



Policy and Resources Committee

Date: THURSDAY, 16 JANUARY 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Deputy Shravan Joshi MBE
Deputy Keith Bottomley (Deputy Chairman)	Alderman Vincent Keaveny, CBE
Tijs Broeke (Vice-Chair)	The Rt. Hon. The Lord Mayor Ald. Alastair King DL (Ex-Officio Member)
Caroline Haines (Vice-Chair)	Alderwoman Dame Susan Langley, DBE
Munsur Ali	Deputy Paul Martinelli
Deputy Randall Anderson (Ex-Officio Member)	Deputy Andrien Meyers
Deputy Henry Colthurst (Ex-Officio Member)	Deputy Brian Mooney BEM
Deputy Peter Dunphy (Ex-Officio Member)	Deputy Alastair Moss
Mary Durcan (Ex-Officio Member)	Benjamin Murphy
Helen Fentimen OBE JP	Alderman Sir William Russell
Steve Goodman OBE	Deputy Sir Michael Snyder
Jason Groves	Deputy James Thomson CBE
Alderman Timothy Hailes JP	James Tumbridge
Jaspreet Hodgson	Philip Woodhouse
Deputy Ann Holmes	

Enquiries: Polly Dunn
polly.dunn@cityoflondon.gov.uk

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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

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting on 12 December 2024 (Pages 7 - 16)
- b) * To note the public minutes of the Civic Affairs Sub-Committee meeting on 24 October 2024
- c) * To note the public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 22 November 2024

4. APPOINTMENTS

For Decision

- a) Resource Allocation Sub-Committee
- b) Economic and Cyber Crime Committee

5. STANDING ORDERS REVIEW - JANUARY 2025

Report of the Town Clerk and Chief Executive.

For Decision
(Pages 17 - 96)

6. MEMBERS' CODE OF CONDUCT

Joint report of the Comptroller and City Solicitor and Town Clerk and Chief Executive.

For Decision
(Pages 97 - 116)

7. **CORPORATE STRATEGY AND PERFORMANCE TEAM 2025-26 HIGH LEVEL BUSINESS PLAN**

Report of the Chief Strategy Officer.

For Decision
(Pages 117 - 126)

8. **DEPARTMENTAL 2025/26 BUDGET ESTIMATES - POLICY AND RESOURCES COMMITTEE**

Joint report of the Deputy Town Clerk, Executive Director of Innovation and Growth, Chamberlain, Executive Director Environment, Chief Strategy Officer and Remembrancer.

For Decision
(Pages 127 - 140)

9. **FUTURE DIRECTION OF THE CLIMATE ACTION STRATEGY POST-2027**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 141 - 156)

10. **BENEFITS-IN-KIND ANNUAL REPORTING AND AN OVERVIEW OF FUNDING FOR OUTSIDE BODIES FOR 2023/24**

Report of the Managing Director of City Bridge Foundation (to be read in conjunction with a non-public appendix at agenda item 22).

For Decision
(Pages 157 - 174)

11. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - ADMINISTRATIVE UPDATES**

Report of the Managing Director of City Bridge Foundation.

For Decision
(Pages 175 - 202)

12. **LONDON COUNCILS GRANTS SCHEME**

Report of the Town Clerk.

For Decision
(Pages 203 - 210)

13. **CITY'S OPERATIONAL PROPERTY PORTFOLIO (NON-HOUSING) - CORPORATE PROPERTY ASSET MANAGEMENT STRATEGY 2024-29**

Report of the City Surveyor.

For Decision
(Pages 211 - 220)

14. *** POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

Report of the Chamberlain.

For Information

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

Report of the Executive Director for Innovation and Growth.

For Information

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

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

18. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

19. **NON-PUBLIC MINUTES**

To consider non-public minutes of meetings as follows:-

- a) To agree the non-public minutes of the Policy and Resources Committee meeting on 12 December 2024 (Pages 221 - 226)
- b) * To note the non-public minutes of the Civic Affairs Sub-Committee meeting on 24 October 2024
- c) * To note the non-public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 22 November 2024

20. **CITY OF LONDON PARTNERSHIP ORGANISATIONS – PORTFOLIO FUNDING MODEL AND GOVERNANCE**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 227 - 242)

21. **BARBICAN PODIUM WATERPROOFING, DRAINAGE AND LANDSCAPING WORKS (BEN JONSON, BRETON & CROMWELL HIGHWALK) PHASE 2 – 1ST PRIORITY ZONE**

Report of the Director of Community & Children's Services.

For Decision
(Pages 243 - 276)

22. **BENEFITS-IN-KIND ANNUAL REPORTING AND AN OVERVIEW OF FUNDING FOR OUTSIDE BODIES FOR 2023/24**

Report of the Managing Director of City Bridge Foundation (Non-public appendix to be read in conjunction with agenda item 10).

For Decision
(Pages 277 - 278)

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

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

POLICY AND RESOURCES COMMITTEE

Thursday, 12 December 2024

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 12 December 2024 at 1.45 pm

Present

Members:

Deputy Keith Bottomley (Chairman)
Caroline Haines (Vice-Chair)
Deputy Randall Anderson (Ex-Officio Member)
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Peter Dunphy (Ex-Officio Member)
Mary Durcan (Ex-Officio Member)
Helen Fentimen OBE JP
Steve Goodman OBE
Jason Groves
Alderman Timothy Hailes JP
Jaspreet Hodgson
Deputy Ann Holmes
Deputy Shravan Joshi MBE
Alderman Vincent Keaveny, CBE
Deputy Paul Martinelli
Deputy Andrien Meyers
Deputy Brian Mooney BEM
Alderman Sir William Russell
Deputy James Thomson

In attendance (Observing online)

James Tumbridge

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Polly Dunn	- Assistant Town Clerk and Executive Director of Governance and Member Services
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Benjamin Dixon	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Caroline Al-Beyerty	- Chamberlain

Sonia Virdee	- Chamberlain's Department
Dionne Corradine	- Chief Strategy Officer
Alison Littlewood	- Executive Director of HR and Chief People Officer
Damian Nussbaum	- Executive Director of Innovation and Growth
Doris Chan	- Innovation and Growth
Omkar Chana	- Innovation and Growth
Daniel O'Byrne	- Innovation and Growth
Carla Sateriale	- Innovation and Growth
Simi Shah	- Innovation and Growth
Katie Stewart	- Executive Director, Environment
Joanna Leyden	- Environment Department
Rob McNicol	- Environment Department
Paul Wilkinson	- City Surveyor
Emma Bushell	- City Surveyor's Department
Mark Donaldson	- City Surveyor's Department
Paul Wright	- Remembrancer
Emma Markiewicz	- Director of London Archives

1. **APOLOGIES**

Apologies were received from the Chairman, Deputy Chris Hayward, Dame Susan Langley, Tijs Broeke, Philip Woodhouse, James Tumbridge, Alastair Moss and the Rt Hon the Lord Mayor, Alastair King.

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

Alderman Vincent Keaveny declared an interest in respect of item 18 on the agenda as a Member of Gresham College Council

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting on 7 November 2024 were approved as an accurate record.
- b) The public minutes of the Capital Buildings Board meeting on 25 September 2024 were noted.
- c) The public minutes of the Member Development and Standards Sub-Committee meeting on 24 October 2024 were noted.
- d) The public minutes of the Resource Allocation Sub-Committee meeting on 30 October 2024 were noted.
- e) The public minutes of the Capital Buildings Board meeting on 30 October 2024 were noted.

- f) The public summary of the Competitiveness Advisory Board meeting on 11 November 2024 was noted.

4. **COMMISSION RESEARCH INTO THE CITY OF LONDON CORPORATION'S LINKS TO THE HISTORICAL TRADE IN ENSLAVED AFRICAN PEOPLE**

The Committee considered a report of the Deputy Town Clerk seeking approval of funding to commission research into the City Corporation's links to the historical trade in enslaved African people.

The Director of London Archives introduced the item and highlighted the City Corporation's public commitment to equality, diversity and inclusion, and tackling racism in all its forms. The research proposed aligns with that commitment.

During the discussion that followed, the research was welcomed, with there being a need for the City Corporation to be well informed and pro-active in understanding its historical links rather than reacting to external publications in academia and the press. A question was raised regarding the cost of the research and the impacts from it, with a concern raised that it would not address concerns of relevance in the modern world and that it should have a clear purpose such as addressing modern slavery. It was questioned if the research should be re-scoped to include additional elements such as the City's role in the abolition of the slave trade and comparing it to other empires built on slavery.

It was suggested giving a brief to three or four ex City of London students to undertake the research. An emphasis was placed on the need for a comprehensive approach to the review.

In response, the Director confirmed that the research would serve as a foundational piece to inform future actions and discussions. It aimed to provide a detailed understanding of the City's historical links to the trade in enslaved African people. It was important to be well informed to be able to proactively address the City's past and consider implications for the future, with the research having a broader national significance. The expertise of Professor Pettigrew, as lead investigator, would be invaluable given the complexity of the research. Professor Pettigrew would be leveraging his expertise and using existing data from the universities of Lancaster, Manchester and University College London, with this ensuring the research was based on robust and credible data. The research would enable broader conversations and actions. It was confirmed that Livery Companies would be included in the research from the outset to ensure their involvement and with a roundtable discussion to be convened in the first instance.

Members agreed that the research as proposed would form the basis of core work. Once this initial phase had concluded there would be the need for a further paper to come back to Policy and Resources Committee looking at the other wider historical elements raised.

RESOLVED: That Members: -

- Approved an application to the Policy and Resources Committee's 2024/25 Policy Initiatives Fund for £34,400 to commission a piece of independent research into the City of London Corporation's links to the historical trade in enslaved African people.

5. CIRCULAR ECONOMY FRAMEWORK FOR THE CITY OF LONDON CORPORATION

The Committee considered a report of the Executive Director, Environment outlining the system of a Circular Economy where materials never become waste and nature was regenerated and seeking approval of the City of London's Circular Economy Framework that set out the foundation to achieve this objective.

RESOLVED: That Members: -

- Approved the implementation of the Circular Economy Framework and the associated Action Plan 2024-2027.

6. CAPITAL FUNDING UPDATE

The Committee considered a report of the Chamberlain proposing the release of funding (following gateway approvals) to allow schemes to progress.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 1 and, particularly in the context of the current financial climate, confirmed their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed the release of up to £2.1m for the schemes progressing to the next Gateway in Table 1 from City Fund £2.1m (including £0.4m for OSPR and £0.6m from CIL)

7. COMMUNITY INFRASTRUCTURE LEVY AND ON-STREET PARKING RESERVES CAPITAL BIDS (QUARTER 2 - 2024/25)

The Committee considered a joint report of the Executive Director, Environment and Chamberlain seeking approval of allocation of Community Infrastructure and On-Street Parking Reserves funding.

A Member, also Chairman of Finance Committee, referred to a potential over-allocation of Community Infrastructure Levy in due course, and emphasised a need to be careful with future spending and management of the fund given the pressure it was under.

RESOLVED: - That Members: -

- Approved the following allocations:

- Golden Lane Leisure Centre: £10.35m from Community Infrastructure Levy
- Sculpture in the City: £116,000 from Community Infrastructure Levy, pending exploration of options for external funding by officers
- Outdoor fitness equipment at Old Watermen's Walk: £90,500 from On Street Parking Reserve
- Noted the financial position for CIL funding in future years resulting from the above allocations and the implications for other potential infrastructure projects.
- Noted the capital review on existing projects being undertaken as part of the 25/26 budget and medium-term-financial plan.

8. **GOVERNMENT CONSULTATION ON ENABLING REMOTE ATTENDANCE AND PROXY VOTING AT LOCAL AUTHORITY MEETINGS**

The Committee considered a report of the Deputy Town Clerk providing an update on a Government consultation relating to introducing powers to allow for remote (virtual) participation and proxy voting at formal local authority meetings and seeking approval of the City Corporation's proposed responses.

A Member expressed their concern with a direction of travel that would allow for remote attendance and proxy voting at local authority meetings. The Member referred to the unique structure of the City Corporation, with its shared responsibility in wards and the absence of political divisions. Remote attendance should only be allowed in exceptional circumstances. There was a need to emphasise the City Corporation's unique structure when responding to the government consultation.

A number of Members raised their objection to allowing proxy voting at meetings, but with there being general agreement to allowing remote attendance. A Member stressed the importance of retaining face to face meetings, highlighting the timing of meetings during the daytime as an issue and this making it difficult for those Members with work commitments to be able to attend meetings in person.

Jason Groves proposed an amendment to the City Corporation's response to the consultation, seconded by James Thomson, that the answer to the question on whether to 'introduce proxy voting' should be 'no' instead of 'unsure'. The importance of debate and reasoned arguments in swaying votes was highlighted as key to in person attendance at meetings and voting. The Committee moved to a vote on the proposed amendment, with a majority voting in favour of it. As such, the amendment was carried.

The Deputy Town Clerk sought clarification on a response to the question on whether there should be any specific limitations on remote attendance at meetings, with Members agreeing that remote attendance at meetings should be in exceptional circumstances only.

The Deputy Town Clerk confirmed that he would work with the Remembrancer on re-crafting the responses based on the debate today, following which he would circulate the updated responses to Members to allow an opportunity to provide final comment on these in advance of their submission to Government.

RESOLVED: That Members: -

1. Agreed that a response should be submitted; and
2. Considered the questions and proposed responses set out at paragraph 12 and provided feedback and agreed amendments thereon;
3. Authorised the Town Clerk to complete the consultation form and submit a response reflecting the views of this Committee.

9. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

The Committee received a report of the Chamberlain providing the schedule of projects and activities which had received funding from the Policy Initiatives Fund and the Policy and Resources Committee's Contingency Fund for 2024/25 and future years with details of expenditure in 2024/25.

RESOLVED: That Members: -

- Received the report and noted its content.

10. **TERRORISM (PROTECTION OF PREMISES) BILL - 'MARTYN'S LAW'**

The Committee received a report of the Remembrancer outlining the provisions of the Terrorism (Protection of Premises) Bill, also known as "Martyn's Law" and any implications for the City of London Police and Police Authority Board.

RESOLVED: That Members: -

- Received the report and noted its content.

11. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk outside of the meeting schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b).

RESOLVED: That Members: -

- Received the report and noted its content.

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

Two questions were received as follows:

Deputy Henry Colthurst - Markets Co-Location Programme

Regardless of the variances in views about the Markets Co-Location Programme decision it was hugely clear to those of us who had been involved in the matter for the past few months that staff working for the City Surveyor, Chamberlain, City Solicitor, Remembrancer and Town Clerk devoted a huge amount of time, both in and out of working hours, to ensure that numerous matters were addressed diligently and promptly. Would the chairman join the Member in thanking them all for their extraordinary devotion to duty?

The Chairman responded confirming his view that the Member was absolutely right to make that point. Regardless of any one view, an enormous amount of work was done to facilitate our decision-making process - especially one of such scale and complexity as the Markets Co-Location Programme.

The Chairman added his agreement to the Member's question, confirming that he would join him in thanking the City Surveyor, Chamberlain, City Solicitor, Remembrancer and Town Clerk - as well as all the officers who contributed and continue to contribute throughout the process.

Deputy Ann Holmes – Standing Orders Review

The Chair of Policy and Resources Committee assured the Court that the recommendations of the review of standing orders would enable recommendations to be actioned at the start of the new Court in April 2025. At the consultation sessions, Members were reassured that this would be ensured by a report to this meeting of Policy and Resources Committee sending recommendations to the meeting of the Court in January 2025. This would allow for any amendments to be dealt with. The report was not before us today, but it was understood that it would be coming to the January meeting of Policy and Resources Committee and the March Court of Common Council meeting, and that that process would still allow time for recommendations to be implemented before the April Court of Common Council.

The Member proposed agreeing today that, should there be significant areas of disagreement between Policy and Resources Committee and Court of Common Council anticipated, that the opening part of the informal Court of Common Council meeting in February be repurposed as a special Court meeting to discuss Policy and Resources Committee's recommendations, so as to allow for further discussion and refinement at the March Court, should this prove necessary. A concern was raised regarding getting the changes required implemented by the new Court in April, with the action proposed being a cautionary caveat that the Member sought agreement on.

The Chairman responded confirming the Member was right that the initial proposal had aimed to bring recommendations to this meeting. Following consideration at Informal Court, there was a requirement to hold an additional Court meeting around the Markets Co-location Programme which took a huge amount of resource from our Governance team.

The fact was, it was just not possible to submit this item for consideration today so it would be taken in January instead. The Chairman confirmed that he had been assured that this meant changes to Standing Orders could still be

adopted by Court ahead of the all-out City-wide elections, with sufficient time for changes to be communicated and rolled out, as originally agreed.

The Member responded and stressed how they were accustomed to hold ups owing to issues being raised that required officer time. The Member added that they were not suggesting that a meeting must take place, but was simply seeking agreement to a repurposing of the meeting should it prove necessary.

The Chairman confirmed that the Informal Court of Common Council meeting was in the hands of the Chairman of Policy and Chief Commoner, with there being agreement on the urgency of the Standing Orders Review, its importance and of there being a need to make it happen. The Committee agreed that the option of repurposing the Informal Court of Common Council meeting be available should the Assistant Town Clerk consider it necessary.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional items of business.

14. EXCLUSION OF THE PUBLIC

RESOLVED: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

15. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting on 7 November 2024 were approved as an accurate record.
- b) The non-public minutes of the Capital Buildings Board meeting on 25 September 2024 were noted.
- c) The non-public minutes of the Resource Allocation Sub-Committee meeting on 30 October 2024 were noted.
- d) The non-public minutes of the Capital Buildings Board meeting on 30 October 2024 were noted.

16. PROCESS FOR APPOINTMENT OF REPRESENTATIVE MEMBERS TO UK CARBON MARKETS FORUM AND TO UK-CHINA GREEN FINANCE TASKFORCE

The Committee considered a report of the Executive Director of Innovation & Growth providing an update on the process of appointment to two industry groups supporting green finance, the UK Carbon Markets Forum and UK Green Finance Taskforce, and seeking approval of the appointment process for City Corporation representatives on the two bodies.

17. **CITIGEN AND HEAT NETWORK ZONING – INITIAL DECISIONS**
The Committee considered a report of the City Surveyor relating to heat networks in the Square Mile and seeking approval of the City Corporation's approach to taking this forward.
18. **GRESHAM COLLEGE FUNDING ARRANGEMENTS**
The Committee considered a report of the Deputy Town Clerk proposing future funding arrangements for Gresham College.
19. **REVIEW OF CITY RATE DISCOUNT OF GUILDHALL HIRE CHARGE**
The Committee considered a report of the Remembrancer providing an update on a review of City Rate Discount of Guildhall Hire charges.
20. **UPDATE ON COMMISSION**
The Committee considered a report of the Remembrancer providing an update on commission relating to City Events
21. **LOCAL GOVERNMENT PENSION SCHEME - CASUAL WORKERS**
The Committee received a joint report of the Executive Director of HR & Chief People Officer and Chamberlain providing an update relating to Local Government Pensions Scheme and casual workers.
22. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received a report of the Town Clerk advising Members of action taken by the Town Clerk outside of the Committee's meeting schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b).
23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**
There were no additional items of business.
25. **MINUTES**

The confidential minutes of the Policy and Resources Committee meeting on 7 November 2024 were approved as an accurate record.
26. **CITY OF LONDON PAY AWARD 2024/25 - UPDATE FOLLOWING TRADE UNION ENGAGEMENT**
The Committee considered a joint report of the Chief People Officer & Director of HR and Chamberlain providing an update on the City of London pay award 2024/25.

The meeting ended at 3.07pm

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Policy & Resources Committee – For decision Court of Common Council – For decision	Dated: 16 January 2025 6 March 2025
Subject: Standing Orders Review – January 2025	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • provides statutory duties • provides business enabling functions 	Corporate Governance
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: The Town Clerk and Chief Executive	Ian Thomas, CBE
Report author: Assistant Town Clerk and Executive Director of Governance and Member Services	Polly Dunn

Summary

Following the commission of a review in the Standing Orders, with prescribed scope (agreed by Policy and Resources Committee in July 2024), this report presents a series of amendments to the Standing Orders, for Members approval.

The amendments contained within proposals predominantly sit within three categories: clarifications to existing practice; changes to how business is conducted (or no change where it was felt there was insufficient appetite to do so); and areas that require further review/consultation before recommendations can be brought forward, to be commissioned if the Committee wishes.

Recommendation(s)

Members of the Committee are invited to consider and approve:

1. the Standing Order revisions set out in Appendix 1, summarised in Appendix 2 and marked “clarification of existing practice” and “introduction of process”, for

- onward consideration by the Court of Common Council in March and adoption from April 2025;
2. the Standing Order revisions set out in Appendix 1, summarised in Appendix 2 and marked “Change” and “No change”, for onward consideration by the Court of Common Council in March and adoption from April 2025;
 3. Agree to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to make any necessary revisions to the draft Standing Orders to give rise to any amendments proposed from debate (if not agreed in the meeting), before final consideration by the Court of Common Council.
 4. To note that, upon adoption by the Court of Common Council, that the Town Clerk will develop a suite of supplementary guidance documents to the Standing Orders (e.g. Frequently Asked Questions, Glossary of Terms etc.);
 5. To note that any consequential formatting changes (e.g. numbering) will be overseen by the Town Clerk, upon final approval; and
 6. To note that a further report on the areas marked “further review required” will be required if Members wish to explore those proposals further, to ensure proper consideration on wider implications, including consultation across the organisation.

Main Report

Background

1. As prescribed by the Local Government Act 1972 and the Local Authorities (Standing Orders) Regulations 1993, local authorities (and the City of London Corporation acting in its capacity as a local authority, police authority and port health authority) must have Standing Orders which set out how formal business, including decision making, is to be transacted.
2. These three activities (local, police and port health authority) sit under the “City Fund” budget. However, the City of London Corporation has more responsibilities beyond those associated with its local authority designation. The activities of the City Corporation that are considered private and/or charitable currently sit under the “City’s Estate” budget. Management of the City Bridge Foundation, including its assets, is also distinct. Much of the business transacted by the City does, however, involve two or more areas.
3. Whilst there are some explicit variations within the Court of Common Council’s Standing Orders (e.g. for the City Bridge Foundation), describing how business is transacted differently across these three funds, they apply across all of the Court’s responsibilities and powers. For the avoidance of any confusion, the Court of Aldermen have distinct, separate, Standing Orders. It is also worth noting that there are some committees which are not within the purview of the Court. For example, the Livery Committee, which is a committee of Common Hall; the House Committee of the Guildhall Club; and other outside bodies such as Committee of Aldermanic Almoners, Common Council Governors and Donation Governors of Christ’s Hospital

4. The Court of Common Council's Standing Orders should be reviewed regularly. In July 2024, the Policy and Resources Committee agreed to a review with a defined scope (available in the background report), with the intention of ensuring that changes were made and implemented in time for the April 2025, the first meeting after the all-out Common Councillor elections.

Current Position

5. In broad terms, the scope for the Standing Order review recently commissioned by the Policy and Resources Committee, focussed on the Standing Orders relating to the conduct of business at meetings of the Court, its Committees and their Sub-Committees.
6. As part of the agreed consultation exercise, Members were invited to submit written submissions. There were also ten informal briefing sessions held over the course of September and October. These were themed sessions, based on the following categories:
 - a) Conduct of debate at Court
 - b) Court (and Committee) Questions
 - c) Conduct of Debate at Committee
 - d) Appointment Processes (for Committee membership)
 - e) Appointment processes (for the roles of Chair/Deputy Chair)
7. There were two sessions per "theme", held at varying times of the day in order to maximise opportunities for attendance. Virtual attendance and participation was facilitated.
8. Whilst discussion at each session largely focussed on the intended theme, Members were encouraged at every opportunity to make any other observations that they felt were relevant to the wider review.
9. Following these ten sessions, which elicited a wide range of comments and suggestions, officers sought to respond to all the observations and presented draft amendments to an informal meeting of the Court of Common Council in November. The meeting of the Informal Court was an extremely valuable exercise with some key matters highlighted for further consideration. These areas have been revisited and addressed to within the various appendices. Beyond this, there seemed to be general support for the direction of travel within the proposals. There remains to be a divergence of opinion on some discrete matters, which are articulated later in the report.
10. Chief Officers were also written to, and their team's were invited to make suggestions.

11. Beyond this, as a general approach, officers have also sought to, where appropriate, consider any broader equalities implications and generally to evaluate whether the Standing Orders presented any barriers to participation.
12. It is important to note in the consideration of this report that there are some Standing Orders that are limited by legislation. Whilst the Court is sovereign over matters under its control, national legislation and common law positions must be considered and adhered to. Conversely, there are some areas where an individual authority has a significant amount of flexibility in how it wishes to discharge its responsibilities. It is for this reason that, in the event any more complex amendment is proposed at Policy & Resources Committee, it is recommended for the Town Clerk be given authority to finalise the wording, following adequate consultation with the Chairman, Deputy Chairman and relevant officers. Alternatively, a further report could be submitted to your Policy and Resources Committee in February.
13. Given the breadth of changes proposed, in-keeping with how recent Standing Order revisions have been managed, proposals have been categorised in order to help facilitate debate. These categories are:
 - a) Clarification of Existing Practice – which seek to provide updates that reflect existing procedures, with no change to how business is conducted.
 - b) Introduction of Process – which seek to provide a transparent, more formal, process in relation to activities detailed within the Standing Orders.
 - c) Change / No Change – areas that garnered more disparate, if not conflicting views (or where there are simply multiple options on how a concern might be addressed, but with no clear Member preference).
 - d) Further Review Required – areas where Members demonstrated a strength of feeling but where, in officers' opinion, further review and consultation would be required in order to present a series of feasible options, including associated implications.

Clarification of Existing Practice

14. The Table in Appendix 2 features amendments which, in principle, are considered more straightforward, insofar as there did not appear to be any dissent, only an appetite to clarify existing processes, so they were clearer for Members to understand. This also includes and correction of typographical errors. The detail of each amendment, and why it is proposed, can be found in that same Appendix.

15. At this juncture it seems useful to highlight that a predominant theme from the various consultation sessions, was how some Members found the document hard to digest, particularly when attempting to establish how they might exercise a function within the Standing Orders, whilst in a live committee/Court setting.
16. It became clear that the document in its current form, assumes a lot of knowledge on historic City practices. For example, SO10(5) references that, in the event that there is no contest for multiple vacancies on a committee with varying term lengths, that these be allocated by 'seniority' (unless otherwise agreed by the individuals concerned). Upon discussion, it became apparent that many Members were uncertain as to how seniority of Membership was determined. We have, therefore, sought to add footnotes and, subject to adoption, will produce supplementary guidance documents that will help facilitate Members in their understanding of the Standing Orders and how they work in practice.
17. There were a number of other observations along a similar vein. There has been significant confusion caused by the inconsistent approach to the nomenclature around grand committees, committees, boards and sub-committees; how these translate through to the Standing Orders, and the clear need to debunk common misapprehensions that have arisen from this confusion.
18. Beyond that, there were a few areas where, for whatever reason, the Standing Orders were silent. For example, there was no reference to how amendments were to be managed within Committee or Sub-Committee setting. Again, the proposed amendments today simply seek to establish the existing "status quo".
19. There are some changes that are entirely presentational, such as the re-ordering of Standing Orders, to help with the readability of the document.

Matters for consideration: "Change" and "No Change"

20. Beyond the aforementioned amendments, there were a series of proposed changes where there was a divergence of opinion and/or there are multiple solutions to the same concerns (and where, as referenced earlier in the report, the Court has more flexibility in its own arrangements). Officers have attempted to recommend changes that balanced various positions whilst adhering to general principles of good governance, but Members may wish to debate whether these changes represent the best options.
21. These matters for consideration (with detail provided in appendices) are:
 - Increasing time permitted to establish a quorum at Court.
 - Addressing the different voting method currently used when Court is appointing to a committee where there are more than two candidates standing for one

vacancy (i.e. why we use a preferential voting system sometimes, and first past the post in others). (No change)

- Reducing the time allotted to speakers in debate at Court.
- Encouraging advance submission of amendments at Court.
- Reducing time allotted to the Mover of an original Motion, in response to debate on an Amendment.
- Bringing the Court Questions deadline forward by two days.
- Restricting Members to one Court Question per meeting (not including supplementaries) – to be waived in the event that a Question has been rolled over from the previous meeting.
- Town Clerk to be able to redirect Court Questions to a Chair of a more appropriate committee (Lord Mayor to rule in any event of dispute).
- Reduction of speaking time allotted to the Questioner and Chair, for Court Questions.
- No change proposed to the overall envelope of time allotted for Court Questions (40 minutes).
- Increase to the number of individuals that can ask a supplementary question at Court, but removal of the ability to ask second supplementary question.
- Introduction of a time limit for supplementary questions to be delivered
- With respect to each of these, there a number of feasible variations, with various options.
- No introduction of any penalty/disqualification from a committee or sub-committee for Members who routinely fail to attend meetings of that committee/sub-committee. (No change)
- Introduction of a consistent procedure for appointing committees to vote for Chairs/Deputy Chairs of its Sub-Committees.
- Slight amendment to the powers of the Chair, mainly the requirement to consult with the Town Clerk and, in some circumstances, the wider committee.
- Changes proposed to the current exception to the Chair of Natural Environment Board/West Ham Park Committee to Chair a third committee (bringing in consistency with other committees).
- Increase in time allowed to establish a quorum at committee meetings.
- Introduction of a clear Standing Order setting out how Amendments are to be handled in a committee setting.

Further Review Required

22. As part of the various consultation exercises, there were a few areas of interest that arose that were, inherently, more complex. These matters are set out below, in brief – and again are summarised in the Table at Appendix 2.

23. Further work and consultation would have been required to bring forward a recommendation in these areas, which would have inevitably delayed progress on the proposals brought forward this day. As such, if Members wish for these matters to be pursued, further work will need to be undertaken in time for the next civic year.

24. Areas that Members may wish to explore further as part of a separate review are:

- Ward Committee composition and appointments;
- Composition of Policy and Resources Committee;
- Appointments process for the Chair, Deputy Chair and Vice Chairs of Policy and Resources Committee;
- The role of the Chairman of Policy and Resources Committee who acts, in many ways, as “Leader” of the Council.

25. Members may not feel that any of these require further attention. However, if they do, then it is proposed that a review be delivered in time for adoption for the 2026/27 civic year.

Options

26. Members have the following options available to them:

- A) Approve the recommendations and amendments, as presented;
- B) Discuss and make suggestions or amendments to the revised Standing Orders, before approving either by way of Delegated Authority or at the February meeting of Policy and Resources Committee;
- C) Approving some, but not all, amendments – seeking further work on those not approved this day;
- D) Reject the report in its entirety, seeking further work before a second consideration.

27. If Members select option D, it may still be possible to report the changes to the February meeting of this Committee, for onward consideration by the Court of Common Council in March 2025. However, this will be dependent upon the volume of additional consultation required.

Corporate & Strategic Implications

Strategic implications – This review seeks to introduce revisions to the City’s Standing Orders, to provide efficiencies in the running of Court and Committee meetings; and improve transparency. As proposed, it is hoped that the amendments will help “Build on Brilliant Basics” and the provision of statutory duties to deliver for people; contributing to civic life both in the City and further afield; and delivering social mobility for all.

Financial implications – There are no direct financial implications in relation to this report.

Resource implications – Some of the changes will have minor additional resource implications, mainly for the Governance and Member Services Team, whereas others should seek to reduce resource implications. These are detailed in Appendix 2, where relevant. Overall, it is considered that proposals (as presented) can be absorbed into « business as usual ».

Legal implications – There is considerable case law in respect of how Local Authorities should transact its business (and thus some limitations on what changes can or cannot be introduced to the Standing Orders). Proposals have been checked alongside « Knowles on Local Authority Meetings, 8th Edition » ; proposals have also been reviewed by the Comptroller & City Solicitor. Should Members seek to introduce amendments at the Policy & Resources Committee meeting, officers will need to confer to ensure that they comply with case law. Members are, therefore, strongly encouraged to contact the report author with any questions or suggested amendments ahead of the meeting, so these implications can be fully mapped and communicated to Members in taking their decision.

Risk implications – There are no considerable risks associated with proposals. However, if amendments are proposed without notice, it may not be possible to fully inform Members of the wider implications of the change. This will need to be managed on a case by case basis at the meeting, with officers advising on each count. Where further work on implications is required, it is suggested that the Committee allow use of the delegated authority requested, or seek a further report in February 2025.

Equalities implications – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Climate implications – none.

Security implications – none.

Conclusion

28. Following six months of consultation, including opportunity to make written submissions, ten dedicated consultation sessions (in person and online), officer consultation, and a full discussion at Informal Court, this report presents amendments to the Standing Orders that, on balance, Officers believe to represent the majority position, and seek to provide improvements to the efficiency and transparency of the conduct of business of the Court of Common Council, its committees and sub-committees. If approved, these will take effect from April 2025, allowing officers and Members to familiarise themselves with the changes ahead of the new civic year.

Appendices

Appendix 1 – Revised Standing Orders

Appendix 2 – Summary of Revisions to Standing Orders

Background Papers

[Standing Order Review 2024 – Policy and Resources Committee \(July 2024\)](#)

Polly Dunn

Assistant Town Clerk and Executive Director of Governance and Member Services

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PART 1 – Introduction

1. Application and Interpretation

1. Unless otherwise specified, these Standing Orders shall govern the proceedings of: -
 - (a) the Court of Common Council¹;
 - (b) Committees and Sub-Committees of the Court of Common Council
2. The person presiding at a meeting of the Court of Common Council (the Lord Mayor) or of a Committee or Sub-Committee (the Chair/Chairman) is the final authority as to the interpretation of Standing Orders.
3. For the purposes of these Standing Orders: -
 - (a) the term “Lord Mayor”, in the absence of the Lord Mayor, applies to the Locum Tenens;
 - (b) the term “Chair” or “Chairman”, in the absence of the elected Chair/Chairman, applies to the person taking the Chair of a Committee, Sub-Committee ~~or Working Party~~ meeting;
 - (c) the term “Member” refers to an elected Member of the Court of Common Council (including Aldermen);
 - ~~(d) references to Committees include Sub-Committees;~~
 - (e) where there are references to “the Town Clerk”, the Deputy or Assistant Town Clerk or other properly appointed Officer shall be authorised to act in the absence of the Town Clerk or where there is a vacancy in the office of Town Clerk.
4. Working Parties of the Court and its committees are, by definition, non-decision making bodies, appointed to study and report on a particular question, making recommendations based on its findings. Whilst informal in nature, where appropriate, the conduct of business of Working Parties should be managed in accordance with these Standing Orders.

2. Suspension

1. The Court shall have the power to suspend, alter or abrogate Standing Orders by resolution carried by a two thirds majority of the Members present and voting.
2. No Committee, Sub-Committee or Officer may suspend, alter or abrogate a Standing Order unless given authority by the Court to do so.

¹ The Court of Aldermen has its own Standing Orders

3. Amendment

1. Any proposal to amend these Standing Orders shall first be considered by the Policy & Resources Committee (as the committee responsible for oversight of the Court's governance arrangements) whose recommendations shall be reported to the Court for approval. Thereafter, the Town Clerk is authorised to make the necessary amendments.
2. The Town Clerk is authorised, after consultation with the Chamberlain,
 - (a) to adjust the financial limits specified in these Standing Orders in line with changes in the value of money, and must do so on an annual basis;
 - (b) to make any consequential amendments to the relevant Standing Orders and report such amendments to the Policy & Resources Committee.

PART 2 – Court of Common Council Meetings

4. Access to Meetings

1. All meetings are open to the public unless: -
 - (a) confidential information as defined in Section 100A(3) of the Local Government Act 1972 is to be discussed; or,
 - (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972;
2. In respect of non-local authority and non-police authority functions this Standing Order is not applied unless the Court of Common Council determines otherwise.

5. Notice of Meetings

Public notice of the time and place of meetings of the Court of Common Council shall be posted in an appropriate place at least five working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.

6. Summons

1. The Town Clerk will issue a Summons, on behalf of the Lord Mayor, for each meeting stating the time at which the Court will meet and the time at which, or after which, any ballots will be conducted.
2. Except in cases of urgency or where circumstances make it impracticable, the Summons and accompanying papers will be sent to Members five clear working days in advance of the meeting.
3. The Town Clerk has discretion, having regard to the convenience of the Court, to settle the order in which items of business appear on the Summons and, if necessary, during a meeting with the consent of the Lord Mayor and the agreement of the Court to amend the published order of business.
4. When an Address, Memorial, Petition or Remonstrance to the Throne, or to any Member of the Royal Family, is to be considered, on the advice of the Policy & Resources Committee when appropriate, the item shall be taken immediately after the opening of the Court, following the confirmation of the Minutes and the introduction of any new Members, unless the matter is to be considered with the public excluded when it shall be considered at an appropriate time. No such Address, Memorial, Petition or Remonstrance shall be reconsidered or altered after having been agreed to by the Court.
5. On the occasion of the Lord Mayor taking their seat for the first time, an instruction to Members to wear their gowns will be included in the Summons.

6. The Chair/Chairman of the Policy & Resources Committee shall be given the opportunity to provide the Court with a brief statement at each meeting concerning the key and strategic issues affecting the City and the work of the City of London Corporation. A maximum of three Members may ask one question in direct response to the Chair/Chairman's statement.

7. Quorum

1. The quorum for meetings of the Court is 40 Members, one of whom must be the Lord Mayor and two of whom must be Aldermen.
2. If a quorum is not established within five ten minutes of the time stated on the Summons, the meeting will be dissolved and all business will be adjourned to the next meeting and those present may depart.
3. If, during a meeting of the Court, it is the opinion of the Lord Mayor that a quorum has ceased to exist, business will be suspended whilst the number of Members present is counted and the result announced.
 - (a) If a quorum exists the business will proceed.
 - (b) If a quorum does not exist, the meeting will be dissolved and all remaining business will be adjourned to the next meeting.

8. Attendance

1. The names of Members attending the Court shall be recorded as they enter the Court and printed in the Minutes of the meeting.
2. A ~~Member~~ Common Councillor² attending the Court for the first time shall:
 - (a) before taking their seat, be called formally into the Court by the Town Clerk and introduced to the Lord Mayor by the Deputy or another Member of their Ward;
 - (b) be clothed in a mazarine gown by the Remembrancer's representative and conducted to their seat.

² Aldermen will be welcomed by the Chief Commoner (or their representative) from their seat.

9. Reports

1. When submitting any proposal to the Court, Committees have discretion to circulate a printed report to every Member of the Court as part of the agenda for the meeting at which it is to be considered.
2. A Sub-Committee ~~or Working Party~~ is not entitled to submit a report to the Court unless it has Terms of Reference approved by the Court which confer the requisite authority on it to do so.
3. A minority of either a Committee or Sub-Committee is not entitled to submit a report to the Court.
4. A report or decision of a Committee or Sub-Committee may be referred to the Court providing that notice of the referral by not less than 20 Members of the Court is submitted to the Town Clerk by no later than 12 noon, nine working days before the meeting of the Court for inclusion in the Summons.
 - (a) A Member seeking to submit a referral on grounds of urgency, notice of which has not been included in the Summons, must inform the Town Clerk of the terms of that referral not less than 12noon the day before the Court so that the Lord Mayor may rule on the need for urgency.
 - (b) No action shall be taken to implement any decision pertaining to the subject of the referral until such time as the Court shall have considered the matter, subject to the proviso that: such referral would not preclude a decision being taken and/or implemented that, in the opinion of the Town Clerk, was necessary for legal reasons or for the efficient conduct of the City Corporation's business.

10. Ballots

1. Ballots will be held when: -
 - (a) there is more than one Member seeking appointment to a vacancy on a Committee or to represent the City of London Corporation on an outside body. Members may nominate themselves. Members nominated by others shall be advised by the Town Clerk and requested to confirm or not such nomination. If no response is received, such Member(s) will be considered to be in nomination;
 - (b) a recommendation is made to appoint an Officer whose appointment is in the gift of the Court³;
 - (c) there is more than one Member seeking appointment to the role of Chief Commoner.
2. Before the votes on a matter to be decided by ballot are counted, the Lord Mayor

³ Officers whose appointment is in the gift of the Court is set out at Standing Order 63(1)

will nominate two Scrutineers who will supervise the counting of votes.

