



General Purposes Committee of Aldermen

Date: TUESDAY, 13 MAY 2025

Time: 10.00 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Meers:	Alderman Sir William Russell (Chairman)	Alderman Robert Howard
	Alderman Sir Charles Bowman (Deputy Chairman)	Alderman & Sheriff Gregory Jones KC
	The Rt. Hon. The Lord Mayor,	Alderman Prem Goyal, OBE
	Alderman Alastair King DL	Alderman Professor Emma Edhem
	Alderman Sir Andrew Parmley	Alderman Robert Hughes-Penney
	Alderman Sir Peter Estlin	Alderman Bronek Masojada
	Alderman Vincent Keaveny, CBE	Alderman Alexander Barr
	Alderman Sir Nicholas Lyons	Alderman Christopher Makin
	Alderman Professor Michael Mainelli	Alderman Tim Levene
	Alderwoman Dame Susan Langley, DBE	Alderwoman Jennette Newman
	Alderman Alison Gowman CBE	Alderman Kawsar Zaman
	Alderman Timothy Hailes JP	Alderwoman Martha Grekos
		Alderman Simon Pryke
		Alderwoman Elizabeth Anne King, BEM JP

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public

1. **APOLOGIES**

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

3. **MINUTES**

To approve the minutes of the last meeting of the General Purposes Committee of Aldermen held on 4 March 2025.

For Decision
(Pages 5 - 12)

4. **TOWN CLERK'S 2-YEAR REVIEW**

Report of the Town Clerk and Chief Executive.

For Discussion
(Pages 13 - 20)

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

7. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public

8. NON-PUBLIC MINUTES

To approve the non-public minutes of the last meeting of the General Purposes Committee of Aldermen held on 4 March 2025.

For Decision
(Pages 21 - 24)

9. APPOINTMENTS : -

a) Emanuel School

To approve the appointment of a nominee to Emanuel School for a term ending October 2027.

b) King Edward's School Witley (Bridewell Royal Hospital)

To approve the appointment of a nominee to King Edward's School Witley.

c) Sir John Soane's Museum

To approve the appointment of a nominee to Sir John Soane's Museum

For Decision

10. PRESENTATION - CITY SURVEYOR - COURTS DEVELOPMENT PROGRESS UPDATE

The City Surveyor to be heard.

For Information

11. WARD BEADLES - GOVERNANCE ARRANGEMENTS

Report of the City Remembrancer.

For Decision
(Pages 25 - 50)

12. APPOINTMENT OF THE CITY MARSHAL

Report of the Executive Director, Private Secretary to the Lord Mayor.

For Decision
(Pages 51 - 54)

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

To receive the minutes of the last meeting of the Emanuel Hospital Management Sub-Committee held on 5 March 2025.

For Information
(Pages 55 - 60)

14. **MINUTES OF THE COMMITTEE OF ALDERMEN TO ADMINISTER THE SIR WILLIAM COXEN TRUST FUND**

To receive the minutes of the last meeting of the Committee of Aldermen to administer the Sir William Coxen trust Fund held on 25 March 2025.

For Information
(Pages 61 - 64)

15. **MINUTES OF THE MAGISTRACY AND LIVERY SUB-COMMITTEE**

To receive the minutes of the last meeting of the Magistracy and Livery Sub-Committee held on 27 March 2025.

For Information
(Pages 65 - 70)

16. **STRATEGY GROUP UPDATES**

For Discussion

17. **KEY COMMITTEE ISSUES**

For Discussion

18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

GENERAL PURPOSES COMMITTEE OF ALDERMEN

Tuesday, 4 March 2025

Minutes of the meeting of the General Purposes Committee of Aldermen held at
Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 4 March 2025 at
10.00 am

Present

Members:

Alderman Sir William Russell (Chairman)
Alderman Sir Charles Bowman (Deputy Chairman)
The Rt. Hon. The Lord Mayor Ald. Alastair King DL
Alderman Sir Andrew Parmley
Alderman Vincent Keaveny, CBE
Alderwoman Dame Susan Langley, DBE
Alderman Alison Gowman CBE
Alderman Timothy Hailes JP
Alderman Robert Howard
Alderman & Sheriff Gregory Jones KC
Alderman Prem Goyal, OBE
Alderman Robert Hughes-Penney
Alderman Bronek Masojada
Alderman Alexander Barr
Alderman Christopher Makin
Alderman Tim Levene
Alderwoman Martha Grekos
Alderman Simon Pryke
Alderwoman Elizabeth Anne King, BEM JP

