



## Policy and Resources Committee

**Date:** THURSDAY, 13 FEBRUARY 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	

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**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 16 January 2025 (Pages 9 - 22)
- b) \* To note the public minutes of the Capital Buildings Board meeting on 27 November 2024
- c) \* To note the public minutes of the Resource Allocation Sub-Committee meeting on 11 December 2024

4. **STANDING ORDER REVIEW 2025 - SUB-COMMITTEES**

Report of the Town Clerk and Chief Executive.

**For Decision**  
(Pages 23 - 30)

5. **COMMITTEE TERMS OF REFERENCE**

Report of the Town Clerk and Chief Executive.

**For Decision**  
(Pages 31 - 44)

6. **CITY OF LONDON CORPORATION CORPORATE PLAN 2024-2029 - PRELIMINARY PROGRESS REPORT**

Report of the Chief Strategy Officer.

**For Decision**  
(Pages 45 - 102)

7. **DESTINATION CITY UPDATE REPORT**

Report of the Deputy Town Clerk.

**For Decision**  
(Pages 103 - 136)

8. **HIGH LEVEL BUSINESS PLAN 2025 / 26 - TOWN CLERK'S DEPARTMENT**

Report of the Town Clerk.

**For Decision**  
(Pages 137 - 150)

9. **HIGH-LEVEL BUSINESS PLAN 2025/26 – INNOVATION & GROWTH**

Report of the Executive Director of Innovation and Growth.

**For Decision**  
(Pages 151 - 168)

10. **2025/26 BUSINESS PLAN FOR THE REMEMBRANCER'S DEPARTMENT**

Report of the Remembrancer.

**For Decision**  
(Pages 169 - 184)

11. **MARKETS FOOD STUDY**

Report of the Comptroller and City Solicitor, Deputy Chief Executive.

**For Discussion**  
(Pages 185 - 276)

12. **MODERNISING PLANNING COMMITTEES - GOVERNMENT CONSULTATION**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 277 - 304)

13. **CAPITAL FUNDING UPDATE**

Report of the Chamberlain.

**For Decision**  
(Pages 305 - 316)

14. **CIL AND OSPR CAPITAL BIDS (QUARTER 3 - 2024/25)**

Joint report of the Executive Director, Environment and Chamberlain.

**For Decision**  
(Pages 317 - 334)



15. **MEMBERS' BEDROOM POLICY**

Report of the Town Clerk.

**For Decision**  
(Pages 335 - 348)

16. **POLITICAL PARTY CONFERENCES 2024/2025**

Joint report of the Remembrancer and Chief Strategy Officer.

**For Decision**  
(Pages 349 - 358)

17. **2024/25 PAY POLICY STATEMENT**

Report of the Chief People Officer.

**For Decision**  
(Pages 359 - 378)

18. **\* ANTI-TERRORISM TRAFFIC REGULATION ORDER**

Report of the Executive Director, Environment Department.

**For Information**

19. **\* BUSINESS IMPROVEMENT DISTRICT UPDATE**

Report of the Executive Director, Environment.

**For Information**

20. **\* POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

Report of the Chamberlain.

**For Information**

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

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

23. **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**

### **24. 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 16 January 2024 (Pages 379 - 382)
- b) \* To note the non-public minutes of the Capital Buildings Board meeting on 27 November 2024
- c) \* To note the non-public minutes of the Resource Allocation Sub-Committee meeting on 11 December 2024

### **25. STRATEGIC BRANDING REVIEW OUTCOME AND PROPOSALS**

Report of the Chief Strategy Officer.

**For Decision**  
(Pages 383 - 400)

### **26. COMPLETION OF THE CORPORATE CHARITIES REVIEW**

Joint report of the Chamberlain, Deputy Town Clerk and Managing Director of City Bridge Foundation.

**For Decision**  
(Pages 401 - 416)

### **27. CITY OF LONDON CORPORATION'S UNITED STATES OFFICE – NEXT STEPS**

Report of the Executive Director, Innovation and Growth.

**For Decision**  
(Pages 417 - 424)

### **28. PLASHET SCHOOL JOINING THE CITY OF LONDON ACADEMY TRUST**

Report of the Executive Director of Community and Children's Services.

**For Decision**  
(Pages 425 - 432)

29. **TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES -  
OUTCOMES OF THE NATURAL ENVIRONMENT CHARITIES REVIEW**

Joint report of the Executive Director of Environment, Managing Director of City Bridge Foundation and Chamberlain.

**For Decision**  
(Pages 433 - 476)

30. **EVENTS BENEFITING FROM CITY RATE DISCOUNTS**

Report of the Remembrancer.

**For Decision**  
(Pages 477 - 490)

31. **CITY'S ESTATE - ANNEXE BUILDINGS, SMITHFIELD EC1 - DELEGATED  
AUTHORITY REQUEST**

Report of the City Surveyor.