3. For the purpose of casting their votes, Members must be present in Court when a ballot is called.
4. When one vacancy has to be filled on a Committee or Sub-Committee and there are more than two candidates, voters shall mark numbers against candidates' names on ballot papers in order of preference.
 - (a) Upon the absence of any candidate achieving 50% of first preference votes, the candidate with the fewest first preference votes will be eliminated and their votes reallocated according to their second preference therein.
 - (b) Procedure in 10.4(a) is repeated until one candidate has obtained 50% of the votes cast.
 - (c) Without prejudice to the foregoing 10.4(a) and (b), the successful candidate will be the first candidate to obtain 50% of the votes cast in the ballot.
5. When two or more vacancies have to be filled, the candidates with the highest number of votes shall be declared to be elected. Where the available terms are of differing lengths, the longest term shall be awarded to the candidate with the highest number of votes, the next longest term to the candidate with the second highest number of votes, and so on. In the event of an equality of votes, or in the event of no contest, terms shall be allocated according to seniority (the longer term to the more senior Member⁴). Practice can diverge from this only in the event that all parties are in agreement, to be facilitated by the Town Clerk.

11. Conduct of Debate for Motions and Amendments

1. This Standing Order applies to the conduct of debate on Motions brought forward to Court by Committee (via a Report pursuant to SO9) and by Members (pursuant to SO12), as well as Amendments.
2. Members must stand in their places (if able to do so) or otherwise ~~to~~ indicate clearly their wish to speak, and if two or more Members wish to speak rise, the Lord Mayor may select one of them to speak, in which case all other Members must be seated.
3. No Member may speak more than twice on the same question other than the Chair/Chairman of the Policy & Resources Committee (or, in their absence, the Deputy Chair/Chairman) to provide a clarification of policy if such be required.
4. The Mover of a Motion⁵ or Amendment, may not speak for longer than ~~seven~~ five minutes, plus a further ~~seven~~ five minutes in reply to the debate, and any subsequent speaker must not speak for more than ~~five~~ three minutes on the first occasion and two minutes on the second occasion except with the consent of the Court (such times to include the putting of the Motion or Amendment).

⁴ See Appendix X for how seniority of Members is determined.

⁵ For the purposes of Standing Order 11, the Mover and Seconder of a Motion brought forward by a Committee, shall be the Chair and Deputy Chair of the Committee (or other appropriate Senior Member, in their absence).

5. Any Amendment so moved shall relate to the subject matter of the Motion and shall not have the effect of negating the Motion.
6. To ensure the efficient management of the Court business and in the best interests of the conduct of debate (including any concerns of legal implications or consequences) Members are encouraged to submit advanced notice of any amendments, by no later than 12noon on the day of the meeting. In these instances, if possible, hard copies of the proposed amendments will be provided upon entry to the Court and published (if appropriate).
7. Upon ~~the~~ an amendment being moved on the floor of Court without prior notice, there shall be a pause of no more than five minutes to allow for these amendments to be handed to the Town Clerk in writing, to provide absolute clarity on what is being debated and voted on.
8. Should the Mover of an Amendment to a Motion choose to speak for a second time on the Amendment, they shall be the penultimate speaker (the Mover of the original Motion, being the final speaker on the Amendment). In such circumstances, the Mover of the Amendment must not speak for more than five minutes and the Mover of the original Motion must also not speak for more than ~~ten~~ five minutes.
9. Every Member must confine their speech strictly to the Motion, Report or Amendment under discussion or to a point of order or explanation⁶, and must not be repetitious. The ruling of the Lord Mayor on issues of relevance or repetition is final.
10. At any time, a Member may raise a point of order or make a personal explanation necessitated by the statement of another Member. Any Member speaking at the time must give way when a point of order or personal explanation is made. The ruling of the Lord Mayor on a point of order or the admissibility of a personal explanation is final.
11. Discussion will not be allowed on: -
 - (a) a Motion to extend the time allowed for the: -
 - i) length of the meeting of the Court;
 - ii) length of time allowed for consideration of Motions;
 - (b) the Mover and Seconder of a Motion or Amendment seeking permission to withdraw or amend that Motion or Amendment;
 - (c) a Motion to adjourn a debate in progress.
12. At any time other than when a Motion in the name of a committee is under discussion, a Member who has not spoken on the original Motion may move '*That the Court proceed to the next item of business*'. If this is seconded, the Motion to proceed to the next item of business shall be put forthwith and without debate unless the Lord Mayor is of the opinion that the Motion is premature or is in any

⁶ See definitions of Points of Order and Points of Explanation at Appendices [X](#)

sense an abuse of the rules of the Court. If the Motion is carried, the item of business which was before the Court when the Motion was moved shall not be re-introduced during the same meeting without the consent of the Court.

13. If a Member stands (if able) or otherwise indicates, either while another Member is addressing the Court or, if there is a Motion before the Court, at the conclusion of a speech and moves '*That the question be now put*', and this is seconded and carried, that question shall be put forthwith and without debate unless the Lord Mayor is of the opinion that the Motion is premature or in any sense is an abuse of the rules of the Court. In no case shall the Mover be precluded from a right to reply should they elect to exercise it.
14. A debate may take place upon a Motion for adjournment of the Court, but will be confined to that subject except for instances when the adjournment has been called for emergency purposes (e.g. building evacuation). In these instances, the Lord Mayor will be permitted to adjourn the Court immediately, without opportunity for debate.
15. No Member shall make derogatory personal references or use offensive expressions or improper language to any other Member of the Court or Officers.

12. Members' Motions

1. All Motions must relate to matters that are within the powers or duties of the City of London Corporation.
2. All Notices of Motion (other than procedural, those relating to changes of membership of Committees and those to which Standing Order Number 12 (7) applies) must be signed by no fewer than ten Members and be submitted to the Town Clerk by no later than 12 noon, nine working days before the meeting of the Court for inclusion in the Summons.
3. Notices of Motions set out in the Summons shall include the names of the signatories thereto.
4. A Member seeking to move a Motion (other than procedural, those relating to changes of membership of Committees and those to which Standing Order Number 12 (7) applies) on grounds of urgency, notice of which has not been included in the Summons, must inform the Town Clerk, in writing, of the terms of that Motion not less than 9.00am on the day of Court so that the Lord Mayor may rule on the need for urgency.
5. The Mover may, with the consent of the Seconder, at any time, withdraw a Motion of which they have given notice, at which time discussion of that Motion shall cease.
6. A time limit of not more than 60 minutes will be allowed for the discussion of **all** Motions put forward by Members. When a Mover rises to move a Motion at the commencement of a debate they shall be advised of the remaining time allotted for motions and asked whether they wish to proceed or to have the debate

adjourned and carried over to the next meeting. Any Motion so adjourned will be placed first under the item for Motions included on the Summons for the next meeting after any procedural Motions and preceding any Motions not reached within the allotted time.

7.

- (a) No Motion to rescind or amend any resolution passed within the preceding six months, and no Motion or Amendment to the same effect as one that has been rejected in the preceding six months, or any Motion or Amendment that has been passed over by virtue of Standing Order Number 11 (9), can be proposed unless notice thereof appears on the Summons and bears the names of at least 40 Members.
- (b) Once a Motion proposed under Standing Order Number 12 (7)(a) has been dealt with by the Court, it shall not be open to any Member to propose a similar Motion or Amendment within a further period of six months.
- (c) However, the provisions of Standing Orders 7(a) and 7(b) will not apply to Motions or Amendments appearing on the Summons in pursuance of a recommendation of a Committee nor to resolutions made under the urgency procedures in Standing Order Number 19.

13. Questions

1. A Member may ask the Chair/Chairman of a Committee any question: -
 - (a) on an item of the Committee's business that is included in the Summons;
 - (b) on a matter that is not included in the Summons but in relation to which the Court has powers or duties and which affects the City or the City of London Corporation;
 - (c) provided that, except in cases of urgency, notice of the question has been given to the Town Clerk in writing not later than 12 noon, ~~two~~ four working days before the meeting.
 - (d) That is no more than 250 words in length.

NB: A Member may ask no more than one ~~two~~—questions (excluding supplementaries) at any meeting of the Court, unless one is carried over from the previous meeting of the Court, in which case the Member will be permitted to ask two.

2. The Town Clerk will, ~~with the consent of the questioner~~, re-direct a question if they consider it to have been addressed to the Chair/Chairman of an inappropriate Committee. In the event of a dispute, the Lord Mayor's ruling will be final.
3. A Member seeking to ask a question without due notice as a matter of urgency must inform the Town Clerk in writing of the terms of the question not less than 60 minutes before the time scheduled for the start of the meeting so that the Lord Mayor may rule on the need for urgency.
4. Every question shall be put and answered without discussion, although Chair/Chairmen may decline to answer. Questions are to be circulated, in writing, to all Members upon arrival at the Court meeting. Questions will normally only be answered if the Member giving notice is present to put their question in person. In exceptional circumstances, the Lord Mayor may direct that the Town Clerk puts the question on behalf of a Member who is unavoidably absent and where they consider it would be in the interests of the Corporation that the Court hear the Chair/Chairman's answer.
5. A Chair/Chairman (including the Chairs/Chairmen of any sub-committees which are empowered to report directly to the Court) may not speak for longer than three ~~five~~ minutes in response to any question or supplementary question except with the consent of the Court.
6. A Member asking a question may ask one supplementary question, and six ~~four~~ other Members may each ask two ~~one~~ supplementary questions provided that the supplementary questions arise naturally out of the original question and the answer to it.
7. Any supplementary questions that the Town Clerk considers do not relate to

matters in which the Court has powers or duties and which do not affect the City or the City of London Corporation will not be allowed.

8. A Member asking a supplementary question may speak for no longer than two minutes.
9. A time limit of not more than 40 minutes will be allowed for the putting and answering of questions, including supplementary questions, and it shall not be in order to move for an extension of that time.
10. Questions not dealt with owing to the expiration of the 40 minutes time limit shall be deferred for consideration at the following meeting and shall be put in advance of other questions, or may, with the consent of the questioner, be answered in writing within two working days, a copy of the answer being placed in the Members' Reading Room, circulated by email and published on the City Corporation website.

14. Divisions

1. A Member demanding a Division must stand for that purpose (if able to do so), or otherwise indicate. A Division will not be allowed unless another 11 Members (i.e. 12 in total) stand in their places (if able to do so) to support the demand.
2. If a Division is allowed, the Lord Mayor should instruct the Town Clerk to input the question into the electronic voting software.
3. The Town Clerk will repeat the Motion and every Member then present and wishing to vote will cast their vote either for the affirmative or the negative, using the electronic voting device provided (the Lord Mayor having the right to a second, casting vote). An option on the device will also allow Members to abstain, should they wish.
4. Once every Member has placed their vote, polling will close and the result will appear immediately, on a screen visible to all Members.
5. Members will have an opportunity to scrutinise the votes and will stand if they wish to contest the vote recorded in their name.
6. The Town Clerk will then declare the result.
7. If it appears to the Lord Mayor that the electronic voting system cannot be used for any reason a vote should be taken through the following non-electronic mechanism:
 - (a) The Lord Mayor will ensure that two Tellers for the affirmative and two for the negative are appointed. If there are insufficient Members of the Court willing to act as Tellers, no Division will take place.
 - (b) If a Division is allowed, the Town Clerk will ring the Division bell and at the expiration of three minutes they will ascertain whether a Division is still demanded. If so, the Bar of the Court will be closed after which no Member

may enter or leave the Court except for the purpose of recording their vote until the Division has been declared closed.

- (c) The Town Clerk will repeat the Motion and every Member then present and wishing to vote will cast their vote either for the affirmative or the negative (the Lord Mayor voting without leaving the Chair and having the right to a second, casting vote).

The Ayes for the question will go through the Bar of the Court to the right of the Lord Mayor and the Noes through the Bar to the left, the votes being recorded at the respective exits.

- (d) Members wishing to abstain should remain seated and the Lord Mayor will seek confirmation of their intention before accepting a declaration from the Tellers that every Member wishing to vote has done so, after which the Bar of the Court will be re-opened and Members will return to their seats through the central entrance.

- (e) The Town Clerk will call for the Tellers' reports and declare the result.

15. Disorder

1. In the event of disorder or a persistent disregard of the authority of the Lord Mayor Chair, and if they consider it necessary in the interests of the Court and the City of London Corporation, the Lord Mayor will ask that there be no further interruption. If the interruption continues, they may: -

- (a) direct the Member(s) of the Court they consider to be abusing the Court to retire for the remainder of the sitting or for such lesser period as they may decide, any such decision to be final;
- (b) require that a member(s) of the public be removed from the public gallery;
- (c) at any time if they consider it desirable in the interest of order, suspend a sitting or adjourn a meeting of the Court for such time as they may decide.

16. Duration

If, after three hours from the time appointed for the start of the meeting, the business has not been concluded, the meeting will close, any debate being suspended, and all unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the Members present wish the meeting to continue, and subject to there being a quorum. Items that are so adjourned and which, in the opinion of the Town Clerk, require a decision before the next meeting will be considered in accordance with Standing Order Number 19.

17. Minutes

1. The minutes of the Court will be printed and circulated and will include: -
 - (a) All Motions and Amendments together with the names of the Movers and Seconders and including the names of Movers of reports.
 - (b) The results of any Ballot (pursuant to Standing Order Number 10).
 - (c) The results of any Division (pursuant to Standing Order Number 14).
 - (d) The names of any Members presented to Royal and other Distinguished Persons received at Guildhall.
2. The correctness of the minutes will be verified at the beginning of the following regular meeting of the Court. No discussion shall take place upon the minutes, except upon their accuracy and any question of their accuracy shall be raised by motion.

18. Chief Commoner

1. The holder of the Office of Chief Commoner shall be a Common Councillor.
2. The Chief Commoner shall be elected by the Court of Common Council at the October meeting each year.
3. The term of office of the Chief Commoner shall be for a period commencing and ending on the date of the first Court of Common Council after the wardmotes each year.
4. A Member is ineligible to seek election as Chief Commoner if they have previously served the Office of Chief Commoner.
5. Candidates for election to the Office of Chief Commoner shall be nominated by exactly ten other Members, nominations to be submitted to the Town Clerk by no later than nine working days before the meeting of the Court for inclusion in the Summons. Submissions must be made in writing and accompanied by the signatures of the ten Members supporting the candidate's nomination.
6. The Chief Commoner shall be:
 - (a) an ex-officio Member of the Policy & Resources Committee.
 - (b) ineligible to chair any City Corporation Grand Committee.
7. In the event of a casual vacancy for the Office of Chief Commoner, responsibility for the Office shall fall to the immediate past Chief Commoner until such a time as a new Chief Commoner (or Chief Commoner designate) is elected by the Court.

19. Decisions between Meetings

1. Between regular meetings of the Court of Common Council, if, in the opinion of the

Town Clerk, it is urgently necessary for a decision to be made, then the powers of the Court may, where lawfully possible, be exercised by the Town Clerk. Before exercising this power, they must obtain the comments of: -

- the Lord Mayor
- the Chief Commoner
- the Chair/Chairman of the Policy & Resources Committee
- the Chair/Chairman of the Finance Committee

or a nominee of each who shall be, respectively,

- an Alderman
 - a Past Chief Commoner still in Common Council
 - a Member of the Policy & Resources Committee
 - a Member of the Finance Committee
2. Where the recommendation is made by the Policy & Resources Committee or the Finance Committee then the fourth person shall be the Chair/Chairman of the Planning & Transportation Committee or their nominee from that Committee.
 3. Where the recommendation is made jointly by two of the aforementioned committees, then the fourth person shall be the Chair/Chairman of the Port Health and Environmental Services Committee or, if they are also conflicted, another senior Chair/Chairman, to be determined by the Town Clerk.
 4. The Town Clerk's powers only extend to the approval or non-approval of the recommendation placed before them, not its amendment.
 5. Each decision of approval shall be reported to the next regular meeting of the Court with an explanation of the need for the use of this procedure.
 6. Each decision of non-approval shall be submitted to the next meeting of the Committee or Sub-Committee making the recommendation and that Committee or Sub-Committee may submit the matter for decision by the full Court if this is still feasible. Where a decision of non-approval is in prospect, the Chair/Chairman of the recommending Committee or their representative shall be informed and allowed to make representations in support of their Committee's decision.

20. Petitions

1. Any Petition (other than for grants of money) intended to be presented to the Court must be lodged at the Town Clerk's office, duly endorsed by the Member presenting, not later than 12 noon ten working days before the meeting of the Court at which it is proposed to present the Petition, which from the time of being lodged shall remain in the custody of the Town Clerk. The wording of the Petition or a summary thereof shall be printed on the Summons for the Court.
2. No Petitioner shall be permitted to address the Court except in reply to questions.
3. Petitions are to be referred by the Court to the relevant Committee(s) for further

consideration.

PART 3 – Committees and Sub-Committees

21. Appointment

The annual appointment of Committees of the City of London Corporation will take place at the first regular meeting of the Court of the [civic municipal](#)-year, which will normally follow the annual Wardmotes and be held in April.

22. Committee Limit

1. Subject to (3) below no Member shall serve on more than six Committees, be they Ward or Non-Ward Committees;
2. For the purposes of this Standing Order, the following exemptions are to be made:
 - Natural Environment Board and the West Ham Park Committee shall count as one Committee.
 - Crime and Disorder Scrutiny Committee
 - Local Government Pensions Board
 - Health & Social Care Scrutiny Committee
 - Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee⁷
3. This limit shall not apply:
 - (a) If a vacancy on a committee has been advertised on at least two occasions and remains unfilled. In such circumstances, a Member may serve on that committee even though it may cause the limit to be exceeded for the remainder of the [civic municipal](#)-year.
 - (b) Where service on Committees is in an ex-officio capacity.

23. Ward Committees

1. Ward Committees comprise at least two Aldermen together with a number of Commoners as detailed in Standing Order No. 23(3).
2. The Aldermen shall be appointed on the basis of nominations by the Court of Aldermen (notwithstanding SO 23(5)).
3. The Commoners shall be appointed on the basis of:
 - (a) one Member from each Ward (regardless of whether the Ward has sides) having five or fewer Members;

⁷ The FCCRASP Committee is time limited – this Standing Order is to be deleted upon the expiration of the Committee.

- (b) two Members from each Ward (regardless of whether the Ward has sides) having six or more Members;
 - (c) one Member representing a Ward or Side of Ward that has agreed to pair with another Ward, which is geographically nearby, for the purpose of representation on one or more Ward Committees;
 - (d) up to two Members on the Community and Children's Services Committee from Wards with 200 or more residents (as determined by the Ward Lists).
4. Wards shall choose whether to nominate a Member(s) to serve on each of the several Ward Committees.
 5. In the event that a Ward's Common Councillor/s does not wish, for whatever reason, to be nominated to serve on a Ward Committee, the appointment can, if the Ward so chooses and the Alderman is in agreement, be taken by the Alderman of the Ward.
 6. After consultation with the Members of their Wards, the Deputies of the Ward shall submit the nominations to the Town Clerk subject to the following: -
 - (a) the term of office of a Member on a Ward Committee is one year;
 - (b) a Member who has served four terms on a Ward Committee, separately or consecutively, is not eligible for appointment for a further term whilst there is a Member of the Ward who has not served and wishes to do so, unless the majority of the Members of the Ward so decide.
 - (c) If a Member does not believe Standing Orders 23(6) a-b have been followed, said Member may write to the Ward Deputy and Town Clerk requesting an opportunity to review the nomination.
 7. If a Ward chooses not to nominate a Member(s) (Common Councillors or the Alderman of the Ward) to serve on a Ward Committee, the Town Clerk shall notify the vacancy to all Members and seek nominations prior to the appointment being made by the Court.

24. Non-Ward Committees

1. Non-Ward Committees comprise Members elected by the Court for either: -
 - (a) a specific term at the end of which, if eligible, the Member must seek re-election; or,
 - (b) an indefinite term subject to annual re-appointment by the Court.
2. Any Member wishing to serve must notify the Town Clerk in writing and all applications received will be listed on the Summons for the meeting of the Court at which the appointment is to be made. If necessary, a ballot will take place in accordance with Standing Order Number 10.

25. Vacancies

1. When a vacancy occurs in any Committee or Sub-Committee (where appointed by the Court), the Member elected to fill it will continue for the remainder of the term of the Member creating the vacancy, and such part of the term will count as a full term for the purposes of Standing Orders Numbers 23 (5).
2. Prior to the expiry of a completed term of office on a Non-Ward Committee, or when vacancies arise, all Members will be notified by the Town Clerk no less than two weeks before the meeting of the Court. In the event that the Member does not respond, it shall be assumed that they wish to re-stand, unless they are otherwise ineligible to do so. Members may be permitted to withdraw their nomination at any time.

~~26. [Not used].~~

27. Sub-Committees

1. The Committees of the City of London Corporation may at any time: -
 - (a) constitute, dissolve, or alter the membership of a Sub-Committee set up by them;
 - (b) within its terms of reference from the Court, authorise a Sub-Committee to act on behalf of the main Committee;
 - (c) appoint a Working Party to consider and report on particular matters but such Working Party shall have no delegated powers.

N.B. The constitution of any new Sub-Committee or Working Party shall be subject to the approval of the Policy & Resources Committee (as the committee responsible for oversight of the Court's governance arrangements)

2. Before the role of Chair and Deputy Chair of a Sub-Committee can be determined, the Appointing Committee's⁸ membership of its Sub-Committee(s) must be established. The composition will be determined via expressions of interest, which can be made at any point until nominations are declared closed by the Chair at the meeting in question. If the number of nominations exceeds the number of vacancies, a ballot will be conducted. The successful candidate(s) will be determined as those with the highest votes. In the event of an equality of votes, a second ballot will be conducted between the parties concerned, with the successful candidate(s) achieving the highest votes. In the event that the number of nominations does not exceed the number of vacancies, those in nomination will

⁸ The "Appointing" Committee, is the Committee responsible for constituting the Sub-Committee.

simply be declared as being appointed.

3. The Chair and Deputy Chair of a Sub-Committee shall then be elected from the established membership of the Appointing Committee (unless the composition prescribes otherwise⁹).
4. The election of Chair of said Sub-Committee(s) will be conducted as follows:-
 - (a) The names of those who are willing to serve will be voted on by Ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
 - (b) the candidate with the fewest votes will be eliminated;
 - (c) if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
 - (d) candidates may also elect to withdraw at this stage;
 - (e) a further ballot will be held amongst the remaining candidates and the procedure in (a) to (d) repeated until one candidate has obtained a majority of the votes cast.
 - (f) In accordance with Standing Order 29(1)(c), in the event of an equality of votes for the preferred candidate, the Chair of the Appointing Committee will have the ability to cast a deciding vote.
 - (g) In the event that there is only one nominee, they shall be appointed forthwith.
5. In order to be eligible to stand as Chair and Deputy Chair of a Sub-Committee the Member must be a Member of the Appointing Committee. This includes Ex-Officio Members of the Appointing Committee. External Members may stand, providing there is no other reason by which they must be precluded from standing.
6. Ex-Officio Members of the Appointing Committee are eligible to vote in these appointments; External Members may only vote if they have voting rights.
7. The election of Deputy Chair will then take place, following the same procedure as that set out in Standing Order 27(4). Eligibility for the position of Deputy Chair, and those who can vote in the appointment, are as set out in Standing Orders 27(5) and (6).
8. In the event that there are no nominees for the positions of Chair or Deputy Chair of a given Sub-Committee, the Chair and/or Deputy Chair of the Appointing Committee will automatically assume the position(s).

⁹ E.g. For Resource Allocation Sub-Committee, the Chair will be the Chair of Policy & Resources Committee and the Deputy Chair shall be the Chair of the Finance Committee. Similarly for the Member Development and Standards Sub-Committee, whereby the

9. In the event that there is only one Member from the Appointing Committee on the membership of the sub-committee, the Deputy Chair is to be elected as set out in Standing Order 27(4) (a)-(g), by the sub-committee, at its first meeting.
10. A Member that has served four consecutive terms as Chair or Deputy Chair of a Sub-Committee, is not eligible for appointment for a further term in that office whilst there is an eligible Member that has not served and wishes to do so.
11. Expressions of interest for the roles of Chair and Deputy Chair, will be sought by the Town Clerk at the same time as the expressions of interest for the membership of the Sub-Committee (i.e. in the week leading up to the first meeting of the civic year of the appointing Committee).

~~the Chair and Deputy Chair of the appointing Committee, or their nominee(s), subject to the support of the wider Committee Membership. Policy & Resources Committee can approve exceptions to this practice.~~

12. The proposed composition of Sub-Committees shall not be increased solely to avoid a ballot for contested vacancies without the consent of the appointing Committee.
13. In instances where the Court of Common Council has appointment rights to a Sub-Committee, these will be made for terms of up to four years (to be determined by the appointing Committee).
14. The quorum for a Sub-Committee shall be any three of its Members, unless otherwise specified by the appointing Committee or the Court.

28. Joint Meetings of Committees

In the event of a reference to a Joint Meeting of any of the Committees and/or Sub-Committees of the Court, the quorum shall be nine, comprising no fewer than three Members of each participating Committee or Sub-Committees.

29. Chairs/Chairmen

1. Each Committee shall have a Chair/Chairman who will: -
 - (a) preside at every meeting of the relevant Committee at which they are present;
 - (b) sign the minutes of proceedings of the previous meeting when approved as a correct record;
 - (c) in case of an equality of votes, have a second casting or casting vote. If the Chair/Chairman is unwilling to exercise a second or casting vote the decision shall be taken by lot;

(d) determine all questions of order;

(e) have power, after consultation with the Deputy Chair/Chairman, and subject to consultation with the Town Clerk and necessary Chief Officers to:-

- convene an additional meeting;
- vary the ~~date and/or time and/or~~ place of a scheduled meeting before the Summons has been issued, providing it meets accessibility requirements;
- cancel a meeting if, in their opinion, there is insufficient business to warrant the holding of such a meeting or for other reasons.
- Reschedule a meeting if ~~both they and their Deputy Chair/Chairman are no longer able to be in attendance at that meeting and, upon review of the nature of the business intended for the meeting, believed to be it is~~ in the best interests of the Corporation to do so and providing the committee has also been consulted, if less than three months' notice is given.¹⁰

2. The term of service of Chairs/Chairmen, subject to annual re-election, is limited as follows: -

Policy & Resources Committee	5 years*
Finance Committee	5 years*
City of London Police Authority Board	4 years*
Barbican Centre Board	4 years*
City Bridge Foundation Board	4 years*
Boards of Governors of the three	
City of London Independent Schools	6 years*
Other Committees	3 years*

*The years to run consecutively.

(For the purpose of this Standing Order, if a Member is elected to the Chair during the course of the year, a period of service commencing before 1 October shall count as one year; a period of service commencing on or after 1 October shall not count as one year).

¹⁰ In the event that neither the Chair nor Deputy Chair are able to attend at the agreed time, the meeting can be chaired by an alternate Member for that one meeting (to be appointed by the Committee on the day).

3. A Member is ineligible to seek election as Chair/Chairman of a Ward or Non-Ward Committee (other than a specifically appointed Reception Committee) in the following circumstances: -

(a) If they are already a Chair/Chairman of another Committee (Ward or non-Ward), other than in the case of the following Committees: -

- Gresham (City Side)
- Health & Social Care Scrutiny Committee
- Crime and Disorder Scrutiny Committee
- Health & Wellbeing Board
- Local Government Pensions Board
- ~~Natural Environment Board~~
- ~~West Ham Park Committee~~
- Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee¹¹

NB for the purposes of this Standing Order, the Natural Environment Board and West Ham Park Committee will count as one Committee.

(b) If they are resident in, or a tenant of, any property owned by the City of London Corporation they may not be Chair/Chairman of the Committee or Sub-Committee having control of such property (with the exception of the Community & Children's Services Committee);

(c) If they are an ex-officio Member of a Committee;

(d) If they are the Deputy Chair/Chairman of the Audit & Risk Management Committee for the time being.

(e) External Members may not stand as Chairs of Committees.

4. Ahead of the first meeting of each Committee following the annual appointment, the Town Clerk will seek written expressions of interest from Members who are willing and eligible to take the Chair. Such expressions of interest must be received by the Town Clerk not later than one full working day prior to the scheduled date of the meeting.

5. In the event that no expressions of interest have been received by the deadline stated in Standing Order 29(4), the Town Clerk will seek expressions of interest under the relevant agenda item at the meeting of the Committee.

6. The names of those who are willing to serve will be voted on by Ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:

(h) the candidate with the fewest votes will be eliminated;

¹¹ The FCCRASP Committee is time limited – this Standing Order is to be deleted upon the expiration of the Committee.

- (i) if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
 - (j) candidates may also elect to withdraw at this stage;
 - (k) a further ballot will be held amongst the remaining candidates and the procedure in (a) to (c) repeated until one candidate has obtained a majority of the votes cast.
8. Ex-officio Members of a Committee are not eligible to vote in the election of Chair/Chairman of that Committee other than in the case of the Policy & Resources Committee.

30. Deputy Chairs/Chairmen

1. Each Committee, with the exception of the Policy and Resources Committee, shall have a Deputy Chair/Chairman who will, in the absence of the Chair/Chairman, have the powers, duties and rights of the Chair/Chairman.
2. With the exception of the first and fifth year of a chairmanship, the Policy and Resources Committee shall have three Deputies, one of whom shall be designated the Deputy Chair/Chairman to exercise the formal responsibilities of that role, with the remaining two Vice Chairs/Chairmen.
3. In the case of all Committees: -
 - (a) the immediate past Chair/Chairman, if ~~in Common Council~~ on the committee and if willing to serve, will be eligible to serve as Deputy Chair/Chairman for the first year upon the election of a new Chair/Chairman, subject to election by the Committee in the usual way;
 - (b) if the immediate past Chair/Chairman is not in Common Council or is not willing to serve in the office, the Deputy Chair/Chairman (or Deputy/Vice Chairs/Chairmen in the case of the Policy and Resources Committee) will be elected in accordance with Standing Order Number 30 (5);
 - (c) when the immediate past Chair/Chairman has completed their year of office as Deputy Chair/Chairman, all the Members of the Committee with the exception of the said Deputy Chair/Chairman and those who are ineligible by virtue of Standing Order Number 30 (4), are eligible to seek election as Deputy Chair/Chairman.
4. A Member is ineligible to seek election as Deputy Chair/Chairman of a Ward or Non-Ward Committee (other than a specially appointed Reception Committee) in the following circumstances: -
 - (a) if they are resident in, or a tenant of, any property owned by the City of London Corporation they may not be Deputy Chair/Chairman of the Committee or Sub-Committee having control of such property;

(b) if they are an ex-officio Member of a Committee they may not be Deputy Chair/Chairman of that Committee except in the case of the immediate past Chair/Chairman for the first year upon election of a new Chair/Chairman.

(c) External Members may stand as Deputy Chairs of Committees, if set out explicitly in the Court Order (i.e. where there is express provision for an External Deputy Chair).

5. Ahead of the first meeting of each Committee following the annual appointment, the Town Clerk will seek written expressions of interest from Members eligible for election as Deputy Chair/Chairman (or Deputy/Vice Chairs/Chairmen in the case of the Policy and Resources Committee) and who are willing to serve. Such expressions of interest must be received by the Town Clerk not later than one full working day prior to the scheduled date of the meeting.
6. In the event that no expressions of interest have been received by the deadline stated in Standing Order 30(5), the Town Clerk will seek expressions of interest under the relevant agenda item at the meeting of the Committee.
7. The names of those who are willing to serve will be voted on by ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
 - (a) the candidate with the fewest votes will be eliminated;
 - (b) if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
 - (c) candidates may also elect to withdraw at this stage;
 - (d) a further ballot will be held amongst the remaining candidates and the procedure in (a) to (c) repeated until one candidate has obtained a majority of the votes cast.
8. The election of the three Deputy/Vice Chairs/Chairmen of the Policy and Resources Committee shall be undertaken as follows: -
 - (a) The election of a Deputy Chair shall be undertaken first, as follows: -
 - i. Where the number of candidates is less than or matches the number of vacancies (i.e., one) the candidate will automatically be treated as being elected to office.
 - ii. In the event of a contest, the names of those who are willing to serve will be voted on by ballot. The successful candidate will require a majority of the votes cast. In the absence of any candidate achieving a majority of votes in the first round of voting:
 - the candidate with the fewest votes will be eliminated;

- if there is more than one candidate securing the fewest but identical number of votes, then a ballot will be held between those candidates to determine which will drop out;
- candidates may also elect to withdraw at this stage;
- a further ballot will be held amongst the remaining candidates and the procedure above repeated until one candidate has obtained a majority of the votes cast.

(b) For the election of two Vice Chairs: -

- i. Where the number of candidates is less than or matches the number of vacancies (i.e., two) the candidates will automatically be treated as being elected to office.
- ii. Where there are more candidates than vacancies, a ballot will be undertaken with Members indicating their preferred candidate(s). Members can choose not to vote for the maximum number of candidates.
- iii. Once votes have been cast and counted, any candidate having 50% or more of the number of votes will be elected.
- iv. Unless the candidates each secure 50% of the vote, the candidate with the least number of votes will drop-out automatically. If there is more than one candidate securing the least but identical number of votes then a ballot will be held between those candidates to determine which one will drop-out. Other candidates may also elect to withdraw at this stage.
- v. A further ballot will be held amongst the remaining candidates and any candidate securing 50% or more of the vote will be elected. This process will be repeated until all vacancies are filled.
- vi. There may come a point in the process where a candidate or candidates with the least number of votes drops out, leaving a number of candidates that matches the number of vacancies. In those circumstances, no further ballot is necessary as the candidates will automatically be treated as being elected to office (without having to secure 50% of the vote).

9. Ex-officio Members of a Committee are not eligible to vote in the election of Deputy Chair/Chairman of that Committee other than in the case of the Policy & Resources Committees.

31. Ward Reception Committees

1. Unless there are specific reasons for the arrangements for any hospitality relating to a visiting Head of Government or State (or other guest of the sovereign to whom official hospitality is to be extended) being referred to a Standing Committee, responsibility will be referred to a Ward Reception Committee appointed by the Court.
2. The Town Clerk is authorised to summon the first meeting of the Committee.
3. The appointment of Commoners shall be by rotation within the total membership of the Common Council, and before the appointment of a Ward Reception Committee, the Town Clerk shall notify each Member next on the rota for appointment. If a Member does not wish to serve on the next Ward Reception Committee, the Town Clerk shall liaise with the next Member on the rota to fill the vacancy.
4. The appointment of Aldermen shall also be by rotation, comprising two Aldermen above the Chair and four Aldermen below the Chair.
5. In the event of an entertainment for which a Ward Reception Committee has been appointed, not taking place, the Aldermen and Commoners serving on that Committee shall be re-appointed on the next available Ward Reception Committee.
6. A Member is eligible to seek election as Chair/Chairman of a Ward Reception Committee in the following circumstances: -
 - (a) provided they have completed two years' service on the Court;
 - (b) provided they are not an ex-officio Member of the Committee;
7. A Member may chair one Royal or State Ward Reception Committee and one Non-Royal or Non-State Ward Reception Committee, in either order. A Member may serve as chair of more than one Ward Reception Committee only where there is specific justification to do so, such as exceedingly close connections with the proposed state. This will be up to the Ward Reception Committee to determine by majority vote.
8. The provisions of Standing Order Number 29 as regards the election of a Chair/Chairman shall be applied at the first meeting of the Committee. Thereafter, the Member elected as Chair/Chairman will, subject to being in Common Council, continue in that office until the function has taken place.
9. If, after the list of Members eligible to serve as Chair/Chairman of a Ward Reception Committee has been read, no Member has sought election, a second list shall be read in which all Members of the Committee are eligible.
10. The Chief Commoner for the time being will serve as the Deputy Chair/Chairman.

32. Access to Meetings

1. All meetings of Committees and Sub-Committees are open to the public unless: -
 - (a) confidential information as defined in Section 100A(3) of the Local Government Act 1972 is to be discussed; or,
 - (b) a resolution has been passed to exclude the public as there is likely to be disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972;

In respect of non-local authority and non-police authority functions this Standing Order is not applied unless the Court of Common Council (in relation to Committees) or a Committee (in relation to ~~or~~ Sub-Committees) determines otherwise.

2. The filming, photographing or making of audio recordings of meetings will be allowed in accordance with the City of London Protocol on the filming/recording of meetings adopted by the Court in May 2014.

33. Notice of Meetings

1. Public notice of the time and place of meetings of Committees and Sub-Committees will be posted in an appropriate place at least five clear working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.
2. Where public notice is not required for Committees and Sub-Committees discharging solely non-local authority and non-police authority functions, Members will be issued notice of the time and place of meetings of Committees and Sub-Committees five clear working days before the meeting, or if a meeting is convened at shorter notice, then at the time it is convened.

34. Summons

1. The Town Clerk will issue a Summons for each meeting stating the time and place at which the Committee or Sub-Committee will meet and setting out the order of business.
2. Any Committee or Sub-Committee may be summoned upon the written requisition of a number of its Members not less than the quorum of the Committee or Sub-Committee, provided they have business to lay before the Committee or Sub-Committee. Such business will be set out in detail together with the reason(s) why the matter(s) to be raised could not wait until the next regular meeting.
3. A special meeting of a Committee or Sub-Committee shall not, except in the case of absolute necessity, be called on the same morning or afternoon as that appointed for the regular meeting or another Committee, and under any circumstances the special meeting shall be called at a different time from that of the other Committee.

4. Except in cases of urgency or where circumstances make it impracticable, the Summons and accompanying papers will be sent to Members five clear working days in advance of the meeting.
5. A limit to the number of Committees to consider a specific item of business shall be limited to no more **than** three (a sub-committee, a Service Committee and a Corporate Committee). The most appropriate Committee(s) in each instance shall be determined by the Town Clerk and relevant Chairs notified to provide an opportunity for objection and reappraisal. In the event of an objection, the final judgement of the Lord Mayor and Chief Commoner shall be sought. It shall not be permitted for this decision to be overturned on the appointment of their respective successors.

35. Attendance

1. Members are entitled to attend meetings of Committees and Sub-Committees of which they are not Members, but must not vote or, without the permission of the Chair/Chairman of the meeting, speak on any matter.
2. If a question is referred by the Court to any Committee to examine and report, the Member moving the reference shall be invited to attend the Committee in the event that they are not a Member of that Committee and shall be permitted to take part in any discussion that may arise therefrom, but not vote on the matter.
3. Consistent with the principles set out in Standing Order 45, in exceptional circumstances¹² in non-public session (~~including when the Independent Appeals Panel are considering the conduct of a Member of the Court or an co-opted Member in relation to the City of London Corporation's Code of Conduct for Members, deliberations for licensing applications, specific staffing matters or where information has been conferred to the Corporation in confidence by the Royal Household or His Majesty's Government~~), no Member, or co-opted Member, who is not a Member of that Committee or Sub-Committee, is permitted to attend the proceedings other than those who have been requested or allowed to attend by the Chair or Panel.

36. Quorum

1. The quorum for each Committee shall be set annually by the Court when the Committees are appointed in accordance with Standing Order Number 21.
2. If the quorum is not established within **five ten** minutes of the time stated on the Summons, the formal meeting will be dissolved and formal consideration of the business adjourned to the next regular meeting unless, in the opinion of the Chair/Chairman, a special meeting should be called before that date.

¹² Such as (but not limited to) when the Panel of Independent Persons are considering the conduct of an elected Member or a co-opted Member in relation to the City of London Corporation's Code of Conduct for Members, deliberations for licensing applications, specific staffing matters of significant commercial interest, or where information has been conferred to the Corporation in confidence by the Royal Household or His Majesty's Government.

3. If, during a meeting of a Committee or Sub-Committee, a quorum ceases to exist the meeting shall adjourn until a quorum is re-established. If there is no reasonable likelihood that it will be re-established within 15 minutes, the meeting will be dissolved and all remaining business adjourned to the next meeting. Any items that have not been considered by the meeting before its dissolution and which, in the opinion of the Chair/Chairman, require a decision before the next meeting will be considered in accordance with Standing Order Number 41.

37. Conduct of Debate

1. All debate at meetings of Committees and Sub-Committees will be managed through the Chair/Chairman. Members must indicate clearly their wish to speak. If two or more Members wish to speak, the Chair/Chairman will determine the order of speakers.
2. Every Member must confine their speech strictly to the Report, Motion or Amendment under discussion or to a point of order or explanation, and must not be repetitious. The ruling of the Chair/Chairman on issues of relevance or repetition is final.
3. Any Amendment so moved shall relate to the subject matter of the Motion or Report. To ensure the efficient management of the Committee or Sub-Committee's business and in the best interests of the conduct of debate (including any concerns of legal implications or consequences) Members are encouraged to submit advanced notice of any amendments.
4. Upon an amendment being moved during debate without prior notice, there shall be a pause of no more than five minutes to allow for these amendments to be settled with the Town Clerk, to provide absolute clarity on what is being debated and voted on.
5. Upon an Amendment being put and seconded, debate on the Amendment will commence. Following the debate, the Mover of the Amendment may be permitted a final opportunity to speak, after which, Amendment will be put to the Committee or Sub-Committee for decision, to be carried by simple majority, before returning to debate on the substantive Report or Motion.
6. At any time, a Member may raise a point of order or make a personal explanation necessitated by the statement of another Member. Any Member speaking at the time must give way when a point of order or personal explanation is made. A point of order shall relate only to an alleged breach of Standing Orders or statutory provision. A personal explanation shall be confined to some material part of a former speech by the Member at the same meeting, which may have been misunderstood. The ruling of the Chair/Chairman on a point of order or the admissibility of a personal explanation is final.
7. If a Member stands (or, if unable to do so, indicates otherwise) either while another Member is addressing the Committee or, if there is a Motion before the Committee, at the conclusion of a speech, and moves '*That the question be now put*', and this

Motion is seconded and carried, that question shall be put forthwith and without debate unless the Chair/Chairman is of the opinion that the Motion is premature or in any sense is an abuse of the rules of the Committee. In no case shall the Mover be precluded from a right to reply should they elect to exercise it.