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Polly Dunn	- Assistant Town Clerk
Gemma Stokley	- Town Clerk's Department
Rhiannon Leary	- Executive Officer to the Court of Aldermen
Caroline Al-Beyerty	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Wright	- City Remembrancer
James Edwards	- Remembrancer's Department
Caroline Jack	- Executive Director, Private Secretary to the Lord Mayor
Catherine Rooney	- Senior Private Secretary
Doris Chan	- Office of the Policy Chair
Damian Nussbaum	- Executive Director of Innovation & Growth
Daniel O'Byrne	- Innovation Director, Innovation & Growth
Lisa Ward	- Director of Communications

1. **APOLOGIES**

Apologies for absence were received from Alderman Sir Nicholas Lyons, Alderman Professor Micheal Mainelli, and Alderman Kawsar Zaman.

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

Alderman Christopher Makin declared an interest as a member of the Company of Communicators.

Alderman Sir William Russell declared an interest as Master of the Worshipful Company of Haberdashers. Alderman Hughes-Penney also declared an interest as a member of the Worshipful Company of Haberdashers.

3. **MINUTES**

The Committee considered the minutes of the last meeting of the General Purposes Committee of Aldermen held on 4th February 2025

RESOLVED: - That the minutes of the last meeting of the General Purposes Committee of Aldermen held on 4th February 2025 be approved as an accurate record of the meeting.

Chairman's Congratulatory Remarks

The Chairman reported that Alderman Professor Emma Edhem had been appointed as a Mentor, guiding emerging leaders, diplomats and strategists on navigating international relations, power structures and global governance.

Further, the Chairman reported that Alderman Prem Goyal OBE had been appointed as a Non-Executive Director at Dolma Impact Fund II.

Alderman Sir Charles Bowman would be replacing Alderman Sir William Russell as the City Corporation's representative on the UK-China Green Finance Taskforce.

Finally, the Chairman reported that Alderman Bronek Masojada had been appointed as the City Corporation's representative on the UK Carbon Markets Forum.

The Committee joined the Chairman in offering their congratulations. The Committee were encouraged to continue to feed in news of any similar achievements/accolades worthy of note.

4. **COMMITTEE APPOINTMENTS 2025/26**

The Committee considered a report of the Town Clerk, concerning nominations for the appointment of Alderman on those City of London Corporation Committees on which they have reserved spaces for the civic year 2025/26, commencing on 25th April 2025.

The Town Clerk drew the Committee's attention to Appendix B, which detailed the full list of committee appointments and outside bodies held by each Alderman. This was intended to be a live list, and the Committee were encouraged to contact the Town Clerk with any updates or amendments.

RESOLVED: - That the Aldermen:

- i) Approve those nominations set out within the appendix to the report and authorise submission of the agreed nominations to the Court of Common Council at its meeting on 25th April 2025, excluding the appointments to the Honourable the Irish Society, on 22nd May 2024; and
- ii) Delegate Authority to the Chairman and Deputy Chairman of the General Purposes Committee of Aldermen to approve any necessary revisions to the list of appointments.

5. **ALDERMANIC GOVERNANCE DOCUMENTATION - REVIEW**

The Committee received a report of the Town Clerk, concerning a proposed review of the Aldermanic 'governance' documentation, including the existing Terms of Reference, to determine whether they adequately reflect the purpose and remit of the Court of Aldermen and to address whether there are any inconsistencies of approach. A Delegated Authority was being sought to consider revisions to the Terms of Reference and other relevant governance documentation, recommending these be submitted to a subsequent meeting of the Committee.

An Alderwoman requested a point of clarification on Appendix 3, that the Aldermen provided leadership rather than acted as leaders to the team of elected Members in individual Wards.

The Committee were encouraged to share its views and recommendations for points of review ahead of its next meeting. Members of the Committee made suggestions on matters for consideration, including references to residents, the Shrieval Plan, and the promotion of the City of London's Financial and Professional Services. It was also requested that any documentation publicly available across the City's own webpages be updated and consolidated following the review.

