clusters form for different reasons. For example, there is a hydrocarbons cluster in Aberdeen because it is the closest place to North Sea oil and gas fields. This is a geographically fixed cluster which could not be shifted to, say, Kilmarnock.

⁷ In real terms, this meant the City Corporation was allocated £28,000 for business support services and community focused projects in tranche one of the grant allocations, where neighbouring boroughs received £millions to deliver business support post-pandemic.

⁸ [City of London Factsheets March 2022](#)

⁹ [Our global offer to business \(theglobalcity.uk\)](#)

¹⁰ [Understanding agglomeration - What Works Growth](#)

¹¹ [The impact of agglomeration on the economy | Centre for Cities](#)

There is a cluster of Formula 1 teams in the Thames Valley which ultimately has its genesis in the availability of engineers and large airfields post-war suitable for developing and racing cars.

The exchange of people, technologies and knowledge created over just a few decades, led to a software and technology cluster in California which accounts for many of the world's most valuable companies.

Similarly, The City of London has its own business cluster owing its existence not only to its history, but to the continued vibrancy and entrepreneurial spirit of its business ecosystem.

Forming part of the capital city of a major industrialised nation also helps, as does a strong reputation for the rule of law. **But clustering is a self-reinforcing phenomenon: in the City, the presence of traders meant the development of increasingly sophisticated banking tools and operations.** Institutions such as the London Stock Exchange developed, bills and bonds needed to be traded physically and so coffee-houses and later trading floors drew financial institutions and workers together geographically.

City businesses continue to reap the advantages of these historic agglomeration benefits.

This, in turn, facilitates the exchange of technological knowledge among firms, enables rapid connections between diverse businesses and workers, offers access to a shared network of suppliers, and provides a gateway to specialised capital and labour. The self-reinforcing dynamic, where higher-productivity firms draw in more workers and spinouts, underscores why the pandemic posed a considerable threat to the City of London and other major business districts.¹²

Defining the economic challenge

The challenge for the City of London is how to retain and enhance the business vibrancy of the Square Mile set against the economic challenges of recent years, the emergence of new sectors and sub-sectors without a foothold in the City and the establishment of regular patterns of hybrid and remote working. Why should new and high potential start-ups locate here? Why should they locate anywhere?

The City Corporation is not directly responsible for the micro decisions of businesses, but we have a role in helping to develop a strong business environment, attracting major occupiers and supporting the clustering of smaller firms. **In our unique position as a global convening body, we can also leverage opportunities that the City of London provides. We have the ability to bridge the gap between business leaders and SMEs, drive inward investment and advocate on a national stage to deliver the support businesses need to grow.**

¹² Understanding agglomeration - What Works Growth

4. Understanding our SME Ecosystem

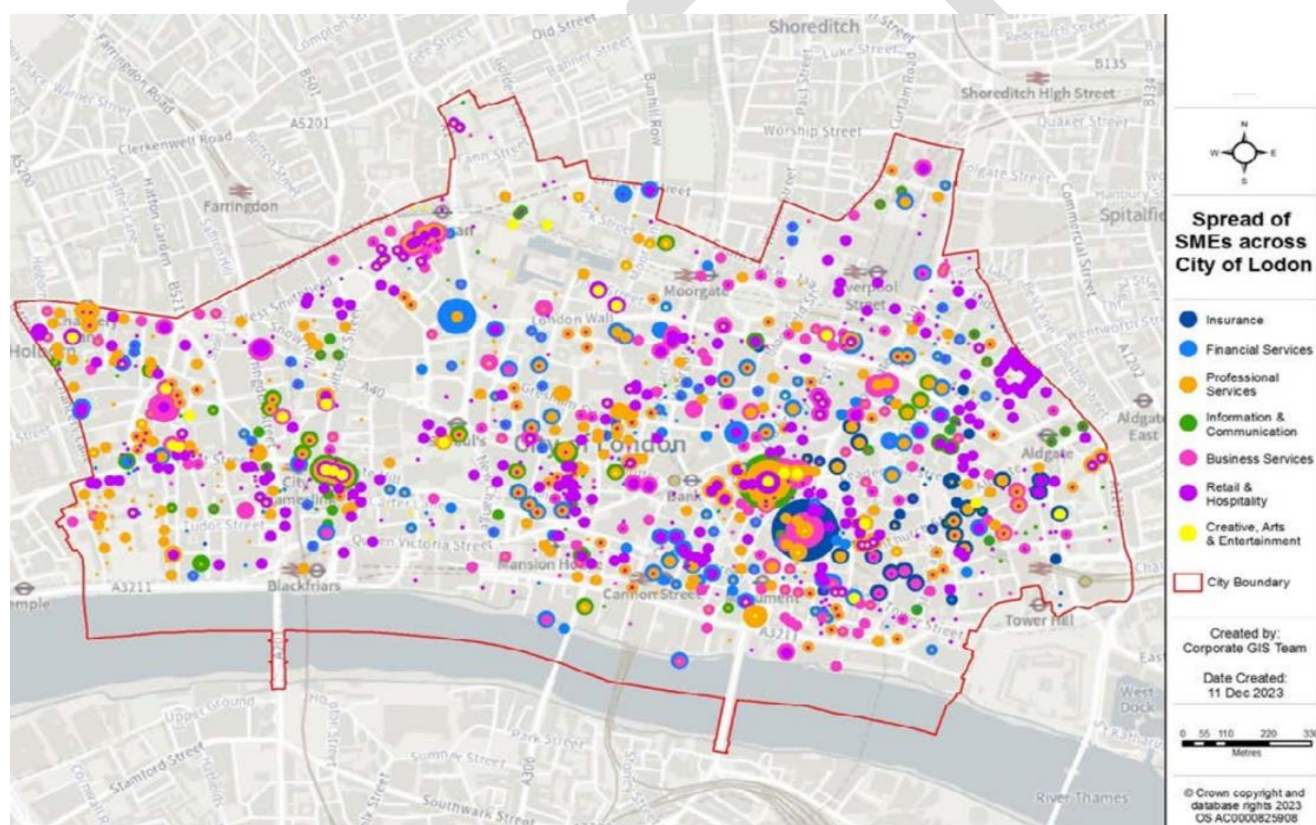
In order to deliver support measures that are meaningful, it was important we built a clear picture of what our SME ecosystem looks like.

4.1 Quantitative evidence

The City Corporation has produced a new, high-level analysis on the City SME ecosystem which maps our unique business landscape.¹³

It underscores that the City of London has evolved over thousands of years of commerce, creating a unique business landscape. This is well illustrated by our new geographical clustering map which shows the effects of agglomeration in real time.

IMAGE 1: Geographic clustering. SOURCE: City of London Corporation Corporate GIS Team 2023



Legal services and associated businesses tend towards the West of the City in the periphery of the Inns of Court, Royal Courts of Justice, and the Old Bailey. Whilst financial and professional services, especially insurance businesses, tend towards larger, established clusters located in the East of the City. Woven across the Square Mile are our hospitality, leisure, culture, arts, and retail businesses; our ground-floor economy. Geographically, these businesses tend to cluster in high concentrations in areas of commercial activity, or high footfall, illustrating their importance in sustaining the Square Mile and adding vibrancy to the City.

¹³ The report uses ONS data primarily to allow for direct comparability with other areas and reporting. The UK Business Counts data draws from the Inter Departmental Business Register (IDBR) recording the number of Enterprises that were live at a reference date in March 2023, with an employment size of fewer than 250 employees.

Our new analysis also showed that —

- The City of London has a higher concentration of SMEs than any local authority in the UK.
- 98% of City firms are SMEs and 79% of these are micro businesses who employ between 1-9 staff.
- The last year has seen growth in SMEs of all sizes, apart from micro (fewer than ten employees). There are also now more small-sized (10-49 employees) and medium-sized (50-249 employees) firms in the City than at any other point in the last five years.

CHART 1: SMEs in the City vary by sector and size. SOURCE: ONS, UK Business Counts (2023)

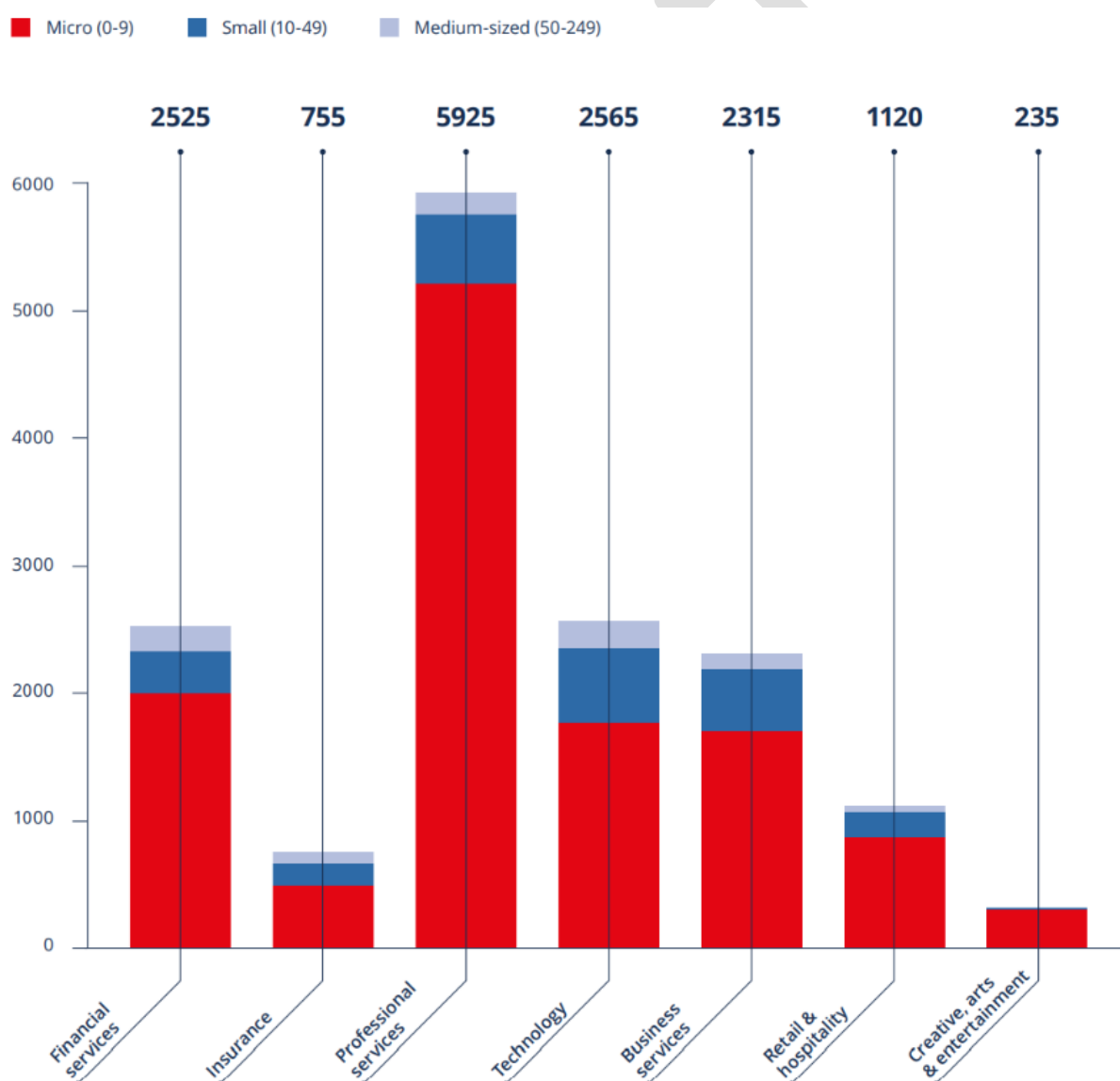


TABLE 1: SMEs in the City of London by sector over time. SOURCE: ONS, UK Business Counts (2023)

Sector	2023	(-1yr) 2022	(-10yr) 2013
Financial services	2525	2575	1785
Insurance	755	745	625
Professional services	5925	6075	5225
Technology	2565	2435	1015
Business services	2315	2350	1325
Retail and hospitality	1120	1240	635
Creative, arts and entertainment	325	305	180

Dominant Sectors: Financial, Professional and Business Services.

The Square Mile is home to many of the world's largest and most influential financial and professional services (FPS) firms, who work side-by-side with a thriving and innovative community of SMEs who power the supply and distribution chains of key industries.¹⁴

Data shows these sectors are highly concentrated in the City of London, and include businesses such as financial advisory firms, law practices, accounting services, insurance brokers, and consultants.

Together, this unique business ecosystem creates conditions for business growth. Indeed, the UK's financial and professional services sector is in a strong position, so much so that this year's 2024 City of London Benchmarking analysis shows that London is the world's top global financial centre: with an innovative ecosystem, global reach of financial activity, a strong regulatory environment, access to talent and a resilient business environment.

It is unsurprising, therefore, that the majority of our SME ecosystem is, in some way, connected to the dense cluster of large FPS firms located here in the City.¹⁵ These businesses make up 61% of our SMEs and reflect our dominant sectors of financial, professional, and business services have a clear symbiotic relationship, one which must be preserved.

Growth Sectors: Technology and Innovation; Creative, Arts and Entertainment.

Data also shows that SMEs are choosing to start and grow in the City. This is especially pronounced in the technology and innovation services — with an additional 130 firms in 2023 alone and 365 additional firms since before the pandemic. This is the highest growth in these sectors of any local authority area in the country.¹⁶

¹⁴ WEF Data Unleashed Empowering Small and Medium Enterprises (SMEs) for Innovation and Success 2023.pdf (weforum.org)

¹⁵ ONS, UK Business Counts (2023)

¹⁶ ONS, UK Business Counts (2023)

The UK's FPS industry helps ambitious new companies to thrive by providing an established customer base, as well as the financing and services to succeed.¹⁷ Here, the City serves as a nexus for large firms who want to innovate their business model, tech-related events, conferences, and networking opportunities.