38. Decisions

1. Decisions made by Committees and Sub-Committees will be either unanimous or will represent the view of the majority of those Members present and eligible to vote. The Town Clerk will, if requested, record in the minutes of a meeting the name(s) of any Member(s) dissenting from a majority decision.
2. If, in the opinion of the Chair/Chairman, it is unclear whether a majority has been achieved or lost on a particular question, the Chair/Chairman will request those in attendance and eligible, to indicate their votes 'for' or 'against' by show of hands, to be conducted by the Town Clerk and confirmed by the Chair/Chairman. Abstentions may also be recorded.
3. If a full division is sought, the Town Clerk will record in the minutes the division of Members' votes, by name, providing this has the support of a fifth of Committee or Sub-Committee Members present and voting.
4. Pursuant to Standing Order 29(1)(c), in the event of an equality of votes, the Chair/Chairman may exercise a casting vote. If they do not wish to exercise this right, then the decision shall be taken by lot.

39. Disorder

During both Committee and Sub-Committee meetings, in the event of disorder or a persistent disregard of the authority of the Chair/Chairman, and if they consider it necessary in the interests of maintaining order, the Chair/Chairman will ask that there be no further interruption. If the interruption continues, they may:-

- (a) direct the Member(s) causing disorder or disregarding their authority to retire for the remainder of the meeting or for such shorter period as the Chair/Chairman may decide. In the event of non-compliance with that instruction, and with the consent of the majority of the Committee or Sub-Committee to be shown determined immediately on a show of hands, the Chair/Chairman shall take all reasonable steps for the removal of such Member(s) from the meeting;
- (b) require a member(s) of the public to be removed from the meeting.

40. Duration

If, after two hours from the appointed time for the start of the meeting, the business has not concluded, the meeting will close and any unfinished business will stand adjourned to the next meeting unless a two-thirds majority of the Members present

wish the meeting to continue, and subject to there being a quorum.

41. Decisions between Meetings

Between scheduled meetings of each Committee or Sub-Committee, if:

- (a) in the opinion of the Town Clerk, it is urgently necessary for a decision to be made; or
- (b) the Committee or Sub-Committee have delegated power to the Town Clerk to make a decision.

then the powers of the Committee or Sub-Committee may, where lawfully possible, be exercised by the Town Clerk. Before exercising this power, they shall seek and obtain the comments of the Chair/Chairman and Deputy Chair/Chairman of the Committee or Sub-Committee or, failing either of them, their nominees. Other than where circumstances make it impracticable, the wider views of the committee or sub-committee membership shall also be sought. Each action or decision shall be reported to the next regular meeting of the Committee or Sub-Committee.

42. Conferences

1. Members and Officers are authorised to attend events (i.e. conferences, congresses, seminars, meetings, exhibitions etc.) on behalf of the City of London Corporation in accordance with the Business Travel Scheme and Financial Regulations.

43. Outside Bodies

1. A Member may serve as a representative of the City Corporation on no more than six outside bodies at the same time.
2. Standing Order Number 43(1) shall not apply to ex-officio appointments to outside bodies including those that apply to the Court of Aldermen.

PART 4 – Interests

44. Interests

1. If a matter for decision is under consideration by the Court, or any Committee thereof, in which a Member has an interest they must act in accordance with the provisions of the Localism Act 2011 and the Members' Code of Conduct.

PART 5 – Access to Documents

45. Access to Documents

1. A Member of the Court is entitled to inspect, or be provided with a copy of, documents belonging to the City of London Corporation that it is reasonably necessary for them to see in order to carry out their duties as a Common Councilman or Alderman. Consistent with this presumption of a Member's entitlement to access documents, a Member has a right of access to all documents relating to business transacted or to be transacted at a meeting of the Court of Common Council, a Committee or Sub-Committee as set out in Standing Order Number 45 (2) and (3).
2. In respect of the City Corporation's local authority and police authority functions a Member has a right of access to all documents relating to business transacted or to be transacted at a meeting of the Court of Common Council, a Committee or Sub-Committee, although if it appears to the Town Clerk that information contained in the documents is exempt information by virtue of Schedule 12A to the Local Government Act 1972 they have a discretion to withhold the documents from inspection unless the information relates to the financial or business affairs of any particular person, including the City Corporation (except in respect of contract negotiations), or the information relates to any noticed imposing requirements on a person or direction the City Corporation proposes to make under any enactment, in which case the documents are required to be open to inspection.
3. Standing Order Number 45 (2) shall apply to the City Corporation's non-local authority and non-police authority functions and a Member shall have a right of access to all documents relating to business transacted or to be transacted at any relevant meeting of the Court of Common Council, a Committee or Sub-Committee, unless the Town Clerk determines otherwise.
4. Where a request for access to documents is declined by the Town Clerk, the Member may refer the matter to the Chair/Chairman and the Deputy Chair/Chairman of the appropriate Committee or Sub-Committee who will consider the advice of the Town Clerk before either granting or refusing the request.
5. A Member has the same right as a member of the public to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and to have that information communicated to them subject to any exemptions on the disclosure of information properly kept confidential.
6. A Member must preserve the confidentiality of any document containing confidential or exempt information that is in their possession.

PART 6 – Acts of Common Council

46. Bills and Acts

1. A Bill for an Act of Common Council shall be printed and circulated to all Members of the Court before it is submitted to the Court.
2. Every Bill shall be submitted to the appropriate Committee(s) for approval and to the Recorder of London for settling before it is submitted to the Court of Common Council and the report of the appropriate Committee (if any) shall be printed and circulated with the Bill.
3. Unless otherwise ordered by the Court of Common Council, a Bill for an Act of Common Council shall be read a first and second time at one meeting of the Court and shall at the next or a subsequent meeting be read a third time and made an Act of Common Council.

PART 7 – Parliamentary Legislation

47. Bills and Acts

1. No active proceedings for or against any Bill in Parliament (beyond such steps in the case of a Private Bill as may be necessary to obtain or preserve a *locus standi*, or the delivery of formal professional retainers) shall be undertaken without the express authority of the Court, save in a case of emergency which shall be reported at the next ensuing Court.
2. It shall be an instruction to the Remembrancer that where in any Act of Parliament it is necessary to mention or describe the Local Authority for the City of London, such Authority shall be stated to be “The Mayor, Aldermen and Commons of the City of London in Common Council assembled”, or “the Common Council”.

PART 8 – Finance

48. Budgets: Resource Allocation, Revenue Estimates and Capital Budgets

1. Resource allocation plans, revenue estimates and five-year capital budgets shall be prepared annually in respect of the City Fund, City's Estate and the City Bridge Foundation.
2. Resource allocation plans for the subsequent financial year shall for: -
 - (a) City Fund and City's Estate be approved by the Policy & Resources Committee, following previous consideration by the Efficiency & Performance Working Party Sub-Committee and the Resource Allocation Sub-Committee; and
 - (b) City Bridge Foundation be approved by the City Bridge Foundation Board.
3.
 - (a) The Policy & Resources Committee shall determine the basis and assumptions to be adopted in the preparation of detailed revenue estimates and capital budgets for City Fund and City's Estate, together with any provisional resource allocations for those Funds.
 - (b) The City Bridge Foundation Board shall determine the basis and assumptions to be adopted in the preparation of detailed revenue estimates and capital budgets for City Bridge Foundation, together with any provisional resource allocations subject to any overarching policy or budget set by the Court.
4. For City Fund and City's Estate the requirements of the Local Government Act 2003 and the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code shall be complied with, as follows: -
 - (a) the Chamberlain, as Chief Financial Officer, shall:
 - i. report on the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals; and,
 - ii. prepare Prudential Indicators in accordance with the Code.
 - (b) Members shall:
 - i. approve the Prudential Indicators as part of the budget setting process by the Court of Common Council; and,
 - ii. have regard to the Chamberlain's advice regarding the robustness of the estimates and the adequacy of reserves.
5. For City Bridge Foundation (and any other charity for which the City Corporation is the Trustee), the requirements of charity law, guidance provided by the Charity Commission on financial management, and relevant requirements of the Charities

Statement of Recommended Practice shall be complied with as follows: -

- (a) The Chamberlain as Chief Financial Officer, whether or not acting by an authorised delegate with responsibility for the charity, shall report on the robustness of the budgets and adequacy of the charity's free reserves and other contingency sums allowed for in the budget proposals; and
 - (b) Members shall have regard to the Chamberlain's advice regarding the robustness of the budgets and the adequacy of free reserves and other contingency sums.
6. The Chamberlain is required to monitor against the approved Prudential Indicators for City Fund and City's Estate and report, via the Finance Committee, to the Court of Common Council if they are to be breached.
7. All financial items shall be categorised in accordance with the City Corporation's Financial Regulations and final determination of any categorisation shall be the responsibility of the Chamberlain and generally applied as follows:-
 - (a) recurrent revenue items – analysed between central risk, local risk and recharges;
 - (b) one-off revenue projects – analysed between routine revenue projects financed from within existing local risk budgets; supplementary revenue projects financed from one-off augmentations of local risk resources; and,
 - (c) capital projects.
8. Detailed revenue estimates for the subsequent financial year, including all recurrent revenue items and routine revenue projects, shall for City Fund and City's Estate be submitted to each Spending Committee in accordance with the Policy & Resources Committee determination, and for City Bridge Foundation the relevant budgets, analysis of projected movements on reserves and proposed allocation of funding to the charity's primary and ancillary object shall be submitted to the City Bridge Foundation Board. Concurrently, schedules of supplementary revenue projects, along with five-year capital budgets, shall for City's Fund and City's Estate also be presented to each Spending Committee, and for City Bridge Foundation to the City Bridge Foundation Board.
9. The Finance Committee for City Fund and City's Estate, and the City Bridge Foundation Board for City Bridge Foundation, shall as relevant present to the Court of Common Council in March of each year the following: -
 - (a) the revenue estimates for City Fund and City's Estate;
 - (b) the five-year capital budgets and summaries of supplementary revenue projects;
 - (c) the annual budget reports in respect of all revenue and capital proposals for the City Fund and City's Estate, including recommendations as to the Non-Domestic Rate and Council Tax to be levied in the following financial year and the Prudential Code Indicators to apply to the City Fund.

(d) The annual budget reports in respect of all revenue and capital proposals for City Bridge Foundation, alongside analysis of projected movements on all reserves held over the next three years, including an annual review of the reserves policy and proposed allocation of income to the charity's ancillary object which is surplus to that required for the primary object in that year.

10. No Committee or Officer shall commit the City Corporation to expenditure without the approval of the Court of Common Council, unless otherwise provided for in these Standing Orders.
11. Similar principles to those stated in Standing Order 48(9) shall operate, as appropriate, for income items, such that: where income is received outside the City Fund and City's Estate budget set for the relevant year, or outside the annual budget for a charity for which the City Corporation is charity trustee, the relevant Service Committee (for City Bridge Foundation this is the City Bridge Foundation Board) shall be required to authorise acceptance of those funds which must be in accordance with the strategies and plans set for each fund.
12. No proposal (other than the grant or renewal of a lease) shall be carried out, or submitted to the Court of Common Council, until the estimated financial effect has as relevant first been submitted to and approved by the Finance Committee for City Fund and City's Estate, and to the City Bridge Foundation Board for City Bridge Foundation, unless otherwise provided for in these Standing Orders or authorised under existing officer delegated authority.
13. Where expenditure is necessary for which no provision has been made by the Court of Common Council but which will be wholly reimbursed by a person or organisation separate from the City Corporation, the Chamberlain may authorise such expenditure from a holding account.

49. Financial Regulations

1. The Financial Regulations form part of the City Corporation's overall system of financial management, accountability and control and shall be complied with by all City of London Corporation staff.
2. The Financial Regulations are maintained by the Finance Committee.

50. Project Management

1. Save for City Bridge Foundation projects where these responsibilities lie with the City Bridge Foundation Board unless reserved to the Court of Common Council: -
 - (a) approval of the City of London Corporation's programme of projects is the responsibility of the Policy and Resources Committee and Finance Committee through the Projects & Procurement Sub-Committee which scrutinises individual projects, and the Resource Allocation Sub-Committee, which considers the overall programme of project activity and its funding.

- (b) decisions about projects are made in conjunction with Spending Committees and the Projects & Procurement Sub-Committee and the Court of Common Council for high value projects; and
2. Officers shall ensure that all routine revenue, supplementary revenue and capital projects shall comply with the provisions contained within the City of London Corporation's agreed Project Procedure.
 3. The Projects & Procurement Sub-Committee will periodically review the Project Procedure. Technical adjustments and changes to the Procedure may be authorised by the Policy and Resources Committee.
 4. The Town Clerk, in consultation with the Projects & Procurement Sub-Committee for City Fund and City's Estate or with the City Bridge Foundation Board for City Bridge Foundation, or the relevant Chair/Chairman and Deputy Chair/Chairman as appropriate, may vary the Project Procedure in relation to individual projects in cases when it is deemed appropriate to do so, with the exception of: -
 - (a) Approval of schemes for refurbishment or re-development or reinstatement of up to £5,000,000 per scheme / per property, for investment properties, with funding either from the relevant sales pool, providing the sales pool is in credit with sufficient funds to cover the total cost of the scheme, or from other appropriate sources will be granted, as provided for within the Scheme of Delegations to Officers.
 5. The Town Clerk will produce and keep up to date guidance for Officers, in the form of a Project Toolkit, to ensure that the Project Procedure is followed.

51. Procurement and Contract Letting

1. All procurement and contracts activity will be undertaken by Officers in accordance with the City of London Corporation's agreed Procurement Regulations.
2. The Projects & Procurement Sub-Committee will periodically review the Procurement Regulations and may authorise any technical adjustments. Significant changes to the Regulations require the approval of the Court of Common Council. The City Bridge Foundation Board shall be consulted in advance of any changes adopted which will have an impact upon the charity.
3. The Chamberlain will produce and keep up to date guidance for Officers to ensure the Procurement Regulations are followed.

52. Writing-Off Debts

1. Any Committee appointed by the Court of Common Council may agree, with the concurrence of the Chamberlain, to the writing-off of a debt due to the Corporation if satisfied that: -
 - (a) the debt is no longer recoverable at law; or,

- (b) the cost to the City Corporation of commencing or continuing recovery at law is likely to exceed the amount of the debt or the balance uncollected; or,
- (c) there are reasonable grounds for writing-off the debt subject to the amounts in excess of £500,000 for investment property debt, and £100,000 for all other City Fund and City's Estate being approved by the Finance Committee and for City Bridge Foundation being approved by the City Bridge Foundation Board.

(NB. 1. Standing Order Number 52 (1) (c) shall not apply to the Barbican Centre Board

N.B. 2. The financial limit for writing-off school fees shall be £3,500 per term).

- 2. Each Committee's powers under (1) above are delegated to specific Chief Officers in accordance with the relevant sections of the Scheme of Delegations.

PART 9 – Property

53. Corporate Plans and Strategies

1. The City of London Corporation shall develop and adopt plans and strategies for the management and investment of its property assets as follows: -
 - (a) Corporate Asset Management Strategy which shall be subject to regular review (not less than every five years) by
 - the Resource Allocation Sub-Committee and approval by the Policy & Resources Committee for City Fund and City's Estate; and
 - the City Bridge Foundation Board for City Bridge Foundation;
 - (b) Investment Property Strategies which shall be subject to annual reports and regular review (not less than every three years) by
 - the Investment Committee, Finance and Policy & Resources Committees for City Fund and City's Estate, and
 - the City Bridge Foundation Board for City Bridge Foundation.
2. The plans and strategies referred to in Standing Order Number 53 (1) shall be based on assumption that all property transactions are on open market terms.
3. All property transactions shall be made in accordance with the plans and strategies referred to in Standing Order Number 53 (1).
4. Any proposed property transactions, including transactions which together form part of a series of transactions, that are not in accordance with the plans and strategies referred to in Standing Order Number 53 (1) or are not based on open market terms shall be subject to the approval of,
 - (a) the originating Committee and the Resource Allocation Sub-Committee (for non-investment property) and the Investment Committee (for investment Property) for City Fund and City's Estate, and the City Bridge Foundation Board for City Bridge Foundation; and
 - (b) the Court of Common Council if required by the parameters set out in Standing Orders Numbers 55, 57 (2), 58 and 59.

54. Capital Buildings Board (Policy & Resources Committee)

Where projects have been referred to, or are within the remit of, the Capital Buildings Board, decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.

55. Acquisitions

1. For the purpose of this Standing Order, the following definitions shall apply: -

City Fund & City's Estate: -

“investment property assets” - properties within the remit of the Investment Committee that are managed by the City Surveyor as investments yielding capital and/or revenue returns.

“operational property assets” - properties within the day-to-day control of committees that are held primarily for the provision of operational services by or on behalf of the City of London.

City Bridge Foundation: -

“investment property assets” properties, whether endowment or invested income funds, which are managed by the City Surveyor as investments yielding capital and/or revenue in accordance with the investment strategies and policies set for the charity.

“operational property assets” properties which are held for use by the charity.

2. Acquisitions of interests in investment property assets shall follow the City Corporation's agreed Investment Property Acquisition Procedure adopted for each Fund and require the following approvals: -

City Fund: -

Total Acquisition Costs	Approval by
Less than £5,000,000	Investment Committee and Finance Committee
£5,000,000 and above	Investment Committee, Finance Committee and Court of Common Council

City's Estate: -

Total Acquisition Costs	Approval by
Less than £5,000,000 (subject to funding being available in the relevant Designated Sales Pool)*	Investment Committee and Finance Committee
£5,000,000 and above	Investment Committee, Finance Committee and Court of Common Council

City Bridge Foundation: -

Total Acquisition Costs	Approval by
Less than £5,000,000 (subject to funding being available in the relevant Designated Sales Pool)*	City Bridge Foundation Board
£5,000,000 and above	City Bridge Foundation Board and Court of Common Council

**If funding is not available in the relevant Designated Sales Pool the approval of the Court of Common Council shall also be required.*

3. Acquisitions of interests in operational property assets, and for City Bridge Foundation this includes a decision to re-purpose investment property as an operational property asset, shall require the following approvals: -

City Fund & City's Estate: -

Total Acquisition Costs	Approval by
Less than £2,500,000	Spending Committee and Resource Allocation Sub-Committee
£2,500,000 and above	Spending Committee and Resource Allocation Sub-Committee and Court of Common Council

City Bridge Foundation: -

Total Acquisition Costs	Approval by
Less than £2,500,000	City Bridge Foundation Board
£2,500,000 and above	City Bridge Foundation Board and Court of Common Council

56. Identification of Property Assets Surplus to Departmental and/or Operational Requirements

1. Committees are required to consider the effective and efficient use of all operational property assets within their management and control. For City Fund and City's Estate property this will be monitored by the Resource Allocation Sub-Committee. For City Bridge Foundation property this will be monitored by the City Bridge Foundation Board.

2.
 - (a) For City Fund and City's Estate operational property, where assets are no longer required, in whole or in part, for the provision of operational services for which they are currently held, a report on the circumstances must be made to the Resource Allocation Sub-Committee. This does not apply where lettings are an integral part of the service e.g. market or housing tenancies.

 - (b) For City Bridge Foundation operational property, where assets are no longer required for use by the charity, a report on the circumstances must be made to the City Bridge Foundation Board.

57. Freehold Disposals

1. Disposals of freeholds subject to 2000 year leases and of former freehold highway land shall for City Fund and City's Estate be subject to the approval of the Investment Committee (investment property assets) or the Resource Allocation Sub-Committee (for non-investment property assets), and for City Bridge Foundation be subject to the approval of the City Bridge Foundation Board.

2. All other freehold disposals shall require the following approvals: -

City Fund and City's Estate: -

Anticipated Receipt	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £1,000,000	Investment Committee	Officer Delegation
£1,000,000 to less than £5,000,000	Investment Committee and Finance Committee	Officer Delegation
£5,000,000 and above	Investment Committee, Finance Committee and Court of Common Council	Resource Allocation Sub-Committee and Court of Common Council

City Bridge Foundation: -

Anticipated Receipt	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £5,000,000	City Bridge Foundation Board	Officer Delegation
£5,000,000 and above	City Bridge Foundation Board and Court of Common Council	City Bridge Foundation Board and Court of Common Council

58. Leasehold Disposals/Surrenders

1. All lettings shall be subject to the following: -

- (a) lettings for a period of 30 years or less, including lease renewals and the grant of easements, wayleaves and similar arrangements as well as all rent reviews, shall be solely subject to the approval of the Committee having control of such property or any properly authorised Officer (under the scheme of delegations): -
- (b) for City Fund and City's Estate the grant of any lease at less than full rack rental value for a period of 175 years or less (including optional extensions of term) shall require the approval of the Investment Committee (investment property assets) or the Resource Allocation Sub-Committee (for non-investment property assets), any premium being subject to the following approvals: -

City Fund and City's Estate: -

Anticipated Premium Receipt (1) (2)	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £2,500,000	Officer Delegation	Officer Delegation
£2500,000 to less than £5,000,000	Investment Committee and Finance Committee	Resource Allocation Sub-Committee
£5,000,000 and above	Investment Committee, Finance Committee and Court of Common Council	Resource Allocation Sub-Committee and Court of Common Council

- (c) for City Bridge Foundation the grant of any lease at less than full rack rental value for a period of 175 years or less (including optional extensions of term) shall require the approval of the City Bridge Foundation Board, any premium being subject to the following approvals: -

City Bridge Foundation: -

Anticipated Premium Receipt (1) (2)	Approval By	
	<i>Investment Property Asset</i>	<i>Non-Investment Property Asset</i>
Less than £5,000,000	City Bridge Foundation Board	City Bridge Foundation Board
£5,000,000 and above	City Bridge Foundation Board and Court of Common Council	City Bridge Foundation Board and Court of Common Council

(1) For the purpose of these Standing Orders 'receipt' means receipt by the City of London Corporation.

(2) And where the rent is no more than £1,000,000

- (d) the granting of long leases for a peppercorn rent without a premium, where there are no additional financial implications, for example, leases for substations with UKPN, will be approved as per the Scheme of Delegations to officers.

59. Variations

1. Minor variations (i.e. those which do not affect the open market value of the property) to the terms of ground lease restructurings, disposals, acquisitions and other transactions, or to leases being taken by the City of London Corporation as tenant (whether as trustee of City Bridge Foundation or otherwise), and where the variations are necessary to complete the transaction expediently shall be subject solely to the approval of the Committee having control of such property or any properly authorised Officer.
2. Other variations to the terms of an existing lease, tenancy, licence or other agreement relating to property shall be subject to the following approvals:

Variation to lease income*	Premium Receipt*	For City Fund and City's Estate - Approval by	For City Bridge Foundation - Approval by
Less than plus or minus 15%	Less than 12 months' income	Officer delegation	Officer Delegation
More than plus or minus 15%	More than 12 months' income	Committee controlling the property and Finance Committee.	City Bridge Foundation Board
-	Any premium more than £2,500,000	Committee controlling the property, Finance Committee and Court of Common Council	City Bridge Foundation Board and Court of Common Council

*Whichever is the higher value between the variation to lease income and anticipated premium receipt.

60. Disposals Subject to Planning Agreements

When land held by the City of London Corporation as freeholder (whether as trustee of City Bridge Foundation or otherwise) is approved for redevelopment subject to a planning agreement under Section 106 of the Town & Country Planning Act 1990, the following shall be solely subject to the approval of the Committee having control of such property or any properly authorised Officer: -

- (a) the inclusion of a condition within any disposal that the freeholder or lease holder must adhere to the terms of the planning agreement; and,
- (b) consenting to the City Corporation's land being bound by the planning obligations in the planning agreement.

PART 10 – Staff

61. Employee Handbook

The City of London Corporation's employment terms and conditions and the Code of Conduct for employees are contained within the Employee Handbook which is maintained by the Corporate Services Committee.

62. Officers

1. No person shall be eligible to be appointed or elected by the Court to any paid office if that person: -
 - (a) is a Member of the Court;
 - (b) has been a Member of the Court within 12 calendar months of the election, unless the paid office or situation has become vacant since the person ceased to be a Member of the Court.
2. If any person holding any place of emolument in the gift or appointment of the Court accepts the office of Alderman or Common Councilman of the City, their place shall be immediately vacated.
3. 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 or the Service Committee where appropriate.

63. Appointments

1. All appointments for Chief Officer posts are subject to the City Corporation's Chief Officer Appointment Procedure, subject to the appointment of the following posts being made by the Court of Common Council: -
 - Town Clerk & Chief Executive
 - Chamberlain
 - Commissioner of the City of London Police
 - Comptroller & City Solicitor
 - Remembrancer
2. All appointments for designated Deputy Chief Officer posts are subject to the Chief Officer Appointment Procedure.
3. A Member of the Court shall not request for any person any appointment with the City of London Corporation, but this shall not preclude a Member from giving

a written testimonial of a candidate's ability, experience or character to the City of London Corporation with or in connection with an application for appointment.

4. Each Member and senior employee of the City of London Corporation shall disclose to the Town Clerk any relationship known to them to exist between themselves and any person whom they know to be a candidate for an appointment with the City of London Corporation. The Town Clerk shall report to the Common Council, the Committee or the Chief Officer making the appointment any disclosure made to him under this Standing Order.

(N.B. For the purposes of this Standing Order, 'senior employee' means the Chief Officer, their deputy, or an employee making the particular appointment, and persons shall be deemed to be related if they are husband and wife or if either of them or the spouse of either of them is the son or daughter or grandson or granddaughter or brother or sister or nephew or niece of the other, or of the spouse of the other, including in each case step or adoptive relationships).

64. Disciplinary Action

1. In the following paragraphs:

- (a) "Chief Finance Officer", "Disciplinary Action", "Head of the Authority's Paid Service" and "Monitoring Officer" have the same meaning as in regulation 2 of the Local Authorities (Standing Orders) (England) Regulations 2001.
- (b) "Relevant Officer" means the Head of Paid Service (Town Clerk), Chief Finance Officer (Chamberlain) or Monitoring Officer (Comptroller and City Solicitor), as the case may be.
- (c) "Commissioning Chairs/Chairmen" means the Chairs/Chairmen of the Policy and Resources Committee, Finance Committee and Corporate Services Committee.
- (d) "independent person" means a person appointed under section 28(7) of the Localism Act 2011.
- (e) "the Panel" means a Committee appointed by the Court of Common Council under section 102(4) of the Local Government Act 1972 for the purposes of advising the Court of Common Council on matters relating to the dismissal of Relevant Officers of the City of London Corporation.
- (f) "Relevant Meeting" means a meeting of the Court to consider whether or not to approve a proposal to dismiss a Relevant Officer.
- (g) "The Regulations" mean the Local Authorities (Standing Orders) (England) (Amendments) Regulations 2015.

- (h) “Local Government Elector” means a person registered as a local government elector in the register of electors for the City of London Corporation in accordance with the Representation of the People Acts.
2. A Relevant Officer may not be dismissed by the City of London Corporation unless the procedure set out in the following paragraphs is complied with.
 3. Any complaints regarding a Relevant Officer will be considered by the Commissioning Chairs/Chairmen. The Commissioning Chairs/Chairmen will manage and oversee the investigation of these complaints and determine the appropriate action to take. Upon receipt of a complaint, the Commissioning Chairs/Chairmen shall first determine whether it raises a prima facie case of misconduct which requires consideration.
 4. Where the Commissioning Chairs/Chairmen consider there is a case to be answered that could result in dismissal, a meeting of the Panel will be convened.
 5. If the Commissioning Chairs/Chairmen then recommend the dismissal of a Relevant Officer, the Regulations require that the decision to dismiss is approved by the Court of Common Council. The Regulations require that the Court of Common Council considers:
 - (a) any advice, views or recommendations of a properly appointed Panel (the Statutory Officer Review Panel);
 - (b) the conclusions of any investigation into the proposed dismissal; and
 - (c) any representations from the Relevant Officer.
 6. The Court of Common Council must invite relevant independent persons to be considered for appointment to the Panel, with a view to appointing at least two such persons to the Panel. “Relevant independent person” means any independent person who has been appointed by the Court of Common Council or, where there are fewer than two such persons, such independent persons as have been appointed by another authority or authorities as the Court of Common Council considers appropriate. This role will be fulfilled by the Independent Persons appointed to the Independent Appeals Panel.
 7. The Panel comprises the following Members of the Court of Common Council:
 - The Chief Commoner;
 - Chair/Chairman of Planning and Transportation Committee;
 - Chair/Chairman of Port Health and Environmental Services Committee;
 - Chair/Chairman of the Markets Board;
 - Chair/Chairman of the City of London Police Authority Board;
 - two Independent Persons appointed to the Independent Appeals Panel.
 8. The Regulations state that the Independent Persons must be appointed to the Panel in accordance with the following priority order (subject to such relevant independent persons accepting the invitation):

- (a) a relevant independent person who has been appointed by the Court of Common Council and who is a local government elector;
 - (b) any other relevant independent person who has been appointed by the Court of Common Council;
 - (c) a relevant independent person who has been appointed by another authority or authorities.
9. The Court of Common Council must appoint any Panel at least 20 working days before the relevant meeting. In the event that this requirement sets a deadline for appointment of the Panel which falls between the first meeting of the Court of Common Council in any municipal year and the election of the Chair/Chairman of any of the Committees specified at Standing Order 64(7), the Chair/Chairman of the Committee for the previous municipal year will be considered to continue to serve as the Chair/Chairman of the Committee and therefore be appointed to the Panel.
 10. The role of the Panel is to review the findings of the disciplinary investigation and report of the Commissioning Chairs/Chairmen including any representations made by the Relevant Officer. The Panel is then to provide its advice, views or recommendations to the Commissioning Chairs/Chairmen.
 11. Any remuneration, allowances or fees paid by the City of London Corporation to an independent person appointed to the Panel must not exceed the level of remuneration, allowances or fees payable to that independent person in respect of that person's role as independent person under the Localism Act 2011.
 12. If dismissal is proposed, the Commissioning Chairs/Chairmen will report to the Court of Common Council with the findings of the investigation and the advice, views or recommendations of the Panel. The Relevant Officer will have the opportunity to make representations. Any action to dismiss the officer must be agreed through a vote of the Court.
 13. Officers shall ensure that consideration of any disciplinary action relating to a Statutory Officer, including possible dismissal, shall comply with the provisions contained within the City of London Corporation's Statutory Officer Disciplinary Procedure.

PART 11 – The City Seal

65. Affixing the Seal

1. The City Seal shall not be fixed to any document unless: -
 - (a) the document has been approved by one of the Law Officers;
 - (b) the sealing has been authorised by a resolution of the Court or of a Committee to which the Court has delegated its powers on its behalf.
2. A resolution of the Court (or of a Committee thereof where that Committee has the power) to authorise the acceptance of any tender, the purchase, sale, letting or taking of any property; the issue of any stock; the presentation of any petition, memorial, or address; the making of any rate or contract; or any other matter, shall be a sufficient authority for sealing any document necessary to give effect to the resolution.
3. The affixing of the City Seal shall be attested by the Town Clerk or by their duly appointed representative or by the Comptroller & City Solicitor or by their duly appointed representative.

66. Register of Documents Sealed

The Town Clerk shall keep a Register recording details of each sealing.

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SUMMARY TABLE – STANDING ORDER AMENDMENTS

Current Standing Order Reference	Type of amendment	Summary of proposed amendment
Part 1 - Introduction		
Application and Interpretation		
1(1)(a-b)	Clarification of existing practice	Clarifies these Standing Orders apply to Committees and Sub-Committees of the Court of Common Council (rather than the Court of Aldermen, which have their own Standing Orders when acting exclusively in that capacity)
1(3)(b) and (4)	Clarification of existing practice	By definition, working parties are informal and are therefore not subject to some of the formal procedures set out. Direct reference has, therefore, been removed in SO 1(3)(b) However, at the November 2024 informal meeting of the Court, the point was made that the Standing Orders set out best practice in meeting management and, as such, should be used (where relevant) in the management of working parties. SO 1(4) has therefore been introduced as a 'catch-all' on the application of the Standing Orders for the conduct of business of working parties.
1(3)(d)	Clarification of existing practice	This SO has been deleted as, due to diverging application between subsequent Standing Orders and sub-committees, it was felt it would be simpler to be explicit in each instance. Therefore, where Standing Orders apply to Sub-Committees, this has now been expressly stated throughout the document. It is not the case that the Standing Orders simply do not apply to Sub-Committees.
Suspension		
2(2)	Clarification of existing practice	See 1(3)(d)

Amendment		
3(1)	Clarification of existing practice	<p>During consultation, there seemed to be confusion as to why Policy and Resources Committee was responsible for reviewing Standing Orders before submission to Court. This minor amendment seeks to address the fact that the Committee has the responsibility by virtue of its oversight of governance arrangements (as captured in its Court Order.)</p> <p>There was also a further misunderstanding regarding Members’ ability to amend Standing Orders if eventual proposals to the Court were <i>not</i> supported by Policy & Resources Committee. The introduction of “first” attempts to signify that proposals will come through a committee <i>first</i>, but that ultimately Court will have the ability to amend in the usual manner, and will be able to amend proposals providing they are legally sound.</p> <p>For example: In response to this report, it may not be considered in order at the consequent Court of Common Council meeting, to move and amendment to the Standing Orders relating to SOs 53-60, on the basis that they relate to property transactions and no options in relation to these have been presented to the Policy and Resources Committee this day. It would, however, be reasonable to assume that an amendment could be made at Court, in respect of matters such as the timings for speakers in debate, as options have been set out and “first considered” by Policy and Resources Committee.</p> <p>This Standing Order relates to the process permanent revision of Standing Orders. When permanent revisions are presented to the Court, they can be approved by a simple majority. Suspension of Standing Orders (as set out in SO 2) is a temporary suspension, and in those instances a 2/3 majority is required. No change is proposed in respect of SO 2.</p>

Part 2 – Court of Common Council Meetings		
Quorum		
7(2)	Change Clarification of existing practice	Increases the time allotted to establish a quorum from five minutes, to ten minutes, in line with the corresponding proposals in relation to Committee meetings. Further This addition makes clear that if a quorum is not established within 5 minutes of the published start time, the meeting will be dissolved and all business will be adjourned to the next meeting.
Attendance		
8(2)	Clarification of existing practice	Clarification on the current procedure for the introduction of Common Councillors at the Court of Common Council, noting that new Aldermen are formally introduced at their first meeting of the Court of Aldermen.
Reports		
9(2)	Clarification of existing practice	It is not possible for Working Parties to report directly to the Court as they are (by definition) non-decision making. Explicit reference is, therefore, unnecessary. This Standing Order was necessary historically, owing to the Hospitality Working Party which regularly reported directly to the Court. This Working Party no longer exists, and responsibilities now rest with the Civic Affairs Sub-Committee.
Ballots		
10(1)(b)	Clarification of existing practice	Reference to the Officers whose appointments are within the gift of the Court, are set out in SO63(1)
10(1)(c)	Clarification of existing practice	For completeness, it was felt that explicit reference to the ballot required for the role of Chief Commoner, be referenced here.
10(4)	No Change	No change proposed although some Members did query why there was a mixed approach to voting (simple majority vs preferential). Preferential is currently only used when there are more than two candidates standing for one vacancy. Members initial appetite for change was sought at Informal Court, with no considerable concerns/alternatives expressed or immediate appetite to change.

<p>10(5)</p>	<p>Clarification of existing practice</p> <p>Introducing process</p>	<p>Clarification on the methodology of the allocation of varying term lengths when appointing to Committee vacancies, in the event of no contest. This includes a definition of how “seniority” is determined.</p> <p>Divergence from the above practice, to be agreed by all parties concerned, will be overseen by the Town Clerk (to ensure there is sufficient record of the agreement).</p>
<p>Conduct of Debate</p>		
<p>11(1)</p>	<p>Clarification of existing practice</p>	<p>Confirmation about the application of this SO and that the use of the term “Motion” includes those of Members’ and those brought forward by Committee. This Standing Order applies to the conduct of debate on Motions brought forward to Court by Committee (via a Report pursuant to SO9) and by Members (pursuant to SO12), as well as Amendments to both forms of Motions.</p>
<p>11(2)</p>	<p>Clarification of existing practice</p>	<p>Making explicit the current practice adopted for unable to stand to indicate their desire to speak at Court.</p>
<p>11(4)</p>	<p>Clarification of existing practice</p> <p>Change</p>	<p>Clarification over the Standing Order applies when introducing and debating a Motion, Amendment or Report. Further clarification that a Sub-Committee Chair may introduce a report where a Sub-Committee is expressly authorised to report directly to the Court (e.g. Civic Affairs Sub-Committee).</p> <p>In response to general comments on the efficiency of Court business, changes include that the Mover of the Motion (or Chairman introducing a report) has the time allotted for introduction reduced from seven minutes to five minutes. Their concluding remarks are also reduced from seven minutes to five minutes. Similarly, those speaking in debate have had their first contribution revised down from five to three minutes. At informal Court it there seemed little appetite to increase the length of time someone can speak for a second time in debate, so this is now unchanged (two minutes). Ultimately, this is a matter for Members in how best to balance efficiency and sufficient opportunity for representation.</p>

11(6)	Change	<p>The addition of this Standing Order encourages Members to submit advanced notice for amendments to Court Motions/Reports. This is to help expedite Court procedures and provide better assurance to Members, as (if adhered to) it allows officers to consider and advise Movers/Chairs of the implications of said amendment (be they legal, financial, equalities, risk or otherwise). As officers are unable to contribute to debate at Court, this is particularly valuable.</p> <p>This will not be a requirement, as it is recognised from consultation that some Members felt it desirable to be able to move an amendment without notice.</p>
11(7)	Clarification of existing practice	To be revised subject to the adoption of Standing Order 11(6).
11(8)	Change	<p>In response to general comments on the efficiency of Court business, it is proposed that (in the event of a debate on the Amendment of a Motion) the Mover of the original Motion will have no more than five minutes to respond to debate on the Amendment. This is a reduction of five minutes, from the current practice of 10 minutes.</p>
Members' Motions		
12	Clarification of existing practice	Change of title for this Standing Order to make explicit that it relates to the submission of Motions brought forward by individual Members.
12(6)	Clarification of existing practice	Confirmation that there is 60 minutes total, will be allowed for the discussion of all Members' Motions (as opposed to 60 minutes <i>per</i> Motion).