RESOLVED: – That Members agree that:

1. The terms of reference of the Court of Aldermen and other relevant Aldermanic governance documents (set out as appendices to the report) be reviewed to ensure that any inconsistencies of approach are addressed; and
2. Should any amendments be required, Delegated Authority be granted to the Town Clerk in consultation with the Chair and Deputy Chair of the

General Purposes Committee, to consider the final wording of the revised Terms of Reference and other relevant governance documentation, with a recommendation thereon submitted to a subsequent meeting of this Committee.

6. PRESENTATION - LINKEDIN - CORPORATE COMMS

The Committee received a presentation concerning the use of LinkedIn. Topics of the presentation included optimising profiles; content strategy; practical tips; and further resources.

Following the conclusion of the presentation, the Committee were invited to ask questions and make comments, as follows: -

- The City Corporation had a Flickr account for event photographs, which would be shared with the Aldermen.
- There was an existing policy for the City of London Corporation account not reposting from its Elected Members. However, there was scope for this to be reviewed under the social media policy and content strategy as part of efforts to grow the City Corporation's online network.
- In terms of frequency of posting or reposting, a guideline of one or twice a week was recommended, but Aldermen were asked to consider where they were adding value when posting or reposting.
- It was noted that Chairs / Chairmen of Committees would have access to City Corporation press releases for LinkedIn, and it could be considered how these could be made more widely available. A rolling key messages document could be provided for consistent messages, and the value added to reposting press releases was again emphasised.
- There would be further consideration on what support could be provided for Elected Members on LinkedIn, including access to video content and templates for posting as part of the wider strategic branding review.
- Examples could be provided on good examples for LinkedIn, and advice on maximising impact without the need for additional support or resources, as Members of the Committee noted that the examples provided in the presentation (e.g., the Mayor of London) likely had additional resources to add capacity when posting on LinkedIn. The examples provided were LinkedIn 'top voices' – profiles which were identified as consistently producing good content and were generally widely known to the public. Members of the Committee were advised to use and adapt the tactics used by the 'top voices' on their own LinkedIn profile.
- Members of the Committee noted and discussed the balance between a public online presence for their Aldermanic work and their professional / personal lives.
- In terms posting following an event, the advice provided was the quality of the post and the reflections that would have a higher impact rather than the timeliness of the post.
- Whilst premium membership could be used if desired, it was not recommended as a necessity for building a City of London Corporation network.

RESOLVED: – That the presentation be received.

7. APPLICATION OF THE WORSHIPFUL COMPANY OF HABERDASHERS FOR A SUPPLEMENTAL CHARTER

The Committee received a report of the Remembrancer, concerning approval for amendments to the Worshipful Company of Haberdashers' draft Supplemental Charter. The amendments sought were amending the nomenclature of the Company's most senior elected officer from 'Master' to 'Prime Warden', amending the formal name of the Company to take account of this change, and granting a power to amend the Company's charters by special resolution of its members, allowing decisions to be taken by the Company outside of physical meetings.

Members of the Committee who were members of the Magistracy and Livery Sub-Committee wished to note that 'Prime Warden' was an accepted term, the Sub-Committee expressed no view on the term 'Master'. The Sub-Committee also welcomed the Worshipful Company of Haberdashers' flexibility in responding to its comments.

RESOLVED: – That the General Purposes Committee of Aldermen approve the Worshipful Company of Haberdashers' draft Supplemental Charter.

8. MANSION HOUSE & OFFICE OF THE LORD MAYOR - 25/26 BUSINESS PLAN

The Committee received a report of the Director of Mansion House and Principal Private Secretary to the Lord Mayor, concerning approval of the high-level Business Plan for the Mansion House and Office of Lord Mayor and Sheriffs (Town Clerk's) Department for 2025/26.

A Member of the Committee suggested that future high-level Business Plans for the Mansion House and Office of Lord Mayor and Sheriff be shared with those Alderman who, subject to election, were coming forward into the Mayoralty.

RESOLVED: - That Members of the General Purposes Committee of Aldermen: -

- (i) Note the factors taken into consideration in compiling the Mansion House & Officer of the Lord Mayor and Sheriffs Business Plan; and
- (ii) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2025/26.

9. SUPPORT FOR UK-BASED FINANCIAL AND PROFESSIONAL SERVICE - INNOVATION AND GROWTH QUARTERLY REPORT

The Committee received a report of the Executive Director for Innovation and Growth, concerning the impact of the City Corporation's work in support of UK-based Financial and Professional Services between October 2024 and December 2024. It also provided the annual update on Innovation and Growth's Overseas Offices for the 2024 calendar year.