This collaboration and innovation potential, combined with access to venture capital and investment opportunities, means SMEs in tech and innovation are successfully starting and growing their business in the City. ONS business counts show they are largely micro businesses, operating with fewer than 10 employees.¹⁸ In the City of London, high-growth technology sectors like FinTech, Cybersecurity, AI, Blockchain, RegTech, HealthTech, LegalTech, PropTech, Insurtech, and SustainableTech thrive, with key players such as Monzo.

In our capacity as the governing body for the Square Mile, but also as an ambassador for UK tech and innovation, we must recognise this emerging sector and provide support to maximise its growth potential.

But it is not just technology and innovation, data also shows positive trends for the creative and arts sectors — with a relative increase of 7%, restoring the number of firms in these sectors to pre-pandemic levels observed in 2019.¹⁹ Table 1 underscores this, with the number of these businesses almost doubling over a ten-year period. This underscores the importance of the City Corporation's Destination City vision and the strategic priority to transform the Square Mile as a leading cultural destination.

Maintaining our Vibrancy: Retail, Hospitality, and Leisure.

The retail, hospitality, and leisure sectors include a diverse business base. They are our shops, our bars and restaurants. **These businesses provide an essential component of the City's vibrancy. Clustering data underscores this, with these SMEs woven throughout the City, essential to sustaining our community and vibrancy.**

These businesses have also seen growth, albeit from a lower baseline. Whilst there has been a contraction over the last year in the number of retail and hospitality firms in the City, the number is still almost double what it was ten years ago. The recent contraction is likely to reflect the withdrawal of government grant funding which helped soften the impact of new post-pandemic work patterns which have affected high-street spend in city centres.

This being said, the City's ground-floor and cultural economy is making a recovery from the direct impacts of the pandemic which hit the City of London particularly hard.²⁰ We are seeing positive trends emerging in this regard. Generally speaking, their business support needs are different from those in the professional, financial, business and tech sectors. Our SME Strategy reflects this. And, to accommodate the diverse needs, we must ensure our baseline support offer is available and accessible to those throughout the City.

¹⁷ [Why the UK is one of the best locations for fintech companies \(theglobalcity.uk\)](https://www.theglobalcity.uk/)

¹⁸ ONS, UK Business Counts (2023)

¹⁹ ONS, UK Business Counts (2023)

²⁰ Financial Times, Return to UK offices hits highest since pandemic began (2022)

4.2 Qualitative evidence

Alongside our City SME Ecosystem Report and subsequent data analysis, we conducted initial internal and external engagement to better understand the SME landscape in the Square Mile.

This included key strategic partners such as the Federation of Small Business, internal engagement throughout the Corporation, a Member working group, and a City-based SME survey and business focus groups. From this engagement work, some core themes emerged —

1. **There are many small businesses in the Square Mile, covering multiple sectors and levels of maturity.**

We heard that a 'one size fits all' approach would not provide effective support, and our SME support moving forward should be more targeted. Participants felt that a baseline offer was important for businesses looking to start in the City, whilst more established businesses looking to grow would benefit from a clear City-specific offer to support growth; one that draws on everything that is unique about the City that makes us a world-class business destination.

2. **There is a need to shift the perception of the City as solely for 'big business' and increase awareness of existing support resources.**

Our SME focus groups told us that better visibility would go a long way to change this perception whilst also encouraging founders from diverse backgrounds and underrepresented groups to locate their business in the Square Mile. They suggested highlighting success stories and showcasing the City's achievements to create a more inclusive and appealing environment.

3. **There are a lot of operators in this space, many of whom provide similar services.**

For time-strapped SMEs, there is real value in the City Corporation being a gateway to available support. Adding to the proliferation of existing support offers is not a good use of time or resource, rather we should work collaboratively across the ecosystem to unlock support for SMEs across the Square Mile.

4. **We recognise that we are in a period of economic uncertainty, where the cost of doing business is becoming a key concern for business-owners.**

Though the City of London Corporation does not have the means to solve this problem on our own, we can work with partners to help our City SMEs with access to finance, grants and relief schemes to support viability.

5. **Many parts of the City Corporation touch on the activities of small business, with limited coordination.**

This strategy is an opportunity for us to set a clear approach to SMEs, one that recognises SMEs as a vital part of our business ecosystem.

We will seek to reflect these emerging themes in our SME Strategy, and harness areas of opportunity to increase the growth potential within the City's small business ecosystem; showcasing the Square Mile as an open, innovative, and inclusive place to do business.

5. Mapping SME Support: National, Regional, Local

National and Regional SME Support

Governmental support for SMEs is complex and decentralised, spanning various levels of government and organisations. This fragmentation often leads to confusion for SMEs seeking assistance.

In London, regional support is coordinated by the Greater London Authority (GLA) and its agency, London & Partners, which promotes business growth and investment in the capital. The City of London Corporation contributes to this effort through initiatives like the Grow London Local programme, offering services such as market research, business advice, and events for SMEs.

Business Improvement Districts (BIDs) in London, including Culture Mile and Fleet Street Quarter, play a role in enhancing the local business environment through events and activities. The City of London Chamber of Commerce and Industry advocates for businesses within the Square Mile on various issues, whilst trade associations provide networking and support opportunities for SMEs, often requiring membership fees.

At the national level, government support includes Help to Grow: Management programme²¹ and small business finance options provided by the British Business Bank, including the Start Up Loans programme and the Recovery Loan Scheme, which will transition to the Growth Guarantee Scheme in mid-2024. Additionally, SMEs may benefit from business rates relief, including small business rate relief, retail, hospitality, and leisure relief, and charitable rate relief, depending on eligibility criteria.

Overall, SMEs can access a range of support options, but navigating the various schemes and organisations can be challenging due to their fragmented nature.

Local SME Support

At a local level, the City of London Corporation plays a cross-cutting role in supporting SMEs. This spans the City Corporation as a whole, delivering a variety of business specific support.

For example —

- **Licensing.** The City of London Corporation's Licensing Team continues to work to empower and support our SME ecosystem, particularly supporting City SMEs, aiding their post-pandemic recovery by enabling them to trade more flexibly and helping to manage costs and obligations. Our Licensing Team works proactively to deliver solutions that support SMEs, such as free pre-application meetings and innovative schemes to support our hospitality sector thrive.²²

²¹ Support from the UK Government - Help to Grow

²² Hospitality sector is "vital to the City's success", says Lord Mayor and Licensing Chairman (cityoflondon.gov.uk); Safety Thirst returns to the City (cityoflondon.gov.uk)

- **Procurement.** We will continue to support SME-based procurement contracts to recognise the spread of wealth and value of SMEs and Social Enterprises as a vital make-up of our supply chain: from increasing opportunities for Public Sector Procurement by facilitating inclusion and breaking down barriers for SMEs and diverse suppliers, to prompt payment to our suppliers.²³
- **Business Rates.** The City of London Corporation recognises challenges that Business Rates create for small businesses in the City, and though we are not able to deliver wholesale reform, we support our small businesses by increasing access pathways to Small Business Rates Relief, highlighting alternative relief schemes, payment options and keeping our consultations with businesses clear, simple, and communicated in good time.
- **Security and Safety.** The City of London, with its dedicated City Police Force and position as the national lead for economic crime, is uniquely placed to support our business ecosystem. Beyond everyday policing, the City Corporation works with the City Police to deliver Cyber Griffin, a programme designed to support businesses with cyber and economic security. Additional Police-led, free support includes the London Cyber Resilience Centre and Police CyberAlarm.
- **Locating in the City.** Finding the right kind of office space is key to supporting our business ecosystem. To help provide the right kind of space to help our SMEs of all sizes and styles thrive in the Square Mile we proactively help new occupiers locate in the City with a place-based approach to supporting businesses in their journey to start and scale in the Square Mile. And, looking to the future, the City Plan 2040 develops a series of future-focused planning policies which in combination are designed to support SMEs to start and scale in the Square Mile.
- **Destination City.** The City of London is the historic heart of London, and we remain incredibly proud of our built environment and the heritage which comes with it. We now mark a new chapter in the City's rich history with our landmark Destination City programme. This programme seeks to make the City of London a better place to live and to visit, as well as to work; it means improving our built environment and enhancing the leisure offer for residents, workers, and visitors alike. It has a key ambition to drive domestic and international footfall, necessary for our shops, our gyms and leisure venues, our pubs, bars and restaurants.
- **Advocacy.** The Lord Mayor and Policy Chairman advocate on key issues on a regional, national, and global stage. From lobbying Government on our role as the UK's financial centre to supporting a thriving 21st Century City, to sustaining a vibrant business ecosystem, we use our influence and convening power to speak up on behalf of the City.

Alongside this, the City of London also has a dedicated SME Delivery Team. Comprised of 14 employees, they are a sub-team of the City Development and Investment Unit. Their primary function is to support SMEs to navigate the often complicated and disjointed business support landscape and seek to provide central and trusted assistance for City businesses.

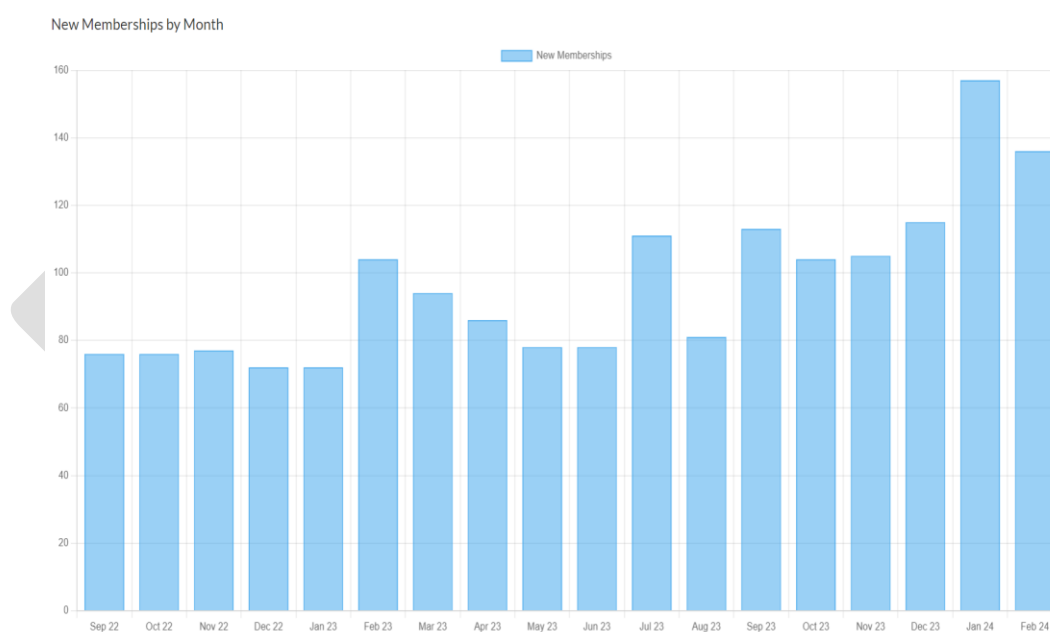
²³ [City Procurement Strategy 2020-2024 - City of London](#)

Based at the recently relocated Small Business Research + Enterprise Centre (SBREC) on Basinghall Street, the team offers a range of support for SMEs and start-ups in the Square Mile. Having been previously known as the City Business Library, the service evolved beyond its original public library roots and transformed to support pre-startups and SMEs.²⁴

Like many other services, SBREC pivoted its operating model quickly in response to the changing working practices during the pandemic, and the team moved to a digital service delivery model to better reflect the needs of its users at that time.

Post pandemic, SBREC reopened for in-person support but there was still significant demand for the online services to remain whilst also offering on-site business support and so the team introduced a hybrid delivery model. Since SBREC moved to its new location²⁵, membership sign up rate has increased overall by 13% with a significant spike in new members joining in January and February 2024. Graph 1 shows the progress made by the SBREC team since April 2023. Increased partnerships, on-site events, networking and engagement activities organised over the past 11 months have increased awareness of the new centre which has in turn increased the membership sign up rate.

GRAPH 1: Number of SBREC Membership Sign-Ups by Month since September 2022. SOURCE: SBREC (2023)



In total, SBREC has just over 1,550 active members accessing the various services, with even more SMEs accessing the wide range of online and in person events. It is encouraging to see that 44% of the members are female founders and 40% are ethnic minority led businesses, demonstrating that the targeted support already provided by the SBREC team aligns with our ambitions to support more SMEs and start-ups from underrepresented groups and those from disadvantaged

²⁴ SBREC was renamed as part of the service's transformation strategy for 2020-2023.

²⁵ Following approval at the Culture, Heritage and Libraries Committee on 14th November 2022 and the Operational Projects and Property Sub Committee on 23rd November 2022, SBREC moved to its current location on Basinghall Street and reopened its doors in April 2023 to accommodate events, networking, research space and collaborative space.

backgrounds to access support and locate their businesses in the City. The support available through SBREC has also expanded since moving to the new location on Basinghall Street, such as:

- **Meeting rooms and free workspace:** The free 'Access' membership at SBREC offers flexible workspace and access to reliable and authoritative business information and market research data. This flexible approach encourages peer to peer support and facilitates entrepreneurial opportunities.
- **Finance (Samuel Wilson's Loan Trust (SWLT)):** Starting a business can be financially challenging and almost out of reach for many talented and ambitious young people. To provide financial support to SMEs and young entrepreneurs, the City Corporation works closely with the SWLT charity which provides low-interest business loans of up to £50,000 to young, disadvantaged, and diverse entrepreneurs to establish and develop new businesses.
- **Dedicated Business Advisers:** Through SBREC, SMEs have access to industry certified business advisers who can support with business planning and financial forecasting. For detailed support, businesses can access specialist 121 sessions with our business advisers.
- **Responsible Business (Heart of the City):** SMEs have a significant role to play in creating a sustainable and inclusive economy. The City Corporation has therefore partnered with Heart of the City, a responsible business charity which supports SMEs with all aspects of ESG (environment, social, governance). Through workshops, masterclasses and access to expert mentors, the charity helps SMEs take their first steps towards making sustainability a meaningful part of their business plans. By delivering expert learning in a practical way the best suits busy SMEs, SMEs can increase their competitiveness whilst offering a business with social value.
- **Embracing Digital (E-Business Programme):** The integration of digital and technology is a strategic imperative for SMEs. Recognising this, the SME Delivery Team secured a UK Shared Prosperity Fund (UKSPF) grant as part of the London E-business Support Programme. Under this scheme, City of London Corporation offers a fully funded package of support: covering 121 expert advice, guidance, webinars, and events. This programme is specifically aimed at helping small business owners in London make better use of digital technology to enhance their online presence; attract more customers; increase sales and improve their business operations.
- **Events and Opportunities:** The SME events programme underpins the range of existing support and offers a range of learning experiences, peer to peer support and networking. The SME Delivery Team already curate a range of workshops, talks, seminars, and webinars regularly. For larger events, collaboration is fundamental, so the SME events team have begun a new approach to aligning programming with the City Corporation's 'City Belonging' Project and the City's BIDs to ensure there is a streamlined approach to event planning and promotion.