Questions		
13(1)(c-d)	Change	<p>Initially, at Informal Court, there was a proposal that Members give nine days notice for Court questions, rather than two. This would have allowed for a copy of the Question(s) to appear in the Summons. This was, however, not supported by Members, who felt that nine days did not allow the Court to be very agile or relevant.</p> <p>As such, the recommendation has been brought back to Members with a request to amend to three days. This will improve the ability of officers to circulate questions to Members 48hrs before the meeting, increase the time Members have to form supplementary questions. Having also sought feedback from officers as part of this consultation, it will increase the time they have to support Chairs with crafting the answer response. The adoption of this amendment would better enable officers across the organisation to manage workload pressures. The facility for urgent questions remains unchanged (see SO 13(3)).</p>
13(1)NB	Change	<p>Proposal restricting Members to one formal Court question per meeting (not including supplementaries.) This restriction would be waived in the event a question is carried over from the previous meeting. This is proposed in response to facilitate a greater spread of Questioners in any given Court meeting.</p>
13(2)	Change	<p>A large number Members felt a considerable number of questions have been directed solely at the Chairman of Policy and Resources Committee that may have otherwise been answered by a more appropriate chair. This amendment removes the ability for a questioner to 'veto' the re-direction of a question when, in the opinion of the Town Clerk, it has been addressed to the chair of an inappropriate Committee. In cases of dispute, the Lord Mayor's ruling will be final.</p>
13(3)	Change	<p>Has been amended in accordance with proposals set out in 13.1.c.</p>

13(4)	Change	<p>In response to concerns over the length of time taken by chairs to respond to questions, and in an attempt to maximise the opportunity for more Questions, without increasing the maximum length of the overall item, it is proposed that Chairs have three minutes to respond to any given question or supplementary question, revised down from five minutes.</p> <p>On balance, it was not considered by Members to be desirable to extend the time allotted for questions, on the basis that it delayed Members from getting to key decision items in non-public session. Similarly, there was little appetite to reduce the overall envelope for Questions, on the basis that 30minutes is the accepted minimum for Local Authorities (as per <i>Knowles on Local Authority Meetings</i>), noting that the City Corporation has a remit much wider than this.</p>
13(5)	Change	<p>Increases the number of Members who can ask a supplementary question (therefore increasing possible representation across the Court) but removes the ability to ask a second supplementary question. This provides more Members with the opportunity to raise a supplementary, but allows for a net reduction of the maximum number of supplementary questions from nine, to seven (per 'original' question).</p> <p>Much like the change proposed to SO13(4), this has been suggested in an attempt to maximise the number of questions that can be dispensed with, encouraging greater involvement from a wider group of Members, whilst not needing to extend the time of the overall Questions item.</p>
13(7)	Clarification of existing practice	Sets out that, like original questions as set out in SO13(1)(a), supplementary questions must also relate to matters in which the Court has powers or duties.
13(8)	Change	<p>Is a completely new Standing Order, which proposes a time limit of 2 minutes for each supplementary question. There is currently no time limit.</p> <p>If the Chair is to have no more than 3 minutes to respond (as per revised SO 13(4)), it suggested that supplementary question did not exceed this length.</p>

13(9)	No Change	<p>No change proposed to the overall envelope of time allotted for Court Questions. A minimum of 30 minutes is the accepted minimum for local authorities. Other changes will, if agreed, ensure that the Court does not reach that time limit as regularly (e.g. by reducing the length of time for Chairs to deliver answers).</p> <p>Proposals will also hopefully address the general concern of some Members, that continued, prolonged, Questions sessions prevent attendance later on in the agenda, for non-public decision items.</p>
13(10)	<p>Clarification of existing practice</p> <p>Introducing process</p>	<p>Confirms current practice with respect of Questions not dealt with, owing to the expiration of the 40 minute time limit. Whereby, answers to questions issued by email to the full Court.</p> <p>A new proposal, allows for these written answers to be latterly published on the COLC committee website, available to the public, which will hopefully make the option more attractive/transparent to Members (rather than holding over until the next Court.)</p>
Divisions		
14(1)	Clarification of existing practice	Making explicit the current practice adopted for those unable to stand to indicate their desire to speak at Court.
Disorder		
15(1)	Clarification of existing practice	For the purposes of this Standing Order, the Lord Mayor is the Chair of the Court of Common Council meetings.
Decisions between Meetings		
19(3)	Introducing transparent process	Sets out the current position that, in the case of a conflict, the Town Clerk may determine the an alternate senior committee chair to consult for the purposes of a decision to be taken under the Court's urgency procedure.
Part 3 – Committees and Sub committees		
Appointment		
21	Clarification of existing practice	Reflects the move to using “civic” more consistently, rather than “municipal”.

Committee Limit		
22(1)	No Change	<p>Members felt that the six committee limit was fair and did not require revision.</p> <p>However, Members did use this Standing Order to express an interest on whether consistent non-attendance should disqualify a Member from a Committee or Sub-Committee.</p> <p>Recently, attendance records for meetings were made more readily available and so, in principle, Members may choose to take these records into account when appointing to committee vacancies in future. With that in mind, no change is currently proposed. However, if Members are supportive of introducing such a measure, officers will explore the most appropriate mechanism and seek approval from this Committee, either under delegated authority or at your February meeting, ahead of March Court. There will be resource implications to policing and administering a more rigorous regime.</p>
22(3)	Clarification of existing practice	Move to using “civic” more consistently, rather than “municipal”.
Ward Committees		
23(3)(d)	Clarification of existing practice	Confirmation that the number of residents per Ward is determined by the Ward Lists provided by Electoral Services.
23(6)(c)	Introducing transparent process	Sets out a new, clear, mechanism for Members who are not satisfied that the proper consultation and Ward Committee appointment process has been adhered to in line with Standing Orders 23(6)(a-b). In practice, this is what happens already but provides a formal ‘signposting’ for Members who may not have been aware of the process.
23	Further consultation required	There was considerable discussion on the process of appointment to Ward Committees. Members are invited to express any appetite for a fuller review of Ward Committee composition, alongside a review of the composition of the P&R Committee. As there are so many different options for this, in order to be able to propose any clear recommendations, further consultation would be essential and final outcome highly unlikely to be delivered for March 2025.

Vacancies		
25(1)	Clarification of existing practice	See 1(3)(d). Clarifies that the Standing Order applies to both Committees and Sub-Committees (where the latter has spaces specifically reserved for the Court, to be appointed by the Court.)
25(2)	Introducing process	In the event that the Member does not respond to notice issued of the end of their term on a certain committee or sub-committee appointed by the Court, it shall be assumed that they wish to re-stand, unless they are otherwise ineligible to do so.
26 Not used	Formatting	Numbering throughout the document will be addressed once the final content has been approved.
Sub-Committees		
27(1)(NB)	Clarification of existing practice	During consultation, there seemed to be confusion as to why Policy and Resources Committee was responsible for reviewing proposals for the creation of a new Sub-Committee or Working Party. This minor amendment seeks to address the fact that the Committee has the responsibility by virtue of its oversight of governance arrangements (as captured in its Court Order.)

<p>27(2-10)</p>	<p>Change</p>	<p>Proposes that appointing Committees are to determine, by expression of interest and ballot (in the event of a contest), the membership of its sub-committees, including who will act as Chair and Deputy Chair (also to be determined by ballot). The Standing Orders here suggest the procedure of how this will be managed and who will be eligible.</p> <p>These additional Standing Orders also seek to clarify the eligibility of external members and ex-officio members, in standing and voting.</p> <p>Alternative options include the Sub-Committee electing its own Chair and Deputy Chair at its first meeting. However, from discussion at Informal Court, on balance, it seemed that Members would prefer that the appointing Committee retain oversight of who holds this role, to help ensure a clear direction and oversight of the Sub-Committee.</p>
<p>Joint Committees</p>		
<p>28</p>	<p>Clarification of existing practice</p>	<p>See 1(3)(d)</p>
<p>Chairs/Chairmen</p>		
<p>29(1)(e)</p>	<p>Change</p>	<p>In practice, Chairs must liaise with the Town Clerk (TC) and Chief Executive (or their representative) in order to exercise the various powers set out in this Standing Order on the basis that the TC is ultimately responsible for the issuing of Summons (SO34), and associated paperwork.</p> <p>With regard to the addition/rescheduling of meetings, there is an inherent and not inconsiderable additional resource demand required from officers across departments, as a result.</p> <p>Moving meetings can have detrimental effects on project plans and report consultation processes, officer annual leave entitlement (as officers often amend their leave to best fit around their committee obligations), amongst other things. This is</p>

why, in the event that (in the opinion of the Chair) a special meeting is required, or a meeting should be rescheduled, consultation with the Town Clerk and relevant Chief Officers is proposed. If approved, it will still be very much possible to add/move meetings, but a more rigorous process shall ensure that Members are taking into account the impact on resourcing, workloads and pressures, in line with the Member Officer Charter. It was also flagged that last minute changes prevents wider Membership from attending meetings, hence the proposal to formally consult Members if a change is proposed within three-months of a meeting.

A further observation: As part of the Lisvane Governance Review, Members recognised the pressures that additional sub-committees placed on Officers and Members, to the extent that it adopted a formal mechanism to restrict the creation of new sub-committees and working parties (SO27) subject to a full business case and resource plan, to be approved by P&R. More formal meetings were conducted over 2024 (approximately 510) than there were in 2018/19 (pre-Lisvane) (approximately 420). It is, therefore, considered prudent to introduce appropriate mechanisms to manage additional meeting requests, to ensure that attention is not drawn away from core governance activities/expectations (e.g. the expeditious turnaround of minutes).

Finally, with regard to meeting location: Some Chairs/Committees/Sub-Committees have requested to host their meetings offsite (i.e not in the Guildhall complex). Whilst this is wholly understandable, particularly where the committee concerned oversees responsibilities outside the Square Mile, we have obligations to ensure we make any reasonable adjustments so that our meetings are accessible to the public, and unfortunately, some venues are not appropriate. Beyond that, alternative venues may not have the necessary Audio-Visual equipment; there can also be additional hire costs associated with using third-party sites, and budgets need to be allocated before any change of venue can be agreed. A Checklist is, therefore, being developed for use in the event that it is considered strategically important/necessary to host a meeting outside the Guildhall Complex, so the Town Clerk can assess whether it is feasible.

<p>29(2)</p>	<p>No Change</p>	<p>Members sought clarification on the differing term lengths of chairs, as set out in Standing Order 29. Due to any change having implications to specific service areas (which have not been consulted on the matter). No amendment is proposed at this time but if Members wish to review this, it is suggested that background on how the current term limits for Chairs were determined, be circulated to Members. If further action is then considered necessary, Members may commission a further review.</p> <p>All the current committee chair term limits have been considered and approved by the Court of Common Council.</p>
<p>29(3)(a)</p>	<p>Change</p>	<p>As currently drafted, this Standing Order allows a Member to sit as chair of Natural Environment Board (NEB), West Ham Park Committee (WHP) (which share the same memberships) <i>and</i> a further, third Committee. This is incongruous with Standing Order 22(2), concerning Committee limits, whereby NEB and WHP simply count as one. This clarification, if approved, will mean that a Member can sit as both Chair of NEB and WHP, but <u>not</u> a third committee.</p>
<p>29(3)(e)</p>	<p>Introducing process</p>	<p>Codifying current practice of <i>not</i> appointing external Members as Chairs of Committees due to limiting factors such as, not being able to vote on certain matters, and being unable to speak at the Court of Common Council.</p>
<p>29(4)</p>	<p>No change</p>	<p>This SO prescribes a deadline for nominations for those seeking to stand as a Committee Chair. No change is currently proposed although some Members suggested that the current deadline was restrictive. It is for Members to determine if they wish to revise this Standing Order, and remove the deadline.</p>
<p>29(8)</p>	<p>Further consultation required</p>	<p>Full review of the P&R Composition is proposed, including the procedure for the election of Chairs, Deputy Chairs and Vice Chairs.</p>

Deputy Chairs/Chairmen		
30(3)(a)	Clarification of existing practice	Correction required: a Member may still be on the Court of Common Council, but if they have lost their seat on the Committee in question, they would not be eligible to serve as its chair unless they took up an ex-officio post, which is set out in SO 30(4)(b).
30(4)(c)	Clarification of existing practice	Makes explicit the current practice around External Members standing for the role of Deputy Chair, only where the Court Order states it is expressly able to do so.
30(5)	No Change	As with Standing Order 29, This SO prescribes a deadline for nominations for those seeking to stand as a Deputy Chair of a committee. No change is currently proposed although some Members suggested that the current deadline was restrictive. It is for Members to determine if they wish to revise this Standing Order, and remove the deadline.
30(8-9)	Further consultation required	Full review of the P&R Composition is proposed, including the procedure for the election of Chairs, Deputy Chairs and Vice Chairs.
Access to meetings		
32(1)	Introducing process	Proposes a clearer a procedure on how obligatory public access to meetings may be removed for committees and sub-committees overseeing exclusively non-local authority non-police authority functions. This is to ensure a consistency of approach.
Notice of Meetings		
33(2)	Clarification of existing practice	Explicitly teases out that this Standing Order still applies to non-local authority and non-police authority functions, on the basis that it is good practice to allow Members on any committee/sub-committee, to have five clear working days to review the associated meeting paperwork, save in exception circumstances where this is not possible.

Summons		
34(2-3)	Clarification of existing practice	See 1(3)(d)
34(5)	Clarification of existing practice	Clearly sets out the current practice on how Committee questions are to be managed at the discretion of the Chair. This is considered the most pragmatic approach given the variation of business at meetings across the City of London Corporation and that the Chair is ultimately responsible for the efficient conduct of business.
34(6)	Clarification of existing practice	Addresses a historic typographical error.
Attendance		
35(3)	Clarification of existing practice	There is no change proposed to what is currently in practice, but it has been reformatted with the use of a footnote for the purpose of readability. The explicit reference to matters of exceptional commercial sensitivity have also been added for completeness.
Quorum		
36(3)	Change	Following recent experiences where formal meetings have been dissolved due to the lack of quorum, only for a few more Members to arrive shortly thereafter, a revision to the length of time allowed to establish a quorum is considered prudent and remains compliant with necessary legislation.
36(3)	Introducing process	Provides a reasonable expectation that, in the event a quorum is lost during proceedings, that a 15-minute window be permitted to re-establish quorum.

Conduct of Debate		
37(1)	Clarification of existing practice	Confirms current practice in terms of how the conduct of debate is managed through the Chair at Committees and Sub-Committees. This language mirrors that which is used for the Court of Common Council.
37(3-5)	Change	Proposes explicitly how Amendments are to be managed within a Committee and Sub-Committee context. The Standing Orders are currently silent on this, and so the addition has been made for clarity, but is in-keeping with the management of Amendments at Court, to help provide consistency.
Decisions		
38(1)	Clarification of existing practice	See 1(3)(d)
38(2)	Introducing process	Noting that decisions at Committee/Sub-Committee will either be unanimous or carried by simple majority, this new proposed Standing Order explains what the Chair should do in the event that it is unclear as to whether a majority has been established, without requiring for a full recorded division to be conducted, by name.
38(3)	Clarification of existing practice	Subject to the new SO 38(2) being adopted, it was felt clarification would be required for this Standing Order, to make clear that it referred to the process required for a full, recorded division.
38(4)	Clarification of existing practice	This Standing Order reflects current practice, whereby the Chair has a casting vote, as outlined in Standing Order 29(1)(c), and is added here for completeness.
Disorder		
39	Clarification of existing practice	See 1(3)(d)
Access to Documents		
45(4)	Clarification of existing practice	Whilst this Standing Order was not under review, for completeness, reference to Sub-Committees has been added, in-keeping with amendments/clarifications throughout the document.

Budgets		
48(2)(a)	Clarification of existing practice	Efficiency & Performance Sub-Committee is now a Working Party.
48(4)	Clarification of existing practice	It is good practice to articulate acronyms, even if well established, in the first instance of its use.

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Agenda Item 6

Committee(s) Policy and Resources Committee	Date: 16 January 2025
Subject: Members' Code of Conduct	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	No
Report of: Comptroller and City Solicitor and Town Clerk and Chief Executive	For Decision
Report author: Edward Wood, Assistant City Solicitor	

Summary

The proposals for a new Members' Code of Conduct have already been the subject of lengthy reporting and consultation. This report is solely concerned with the latest amendments made following the report to your Committee in September 2024 and the meeting of the informal Court in November. These amendments concern the registration of additional non-pecuniary interests and the requirement to co-operate with any investigation or determination. The latest version of the draft Code is appended for approval. Once your Committee is content with the text it will need to go to the Court of Common Council for formal adoption. A new Code of Conduct will need to be adopted at the next Court meeting in March 2025 if it is to come into force following the elections and in time for the start of the new municipal year.

Recommendation(s)

Members are asked:

- To approve the draft Code of Conduct at Appendix 1 for onward submission to the Court of Common Council.

Main Report

Background

1. The proposals for a new Members' Code of Conduct are based on the more modern and illustrative drafting of the Local Government Association Model Councillor Code of Conduct ("the LGA Code"), combined with some of the City specific elements from the Corporation's current Code. These proposals have been the subject of lengthy consideration including reports to the Civic Affairs Sub-Committee, the Member Development and Standards Sub-Committee, a consultation involving all elected Members, co-opted Members and Independent Persons, as well as discussion at two

informal Court of Common Council meetings. This report is solely concerned with the latest amendments made following the report to your Committee in September 2024. Earlier discussions are not reproduced here but can be accessed via the background papers.

Latest changes

Registration of additional non-pecuniary interests – Appendix B Table 2 of the draft Code

2. Having considered the consultation responses the Member Development and Standards Sub-Committee previously recommended to your Committee in September that, in addition to registering membership of the Freemasons, Members should be separately required to register membership of Guildhall Lodge, as a Club or Society active in the City of London. Rather than amend the draft Code itself, their preferred option was to clarify this in the Guidance, when it was next updated
3. Whilst your Committee were supportive of a requirement to register membership of Guildhall Lodge, Members considered that there should be a specific reference in the Code to this effect. However, there was also support for the general principle of wider transparency and concern about singling out one organisation over any other. It was therefore resolved that Members should (where relevant) disclose their membership of a local branch of any larger organisation that must be registered.
4. The wording highlighted was accordingly added to Appendix B Table 2 of the draft Code and circulated to all Members ahead of the informal Court in November:

Club or Society active in the City of London or which relates to any functions of the Corporation (including any local branch of a Body in the subsequent categories)

This wording was supported at the informal Court although there was some debate about the interpretation of a “local branch” in this context and whether it should be explicitly restricted to mean a branch located in the City of London or interpreted more widely.

5. As drafted, this would mostly catch local branches operating within the City of London, under the first limb of the paragraph. However, under the second limb, this could also include, for example, a local branch of a national charity that is active in relation to one of the open spaces managed by the Corporation outside the City, or a local political party or association that has expressed views on a Corporation development outside the Square Mile. If Members consider this wording to be too uncertain then “City of London branch” could be substituted for “local branch” in the final version.
6. It is not recommended that Members should be required to register their membership of a local branch that is located outside of the City of London and whose activities are unrelated to any functions of the Corporation. Whilst section 28(2) of the Localism Act 2011 (“the Act”) requires the Corporation to include any provision that it considers appropriate in respect of the registration and disclosure of interests, this is in the context of interests that might give rise to a potential conflict and thereby impact on the decision-making process. The general requirement on Members, as set out in paragraph 1 of Appendix B to the draft Code, is to register any interest which they consider should be

included if they are fulfil their duty to act in conformity with the Seven Principles of Public Life.

7. Article 11 of the European Convention on Human Rights provides a fundamental right to freedom of association which includes joining political parties and societies, etc. This right may only be lawfully interfered with where it is necessary and proportionate to achieve a legitimate aim e.g. the protection of the rights of others, public safety, etc. It should also be noted that Article 11, together with Article 8 (respect for private and family life) are also reflected in the law governing the processing of personal data. Information relating to a Member's interests can only be processed by the Corporation i.e. collected, stored and published, where it is necessary and proportionate for the discharge of its public functions.
8. This doesn't prevent any Member from voluntarily disclosing additional interests where they wish to do so under section 30(4) of the Act.

Requirement to co-operate with any investigation or determination – C8.2 of the draft Code

9. The other amendment concerns paragraph C8.2 in the LGA Code, which requires Members to co-operate with any Code of Conduct investigation and/or determination. Having considered the consultation responses the Member Development and Standards Sub-Committee previously recommended that this was a reasonable requirement, given the Corporation's duty to promote and maintain high standards of conduct, and the individual responsibility of Members to comply with the Nolan Principles. However, it was acknowledged that some Members had historically chosen not to participate due to their concerns over the process. There were also reservations about a Member being subject to a further complaint for failing to co-operate.
10. A Member of your Committee expressed further concerns about this paragraph at the September meeting and it was resolved to defer this matter until a further discussion had taken place at the informal Court. At that meeting the Member repeated his concerns that this provision in the LGA Code went against the tenets of English law that a person should be presumed innocent until proven guilty and should have the right not to say anything or participate in proceedings. He also expressed a concern that paragraph C8.2 did not appear to enable a decision to be reached regardless of participation.
11. The Member therefore proposed that paragraph C8.2 should be deleted and that additional text should be added to C8 to the effect that, "As a Member the Code of Conduct applies to me, and whether I participate or not, outcomes of properly constituted investigations and determinations will bind me". Members at the informal Court were supportive of the proposed amendment.
12. As Members favour the removal of the LGA's suggested co-operation provision, one option would be to simply delete paragraph C8.2 without adding any replacement text. It is already the case that the Code of Conduct automatically applies to all Members upon taking office. Under section 27 of the Act the Corporation must promote and maintain high standards of conduct by Members and, in discharging that duty, must adopt a Code dealing with the conduct that is expected of Members when they are acting in that capacity. Members are also already bound by the outcome of any Code of Conduct proceedings whether they participate or not. Under section 28(6) of the Act the

Corporation must have in place arrangements under which allegations can be investigated and decisions on allegations can be made.

13. However, if Members think it would be helpful, in terms of highlighting any differences with the LGA Code, the following text could be substituted at paragraph C8.2:

C8.2 I am bound by any Code of Conduct investigation and/or determination whether I choose to participate in that process or not.

It is not recommended that this wording should be caveated in terms of “properly constituted investigations and determinations” given that Members should not undermine public trust in the Corporation or its governance (paragraph 33 of the draft Code). The Corporation’s Complaints Procedure, that sits under the Code of Conduct, has been approved by the Court of Common Council and is publicly available. Under section 28(4) of the Act a failure to comply with the Code of Conduct is not to be dealt with otherwise than in accordance with those arrangements. One of the grounds for appeal under the Complaints Procedure is a failure to follow due process. The Court of Common Council is in any event the final arbiter of whether there has been a breach of the Code and any appropriate sanction. Section 28(4) of the Act also provides that a decision is not invalidated just because something that occurred in the process of making the decision involved a failure to comply with the Code.

Next steps

14. The draft Code as amended is attached at Appendix 1 for approval. Once your Committee is content with the text of the draft Code it can be presented to the Court of Common Council for formal adoption. A new Code of Conduct will need to be adopted at the next Court meeting in March 2025 if it is to come into force following the elections and in time for the start of the new municipal year.

Conclusion

15. Following further feedback the draft Code of Conduct has been amended to make it clear that Members should (where relevant) also disclose their membership of a local branch of a larger organisation. The requirement to co-operate with any Code of Conduct investigation and/or determination has also been removed. Once your Committee is content with the text it will need to be considered by the Court of Common Council before it can be formally adopted.

Contact:

Edward Wood
Assistant City Solicitor
020 7332 1834
edward.wood@cityoflondon.gov.uk

Appendices

Appendix 1 – Draft Code of Conduct

Background papers

Report to the Civic Affairs Sub-Committee 11 October 2022

Report to the Civic Affairs Sub-Committee 6 December 2022

Report to the Civic Affairs Sub-Committee 31 March 2023

Report to the Member Development and Standards Sub-Committee 15 December 2023

Report to the Member Development and Standards Sub-Committee 17 July 2024

Report to the Policy and Resources Committee 26 September 2024

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Adopted by the Court of Common Council on xxx.



CODE OF CONDUCT FOR MEMBERS

Introduction

1. The Localism Act 2011 requires a relevant authority to promote and maintain high standards of conduct by its members and co-opted members and to adopt a Code dealing with the conduct that is expected of them when they are acting in that capacity.
2. The legislation only applies to the City of London Corporation (“the Corporation”) in its capacity as a local authority or police authority. The Corporation has, however, chosen to apply this Code to all of its functions.
3. The statutory provisions only apply to elected members and co-opted members with voting rights. However, this Code is applied to any member of the Corporation and any member of a committee or sub-committee of the Corporation (collectively referred to as a “Member”).
4. This Code is largely based on the Model Councillor Code of Conduct developed by the Local Government Association, with some local differences. It should be read in conjunction with any published guidance on the Code and the Corporation’s other relevant policies, protocols, and procedures, including the Member/Officer Charter, the Planning Protocol, the Protocol for Members serving on Outside Bodies, and policies on the use of the Corporation’s resources.

Purpose of the Code of Conduct

5. The purpose of this Code of Conduct is to assist you, as a Member, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow Members, officers and the reputation of the Corporation. It sets out general principles of conduct expected of all Members and your specific obligations in relation to standards of conduct. The Corporation encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of Member and the Corporation.

General principles of Member conduct

6. Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors and local authority officers; should uphold the [Seven Principles of Public Life](#), also known as the Nolan Principles (see Appendix A).

7. Building on these principles, the following general principles have been developed specifically for the role of Member.
8. In accordance with the public trust placed in me, on all occasions:
 - I act with integrity and honesty
 - I act lawfully
 - I treat all persons fairly and with respect; and
 - I lead by example and act in a way that secures public confidence in the role of Member.
9. In undertaking my role:
 - I impartially exercise my responsibilities in the interests of the local community
 - I do not improperly seek to confer an advantage, or disadvantage, on any person
 - I avoid conflicts of interest
 - I exercise reasonable care and diligence; and
 - I ensure that public resources are used prudently in accordance with the Corporation's requirements and in the public interest.

Application of the Code of Conduct

10. This Code of Conduct applies to you as soon as you make your declaration of office or attend your first meeting (as a co-opted member) and continues to apply to you until you cease to be a Member.
11. This Code of Conduct applies to you when:
 - you are acting in your capacity as a Member and/or as a representative of the Corporation
 - you are claiming to act as a Member and/or as a representative of the Corporation
 - you are giving the impression that you are acting as a Member and/or as a representative of the Corporation
 - you refer publicly to your role as a Member or use knowledge you could only obtain in your role as a Member.
12. The Code applies to all forms of communication and interaction, including:
 - at face-to-face meetings
 - at online or telephone meetings
 - in written communication
 - in verbal communication
 - in non-verbal communication
 - in electronic and social media communication, posts, statements and comments.
13. You are also expected to uphold high standards of conduct and show leadership at all times.
14. You are encouraged to seek advice from the Monitoring Officer or the Town Clerk on any matters that may relate to the Code of Conduct.

Standards of Member conduct

15. This section sets out your obligations, which are the minimum standards of conduct required of you as a Member. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.
16. Guidance is included to help explain the reasons for the obligations and how they should be followed.

General Conduct

C1. Respect

As a Member:

C1.1 I treat other Members and members of the public with respect.

C1.2 I treat Corporation employees, employees and representatives of partner organisations and those volunteering for the Corporation with respect and respect the role they play.

17. Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a Member, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.
18. In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in Members.
19. In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidating or threatening you are entitled to stop any conversation or interaction in person or online and report them to the Corporation, the relevant social media provider or the police. This also applies to fellow Members, where action could then be taken under the Member Code of Conduct, and Corporation employees, where concerns should be raised in line with the Corporation's Member / Officer Charter.

C2. Bullying, harassment and discrimination

As a Member:

C2.1 I do not bully any person.

C2.2 I do not harass any person.

C2.3 I promote equalities and do not discriminate unlawfully against any person.

20. The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying

might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

21. The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.
22. Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
23. The Equality Act 2010 places specific duties on the Corporation. Members have a central role to play in ensuring that equality issues are integral to the Corporation's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services. The Corporation has adopted the International Holocaust Remembrance Alliance definition of antisemitism (see Appendix C).

C3. Impartiality of officers of the Corporation

As a Member:

C3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the Corporation.

24. Officers work for the Corporation as a whole and must be politically neutral. They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

C4. Confidentiality and access to information

As a Member:

C4.1 I do not disclose information:

- a. given to me in confidence by anyone
- b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless
 - i. I have received the consent of a person authorised to give it;
 - ii. I am required by law to do so;
 - iii. the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or
 - iv. the disclosure is:
 1. reasonable and in the public interest; and

2. made in good faith and in compliance with the reasonable requirements of the local authority; and
3. I have consulted the Monitoring Officer prior to its release.

C4.2 I do not improperly use knowledge gained solely as a result of my role as a Member for the advancement of myself, my friends, my family members, my employer or my business interests.

C4.3 I do not prevent anyone from getting information that they are entitled to by law.

25. Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the Corporation must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

C5. Disrepute

As a Member:

C5.1 I do not bring my role or the Corporation into disrepute.

26. As a Member, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other Members and/or the Corporation and may lower the public's confidence in your or the Corporation's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring the Corporation into disrepute.

27. You are able to hold the Corporation and fellow Members to account and are able to constructively challenge and express concern about decisions and processes undertaken by the Corporation whilst continuing to adhere to other aspects of this Code of Conduct.

C6. Use of position

As a Member:

C6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

C6.2 Where taking decisions on behalf of a charity I act in the best interests of that charity and manage any conflicts of interest or loyalty.

C6.3 Where taking decisions on behalf of a company I act in the best interests of that company and manage any conflicts of interest or loyalty.

28. Your position as a Member of the Corporation provides you with certain opportunities, responsibilities and privileges, and you make choices all the time that will impact others.

However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

29. When acting on behalf of a charity for which the Corporation is the corporate trustee you are also required to comply with any conflicts of interest policy that has been adopted.

C7. Use of Corporation resources and facilities

As a Member:

C7.1 I do not misuse Corporation resources.

C7.2 I will, when using the resources of the Corporation or authorising their use by others:

- a. act in accordance with the Corporation's requirements; and
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the Corporation or of the office to which I have been elected or appointed.

30. You may be provided with resources and facilities by the Corporation to assist you in carrying out your duties as a Member.

31. Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport
- access and use of Corporation buildings and rooms.

32. These are given to you to help you carry out your role as a Member more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the Corporation's own policies regarding their use.

C8. Complying with the Code of Conduct

As a Member:

C8.1 I undertake Code of Conduct training provided by the Corporation.

C8.2 I am bound by any Code of Conduct investigation and/or determination whether I choose to participate in that process or not.

C8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.

C8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

33. It is extremely important for you as a Member to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the Corporation or its governance. If you do not understand or are concerned about the Corporation's processes in handling a complaint you should raise this with the Monitoring Officer or the Town Clerk.

Protecting your reputation and the reputation of the Corporation

C9. Interests

As a Member:

C9.1 I register and declare my interests.

34. You need to register your interests so that the public, Corporation employees and fellow Members know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be declared by you or other Members when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of governance is maintained.
35. You should note that failure to register or declare a disclosable pecuniary interest in relation to the Corporation's functions as a local authority or police authority may be a criminal offence under the Localism Act 2011.
36. Appendix B sets out the detailed provisions on registering and declaring interests. If in doubt, you should always seek advice from the Monitoring Officer or the Town Clerk.

C10. Gifts and hospitality

As a Member:

C10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the Corporation or from persons who may apply to the Corporation for any permission, licence or other significant advantage.

C10.2 I register with the Monitoring Officer (via the Town Clerk) any gift or hospitality with an estimated value of at least £100 within 28 days of its receipt. I also register multiple gifts and/or instances of hospitality with an estimated combined value of at least £200, when received from a single donor within a rolling twelve month period, within 28 days of reaching the cumulative threshold.

C10.3 I register with the Monitoring Officer (via the Town Clerk) any significant gift or hospitality that I have been offered but have refused to accept.

37. In order to protect your position and the reputation of the Corporation, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a Member. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a Member, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a Member. If you are unsure, do contact the Monitoring Officer or the Town Clerk for guidance. Special arrangements apply to the Lord Mayor and Sheriffs, and to the Chair of the Policy and Resources Committee, as set out in guidance to be issued from time to time by the Member Development and Standards Sub-Committee.

Appendices

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B

Registering interests

1. Within 28 days of this Code of Conduct being adopted by the Corporation or your election or appointment to office (where that is later) you must register with the Monitoring Officer (via the Town Clerk) the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests). You must also register any interest which falls within Table 2 (Other Registerable Interests) as well as any other pecuniary or non-pecuniary interest which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life.
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer (via the Town Clerk).
3. A 'sensitive interest' is as an interest which, if disclosed, could lead to the Member, or a person connected with the Member, being subject to violence or intimidation.
4. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Declaring interests and participation

5. Where you have a Disclosable Pecuniary Interest in any matter that arises at a meeting you must not participate in any discussion or vote on the matter unless you have been granted a dispensation. You must declare the interest if it has not already been entered onto the Corporation's register. If it is a 'sensitive interest', you do not have to declare the nature of the interest, just that you have an interest.
6. Your participation in any item of business:
 - a. in which you have any other interest; or
 - b. that affects a donor from whom you have received any gift or hospitality;

that is registered, or ought to be registered as set out above, will need to be considered by you on a case by case basis. You will only be expected to exclude yourself from speaking or voting in exceptional circumstances, for example where there is a real danger of bias.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.

Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the Corporation) made to the Member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a Member, or towards his/her election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract made between the Member or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the Corporation —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the Corporation.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the Member or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licences	<p>Any licence (alone or jointly with others) to occupy land in the area of the Corporation for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the Corporation; and</p> <p>(b) the tenant is a body that the Member, or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the Corporation; and</p> <p>(b) either—</p>

	<p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the Member, or his/ her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registerable Interests

Any Body of a description set out below of which you are a member or in a position of general control or management:	
Club or Society active in the City of London or which relates to any functions of the Corporation (including any local branch of a Body in the subsequent categories)	
Fraternal or Sororal Society	
Livery Company, City Company without Livery, Guild or Company seeking Livery	
Political Party	
Professional Association	
Trade Association	
Trade Union	
Any other Body -	(a) exercising functions of a public nature;
	(b) directed to charitable purposes;
	(c) one of whose principal purposes includes the influence of public opinion or policy; or
	(d) to which you are appointed or nominated by the Corporation
but excluding any position on a Committee or Court of the Corporation.	

Appendix C

IHRA Definition of Antisemitism

1. “Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

IHRA Working Examples

2. Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that levelled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.
3. Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:
 - Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
 - Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
 - Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
 - Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
 - Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
 - Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
 - Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
 - Applying double standards by requiring of it a behaviour not expected or demanded of any other democratic nation.
 - Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
 - Drawing comparisons of contemporary Israeli policy to that of the Nazis.
 - Holding Jews collectively responsible for actions of the state of Israel.
4. **Antisemitic acts are criminal** when they are so defined by law (for example, denial of the Holocaust or distribution of antisemitic materials in some countries).

5. **Criminal acts are antisemitic** when the targets of attacks, whether they are people or property – such as buildings, schools, places of worship and cemeteries – are selected because they are, or are perceived to be, Jewish or linked to Jews.
6. **Antisemitic discrimination** is the denial to Jews of opportunities or services available to others and is illegal in many countries.

City of London Corporation Committee Report

Committee(s): Policy and Resources Committee	Dated: 16/01/25
Subject: Corporate Strategy and Performance Team 2025-26 High Level Business Plan	Public report: For Decision
This proposal:	Supports all Corporate Plan outcomes
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:	Dionne Corradine, Chief Strategy Officer
Report author:	Barbara Hook, Assistant Director Corporate Planning

Summary

This report presents for approval the high-level Business Plan for the Corporate Strategy & Performance Team, part of Town Clerk's Department, for 2025/26.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Corporate Strategy and Performance Team Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2025/26.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed

these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

2. High-level Business Plans for FY 2025/26 align to our Corporate Plan 2024-2029. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team (CSPT), led by the Chief Strategy Officer, is part of the Town Clerk's Department.

Draft final high-level Business Plan for 2025/26

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2025/26 for the Corporate Strategy and Performance team (CSPT).
4. The CSPT High Level Business Plan was reviewed with Officer groups across the City of London Corporation through the Business Planning Forum and by the Executive Leadership Board (as were all departmental high level Business Plans).
5. CSPT's portfolio engages all parts of the City of London Corporation and external professional bodies. Our core purpose is to develop, articulate and measure delivery against strategic outcomes (e.g. the Corporate Plan 2024-2029), ensure the organisation manages Corporate Risks utilising risk management, appetite and culture to unlock efficiencies and creativity, use data to enable evidence-based decision making, and transform EEDI to deliver better outcomes internally and externally.
6. The CSPT Business Plan captures our collective aspirations for the year ahead and includes the necessary steps to ensure the success of the Corporate Plan 2024-29 and monitoring and tracking performance across the organisation. Each workstream – Strategic Alignment, Strategic Processes, Enhancing Strategic Delivery, and CSO Function - contributes to the City of London Corporation's overall cross-cutting goals and outcomes (e.g. as encapsulated in the People Strategy, Digital Strategy, Transformation and other cross-cutting strategies). It seeks to improve organisational capability in risk, strategy, performance, analysis and equity, equality, diversity and inclusion. Performance measures will track delivery (reporting to committee twice a year), and moving forward, we will transition to a Business Plan spanning multiple years.

Departmental Operational Property Assets Utilisation Assessment

7. In accordance with Standing Order 56, the Town Clerk's Department completed an office utilisation assessment of its allocated corporate space – an apportionment at Guildhall complex – in West Wing, second floor. Average weekly occupancy was monitored over a four week period¹ at 55%. The assessment was returned to City Surveyors for further analysis.

Corporate & Strategic Implications

8. CSPT has a key role in enabling the City of London Corporation achieve strategic outcomes and will continue to engage with Members, Officers, and external stakeholders to ensure the successful delivery of strategic priorities.

Security implications

9. None

Financial implications

10. Budgetary resources allocated to each workstream noted in the high-level Business Plan have been considered and can be adjusted in-year to account for emerging needs and requirements.

Equalities implications

11. EEDI is part of the Chief Strategy Officer's portfolio. CSPT's contribution to departmental and cross-organisational EEDI, over and above that stated in each Business Plan workstream, includes wide ranging support for Staff Networks, advice on EEDI and strategy alignment and delivery of the City of London Corporation's Equality Objectives.

Resourcing implications

12. Staff resources allocated to each workstream noted in the high-level Business Plan have been considered and can be adjusted in-year to account for emerging needs and requirements.

Risk Implications

13. None

Climate Implications

14. None

Conclusion

This report presents the high-level Business Plan for 2024/25 for the Corporate Strategy and Performance Team for Members to consider and approve.

Appendices

- Appendix 1 – Corporate Strategy and Performance Team draft high-level Business Plan 2025-26

Barbara Hook

Assistant Director Corporate Planning
E: Barbara.Hook@cityoflondon.gov.uk
M: 07394573808

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CSPT 2025/26 BUSINESS PLAN

About us: Our purpose, aims and impacts.

Our Purpose:

Driving an integrated, professional and insight-led approach to strategy, planning, risk management and change and EEDI

Our Aims:

- Alignment to how the City Corporation achieves its strategic outcomes
- Ensuring risk management is utilised in every aspect of the organisation to drive efficiency, innovation and effectiveness in its overall decision-making process
- Striving to enhance the City Corporation, its departments and Institutions' EEDI maturity. Ensuring equity for staff, residents, service users, and business outcomes, while serving as the corporate authority on all EEDI-related matters
- Fostering a collaborative, partnership approaches in delivery and ensuring that dependencies are recognised and communicated
- Using data to enable evidence-led decision making and continually monitor performance to optimise results.