Members of the Committee expressed that the Court of Aldermen were keen to play an active role in the impact of the City Corporation and maximise and leverage the skills available within the Court. It was this helpful that this report be shared quarterly with the Committee. It would create an opportunity for Aldermen to be better informed and thus better equipped to be actively impactful. Officers were also mindful of the recent Court of Common Council election and the new intake of members, how to involve those who did not have a financial services background.

Noting the update on the Overseas Offices, Members noted the critical inflection point of where the City Corporation sat in the current global financial world and encouraged strengthening the links with the FCDO and Department of Trade. Officers were mindful of engagement and opportunities with the US and elsewhere, and how to push this forward. Members of the Committee encouraged a nimble approach with geopolitics.

There were questions on KPIs, and how success would be measured and how outcomes would be measured using data. Officers agreed that data was important to measure success, particularly under investment. However, officers noted that with their more limited resources, the more work undertaken to report the data, especially quarterly, the less impactful the data would be in terms of measuring success.

Members of the Committee emphasised that the City Corporation must not be siloed in its departments to achieve the outcomes. The response was that some workstreams were resourced cross-Corporation. There was also an officer working group from key departments which met to ensure a mutual understanding of achievements and how goals could be met collectively.

In terms of working with other voices at a national level, the City Corporation had strong input into the London Growth Plan and were working with the Department for Business and Trade on how to collaborate closely.

Lastly, it was agreed that future reports would pick up the Lord Mayor's work in legal and maritime services, make more explicit reference to the Chairman of Policy & Resources and the Lord Mayor, consider the role of the Sheriffs in future work, and incorporate a forward look.

RESOLVED: - That Members of the General Purposes Committee of Aldermen: -

- (i) Note the update on key pieces of work that have taken place between October 2024 and December 2024, and their outputs; and
- (ii) Note the update on the work that has taken place in IG's overseas officers in the 2024 calendar year.

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
The Chairman advised that Kate Doidge had been seconded into the role of Executive Officer to the Court of Aldermen, supporting the Aldermanic work at the City Corporation.
12. **EXCLUSION OF THE PUBLIC**
RESOLVED - That, in accordance with the Court of Aldermen's Disclosure Arrangement (Standing Order 25), the public shall be excluded from the meeting for the following items of business on the grounds that the Chairman and Deputy Chairman of the General Purposes Committee of Aldermen have determined, having had due regard to the Disclosure Arrangement, that disclosure should not be permitted.
13. **NON-PUBLIC MINUTES**
The Committee considered and approved the non-public minutes of the last meeting of the General Purposes Committee of Aldermen held on 4 February 2025.
14. **PETITION OF THE COMPANY OF COMMUNICATORS FOR COMPANY WITH LIVERY STATUS**
The Committee considered and approved a report of the Remembrancer concerning the petition of the Company of Communicators to be constituted as a Livery Company of the City of London.
15. **STRATEGY GROUP UPDATES**
The Town Clerk and respective Chairs of each Strategy Group took the opportunity to update the Committee on progress against their objectives for 2025/26.
16. **KEY COMMITTEE ISSUES**
There were no matters raised.
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions raised in the non-public session.
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
Matters concerning the work of those in the Mayoral continuum and the Lord Mayor's Show were discussed.
19. **STAFFING RESTRUCTURE - UPDATE**
The Committee received a confidential, separately circulated report of the Executive Director of Mansion House, Principal Private Secretary to the Lord Mayor updating on a proposals emanating from the review of the staffing body that serves the two Sheriffs of the City of London and the Recorder at the Old Bailey.

The meeting ended at 11.45 am

Chairman

Contact Officer: Gemma Stokley
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City of London Corporation Committee Report

Committee(s): Policy and Resources Committee General Purposes Committee of Aldermen	Dated: 08/05/2025 13/05/2025
Subject: Town Clerk and Chief Executive - Two-year reflection and forward look	Public report: For Discussion
This proposal: <ul style="list-style-type: none"> • delivers all Corporate Plan 2024-29 outcomes 	Diverse Engaged Communities Dynamic Economic Growth Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Ian Thomas CBE, Town Clerk and Chief Executive
Report author:	Ian Thomas CBE, Town Clerk and Chief Executive

Summary

This report provides Members of the Policy & Resources Committee and General Purposes Committee of Aldermen with a high-level executive summary of the work of the Town Clerk and his Executive Leadership Board over the past two years to January 2025.