**For Decision**  
(Pages 491 - 492)

32. **MEMBER CAR PARK USAGE**

Report of the Town Clerk.

**For Decision**  
(Pages 493 - 500)

33. **MARKETING OUTCOME - BUFFER LAND AT CLAYS LANE NORTH**

Joint report of the Executive Director, Environment and the City Surveyor.

**For Decision**  
(Pages 501 - 520)

34. **\* BANKSY ARTWORK RELOCATION**

Report of the Deputy Town Clerk.

**For Information**

35. **\* MAJOR PROGRAMMES OFFICE - DASHBOARD REPORT**

Report of the Chamberlain.

**For Information**

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

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

**Part 3 - Confidential Agenda**

38. **PROPOSAL FOR DEVELOPMENT OF A CITY BUSINESS INVESTMENT UNIT**  
Report of the Executive Director, Environment.

**For Decision**

39. **MEMBER-LED RECRUITMENT – CHIEF EXECUTIVE OFFICER, BARBICAN CENTRE**  
Report of the Chief People Officer.

**For Decision**

## POLICY AND RESOURCES COMMITTEE

Thursday, 16 January 2025

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 16 January 2025 at 1.45 pm

### Present

#### Members:

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy 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  
Philip Woodhouse

#### In attendance (observing online)

Benjamin Murphy

#### Officers:

Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Caroline Al-Beyerty	- Chamberlain
Declan Greaves	- Chamberlain's Department
Mark Jarvis	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Gregory Moore	- Deputy Town Clerk
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy
Polly Dunn	- Assistant Director and Executive Director of Governance and Member Services
Doris Chan	- Town Clerk's Department
Ben Dixon	- Town Clerk's Department
Barbara Hook	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department

Christopher Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Dionne Corradine	- Chief Strategy Officer
Judith Finlay	- Executive Director of Community and Children's Services
Michael Gwyther Jones	- Community and Children's Services Department
Katie Stewart	- Executive Director, Environment Department
Damian Nussbaum	- Executive Director of Innovation & Growth
Kate Neal	- Innovation & Growth
Daniel O'Byrne	- Innovation & Growth
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department
Paul Wright	- Remembrancer
Jack Joslin	- City Bridge Foundation

1. **APOLOGIES**

Apologies were received from The Right Honourable the Lord Mayor Alastair King, Alderwoman Dame Susan Langley, Deputy James Thomson, Deputy Sir Michael Snyder, James Tumbridge and Tijs Broeke.

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

There were no declarations.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting on 12 December 2024 were approved as an accurate record.

**Matters arising**

**Research into the City of London Corporation's links to the historical trade in enslaved African people**

A Member referred to the discussion of this item during which there had been a debate around contextualising the research and providing a more rounded historical narrative. The Member emphasised a need to consider this now rather than waiting for the current piece of work to conclude and questioned when a paper would be coming back on this. The Deputy Town Clerk confirmed that he would follow up on this point following the meeting to confirm the position.

- b) The public minutes of the Civic Affairs Sub-Committee meeting on 24 October 2024 were noted.
- c) The public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 22 November 2024 were noted.

4. **APPOINTMENTS**

The Committee considered the appointment to Policy and Resources Sub-Committees as follows:

a) **Resource Allocation Sub-Committee**

The Town Clerk confirmed that there was one vacancy on Resource Allocation Sub-Committee that required appointing to for the remainder of the civic year.

RESOLVED: That Mary Durcan, being the only Member having indicated their willingness to serve, was duly appointed to Resource Allocation Sub-Committee for the remainder of the civic year.

b) **Economic and Cyber Crime Committee**

The Town Clerk confirmed that there was one vacancy as a Policy and Resources Committee representative on Economic and Cyber Crime Committee.

No expressions of interest had been received in advance of the meeting. The Chairman proposed that the vacancy be carried over with there being only one Economic and Cyber Crime Committee meeting remaining in the civic year, with Members agreeing to this approach.

RESOLVED: That the vacancy on Economic Cyber Crime Committee be held open for the remainder of the civic year.

5. **STANDING ORDERS REVIEW - JANUARY 2025**

The Committee considered a report of the Town Clerk presenting a series of amendments to Standing Orders, for Members approval.

The Chairman and Town Clerk provided Members with a brief introduction and background to the item. The Town Clerk confirmed that a number of proposed amendments had been notified in advance of the meeting, some of which were minor or typographical and would be dealt with under delegated authority approval that was being sought, given these changes were largely administrative.

The Committee proceeded to discuss and take a decision on the following proposed amendments.

Deputy Ann Holmes proposed the following amendments: -

**SO2(1)**

The Court shall have the power to suspend, alter or abrogate Standing Orders by resolution carried by a **two thirds simple** majority of the Members present and voting.