6. Strengths, Weaknesses, Opportunities, Threats

Strengths	<ul style="list-style-type: none"> • The City Corporation plays an important and established role in its local authority functions, from licensing to public sector procurement and has a good story to tell on each. • The City Corporation is a global convening power with the power to help unlock economic and social value in the City. • The City Corporation's brand will help in acting as a <i>front door</i> to businesses navigating a confusing ecosystem. • The Small Business Research + Enterprise Centre is a dedicated public service for business information, where SMEs can access specialist business databases containing start-up guidance, global market and industry data, national and international statistics, company and business data.
Weaknesses	<ul style="list-style-type: none"> • Current SME support is fragmented and needs more coordination. • Limited resource to expand delivery, underpinned by minimal UKSPF funds allocated to the City of London in their first tranche which set our SME support behind comparable London boroughs. • Communication and engagement for SMEs in the City is limited with a lack of awareness about what support is available. • We are currently operating in a challenging data environment, with limited tech to support development, leading to an uncertain evidence base of our current SME landscape locally, regionally, and nationally. • Changes in working practices have resulted in a rise of 'hidden SMEs' who operate in shared workspaces. As they have shared trading addresses, meaningful and targeted engagement/relationship management is difficult.
Opportunities	<ul style="list-style-type: none"> • To map our City SME ecosystem with a view to understand our current sectoral and business makeup — using data more effectively at a corporate level in order to help respond to emerging trends, manage meaningful relationships, and identify areas of unmet needs. • To map existing support on offer to City SMEs and coordinate delivery more effectively. • To collaborate with established partners and create new strategic relationships who operate in this space. • To support businesses engage in our franchise and register to vote in City of London elections. • To showcase the City as an open, inclusive, and diverse place to do business. • To showcase the City as a safe place to do business, with a dedicated Police service committed to working with communities on all aspects of neighbourhood policing and ensuring people feel safe in the Square Mile. • To support the six CoLC Corporate Plan 2024-2029 outcomes: Diverse Engaged Communities, Dynamic Economic Growth, Leading Sustainable Environment, Vibrant Thriving Destination, Providing Excellent Services, and Flourishing Public Spaces.
Threats	<ul style="list-style-type: none"> • SMEs can be difficult to engage due to time and capacity constraints, and the breadth of SMEs in the Square Mile means their concerns and needs will differ, and a strategy which does not target properly, or account for difference of need will not have meaningful effect and waste resources. • There is a perception that the City of London Corporation is for big business which means SMEs are not naturally inclined to look to us for support. • Changes to working practices and higher costs to locate in the City might push some SMEs to locate elsewhere. • Central government funding for SME support is limited and the allocation algorithm disproportionately affects the City of London. Accordingly, City resources are limited and need to be targeted to ensure a sustainable balance sheet.

7. CITY OF LONDON: SME DELIVERY PLAN

VISION:

The Square Mile: the UK's leading destination to start and grow a business.

MISSION:

Position the City of London Corporation as a gateway to comprehensive business support showcasing the Square Mile as an open, innovative, and inclusive place to do business.

Unlock the unique opportunities the City of London has to offer to SMEs in the Square Mile.

Develop a targeted SME support offer to enhance the growth potential of firms in specific sectors and sub-sectors, responding to emerging trends, sectors and need.

#1 — Increasing Visibility, Increasing Access

We know that the SME support landscape is complex and disjointed. So, to help our SME ecosystem thrive in the Square Mile, we need to be clear what role the City Corporation can play in creating a supportive business environment and how this can help SMEs thrive.

Our work across the City Corporation needs to be better coordinated, connected, and we should be able to communicate it in an accessible way, demonstrating the City as a great place to start and grow a business. To do this —

1. Our general offer to businesses of all sizes and sectors should be clear, comprehensive, and consolidated.
2. We need to build visibility and credibility amongst our SME community, showcasing the Square Mile as an open, innovative, and inclusive place to do business.

Step 1: Consolidate our support offer for start-ups and SMEs.

To do this, we need to first consolidate existing, and wide-ranging support from the City Corporation – bringing together our offer on procurement, licensing, planning, supporting diversity and inclusion, security and policing, business engagement, sustainability, skills as well as our SME-specific business support offer.

The SME Delivery Team will work with Licensing, Planning, Procurement, City of London Police, Heart of the City, Business Rates, and other core teams to consolidate our work and increase awareness and access.

We have an excellent small business service offer across the City Corporation, but we need to strengthen our cross-organisational working to provide more opportunity for greater coordination, collaboration, and information sharing.

Step 2: Position the City Corporation as a gateway to SME support, communicating our consolidated offer in a clear and accessible way.

To increase access and awareness, we need to articulate our business support offer clearly and raise visibility.

We will enhance our website and refresh our digital footprint to better communicate our SME offer, creating a strong identity in the business support environment.

By doing this, we can promote existing support from the City Corporation, highlight our existing strategic partnerships, signpost external support essential to start a successful business, and showcase the Square Mile as an open and inclusive place to do business, especially those looking to start and scale in the City.

Equally, we will raise the visibility of our SME support across all our channels by, for example, sharing success stories and promoting wider established initiatives such as Small Business Saturday UK.

Our Local Leadership Pledge

To mark this, we will sign a clear commitment to empower small businesses and the self-employed to continue to deliver growth, prosperity, and jobs across the Corporation. We will sign the **Federation of Small Businesses: Local Leadership Pledge** and enter a new relationship leveraging the FSB's support offer to the benefit of City SMEs. In doing so, they ask Local Authorities to commit to —

- *Ensure consultations with businesses are clear, simple, and well communicated in good time*
- *Increase face-to-face contact to build a trusting relationship with small businesses*
- *Talk to and share information with neighbouring London Boroughs*
- *Give parity of esteem between business and residents*
- *Introduce a dedicated Small Business Champion*

By signing this charter, we make a City commitment to SMEs: a statement of intent to recognise the achievements we have already made and begin our next step to make the Square Mile the leading destination to start and grow a business.

#2 — The City of London: Connected and Collaborative

Adding to the proliferation of existing support offers is not a good use of time or resource, rather we should work collaboratively to help deliver support to SMEs across the Square Mile. This approach recognises that we can add great value to our existing offer by forging connections in the City to maximise resources and complement each other's strengths.

We will expand our external relationships and unlock the unique opportunities which stem from locating in the Square Mile through a series of strategic partnerships with key players such as the London Chamber of Commerce and Industry, our historic Livery companies and our centres of education. In doing so, we will use our global convening power to the benefit of local SMEs, providing solutions in partnership with key players in business and industry. We should complement, not duplicate, support that is available at London level via London & Partners.

These partnerships will work to showcase the Square Mile as an open, innovative, and inclusive place to do business. We will unlock distinctly 'City' opportunities for our business community, and actively engage with diverse founders and underrepresented groups.

Work has already started on unlocking opportunities for SMEs in the Square Mile, for example —



As we move forward with our SME Delivery Plan, we will help forge connections within our business community in the Square Mile. To support this, we will expand our new strategic partnerships with industry leaders, starting with the **London Chamber of Commerce and Industry**. In this new partnership, we will work collaboratively to expand our collective reach, maximise the use of resources and complement each other's strengths.



Despite originating in Medieval London, Livery companies remain an integral part of the modern City of London's commercial fabric. **Each Livery Company is associated with a specific trade or craft, and in this sense, they are hubs of industry**. We will work with the Livery companies – forming key partnerships with, for example, the Company of Entrepreneurs; using our convening power to **support connections between SMEs and these uniquely City of London organisations**.



The City has strong ties to several universities and academic institutions, fostering research and education in finance, business, and related fields. Institutions like **City University** and **Gresham College** have strong ties to the City Corporation and have a wealth of knowledge which should be harnessed to support business-owners in the Square Mile. To start, we are rolling out a pilot scheme with **Queen Mary University** and the **Chartered Association of Business Schools**, offering events and seminars to encourage enthusiastic entrepreneurs to seek out opportunities within the City, underscoring the Square Mile as a catalyst for business-growth.

#3 — Stimulating Growth: A Targeted Approach to SME Support

We are in a moment of huge regional change. Post-COVID, small businesses are having to be more agile and innovative in how they operate. We need to match this and be just as agile and innovative in our support offer in line with the wider economic goals of the City Corporation.

This means building on our general offer to SMEs, supplementing it by developing a new, targeted, and proactive offer that can be deployed in specific sectors and sub-sectors, aimed at early growth firms as defined by the City Investment and Development Unit and informed by the Market Occupation Study. We will also look at how we can target support to underrepresented and diverse founders, for example SMEs owned by women and ethnic minorities.

As such, our 'Access To' offer is designed to help drive targeted support over five key barriers to growth: Finance, Data, Space, Expertise and Networks:

Access to Finance — Building on the success of our work with the Samuel Wilson's Loan Trust, we will support growing businesses to become investment ready and access finance options that work for them. We will develop and enhance our partnerships, working closely with institutions such as the British Business Bank and Highstreet banks to help City businesses navigate what finance options are open to them.

Access to Data — As the only UK dedicated public service for business information offering in person and remote access to specialist business databases, we will support SMEs access the City Corporation's range of authoritative, relevant and current data that is not freely available on the internet and is too expensive for SMEs to access. We want to continue to empower SMEs with valuable data-driven insights, helping them make informed decisions, mitigate risks, and capitalize on growth opportunities in a competitive business environment.

Access to Space — We need to show the City is open for small businesses, so we will explore solutions to support SMEs locate in the City and contribute to a vibrant City. We will look at creating flexible office spaces for SMEs to grow, how we can activate empty units with occupiers that both attract footfall and support businesses starting up in the Square Mile, meanwhile use, and pop-up schemes

Access to Expertise — We have a deep pool of expertise in the City, much of which gives us a competitive edge as a business community. We will build on our existing in-house expertise to strengthen our offer and offer free mentoring in partnership with the Association of Business Mentors and have an ambition to develop this offer with enhanced partnership working to support SMEs of target founders, sectors and growth stages.

Access to Networks — We will support connections by enhancing networking opportunities and our existing events programme. As a result of our enhanced engagement offer, and new strategic partnerships with, for example, LCCI, we will increase our reach, and offer scaled-up events which proactively respond to market changes, unmet needs, and key topics of interest for City SMEs.

We will adopt a "test and learn" approach, seeking to develop a targeted offer that has measurable impact over the lifetime of this strategy.

In order to deliver this, we need a new, strategic approach to SME support. **This means putting systems in place to ensure we can keep our SME support offer competitive and agile. So —**

- To set clear direction**

We will embed our existing SME function in the new City Development and Investment Unit, which seeks to deliver the optimum environment for businesses to invest and flourish, both in terms of the physical environment and business ecosystems.
- To target support**

We will develop a targeted offer by consolidating and expanding our data sets – using them to identify key sectors and businesses. To do so, we will bring together our existing data sets, Membership outreach activities, EDI data, event information, partnership engagement and social media/website impressions into a user-friendly dashboard.
- To maximise business engagement**

We will enhance our business engagement across the City Corporation, overtime, enabling our support offer to become more proactive and agile for our target occupiers, sectors and groups as informed by our upcoming City Occupiers and Investment Study.
- To advocate**

We will use our influence and position to speak up for our SMEs on issues that matter to them.

For example: We will develop a position on business rates in response to future government consultations to ensure that the business rates regime is not an impediment to growth, promote alternative types of local taxation such as TT and OST to help reduce the increasing burden of business rates.
- To attract funding**

We will raise our voice in support of our unique business environment – calling for funding allocations to be proportionate to our business count.
- To raise our profile**

We will raise our profile in support of SMEs by engaging stakeholders, increasing presence of the CoLC at small business events and, small businesses at the CoLC.

For example: We will sustain and expand engagement of trade associations, business support organisations, central government, London boroughs and the broader SME support environment regionally and nationally. We will also establish an annual Policy Chairman's SME breakfast to engage small businesses in emerging and established sectors, hearing directly from businesses how the City Corporation can support growth and jobs.

8. Planning and Delivery

Scope & Strategic Fit

This strategy will work to bolster several landmark projects to shape a long-term vision for the Square Mile, for example, the Corporate Plan 2024-2029, a renewed Destination City programme, Inward Investment projects and the City Plan 2040. This strategy will aim to build a strong foundation for start-ups and SMEs so we can be in the best position to implement long-term work to ensure the Square Mile is the best destination in the UK to start and grow a business. To this end, it seeks to directly impact on the following Corporate Plan Outcomes:

- Diverse Engaged Communities
- Dynamic Economic Growth
- Vibrant Thriving Destination
- Providing Excellent Services

Resource

People: The Small Business, Research + Enterprise Centre (SBREC), located on Basinghall Street, is the Corporation's primary SME-facing function and is staffed by the SME Delivery Team, consisting of 14 members of staff, which equates to 13.8FTE. Six posts are funded from the Small Business Research + Enterprise Centre's local risk budget and the remaining team consist of five centrally funded apprentices, SWLT funded Business Adviser, UKSPF funded Business Adviser and a Planning Performance Agreement funded post to drive SME partnership engagement. As the SME Delivery Team report to the City Development and Investment Unit, a sub-team of the Environment Department, they will have oversight of the programme. As this is a cross-cutting strategy it will mean collaborating with officers across the City Corporation.