The overview includes key positive developments, such as economic growth initiatives, infrastructure investments, governance improvements and major cost-saving decisions, followed by major challenges like asset management, financial sustainability, and workforce transformation. The final section focuses on the strategic direction and transformation agenda, ensuring alignment with the Corporation's long-term objectives.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The past two years have been incredibly eventful for the Corporation. The Corporation has a long rich history, an eclectic mix of services and offers, including its global unique selling point as the voice and convenor of the UK's Financial and Professional Services (FPS) sector. The commitment of the staff was evident in the staff survey of 2022 and, of course, credit to the Members who bring with them much experience and expertise. The successes and challenges/opportunities below reflect much hard work between Members and officers over the two-year period. The new Corporate Plan reflects these challenges and opportunities, providing a clear direction for the next five years to achieve the six desired outcomes above. Woven through this plan is a golden thread, aligning business planning, risk management, budget-setting, and governance. Additionally, the People Strategy 2024-29 has been launched in parallel with the Corporate Plan to establish a framework for people-centered success.
2. As well as a committed staff team, there is a suite of exciting capital projects such as Salisbury Square, new London Museum, and Barbican Renewal. The Corporation's excellent services, institutions and policy initiatives, such as 'Destination City', are driven by Members who are unapologetically ambitious for the Corporation and those served by it. The combination of the Lord Mayor and Chairman of Policy and Resources promoting FPS on a global footprint, underpinned by our ongoing work to raise investment levels working with the insurance sector and pension funds, implement our bold moves from 'Vision for Economic Growth' and the current thematic Growth agenda, appears to be reaping dividends. Examples of anecdotal gains include a 25% increase in jobs located in the square mile compared with pre pandemic levels, up to 678,000; Gross Value Added (GVA) productivity in the square mile is £77 per worker hour, which is much higher than the national £40 per worker hour; latest figures showed the City has generated over £110bn in economic output annually; and demand for 'Grade A' office accommodation will require an additional 1.2m square metres of office space over the coming years. Specific examples are the relocations of HSBC, Clifford Chance and State Street from Canary Wharf to the Square Mile, who are wanting a more connected and vibrant environment. More broadly, the recent Price Waterhouse Cooper survey of 4,700 Chief Executive Officers globally has found that the UK has surpassed Germany, China and India to become the second most important destination for investment after the United States. All the while, the Square Mile remains one of the safest business districts in the world, much in part due to the excellent work of the City of London Police.

Key positive developments

3. Strong political leadership and new executive leadership arrangements have resulted in strengthened accountability, leading to numerous achievements, delivered at pace, as can be seen below.

- a) Development of numerous key strategies and plans – such as: Corporate Plan, People Strategy, National Policing Strategy for Fraud, Economic and Cyber Crime; Digital, Data and Technology Strategy; Investment Strategy; Local Plan 2040; Climate Action Strategy; Transport Strategy; Education Strategy; revised Medium Term Financial Plan (MTFP) and capital programme; and new dedicated strategies for victims and tackling serious violence.
- b) Following months of purposeful work, the decision was secured to relinquish statutory responsibility for running Smithfield and Billingsgate Markets, saving some £600m - £700m and transforming the outlook for City's Estate. Subject to royal assent, this work will not only help stabilise finances but facilitate the building of 4,000 much needed homes for Londoners, deliver £9.1bn in additional GVA for UK plc and contribute to the Corporation's ambitious net zero targets.
- c) £100m rescue package for London Museum brokered in concert with the Greater London Authority and London Museum – the biggest infrastructure project of its kind in Europe.
- d) The London Archives has recently undergone a significant rebrand. This transformation includes the development of a new formal learning service, an innovative events and exhibitions programme, and the enhancement of its public spaces. The long-term future home of the Archives is under review, with various options for a site within the Square Mile being explored.
- e) £191m package secured to prevent the Barbican from enforced closure, as part of the long-term Barbican Renewal Programme, an example of new strengthened officer capital projects governance, via the introduction of a new 'Portfolio Board', chaired by the Town Clerk and Chief Executive.
- f) Destination City (DC) Review completed, leading to a crystallisation of DC as the growth strategy for the Square Mile and a delineation to support the Culture Heritage and Libraries Committee to develop a new Cultural Strategy.
- g) Children's (social care) Services have been rated outstanding by Ofsted, with excellent educational outcomes achieved for thousands of pupils attending the Corporation's independent, state maintained and academy schools. City of London Academy Trust schools routinely exceed national attainment rates, whilst serving some of the most economically deprived communities nationally, and the Corporation's maintained primary school is rated outstanding. The City of London's independent schools are among the finest in the country, consistently delivering excellent education outcomes alongside life-changing bursaries, driving up social mobility.
- h) Revitalisation of corporate Health & Safety (H&S) arrangements, including the introduction of a new H&S Policy accompanied by a strategic workplan for H&S, aligned to the People Strategy, establishing safety as a golden thread within the Corporate Plan. A full organisation-wide safety assurance review and establishment of strengthened governance for this key organisational risk has been undertaken, supported by enhanced data monitoring and