Our key objectives and priority workstreams and major projects

Key Objectives FY25/26 (priority workstreams shown in titles):

- **Strategic Alignment:** Improve alignment of City Corporation (CoLC) activities to the successful achievement of CoLC's strategic objectives, through CP and Me/Strategy and Me, Prioritisation, and support to outcome performance measures.
- **Strategic Processes:** Develop the maturity of CoLC planning/processes, including risk management, corporate performance and strategic planning (incl. business planning), to support robust, fit-for-purpose mechanisms and governance of core business requirements. Continue to drive EEDI transformation to grow EEDI internally and externally.
- **Enhancing Strategic Delivery:** Ensure CSPT processes enhance and enable decision-making, supporting delivery of business objectives, working with stakeholders to influence the development and/or improvement of products, programmes and systems to deliver strategic outcomes.
- **CSO Function:** Evolution of CSO portfolio and CSPT within that



Live, Work, Learn, Explore


















Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p>a. Strategic Alignment [Improve alignment of CoLC activities to the successful achievement of CoLC's strategic objectives, through CP and Me/Strategy and Me, Prioritisation, and support to performance measures]</p> <ul style="list-style-type: none"> Corporate Plan 2024-2029 socialisation including via Strategy Forum Implement Strategy and Me Action Plan (e.g. focussed Strategy Forums, use of AI, etc). Develop Prioritisation workstream in line with Transformation Programme and SLT direction at end of FY24/25, outlining clear deliverables across this FY and beyond. Use Risk Appetite to help improve risk input into strategic decision making (via socialisation of appetite statements, culture change and incorporating into risk reporting) Drive the forward programme for the Executive Leadership Board, including ELB Away Days EEDI Review Phase 1 completed by end Q1 CoLC Social Mobility action plan developed Cohesive conversation about accessibility - ensuring consistency across the Corporation 	25%	25%	Providing Excellent Services	<p>>51% CoLC staff respond positively to Staff Survey Q: I understand the aims of the City Corporation</p> <p>95% of new cross-cutting Strategies have measurable links to Corporate Plan 2024-29</p> <p>90% of ELB actions completed within 2 months</p> <p>Prioritisation workstream developed by end Q2</p> <p>Strategy and Me Action Plan actions delivered in Q1/Q2/Q3/Q4</p>	Improved understanding and alignment with City of London Corporation's strategic objectives
<p>b. Strategic Processes [Develop the maturity of CoLC planning/processes, including risk management, corporate performance and strategic planning (incl. business planning), to support robust, fit-for-purpose mechanisms and governance of core business requirements. Continue to drive EEDI transformation to grow EEDI internally and externally]</p> <ul style="list-style-type: none"> Risk Management Forum and Chief Officer Risk Management Group enable effective cross-CoLC management of risk. Continue Risk Management 	25%	25%	Providing Excellent Services	<p><20% of Departments and Institutions non-compliant with reviewing their Corporate and Departmental Risk registers (quarterly)</p> <p>95% Ideagen access/Risk guidance</p>	Mechanisms to use effective risk management are created and promoted, as part of BAU. Effective operational

<p>Strategy delivery and RM policy socialisation to ensure risks and processes are reviewed and updated in line with new approach.</p> <ul style="list-style-type: none"> Decide EEDI Review phase 2 with focus on the 4S, in particular, Strengthen and Sustain. Support EDI Sub-Committee, EEDI Forum facilitation – ongoing throughout the year EEDI, with HR, develop strategy approach & policies to align with Ambition 25 and Ambition 18 timetables EEDI Risk management: Compliance workstream (EEDI) Q1 2025/26 for initial iteration then ongoing development EEDI Submissions on Charter Marks, e.g. Social Mobility Index (Q1); Women in Finance (Q2); (the part of the function the CSPT needs to do - CSO EEDI functions) <p>Corporate Performance: Publish first Corporate Plan 2024-2029 performance report, including analysis on progress against outcomes, drawing on internal & external data. Publish online data hub including basic analytics, supported by shared datasets. Drive better/wider use of data in all areas of corporate reporting, including consistent and relevant performance metrics - supporting organisational drive to improve data/data use, and processes generating useful data/insights – landscape where reporting happens on time and in complete fashion.</p>				<p>requests actioned within 5 working days</p> <p>Three core Ideagen risk data measures (blank fields, updates and target dates) under 20% to indicate accurate and relevant data.</p> <p>No issues escalated to the Corporate Risk register.</p> <p>Corporate Plan 2024-2029 preliminary data dashboard launched by end Q2.</p> <p>Data owners comply with Corporate Plan 2024-2029 reporting deadlines & measures by end Q3</p> <p>Upward trend in reportable data in Corporate Plan 2024-2029 report (specific target to be set based on preliminary report) – to be reported in Q3.</p>	<p>business planning mechanism is driving CoLC strategic decision-making.</p> <p>Service function needed to embed leading EEDI practice and linked processes across the organisation is scoped and implemented; meeting statutory needs and driving continuous improvement.</p>
<p>c. Enhancing Strategic Delivery [Ensure CSPT processes enhance and enable successful decision-making, aligning to/supporting the effective and efficient delivery of CoLC business objectives, working with stakeholders to influence the development and/or improvement of products, programmes and systems to deliver strategic outcomes]</p>	<p>25%</p>	<p>25%</p>	<p>Providing Excellent Services</p>	<p>95% Departmental Business Planning Quarterly reporting deadline met</p>	<p>Stakeholders are enabled by being sighted on, prepared for and actively responding to emerging</p>

<ul style="list-style-type: none"> • Issue 2026/27 Business Planning Guidance and lead Business Planning Forum enabling Departmental Business Plans to be approved annually. Provide 2025-26 Business Plan quarterly reports insight and analysis to Executive Leadership Board • Work with internal stakeholders to support and positively influence the development and improvement of Social Mobility action plan, including by enabling evidence-based decision-making, ensuring CSPT processes align to and support the effective delivery of the Equality Objectives and CoLC business objectives. • EEDI work supporting Ambition 2025 and Ambition 18, in collaboration with HR • Embedding EQIA mindset <p>Corporate Performance: Sharing of relevant data streams to feed to Corporate Plan 2024-2029 report planning; reducing resistance to collaborative development of data streams/data products with on time and complete reporting.</p>				<p>>50% of BP workstreams report performance measures quarterly</p> <p>ELB agree BP performance analysis provided to them is value-adding (survey)</p> <p>Develop Social Mobility action plan by end Q2</p> <p>Setup of data hub & business intel products across Q1 – Q4, e.g. Corporate Plan dashboard</p> <p>Data owners comply with Corporate Plan 2024-2029 reporting deadlines & measures by end Q3</p> <p>Upward trend in reportable data in Corporate Plan 2024-2029 report (specific target to be set based on preliminary report) – to be reported in Q3.</p> <p>Improved diversity data disclosure rate</p> <p>>75% EEDI forum attendance</p>	<p>opportunities, threats and risks over short/medium/long term</p> <p>Year on year improvement is achieved on business planning, strategy and other data metrics, that can be used for cross cutting processes, including Corporate Plan 2024-2029 outcome measurement.</p> <p>Ongoing improvement and use of data in committee reporting.</p>
<p>d. CSO Function</p> <p>Evolution of CSO portfolio and CSPT within that</p> <ul style="list-style-type: none"> • Building the EEDI function, service offer and associated processes - Q1 plan (dependent on review) Q2 begin implementation – recruitment etc over year 	<p>15%</p>	<p>15%</p>	<p>Providing Excellent Services and Diverse Engaged Communities</p>	<p>EEDI review on track: Phase 1 plan Q1, Phase 2 begin implementation Q2.</p>	

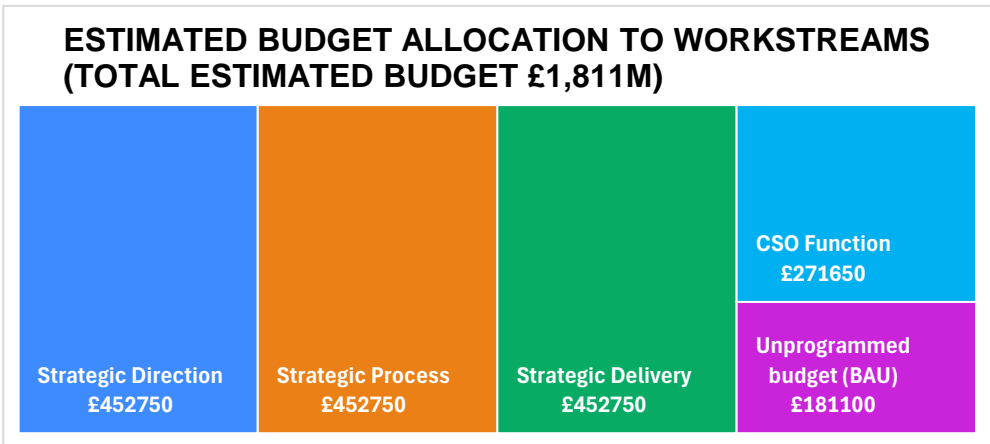
Our timeline planner of priority workstream activities and milestones

Key	
	Duration of activity
	Milestone

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/ 2027	2027/ 2028
Strategic Alignment	Embedding Corporate Plan													
	Prioritisation implementation (via Transformation Programme)													
	ELB Forward Programme 													
	EEDI work in collaboration with HR, e.g. Ambition 25, Ambition 18, People Strategy, policies and strategy approach													
Strategic Processes	Risk Management Strategy Implementation, Risk Appetite Review Implementation													
	Corporate Plan 2024-2029 Reporting  Year 1 report													
Enhancing Strategic Delivery	Business Planning  2025-26 reports Q1  2026/27 Guidance Issued  Q2  Strategic development  Q3  ELB & Heads of Prof review  Committee approvals  Q4  Implement 3-5Yr													
	Corporate Performance driving better use of data, including consistent and relevant performance metrics.  CP data streams set up													
	EDI (CSO function)  Social Mobility Index submission													
CSO Function	Evolve the CSO portfolio and CSPT within that. Build the EEDI function.													
	Develop a triage process and manage ad hoc tasks													

Enablers

<p>People 100% response rate on 2024 Staff Survey with Engagement Score of 63% 16 staff including 1 apprentice (14 FTE) Percentage identifying as female 73% CSPT team members have worked together to develop a Staff Survey action plan in response to the 2024 survey, with the actions being focused in the themes of</p> <ul style="list-style-type: none"> • My Talent and Development • My Wellbeing and Belonging • Trustworthy Leadership. 	<p>Equity, Equality, Diversity & Inclusion Leading the Corporate EEDI portfolio, actions include delivering the CoLC Equality Objectives. CSPT staff members sponsor, lead and participate in all of the Staff Networks. The CSPT Staff Survey action plan was developed with a dual focus, to also meet team level actions in respect of EEDI. CSPT is also actively involved in the development and delivery of the Town Clerk Department EEDI action plans.</p>
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<p>Finance CSPT budget allocation is £1.811M, funded from Guildhall Admin.</p> <p>Estimated forecast spend in respect of the priority workstreams:</p>	<p>ESTIMATED BUDGET ALLOCATION TO WORKSTREAMS (TOTAL ESTIMATED BUDGET £1,811M)</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Workstream</th> <th>Amount (£)</th> </tr> </thead> <tbody> <tr> <td>Strategic Direction</td> <td>£452,750</td> </tr> <tr> <td>Strategic Process</td> <td>£452,750</td> </tr> <tr> <td>Strategic Delivery</td> <td>£452,750</td> </tr> <tr> <td>CSO Function</td> <td>£271,650</td> </tr> <tr> <td>Unprogrammed budget (BAU)</td> <td>£181,100</td> </tr> </tbody> </table>	Workstream	Amount (£)	Strategic Direction	£452,750	Strategic Process	£452,750	Strategic Delivery	£452,750	CSO Function	£271,650	Unprogrammed budget (BAU)	£181,100
Workstream	Amount (£)												
Strategic Direction	£452,750												
Strategic Process	£452,750												
Strategic Delivery	£452,750												
CSO Function	£271,650												
Unprogrammed budget (BAU)	£181,100												

Priorities and plans being considered in the medium term	2026/27	2027/28	Funded/Unfunded
Enabling the transition to development and delivery of 3 to 5-year Business Plans for all relevant Departments and Institutions.	x		N/A

<p>Risks CSPT is part of the Town Clerk’s Department, Corporate Risks & Departmental red risks are:</p> <table border="1" style="width: 100%;"> <thead> <tr style="background-color: #008080; color: white;"> <th>Risk Title</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>CR36 - Protective security</td> <td style="text-align: center;">16</td> </tr> <tr> <td>TC DTC PA 03 - Fraud and Cyber Crime Reporting & Analysis Service (FCCRAS) Procurement</td> <td style="text-align: center;">24</td> </tr> </tbody> </table> <p>In addition, CSPT has completed work to identify CSPT risks which have been captured on Ideagen and are regularly monitored and reviewed. No CSPT risks are red risks.</p>	Risk Title	Score	CR36 - Protective security	16	TC DTC PA 03 - Fraud and Cyber Crime Reporting & Analysis Service (FCCRAS) Procurement	24	<p>Health & Safety As part of the Town Clerk’s Department, CSPT contributes to the priorities noted in the Town Clerk Departmental Health and Safety Plan, which are:</p> <ol style="list-style-type: none"> Reduce Risks of staff stress DSE Assessments up to date Model Safety Behaviour
Risk Title	Score						
CR36 - Protective security	16						
TC DTC PA 03 - Fraud and Cyber Crime Reporting & Analysis Service (FCCRAS) Procurement	24						

<p>Operational Property All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor’s Department. Yes (included in the Town Clerk’s Department return)</p>

City of London Corporation Committee Report

Committee(s): Policy and Resources – For decision	Dated: 16 January 2025
Subject: Departmental 2025/26 Budget Estimates - Policy and Resources Committee	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Statutory duties for a balanced 25.26 budget.
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?	Yes
Report of: The Deputy Town Clerk, Remembrancer, Executive Director of Innovation Growth, The Chamberlain, The Executive Director of Environment & Chief Strategy Officer and Remembrancer (Interim Chief Officers covering Corporate Communications & External Affairs).	REVIEW
Report author: Mark Jarvis - Head of Finance, Chamberlain’s Department Declan Greaves – Finance Business Partner - Chamberlains	

Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by your committee. It is asking Members to note the latest revenue budget for 2024/25 and approve the proposed revenue budget for 2025/26.

The estimates presented in this report are for the services by Chief Officer, which are summarised below:

- i) Deputy Town Clerk – Strategic Security & Resilience, Town Clerk’s Charities, Grants and Contingencies (including grants to outside organisations and control of the Policy Initiative Fund and Contingency budgets).
- ii) Executive Director of Innovation & Growth – Innovation & Growth (which incorporates the Climate Action Strategy).
- iii) Managing Director Bridge House Charities – Corporate Charities Review Project.
- iv) Remembrancer – Parliamentary and Ceremonial functions including the hosting of hospitality events.
- v) Executive Director of Environment – The Small and Medium Enterprise Delivery. Formerly Small Business, Enterprise & Research Centre (SBREC).
- vi) The Executive Director of Environment & Chief Strategy Officer and Remembrancer (Interim Chief Officers covering Corporate Communications & External Affairs) – Corporate communications, external affairs & media team.

The proposed budget for 2025/26 totals net expenditure of £33.076m, which is an increase of £1.765m (5.64% increase) compared with the 2024/25 original budget of £31.311m, which is principally due to:

- A 2% inflationary increase to all Local Risk budgets (£0.248m)
- Corporate Communications & External Affairs had a total budget increase across Local Risk of (£0.821m). Please see the breakdown within point 9.
- An increase in capital and support services recharges (£1.078m)
- Major Projects and Project Governance under the Chamberlain has moved out from the Policy and Resources committee, causing a budget reduction of (£0.956m).
- Cyclical Works Programme (£3.458m net increase) – Phased delivery (over 5 years) of the backlog maintenance and forward maintenance which forms part of the £133 million programme.

Overall Budget Summarised by Chief Officer

Chief Officer and Risk	2024/25 Original Budget (£m)	2024/25 Latest Approved Budget (£m)	Movement 2024/25 Original to Latest (£m)	2025/26 Original Budget (£m)	Movement 2024/25 Original to 2025/26 (£m)
Local Risk					
Executive Director of Environment	(0.625)	(0.625)	0.000	(0.638)	(0.013)
The Deputy Town Clerk	(0.608)	(0.623)	(0.015)	(0.619)	(0.011)
The Remembrancer	(1.570)	(1.603)	(0.033)	(1.601)	(0.031)
The Chamberlain	(0.285)	0.000	0.285	0.000	0.285
Executive Director of Corporate Communications & External Affairs	(2.079)	(2.277)	(0.198)	(2.900)	(0.821)
Executive Director of Innovation Growth	(6.497)	(6.397)	0.100	(6.276)	0.221
Managing Director Bridge House Charities	(0.305)	(0.305)	0.000	(0.344)	(0.039)
Total Local Risk	(11.969)	(11.830)	0.139	(12.378)	(0.409)
Central Risk					
Executive Director Environment	0.000	0.000	0.000	0.000	0.000
Deputy Town Clerk	(1.621)	(3.441)	(1.820)	(1.621)	0.000
The Remembrancer	(1.269)	(1.449)	(0.180)	(1.269)	0.000
The Chamberlain	(0.671)	0.000	0.671	0.000	0.671
Executive Director Corporate Communications & External Affairs	(0.747)	(1.353)	(0.606)	(0.747)	0.000
Executive Director Innovation and Growth	(6.480)	(6.400)	0.080	(5.948)	0.532
Managing Director Bridge House Charities	0.000	0.000	0.000	0.000	0.000
Total Central Risk	(10.788)	(12.643)	(1.855)	(9.585)	1.203
Capital and Support Services	(4.449)	(4.619)	(0.170)	(5.527)	(1.078)
Committee Total	(27.206)	(29.092)	(1.886)	(27.490)	(0.284)

Footnote: Chief Strategy Officer and Remembrancer (Interim Chief Officers covering Corporate Communications & External Affairs).

Recommendation(s)

Members are asked to:

- I. Review and approve the Deputy Town Clerk's, Remembrancer's, Executive Director of Innovation & Growth, The Chamberlains, The Executive Director of Environment & The Executive Director of Corporate Communications & External Affairs proposed revenue budgets for 2025/26 for submission to the Finance Committee.
- II. Members are asked to note The Corporate Communications and External Affairs budget and Chief Officer Governance arrangements are interim and will be reviewed during FY 25/26.
- III. Authorise the Chamberlain, in consultation with the Deputy Town Clerk, Remembrancer, Executive Director of Innovation & Growth, The Executive Director of Environment & The Executive Director of Corporate Communications & External Affairs to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme; and
- IV. Authorise the Chamberlain to agree minor amendments for 2024/25 and 2025/26 budgets arising during budget setting.

Main Report

Introduction

1. The revenue budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
2. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
3. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2024/25 and proposed budget for 2025/26.

Assumptions

4. The estimate for 2025/26 includes a 2% uplift for inflation distributed across each budget line for local risk.
5. In relation to staff costs, the estimates assume a 3% uplift for 2024/25 and 2025/26 financial years in relation to the Employers pay award.
6. Members should note that the Cyclical Works Programme (CWP) figures included in the Estimate Report relate only to elements of programmes which will be completed in 2024/25 and 2025/26. Programmes delivered by the City Surveyor which were approved prior to 2024/25 will complete by March 2025. However, the report also includes projects that were approved as part of the £133.7m which will be delivered in years 1 and 2 of the 5-year programme. A separate report will be submitted to RASC in February 2025 drawing down the funding for 2025/26 projects to be delivered and providing the phasing over the 5-year delivery period which were included in the current Medium Term Financial Plan.
7. Support services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2024/25 with the method of apportionment updated to reflect the latest up to date corporate information.

Current Position

Latest Approved Budget 2024/25

8. The latest approved budget for 2024/25 totals net expenditure of £31.311m which is an increase of £1.977m (6.74%) compared with the original budget of £29.334m.
 - **Deputy Town Clerk (£1.835m net increase)** – (£0.609m) carried forward from 23/24 P&R contingency, (£1.153m) Policy Initiative Fund carried forward into 24/25 from 23/24 and (0.058m) carry forward from the Transformation Fund.
 - **The Remembrancer (£0.213m net increase)** – (£0.032m) local risk increase and (£0.180m) increase in provisions within central risk.
 - **Executive Director of Innovation & Growth (£0.180m net decrease)** – mainly due to a (£0.248m) budget transfer.
 - **The Chamberlain (£0.965m net decrease)** – due to the budgets under The Chamberlain being moved out from Policy and Resources.
 - **Executive Director of Corporate Communications & External Affairs (£0.804m net increase)** – Includes a (£0.137m net increase) for External Affairs, (£0.276m) carry forward from the transformation fund and (£0.193k increase) from contingencies drawdown.

Proposals

Departmental Estimates for 2025/26

9. The proposed budget for 2025/26 totals net expenditure of £33.076m, which is an increase of £1.765m (5.64% increase) compared with the 2024/25 original budget of £31.311m, which is principally due to:
 - i) **Deputy Town Clerk (£0.011m net increase)** – increase due to 2% inflationary uplift (£0.011m).
 - ii) **Innovation and Growth (0.753m decrease)** – due to (£0.248m) budget virement and a reduction in the Climate Action Strategy central risk budget by (£0.452m) in line with medium-term financial plan savings.
 - iii) **Executive Director Environment (£0.013m net increase)** – The full effect of the net 2% inflationary uplift to local risk budgets.
 - iv) **The Remembrancer (£0.031m net increase)** – The full effect of the 2% inflationary uplift.
 - v) **Executive Director of Corporate Communications & External Affairs (£0.821m net increase)** – A (£0.142m) increase to support City Matters and City AM, (£0.137m) increase for external affairs, (£0.254m) increase

for election support, (£0.185m) increase due to a budget transfer from the Deputy Town Clerk, and a (0.043m) increase due to 2% inflationary uplift.

- vi) **Managing Director Bridge House Charities (£0.039m net increase)** – increase due to 2% inflationary uplift.
- vii) **The Chamberlain (£0.965m net decrease)** – due to the budgets under The Chamberlain being moved out from Policy and Resources.
- viii) An increase in capital and support services recharges (£1.078m).
- ix) **Cyclical Works Programme (£3.458m net increase)** – increase in works in 25/26 to address the backlog as well as the current works programme.

Potential Further Budget Adjustments

10. The provisional nature of the revenue budgets recognises that further revisions may be required to realign funds for:

- i) Central and departmental support services apportionments; and
- ii) Decisions of the Resource Allocation Sub Committee in relation to the Cyclical Works Programme.

Staffing Statement

11. A summary of the employee-related costs and FTEs by department are shown below.

Staffing Table	Original Budget 2024-25 (Staffing Full-time equivalent)	Original Budget 2024-25 (Estimated Cost £m)	Proposed Budget 2025-26 (Staffing Full-time equivalent)	Proposed Budget 2025-26 (Estimated Cost £m)
Deputy Town Clerk	6.0	0.494	6.0	0.512
Executive Director of Innovation Growth	82.4	6.983	89.0	7.770
Remembrancer	17.0	1.370	17.0	1.430
The Chamberlain	13.5	1.174	0.0	0.000
Executive Director of Environment	9.6	0.612	10.3	0.530
Executive Director of Corporate Communications	31.0	2.413	44.1	3.311
Grand Total	159.5	13.046	166.4	13.553

Footnote: Chief Strategy Officer and Remembrancer (Interim Chief Officers covering Corporate Communications & External Affairs).

12. Staffing levels have increased across Policy and Resources by 6.9 FTEs due to increases within Communications and Innovation and Growth.

Capital and Supplementary Revenue Project Costs

13. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2025. Please refer to Appendix 3 for capital project bids.

Corporate & Strategic Implications – ‘none’

Security Implications

14. All events under the Outdoor Arts Programme will require robust Risk Assessment and Method Statements (RAMS) which will be developed in consultation with internal and external security services including the City Police.

Financial Implications

15. The proposed 2025/26 budget includes a 2% inflationary uplift based on the original 2024/25 budget after other adjustments to risk areas have been considered.
16. The budgets overseen by this Committee of the Deputy Town Clerk, Executive Director of Community and Children’s Services and Executive Director Environment have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees.

Public sector equality duty

17. Our fees and charges are regularly benchmarked with neighbouring / competing facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Resourcing implications

18. The budgets presented in this report are within their available resource base. As a result, there are currently no resourcing implications identified.

Conclusion

19. This report presents budgets overseen by this Committee for 2025/26 for the Town Clerk, Deputy Town Clerk, Executive Director of Innovation & Growth, The Remembrancer, The Chamberlain, The Executive Director of Corporate Communications & External Affairs and The Executive Director of Environment for Members to consider and approve.

Appendices

- Appendix 1 – Budgets by Service Area and Risk allocation
- Appendix 2 – Staffing Table.
- Appendix 3 – Capital Project Bids 2025/26

Contacts:

Mark Jarvis

Head of Finance: Chamberlains Department

Mark.Jarvis@cityoflondon.gov.uk

Declan Greaves

Finance Business Partner: Chamberlain's Department

Declan.Greaves@cityoflondon.gov.uk

APPENDIX 1

Summary of Services by Chief Officer

Deputy Town Clerk

Strategic Security & Resilience

The Strategic Security & Resilience team has a number of functions, all focused on making the City a safe and pleasant environment in which to work, live and visit. The team provides services internally and for the wider City community, in two main areas: Emergency and Contingency Planning and Security.

Grants and Contingencies

- City's Estate - this covers certain central risk grants payable from City's Estate to outside organisations including Central London Forward and funding towards The CityUK, the Policy Initiatives Fund and the Committee's Policy and Resources contingency.
- City Fund - this mainly relates to central risk grants payable from the City Fund to outside organisations and grants under the control of Innovation & Growth (IG) which cannot be paid under IG powers.

Town Clerk's Charities

This is the budget given to the Central Grants Unit to enable it to finish carrying out the Corporate Charity Review of the charities that City of London Corporation is a Trustee.

Executive Director of Innovation & Growth

Innovation & Growth (IG)

IG's principal objective is to strengthen the City's competitiveness as the world's leading financial and professional services centre for the long-term, so that the City continues to drive prosperity across London and the UK through its offices in Guildhall, Brussels, China and India. Staff in Central London Forward and Heart of the City are not included in the Policy & Resources Service Overview as, although accommodation is provided for them within Innovation & Growth, they have external funding sources and separate business plans.

Remembrancer

Parliamentary

The Remembrancer is charged with safeguarding the constitutional position of the City of London Corporation and supports its contribution to society, the economy, and the environment. The Office holder is one of the City's four Law Officers. The Remembrancer is the City's Parliamentary Agent and the Parliamentary Agent for the Honourable the Irish Society, and the City's Chief of Protocol.

The Office is the official level channel of communication between Parliament and the City. In the contemporary context, this means day to day examination of Parliamentary business including examination of and briefing on proposed legislation and amendments to it, regular liaison with the Select Committees of both Houses and contact with officials in Government departments dealing with Parliamentary Bills. The work also includes briefings of members of both Houses for debates in which the City Corporation or City stakeholders have an interest, general liaison and intelligence gathering. The Office monitors the activities of the GLA and its associated bodies and their effect on the City and the work of the devolved administrations.

State, Diplomatic and Ceremonial functions

These include the arrangements for events and related hospitality, the budget for which enables the Remembrancer's Office to facilitate such activities on behalf of the Lord Mayor and the City, or at the request of The King in liaison with His Majesty's Government and organisations and individuals with connections to the City. These include Royal and National occasions, state banquets, other hospitality, related events for visiting Heads of State and Government, distinguished organisations, and individuals. The budget also includes the cost of the Remembrancer's staff who manage these functions.

Functions are held in the Guildhall, Mansion House and other City venues such as Livery Halls, depending on the nature of the event. The Remembrancer's Office also has responsibility for the Lord Mayor's Banquet and elements of the Lord Mayor's Day at Guildhall and the Royal Courts of Justice.

The Executive Director of Corporate Communications & External Affairs

The Corporate Communications & External Affairs Department

The Corporate Communications and External Affairs division is currently comprised of Corporate Affairs, Filming Unit, Media, and Publishing (including internal communications and digital). It sits at the heart of the organisation and oversees the communications and corporate affairs priorities of the organisation and its principals, building the reputation and impact of the City Corporation as a whole and helping it to deliver its goals.

The purpose of the division is to use the power of first-class strategic communications and external engagement across multiple channels and audiences to help deliver the ambitious goals of the City of London Corporation for all the diverse communities we serve on a local, London, national and global scale.

As a highly professional and critical enabling function, the Corporate Communications and External Affairs division supports the City Corporation's strategic commitments, including delivery of the Policy Chairman's priorities and the Lord Mayor's theme.

The Executive Director of Environment

Small and Medium Enterprise Delivery (formerly SBREC)

The Small and Medium Enterprise Delivery (SMED) is a trusted business support resource based at the Guildhall in the City of London and supports SMEs, sole traders, start-ups and pre-startups. It offers flexible workspaces with dedicated WiFi, with affordable meeting rooms for hire. It provides members with free onsite access to a wide range of specialist business research data for the UK and worldwide. It also offers a subscription membership giving remote 24/7 access to a wider range of in-depth information and data. SMED works in partnership with many not-for-profit organisations, charities and learning institutions, partnering in projects and knowledge sharing, and delivering bespoke training. SMED delivers a regular programme of affordable business events supporting small business growth and tailored business start-up 121 advice, both in-person and digitally. SMED works closely with other City Corporation departments and sections, partnering in projects offering business support.

Appendix 2 – Summary by Risk Budget

POLICY AND RESOURCES SERVICES COMMITTEE Analysis of Service Expenditure By Risk and Chief Officer	Original Budget 2024-25	Latest Approved Budget 2024-25	Original Budget 2025-26	Movement Original 2023-24 to Original 2024-25
	£m	£m	£m	£m
LOCAL RISK - EXPENDITURE				
Employees	-9.415	-9.260	-9.745	-0.330
Premises Related Expenses	-0.181	-0.181	-0.172	0.009
Transport Related Expenses	-0.154	-0.154	-0.156	-0.002
Supplies and Services	-2.701	-2.718	-2.965	-0.264
Private Contractors	0.000	0.000	0.000	0
Contingencies	0.000	0.000	0.178	0
Transfer to Reserve	0.000	0.000	0.000	0
Savings to be Applied	0.000	0.000	0.000	0.000
TOTAL LOCAL RISK - EXPENDITURE	-12.451	-12.313	-12.860	-0.409
TOTAL LOCAL RISK - INCOME				
Charges for specific services		0.482	0.482	0.482
TOTAL LOCAL RISK - INCOME	0.482	0.482	0.482	0.000
NET LOCAL RISK	-11.969	-11.831	-12.378	-0.409
CENTRAL RISK - EXPENDITURE				
Employees	-1.672	-2.527	-2.179	-0.507
Premises Related Expenses	0.000	0.000	0.000	0
Transport Related Expenses	-0.004	-0.004	-0.004	0
Supplies & Services	-7.245	-8.245	-5.135	2.110
Capital Charges	-0.717	-0.717	-0.717	0
Contingencies	-1.150	-1.150	-1.550	-0.400
TOTAL CENTRAL RISK - EXPENDITURE	-10.788	-12.643	-9.585	1.203
CENTRAL RISK - INCOME				
Charges for specific services	0.000	0.000	0.000	0
Other Contributions	0.000	0.000	0.000	0
TOTAL CENTRAL RISK - INCOME	0.000	0.000	0.000	0.000
NET CENTRAL RISK	-10.788	-12.643	-9.585	1.203
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES	-22.757	-24.474	-21.963	0.794
Central Recharges	0.000	0.000	0.000	0.000
Capital Charges	-0.212	-0.212	-0.250	0
Recharges Within Fund	0.359	0.359	0.384	0.025
Recharges Across Funds	0.282	0.282	0.257	-0.025
Support Services	-4.878	-5.048	-5.918	-1.040
Cyclical Works Programme	-2.128	-2.218	-5.588	-3.458
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES	-6.577	-6.837	-11.113	-4.536

Appendix 3 – Staffing Table

Staffing Table	Original Budget 2024-25 (Staffing Full-time equivalent)	Original Budget 2024-25 (Estimated Cost £m)	Proposed Budget 2025-26 (Staffing Full-time equivalent)	Proposed Budget 2025-26 (Estimated Cost £m)
Resilience	5	0.399	5	0.414
Town Clerk's Charities	1	0.095	1	0.098
Deputy Town Clerk Total	6.0	0.494	6.0	0.512
Innovation & Growth	70.4	6.054	76.5	6.640
Climate Action Strategy	12.0	0.929	12.5	1.130
Executive Director of Innovation Growth	82.4	6.983	89.0	7.770
Ceremonial	17.0	1.370	17.0	1.430
Remembrancer	17.0	1.370	17.0	1.430
The Chamberlain	13.5	1.174	0.0	0.000
SME Delivery	9.6	0.612	10.3	0.530
Executive Director of Environment	9.6	0.612	10.3	0.530
Executive Director of Corporate Communication	31.0	2.413	44.1	3.311
Grand Total	159.5	13.046	166.4	13.553

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Agenda Item 9

Committee(s): Policy and Resources Committee	Dated: 16/01/2025
Subject: Future Direction of the Climate Action Strategy (CAS) Post-2027	Public Report: For Decision
This proposal: <ul style="list-style-type: none"> Delivers Corporate Plan 2024-29 outcomes 	Leading Sustainable Environment, Vibrant Thriving Destination, Flourishing Public Spaces, Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	<i>Original budget envelope for CAS approved by Court upon adoption. Year 4 portion approved by Policy and Resources on 11 April 2024 & by CBF Board on 10 July 2024.</i>
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Damian Nussbaum, Executive Director of Innovation and Growth and Senior Responsible Officer, Climate Action
Report author:	Kate Neale, Programme Director, Climate Action

Summary

In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy (CAS): a transformative programme for the organisation to reach net zero carbon emissions, build resilience and champion sustainable growth, by 2040.

The original budget envelope of £68m runs until March 2027. Officers now need to work up options for CAS's future for Members to consider later in the year. This paper sets out three approaches to this scoping work. This is based on a review of the existing programme, stakeholder engagement and comparator analysis. This paper recommends taking a 'Proactive Leadership' approach (option one), which enhances the current strategy to continue a leadership position and maximise value; bringing nature recovery, biodiversity and circular economy into an ambitious Climate Transition Plan. By choosing option one, Members will have the full set of options later in the year, with the flexibility and information to subsequently tailor and scale back the strategy as desired.

Following this Committee's approval of a preferred strategic direction, detailed scoping, budget estimation and value assessment will be brought back to Committee in autumn 2025 for debate and decision.

Recommendation(s)

Members are asked to:

- Determine the intended strategic direction of the next phase of the Climate Action Strategy, to enable detailed scoping to progress which will inform a subsequent Committee decision on the approach. It is recommended that Members approve option one, which is to scope an enhancement to the current approach to bring nature recovery, biodiversity and circular economy into a robust Climate Transition Plan, maximising value and returns.
- Instruct officers from Innovation and Growth and Chamberlain's to work together on including budget for the CAS beyond March 2027 in the Medium-Term Financial Plan (MTFP), which will be subject to further Member scrutiny and decision.

Main Report

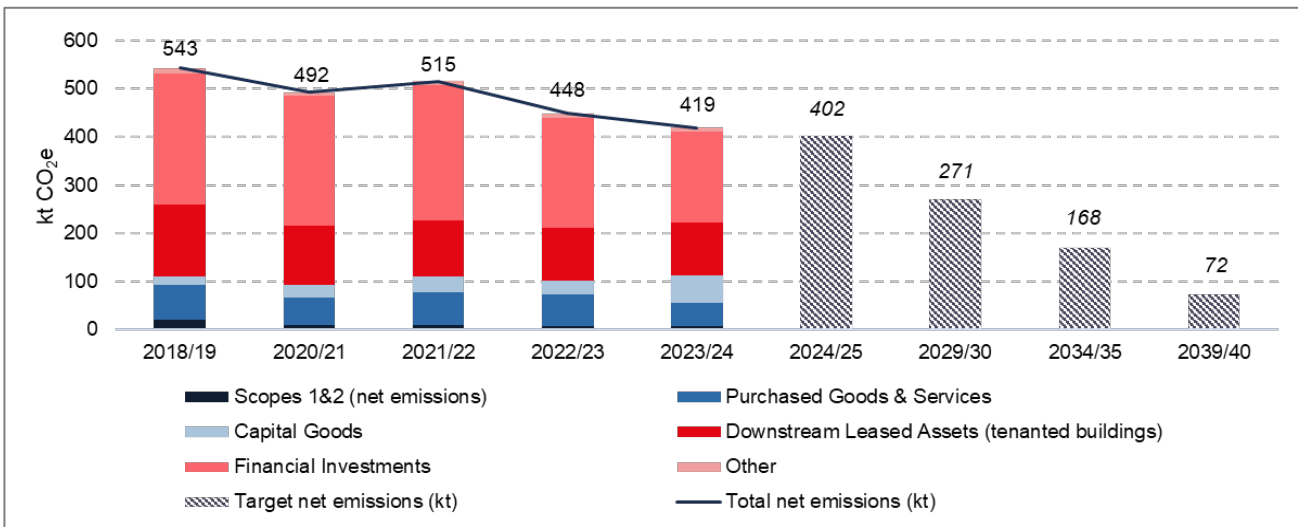
Background

1. In November 2019 the City of London Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious climate action strategy (CAS). The Strategy was adopted at Court of Common Council on the 8 October 2020 and became operational in April 2021.
2. The CAS marked the start of a new and transformative programme of action. It sets out three interlinked primary objectives for the City Corporation and the Square Mile:
 - to support the achievement of net zero emissions,
 - to build resilience, and
 - to champion sustainable growth.
3. The Court approved an original funding envelope of £68m to deliver the Strategy up to 2027, with each year's budget subject to confirmation. It was agreed upon adoption that Service Committees and Policy and Resources Committee receive regular updates on progress and expenditure.
4. The CAS sets out 4 ambitious targets:
 - Achieve net zero in the Corporation's operations (scopes 1 & 2) by 2027;
 - Achieve net zero across the Corporation's full value chain (scopes 1, 2 & 3) by 2040;
 - Support net zero in the Square Mile by 2040;
 - Build climate resilience in our buildings, public spaces and infrastructure.
5. Performance against these targets is assessed annually, independently audited and reported to this Committee. The latest [progress update](#) to this Committee was on 17 October 2024 (please see background papers), and subsequently a public [Progress Report](#) was published.
6. In addition, the public [Climate Action Dashboard](#) provides a comprehensive view of CAS progress, reporting on 66 KPIs detailing progress in all areas of the Strategy.

Current Position

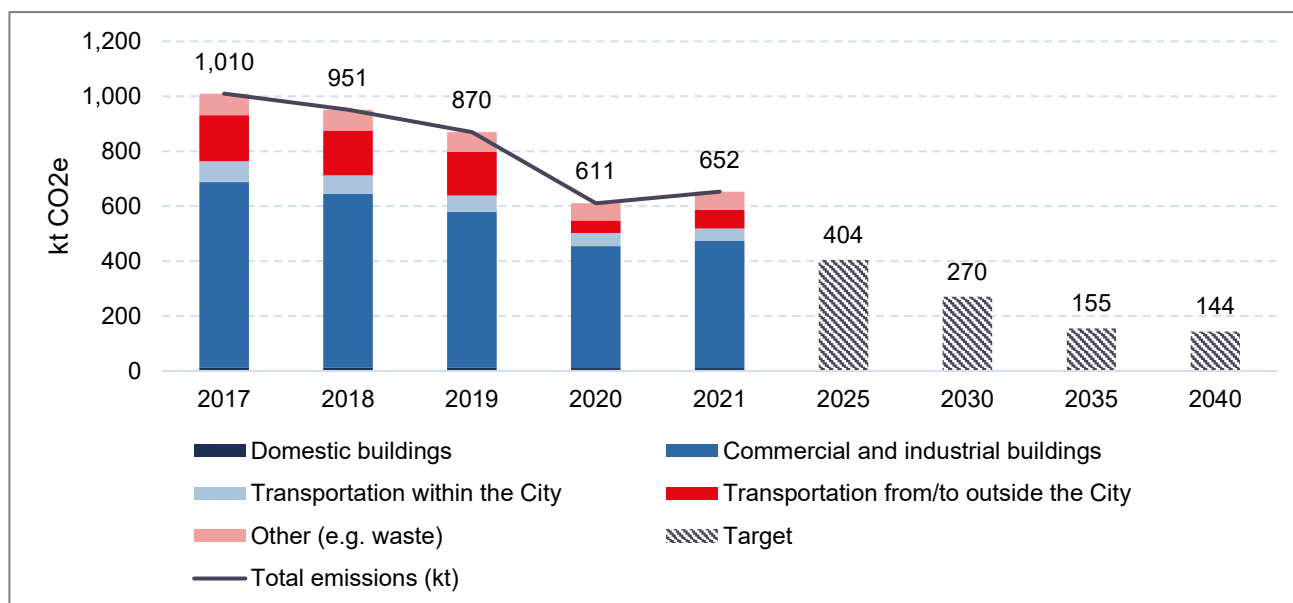
- 7. As of March 2024, we achieved a 65% reduction in net emissions against the 2018/19 baseline, on the journey towards net zero for the Corporation’s operations by 2027.
- 8. We have achieved a 23% reduction in net emissions for the Corporation’s full value chain 2040 net zero goal, and remain on track to achieve this target. Figure 1 shows performance to date, indicating how our different emissions sources have changed over time, and sets out current interim targets on the pathway to net zero.

Figure 1: Performance to date and current pathway to net zero for the Corporation’s value chain by 2040



- 9. For the Square Mile 2040 net zero goal, the latest data (2021) shows a 35% reduction against the baseline. Despite the year-on-year increase due to recovery from the pandemic, we are still on track to reach net zero in 2040. Figure 2 shows performance to date, indicating how our different emissions sources have changed over time, and sets out current interim targets on the pathway to net zero.

Figure 2: Performance to date and current pathway to net zero by 2040 for the Square Mile



10. Just under half of the programme’s revenue budget was spent to the end of Year 3 (2023/24), aligning with the CAS being at the halfway point in delivery. Only 10% of the total capital budget for the programme was spent by this point, largely due to:
 - a) Over £11m of additional grant funding supported early delivery of emissions reduction actions (including the Public Sector Decarbonisation Scheme);
 - b) Early years of the Strategy focusing more on surveys and audits, to deploy capital works later in the programme; and
 - c) Delays in appointing sufficient resource to manage and deliver capital works – which have now been resolved.
11. The remaining programme budget is expected to be spent in Years 4-6 (April 2024 to March 2027), deploying the capital works scoped and required to meet net zero and resilience targets. Works supporting the 2027 net zero target are being prioritised and capital budget will be reallocated across projects to ensure best use of funds and return on investment. No additional funds are sought for delivery before March 2027.
12. The CAS is now at a critical juncture, requiring strategic decisions on its future direction, and funding, post-2027.
13. At present there are no specific allocations in the MTFP for CAS beyond 2026/27. Proposals will need to be considered against other competing demands, so will be clear on potential revenue benefits, returns and value creation to support the case for funding.

Learnings from CAS

14. In reviewing the first phase of the CAS in order to improve future delivery, the following learnings have been identified:
 - a) The CAS was originally groundbreaking, positioning us as leaders in climate action. However others have since caught up, as set out in [Appendix 1](#), so we

need to innovate to stay competitive.