A Majority of Members voted in favour of the proposed amendment, with it being carried.

**SO11(13)**

If a Member **who has not spoken on the current question** 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.

A majority of Members voted in favour of the proposed amendment, with it being carried.

## **27. Sub-Committees**

***'The Chair and Deputy Chair of a Sub-Committee to be elected from within the Membership of the appointing Grand Committee, following the annual appointment process.'***

An observation was raised regarding the impact this proposal could present for a Deputy Chair where they were not a Member of Policy and Resources Committee. It could potentially result in losing an individual with a particular expertise for the role not being able to stand, e.g., Equality and Inclusion Sub-Committee Deputy Chair not being a Member of Policy and Resources Committee.

An alternative proposal was put forward that the Chair of a Sub-Committee would be appointed from the Membership of the appointing Grand Committee, with the Deputy Chair then being elected from the Membership of the Sub-Committee. A concern was raised regarding this approach when considering the transition of a Chair and Deputy Chair, but with Members being in agreement that it was not possible to facilitate everyone's access within Standing Orders. There was agreement that a Sub-Committee's link to the appointing Grand Committee had to be the Chair.

The Committee moved to a vote on an updated amendment as follows:

***'Chair of a Sub-Committee to be appointed from within the Membership of the appointing Grand Committee, with the Deputy Chair then being elected from the Membership of the Sub-Committee'***

A Majority of Members voted in favour of the proposed amendment, with it being carried

Deputy Paul Martinelli proposed the following amendments: -

### **SO27(10)**

A Member that has served ~~four~~ **three** consecutive terms as Chair or Deputy Chair of a Sub-Committee, was not eligible for appointment for a further term in that office whilst there was an eligible Member that has not served and wishes to do so.

A majority of Members voted in favour of the proposed amendment, with it being carried.

### **SO27(11)**

Expressions of interest for Sub-Committee positions to be submitted and voting on these to be carried out in advance of the appointing Committee's first meeting in the civic year. This could be achieved through use of an online single transferrable voting system; it would allow for streamlining of what can often be a time consuming and chaotic process of dealing with nominations and voting during a committee meeting. There would then also be the option of electing a Chairman from within the room should Members wish to do so.



The Town Clerk responded confirming that it was potentially feasible to carry out the annual appointment process in this way. It was, however, a more complex proposal that would benefit from further consideration. Given there was time allowing for it, the Town Clerk proposed that a specific report could be brought back to Policy and Resources Committee in February addressing issues relating to feasibility and implementation of a new election process, thereby ensuring that any proposed changes were well defined and practical.

The Chairman indicated his support for the proposal, given the time an election process can take during a meeting, with the process often being chaotic and with members of the public viewing.

A Member raised a concern with the proposal when a new Court was appointed following City-wide elections. New Members would not know the Member they were voting for, and it was suggested retaining the existing system for the first meeting of a new Court to allow an opportunity for Members to get to know each other.

Members were in agreement that any system of submitting expressions of interest in advance of a meeting and online voting should be implemented for subsequent years and not during the first meeting of a new Court. This would ensure that new Members would be allowed an opportunity to familiarise themselves with their new colleagues before voting.

The Town Clerk agreed to bring a report back to Policy and Resources Committee in February addressing a range of issues relating to the annual appointment and election process for Members' further consideration.

### **SO30**

Reference was made to this Standing Order as written not reflecting current practice. The immediate past Chair no longer automatically has the right to act as Deputy for the year ensuing.

The Chairman confirmed his understanding that the process for electing a Deputy Chair was rightly changed some time ago so that it was not automatic that a retiring Chair would become Deputy Chair. All Members of a Committee would be allowed to stand for the position of Deputy Chair and with it being an open election.

A Member suggested that it would be very helpful following the elections on 20<sup>th</sup> March 2025, if a note could be provided to Members detailing the status of the sub-committees, including Chairs, Deputy Chairs, and their remaining terms. The note should also indicate which individuals were not currently Members of the Policy and Resources Committee. The purpose of the note would be to clarify the situation for Members going into a new Court, ensuring everyone understood the current structure and any potential impacts from the new arrangements.

The Deputy Chairman referred to paragraph 2 of Standing Order 30 not reflecting current practice. The Standing Order suggests that Policy and Resources Committee shall have three Deputies, with one designated a Deputy Chairman,

but with the current practice being to elect a Deputy Chairman of Policy each year.

There was agreement that the wording of Standing Order 30 would be updated to reflect current practice, with the change to be completed under delegated authority to ensure the wording aligned with the previously agreed practice and the Court's decision.

### **Virtual Participation in meetings**

A Member referred to their confusion regarding who can and cannot speak at meetings, particularly when allowing for virtual participation. The Member added that they were aware of a Government consultation on allowing virtual participation in local authority meetings. The Member added that any change in legislation that may arise should be incorporated into standing orders immediately.