Financial: This strategy does not make any requests for additional funding. Instead, it maximises existing budgets, builds on existing workstreams, draws on partnerships to achieve shared goals, and targets resources to avoid duplication. The SME Delivery budget for 2024/25 is £625,000, with the addition of £210,000 income to support the delivery. Employees are the highest cost at £615, 000 but these salary costs are off-set by the additional funding and income outlined above, as well as partnership working. The remaining budget is spent on research data, supplies, and marketing activities.

Planning & Delivery

To deliver a successful plan we first need to recognise that SMEs operate dynamic business environments, especially for smaller entities. Therefore, we will adopt a strategic approach to SME support and will set our goals over a five-year planning horizon with annual reviews to ensure flexibility, adaptability, and a proactive response to market dynamics.

The below delivery plan therefore outlines core objectives, aligned deliverables, and approximate timeframes; it is a living document which is being monitored, reviewed, and refreshed during the lifetime of this plan, with progress reports annually to Policy and Resources Committee. These measures will be further developed and refined during the lifetime of the plan, enabling us to develop KPIs as new working practices bed-in.

DELIVERY PLAN				
Core Objective	Workstream	Outcome / Impact	KPI / Measure of Success	Timescale
Increasing Visibility, Increasing Access	Consolidate our SME offer	Curate a general offer to businesses of all sizes and sectors that is clear, comprehensive, and consolidated.	<ul style="list-style-type: none"> Deliver a consolidated overview of CoLC work to support SMEs – isolating areas of opportunity, collaboration, and resource sharing, e.g. City Belonging Project. 	Year 1
		Strengthen cross-organisational working to provide more opportunity for greater coordination, collaboration, and information sharing.	<ul style="list-style-type: none"> Review and update the existing Terms of Reference for the 'CoL SME Engagement Group', ensuring it is aligned with the delivery of the SME Delivery Strategy as well as wider corporate priorities as outlined in the Corporate Plan 2024-2029. 	Year 1
		Underscore our commitment to SMEs by becoming a Local Leadership partner.	<ul style="list-style-type: none"> Sign the FSB Local Leadership Pledge. 	Year 1
	Communicate our SME offer	Build visibility and credibility amongst our SME community, showcasing the Square Mile as an open, innovative, and inclusive place to do business.	<ul style="list-style-type: none"> Review existing CoLC digital footprint, isolating areas of improvement and opportunity to enhance visibility and accessibility, e.g. website, social media. 	Year 1-2
			<ul style="list-style-type: none"> Update central CoLC website in line with approved recommendations. Increase social media posts pertaining to SME support, e.g. sharing success stories, and promoting wider established initiatives such as Small Business Saturday UK. 	Year 1-2
The City of London: Connected and Collaborative	Partnership working to maximise reach and resources	Deepen connections and expand collaboration with universities and centres of education, Livery companies who are active in the SME ecosystem, City BIDs and connected organisations.	<ul style="list-style-type: none"> Produce a partnership engagement plan that categorises partners and supports effective relationship building over time. 	Year 1-3
			<ul style="list-style-type: none"> Agree a formal working relationship with the City of London Chamber of Commerce and Industry. 	Year 1
			<ul style="list-style-type: none"> Deliver agreed collaborative projects, e.g. Queen Mary University pilot and Chartered Association of Business Schools partnership. 	Year 1-2
Stimulating Growth: A Targeted Approach to SME Support	Develop an 'Access To' offer	Access to Finance — Enhance our network of finance and loan providers.	<ul style="list-style-type: none"> Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy. Increase collaboration with external partners to supplement SWLT, e.g. the Start Up Loans programme delivered by the British Business Bank via a national network of business support partners. 	Year 1-5
		Access to Data — Support SMEs access the City Corporation's business information.	<ul style="list-style-type: none"> Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy. Promote the wide range of business data available at SBREC, e.g. Beauhurst and GlobalData, to empower SMEs with valuable data-driven insights, helping them make informed decisions, mitigate risks, and capitalize on growth opportunities in a competitive business environment. 	Year 1-5
		Access to Space — Explore solutions to support SMEs locate in the City and contribute to a vibrant City.	<ul style="list-style-type: none"> Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy. Scope key opportunities for City SMEs in line the City Plan 2040 and the City Occupiers and Investment Study, supporting delivery on flexible office 	Year 1-5

Page 66			spaces for SMEs to grow, activate empty units, explore and scope meanwhile use and pop-up schemes. <ul style="list-style-type: none"> • Work with developers to scope and curate their incubator/affordable workspace listed under Section 106 (S.106). 	Year 1-5
		Access to Expertise — Collaboration with the Association of Business Mentors.	<ul style="list-style-type: none"> • Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy. • Deliver and promote pre-agreed project with the Association of Business Mentors. 	Year 1
		Access to Networks — Scale and target SME events programme to increase reach and impact.	<ul style="list-style-type: none"> • Implement a 'test and learn approach' to measure and evaluate impact and value of this proposal over the lifetime of the SME Strategy. • Create an events programme which responds to market changes, unmet/emerging needs, and key topics of interest. 	Year 1-5
	Keeping our SME support offer competitive and agile	To set direction — Integrate and align SME Delivery/CDIU operations and resources.	<ul style="list-style-type: none"> • Deliver integrated annual business planning, reflecting core objectives in the SME Delivery Plan. 	Year 1
		To target support — Develop capability to target support offer more effectively, informed by existing data sets and emerging intelligence from the City Occupiers and Investment Study.	<ul style="list-style-type: none"> • Work in partnership with the Environment Department's data team to consolidate existing SME-related data sets, Membership outreach activities, EDI data, event information, partnership engagement and social media/website impressions into a user-friendly dashboard, isolating areas of need and opportunity in line with Destination City's ambition for growth and the City Occupiers and Investment Study recommendations. 	Year 1-5
		To maximise business engagement — Align and refresh approach to business engagement across the CoLC more widely. Work with the Corporation's Digital Team to explore implementation of a central CRM.	<ul style="list-style-type: none"> • Create an SME Engagement plan that is flexible to support short, medium, and long-term priorities. 	Year 1-3
			<ul style="list-style-type: none"> • Increase face-to-face engagement of priority locations and sectors as informed by the SME Ecosystem Report, City Occupiers and Investment Study and existing/emerging data. 	Year 3-5
		To advocate — Harness opportunities to influence central government on key policy issues affecting SMEs across the City, London, and the UK.	<ul style="list-style-type: none"> • Develop a position on business rates in response to future government consultations to ensure that the business rates regime is not an impediment to growth, promote alternative types of local taxation such as TT and OST to help reduce the increasing burden of business rates. 	Year 1-5 Year 1-5
		To attract funding — Raise our voice in support of our unique business environment regarding funding.	<ul style="list-style-type: none"> • Develop a position to call on Government, London Councils and the GLA to provide future funding streams based on business count. 	Year 1-2
		To raise our profile — We will raise our profile in support of SMEs by engaging stakeholders, increasing presence of the CoLC at small business events and, small businesses at the CoLC.	<ul style="list-style-type: none"> • Sustain and expand engagement of trade associations, business support organisations, central government, London boroughs and the broader SME support environment regionally and nationally. 	Year 1-5
<ul style="list-style-type: none"> • Increase CoLC presence at key external conferences, Expos and awards. • Deliver an annual CoL Policy Chairman's SME Breakfast. 	Year 1-5 Year 1-5			

Report – Policy and Resources Committee

Destination City Governance

To be presented on Thursday, 23rd May 2024

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

SUMMARY

Destination City was originally proposed to this Honourable Court in October 2021, as a programme of work setting out a renewed vision for the Square Mile to become the world's most attractive destination for workers, residents and visitors.

Currently, as agreed by this Honourable Court in January 2022, your Policy and Resources Committee (P&R) has responsibility for the strategic overview of the Destination Strategy, with the Culture, Heritage and Libraries Committee (CHL) positioned as a key committee in the implementation of recommendations.

Following a comprehensive Review into the Destination City Programme undertaken by Paul Martin in 2024 and your Policy & Resources Committee and the Culture Heritage and Library Committee have approved a series of recommendations on the future of the Programme.

Having considered the Review, both impacted Committees supported the alignment of accountability for the refreshed Destination City programme to the Policy & Resources Committee while aligning accountability for the culture strategy to the Culture, Heritage & Libraries Committee. Whilst this does not require changes to Committee terms of reference to facilitate this change, it does require this Honourable Court's approval, which is now being sought this day.

RECOMMENDATION

That the Honourable Court agrees to align accountability for the refreshed Destination City Programme to the Policy & Resources Committee while noting that accountability for the Culture Strategy remains with the the Culture, Heritage & Libraries Committee.

MAIN REPORT

Background

1. In 2021, the Destination City report by Danny Lopez¹ and Kate Keating made recommendations for targeted interventions that seek to build the City's leisure offer.. The Policy and Resources (P&R) and Culture, Heritage and Libraries (CHL) Committees approved the Destination City programme as being vital for raising the

¹ Founding CEO, London & Partners (2010-11); Former British Consul General to New York (2011-16); CEO Glasswall

City's leisure appeal to one that is worthy of its world-class business brand and befits a global city. It was endorsed by the Court of Common Council on 13 January 2022.

2. It was within the January 2022 proposals that this Honourable Court agreed that, in terms of governance, P&R would have responsibility for the strategic overview of the Destination Strategy, with CHL positioned as a key committee in the implementation of recommendations.
3. These two aforementioned committees were entrusted to consider emerging proposals. Where there were implications for other Committees, it was suggested that their perspectives be reflected by their Chairs serving in an ex-officio capacity on Policy & Resources and Culture Heritage & Libraries, or (where not already Members) their being invited to attend and contribute for discussion of the item at the relevant meeting. Wider engagement with other relevant Chairs has been provided during the programme to ensure that their Committees' interests are considered against the emerging proposals.
4. In September 2023, the Town Clerk initiated an independent review of the Destination City programme to ensure it adhered to the previous vision and consider future plans in light of a Corporation-wide strategy. The aim of this review was to make recommendations to renew and reinvigorate the mandate in the context of a developing new Corporate Plan 2024-2029, identify additional goals to include under the Destination City umbrella and determine how strengthened cross-departmental working could contribute further to the City Corporation's ambitions.
5. The Destination City – Independent Review 2024, led by Paul Martin², was commissioned to:
 - Consider how to meet the evolving expectations of the Destination City programme, and
Make recommendations on how the next phase of Destination City can best support the Square Mile to become a world-leading place for workers, residents, visitors, businesses and investors.

Current Position

6. In April 2024, your P&R and CHL Committees considered a series of 14 recommendations arising out of this Independent Review 2024. At an informal meeting of CHL, the proposals were supported, with formal approval being consequently endorsed under urgency procedures. At the April 2024 meeting, Members of your P&R Committee endorsed the 14 recommendations arising from the Independent Review 2024.

² London borough Chief Executive in four different places - Sutton (2005/10); Wandsworth (2010/20); Richmond-upon-Thames (concurrently with Wandsworth in a shared service, 2016/2020); and Ealing (as interim Chief Executive, 2022). Key achievements include the regeneration of Battersea Power Station and the Wider Nine Elms area.

7. Within the 14 recommendations arising from the Independent Review 2024, a key proposal being:

- *[To] Align accountability for the refreshed Destination City programme to the Policy & Resources Committee while aligning accountability for the culture strategy to the Culture, Heritage & Libraries Committee.*

8. Your Committees both agreed that this recommendation, with P&R retaining oversight of Destination City and its delivery, would help to establish Destination City as a cross-departmental programme. The CHL Committee would own the strategic and delivery responsibility for a future Culture Strategy.

Proposal

9. Any new/additional activities would be subject to mutual agreement between a 'Destination City Hub' and delivery department or partner and bring additionality to what's already being done. Destination City Hub would be an officer group – it is the central team that enables and supports the Destination City programme. Destination City Hub's core functions are strategic (advising on the evolving strategy to achieve footfall, spend and enhanced reputation), preparing and coordinating the Destination City programme, measuring its progress and supporting its collaborative governance.

10. The Destination City Hub would be different to the current approach. It will not run events directly, but work with the BIDs, City Corporation services, businesses and existing partnerships, and cultural organisations that will do so. The Hub will be small, strategic, collaborative - an enabler of the Destination City programme.

11. The proposed structure would enable CHL – and other service committees and departments that play a crucial role in enabling the Destination City vision – to work in a joined-up way and support the delivery of the programme.

12. Whilst there are no changes required to the Court Orders (terms of reference) of any committees to give rise to this recommendation, given the explicit, prior direction of this Court (which expressly stipulated the shared Governance arrangements for Destination City) further approval is sought to disaggregate the responsibilities.

13. Approving this change would ultimately allow the two Committees to take forward the remaining recommendations, as appropriate.

Corporate and Strategic Implications

14. Strategic implications – proposals have been developed in alignment the new Corporate Plan 2024-29.
15. Financial implications – whilst there were financial implications contained within the Independent Review, these governance proposals (in isolation) have no direct financial implications.
16. Resource implications – the proposed Destination City Hub will have resource implications for the existing Destination City Team and those Departments that would feed into the Destination Hub. Further details will be subject to the Town Clerk’s organisational design considerations which will be developed now the recommendations have been adopted. Once further planning as take place, the resource implications would be presented to the relevant committees for decision.
17. Legal implications – none identified.
18. Risk implications – given the high profile of the programme for the Corporation, there are reputational risks if the implementation of the recommendations is significantly delayed.
19. Equalities implications – the recommendations will be in-line with the Corporation’s equalities priorities.
20. Climate implications – sustainability has been one of the considerations of the Destination City programme and implementing the recommendations from the independent review would take this into account.
21. Security implications – whilst it has not been possible to identify any specific security implications at this stage, the implementation plan would continue to keep security as a key consideration.