- b) The CAS has made significant progress against ambitious targets. However external challenges, such as increased carbon emissions from the UK National Grid, have compounded optimism bias on what would get delivered.
- c) Officer expertise has improved, but climate action is still often seen as an additional cost rather than integrated business practice. A strong data-led approach should inform better integration but requires better data consolidation and resolution.

Key Assumptions and Principles

15. Stakeholder engagement and competitor analysis have informed the following assumptions underlying all options for the future strategic direction of the CAS:
- a) **Primary objectives:** The three interlinked primary objectives of the CAS remain valid and appropriate to the Corporate Plan:
 - i. to support the achievement of net zero emissions,
 - ii. to build resilience, and
 - iii. to champion sustainable growth.
 - b) **Long-term approach:** Climate change is a long-term challenge requiring a long-term strategic approach. We should therefore keep our 2040 targets.
 - c) **Net Zero by 2027:** Notwithstanding the challenges to this target set out in a paper to this Committee in October 2024, this paper assumes that we will be net zero for our own operations by 2027.
 - d) **Refresh and rescope:** The strategy must adapt to the changing organisation and external environment, and so pathways to net zero in 2040 and resilience should be reassessed.
 - e) **Financial prudence:** Financial constraints are materially tighter than in 2020 when the CAS was adopted, and so we must be prudent and maximise alternative funding sources.
 - f) **Central funding and coordination:** Centrally coordinated, multi-year funding ensures appropriate governance, flexibility and effective control of complex projects. Central coordination prevents siloed working, duplication of effort and inefficiencies.
 - g) **Regulatory horizon:** While no direct statutory requirements currently exist, future climate regulations (on reporting, emissions reduction and resilience) are likely to affect the Corporation by 2040.
 - h) **Risk management:** Closing the CAS carries unacceptable risks to the Corporation's reputation, finances, legal compliance and climate resilience, and therefore this is not presented as an option.

Options

16. Noting the assumptions set out in paragraph 15, the following options for the future strategic direction of the CAS are presented to the Committee for consideration.
17. Indicative annual budgets are highly estimated, and do not necessarily reflect costs to the Corporation. It is likely that a portion of this could be funded by third parties – although it should be noted that the more the Corporation invests, the more likely we are to be able to leverage grants, loans and private sector investment.

Option 1: Proactive Leadership (recommended)

18. This option enhances the current approach by investing to reclaim a leadership position and maximise value. By bringing nature recovery, biodiversity and circular economy into a Climate Transition Plan, this option emphasises innovation and maximises environmental, social, and economic benefits. It aims to build strategic partnerships, influence best practice, and promote knowledge transfer for sustained success. Taking this approach would present a low risk of not meeting the 2040 targets.

Scope:	Comprehensive climate strategy, encompassing net zero and resilience, biodiversity and nature recovery, and circular economy.
Indicative annual budget:	£18-22m / year
Value creation:	<ul style="list-style-type: none"> • Ability to leverage greater inward investment and financing. • Increased asset value and shorter void periods of super prime 'climate ready' property. • Maximise opportunities to grow climate-aligned income from financial investments. • Ability to better balance the needs of ecosystem services to ensure best value outcomes for nature, whilst keeping focus on CAS objectives. • Longer payback periods accepted to enable greater value impact on the Corporation and wider community.
Risk:	Increased operational cost but highly managed long-term risk.
Potential initiatives:	<ul style="list-style-type: none"> • Investment in Housing to support both decarbonisation and tackle fuel poverty. • Strong decisive approach to supplier and fund manager decarbonisation. • A leadership approach to delivering the City's Local Area Energy Plan through partnerships. • Resilience expands focus following London Climate Resilience Review.

Option 2: Active Engagement (not recommended)

19. This option continues the current approach but integrates biodiversity and circular economy to enhance carbon and resilience performance. It emphasises stakeholder engagement, balanced investment with value optimisation, and knowledge sharing, to ensure long-term growth and climate adaptation.

Scope:	Include biodiversity and circular economy within net zero and climate resilience objectives
Indicative annual budget:	£11-15m / year
Value creation:	<ul style="list-style-type: none"> • Some inward investment and financing attracted. • Derisking financial and property investments to maintain asset value. • Average payback periods require prioritisation of some measures to deliver limited value.
Risk:	<ul style="list-style-type: none"> • Medium risk of missing long-term targets whilst reducing risk of long-term costs. • Focus on asset value maintenance might miss growth opportunities. • The integration of biodiversity and circular economy for climate goals might dilute focus in these areas where works do not strictly benefit net zero or resilience.
Potential initiatives:	<ul style="list-style-type: none"> • Some targeted investment in Housing to support decarbonisation through fabric-first approach. • Partnership working to support suppliers and fund managers, incentivising decarbonising behaviours. • Supportive approach to enabling the City's Local Area Energy Plan, focussed on heat networks. • Resilience continues to focus on buildings, infrastructure and public spaces.

Option 3: Passive Support (not recommended)

20. This option steps back from the current approach, focusing on essential maintenance and compliance only. Core progress is maintained through cost-effective delivery approaches and ruthless prioritisation. It includes only basic stakeholder communication and offers limited co-benefits. Taking this approach would present a high risk that 2040 targets would not be met.

Scope:	Net zero and climate resilience focus only
Indicative annual budget:	£6-8m / year
Value creation:	<ul style="list-style-type: none"> • Short term cost savings from significantly

	reduced revenue and capital investment.
Risk:	<ul style="list-style-type: none"> • High risk of missing long-term targets and cost of missed opportunity. • Greater long-term climate risk, with increased costs and missed opportunity cost. • Inability to leverage inward investment and external funding due to lack of ambition, delivery and Corporation financial commitment. • Insufficient investment in CAS risks the City's international standing and competitiveness, when positioning as a centre for transition finance.
Potential initiatives:	<ul style="list-style-type: none"> • Limited Housing investment. • Strong reliance on delivery of third parties in supply chain and investments. • Follow heat network regulation only, taking no proactive stance. • Resilience is limited, relying on external funding and grants only.

21. A comparator summary of options is presented in [Appendix 2](#).

Next Steps and Recommendation

22. The next step will include detailed scoping of the preferred option, to include:

- Remapping pathways to 2040 targets based on latest available data and guidance
- Scoping of initiatives, costs and value generated
- Budgets and funding sources
- Programme structure
- Governance

23. The following sets out the resource implications of scoping the different options:

Option	Cost to undertake detailed scoping
1: Proactive Leadership (recommended)	£350-400k
2: Active Engagement	£250-300k
3: Passive Support	£150-200k

24. The Year 4 budget for CAS, approved by this Committee on 11 April 2024, includes sufficient allowance to scope option one. No additional funds are sought.

25. It is recommended that the detailed scoping exercise is undertaken for option one, to provide Members with the information and flexibility to scale this back if desired. It would be costly and duplicative if scoping was undertaken for other options and Members later decided to expand the scope.

26. It is proposed that officers from Innovation and Growth and Chamberlain's work together to include future funding for the Climate Action Strategy in the MTFP. A report can then be brought to Resource Allocation Sub-Committee in summer 2025, and Policy and Resources Committee in autumn 2025, presenting the detailed scoping of the preferred option and allowing Members further review and consideration. The inclusion in the MTFP could then be refined.

Corporate and Strategic Implications

27. Strategic implications – The CAS supports delivery against four outcomes in the Corporate Plan 2024-29:
- Leading Sustainable Environment
 - Vibrant Thriving Destination
 - Flourishing Public Spaces
 - Providing Excellent Services
28. The CAS builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the City Procurement Strategy 2020-24, the Local Plan 2015 (and draft City Plan 2040), the Transport Strategy 2018-44 (and draft second edition), the Air Quality Strategy 2019-24 (and draft 2025-30 Strategy), the Local Flood Risk Management Strategy 2021-27, the Biodiversity Action Plan 2021-26, the Responsible Investment Policy, the Transition to a Zero Emission Fleet Policy, the Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned to ongoing reviews of our financial and property investment portfolio.
29. Risk Implications – Risks are controlled through a corporation level risk CR30 – Climate Action, which will be updated in 2025 following decision on the strategic direction of CAS. Currently included in CR30 are 8 live actions:
- Impact on City financial & professional services sector and ability to champion sustainable growth if not hitting net zero target / maintaining climate resilience.
 - Risk of not hitting net zero and resilience targets for City Corporation operational and investment assets, while maximising returns.
 - Risk of not hitting net zero targets for financial investments and supply chain.
 - Resilience risks of Square Mile infrastructure and public realm, and risk of not hitting net zero targets for developments and transport.
 - Reaching carbon removal targets through open spaces.
 - Delivery delays and failures due to stakeholder / public action / inaction.
 - Protecting vulnerable groups who are most likely to be impacted by climate change and fulfilling Public Sector Equalities Duty.
 - That the scope, budget, timescales and/or commitments of the climate action strategy are not delivered upon through the climate action programme of work.
30. Equalities Implications – A Test of Relevance was undertaken on the CAS and several positive impacts were identified for five protected groups - age, disability, race, pregnancy/maternity and gender. These include a reduction in air pollution, physical public realm improvements and increased indoor comfort levels, and lower fuel poverty. No negative impacts were identified. A mid-year review of the initial Test of Relevance findings was conducted, confirming that the results remain unchanged. Impacts will be

investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work.

31. No new resourcing, legal, or security implications arise from the recommendations in this report.

Conclusion

32. The CAS set out to be an ambitious strategy, designed to address critical challenges and maximise opportunities. As the current funding for the CAS is set to end in March 2027, now is an opportune time to establish the strategic intent for its future delivery. option one is recommended for detailed scoping, as it offers the flexibility to scale back if necessary, unlike other options which cannot be easily scaled up later. Detailed scoping of the preferred option will follow and will be presented to Members later in 2025, enabling a discussion and decision on the optimal way forward for the CAS.

Appendices

- Appendix 1: Competitor Analysis
- Appendix 2: Comparator Summary of Options

Background Papers

- Annual progress update on Year 3 of Climate Action Strategy, and update on Year 4 Quarters 1 and 2 – Policy and Resources Committee – 17 October 2024

Kate Neale

Programme Director, Climate Action

E: kate.neale@cityoflondon.gov.uk

Appendix 1: Comparative Analysis of Climate Action Strategies

Summary

A comparative analysis of international cities, UK property companies, and UK local authorities highlights some areas where CoLC is a leader in climate action. These include ambitious targets across a comprehensive scope of emissions, backed up by transparent reporting and strong governance. However, there are areas where CoLC can learn from others – such as having a more comprehensive climate adaptation plan, enhanced community engagement, exploring innovative financial mechanisms, sector-specific strategies for hard-to-abate sectors, and better cross-boundary collaboration.

Introduction

The analysis focused on several key areas, with performance in each scored out of five:

1. Goals and targets
2. Scope and approach
3. Governance and leadership
4. Funding and financing
5. Implementation strategies
6. Engagement and collaboration
7. Performance metrics
8. Evaluation and reporting
9. Adaptation and resilience

Comparators were selected based on their relevance and the availability of comprehensive climate action data.

- Cities with low residential populations and a strong financial and professional services sector: Greater London, New York City, Singapore, Hong Kong, Frankfurt, Tokyo, Paris, Toronto, Amsterdam, Sydney.
- UK Property Companies with significant urban estates: British Land, The Crown Estate, Derwent London, Landsec, Unibail-Rodamco-Westfield, Grosvenor Group, Brookfield Property Partners, Lendlease, Hammerson.
- Local Authorities ranked highly by the Climate Scorecard assessment: Greater London, Westminster City Council, London Borough of Hammersmith & Fulham, London Borough of Merton, London Borough of Camden, London Borough of Islington, Edinburgh City Council, Bath and North East Somerset, London Borough of Hackney, Royal Borough of Kensington and Chelsea.

Comparative Analysis

Figure 1 below presents an indicative scoring of the City of London Corporation's Climate Action Strategy against average scores of climate strategies from UK local authorities, property companies and international cities.

The CAS scores highly and is ahead of the comparators in scope and ambition, reporting and governance. However, other cities and local authorities perform better on engagement and collaboration, where the local community has a vocal role in setting and delivering climate strategies.

Figure 1: Radial chart scoring the CAS against 7 metrics, alongside the average of selected UK property companies, local authorities and international cities



Adaptation and resilience have the broadest range and lowest scores across the assessment, with the CAS outperforming property companies and other UK local authorities, but doing notably less well than other cities.

Despite CoLC being one of the first local authorities to announce a fully funded strategy in 2020, the level of financing is lower than other cities and boroughs – set out in more detail in Table 1.

Table 1: Budget Comparison

Comparator	Annual Climate Action Budget (£)	Resident Population	Daily Visitor/Worker Population	Budget per Resident (£)	Budget per Daily Population (£)
Amsterdam	297 million	875,000	200,000	339	276
Toronto	752 million	2,960,000	400,000	254	224
New York City	1.6 billion	8,560,000	1,000,000	186	166
Singapore	1.1 billion	5,690,000	1,310,000	197	160
Sydney	109 million	512,000	500,000	213	108
Edinburgh City Council	66 million	527,000	200,000	125	91
Greater London	733 million	8,900,000	1,100,000	82	73
London Borough of Hackney	24 million	285,000	100,000	84	62
London Borough of Hammersmith & Fulham	12 million	185,000	100,000	66	43
Royal Borough of Kensington and Chelsea	10 million	156,000	100,000	64	39
Hong Kong	307 million	7,500,000	500,000	41	38

London Borough of Islington	10 million	242,000	100,000	41	29
Paris	86 million	2,140,000	1,000,000	40	27
City of London	11 million	8,000	500,000	1,416	23
London Borough of Camden	6 million	270,000	200,000	22	12
Frankfurt	10 million	750,000	350,000	13	9
Tokyo	44 million	14,000,000	2,500,000	3	3

Note: All data sourced from AI-supported research conducted in 2024. Data were estimated and may be derived from multiple sources. The daily visitor/worker population figures exclude residential figures. The Budget per Daily Population (£) includes both residents and daily visitor/worker populations. Data were not available for three of the assessed UK local authorities so were excluded.

Opportunities for Exploration

The following sets out initiatives in use in other cities, organisations or local authorities which might be of interest to the City of London Corporation in supporting delivery of the CAS.

Goals & Targets

- Internal Carbon Pricing Mechanism: Introduce a £75/tCO₂e internal carbon price for City operations and major procurements, with proceeds supporting climate initiatives, reviewed annually.

Scope & Approach

- Square Mile Value Chain Emissions Reduction: Launch an emissions reporting scheme for businesses and a Low-Carbon Business Accelerator for SMEs, similar to programmes seen in New York City.
- Circular Square Mile Initiative: Introduce a materials passport system and expanded Circular Procurement policy, tracking and incentivising the use of recycled materials, building on current Circular Economy pilot and inspired by Amsterdam's circular economy initiatives.

Governance & Leadership

- Climate Action Scrutiny Panel: Establish an independent panel for overseeing CAS implementation, with public hearings and diverse representation, inspired by Vancouver's Climate Accountability Panel.
- Climate Considerations in Decision-Making: Implement a mandatory Future Climate Impact Assessment for all major policy decisions, along with a Climate Resilience Checklist, similar to Singapore's environmental assessment protocols.

Funding & Financing

- Green Finance Leadership: Develop a Green Finance Leadership initiative to mobilise £1 billion in green investments, inspired by Climate Bonds.

Implementation Strategies

- Net Zero Pathways Programme: Launch a sector-specific decarbonisation programme and a Climate Tech Accelerator, akin to Copenhagen's climate start-up initiatives.

Engagement & Collaboration

- Square Mile Climate Alliance: Establish a collaborative platform for businesses, residents, and community groups, similar to the San Francisco Climate Action Coalition.
- Public Climate Action Hearings: Implement annual public hearings with Q&A sessions and publish departmental Climate Action Report Cards, similar to Stockholm's Citizen's Assembly on Climate.

Performance Metrics, Evaluation & Reporting

- Enhanced Climate Action Dashboard: Enhance the Dashboard with real-time data and AI-driven analytics, inspired by Barcelona's Sentilo platform.

Adaptation & Resilience

- Square Mile Adaptation Pathway: Develop a Climate Risk Atlas and mandatory future climate risk disclosure in planning applications, similar to New York City's FloodHelpNY.
- Climate Resilience Partnership: Establish a partnership with neighbouring boroughs for shared resilience projects, inspired by the Southeast Florida Regional Climate Change Compact.

Appendix 2: Comparator Summary of Options

Indicative Criteria	Current CAS Programme	Option 1: Proactive Leadership	Option 2: Active Engagement	Option 3: Passive Support
Annual budget	£11m/year	£18-22m / year	£11-15m / year	£6-8m / year
Budget ring-fencing	6 years	8 years	5 years	3 years
Investment criteria	Medium term payback (<10 years)	Long-term payback (10-15 years)	Medium-term payback (<10 years)	Short-term payback (0-5 years)
Long-term risk and cost exposure	Medium	Low	Medium	High
Corporation value creation	Energy efficiency improvements and renewable generation	Portfolio-wide performance improvement, asset value enhancement, leveraging inward investment	Residential energy efficiency, improved asset performance and resilience. Maintenance of asset value.	Very limited
Scope	CAS targets plus limited co-benefits	Comprehensive integration with Nature and Circular Economy strategies to maximise long term value	Merge with Biodiversity and Circular Economy Plans for CAS optimisation	CAS targets only
Responsibility for Square Mile target	Limited engagement	Proactive leadership	Active engagement	Passive support
Reporting	Annual	Annual reporting with predictive analysis	Annual	Every two years
Indicative potential initiatives	<ul style="list-style-type: none"> • Delivery of climate resilient planting and sustainable urban drainage systems • Climate education programme for SMEs through Heart of the City 	<ul style="list-style-type: none"> • Innovation hub and accelerator for sustainable finance • Advanced material reuse hub • Comprehensive digital twin modelling climate risks and solutions 	<ul style="list-style-type: none"> • Integration of climate risk into corporate decision-making • Expanded climate resilient planting programme 	<ul style="list-style-type: none"> • Statutory flood risk management and reporting only • Reactive adaptation measures in response to extreme weather events

<ul style="list-style-type: none"> • Tree planting programme • Development of Heritage Buildings Retrofit Toolkit and Local Area Energy Plan • Deep retrofitting of corporate buildings including lighting, ventilation and controls • Implementation of Building Advisor platform for energy monitoring 	<ul style="list-style-type: none"> • Advanced real-time energy monitoring across all buildings • Comprehensive tenant support service including free consultancy • Enhanced public realm transformation with green infrastructure • Enhanced monitoring and reporting of scope 3 emissions including supply chain • Climate resilience partnership with neighbouring boroughs • Last mile logistics optimisation • Integration of climate risk into all financial decision-making • Green finance initiatives to drive market transformation • Advanced green infrastructure programme including rooftop farms • Gamification platform for resident and business climate engagement • District heat networks with waste heat recovery 	<ul style="list-style-type: none"> • Investment in Housing decarbonisation through fabric-first approach • Integration of climate criteria into project procedures • Local Area Energy Plan implementation focused on heat networks • Climate literacy training programme for staff and supply chain • Smart city initiatives for energy and emissions monitoring • Targeted support programme for SME climate action 	<ul style="list-style-type: none"> • Essential flood resilience upgrades at critical risk points • Small-scale photovoltaic installations where immediately cost-effective • Basic emissions monitoring without dedicated resources • Limited Housing investment through essential maintenance only • Follow heat network regulation through minimum compliance • Minimum mandatory energy targets for new buildings
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Committee(s)	Dated:
Policy and Resources Committee	16/01/2025
Subject: Benefits-in-Kind Annual Reporting and an overview of funding for outside bodies for 2023/24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly insofar as it is in the best interests of each of the charities within scope of the Review to support?	Dynamic Economic Growth Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£0
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Simon Latham, Interim Managing Director of City Bridge Foundation	For Decision
Report authors: Jack Joslin, Head of the Central Funding and Charity Management	

Summary

The purpose of this report is for Members to receive an annual report of Benefits in Kind (BIK) that have been undertaken by the Central Funding and Charity Management Team (CFCMT), formerly the Central Grants Unit. In addition, a further piece of work has been carried out this year at the request of the Chamberlain to provide details of Departmental and Institutional funding to outside bodies alongside this data. Data has been collected for 2023/24 Financial year in line with BIK data collection. Members are provided this data and analysis for information.

Recommendations

- a) To note the BIK Annual Report
- b) To note the funding to outside bodies
- c) To approve that funding for outside bodies data is collected annually and presented to members alongside BIK reporting

Main Report

Background

1. CoLC’s definition of BIK is: Abatement of a full commercial rent; abatement of a fee or charge for services provided; or the provision of goods or services to a third party at either a nil or reduced charge by CoLC. This includes Officer volunteering time and general support and the provision of advice or guidance to

external bodies/charities. The CFCMT collects this data from departments and institutions each year in the spring for Autumn reporting.

2. In September 2024 the Chamberlain requested for further data to be secured from departments and institutions to show what funding arrangements there are in place for outside bodies. To ensure the data is in line with the BIK data it has been collected for financial year 2023/24. For the purpose of this paper and the data collection this does not include commissioned or procured services.

Current Position

3. In 2023/24 the Finance Committee and Resource Allocation Sub-Committee received a report of the CFCMT outlining the outcome of a comprehensive review of BIK. A new BIK policy was agreed at the meeting and will be adopted from f/y 2023/24, the new policy can be found at **Appendix 1**. Since the review, the CFCMT has provided an enhanced service to Departments and Institutions on BIK ensuring there is a better understanding of the policy and its implementation across the organisation.
4. The current data suggests that the City Corporation made 197 BIK with an overall value of £3,512,615 in the 2023/24 Financial Year. While many of the BIK awarded are small, the collective value across all departments is significant. It should also be noted that the amount of BIK awarded has significantly increased from £2,475,128 in financial year 2022/23. This is an increase of more than £1 Million. Which is a total increase in BIK reporting of £1.8 Million since 2021/22.
5. The increase in BIK recorded could be in part to the better understanding of BIK across CoLC due to the enhanced service provided by the CFCMT, but also the further return to business as usual following the pandemic. An analysis of the new BIK awarded shows they fall mainly under the auspices of the Remembrancer's department but comprise the reduced rates offered for venue hire in line with the charging policy agreed by the Civic Affairs Sub Committee and endorsed by the Policy and Resources Committee. The figures show the difference between the commercial rate and the rate the client received. This includes reduced charges for UK registered charities, those with a City connection or those events supported by other Corporation departments to further Corporate objectives. A further analysis of BIK can be found at **Appendix 2**.
6. In September 2024 Members and the Chamberlain requested that BIK reporting also provided an overview of Funding awarded to outside bodies in 2023/24. Chief Officers were mandated to provide information for each department and institution.
7. A further analysis of the funding awarded to outside bodies can be found at **Appendix 3** from which it can be seen that a total of 629 funding arrangements have now been recorded with a total value of £95,216,534. It should be noted that most of these funds were charitable grants awarded by the City Bridge Foundation (CBF) in furtherance of the objects of the charity. CBF awarded 532 grants totalling £85,558,997 in 2023/24.

8. Out of the 97 remaining funding arrangements, these are split across City Fund and City of London Corporate Charities. The CFCMT have oversight and management of 52 of those grants awarded through the various programmes it oversees, namely the Central Grants Programme, Proceeds of Crime Act funding and the CIL Neighbourhood Fund. All funding awarded through programmes managed through the CFCMT and City Bridge Foundation have clear outcomes which are monitored through grant management and end of year monitoring and evaluation reports.
9. Members should note the ongoing funding arrangements that have been provided by the Innovation and growth department detailed in **Appendix 4**.
10. As the collection of funding for outside bodies was delivered for the first time this year alongside BIK reporting, Members should decide if they wish to see this information going forward so the CFCMT can plan this into the annual data collection. This would not require any additional resource and can be met through existing budgets. Collecting this information at the same time as BIK will lead to more accurate and comprehensive reporting.

Conclusion

11. This report provides Members with oversight of BIK and funding to outside bodies provided in the 2023/24 Financial year. The report provides an overview and analysis of these arrangements across all departments and institutions. Members are asked to note the report and agree to this being brought to members on an annual basis.

Appendices:

Appendix 1: Current BIK policy

Appendix 2: Revised BIK Policy for Approval

Appendix 3: 2022/23 Annual Departmental BIK analysis

Non-Public Appendix: Current and Future Funding arrangements for Innovation and Growth

Jack Joslin

Head of Central Funding and Charity Management Team

T: 020 7332 3712

E: Jack.Joslin@cityoflondon.gov.uk

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Appendix 1: Revised Benefits in Kind Policy:

Purpose

The City of London has a strong and longstanding history of granting Benefits in Kind (BIK) as part of its philanthropy, sharing its time, assets and skills with organisations for the good of the City and the communities it serves.

When considering whether to provide a BIK, it is required that all Departments and Institutions can justify the award, ensure that it is in line with this policy and is aligned with Corporate or Institutional Policy.

Definition

The City of London Corporation's definition of BIK is:

- a) Abatement of a full commercial rent;
- b) Abatement of a fee or charge for services provided; or
- c) The provision of goods or services to a third party at either a nil or reduced charge by the City of London Corporation. This is to include Officer volunteering time and general support and the provision of advice or guidance to external bodies/charities

Governance

1. In accordance with the existing corporate governance framework, all BIK should be approved by either a Chief Officer (or delegate), or relevant service Committee (or Sub-Committee):

a. Any BIK decisions with a monetary equivalent of under £10,000 may be taken by Chief Officers –

i. In relation to property matters, subject always to the advice of the City Surveyor, in both managing the physical assets, including land and buildings for which they are responsible; and in approving the casual or occasional use of land, premises or equipment under the control of the department (as provided under the officer Scheme of Delegations); and

ii. otherwise in respect of goods and services in accordance with any properly approved charging policy (as provided for in the Financial Regulations).

iii. If the aggregate value of the delegated BIK's (agreed by a single department) in any financial year reach £100k, the relevant service Committee (or Sub-Committee) must receive notification, including a breakdown of all decisions to be taken.

b. Any BIKs with a monetary equivalent over the threshold of £10,000 shall, subject to a specific discretion otherwise granted to a Chief Officer (as provided for in the Financial Regulations), be reported to the relevant service Committee for approval in setting any charging policy.

2. At the time of agreement of a BIK, a review or end date must be included.

3. All data from internal pro-bono support from staff must be included. This would include any Officer time provided in terms of general support, advice or guidance to external bodies/charities. An aggregation of data (time spent and equivalent cost) is acceptable from each department. This data collection does not apply to City of London Corporation Members. Staff Volunteering through the LEAP programme will be collected separately by the Corporate Volunteering Manager and reported through the Volunteering Strategy.

4. All BIK allocated to external organisations over a value of £10,000 should be acknowledged in any relevant publicity. City of London Corporation branding should be used in each such instance (in line with the current guidance of the Communications Department)

Departmental/ Institutional Mandatory Process:

- BIK must be reviewed by Departments/ Institutions, as part of the annual Budgeting process.
- Each Department/ Institution's Senior Leadership Team (SLT) must review the full list of Departmental BIKs on a quarterly basis, including reporting to the responsible service Committee where applicable.
- Each Department must nominate members of their team to be responsible for the ongoing management of its BIK and provide names of these individuals to the Central Grants Unit.
- Chief Officers must provide a schedule of their BIK on an annual basis to the Executive Leadership Board (ELB) for peer review at ELB meetings. This is to ensure that BIK are being implemented in the spirit of the policy.
- BIK must be discussed by Department/ Institutions' SLTs as part of year end process, to ensure the list of BIK is up to date, accurate and that all BIK have been reviewed and are still relevant.
- All departments are required to maintain a rolling register of BIK, in a standard format rather than relying on end of year data capture. These will be fed into the CGU who will maintain a central, transparent register.

- All BIK to be reported to the Finance Committee, annually in the Autumn. A standardised template will be provided to all department for completion throughout the year.

Role of the Central Grants Unit (now known as the Central Funding and Charity Management Team – ‘CFCMT’):

- The CGU will provide training, support and advice to Departments/ Institutions on BIK decision-making and reporting.
- The CGU will provide a checklist for Departments/ Institutions to support with the decision-making around any new BIK or when reviewing old or longstanding BIK.
- The CGU will continue to collate BIK reporting across all Corporate Departments and Institutions and report annually to the Finance Committee in October.
- The CGU will ensure that all individuals nominated to manage a Department's BIK are aware of the BIK policy and process.
- For all internal queries please contact: grants@cityoflondon.gov.uk

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Appendix 2 – BIK analysis 2023/24

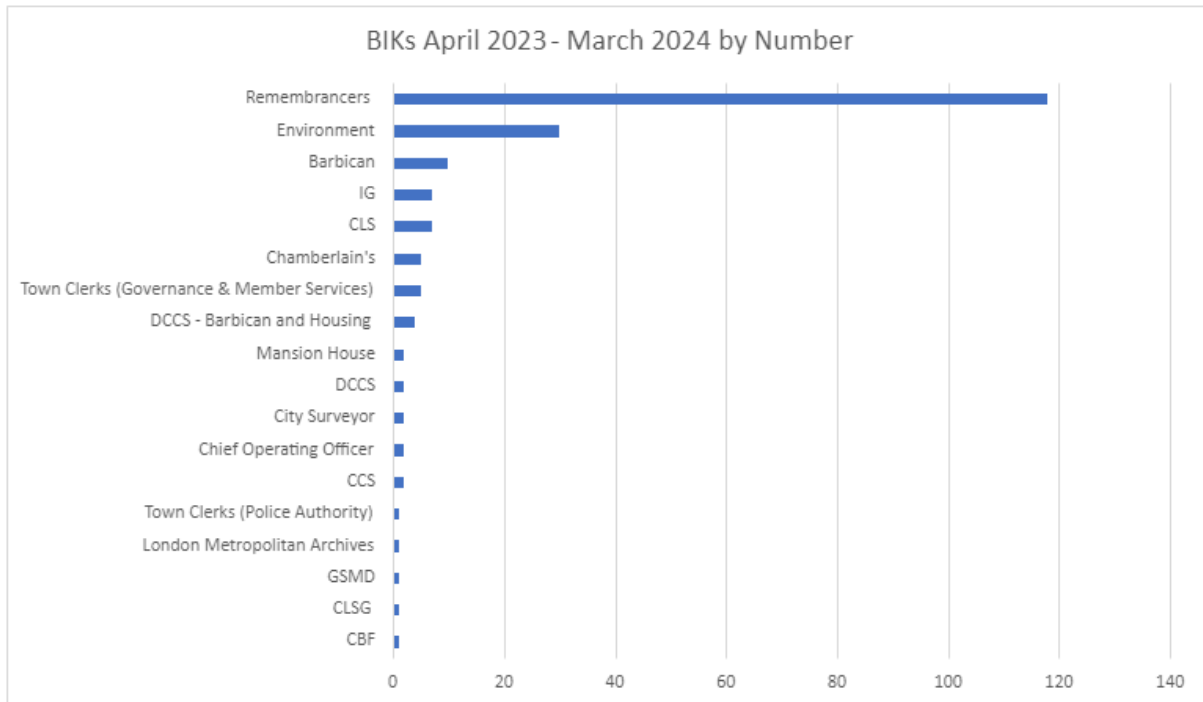
Breakdown per Department

Department	#BIK	£ BIK	£ New BIK
Barbican	10	£459,725	£12,000
CBF	1	£1,820	£0
CCS	1	£414	£0
Chamberlain's	5	£13,460	£0
Chief Operating Officer	2	£17,331	£0
City Surveyor	2	£12,439	£0
CLS	7	£145,573	£44,473
CLSG	1	£229	£229
DCCS	2	£39,000	£0
DCCS - Barbican & Housing	4	£69,190	£0
Environment	30	£134,555	£10,472
GSMD	1	£74,815	£0
IG	7	£92,836	£24,600
London Metropolitan Archives	1	£2,500	£0
Mansion House	2	£50,000	£0
Remembrancers	118	£2,369,479	£667,828
Town Clerks (Governance & Member Services)	5	£28,250	£0
Town Clerks (Police Authority)	1	£1,000	£0
	200	£3,512,615	£759,602

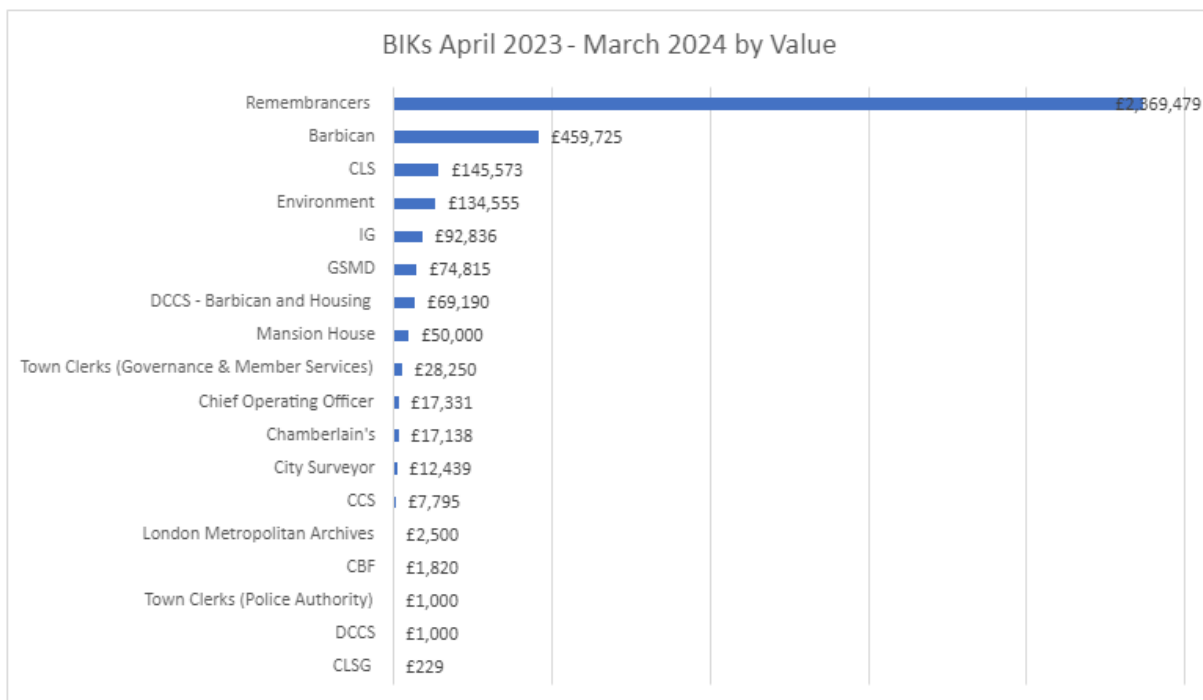
Comparison of BIK between Financial years:

	22-23	23-24	Difference
Number of BIK	173	200	27
Number of New BIK	18	53	35
Number with Monetary Value	151	197	46
Total BIK value	£2,010,084.00	£3,512,615	£1,502,531.00
Total New BIK value	£144,548.00	£759,602.00	£615,054.00

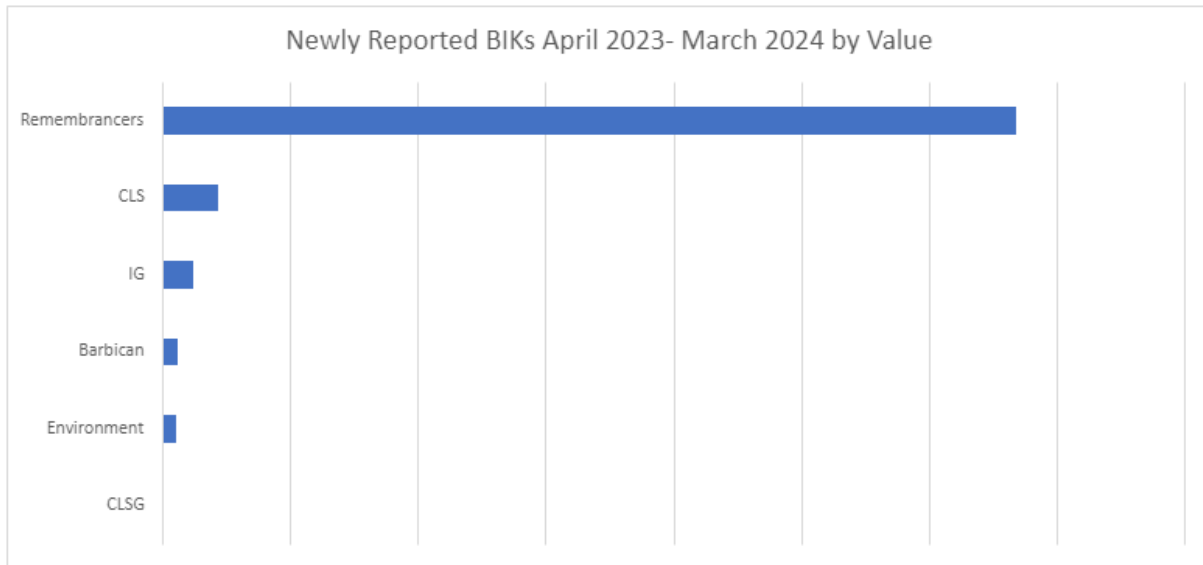
Number of BIK per Department 2023/24



BIK by Monetary Value per Department



Newly Reported BIK by Value:



As outlined in the report the majority of new BIK were awarded by the Remembrancers department through discounts on events.