compliance tracking systems, Member and officer scrutiny, and by repositioning the corporate H&S team as a second line of defence, aligning with other key structural changes.

- i) Addressing key corporate challenges through dedicated responses, enormous strides have been made to revitalise the Barbican Estates Office and work is underway to shift the dial on the management and sufficiency of Housing Revenue Account (HRA) estates.
- j) The staff survey 2024 was very encouraging with a huge a shift in positive integers, such as, +23% points regarding participation in the survey, +39% points more staff who understand their objectives; +21% points regarding staff who trust their leaders and +20% points more respondents would recommend the Corporation to their families and friends.
- k) Introduction of robust governance mechanisms through the Senior Leadership Team, Executive Leadership Board and the Future Ambition 18 group (leadership community below the executive tier), as well as the introducing 360-degree appraisal system for senior leaders, the first of which resulting in very positive feedback from independent assessors.
- l) Significant enhancement of resilience arrangements, including introduction of a rota system and professional training for senior leaders at 'Gold' and 'Silver' levels, together with all departments having logged business continuity plans, putting the Corporation at the forefront of capability and capacity across London.
- m) Guildhall School of Music and Drama rising to third in the world for music and fourth in the world for performing arts in the QS University Rankings 2025.
- n) Work to recognise embedded structural budget issues in support of the Mayoralty, with the commissioning of a zero-based budget review to resolve properly the long-term support for the Mayoralty and align it more effectively with wider Corporation activity. Income generation at Mansion House has also been increased significantly through a more robust commercial approach, with a c.80% increase achieved in commercial revenues in since the new commercial strategy was launched.
- o) Establishing a concierge service with His Majesty's Treasury, regulators, and the Office for Investment that will enhance the UK's position as a leading global financial services hub. The Corporation called for this through its 'Vision for Economic Growth', where the initiative will make it easier for firms to navigate regulation and overcome barriers to entry.

Organisational Challenges and Opportunities

- 4. Building on these successes and recognising that there remain significant challenges in the years ahead, even greater achievements are anticipated over the coming years – seizing on opportunities through sustained collaboration.
- 5. Below is a summary of the main corporate challenges.

- a) Asset management – a coherent plan is required to ensure that assets to retain are identified and investment secured to make them fit for purpose, as appropriate. The most pressing being the Barbican, given the capital expenditure approved represents approximately only a third of what is required. The remaining capital required and the implications for investments and consequentially, revenue streams, requires urgent action.
- b) The Human Resources (HR) department has benefitted from the stability of an excellent permanent Chief People Officer and many staff within the service who work incredibly hard. This has led to several positive developments in addition to the People Strategy, such as a new Corporate Induction Programme. However, given this is an area that has been broken for many years due largely to a poor, very antiquated HR system and key policies that are, in some cases over twenty years old, there remains much more to do to ensure this function is fit for purpose.
- c) Linked to the above, implementing the new Enterprise Resource Planning (ERP) solution ('Project Sapphire') – the new integrated finance and HR system which aims to transform how the Corporation works. The Corporation will need to manage this carefully to ensure the business benefits are realised and costs are contained.
- d) Ambition 25 – the review of pay and reward is designed to iron out any inequalities and meet Members' stated ambition to be leaders on pay. The key challenges concern data integrity, effective communication and engagement with the workforce, and timely implementation of the new pay structure.
- e) Translating the Corporate Plan ambitions into delivery to achieve the objectives within it. This will necessitate the introduction of a new business planning framework, and a staff appraisal process to ensure that there is a golden thread between capability, capacity and delivery.
- f) Change fatigue – in a recent conference 'Future Ambition 18' colleagues reported being overwhelmed by the changes underway and the those they've experienced since the pandemic.
- g) Housing Revenue Account (HRA) – much needed investment is required in the housing stock and the HRA business plan will need to be reviewed to ensure it is in balance over the next 30 years. Officers have calculated that £100m will be needed to address this and a further £300m to meet social housing demand by 2036. The Corporation will need to form new partnerships to develop provision the City can be proud of.
- h) Ensuring that the organisation strengthens its unique selling point in financial and professional services and becomes the partner of choice for the government in delivering its economic growth mission. The government's goal is to become the fastest growing economy in the G7 by the end of this parliamentary period, and the City needs to support this by anticipating and