Conclusion

22. The Destination City – Independent Review 2024 marks a significant milestone in the City Corporation’s efforts to shape the future of the Square Mile. Through extensive engagement and thorough discussions, valuable insights from a diverse range of stakeholders have been gathered. The recommendation presented in this report will allow your Committees to realise the culmination of these efforts and offer a framework for evolving our vision.
23. As the City Corporation moves forward, your Committees felt it was imperative that actions are aligned with the recommendations laid out in this report. It signifies commitment to the proposed next steps for implementation, demonstrating dedication to realising the vision of Destination City.

Background Reports

- [Destination City: Strategic Review](#) (Court of Common Council, October 2021)
- Destination City: Independent Review (Court of Common Council, January 2022) – *available on request*
- Destination City: Independent Review 2024 (CHL and P&R, March 2024) – available on request

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

DATED this 11th day of April 2024.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy and Resources Committee

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Report – Corporate Services Committee

Member-led Recruitment Procedures

To be presented on Thursday, 23rd May 2024

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

SUMMARY

The most recent procedure for Member-led officer recruitment were established in 2016 and the tables listing applicable roles updated in an interim basis in 2021, as part of the Target Operating Model (TOM). Given the adjustments to roles, organisational structures, and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.

Given the need to provide assurance and clarity on all aspects of recruitment to senior roles along with the desire to act quickly to recruit for critical roles this report outlines proposed updates to the Member-led recruitment procedures.

This paper proposes adjustments to recruitment procedures for roles of Chief Officers and a number of additional roles where appointments are Member-led. However, at Committee, it was considered that further consideration was needed in respect of some of the Environment appointments, given the large volume of Committees overseeing that function. The report does, therefore, seek approval for the proposals and asks that consideration of this final tranche be delegated to your Corporate Services and Policy and Resources committees.

In considering the updated Member-Led Recruitment Procedure and Table of Roles, your Policy and Resources Committee were mindful of the very specific reporting requirements relating to the role of Executive Director Environment given the number of Grand Committees into which the Director reported directly. Policy and Resources Committee agreed that the specific reporting requirements for the Executive Director Environment and Committee Responsibility for appointment to this role would require further consideration in looking to ensure all relevant Committees were incorporated accordingly as part of any Member-Led recruitment.

Your Policy and Resources Committee approved the updated Member-Led Recruitment Procedure and Table of Roles, for onward recommendation to Court of Common Council; further recommending that authority be granted to Policy and Resources Committee and Corporate Services Committee to make a final

determination on reporting requirements relating to the role of Executive Director Environment.

RECOMMENDATION

That Members:

- Agree the updated Member-Led Recruitment Procedure and Table of Roles, as detailed in Appendix 1;
- Note that further consideration is to be given to Environment Department appointments; and
- Agree to authorise your Policy and Resources Committee and Corporate Services Committee to determine the final Panel arrangements for the relevant Environment Department officer appointments.

MAIN REPORT

Background

1. Standing Order 63(1) states that all appointments for Chief Officer posts are subject to the City Corporation's Chief Officer Appointment Procedure. Standing Order 63(2) further states that Deputy Chief Officer posts are also subject to the Chief Officer Appointment Procedure. The Court of Common Council is then expressly responsible for the appointment of the Town Clerk & Chief Executive; the Comptroller & City Solicitor; the Chamberlain; the City Remembrancer and the Commissioner of the City of London Police.
2. In addition to those roles prescribed under SO63, in recent years Members have identified a small number of additional senior, strategic, roles for which some form of Member representation/involvement is considered appropriate.

Current Position

3. At its meeting on 10th December 2015, your Establishment Committee (now known as the Corporate Services Committee) considered a report of the then Director of Human Resources regarding the recruitment of senior officers and the appropriate involvement of Members at each stage of the recruitment process.
4. The Committee agreed with the findings in the Report and asked that a proposal for a formal procedure for Member involvement in senior officer recruitment be drawn up. This was brought back to the Committee on 4th February 2016 and the list of senior officer posts was agreed. The Committee also agreed that the determination of the level of Member involvement for the recruitment of a Senior Officer was to be a joint decision between the Chief Officer and the respective Service Committee Chair, and that there should be an option for Members to be involved in final interview panels.

5. This Chief Officer Appointment Procedure has been in place since 2016 and was supplemented in 2021 (midway through the TOM process) with a list outlining committee responsibilities for recruitment to each specific role.

Proposal

6. Over the past two years, significant changes have been made to officer titles, job role content and department functions have been adjusted. Committee name changes have also been made during this time. Other amendments reflect the governance requirements around scrutiny for roles that are Grade I and/or those that are salary benchmarked at £100K and above.
7. The recommended adjustments to procedures have, therefore, been updated and are set out in Appendix 1. The existing 2016 and 2021 procedures have been linked as background reports.
8. In considering proposals, your Policy and Resources Committee was mindful of the very specific reporting requirements relating to the role of Executive Director Environment given the number of Grand Committees to which the Director reported into directly (namely: Planning & Transportation, Natural Environment Board, West Ham Park Committee, Hampstead Heath Highgate Wood and Queens Park Committee, Epping Forest & Commons Committee, Port Health & Environmental Services Committee and Licensing Committee).
9. As such, there was agreement that the specific reporting requirements for some of the Environment Department roles would require further consideration in looking to ensure all relevant Committees were incorporated at an appropriate level, as part of any Member-Led recruitment.
10. Your Policy and Resources Committee therefore approved the updated Member-Led Recruitment Procedure and Table of Roles for onward; further recommending that delegated authority be granted to Policy and Resources Committee and Corporate Services Committee to make a final determination on reporting requirements relating to the role of Executive Director Environment.
11. It was considered by your Policy and Resources Committee that this delegation would allow the crucial changes to be progressed post-haste, whilst enabling the further work on the Environment areas to be revisited.

Corporate and Strategic Implications

12. Strategic implications – Ensuring the appropriate engagement of Committees ensures good governance practices are maintained within City Corporation.
13. Financial implications – None.

14. Resource implications – Member-led recruitment is extremely resource-intensive; however, current resourcing is seen to be sufficient for all appropriate processes and decision-making to take place for Chief Officer & SMG recruitment.
15. Legal implications – There are no legal implications, beyond the need for adherence to governance requirements and the requirement to adhere to the Localism Act 2011.
16. Risk implications – Maintaining the status quo will result in lack of clarity for decision-making and processes and can be seen as a reputational risk in the eyes of candidates and other members of the City Corporation communities, employees, and members alike. At a practical level, since senior roles can take up to six months to appoint, lack of clarity or overly slow processes can also risk the loss of outstanding candidates, supporting the need to streamline procedures where possible.
17. Equalities implications – A robust decision-making process, transparent procedures and due care and attention to all aspects of equality, diversity and inclusion ensures that discrimination and bias, even where unintentional, does not take place.
18. Climate implications – There are no climate implications.
19. Security implications – Security implications are considered for all roles requiring scrutiny and appropriate pre-employment checks.

Conclusion

20. The goal in providing revised procedures and a list for the roles to be included in Member-led recruitment will provide assurance that appropriate decision-making and processes are followed and are up to date to enable speedier recruitment for critical roles.

Appendices

Appendix 1: Proposed 2024 Member-led Recruitment Procedures

Annex 1.1: Member-led Roles / Committee Table

Annex 1.2: Salary Setting Framework

Background Papers

2016 and 2021 Member-led Recruitment Procedures

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

DATED this 10th day of April 2024.

SIGNED on behalf of the Committee

Deputy Alastair Michael Moss
Chair, Corporate Services Committee

Appendix 1
DRAFT RECOMMENDATIONS
MEMBER-LED RECRUITMENT PROCEDURES

Introduction: Member-led Recruitment

The most recent procedures for Member-led recruitment were written in 2016¹ and the tables listing applicable roles created in 2021.² Given significant adjustments to roles, organisational structures, and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.

There are four key elements to the procedures that follow for recruitment to Member-led roles.

- Vacancy Reporting
- Agreeing Grade, Salary & Contract type
- Recruitment Plan Reporting
- Recruitment Procedures

¹ See Appendix 2: 2016 Member-led recruitment procedures.

² See Annex 2.1: 2021 Report and Member-led roles / committee table.

Vacancy Reporting

1. The definition of roles requiring Member-led recruitment includes all Chief Officers and Senior Management Group (SMG) Officers, and a small number of additional critical high-profile roles that have been carried forward from the 2021 Member-led table. These roles are identified in **Annex 1.1**.
2. All Member-led role vacancies included on Annex 1.1 and any re-evaluated roles that are not currently Member-led but that are determined and approved through the re-evaluation process³ to become Member-led must be immediately reported for information to the Employing Service Committee(s) to which the post reports, the Town Clerk & Chief Executive, the Chief People Officer, and the Court of Common Council through the Corporate Services Committee.
3. In exceptional cases where a vacancy and need to recruit has arisen due to confidential circumstances including a live employee case, a termination or a redundancy with complex timescales, the Town Clerk & Chief Executive in consultation with the Chair of Policy and Resources, the Chair of Corporate Services Committee, and the Chief People Officer will have the authority to determine the timing and approach to reporting and recruiting to the vacancy.
4. In the cases of the vacancies of 'High Officers,' eg. the Town Clerk & Chief Executive, Chamberlain & Chief Financial Officer, Commissioner of Police, Comptroller & City Solicitor, and Remembrancer, the Employing Committee(s) should inform the Court of Common Council as quickly as possible. In these cases, a report setting out the vacancy and the plans for recruitment must also go to the Court of Common Council. These roles require a further step, namely a final interview by and approval of the Court of Common Council, in addition to the procedure set out in this document (see paragraph 46). All details concerning the procedures for these roles are available from the Deputy Town Clerk.

Agreeing Grade, Salary & Contract type

5. Recruitment cannot commence without agreement on the grade, salary range, and content of the role profile. The Salary Setting Framework is included at **Annex 1.2** and is applicable to all Member-led recruitment activities across all services, departments, and institutions. To ensure parity and equity, any proposed changes to the above must be approved under urgency ahead of any recruitment activity commencing.
6. Where an interim arrangement such as an acting-up / secondment or external fixed term appointment is required, the Town Clerk & Chief Executive in consultation with

³ All re-evaluated member-led roles of Grade I or above or over £100K must also be approved by Senior Remuneration Sub-Committee as outlined in Annex 1.2.

the Chair of the Employing Committee and the Chair of the Corporate Services Committee will lead the process in accordance with the salary setting procedures contained in Annex 1.2 and will follow the recruitment procedures as outlined in section 24 below.

Recruitment Plan Reporting

7. Following vacancy reporting and agreement on the grade, salary range and content of the role profile as outlined in the salary setting framework, a second report outlining plans for recruitment will be required for decision by the Employing Committee(s) as soon as is practical as set out below. Urgency Procedures (in accordance with Standing Order 41(a)) may be used where necessary and appropriate.
8. All members of the Corporate Services Committee and the Policy and Resources Committee will be copied for information in all cases when not already on the Employing Committees list.
9. The Chair(s) of the key Employing Committees, the Town Clerk & Chief Executive, and the Chief People Officer will meet and create the recruitment plan to be contained in the report.
10. Reports will precede recruitment and must include proposals for:
 - Recruitment timetable.
 - The intended use of executive search suppliers.⁴
 - All Members and other external stakeholders who will be involved in each stage of the process, including all psychometric and job-related assessment activities, fireside chats, stakeholder panels, presentations, and final panel interviews.
 - Any specific recommendations for individuals that should be involved in the recruitment process resulting from Acts of Parliament and City Corporation's Scheme of Delegations across all Committees (eg. the power of duty of the Ranger from the Epping Forest Act to approve certain appointments).
 - Salary range confirmation based on the notification process above.

Recruitment Procedures

Overview

11. In cases where any of the key individuals are unavailable for any element of the recruitment procedures that follow, decisions may be delegated to the next relevant

⁴ Note: a competitive process administered by HR will be used to determine the search supplier and the final decision will be delegated to the Town Clerk and Chief Executive and Chief People Officer in consultation with the Chair of the panel. Further information is noted below.

level of Officer or Member, e.g. the Deputy Town Clerk or the Deputy Chief Executive for the Town Clerk and Chief Executive. The Assistant Director of HR for the Chief People Officer, a relevant Committee Deputy Chair for the Chair.

12. Recruitment for Member-led roles should be led by the Chair of the Employing Committee first mentioned on Annex 1.
13. The Chair of the Corporate Services Committee, as the key representative of the Grand Committee that holds responsibility for all employee matters, will be a panel member for ALL member-led recruitment unless they choose to delegate this role, as per the provisions of paragraph 11.
14. The Chair of Policy and Resources Committee will be a panel member for ALL Chief Officer recruitment unless they choose to delegate this role, as per the provisions of paragraph 11.

Member and External Stakeholder Engagement

15. Notwithstanding the overview above, flexibility to enable well informed decision-making is paramount for an effective recruitment process. Details of all planned engagement in Member-led recruitment will be summarised in the Recruitment Plan Reporting outlined above. This step precedes recruitment and will include all necessary discussions and Member agreement based on the unique circumstances of each role.
16. In some cases, for instance, for Heads of Schools and other City Corporation Institutions with their own Boards of Governors, additional Board governors and/or other external stakeholders may be included as final panel members, while keeping the final panel interview to no more than seven. This approach may also extend to other roles where appropriate.
17. Additionally, beyond the final panel interview, involvement in the process may also take the form of stakeholder engagement panels, members of a fireside chat, or as audience members for formal candidate presentations.
18. Care must be taken to assess any conflict of interest or undue influence in all cases.