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Appendix 3 - Funding to outside bodies analysis 2023/24

Breakdown by Department

Department	#	£
Barbican	1	£1,975,000.00
City Bridge Foundation	532	£85,558,997.00
City Educational Trust Fund	1	£650,000.00
City of London Freeman's School	0	£0.00
City of London Police	0	£0.00
City of London School	0	£0.00
City Surveyors	0	£0.00
Communications	0	£0.00
Comptroller & City Solicitor	0	£0.00
Corporate Strategy	0	£0.00
DCCS	40	£2,599,096.00
Destination City/ Culture Team	9	£72,807.00
EDI	0	£0.00
Emanuel Hospital Charity	1	£228,364.00
Environment	16	£1,563,923.00
GSMD	1	£28,000.00
Innovation & Growth	8	£1,573,959.00
Mansion House	2	£1,618.65
Natural Environment	6	£73,635.00
Occupational Health	0	£0.00
Remembrancers	9	£504,635.00
Sir William Coxen Trust Fund	1	£370,000.00
Town Clerks	0	£0.00
The London Archives (Formally LMA)	1	£2,500.00
Health and Safety	0	£0.00
Chamberlain's	1	£2,070.00
The Guildhall Library	1	£14,000.00
	629	£93,243,604.65

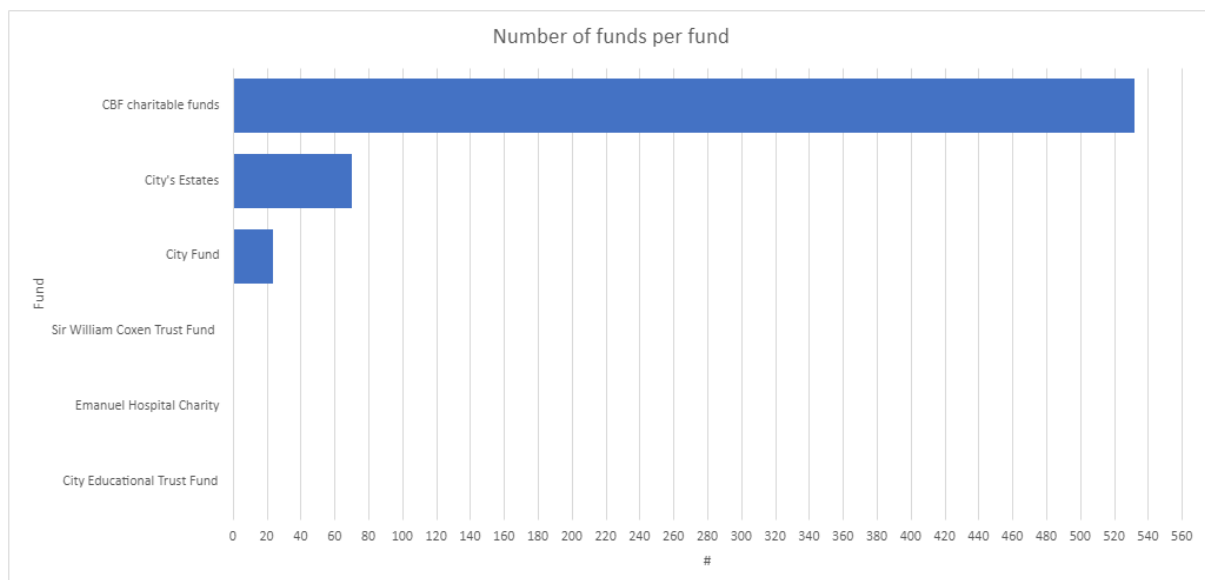
Breakdown of number of grants per fund:

Fund	Number
City Educational Trust Fund	1
Emanuel Hospital Charity	1
Sir William Coxen Trust Fund	1
City Fund	24
City's Estates	70
CBF charitable funds	532

Breakdown of amount per fund:

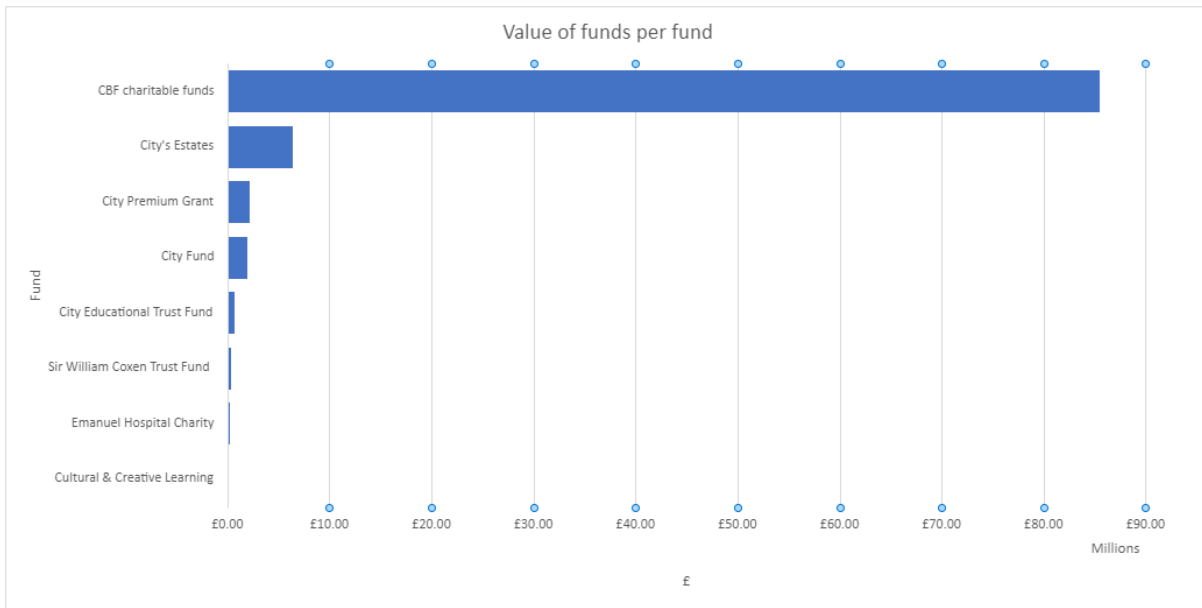
Fund	£
Cultural & Creative Learning	£186,384.00
Emanuel Hospital Charity	£228,364.00
Sir William Coxen Trust Fund	£370,000.00
City Educational Trust Fund	£650,000.00
City Fund	£2,004,382.00
City Premium Grant	£2,225,100.00
City's Estates	£6,404,791.65
CBF charitable funds	£85,558,997.00

Analysis of Funds:

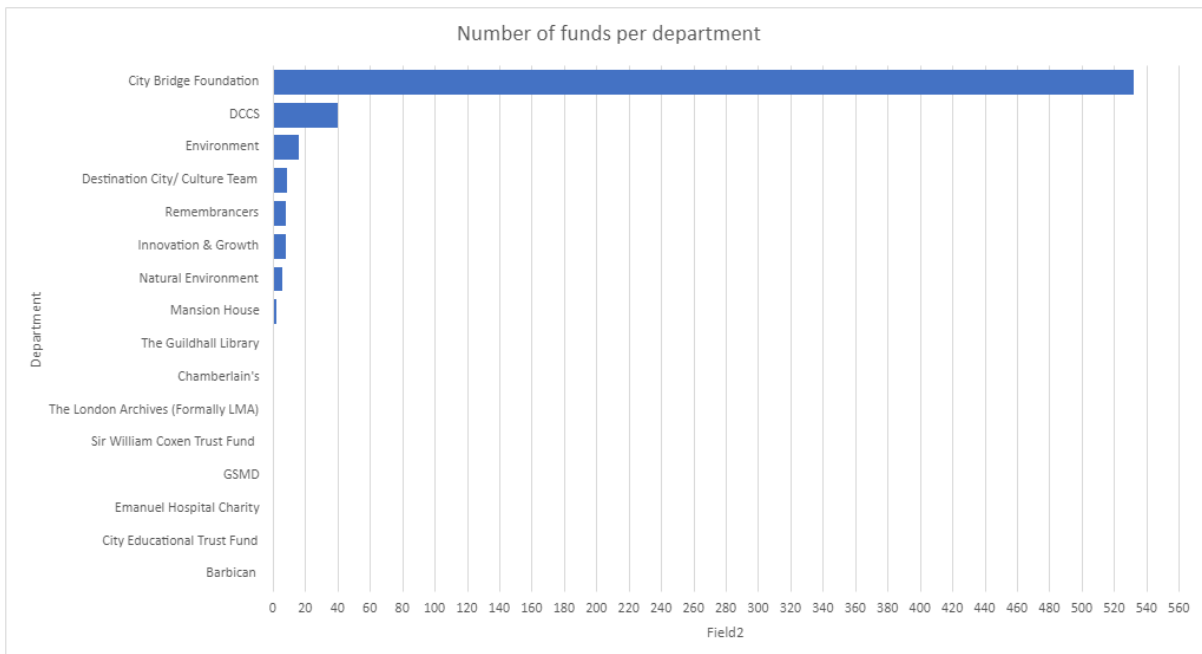


As outlined in the report most of the grants awarded in 2023/24 were from the City Bridge Foundation in furtherance of its charitable objects.

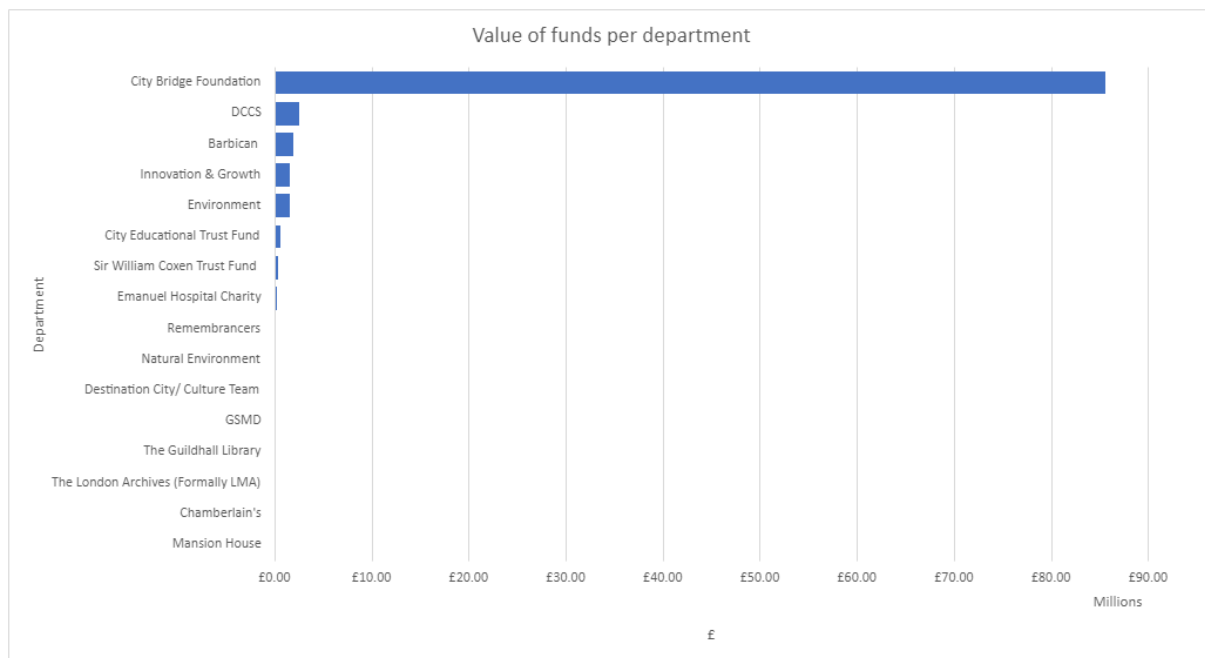
Value Per Fund:



Number of funds per Department:



Value of Funds per Department:



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Committee(s): Policy & Resources Committee - For Decision	Dated: 16/01/2025
Subject: Community Infrastructure Levy Neighbourhood Fund – Administrative Updates	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Diverse Engaged Community; Vibrant Thriving Destination; 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: Simon Latham, Interim Managing Director of the City Bridge Foundation	For Decision
Report author: Jack Joslin, Head of Central Funding and Charity Management Team	

Summary

The City Corporation adopted a Community Infrastructure Levy (CIL) in 2014. National CIL Regulations require that 15% of CIL receipts be reserved for neighbourhood funding. Local authorities are required to engage with communities on how this neighbourhood funding should be used to support development of the area. Local authorities are required to report annually on the collection and use of CIL funds, identifying separately the amount of funds allocated to neighbourhood funding. The Community Infrastructure Levy Neighbourhood Fund (CILNF) application process is managed by the Central Funding & Charity Management Team (CFCMT), with Officers assessing applications and providing support to Committee in the consideration of larger applications. The administrative cost incurred in operating the CILNF is recoverable from the 5% of City of London CIL funds allowed to cover such costs in the Regulations.

Members are asked to approve the updated Terms of Reference for the Resource Allocation Sub-Committee (RASC) and to note the findings of the evaluation of the CILNF grant programme to date.

Recommendations

Members are recommended:

1. To approve the updated Terms of Reference for RASC (**Clause 3**)
2. To note the administrative change made to the CILNF Policy under delegated authority (**Appendix 1**).
3. To note the findings of the evaluation of the CILNF grant programme to date (**Appendix 2**).

Main Report

Background

1. Management of the City of London's CILNF process is aligned with the City's existing grant allocation process, through the Central Funding & Charity Management Team (CFCMT). Applications to the CILNF undergo a process of due diligence and assessment by Funding Managers with detailed financial assessment undertaken by the Charity Finance Team before sign off by the Funding Director. Eligible applications are then presented to the CILNF Officer Panel for recommendation or delegated decision. The CILNF Officer Panel comprises of 11 Senior Officers from across the spectrum of CoL Services (Community & Children's Services, Libraries, Environment, Planning, Green Spaces, Town Clerk's, Chamberlain's, EEDI, Destination City) and is chaired by the Assistant Director - Planning. At the Officer Panel consideration is given to each proposal's outputs and outcomes, value for money in terms of social, environmental as well as financial value, equality and equity considerations.
2. As agreed at your Committee on 22 February 2024, CILNF Officer Panel was given delegated authority to approve applications for up to £100,000 with decisions for all applications above £100,000 to be undertaken by the Resource & Allocation Sub-Committee. This delegation was agreed to keep CFCMT decision-making in line with the increased delegations across CoLC. Importantly, it also allows for the quick (12 week) turnaround of smaller grants to community and grassroots organisations to increase the diversity of applicants to the CILNF programme, with the decision-making for grants for over £100,000 taking up to 6 months.

Current Position

3. As a consequence of your Committee's decision on 22 February 2024 to adjust the level of delegated authority to CILNF Officer Panel, RASC's ToR need to be updated accordingly as follows:
's) to consider funding bids in respect of the Community Infrastructure Levy Neighbourhood Fund of over ~~£50,000~~ £100,000;
4. Members are also asked to note for information an administrative change to the CILNF Policy amended by the Town Clerk via delegated authority as outlined in **Appendix 1**.
5. Additionally, Members are asked to note a recent analysis that was conducted by the CFCMT on the CILNF grant funded portfolio. The analysis provides an in-depth review of funded projects and an overview of the significant outreach the team has delivered. Key findings and an analysis of all the CILNF grants awarded to date is included at **Appendix 2** for information. The paper is the first comprehensive analysis of the grants awarded by the CILNF since its launch in 2020. 68 CILNF grants have been awarded over the funding programme's initial 45 months of operation (December 2020 to August 2024 inclusive) - a total of £8,155,330.

6. Grants awarded over this period have ranged in value from £7,885 (St Michael Cornhill) to £774,000 (Barts Heritage). At the request of members, in April 2024 the CFCMT initiated a programme of outreach to increase the diversity of applicants to the CILNF with a particular focus on supporting applications from community and grassroots organisations. Such applicants tend to have a low turnover and often new to grant funding applicants tend to request smaller value and shorter-term initial grants. These initial pilot phase and scoping grants are anticipated to be followed by requests for 3-4 year continuation grants once demand for, and impact of, projects has been evidenced.
7. In response to the CILNF outreach work there is a predicted 56% increase in the total number of grants for 2024/25 compared to the previous year. This correlates to the increase in pre-application advice sessions which have more than tripled each month. The outreach programme is still in its infancy and its outputs are not expected to be fully felt until at least April 2025.

Corporate & Strategic Implications

8. **Corporate Plan Implications:** the CILNF can resource community-led infrastructure improvements and activity across the City and contribute towards meeting the four aims of the Corporate Plan 2024-29 - Diverse Engaged Communities, Providing Excellent Services, Vibrant Thriving Destination and Flourishing Public Spaces.
9. **Security Implications:** the CILNF fulfils a statutory requirement for the spending of CIL. There are no direct security implications, though future funded projects may bring security benefits.
10. **Financial Implications:** the CILNF makes use of that proportion of City CIL monies which are required by statute to be used to assist in the delivery of new infrastructure to meet community needs (15% of CIL funds). The costs of management of the grant application process will be met through the 5% of CIL funds set aside by statute to cover CIL administration.
11. **Equalities and resourcing implications:** the CIL Neighbourhood Fund and revised policy have been subject to a full Equalities Impact Assessment. The Equalities Impact Assessment has concluded that there are no adverse impacts arising for equality groups and social mobility. The CFCMT has developed an Equalities Action Plan outlining the actions it will take to improve the positive equalities impact of the CILNF.

Conclusion

12. The CILNF grant assessment process is managed by the City Corporation's CFCMT in line with IVAR/London Funder's Open and Trusting grant-making principles, with Officers assessing applications and providing support to RASC in the consideration of larger applications. Members are asked to approve the updated RASC Terms of Reference, to note the recent administrative change to the CILNF Policy and to note the key findings of the evaluation of the CILNF grant programme to date.

Appendices

Appendix 1 – CIL Neighbourhood Fund Policy (Nov 2024)

Appendix 2 – Analysis of CILNF grants – Key Findings (Oct 2024)

Background Papers

Report to Policy & Resources Committee 02/05/2019: City of London Community Infrastructure Levy – Approval of Neighbourhood Fund

Report to Policy & Resources Committee 22/02/2024: Community Infrastructure Levy Neighbourhood Fund – Approval of updated Community Infrastructure Levy Neighbourhood Fund Policy

Jack Joslin

Head of Central Funding and Charity Management Team

E: jack.joslin@cityoflondon.gov.uk

Updated through Town Clerk delegated authority 20 November 2024; notified to RASC 11 December 2024; notified to P&R Committee 16 January 2025

City of London

Community Infrastructure Levy

Neighbourhood Fund Policy



City of London Community Infrastructure Levy

Neighbourhood Fund Policy

CIL introduction and legislative background

1. The Community Infrastructure Levy is a charge levied on new development, introduced by the Planning Act 2008. It is intended to help local authorities deliver the infrastructure needed to support development. The power to set a charge came into effect from April 2010, through the Community Infrastructure Levy Regulations 2010, which have subsequently been amended.
2. The City of London Corporation implemented a Community Infrastructure Levy (CIL) for the City of London from 1 July 2014.
3. Further information on the City of London's CIL is available on the City Corporation's website at <https://www.cityoflondon.gov.uk/services/planning/planning-policy/community-infrastructure-levy-cil-and-planning-obligations-s106>

CIL Neighbourhood Fund Requirements

4. Community Infrastructure Levy Regulations require that 15% of CIL receipts should be reserved to enable the delivery of neighbourhood priorities. These receipts should be passed directly to existing parish and town councils where development has taken place. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities as identified in the neighbourhood plan.
5. Where there is no existing parish, town or community council, neighbourhood plan or development order, then the local authority will retain neighbourhood CIL funds, but should engage with communities where development has taken place and agree with them how best to spend the neighbourhood CIL.
6. Within the City of London, there are no existing parish, town or community councils. There is one neighbourhood forum – the Barbican & Golden Lane Neighbourhood Forum. There are no adopted neighbourhood plans or neighbourhood development orders. Given that the City is little over one square mile in area, the City Corporation

considers that it should be regarded as two neighbourhoods for the purposes of collection and spending of CIL Neighbourhood Funds. The City Corporation therefore retains the CIL Neighbourhood Fund and should seek community views on how this Fund should be used.

Community Definition

7. The City of London has a resident population of approximately 8,000 and a daily working population of approximately 513,000 occupying nearly 9 million square metres of office floorspace. For the purposes of the CIL Neighbourhood Fund, 'community' is defined as local residents, City workers and the owners and occupiers of City buildings.

What can the City of London's CIL Neighbourhood Fund be used for?

8. CIL Regulations 59(C) and 59(F) require that the Neighbourhood Fund be used to support the development of the neighbourhood. The scope of projects that can be funded by the Neighbourhood Fund is wider than that for general CIL funds and comprises:
 - a. The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. Anything else that is concerned with addressing the demands that development places on an area.
9. This definition is deliberately wide and allows the City Corporation to work collaboratively with local communities to determine priorities and how the Fund should be used.
10. For the purposes of the CIL Neighbourhood Fund the City Corporation considers infrastructure to include the construction, refurbishment, repair, restoration, repurposing, expansion or fit out of new or existing buildings or open space; lighting; public art; street furniture or other physical improvement that enhances the neighbourhood for the benefit of City of London communities.
11. The CIL Neighbourhood Fund can also fund the reasonable on-going maintenance costs of funded infrastructure improvements for up to a maximum of three years from the completion of the infrastructure provided that the maximum grant award of £500,000 is not exceeded and that the maximum five year length of grant award is not exceeded.

12. The CIL Neighbourhood Fund can fund the costs of an Access Audit prior to a subsequent application for infrastructure improvements.
13. CIL Regulations allow greater flexibility in the use of the Neighbourhood Fund compared with other CIL expenditure. Neighbourhood Funds may therefore be used to fund revenue expenditure and activities including events, workshops, celebrations, projects or anything else that addresses the impact of development on the neighbourhood.
14. To avoid creating long term commitments on the Neighbourhood Fund, any requests for revenue funding should be clearly justified, showing demonstrable community benefit, and time limited to a maximum of 5 years.
15. Projects should be delivered within the agreed timescale (maximum 5 years from the date of grant awarded) unless a grant extension is agreed.
16. In recognition of the value in providing continuous and consistent support to City communities through work funded via the CIL Neighbourhood Fund, organisations will be permitted to reapply for funding at the end of a grant to provide funding for up to a maximum of 5 years from the date of the initial grant awarded. Applicants in receipt of 5 years of funding will not be eligible to reapply for CIL Neighbourhood Funding for a period of 12 months. Any organisation seeking to reapply to the CILNF will have to demonstrate a successful track record of delivering positive outcomes for City communities in their previously funded work. The CIL Neighbourhood Fund will need to balance a portfolio of existing organisations and new applicants to the CIL Neighbourhood Fund to ensure that the funds available are not concentrated in a small number of returning organisations.

Community Priorities

17. The City of London's Statement of Community Involvement May 2023 as approved by the Planning and Transportation Committee sets out how the City Corporation will engage with City communities to ensure that consultations are effective, inclusive and open and accessible for everyone.
18. The Statement of Community Involvement (May 2023) section 3.30 states that public consultation should be carried out on a regular basis a The CIL Neighbourhood Fund and consultation are managed within the City Corporation by the Central Grants Unit. The Central Grants Unit should undertake occasional consultation on community funding priorities to

inform changes to the CIL Neighbourhood Fund structure and funding regime. This consultation will take place over a minimum six-week period, with information published on the City Corporation website and information sent to consultees on the City Plan consultee database, plus other interested parties identified by the Central Grants Unit.

19. The City Corporation community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2019 identified support for the Fund to be used primarily to deliver infrastructure and services that meet local community identified needs.

20. Community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2023 identified support for the Fund to be use for the following priorities and identified needs:

- a) Preserving existing and creating of more green space in the City including estate gardens and support for gardening clubs.
- b) Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty.
- c) Sporting, exercise and health activities including promoting walking and cycling.
- d) Activities and services for children, young people and families.
- e) Making public spaces and services fully accessible for disabled people and the elderly.
- f) Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support.
- g) Mitigating climate change & enhancing biodiversity & wildlife.
- h) Improving street cleanliness.

21. When there are too many strong applications for the Neighbourhood Funds available, determination of applications will consider the extent to which the application meets one or more of the following cross-cutting criteria:

- a. Proposals that enable everyone to flourish and reach their future potential regardless of their socio-economic background.

- b. Proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come.
 - c. Proposals that ensure community engagement and empowerment in decision making about activities and services offered.
22. A full review of the Neighbourhood Fund, including priorities and governance, will be undertaken at least every 5 years.

Governance Process

23. The City Corporation's CIL Neighbourhood Fund will be allocated following the assessment of eligible applications that meet the assessment criteria for infrastructure projects or activities that take place within the City of London and which benefit City of London communities.
24. The determination of these applications will rest with the City Corporation.
25. The City Corporation will publish details of funded applications on the City Corporation's website at: [CIL Neighbourhood Approved Grants](#).
26. The City Corporation will prepare an annual report for the CIL Neighbourhood Fund as a separate item within the wider annual CIL and s106 monitoring report. The Neighbourhood Fund monitoring will include details of:
- Total CIL Neighbourhood Fund receipts for the reporting year;
 - Total CIL Neighbourhood Fund expenditure for the reporting year;
 - Details of CIL Neighbourhood Fund expenditure for the reporting year, including the amount spent on each individual project;
 - Total CIL Neighbourhood Fund monies remaining.

Application Process

27. The application process will be managed by the City Corporation's Central Grants Unit. Information about the Neighbourhood Fund and how to apply will be posted on the City Corporation's website at: <https://www.cityoflondon.gov.uk/about-us/working-with-community/community-infrastructure-levy-neighbourhood-fund>

28. Applications can be made at any time and should be submitted via an online application form which will be posted on the City Corporation's website at:
<https://citycorporationgrants.my.site.com/fundingprograms/s/funding-program/a028d00000Bp70V/cil-neighbourhood-fund>

Eligibility Criteria

29. CIL Neighbourhood Fund applications will be accepted from the following types of organisation:
- Constituted voluntary organisations and resident associations
 - Constituted business organisations and associations
 - UK Registered charities
 - Registered community interest companies (CIC)
 - Charitable companies (incorporated as not for profit)
 - Registered charitable incorporated organisations
 - Exempt or excepted charities
 - Registered charitable industrial and provident society (IPS) or charitable community benefit society (BenCom).
30. Applicant organisations should have a clear set of governing rules and governing document appropriate to their legal status.
31. Applicant organisations should have a minimum of three unrelated members on their governing body.
32. Applicant organisations are required to provide at least one year's signed, audited or independently examined accounts for the organisation.
33. Applicants should have robust financial procedures in place to ensure that funds are used appropriately. The applicant must have an ordinary business bank account and all cheques from the bank account must be signed by at least two individual representatives of the organisation who are not related to one another and who do not live at the same address.
34. Applications must be for infrastructure or activities that benefit City of London communities and take place within the City of London. Applications should demonstrate City-based support.

35. Applications cannot be accepted from individuals. Individuals who wish to apply for funding should do so through a City-based constituted organisation or group falling into the above definition.
36. Applications will not be accepted from political parties or organisations involved in political lobbying.
37. Applications from City Corporation ~~Service Departments~~ teams, divisions and institutions will be accepted where they:
 - Have the support of a City-based community group, or
 - Can demonstrate that delivery will meet community priorities, either through consultation with communities, or through an adopted City Corporation strategy which can demonstrate community support.
38. Applicant organisations should have a safeguarding policy that ensures the organisation provides a safe and trusted environment which safeguards anyone who comes into contact with it, including beneficiaries, staff and volunteers. Application organisations seeking funding for activities with or for young people and vulnerable adults must have a robust safeguarding policy in place which outlines procedures, training, incident reporting and safeguarding risks.
39. Applicants in receipt of a rejected application cannot reapply to CIL Neighbourhood Fund for 12 months from the submission date of the rejected application.
40. Applicants may have no more than one active CIL Neighbourhood grant at any time.
41. Applications for infrastructure funding to mitigate the direct impacts of specific development will not be accepted. Such mitigation should be delivered as part of the development process and funded through s106 Planning Obligations.
42. Applications to fund projects which are already in receipt of other City CIL funding, s106, or s278 funding for site specific mitigation will not normally be accepted.
43. Applicant organisations who have received five year's funding will be subject to a fallow period of 12 months before they can reapply for CIL Neighbourhood Funding. The start of funding will be measured from the date of first grant awarded. Continuous funding will be considered as funding in each of the five calendar years from the date of grant awarded irrespective of short gaps between the allocation of

continuation grants. The 12 month fallow period will be measured from the date of approval of the applicant's Year Five Information & Learning End of Project report.

Application Advice

44. The Central Grants Unit provides pre-application advice and support to applicants. The Central Grants Unit will also provide feedback to unsuccessful applicants. Requests for advice should be emailed to grants@cityoflondon.gov.uk
45. The Central Grants Unit cannot provide assistance with project management or delivery of schemes funded through the Neighbourhood Fund.

Assessment Criteria

46. Applications should demonstrate that funding will be used to meet the Regulatory requirements for CIL funding set out in Community Infrastructure Levy Regulations, namely to support the development of the area by:
 - d. the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. anything else that is concerned with addressing the demands that development places on an area.
47. Applications should evidence of the feasibility, deliverability and sustainability of the project.
48. Applications should set out clear timescales for delivery.
49. Applications for infrastructure projects should have obtained all necessary planning and other consents prior to the release of funding.
50. Applications should not include expenditure for any spending commitments made before the date of grant awarded.
51. Applicants should not apply to CLINF for any part of a project that is already funded.
52. Applications that include a request for funding towards a post where the post holder will work more than 17.5 hours per week must submit a job description to outline the key roles and responsibilities of the post, the hours, the pay rate/salary.

53. We are a Living Wage Friendly Funder. Any post paid for in full or part by a grant must be paid the London Living Wage as a minimum.
54. Applications for funding to support infrastructure and projects should specify the activities (outputs) that will be delivered and the differences (outcomes) that will be achieved as a result of delivering the project. Applicants should submit a monitoring framework with measurable targets that sets out how the organisation will track progress against intended outputs and outcomes.
55. Applications for funding in excess of £100,000 should demonstrate how the project will deliver value for money, including through the identification of any contributory or match funding. This can include contributions in time or expertise, for example, where a local community delivers infrastructure improvements themselves, but is not necessary for a successful bid.
56. Applications for infrastructure projects in excess of £100,000 should seek three quotes for all elements of intended work/materials over the value of £10,000. Submission of original quotes may be requested during the assessment process. Applicants should indicate which quote they consider represents best value for money. When assessing value for money the City Corporation will consider environmental value, social value as well as financial value.
57. Applications for the realisation of infrastructure projects of £100,000 or more should usually evidence that an access audit has been undertaken in relation to the proposed project and that its recommendations have informed the submitted proposal.

Value of Bids

58. The minimum value for applications to the CIL Neighbourhood Fund is £10,000, with the exception of applications for the funding of access audits for which there is no minimum. Applicants seeking smaller grants should consider applying to the City Corporation's Stronger Communities Fund: <https://www.cityoflondon.gov.uk/about-us/working-with-community/central-grants-programme/stronger-communities>
59. The maximum grant awarded from the CIL Neighbourhood Fund is £500,000.
60. The total value of any grant/s awarded or consecutive grants awarded to the same applicant organisation cannot exceed £500,000 within any

5 year (60 month) period measured from the date of grant awarded of the initial grant to the applicant organisation.

Awards Process

61. The determination of applications will be made through a combination of officer delegation and Committee approval, depending on the financial value of the application.
62. Funding applications for under £100,000 will be determined by City Corporation officers under delegated authority. Decisions should normally be made within 12 weeks of the receipt of a valid application.
63. Decisions taken under delegated authority will be reported to the Resource Allocations Sub-Committee.
64. Applications for £100,000 and over will be considered by the City Corporation's Resource Allocation Sub-Committee, normally on a quarterly basis. Applications will be considered as items in the public part of the meeting agenda. Decisions should normally be made within 6 months from the receipt of a valid application.
65. Where a grant has been awarded for revenue expenditure, applicants have up to one year from the date of the grant letter in which to begin to draw down funds. Where a grant has been awarded for capital expenditure, applicants have up to two years from the date of the grant offer letter in which to draw down funds. The grant offer may be revoked where the grant is not drawn down as outlined above unless an alternative timescale has been agreed in writing. The City Corporation will monitor delivery of projects, including taking action to ensure that projects are delivered on time, or seek to recover funds if projects do not proceed within agreed parameters.
66. Applicants who withdraw their application during the assessment process may reapply to the CIL Neighbourhood Fund at any time.

Complaints Process

67. Any applicant wishing to complain or express dissatisfaction about the conduct, standard of service, actions or lack of action by the Central Grants Unit during the assessment of their application should follow the City of London's simple three-stage procedure outlined on the Corporation's website at: [Feedback - City of London](#). At Stage 1 complainants should contact grants@cityoflondon.gov.uk upon which their complaint review will be undertaken by the Head of Central Grants

Unit. A full response should be provided within ten working days. At Stage 2 a complaint review will be undertaken by the Chief Officer of the Department or a nominated Senior Officer (Chair of CILNF Officer Panel). A full response should be provided within ten working days or the complainant will be advised of any delay. At Stage 3 complainants should contact complaints@cityoflondon.gov.uk upon which a complaint review will be undertaken by the Town Clerk & Chief Executive or a Senior Officer acting on his/her behalf. A full response should be provided within ten working days or the complainant will be advised of any delay.

City of London's Community Infrastructure Levy Neighbourhood Fund Analysis of Grants Awarded

Key Findings

This paper provides the first comprehensive analysis of the grants awarded by the Community Infrastructure Levy Neighbourhood Fund since its launch in 2020. Notable findings of the grant analysis include:

- Approval rates for CILNF applications are more or less constant with between 70-80% of applications being recommended for funding each year.
- The average length of grant in 2024/25 is 1.75 years.
- Of the £8,155,330 grants awarded (to 1.10.24) £2,054,810 (25%) of total grant spend was towards infrastructure and capital elements and £6,100,520 (75%) was towards activities and service delivery.
- The value of the capital elements to grants awarded is not as large as may have been expected, with 72% of the grants with a capital element awarded less than £100,000 and a third (33%) awarded a capital element of less than £25,000.
- Although 43% of grants with a capital element were awarded to grantees in the religious sector the average value of these grants was relatively modest (£74,316) compared to the average value of capital elements awarded to VCS sector organisations (£249,775) and culture/arts sector organisations (£237,321).
- 18% of grantee organisations had a turnover of £5+m, but almost a third (28%) of grants were awarded to small organisations with a turnover of less than £100k.
- Although a quarter of CILNF grantee organisations (25%) were user-led (with representation from beneficiaries within the management and/or Board) including 9% BAME-led. By comparison the value of grants to user-led organisations £1,367,104 was only 16% of the total value of CILNF grants awarded. Of concern, is that the average grant to BAME-led grantee organisations was only £46,651 – approximately a third of the value of the average grant to non-user led organisations.
- 57% of the total value of CILNF grants awarded £4,641,404 have been given to grantees working in the cultural and heritage sectors with the lion's share having been awarded to grantees from the cultural sector (40% of total CILNF funds awarded - £3,263,754). This reflects CILNF's historic focus supporting the delivery of the Destination City strategy.
- By comparison grantees from the health sector and the youth sector are few in number and have been awarded 3% or less each of the total CILNF pot with low average grants of £50,085 and £48,485 respectively.
- In relation to the City of London's Corporate Plan Strategic Outcomes many CILNF funded projects delivered more than one Corporate Plan Strategic Outcome. Almost half of the grants (46%) awarded to date have increased community cohesion meeting the strategy to create 'Diverse engaged communities'. 44% of CILNF grants awarded have increased weekend footfall meeting the CoL's strategy to create a 'Vibrant Thriving Destination'. Almost a third of grants (32%) have improved the public realm and/or cultural icons delivering 'Flourishing public spaces'.
- Grants often simultaneously benefitted a specific community and general beneficiaries. 75% of all CILNF grant funded projects benefitted general beneficiaries. A quarter (25%) of all CILNF grants benefitted children under 11 years old and a further 25% benefitted young people/youth aged 11-25 years. 18% of funded projects benefitted minoritised ethnic groups. However CILNF funded projects benefitting LGBTQ+ communities and People with learning difficulties were almost absent from the funded portfolio.

City of London's Community Infrastructure Levy Neighbourhood Fund Analysis of Grants Awarded

Background

1. This paper provides the first comprehensive analysis of the grants awarded by the Community Infrastructure Levy Neighbourhood Fund since its launch in 2020, primarily in order to establish a baseline from which to measure future changes to the impact of fund in response to the programme of CILNF outreach work that has been initiated.
2. The paper analyses the impact and learning from 68 CILNF grants awarded over the funding programme's initial 45 months of operation (December 2020 to August 2024 inclusive) by addressing the key learning questions agreed for the programme.
3. The CILNF is an atypical grant funding programme in relation to both the type of organisation that is eligible to apply and the breadth of projects which it is able to fund. These USPs are its key strengths enabling it to be responsive to, rather than to prescribe, local community needs. In line with embedding EDI within funding best practice, CILNF has a rolling deadline and offers the potential for long-term 5-year funding providing flexibility for applicants and enabling them to plan further ahead. The programme's management is underpinned by the CILNF Equalities Action Plan and reviewed against IVAR's Open and Trusting Grant-Making for Public Agencies.
4. During the Summer 2023 City communities were engaged through public consultation to determine their priorities for the CILNF. Surveys were received from 207 respondents of which 40% of respondents lived in the City, 38% of respondents worked in the City and 22% of respondents both lived and worked in the City. Respondents identified eight community priorities which were incorporated in the updated CILNF Policy in January 2024. Applications for CILNF now need to meet at least one community priority:
 - a. Preserving existing and creating of more green space in the City including estate gardens and support for gardening clubs.
 - b. Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty.
 - c. Sporting, exercise and health activities including promoting walking and cycling.
 - d. Activities and services for children, young people and families.
 - e. Making public spaces and services fully accessible for disabled people and the elderly.
 - f. Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support.
 - g. Mitigating climate change & enhancing biodiversity & wildlife.
 - h. Improving street cleanliness.

Value and distribution of grants over time

5. The first CILNF grant was awarded on 15 December 2020 and the programme has been in operation for 3 years and 9 months as at end August 2024 (45 months). A total of £8,155,330 in grants has been awarded over this period.
6. Grants awarded over this period have ranged in value from £7,885 (St Michael Cornhill) to £774,000 (Barts Heritage). Of the top five largest grants awarded, 3 were awarded in 2022/23 corresponding to the year with the highest average value of grant awarded £221,396. See Table 1.

Financial Year	No of months	No of grants awarded	Value of grants awarded in year	Average value of grant awarded
2020/21	4	4	£406,410	£101,603
2021/22	12	20	£1,985,085	£99,255
2022/23	12	14	£3,099,542	£221,396
2003/24	12	18	£1,609,037	£89,391
2024/25	5	12	£1,055,256	£87,938
Total	45	68	£8,155,330	£119,931

7. The average value of grants awarded dropped significantly in 2023/24 due in part to the closure of the CILNF to large applications whilst the CILNF community consultation was undertaken. Whilst this temporary closure may have artificially lowered the value of the average grant that year, subsequently the value of the average grant awarded in the first five months of 2024/25 is similarly low £87,938 (see Table 1). This coincides with the start of the CILNF outreach programme to increase the number and broaden the range of applications to the funding programme with a specific focus on supporting community and grassroots organisations. Such applicants tend to have a smaller turnover and often new to grant funding tend to request smaller value and shorter term initial grants. These initial pilot phase and scoping grants are anticipated to be followed by requests for 3-4 year continuation grants once demand for, and impact of, projects has been evidenced.
8. There have been 68 grants awarded to date from a total of 98 applications – an average of 18 grants awarded per year. There have been 12 applications to date in the first 5 months of 2024/24 which with seasonal peaks and troughs could be anticipated to rise to 29 grants in total for the year – a 56% increase on the total number of grants in the previous year. This correlates to the increase in pre-application advice sessions that have been given in the months since the CILNF outreach programme began with an average of 17.3 pre-application sessions per month since June 2024 – more than triple the average number of sessions provided in the previous 9 months. The outreach programme is still in its infancy and its outputs are not expected to be fully felt until at least April 2025.
9. Approval rates for CILNF applications are more or less constant with between 70-80% of applications being recommended for funding each year with other applications either being rejected or withdrawn by the applicant during assessment. See Table 2.

Financial Year	No of months	Total applications	No of applications rejected	No of applications withdrawn	No of grants awarded	% approval rate
2020/21	4	13	4	5	4	31%
2021/22	12	25	2	3	20	80%
2022/23	12	20	3	3	14	70%
2023/24	12	25	3	4	18	72%
2024/25	5	15	1	2	12	80%
Total	45	98	13	17	68	

10. Whilst the CILNF can fund applications up to £500,000, the fund is in fact characterised by its award of grants of less than £100,000. 66% of CILNF grants to date (45 grants) have been for less than £100,000 (see Table 3). Ignoring the possible anomaly of grants awarded in 2023/24 when the fund was shut to large applications for part of the year, subsequently in 2024/25 the proportion of grants awarded of less than £100,000 has

continued to rise with 92% of grants awarded in this financial year (2024/25) being less than £100,000.

Financial Year	No of months	No of grants awarded	No of grants awarded < £100k	% of total grants awarded < £100k
2020/21	4	4	2	50%
2021/22	12	20	11	55%
2022/23	12	14	6	43%
2023/24	12	18	15	83%
2024/25	5	12	11	92%
Total	45	68	45	

Length of grants awarded

11. In line with funding best practice and in response to the CILNF public consultation CILNF Policy was updated in January 2024 to explicitly allow continuous funding for up to a maximum of five years. However, there has been as yet no particular change in the average length of grant over the last four years (see Table 4). Note in 2023/24 CILNF was shut to large applications for part of the year. The average length of grant in 2024/25 is 1.75 years.

Financial Year	No of months	No of grants awarded	Average length of grant in years
2020/21	4	4	2.25
2021/22	12	20	1.75
2022/23	12	14	1.86
2023/24	12	18	1.3
2024/25	5	12	1.75
Total	45	68	

12. 82% of CILNF grants awarded are for two or less years in duration, with only 3% of grants awarded to date being for the maximum 5 years (see Table 5).

Length of grant	No of CILNF grants since programme launch	% of CILNF grants since programme launch
1 year	40	59%
2 year	16	23%
3 year	8	12%
4 year	2	3%
5 year	2	3%
Total	68	

13. There is no discernible trend in the length of grants awarded. See Table 6.

Financial Year	No of months	% of 1 year grants awarded	% of 1 or 2 year grants awarded	% of 3, 4 or 5 year grants awarded
2020/21	4	50%	50%	50%
2021/22	12	50%	80%	15%
2022/23	12	50%	71%	29%

2023/24	12	78%	94%	6%
2024/25	5	58%	83%	17%
Total	45			

Continuation/Repeat Funding

14. In January 2024 CILNF Policy was amended to prevent applicants becoming reliant on CILNF funding by introducing a 12 month fallow period after 5 years of continuous funding and introducing a maximum grant over a five year period of £500,000. Prior to this there was no clear maximum award from the fund.

Organisation	No of grants	Total value of grants awarded
Barbican Centre Trust	4	£737,807
Age UK City of London	3	£188,121
Pollinating London Together	2	£500,000
New Diorama	2	£335,640
Urban Learners	2	£105,250
Ramadan Tent Project	2	£52,350
Tempo Time Credits	2	£49,869

15. To date only 7 organisations have received two or more CILNF grants of which Barbican Centre Trust (Communities Team) has received four and Age UK City of London three grants. Only two of these repeat grantees have reached or exceeded the new CILNF maximum grant level. See Table 7.

Capital v. Activity Spend

16. Since the CILNF opened a total of £8,155,330 has been awarded in grants (to 1.10.24) of which £2,054,810 (25%) of total grant spend was towards infrastructure and capital elements and £6,100,520 (75%) of total grant spend was towards activity and service delivery.
17. The value of funding towards capital and infrastructure projects is relatively stable each year at approximately £435,000 to £500,000 per year – although we only have figures for the first five months of 2024/25 to date. Conversely the percentage of grants in each financial year with a capital element is diminishing over time (see Table 8).