navigating the rapidly changing geopolitical landscape and ensure the protection of the UK's economic security.

- i) Identification of savings, efficiencies and income generation opportunities over the medium term to close the City Fund medium term financial plan (MTFP) gap of £24m by 2028/29.
 - j) Developing a new communication and engagement strategy to ensure that the value of the Corporation is better understood, and stakeholder relationship management is optimal. Strengthening and nurturing our relationships with the City's Livery Companies, who last year provided £81m in financial support for charitable causes, will be key to this piece of work.
 - k) The City of London Police and its partners have, in recent years, significantly transformed the response to economic and cybercrime in England and Wales. It is actively developing a comprehensive strategy to address critical issues in policing fraud, whilst being in the process of implementing Report Fraud, the replacement for Action Fraud. These both aim to meet the needs outlined in the forthcoming Government white paper on police reform and the next version of the fraud strategy, both due for publication later this year. The Corporation and City of London Police are conscious of the Government's desire to create a National Centre for Policing, as part of a wider programme of police reform in the UK, which presents both challenges and opportunities for the City of London Police. While this initiative is likely to be established on a phased basis, starting with the enabling functions in policing, it raises questions about changes in national operating capabilities.
6. The above challenges are not an exhaustive list. Across each service and institution there are challenges being admirably addressed within those areas. Examples include the charities review in Open Spaces, pursuit of world class status for management of bridges through the City Bridge Foundation, a focus on commercialisation and income generation, the ramifications of the government's VAT on independent school fees policy and work on Equalities, Equity, Diversity and Inclusion across the organisation.
7. In addition, there is an intense inspection regime nationally regarding our local authority functions to include Housing, Special Educational Needs, Children's and Adult Social Care, schools, and for the Corporation distinct from local authorities, there is the additional regulatory lens regarding City of London Police, which has recently been subjected to its statutory 'PEEL' inspection.

So, how should the Corporation respond?

- 8. Transformation is arguably a term overused but, in this case, in relation to what is required here over the coming years, it is most apposite. The Corporation has changed over the last two years, but it has not *transformed* – although it has commenced on the journey.
- 9. Whilst having in house resource available to assist with the work that is transformation, the prodigious scale required necessitates the support of external

experts, who can work with Members and officers, to think radically about operating better but at a lower cost. The head of paid service's assessment is that there is a significant gap in the capacity to truly transform the Corporation, given the workloads of the current staffing complement.

10. Over a three-year programme, experts on transformation onboarded to work with the Corporation will help to:
 - a) Embed Ambition 25, new ERP system and new 'values and behaviours' to support the development of a positive, psychologically safe culture – that embraces transformation.
 - b) Identify ways of using new technology to improve effectiveness, optimising the adoption of exciting enablers, such as robotic process automation, machine learning, augmented reality and AI.
 - c) Realise quantitative and qualitative benefits for the business sector, workers, visitors and residents.
11. It is important to recognise that this initiative is part of a broader strategy to address the Corporation's challenges, alongside some of the other initiatives and strategies mentioned throughout this report. This programme will help focus efforts and build both capability and capacity to tackle the issues at hand, where at the end of the three-year period, the objective is to have a more efficient workforce delivering on Members' aspirations to a world class standard. This will be funded by a balanced MTFP and a well-managed affordable capital programme.

Ian Thomas CBE

Town Clerk and Chief Executive.

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