Final Interview Panels

19. The final interview panel will normally consist of the following with no more than seven members, although variations will be desirable in some cases; particularly for institutions as noted above:

Voting Final Interview Panel Members

For Member-led Chief Officer Appointments with one Employing Committee:

- The Chair will be the Chair of the Employing Committee as mentioned on Annex 1
- The Deputy Chair of the Employing Committee
- The Chair of the Corporate Services Committee (if not the Chair of the Employing Committee)
- The Chair of Policy and Resources Committee (if not the Chair of the Employing Committee)
- The Town Clerk & Chief Executive

For Member-led Chief Officer Appointments with more than one Employing Committee:

- The Chair will be the Chair of the first mentioned Employing Committee as outlined on Annex 1
- The Chair or Deputy Chair of each of the other Employing Committees
- The Chair of the Corporate Services Committee (if not the Chair of any of the Employing Committees)
- The Chair of Policy and Resources Committee (if not the Chair of any of the Employing Committees)
- The Town Clerk & Chief Executive

For Member-led Non-Chief Officer posts (Annex 1+)

In addition to the above, the panel for Member-led Non-Chief Officer posts will have an additional voting member:

- The Chief Officer of the area that is recruiting or their delegate.

At times, it may be appropriate for the panel to be supplemented or adjusted by the involvement of other voting members. The panel may be made up to a maximum of **seven** voting panel members in exceptional circumstances.

Non-Voting Final Interview Panel Members

- The Chief People Officer (or a senior HR staff member such as a HR Assistant Director) will be a non-voting member of the Panel, will hold the role of expert resource, and will manage the panel decision-making process.

20. *For the Commissioner of the City of London Police and the Recorder of London appointments, the composition of the panels must be supplemented by appropriate external representatives as required by law. The appointment procedure adopted for these posts will therefore be varied as necessary and appropriate with the Town Clerk & Chief Executive authorised to determine such arrangements.*

Re-evaluated Chief Officer Roles

21. In the case of a re-evaluated roles with an existing incumbent (e.g. when responsibilities have significantly increased and the role has been evaluated at a higher grade and salary), then placement of the incumbent into the re-evaluated role may be made directly with agreement by the first mentioned Chair of the Employing Committee, the Chair of Policy and Resources Committee, the Chair of Corporate Services Committee, the Town Clerk & Chief Executive and the Chief People Officer. While this situation sits outside recruitment explicitly, it is relevant in relation to the grade and salary notes contained in Annex 2.

Member Recruitment Training

22. The Chair and Deputy Chair of all panels must undertake the City of London Corporation Member Recruitment, selection, equality, diversity and inclusion and unconscious bias training and refresh their skills at least every three years. Reminders for training refreshers will be sent annually to all Committee Chair & Deputy Chair members from the HR team in consultation with Member Services Officer(s) who oversee Member training to avoid last minute occurrences arising where training has not been completed. The training offer is reviewed and updated regularly to keep up with current good people practices.

Preferred Candidates

23. If the panel decides that there is an obvious internal choice for a single preferred candidate, for instance a deputy role holder or a role holder for a job that is very similar, then an appointment may be made following successful interview without further advertising.

24. If the decision is to move an incumbent interim role-holder to a substantive appointment, this can occur only if the Employing Committee Members have already been formally involved in the original interim recruitment process and requires the agreement of the Chair of the Employing Committee, the Chair of the Corporate Services Committee, and the Town Clerk & Chief Executive.

Advertising

25. For both internal or external recruitment, the panel must agree in advance all the assessment activities and dates for recruitment activities to be undertaken.
26. The advertisement will be drafted to include the salary range, how to apply, and all relevant deadline dates. The final advertisement will be delegated for decision to the Town Clerk & Chief Executive in consultation with the Chair of the panel and the Chief People Officer.

Candidate Attraction Pack

27. The candidate attraction pack will be in a standard format with minor variations made for each post. The pack will include a welcome (see Advertising section above) from the Town Clerk & Chief Executive, a short synopsis of the department, service, or institution and wider organisation, a role profile, a person specification, and an organisation chart. To assist candidates, other relevant links will be included in the candidate attraction pack for additional research purposes.

Internal and/or External Adverts

28. If there is more than one strong internal candidate, the panel can opt to advertise the vacancy within City Corporation only.
29. If the panel wishes to gauge the strength of internal applicants against external applicants, the panel can decide that the vacancy should be advertised externally as well as internally simultaneously. All decisions will be made based on the essential criteria for the specific role as outlined on the role profile.

Executive Search Partners

30. For Member-led recruitment, a specialist executive search supplier will be engaged as a partner. Procurement will be coordinated directly through HR according to standard competitive procedures. A minimum of three suppliers will be written to and asked to submit proposals. The final selection of the search supplier will be delegated to the Town Clerk & Chief Executive and Chief People Officer in consultation with the Chair of the panel. A record will be maintained centrally by People and Human Resources of the executive search supplier selected for each campaign, along with all associated costs, to ensure that an

appropriately diverse and cost-effective range of suppliers are used annually. This list will be reviewed annually by the Chair of Corporate Services Committee.

Longlisting

31. All longlist decision panels will include the Chair of the panel, the Executive Search Partner representative and / or the appointed Recruitment Administrator for roles which are advertised internally only. Applications will be sorted into Yes, Maybe and No categories.
32. Anonymised Yes / Maybe applications will be provided to the Longlisting panel by email five days in advance of the longlist meeting. All anonymized applications will be available for the full panel to examine if required.

Shortlisting

33. The panel will receive copies of the anonymised applications by email five days in advance of the shortlisting meeting.
34. The panel will review the applications with the executive search partner and will express a view on each one. Applications will be sorted into 'Yes', 'No' and 'Maybe' categories utilising the criteria set in the person specification.
35. The 'Yes' pile are those applications that are unanimously agreed by the panel, the 'No' pile are those that are unanimously rejected by the panel and the 'Maybe' pile are those where there is majority support for inclusion, but where the view is not unanimous.
36. If there are sufficient applications in the 'Yes' pile, then these will be invited for assessment by the executive search partner or the recruitment administrator (where roles are advertised internally only) to explore experience further and to probe anything raised at the initial meeting with the panel.
37. If there are insufficient 'Yes' candidates, the panel may supplement these with an agreed number from the top ranked of the 'Maybe' category.

Assessment Centre / Selection Process

38. An assessment approach must be used for all Member-led appointments. The content of the assessment will vary between roles but may include psychometric review tools, a verbal presentation to a selected group, fireside chats, stakeholder panels, Senior Leadership Team panels, and other job-related assessments and written exercises.
39. The format of the assessment will be decided at the start of the process to ensure that any external technical assessors that may be required (e.g. for psychometric

reviews and debriefs) can be booked by the allocated Recruitment Administrator in advance.

References

40. Referees, including contact information and working relationships with the candidate, are typically requested prior to interview by the executive search partner / administrator as part of the application process. Referees are then contacted following successful interview with timing of contact agreed with the candidate. This is particularly the case when checking in with current employer referees. No other panel members should contact referees.

Interview Scheduling

41. The Administrator will prepare an interview schedule and provide interview questions and scoring criteria which the panel will discuss and agree in advance of the interviews.
42. The schedule will allocate a minimum of 30 minutes before the first interview to enable the panel to decide allocation of questions, including any supplementary questions arising from the selection tests.
43. Each interview should be no longer than 45 minutes. Depending on the time of day and number of candidates, the schedule should incorporate lunch and refreshment breaks for the panel and time should be allocated after the interviews for the panel discussion / decision.

Interview Panel Preparation

44. While it is expected that candidates must be on time, all panel members must also arrive well in advance of the panel and give full attention to the proceedings at hand. Mobile phones and other personal devices should not be used during the panel interviews.
45. Applicants for interview will be advised of the time, the date, and the location of the interviews. Applicants will also be advised of the subject of any written exercise / verbal presentation which may be required and will be asked to confirm technology requirements in advance of the interviews.

Interviews

46. All applicants should be asked the same core questions. Supplementary questions relating to answers given to the core questions or issues arising from the selection assessments may be added, but questions of a personal nature (e.g. are you married, do you have any children, what does your partner do, etc.)

must not be asked as these are not relevant to the selection and may give rise to claims of discrimination.

47. Interview performance must be scored on the assessment forms provided during or after each interview. There is room on these forms for the panel member to make notes, but care must be taken to avoid any comment of a discriminatory nature as all notes are disclosable through Freedom of Information or Subject Access Requests.
48. A senior HR representative (typically the Chief People Officer) will attend the interviews to provide expert advice should questions arise and will also take the lead in managing the administration in the room, including facilitating the discussion and agreement of the scoring process for all panel members.
49. At the end of the interviews, the panel members should discuss their notes on the candidates and reach a consensus on whom to appoint. The decision is subject to all appropriate pre-employment checks. A reserve candidate may be selected as a back-up if there is a second appropriate candidate in case the first choice cannot be appointed for any reason.

Court of Common Council Appointments

50. In the case of appointments to posts that require the involvement of the Court of Common Council, the final applicant should appear before the Court of Common Council for confirmation of appointment. In these situations, as mentioned previously, all details concerning the procedures for these roles are available from the Deputy Town Clerk and Assistant Town Clerk.

Recruitment Decision

51. With the exception of the process followed for High Officers (see paragraph 46), only those members who have been party to the whole selection process are able to make a valid assessment of the candidates. Therefore, the panel's decision is final.
52. *Members must not let their political or personal preferences influence their judgement. Members must not canvass the support of colleagues for any candidate and should resist any attempt by others to canvass their support. They must not contact a candidate's referees.*

Offer of Employment

53. A provisional offer can be made following the decision by the panel. Once all pre-employment checks have been confirmed, the offer and acceptance can be

confirmed, and the employing Committee(s) may be advised by email, outside of committee meetings, of the panel's decision.

Administration Support & Processes

54. The administration for the recruitment campaign will be led by the Head of Workforce and Resourcing in People & HR or another qualified individual as determined by the Chief People Officer.
55. The hiring department/service/institution must also provide an administrator to support with operational logistics and calendar support for the entire recruitment campaign.
56. The administrator will provide all documents to the panel for final approval, five days prior to the final panel date. The preparation of the candidate attraction pack and the choice of media in which to advertise will be delegated to the Administrator who will work with the executive search supplier and /or seek advice from the Advertising Agency used by City Corporation for the placing of advertisements in publications.

Annual Recruitment Reporting

57. To ensure appropriate transparency and governance oversight of salaries and recruitment for all senior roles, a full list of all member-led role job titles, grades, salaries, areas of the business and results of recruitment that has taken place over the previous year will be created and circulated annually following the end of the financial year to the Senior Remuneration Sub-Committee.
58. Additionally, in addition to considering any new roles, a review of Annex 1 will take place annually to account for any future evolution of committee structures. The annex, highlighting any recommended adjustments, will be circulated as a joint report by Member Governance Services and People and Human Resources to Corporate Services Committee and to any other relevant committees impacted by the changes for approval following the end of each financial year and will be updated on the intranet following approval.

Workforce Planning

59. Additionally, a business area-based workforce planning consultation process (initially a manual exercise in advance of the new ERP) will be implemented for expected senior recruitment for the following 12 months for each financial year, beginning in 2024/25. This new element will be the first step in formalising workforce planning. The process will also enable the early identification of new roles and placement as Member-led, member-involved, or neither, well in advance of recruitment to these roles.

**Annex 1.1
CORPORATE SERVICES COMMITTEE
COMMITTEE RESPONSIBILITY FOR
MEMBER-LED APPOINTMENTS**

CORPORATE & SERVICE DEPARTMENTS

CO	Town Clerk & Chief Executive*	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Chamberlain & Chief Financial Officer *	Finance Committee Investment Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
	Financial Services Director +	Finance Committee
	Head of Audit and Risk Management +	Audit and Risk Management Committee
CO	Comptroller & City Solicitor *	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Deputy Chief Executive (Note: this role is typically combined as an additional responsibility role. All Chief Officers are eligible with the exception of the Town Clerk and Chief Executive & Chief Executive)	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Remembrancer *	Policy & Resources Committee General Purposes Committee of the Court of Aldermen
	Deputy Remembrancer +	Policy and Resources Committee
CO	Deputy Town Clerk	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	City Surveyor & Executive Director of Property	Policy & Resources Committee Investment Committee

	Markets Director +	Markets Board
	Investment Property Director +	Investment Committee
CO	Executive Director of Communications and External Affairs	Policy & Resources Committee
CO	Executive Director of Community & Children's Services	Community & Children's Services Committee Culture Heritage & Libraries Committee Education Board Health & Wellbeing Board
CO	Executive Director of Environment	Planning & Transportation Committee Port Health & Environmental Services Committee Licensing Committee
	Planning & Development Director +	Planning and Transportation Committee
	Port Health & Public Protection Director +	Port Health and Environmental Services Committee Licensing Committee
	Natural Environment Director +	Natural Environment Board Epping Forest and Commons Committee West Ham Park Committee Hampstead Heath Committee
CO	Chief People Officer and Executive Director of Human Resources	Corporate Services Committee
CO	Executive Director of Innovation & Growth	Policy & Resources Committee
	Innovation and Growth: Managing Director, Brussels +	Policy and Resources Committee
	Innovation and Growth: Managing Director, US + (new role since 2023)	Policy and Resources Committee
CO	Chief Strategy Officer of Corporate Strategy and Performance	Policy & Resources Committee Corporate Services Committee
	Director of London Metropolitan Archives +	Culture, Heritage, and Libraries Committee
	Director of Police Authority +	Policy Authority Board Corporate Services Committee
	Assistant Town Clerk and Executive Director of Governance and Member Services +	Policy & Resources Committee Corporate Services Committee

	Executive Director and Private Secretary to the Lord Mayor +	General Purposes Committee of the Court of Aldermen Corporate Services Committee
	Executive Director and Private Secretary to the Chair of the Policy & Resources Committee +	Policy & Resources Committee Corporate Services Committee

INSTITUTIONS

CO	Commissioner of the City of London Police *	Police Authority Board
CO	Chief Executive Officer of the Barbican Centre	Barbican Centre Board
CO	Principal of the Guildhall School of Music & Drama	Board of Governors, Guildhall School of Music & Drama
CO	Heads of the City of London Schools	Relevant Board of Governors
CO	Managing Director of City Bridge Foundation	City Bridge Foundation Board

KEY

CO = Chief Officers

* High Officer elected by the Court of Common Council
(see Deputy Town Clerk for further information)

+ Member-led roles that are not Chief Officers

Notes:

Adjustments to responsible 'employing' committees and role titles above in [blue](#).
Committee name changes (eg. Establishment to Corporate Services, have not been highlighted).