Financial Year	No of grants with capital element	% of grants awarded with capital element	No of grants awarded	Value of capital element awarded	Value of activity element awarded
2020/21	3	75%	4	£230,301	£176,109
2021/22	6	30%	20	£435,268	£1,549,817
2022/23	5	36%	14	£443,713	£2,655,829
2023/24	3	17%	18	£490,886	£1,118,151
2024/25	1	8%	12	£454,642	£600,614
Total	18		68	£2,054,810	£6,100,520

18. The value of the capital elements to grants awarded is not as large as may have been expected given the nature of the fund, with 72% of the grants with a capital element

awarded less than £100,000 and a third (33%) awarded a capital element of less than £25,000 (see Table 9).

Value of capital element of grant	No of grants with capital element	% of grants with a capital element
< £25k	6	33%
£25k-£49,999	4	22%
£50k-£99,999	3	17%
£100k-£249,999	1	6%
£250k+	4	22%
Total	18	

19. Only 22% of grants had a capital element of a value of more than £250,000. The capital element of grants ranged from £7,855 to £454,642 (London Symphony Orchestra). The other three significant grants with a capital element were: Barbican Association £449,550; The Temple Church £311,000 (of a total grant of £408,500); Historic Royal Palaces £300,000.
20. By comparison the top six (single) grants for activity were: Barts Heritage £774,000; Museum of London £650,605; Barbican Centre Trust Ltd £272,370; Pollinating London Together £270,000; Temple Bar Trust £250,000; Parochial Church Council of the Ecclesiastical Parish of St Andrew by the Wardrobe £250,000.
21. Analysis of capital element of grant awarded by grantee organisation sectors shows that religious organisations were awarded the most grants with a capital element (8 grants total capital element value £594,532) but that the average value of these capital elements of the grants (£74,316) was less than an third of the value of capital elements of grants awarded on average to voluntary & Community/Residents Associations Sector organisations (£249,775) and Culture/Arts sector organisations (£237,321). So although 43% of grants with a capital element were awarded to grantees in the religious sector the average value of these grants was relatively modest. See Table 10.

Grantee Organisation Sector	No of grants with capital element	% of grants with capital element	Value of capital element of grants awarded to the sector	Average value of capital grant by grantee sector
Voluntary & Comm inc Residents Association	2	11%	£499,550	£249,775
Culture Arts	2	11%	£474,642	£237,321
Charitable company				
Heritage	3	17%	£353,650	£117,883
Health	1	6%	£65,301	£65,301
Livery Companies	1	6%	£49,791	£49,791
Religious	8	43%	£594,532	£74,316
Environment	1	6%	£17,344	£17,344
Total			£2,054,810	

Areas/wards specifically benefiting from CILNF grant funding

22. Only 19% of grants awarded were specific to a given ward, the other 81% of grants generated benefits across the City of London.
23. Wards benefiting from a location specific grant were: Farringdon Without (4 grants); Portsoken (34 grants); Aldersgate (1 grant); Bishopsgate (1 grant); Castle Baynard (1 grant); Cordwainer (1 grant); Cripplegate (1 grant).
24. 54% of the 13 ward specific grants were capital only, 23% of ward specific grants were for activity only and 23% of ward specific grants were for a mix of capital and activity.

Type of CILNF grantee organisations – turnover, user-led, sector

25. 39% of CILNF grantee organisations had a turnover of £1m or more with 18% of organisations having a turnover of £5m or more. Of those with a turnover of £5m or more 50% were cultural/arts organisations.
26. Significantly, 53% of CILNF grantee organisations had a turnover of under £1m with 28% of organisations having a turnover of less than £100k. Organisations with a turnover of less than £100k were constituted in a wide variety of ways including businesses, registered charities, CIC and constituted voluntary organisation and there was no predominant type of organisational model. (See Table 11).

Annual Turnover of grantee	No of grantees	% of grantees
£5m+	12	18%
£1m to £4,999,999	14	21%
£500k to £999,999	5	7%
£100k to £499,999	17	25%
< £100k	19	28%
D/K	1	1%

27. Almost two thirds of grantees (64%) were charities (Registered Charities, Charitable Companies and CIOs). However, there has been no notable change in the type of grantee organisation type over time. See Table 12.

Grantee organisation type	Number of grantees	% of grantees	Financial Year				
			2020/21	2021/22	2022/23	2023/24	2024/25
Registered Charity	24	35%	2	5	8	4	5
Charitable Company	17	25%	2	5	4	3	3
Business organisation/ association	8	12%	0	3	0	5	0
CIC	6	9%	0	2	0	1	3

Other (Churches, Livery Cos)	5	7%	0	3	1	1	0
Charitable Incorporated Organisation	3	4%	0	0	0	3	0
Constituted voluntary organisation or Resident Association	3	4%	0	1	0	1	1
Exempt or excepted charity	1	2%	0	0	1	0	0
IPS/Bencom	1	2%	0	1	0	0	0
	68						

28. A quarter of CILNF grantee organisations (25%) were user-led (with representation from beneficiaries within the management and/or Board) with 9% BAME-led. By comparison the value of grants to user-led organisations £1,367,104 was only 16% of the total value of CILNF grants awarded. Of concern, is that the average grant to BAME-led grantee organisations was only £46,651 – approximately a third of the value of the average grant to non-user led organisations. See Table 13.

29. Of the 17 user-led organisations 14 (82%) had a turnover of <£500K.

	Number of grantees	% of grantees	Value of grants to awarded	% of total CILNF spend to date	Average value of grant
BAME user led	6	9%	£279,907	3%	£46,651
Other user led	11	16%	£1,087,197	13%	£98,836
Not user led	51	75%	£6,788,226	84%	£133,102
Total	68		£8,155,330		

30. 57% of the total value of CILNF grants awarded £4,641,404 has been given to grantees working in the cultural and heritage sectors with the lion's share having been awarded to grantees from the cultural sector (40% of total CILNF funds awarded - £3,263,754). This reflects CILNF's historic focus to support the delivery of the Destination City strategy. The new CILNF Priorities introduced post public consultation in January 2024 do not include delivery of arts or culture unless they are delivering on one of the eight identified community priorities (See Clause 4).

31. Although 18% of CLINF grantees were from the religious sector, this sector has only been awarded 15% of the overall CILNF funds to date representing an average grant of £103,699 compared to an average grant to heritage sector grantees of £275,530, VCS/Residents Associations average grant £157,534 and Culture/Arts average grant £155,417.

32. Grantees from the culture/arts sectors represent the largest group of grant recipients, the largest value of grants awarded to any sector and a high average grant per

organisation. Whilst the culture/arts sector has received a lot of high value grants from the CILNF, by comparison grantees from the health sector and the youth sector are few in number and have been awarded 3% or less each of the total CILNF pot with low average grants of £50,085 and £48,485 respectively. See Table 14.

Grantee Organisation Sector	Number of grantees	% of grantees	Value of grants to awarded to grantees in sector	% of total CILNF spend to date	Average value of grant to grantees in sector
Culture/Arts	21	31%	£3,263,754	40%	£155,417
Heritage	5	7%	£1,377,650	17%	£275,530
Religious	12	18%	£1,244,382	15%	£103,699
Voluntary / Community including Residents Associations	4	6%	£630,137	8%	£157,534
Environment	6	9%	£597,960	7%	£99,660
Other	9	13%	£491,190	6%	£54,577
Health	5	7%	£250,423	3%	£50,085
Youth Provision	3	5%	£145,454	2%	£48,485
Infrastructure/ Advice	1	1%	£80,089	1%	£80,089
Livery Company	2	3%	£74,291	1%	£37,146
	68		£8,155,330		

Meeting Community Priorities

33. New Community Priorities were introduced in January 2024 but due to the time taken between application and decision the first grant awarded under the new CILNF Policy was not awarded until May 2024. As at August 2024 only 9 grants had been awarded that relate to the new CILNF Community Priorities.

CILNF Community Priority Met	No of grants	% of grants
Services for people from disadvantaged backgrounds	6	67%
Co-designed/community supported proposals	4	44%
Sport, exercise and health activities	3	33%
Children, young people and family activities	3	33%
Improving accessibility for disabled people and the elderly	3	33%
Developing green spaces and gardening clubs	2	22%
Mitigating climate change & enhancing biodiversity	1	11%
Improving street cleanliness	1	11%

34. Funded projects can meet more than one community priority. To date two thirds (67%) of grants awarded since May 2024 have delivered services for people from disadvantaged backgrounds and 44% of funded projects have been co-designed or evidenced community support for their proposals. All of the eight community priorities have been addressed through the grants awarded to since May 2024. See Table 15.

Main CILNF grant funding outputs and outcomes

35. CILNF grants were tagged in relation to their main grant purpose/output. 31% of CILNF grants to date delivered arts/culture including public art; the main focus of 16% of grants was the delivery of capital projects and restoration and the main focus of 12% of grants was the delivery of community celebrations & events. Other key outputs delivered through CILNF funding were Environmental improvement, climate action and biodiversity; access improvements; advice services; training, upskilling & employment; mental health services; sports and exercise. See Table 16.

Main grant purpose (outputs)	No of grants	% of grants
Arts/culture including public art	21	31%
Capital works and restoration	11	16%
Other	8	12%
Community celebrations & events	8	12%
Environmental improvement, climate action, inc biodiversity	5	7%
Access improvements	4	6%
Advice services	4	6%
Training, upskilling, employment	4	6%
Mental Health Services	2	3%
Sports & Exercise	1	1%

36. CILNF grants to date were also analysed in relation to the City of London's Corporate Plan Strategic Outcomes that the grants delivered. Many projects delivered more than one Corporate Plan Strategic Outcome. Almost half of the grants (46%) awarded to date have increased community cohesion meeting the strategy to create 'Diverse engaged communities'. 44% of CILNF grants awarded have increased weekend footfall meeting the CoL's strategy to create a 'Vibrant Thriving Destination'. Almost a third of grants (32%) have improved the public realm and/or cultural icons delivering 'Flourishing public spaces'. See Table 17.

Main grant purpose (outcomes)/ CoL's Corporate Plan Strategic Outcome	Number of grants	% of grants
Increased Community Cohesion - 'Diverse engaged communities'	31	46%
Increased weekend footfall - 'Vibrant Thriving Destination'	30	44%
Improved public realm & cultural icons - 'Flourishing public spaces'	22	32%
Reduced Social Isolation - 'Diverse engaged communities'	19	28%
Improved mental or physical health - 'Providing excellent services'	16	24%
Pathways to employment - 'Providing excellent services'	14	21%
Increased visitor spend - 'Vibrant Thriving Destination'	12	18%
Climate mitigation - 'Leading Sustainable Environment'	9	13%

Grant beneficiaries

37. 81% of CILNF grants awarded benefited both City of London residents and City of London workers. 19% of CILNF grants awarded were focused entirely on benefitting

City of London residents. No grants were awarded that only benefitted City of London workers.

- 38. Of the 13 projects whose beneficiaries were entirely City of London residents 62% were delivered by organisations with a turnover of less than £500k.
- 39. CILNF grants were tagged in relation to their main grant beneficiary groups. Grants often simultaneously benefitted a specific community and general beneficiaries. 75% of all CILNF grant funded projects benefitted general beneficiaries. A quarter (25%) of all CILNF grants benefitted children under 11 years old and a further 25% benefitted young people/youth aged 11-25 years. 18% of funded projects benefitted minoritised ethnic groups. However CILNF funded projects benefitting LGBTQ+ communities and People with learning difficulties were almost absent from the funded portfolio. See Table 18.

Main grant beneficiary group/s	Number of grants	% of grants
General beneficiaries/ no specific target gps	51	75%
Children < 11yr	17	25%
Young People/Youth 11-25yr	17	25%
Minoritised ethnic groups	12	18%
People with physical disabilities	7	10%
Older people	6	9%
People living in poverty	6	9%
Refugees/Asylum seekers	2	3%
Homeless People	2	3%
Looked After Children & Care Leavers	2	3%
LGBTQ+	1	1%
People with learning disabilities	1	1%

Responding to Public Consultation suggested CILNF operational improvements

- 40. Respondents to the public consultation were asked whether they had any suggestions on how the CILNF could improve how it operates. This question only received responses from 52% of respondents with a further 2% stating they had no suggestions. This reflected the fact that many respondents had little or no prior knowledge of CILNF.
- 41. Suggested improvements identified by over 5% or more of respondents were (in descending importance): Actively identify and reach out to potential applicants including grassroots community groups, sole traders, independents and businesses to make sure their needs are met (14%); Improve awareness of the fund through improved comms and promotion of success stories (11%); Transparency in relation to investment decisions (8%); Provide more information about the CILNF's funding criteria (6%).
- 42. These suggested improvements have informed and shaped the CILNF comms and outreach work since April 2024. Proactive outreach to identify and engage potential CILNF applicants through community stakeholders and other conduits is enabling the CFCMT team to develop a strong pipeline of applications with a specific focus on identifying and supporting community and grassroots groups to apply for funding. As at November 2024 we are aware of a pipeline of 37 CILNF applications that we are supporting to develop or are in preparation with an estimated value of £3,597,370.
- 43. Competition for local press coverage and social media from other services within the City of London is fierce, but CFCMT has secured dedicated comms support to place key stories and posts to raise the profile of the fund locally. Working through grantees has

been more successful with grant holders promoting CoL CILNF funding on all printed material and through their own press engagement.

44. In response to public consultation feedback the CILNF website pages have been overhauled with information on all CILNF grants to date, the full CILNF policy and funding criteria with a page dedicated to Frequently Asked Questions. Traffic to the CILNF webpages has doubled and the monthly rate of provision of pre-application advice provided by the team tripled since April 2024 and the start of the outreach work..

Committee(s): Policy and Resources Committee	Dated: 16 January 2025
Subject: London Councils Grants Scheme	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • provides statutory duties 	
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:	Town Clerk
Report author:	Ben Dunleavy

Summary

The London Councils Grants Scheme (“the Scheme”) provides funding for serious issues facing the capital, such as homelessness and domestic and sexual violence. The total expenditure to be incurred under the London Councils Grants Scheme and the City of London Corporation’s contribution to it are considered on an annual basis. The Policy and Resources Committee is responsible for both approvals.

The City Corporation is also responsible for issuing the subscription levies to all the London Local Authorities for their contributions to the Scheme’s budget. This element of the Scheme’s operation can only be approved by the Court of Common Council; however, that decision cannot be taken before 1 February 2025, the date by which the total expenditure for the Scheme must be agreed by constituent councils. The Court is therefore required to make its decision as levying body early in February as, in accordance with regulations, levies must be issued before 15 February 2025. The Court of Common Council is not due to meet within this period and, as has been past practice, its decision will be sought under urgency procedures.

For 2025/26 London Councils is recommending that the overall level of expenditure under the Scheme is set at £6.711m. The proposed expenditure is made up of £6.711m (an increase of £43,000 from the previous year) in contributions from London local authorities (the amount to be levied).

Subscriptions to the Scheme are calculated on the basis of residential population and for 2025/26 the City Corporation’s contribution will be £10,100; an increase of £1,942 from the previous year.

Recommendation(s)

It is recommended that: -

- approval is given to the total amount of expenditure to be incurred in 2025/26 under the Scheme (£6.711m) and to the City Corporation's subscription for 2025/26 (£10,100) as set out in Appendices A and B of this report; and
- subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £6.711m (as set out in Appendix B) be agreed. It should be noted that the Court's approval will be sought using urgency procedures and is subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2025.

Main Report

Background

City Corporation Subscription and Overall Budget

1. The Scheme operates under section 48 of the Local Government Act 1985 ("the LGA 1985") which requires that at least two-thirds of the constituent councils (i.e. 22 out of 33 of the London local authorities) must approve the total expenditure to be incurred under the Scheme each year.
2. This approval must be given before 1 February in the year in which that financial year begins. Where this approval is not given by that date, under the Grants to Voluntary Organisations (Specified Date) Order 1992 made under the LGA 1985, the total expenditure will be deemed to be the same as that approved in the previous year.
3. The Leaders Committee of London Councils is recommending a total expenditure of £6.711m under the Scheme for 2025/26 comprising £6.173m in payments to commissions, £478,000 in administrative expenditure and £60,000 for London Funders Membership Fees. Of the total expenditure, £6.711m will be funded from local authority subscriptions (an increase of £43,000 in borough contributions from the previous year).
4. The financial year 2025/26 represents the final year of the new four-year programme of commissions provided by the Grants Committee under S.48 of the Local Government Act 1985, as recommended by the Grants Committee and approved by the Leaders' Committee in December 2019.
5. Local Authority subscriptions to the Scheme are calculated on the basis of total resident population as a proportion of the resident population of the whole of Greater London.
6. Appendix A to this report sets out details of London Councils' Grants Committee's Income and Expenditure Budget for 2025/26, and Appendix B sets out the

subscriptions that each constituent council will be required to make. The City Corporation's subscription for 2025/26 is £10,100 (an increase of £1,942 from the preceding year).

Equalities Impacts arising from the City Corporation's Subscription

7. Under the Equality Act 2010, the City Corporation must have due regard to:
 - (a) the need to eliminate discrimination (and other prohibited conduct) on the grounds of race, age, disability, gender, sexual orientation, religion or belief, pregnancy, maternity and gender reassignment ('the protected characteristics');
 - (b) the need to advance equality of opportunity between persons who share a relevant protect characteristic and persons who do not share it (including to remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic, to take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, and to encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low); and
 - (c) the need to foster good relations between persons who share a relevant protected characteristic and those who do not.
8. Having 'due regard' means that a public body must consider the impact of its decisions on protected groups and 'due regard' is regard which is appropriate in all the circumstances. Officers consider the contribution to have no adverse impact on the City Corporation's ability to meet its duties; the scheme itself positively targets areas and needs which address disadvantages in which those with protected characteristics are over-represented.

Levy on the London Local Authorities

10. The City of London Corporation has been the designated council responsible for issuing the levies to all the constituent councils for their contributions to the Scheme since 1 February 2004. The City Corporation is defined, for these purposes, as a levying body under sections 74 and 117 of the Local Government Finance Act 1988 and the Levying Bodies (General) Regulations 1992.
11. These Regulations require the City Corporation, as levying body, to issue the levies before 15 February of each year. As such, the Court of Common Council is required to approve the annual levy on all the constituent councils (i.e. both the total contributions from them and the apportionment of that total between them) so that contributions can be collected from these local authorities towards the total expenditure on the Scheme.
12. The decision of the Court of Common Council as levying body cannot be taken until such time as the total expenditure under the Scheme is agreed i.e. the

decision cannot be taken before 1 February. The Court is therefore required to take its decision as levying body between 1 and 15 February to enable the levies to be issued before 15 February (for the reasons noted at paragraph 10 above). As the Court of Common Council is not due to meet within that period, the decision to issue the levy will therefore be sought under urgency procedures.

Appendices:

- Appendix A – provides details of London Councils’ Grants Committee’s Income and Expenditure Budget for 2025/26
- Appendix B - sets out the subscriptions that each constituent council will be required to make.

Background Papers:

London Councils Leaders’ Committee Report dated 7 December 2021.

Ben Dunleavy

Governance and Member Services Manager

Town Clerk’s Department

E: ben.dunleavy@cityoflondon.gov.uk

Grants Committee Income and Expenditure Budget 2025/26

Expenditure	Original Budget 2025/26 £000	Revised Budget 2024/25 £000	Movements £000
Payments in respect of Grants			
London Councils Grants Programme	6,173	6,173	0
Membership Fees to London Funders (for all boroughs)	60	60	0
Sub-Total	6,233	6,233	0
Operating (Non-Grants) Expenditure			
Contractual Commitments			
Maintenance of Grants IT system	10	10	0
	10	10	0
Salary Commitments			
Officers	267	247	20
Members	23	22	1
Maternity provision	10	10	0
	300	279	21
Other Operating Expenditure			
Staff training/recruitment advertising	7	7	0
Staff travel	2	2	0
Costs associated with premises move	0	64	-64
	9	73	-64
Total Operating Expenditure	319	362	-43
Central Recharges	159	137	22
Total Expenditure	6,711	6,732	-21
Income			
Core borough subscriptions			
Contribution to grant payments	6,173	6,173	0
Contribution to non-grants expenditure	538	495	43
	6,711	6,668	43
Transfer from Reserves	0	64	-64
Total Income	6,711	6,732	-21
Net Expenditure	0	0	0

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Borough Subscriptions 2025/26

ONS Mid-2022 Estimate of Population ('000)	%	2024/25 Base Borough Contribution (£)		ONS Mid-2023 Estimate of Population ('000)	%	2025/26 Base Borough Contribution (£)	Base Difference from 2024/25 (£)
219.99	2.48%	165,453	Barking and Dagenham	222.31	2.49%	166,781	1,328
389.10	4.39%	292,638	Barnet	395.01	4.42%	296,344	3,706
247.84	2.80%	186,394	Bexley	250.85	2.80%	188,196	1,802
341.22	3.85%	256,628	Brent	344.52	3.85%	258,468	1,840
329.58	3.72%	247,872	Bromley	331.16	3.70%	248,446	574
218.05	2.46%	163,992	Camden	220.90	2.47%	165,727	1,735
10.85	0.12%	8,158	City of London	13.46	0.15%	10,100	1,942
392.22	4.42%	294,987	Croydon	397.74	4.45%	298,395	3,408
369.94	4.17%	278,225	Ealing	375.34	4.20%	281,590	3,364
327.22	3.69%	246,101	Enfield	327.43	3.66%	245,646	-456
291.08	3.28%	218,918	Greenwich	294.11	3.29%	220,651	1,733
261.49	2.95%	196,664	Hackney	263.28	2.94%	197,521	857
185.24	2.09%	139,315	Hammersmith and Fulham	186.18	2.08%	139,674	359
261.81	2.95%	196,905	Haringey	262.90	2.94%	197,231	326
261.19	2.95%	196,434	Harrow	263.45	2.95%	197,645	1,211
264.70	2.99%	199,080	Havering	268.15	3.00%	201,169	2,089
310.68	3.50%	233,660	Hillingdon	319.02	3.57%	239,335	5,676
290.49	3.28%	218,473	Hounslow	295.71	3.31%	221,846	3,374
220.37	2.49%	165,740	Islington	220.58	2.47%	165,488	-252
146.15	1.65%	109,921	Kensington and Chelsea	147.46	1.65%	110,628	708
168.30	1.90%	126,578	Kingston upon Thames	170.45	1.91%	127,879	1,301
316.81	3.57%	238,271	Lambeth	315.71	3.53%	236,851	-1,420
298.65	3.37%	224,613	Lewisham	298.71	3.34%	224,098	-515
214.71	2.42%	161,480	Merton	215.22	2.41%	161,463	-17
358.65	4.05%	269,733	Newham	362.55	4.05%	271,996	2,263
310.91	3.51%	233,833	Redbridge	313.39	3.50%	235,115	1,282
194.89	2.20%	146,578	Richmond upon Thames	195.51	2.19%	146,679	101
311.91	3.52%	234,586	Southwark	315.52	3.53%	236,710	2,124
210.05	2.37%	157,978	Sutton	211.12	2.36%	158,390	411
325.79	3.67%	245,022	Tower Hamlets	328.63	3.67%	246,544	1,521
275.89	3.11%	207,491	Waltham Forest	275.98	3.09%	207,047	-444
329.04	3.71%	247,463	Wandsworth	331.46	3.71%	248,667	1,203
211.37	2.38%	158,965	Westminster	211.51	2.36%	158,679	-286
8,866.18	100.00%	6,668,152	Totals	8,945.31	100.00%	6,711,000	42,848

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Committee(s): Resource Allocation Sub Committee – For Decision Policy and Resources – For Decision	Dated: 11 th December 2024 16 th January 2025
Subject: City’s Operational Property Portfolio (non-housing) - Corporate Property Asset Management Strategy 2024-29	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	Flourishing Public Spaces Providing Excellent Services Leading Sustainable Environment
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: (CS.310/24)	Paul Wilkinson, City Surveyor and Executive Director of Property
Report author:	Paul Friend, Head of Corporate Asset Management

Summary

The current Corporate Property Asset Management Strategy 2020-25, previously approved by Corporate Asset Sub Committee in 2020, is due for renewal to align with the revised Corporate Plan 2024-29 and to incorporate changes and development of the operational property portfolio over the past 4 years.

This report now seeks approval to the draft Corporate Property Asset Management Strategy 2024-29. Briefly, the strategy outlines the overriding objectives for managing the operational property portfolio (excluding Housing) and provides the platform for decisions on all operational property assets to be guided by the objectives within. There have been significant developments over the life of the existing strategy, including development of the Climate Action Strategy to net zero by 2027, a new Target Operating Model, Governance Review, the ongoing Charities Review and a substantial capital works programme supporting the development of operational property to meet evolving service objectives. These have a material influence on the new strategy; however, the new recommendations also seek to

build on the earlier strategy and reflect the growing maturity of asset management across the operational property portfolio.

Subject to member approval, the new strategy will be adopted across the operational property portfolio (excluding Housing) to guide decision making and help shape the management of the portfolio for the next 5 years.

Recommendation(s)

Members are requested to:

- Approve the revised Corporate Property Asset Management Strategy 2024-29

Main Report

Background

- 1) The existing Corporate Property Asset Management Strategy (CPAMS) was approved in November 2020. The core purpose of the document is to provide a member approved strategy, outlining the common objectives shared across all the operational property portfolio, which in turn supports the Corporate Plan. By way of clarification, this strategy solely relates to the operational property portfolio overseen by this committee; it is separate from any property asset strategy for the investment portfolio, albeit they may be commonality for example in the management of third-party tenants and interests.
- 2) The scope of CPAMS covers all operational property portfolio (excluding Housing - whose strategy is contained within the Dept of Community and Children's Services Business Plan). It therefore includes all operational assets such as for example private schools, the Barbican Centre, Guildhall, Markets, Environment, Courts, Mansion House, public Car Parks, City of London Police and Charity assets, subject to the specific objects of individual charities. It also covers the City's Heritage Estate portfolio which consists of a varied range of over 800 assets, including buildings, statues, post boxes etc.
- 3) The scope also covers the third parties within the portfolio where we lease out or licence operational premises to third parties i.e. Tenants, Benefit in Kind occupiers and City suppliers. This third-party portfolio is income producing but is not held specifically for investment purposes; the strategy for these assets is tailored towards the operational property portfolio, albeit the commonality is a commercial property management approach. Specifically, the intention is wherever possible landlord obligations should support and align with this strategy e.g. alignment with the Climate Action Strategy, Destination City and SME Strategy.
- 4) The review of the CPAMS was led by the Corporate Property Group of the City Surveyors department seeking input from all departments and Institutions to consider developments in asset management across the operational property portfolio since the last review. Whilst many recommendations from the existing strategy remain relevant, there are new influences to support the new Corporate Plan outcomes, namely in Flourishing Public Spaces, Providing Excellent Services and Leading Sustainable Environment.

- 5) The scope of the objectives below covers all operational property and land held by the City. However, where the objectives may be in direct conflict with strategic objectives of operational property and land held within specific Charities (noting the ongoing Natural Environment Charities Review), then the strategic objectives for that specific Charity will take precedence. Where a conflict does arise the City Surveyor will work with the relevant Accountable officer for that specific Charity to ensure any conflict is managed appropriately.

Consultation

- 6) The draft strategy has been distributed for comment to key officers responsible for the management of operational property, including the Senior Leadership Team and the Executive Leadership Board.

New Strategy

- 7) The new Corporate Property Asset Management Strategy 2024-29 is attached as Appendix 1 including Opportunities and Risks. Officers have been extensively consulted, with presentations to the Senior Leadership Team and Executive Leadership Board and the key objectives contained within are as follows: -

Efficiency

- Ensure all operational properties allocated to the relevant departments or Institutions are fit for purpose to deliver the related service objectives and maintained in a safe, statutory and contractually compliant condition.
- Ensure all operational properties are managed to best practice in consultation with the City Surveyor and Executive Director of Property as Head of Profession, continuing to develop asset management on the operational property portfolio through improvements to property processes, sharing of data and consistency of approach. Further operation and optimisation of operational properties to be undertaken with appropriate oversight and input from all relevant Heads of Profession, integrating best practice wherever practical.
- Ensure all acquisitions of new operational property (leasehold or freehold) only proceed where subject to a compelling and robust business case, having previously exhausted all alternative means of service delivery and/or existing underutilised operational property.
- Ensure wherever possible there is appropriate connectivity (financial, operational and business planning) between major renewal/development/placemaking sites across the City.
- Support the Destination City and SME strategies, attracting visitors, workers and businesses alike to a safe, supportive and dynamic location; wherever possible seeking to utilise appropriate vacant or underutilised operational property for the use of occupiers that support Destination City and SMEs including meanwhile use.

- Adherence to the objectives within the Corporate Property Asset Management Strategy to be monitored by the relevant service committee (to whom operational property is allocated) with portfolio oversight of performance by RA subcommittee.
- Support delivery of Major Capital Projects across the operational property portfolio, through effective and coordinated multi-disciplinary support, aligning development, handover, and future maintenance/operation of new operational assets.
- Ensure where Heritage assets are not in the sole ownership of the City to drive the collective responsibility to maintain and prevent their inclusion on the Heritage at Risk Register (HARR) within the resources available.
- Maintain Heritage property through further investment and prevent their inclusion on the HARR wherever possible (subject to available budget).
- Ensure all statutory protected property (including landscapes) have up-to-date Conservation Management Plans in place.
- Ensure operational assets benefit from leading digital connectivity including Wi-Fi coverage for the benefit of officers and/or our third-party occupiers.

Financially Sustainable

- Seek to improve the performance and use of the operational estate, through use of (a) annual utilisation assessments and (b) periodic asset challenge on all property allocated to departments and Institutions in accordance with Standing Order 56 and to support the ongoing Operational Property Review to address any underutilisation and assets surplus to business plan and service requirements.
- Seek to ensure all planned capital and revenue investment into the operational property portfolio is fully incorporated into (a) the business planning process and (b) the individual Asset Management Plan process and (c) supports the Capital Strategy 2023/24 to 28/29.
- Ensure all capital and revenue projects directly support the Corporate Plan and are affordable, sustainable, prudent and directed to corporate priorities.
- Develop core property data to drive action, improve reporting to relevant committees on the costs of the operational estate and support decision making that contributes to objective of a financially sustainable operational property portfolio.
- Maximise third party income from leased out operational property and seek to secure maximum receipts or income from underutilised or surplus property, ensuring organisational consistency and implementing best practice and in accordance with the charity objectives where applicable.

Environmentally Sustainable

- Deliver the Climate Action Strategy targets of net zero in operational emissions by March 2027 and building climate resilience into our buildings and spaces. This includes (a) ensuring any projects (including new developments) meet the requirements of the Net Zero Design Standard and (b) engaging and supporting the City's Climate Action Strategy Resilience Plan.
- Meet departmental energy and carbon targets, through (a) supporting delivery of relevant energy-saving works through collaborative engagement with the City Surveyor's Energy and Sustainability Team and the Minor Works Team, (b) providing access to any relevant metering information, to accurately track performance, and (c) engaging in energy and carbon saving behaviours.
- To obtain at least EPC C ratings for leased out properties across the operational property portfolio by 2027 and to prepare for at least EPC B by 2030.

Next steps

- 8) Subject to approval, the new strategy will be adopted across the operational property portfolio (excluding Housing) and will help shape the management of and investment in operational property portfolio for the next 5 years.
- 9) Subject to approval in principle, the strategy will be communicated to the committees with responsibility for decision making on operational property in liaison with Town Clerk's department on how this is best achieved.
- 10) Subject to approval officers will undertake an informal review on an annual basis and advise members if amendments or additions are necessary within the proposed life of the strategy.

Corporate & Strategic Implications

- 11) The revised CPAMS will continue to align with the aims of the Corporate Plan 2024-29 (subject to further review) and associated outcomes namely: -
 - a) Flourishing Public Spaces
 - b) Providing Excellent Services
 1. Leading Sustainable Environment

Conclusion

2. This report outlines the objectives of the revised Corporate Property Asset Management Strategy 2024-29. Following a 'corporation wide' officer consultation and challenge process, the final recommendations are now submitted to this committee for approval.

Appendices

- Appendix 1 – Corporate Property Asset Management Strategy 2024-29
Opportunities and Risks

Paul Friend

Head of Corporate Asset Management, City Surveyor's Department

E: paul.friend@cityoflondon.gov.uk

Appendix 1 Corporate Property Asset Management Strategy 2024-29 – Opportunities and Risks

Ref	Theme	Proposed 24-29 Objectives	Opportunities and Risks
1	Efficiency	Ensure all operational properties allocated to the relevant department or Institutions are fit for purpose to deliver the related service objectives and maintained in a safe, statutory and contractually compliant condition.	<ul style="list-style-type: none"> • Improve operational effectiveness. • Target/prioritise investment in operational assets. • Relevant service input/accountability of what is necessary to deliver service objectives from operational asset • <i>Potential increase in cost if 'fit for purpose' requires additional funding bids from departments to be approved where no current budget exists.</i>
2	Efficiency	Ensure all operational properties are managed to best practice in consultation with the City Surveyor and Executive Director Property as Head of Profession, continuing to develop asset management on the operational estate through improvements to property processes, sharing of data and consistency of approach. Further operation and optimisation of operational properties to be undertaken with appropriate oversight and input from all relevant Heads of Profession, integrating best practice wherever practical.	<ul style="list-style-type: none"> • Maximising use of professional knowledge to support operational property. • Sharing and benefitting from best practice across the operational estate • <i>Potentially cost neutral or reduction in cost through efficiencies</i>
4	Efficiency	Ensure all acquisitions of new operational property (leasehold or freehold) only proceed where subject to a compelling and robust business case, having previously exhausted all alternative means of service delivery and/or existing underutilised operational property.	<ul style="list-style-type: none"> • Target/prioritise investment in operational assets. • Maximising utilisation of existing operational estate • <i>Onus on operational team to compile robust business case</i> • <i>Potentially additional cost in compiling business case/utilisation assessment balanced by reduction in cost through efficiencies</i>
5	Efficiency	Ensure wherever possible there is appropriate connectivity (financial, operational and business planning) between major renewal/development/placemaking sites across the City.	<ul style="list-style-type: none"> • Maximising benefit of investment by the City across the square mile.

			<ul style="list-style-type: none"> • Benefitting from organisation wide efficiency through aligning individual projects with wider Corporate Plan objectives • <i>Potentially neutral or reduction in cost through efficiencies</i>
6	Efficiency	Support the Destination City and SME strategies, attracting visitors, workers and businesses alike to a safe, supportive and dynamic location; wherever possible seeking to utilise appropriate vacant or underutilised operational property for the use of occupiers that support Destination City and SMEs including meanwhile use.	<ul style="list-style-type: none"> • Benefitting from organisation wide efficiency through aligning Destination City and SME strategy objectives with optimum utilisation of the operational estate • <i>Potential restraint in maximising income if Market Value or higher rent can be secured from non-SME or non-Destination City related occupier; potentially balanced by wider objectives including increasing demand.</i>
7	Efficiency	Adherence to the objectives within the Corporate Property Asset Management Strategy to be monitored by the relevant service committee (to whom operational property is allocated) with portfolio oversight of performance by RA subcommittee.	<ul style="list-style-type: none"> • Improved measurement of the performance of operational assets • Benefit from coordinated central and decentralised investment and decision making on the operational estate • <i>Onus on operational team to ensure adherence to CPAMS</i> • <i>Potentially neutral or reduction in cost through efficiencies</i>
8	Efficiency	Support delivery of Major Capital Projects across the operational property portfolio, through effective and coordinated multi-disciplinary support, aligning development, handover and future maintenance/operation of new operational assets.	<ul style="list-style-type: none"> • Maximising multi-disciplinary officer skill sets and resources to support major capital projects and the wider Corporate Plan objectives • Ensuring complete handover to maximise operational effectiveness • <i>Potentially neutral or reduction in cost through efficiencies</i>
9	Efficiency	Ensure where Heritage assets are not in the sole ownership of the City to drive the collective responsibility to maintain and prevent their inclusion on the Heritage at Risk Register (HARR) subject to staff resources	<ul style="list-style-type: none"> • Maximising awareness and sharing heritage related skill sets with third parties to support Corporate Plan objectives • <i>Staff resource cost on assets owned in whole or part by a third party</i>

10	Efficiency	Maintain Heritage property through investment and prevent their inclusion on the HARR wherever possible (subject to available budget)	<ul style="list-style-type: none"> • Maintain the City's reputation for preserving Heritage property and support Corporate Plan objectives • <i>Potential increase in cost if additional investment over existing budget required</i>
11	Efficiency	Ensure all statutory protected property (including landscapes) have up-to-date Conservation Management Plans in place	<ul style="list-style-type: none"> • Maintain the City's reputation for preserving Heritage property and support Corporate Plan objectives • <i>Potential increase in cost if Conservation Management plans are not currently budgeted for all statutory protected property (including landscapes)</i>
12	Efficiency	Ensure operational assets benefit from leading digital connectivity including Wi-Fi coverage for the benefit of officers and/or our third-party occupiers.	<ul style="list-style-type: none"> • Maximising the effectiveness of resources employed across the operational estate • <i>Potentially additional cost balanced by reduction in cost through efficiencies</i>
13	Financially Sustainable	Seek to improve the performance and use of the operational estate, through use of (a) annual utilisation assessments and (b) periodic asset challenge on all property allocated to departments in accordance with Standing Order 56 and to support the ongoing Operational Property Review to address any underutilisation and assets surplus to business plan and service requirements.	<ul style="list-style-type: none"> • Maximise the utilisation of the operational estate. • Benefit from coordinated central and decentralised investment and decision making on the operational estate • <i>Potential additional staff resource cost balanced by reduction in cost through efficiencies</i>
14	Financially Sustainable	Seek to ensure all planned capital and revenue investment into the operational estate is fully incorporated into (a) the business planning process and (b) the Asset Management Plan process and (c) supports the Capital Strategy 23/24 to 28/29.	<ul style="list-style-type: none"> • Maximising efficiency of investment by the City across the operational estate. • Benefitting from organisation wide efficiency through aligning individual projects with wider Corporate Plan objective • Maximising the effectiveness of resources employed across the operational estate • <i>Potential additional staff resource cost balanced by reduction in cost through efficiencies</i>
15	Financially Sustainable	Ensure all capital and revenue projects directly support the Corporate Plan and are affordable, sustainable, prudent and directed to corporate priorities.	<ul style="list-style-type: none"> • Maximising the efficiency of resources employed across the operational estate to support the Corporate Plan.

			<ul style="list-style-type: none"> • Maximising the effectiveness of resources employed across the operational estate • <i>Potentially neutral or reduction in cost through efficiencies</i>
16	Financially Sustainable	Develop core property data to drive action, improve reporting to relevant committees on the costs of the operational estate and support decision making that contributes to objective of a financially sustainable operational portfolio.	<ul style="list-style-type: none"> • Benefit from a demonstrable, financially sustainable operational portfolio. • Improve portfolio wide decision making • <i>Potential increase in cost in short term to establish dataset for a financially sustainable operational portfolio then balanced by efficiencies to follow through more informed decision making</i>
17	Financially Sustainable	Maximise third party income from leased out operational property and seek to secure maximum receipts or income from underutilised or surplus property, ensuring organisational consistency and implementing best practice and in accordance with the charity objectives if applicable.	<ul style="list-style-type: none"> • Maximise income to support a financially sustainable operational portfolio. • Maximising the effectiveness of resources employed across the operational estate • <i>Potentially neutral or reduction in cost through efficiencies</i>
18	Environmentally Sustainable	Deliver the Climate Action Strategy targets of net zero in operational emissions by March 2027 and building climate resilience into our buildings and spaces. This includes (a) ensuring any projects (including new developments) meet the requirements of the Net Zero Design Standard and (b) engaging and supporting the City's Climate Action Strategy Resilience Plan.	<ul style="list-style-type: none"> • Delivery of the Climate Action Strategy • <i>Neutral through existing CAS staff and resource funding approval</i>
19	Environmentally Sustainable	Meet departmental energy and carbon targets, through (a) supporting delivery of relevant energy-saving works through collaborative engagement with the City Surveyor's Energy and Sustainability Team and the Minor Works Team, (b) providing access to any relevant metering information, to accurately track performance, and (c) engaging in energy and carbon saving behaviours	<ul style="list-style-type: none"> • Delivery of the Climate Action Strategy • <i>Neutral through existing CAS staff and resource funding approval</i>
20	Environmentally Sustainable	To obtain at least EPC C ratings for leased out properties across the operational portfolio by 2027 and to prepare for at least EPC B by 2030	<ul style="list-style-type: none"> • Maintain a compliant operational portfolio. • Maximise income to support a financially sustainable operational portfolio. • <i>Potentially additional costs to comply with legislation which may not increase Market Value</i>

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