Subject to Court of Common Council approval on 23/5/24, CSC and P&R to determine and approve final requirements relating to Environment roles)

Annex 1.2: Salary Setting Framework

1. The annually revised and published **2024/25 Pay Policy Statement** states:
 - a. “The Localism Act (2011) requires local authorities to produce a ‘Pay Policy Statement’ to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by ‘a resolution of the authority,’ which in the City of London Corporation’s case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2024-2025.” (1.1.1) *Note: the £100K+ figure noted below is a legal requirement.*
 - b. For posts where the salary is Grade I or the package is £100,000 or more, the following approvals are required:
 - i. in respect of all new posts (including when existing posts are subject to re-evaluation and/or a Market Forces Supplement that takes them over the Grade I or £100k threshold), the Court of Common Council (via the Corporate Services Committee)
 - ii. in respect of all existing posts, as delegated by the Court of Common Council. (4.2.2)
 - c. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the ‘datum point’ for the salary range.” (Appendix A2)

(See 2024/25 Pay Policy Statement, approved by Court of Common Council on 7 March 2024).

2. The **May 2023 Standing Orders of the Court of Common Council** further explain:
 - a. “The creation of posts of Grade I or above requires the approval of the appropriate Chief Officer, the Corporate Services Committee, and the Court of Common Council. The re-designation of posts of Grade I and above, where there are no grading implications, must be referred to the Town Clerk and Chief Executive or the Service Committee where appropriate.”

(See paragraph 62.3 Standing Orders of the Court of Common Council, May 2023).

3. Finally, the **2023/24 Terms of Reference of the Corporate Services Committee** state

- a. "The Corporate Services Committee approves: Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of Court."

(See 4(b)(i). Submitted by the Governance Team to CSC in January 2024 for 2024/25; not yet finalised for 2024/25).

DRAFT

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

Applications for Hospitality

To be presented on Thursday 23rd May 2024

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

SUMMARY

This report sets out proposals for, and seeks agreement to, the provision of hospitality by the City of London Corporation at various forthcoming events, namely the Holocaust Memorial Day Ceremony and Reception, 100th Anniversary of the Pikemen and Musketeers and the 100th Anniversary of the Privileged Regiment status being granted to the Royal Regiment of Fusiliers.

(a) Holocaust Memorial Day Ceremony and Reception

1. It is proposed that the City Corporation hosts an early evening reception to mark the 80th anniversary of the liberation of Auschwitz and the 30th Anniversary of the Genocide in Srebrenica, following the Holocaust Memorial Day (HMD) Ceremony.
2. Holocaust Memorial Day takes place in January each year and marks the anniversary of the liberation of the Auschwitz-Birkenau concentration camp in Poland in 1945. The United Nations has called on all member States to honour the six million Jewish victims of the Holocaust and the millions of other victims of Nazism, the victims of subsequent genocides in Cambodia, Rwanda, Bosnia and Darfur, and to develop educational programmes to help prevent future genocides.
3. The UK played a leading role in establishing HMD as an International Day of Commemoration in 2000, when 46 governments signed the Stockholm Declaration. The Holocaust Memorial Trust was established in 2005 as a charity supported by the Government to promote and organise the annual commemoration in the UK. HM The King has been patron of the Trust since 2015.
4. 2025 will mark the 80th anniversary of the liberation of Auschwitz and will also mark the 30th Anniversary of the Genocide in Srebrenica, Bosnia. Supporting the 2025 event would recognise these important anniversaries and help the Trust continue momentum and support renewing the impact of the national event.
5. The event would support the following Corporate Plan outcomes: Diverse Engaged Communities; Engage with all our communities across the City working to increase participation in co-creating and delivering services; Vibrant Thriving Destination: Be home to an exciting all-year-round events programme. Providing Excellent Services: Promote the health, wellbeing, and quality of life of people of all ages. Flourishing Public Spaces: Ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.
6. It is **recommended** that hospitality be granted and that arrangements are made under the auspices of the Policy and Resources Committee; the costs to be met from City's Cash within approved parameters.

7. This would be a full Court event.

(b) 100th Anniversary of the Pikemen and Musketeers

8. It is proposed that the City Corporation hosts an early evening reception in the Great Hall, Guildhall, on Tuesday 18th March 2025 to celebrate the 100th Anniversary of the Pikemen and Musketeers following a service of evensong at St Paul's Cathedral.
9. The Company of Pikemen and Musketeers of the Honourable Artillery Company celebrate their 100th Anniversary in 2025 together with the Platinum Jubilee of their Royal Warrant. The Company provide an important element to all major ceremonial occasions, adding colour, historical interest, and a unique piece of City pageantry with their presence. The links between Guildhall and Armoury House are very close and can be traced back over many centuries with many Common Councillors past and present serving in the Company.
10. The event would support the following Corporate Plan outcomes; Diverse Engaged Communities: Engage with all our communities across the City, working to increase participation in co-creating and delivering services; Vibrant and Thriving Destination: Be home to an exciting all-year-round events programme. Flourishing Public Spaces: Ensuring our open spaces and historic sites are thriving, accessible and enrich people's lives.
11. It is **recommended** that hospitality be granted and that arrangements are made under the auspices of the Civic Affairs Sub-Committee; the costs to be met from City's Cash within approved parameters.
12. This would be a full Court event.

(c) Royal Regiment of Fusiliers 100th Anniversary of Privileged Regiment Status

13. It is proposed that the City Corporation hosts a lunchtime reception in the Great Hall, Guildhall, on Monday 16th September 2024 following a march through the City of London to mark the 100th Anniversary of the Privileged Regiment status being granted to the Royal Regiment of Fusiliers.
14. The Royal Regiment of Fusiliers was formed in April 1968 after an amalgamation of four former Fusilier Regiments: the Royal Northumberland Fusiliers, the Royal Warwickshire Fusiliers, the Royal Fusiliers (City of London Regiment) and the Lancashire Fusiliers. Privileged Status, in its more modern form of other units and regiments began to be recognised in the early twentieth century, with the Court of Aldermen confirming the Privileged Status of the Royal Fusiliers in 1924. 2024 will mark the 100th anniversary of the Regiment with the accompanying right to march through the City of London with colours flying, drums beating and bayonets fixed.
15. There have been three previous occasions that the Regiment has exercised its right to march through the City. The first time was in 1994, the second was in 2008 and then again in 2018 for their 50th Anniversary when the Colonel in Chief, His Royal Highness The Duke of Kent was present.
16. The event would support the following Corporate Plan outcomes: Diverse Engaged Communities: Engage with all communities across the City, working to increase participation in co-creating and delivering services; Vibrant Thriving Destination: Be Home to an exciting all-year-round events programme. Flourishing Public Spaces: Ensure our open spaces and historic sites are thriving, accessible and enrich people's lives.
17. It is **recommended** that hospitality be granted and that arrangements are made under the auspices of the Civic Affairs Sub-Committee; the costs to be met from City's Cash

within approved parameters.

18. This would be a full Court event.

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

DATED this 22nd day of April 2024

SIGNED on behalf of the Sub-Committee.

Tom Sleigh
Chair, Civic Affairs Sub-Committee

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Resolutions from the Annual Wardmotes

To be presented on Thursday, 23rd May 2024

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

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

A - Ward of Aldersgate – 20th March 2024

- (i) “This Wardmote resolves to request the Corporation of the City of London to fully implement its Considerate Lighting Charter in the Barbican+Golden Lane Neighbourhood immediately by:
- i) measuring the baseline levels of pollution from artificial light at night in Aldersgate and Cripplegate;
 - ii) setting a target for reducing such light pollution within 12 months; and
 - iii) adequately resourcing and running a pilot project, with community involvement, to achieve the target.”

[Planning and Transportation Committee]

- (ii) “That the City of London supports a group of Common Councillors, City of London Officers, Anchor Management and Tudor Rose Court Residents’ Association Officers to call to account the management of Tudor Rose Court, the only residential facility for elderly people in the City”

[Community and Children’s Services Committee]

B - Ward of Bassishaw – 21st March 2024

“That the Corporation of London be asked to urgently expedite the review of restrictions at Bank Junction and that Black Cab access be restored to the Bank Junction 24/7 and 365 days per year”.

[Planning and Transportation Committee]

C - Ward of Candlewick – 21st March 2024

“Since the introduction of restrictions on Black Cabs across Bank Junction, both businesses and residents have suffered, most especially those who are less physically able and visitors who travel into the City from one of the London airports. We therefore resolve that the Corporation of London be asked to urgently expedite

the review of these restrictions and that Black Cab access be restored to the Bank Junction 24/7 and 365 days per year”.

[Planning and Transportation Committee]

D - Ward of Cordwainer – 21st March 2024

“That the Corporation of London be asked to urgently expedite the review of Bank Junction restrictions and that Black Cab access be restored to the Bank Junction 24/7 and 365 days per year”.

[Planning and Transportation Committee]

E - Ward of Cripplegate – 2nd November 2023 and 20th March 2024

- (i) “This Wardmote respectfully requests that the Corporation of London acknowledges the important role of the Barbican & Golden Lane Neighbourhood Forum in local plan-making and policy development by:
- a) Reflecting that role within the Corporation's ‘Statement of Community Involvement’.
 - b) Reflecting that role within the text of the City Plan 2040, placing the Forum on a par with the non-statutory Business Improvement Districts in the City.

The Barbican & Golden Lane Neighbourhood Forum, under the Localism Act 2011, has statutory standing as a consultee in City planning policy and development control from the date of designation by the City, and not from the date of the Neighbourhood Plan. The City owes the Forum a statutory duty of cooperation from that same date.”

[Planning and Transportation Committee]

- (ii) “The Wardmote resolves that officers investigate the reasons for delays incurred since the planning for Crescent House was granted in December 2023 and from that report to produce a critical path programme for delivery, to be shared with residents no later than July 2024, such programme to encompass all the milestones for internal approval processes, design and anticipated construction timetabling both for Crescent House and the entire Golden Lane Estate”.

[Community and Children’s Services Committee]

- (iii) “The Wardmote resolves that the Landlord, Planners, Surveyors and other relevant City departments urgently seek agreement and funding for the parade

of shops under Crescent House on Golden Lane Estate to remove external shutters which attract graffiti and prepare a programme of restoration of the street shop fronts and rear arcade, to enhance the attraction of the arcade in order that businesses can flourish as an important local amenity”.

[Community and Children’s Services Committee]

- (iv) “The Wardmote resolves to request the Corporation of the City of London to fully implement its Considerate Lighting Charter in the Ward and surrounding neighbourhood by :-
- (i) Measuring the baseline levels of pollution from artificial light at night in Aldersgate and Cripplegate; and
 - (ii) To set a target for reducing such light pollution within 12 months; and
 - (iii) To adequately resource and run a pilot project, with community involvement, to achieve the target”.

[Planning and Transportation Committee]

- (v) “The Wardmote resolves to request the Corporation of London to immediately apply the abatement of 27% of structural repairs as set out in the Leases of Crescent House; or in the absence of this, to provide full reasons why this should not be done”.

[Community and Children’s Services Committee]

- (vi) “The Wardmote resolves to call upon City Corporation to provide an adequate number of constantly available public toilets to satisfy both the existing need and the ambition of Destination City”.

[Port Health and Environmental Services Committee]

F - Ward of Langbourn – 20th March 2024

- (i) “The Ward of Langbourn has become increasingly concerned about the lack of action by the City of London Corporation in adopting a sustainable strategy for Leadenhall Market, which will enable the Market and its tenants to flourish in the future. It is hereby resolved by this Wardmote to request the City of London Corporation:
- i) To review the options to establish a more appropriate management and ownership structure for this iconic asset and make a decision as to future strategy no later than May 2024.
 - ii) To establish an action plan and timetable for implementation by September 2024”.

[Investment Committee]

- (ii) “That the Corporation of London be asked to urgently expedite the review of the Bank Junction restrictions and that Black Cab access be restored to the Bank Junction 24/7 and 365 days per year”.

[Planning and Transportation Committee]

G - Ward of Lime Street – 20th March 2024

- (i) “The Lime Street Wardmote resolved that:
 - 1) City of London Corporation be asked to review the options to establish a more appropriate management and ownership structure for Leadenhall Market and the Monument and make a decision as to future strategy as soon as it is possible and by no later than May 2024 and;
 - 2) To establish an action plan and timetable for implementation by September 2024.
Such an action plan should also consider potential involvement of ECBid and also inclusion of the Monument in its considerations”.

[Investment Committee]

- (ii) “The City of London Corporation be asked to expedite the review these restrictions and that Licenced “Black Cabs” access to bank junction be restored 24/7 and 365 days of the year”.

[Planning and Transportation Committee]

H - Ward of Portsoken – 20th March 2023

- (i) “We welcome the consideration given by the City of London Corporation’s Licensing Committee and Port Health and Environmental Services Committee to the issue of anti-social behaviour in Portsoken associated with the night-time economy, and further encourage the relevant Committee to consider the installation of pop-up public conveniences at night-time economy hotspots in the City to address the common issue of street urination”.

[Licensing Committee / Port Health and Environmental Services Committee]

- (ii) “We request that the City of London Corporation commit to a thorough independent review of estate management on the Middlesex Street Estate given the lack of progress on various longstanding issues and projects within the Estate”

[Community and Children’s Services Committee]

- (iii) “That the relevant Committee consider whether current tenants of the City of London Corporation have the same options as leaseholders with regards to installation of sprinklers, and where a current tenant opted out then sprinklers be installed on a change of tenant”.

[Community and Children’s Services Committee]

- (iv) “That the relevant Committee and/or Department of the City of London Corporation investigate whether there was a statutory nuisance or health and safety hazard under the Housing Health and Safety Rating System in the Mansell Street Estate with regard to pest infestation, and any necessary steps taken to resolve any nuisance identified”.

[Community and Children’s Services Committee/Port Health and Environmental Services Committee]

I - Ward of Tower – 20th March 2024

- (i) “That the City Corporation be urged to recommend changes to the proposed City Plan 2040 before its submission to the Secretary of State to ensure that the area bounded by Minories, Aldgate High Street, Jewry Street, Crutched Friars, Coopers Row and the City’s southern boundary continues to be designated as an area for office-led development”

[Planning and Transportation Committee]

- (ii) “This Wardmote resolves that the City Corporation be asked diligently to expedite its review of the traffic arrangements at Bank.”

[Planning and Transportation Committee]

J - Ward of Walbrook – 20th March 2024

“That the Corporation of London be asked to urgently expedite the review of these restrictions and that Black Cab access be restored to the Bank Junction 24/7 and 365 days per year”.

[Planning and Transportation Committee]

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

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Motion – by Deputy Shravan Joshi

To be presented on Thursday 23rd May 2024

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

Motion:-

“That this Court of Common Council of the City of London Corporation commits to tackling the growing issue of inappropriately parked and obstructive dockless bikes within the City of London, while continuing to call for stronger legislation from national government. It resolves that, in the absence of the additional powers granted by central legislation on micromobility that are needed, the Court calls on operators to comply with our requirements and manage their fleets in line with available parking capacity and to prevent obstructions. Furthermore, that the City Corporation urgently explores additional options to tackle the challenge such as enhanced fining zones and additional parking bays.

The Court further resolves that it supports the work of the Greater London Authority and Transport for London approach and commits to joining a future pan-London non-docked micromobility contract that aims for a legally binding contract with clear rules and expectations and centralised capacity to manage the contract and measure performance through TfL and London Councils.”

Signatories to the Motion, pursuant to Standing Order 12(2) and 12(3):-

Deputy Shravan Joshi (Mover)
Munsur Ali
Deputy Peter Dunphy
Helen Fentimen
Deputy Marianne Fredericks
Steve Goodman

Graham Packham (Seconder)
Jason Groves
Caroline Haines
Jaspreet Hodgson
James St John Davis
Jacqui Webster

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List of Applications for the Freedom

To be presented on Thursday, 23rd May, 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.

Nathaniel Stewart Agnew <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Damon Anqi Aitken <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Reena Anand <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Consultancy Director and Founder <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Pinner, Middlesex
Julian Hoffmann Anton <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Data Visualisation Designer <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Forest Hill, London
Dr Pankaj Kumar Arora <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	A City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Anwesh Banerjee <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	A City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
David Olufemi Oluyemi Babatunde Bankole <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	A City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Alexander Hugh McCormack Begbie, CBE <i>Deputy Christopher Michael Hayward</i> <i>Deputy Keith David Forbes Bottomley</i>	a Financial Services Organisation Chief Executive <i>Citizen and Pattenmaker</i> <i>Citizen and Pattenmaker</i>	Edinburgh, Scotland
Mario Claudio Beneventi <i>Guy Fairbank</i> <i>David Harry</i>	a City of London Guide <i>Citizen and Vintner</i> <i>Citizen and Stationer & Newspaper Maker</i>	Royal Tunbridge Wells, Kent

Simon Day-Lewis Bentley <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	a Bank Group Relationship Director <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Tonbridge, Kent
Professor Amanda Jayne Broderick Kilminster <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a University Vice Chancellor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Staffordshire
Josette Vinella Xamina Bushell-Mingo, OBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Speech and Drama School Principal <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Upper Holloway, London
Lindsey Michelle Condron <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Chief of Operations <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Beckenham, Kent
William Anthony Marcus Carmody Cooper <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	a Solicitor <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Hertfordshire
Professor Frances Marie Corner, OBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	Warden of Goldsmiths <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Oxfordshire
Adrito Prottush Abir Das <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Ankur Desval Fehrani <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Alden James Neuman Eakins <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Abdolkarim Fatehi, MBE <i>Ald. Prem Babu Goyal, OBE</i> <i>Deputy Rehana Banu Ameer</i>	a Chamber of Commerce Chief Executive <i>Citizen and Goldsmith</i> <i>Citizen and Common Councillor</i>	Purley, Surrey
Professor Carina Jacqueline Fearnley <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Communication Professor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Watford, Hertfordshire
Vanessa Fernandes <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Beauty and Aesthetics Company Managing Director <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Colindale, London
Matan Flum <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	A City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London

Professor Enrique Balbas Gaztanaga <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	an Astrophysics Professor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Portsmouth, Hampshire
Andrew Stanley Goldsmith <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	a Lawyer <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Greenwich, London
Professor Martin John Graves <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Magnetic Physics Professor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Cambridgeshire
Angela Diana Greaves <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Radio Presenter <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Uxbridge, London
Dr Ta-Wei Guu <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Professor Jane Harrington <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Vice Chancellor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Greenwich, London
Sir Lenworth George Henry, CBE <i>The Rt. Hon The Lord Mayor</i> <i>Munsur Ali, CC</i>	an Actor, Comedian, Writer and Philanthropist <i>Citizen and World Trader</i> <i>Citizen and Common Councillor</i>	Berkshire
Professor Jennifer Mary Higham <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a University Vice Chancellor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Clerkenwell, London
John Bernard Holliday <i>Vincent Dignam</i> <i>John Paul Tobin</i>	a Construction Company Consultancy Director <i>Citizen and Carman</i> <i>Citizen and Carman</i>	Molesey, Surrey
Ahamed Dowshan Humzah <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Portfolio Director <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Sydenham, London
Pamoda Malshani Jayaweera <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	A City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Trevor Junior Lee Johnson <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Head of Business Marketing <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Brixton, London
Beatriz Kira <i>George Christopher Abrahams, CC</i> <i>Gregory Alfred Lawrence, CC</i>	a University Lecturer <i>Citizen and Butcher</i> <i>Citizen and Butcher</i>	City of London
Sofiia Kostytska <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	A City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London

Stephen Robert Hung Ying Lam	an Airline Pilot	St Peters, South Australia, Australia
<i>Gerald Michael Edwards</i>	<i>Citizen and Fruiterer</i>	
<i>Martin Victor Edwards</i>	<i>Citizen and International Banker</i>	
Anna Hope Landre	a City Scholar	Bloomsbury, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	
Samuel Zhe Feng Lee	a City Scholar	Bloomsbury, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	
Peter Loftus	an Engineering Consultancy Business Director	Derby, Derbyshire
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Ald. Alastair John Naisbitt King, DL</i>	<i>Citizen and Blacksmith</i>	
Robert Roman Lorenz	a Clinic President and Surgeon	Westminster, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Ald. Alastair John Naisbitt King, DL</i>	<i>Citizen and Blacksmith</i>	
Roger Price Marvin	a Mortgage Broker	Homerton, London
<i>Major Anthony Hugh Samuel Gabb, TD</i>	<i>Citizen and Wax Chandler</i>	
<i>David Anthony Bickmore</i>	<i>Citizen and Wax Chandler</i>	
Vivek Menon	a Wildlife Conservation Executive Director	Delhi, India
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Ald. Alastair John Naisbitt King, DL</i>	<i>Citizen and Blacksmith</i>	
Mallin Michael Moolman	a City Scholar	Bloomsbury, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	
Ravendra Naidoo	a City Scholar	Bloomsbury, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	
Lakshmi Narayanan	a Businessman	Frisco, Texas, United States of America
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Ald. Robert Charles Hughes-Penney</i>	<i>Citizen and Haberdasher</i>	
Ramata N'Diaye	a City Scholar	Bloomsbury, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	
Julius Peter Ocen	a City Scholar	Bloomsbury, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	
Professor Alexandra Olaya Castro	a Professor of Physics	Wimbledon, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Ald. Alastair John Naisbitt King, DL</i>	<i>Citizen and Blacksmith</i>	
Cristina Orrego Gómez	A City Scholar	Bloomsbury, London
<i>The Rt. Hon The Lord Mayor</i>	<i>Citizen and World Trader</i>	
<i>Deputy Christopher Michael Hayward</i>	<i>Citizen and Pattenmaker</i>	

Paraskevi Paxinos <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Women's Business Network Chief Executive <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Maida Hill, London
Charles William Davidson Peattie, MBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Cartoonist <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Kilburn, London
Lady Mary Elizabeth Peters, LG CH DBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Sir William Anthony Bowater Russell</i>	an Athlete and Philanthropist <i>Citizen and World Trader</i> <i>Citizen and Haberdasher</i>	Belfast, Northern Ireland
Susan Petty <i>Henry Charles Walter Price</i> <i>Dominic Charles Huw Price</i>	a Business Improvement District Executive Director <i>Citizen and Scientific Instrument</i> <i>Maker</i> <i>Citizen and Carman</i>	Bexley
Bhola Vernon Andrew Courtney Ponan <i>His Honour Judge Mark Lucraft</i> <i>His Honour Judge Richard Marks</i>	an Old Bailey Clerk <i>Citizen and Founder</i> <i>Citizen and Cook</i>	Mitcham, Surrey
Thomas Bartholomew Powles <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Professor of Oncology <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Victoria, London
Andrew James Ranson, VR DL <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	a Civil Servant <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Surbiton, Surrey
Paul Daryl Richardson <i>Colin Roger Titmus</i> <i>Keith Richard Stevens</i>	a Commercial Director <i>Citizen and Air Pilot</i> <i>Citizen and Management</i> <i>Consultant</i>	Hertfordshire
Emma Rousell <i>Ald. Nicholas Stephen Leland Lyons</i> <i>Felicity Ruth Lyons</i>	a Yeoman Warder <i>Citizen and Merchant Taylor</i> <i>Citizen and Musician</i>	Tower Hamlets, London
Paulette Dawn Simpson, CBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Banker <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Wembley, Middlesex
Edward Rupert Loben Slade <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	a Civil Servant <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Fulham, London
Professor Sir David John Spiegelhalter <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a University Professor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Cambridge, Cambridgeshire
Varun Srivatsan <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London

Professor Karen Penelope Steel <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a University Professor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Essex
Wilson Alexander Symons <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Ilsa Tariq <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Russell Philip Taylor, MBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Cartoonist and Journalist <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Hornsey, London
Jiyoung Alexandra Ueno-Park <i>The Rt. Hon The Lord Mayor</i> <i>Elisabeth Mainelli</i>	a Solicitor <i>Citizen and World Trader</i> <i>Citizen and Mason</i>	Marylebone, London
Professor Jonathan Andrew Vaughan <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Music and Drama School Principal <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Wiltshire
Th Hon. Alice Louise Walpole OBE <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a College Director <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Professor Sally Elizabeth Wheeler, OBE <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Vice Chancellor <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	West Ealing, London
Professor Randall Shanley Whittaker <i>The Rt. Hon The Lord Mayor</i> <i>Ald. Alastair John Naisbitt King, DL</i>	a Drama School Principal and Chief Executive <i>Citizen and World Trader</i> <i>Citizen and Blacksmith</i>	Bexley
Guy Alexander Wynne-Jones <i>Major Anthony Hugh Samuel Gabb, TD</i> <i>David Anthony Bickmore</i>	a Consultant Neurosurgeon <i>Citizen and Wax Chandler</i> <i>Citizen and Wax Chandler</i>	Newcastle Upon Tyne, Tyne and Wear
Zheng Xu <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Mario Andres Yon Secaida <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Qurat-UI-Ain Zafar <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London
Lubna Binti Zulkifli <i>The Rt. Hon The Lord Mayor</i> <i>Deputy Christopher Michael Hayward</i>	a City Scholar <i>Citizen and World Trader</i> <i>Citizen and Pattenmaker</i>	Bloomsbury, London

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 23rd May 2024

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

Acts

Pedicabs (London) Act 2024

Creates a regulatory framework for pedicabs operating in public places in greater London. Permits TfL to issue and enforce rules relating to licensing of pedicabs. Whilst the Act comes into force two months after Royal Assent, the Act enables TfL to make regulations to put in place a scheme and this would need to happen before the Act has any practical effect.

Royal Assent

25th April 2024

Statutory Instruments

The Online Safety Act 2023 (Pre-existing Part 4B Services Assessment Start Day) Regulations 2024

Requires, as from 2 September 2024 or the date that the Office of Communications (OFCOM) publishes the first illegal content assessment guidance (whichever is the latest), video-Sharing Platforms to complete risk assessments in relation to illegal content risks within a prescribed period of time

In Force

22nd May 2024

The Economic Growth (Regulatory Functions) (Amendment) Order 2024

Amends the Economic Growth (Regulatory Functions) Order 2017 which specifies the regulatory functions to which the duty in section 108 applies. Section 108 of the Deregulation Act 2015 provides that a person exercising a regulatory function to which section 108 applies must, when exercising that function, have regard to the desirability of promoting economic growth. This Order adds three additional named regulators: the Gas and Electricity Markets Authority, the Office of Communications and the Water Services Regulation Authority but excludes regulatory functions of those regulators relating to competition where those functions are concurrent with the competition functions of the Competition and Markets Authority and certain other regulatory functions for a limited time period.

21st May 2024

The Deregulation Act 2015 (Growth Duty Guidance) Order 2024 30th April 2024

Revokes the previous Ministerial guidance on the growth duty under section 108 of the Deregulation Act 2015 (see above) and brings into force new guidance as to the performance of the duty under section 108. Regulatory bodies subject to the duty must have regard to the guidance in the exercise of relevant functions.

The new guidance entitled “Growth Duty: Statutory Guidance Refresh” has been issued and will be published on the [gov.uk](https://www.gov.uk) website.

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

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