The Town Clerk responded and confirmed that the City Corporation would always comply with its statutory obligations, with there being a need to comply with any changes in legislation. A report would be brought forward at an appropriate point to determine an internal policy framework that could be implemented if local discretion was provided by the legislation.

Members noted that an updated list of Committees and their participation rules would be included as part of the new and returning Member induction programme for the new Court. This would specify which committees were purely local authority, which were blended and which dealt exclusively with private functions. This would help clarify the participation rules for each type of committee.

### **Term of service of Chairs / Chairmen**

A Member suggested that terms for Committees e.g. Investment Committee, Finance Committee and Policy and Resources Committee should be consistent given their close links. The Member emphasized the need for a consistent approach to term limits across committees.

The Town Clerk responded and referred to the issue of Chair term lengths having been discussed extensively during the consultation process. There was currently no change proposed to terms of service for Chairs, but with there having been a commitment given to provide Members with background reports and reasoning as to why each term length had been brought in. It was confirmed that each term length had been approved by Court of Common Council, with a case for each having been considered as required e.g., aligning to industry norms.

It was important that consideration of Committee Chair term lengths should not hold up a report on changes to standing orders. A summary report would be produced for Members to allow them to consider the position on term lengths. A Member confirmed their view that a term length of 3 years was too short to make a real impact.

The Chairman concluded the discussion and suggested it was not possible to get into the detail on this issue today without a paper providing Members with the relevant information to consider, which would allow an opportunity for a focussed debate on the issue.

### **Planning and Transportation Committee size**

A Member referred to the potential impact of government planning reforms, with a critical area they were looking at being a reduction in the size of Planning Committee's at a local authority level. The City Corporation's Planning and Transportation Committee, which was currently one of the largest across the country looking at planning applications, might be affected by these changes. Planning officers were already working on options to address any potential changes, including pre-emptive measures to align with government expectations. The Member emphasised a need to revisit this issue in the future to ensure compliance with any new regulations.

The Chairman noted a potential impact from Government reforms on the size of Planning and Transportation Committee, and this potentially impacting on it remaining as a Ward Committee. The Chairman emphasised a need for the City Corporation to comply with any new regulations that may be implemented by Government, with the City Corporation needing to adapt to any changes as necessary. The Chairman added how the issue would need revisiting in the future to ensure that the Planning and Transportation committee structure aligned with Government requirements and that it continued to function effectively.

#### **Questions (submission deadline)**

A Member referred to current practice requiring a Member to submit a question two working days before a Court of Common Council meeting. The Member proposed extending the submission deadline to four working days before the meeting. Members noted that this proposed change would result in questions having to be submitted by noon on the previous Friday for a Thursday Court of Common Council meeting.

A Number of Members raised their concerns relating to this proposal, with four days considered too long a period in advance of a meeting given the potential of significant events occurring in the days leading up to the meeting. It was argued that the current two-day deadline should be maintained to ensure questions remained relevant and timely.

Members agreed that the current two-day submission deadline for questions should be maintained.

#### **Questions (word limit)**

A Member referred to the current word limit for Court questions being 250 words, with it being proposed that the limit should be reduced to 150 words. This would prevent overly long statements from being given and also ensure that all questions were concise and to the point. This proposal received the support of several Members, with an emphasis placed on a need for brevity and clarity when asking a question.

Members agreed to a reduction in word limit to Court questions to a maximum of 150 words.

The Chairman concluded the discussion and extended Policy and Resources Committee's thanks to the Assistant Town Clerk for the extensive work she had undertaken on the Standing Orders Review, the constructive engagement with Members that had taken place as part of this and the excellent report that had been produced for Members' consideration today.

RESOLVED: Subject to all necessary revisions agreed today being incorporated, that Members: -

1. Approved 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. Approved 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. Agreed 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. Noted that, upon adoption by the Court of Common Council, that the Town Clerk would develop a suite of supplementary guidance documents to the Standing Orders (e.g. Frequently Asked Questions, Glossary of Terms etc.);
5. Noted that any consequential formatting changes (e.g. numbering) would be overseen by the Town Clerk, upon final approval; and
6. Noted that a further report on the areas marked “further review required” would be required if Members wish to explore those proposals further, to ensure proper consideration on wider implications, including consultation across the organisation.

**6. MEMBERS' CODE OF CONDUCT**

The Committee considered a joint report of the Comptroller and City Solicitor and Town Clerk and Chief Executive providing an updated version of a draft Members' Code of Conduct for approval.

RESOLVED: That Members: -

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

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

The Committee considered a report of the Chief Strategy Officer presenting for approval a high-level Business Plan for the Corporate Strategy & Performance Team for 2025 / 26.

RESOLVED: That Members:-

- i. Noted the factors taken into consideration in compiling the Corporate Strategy and Performance Team Business Plan; and
- ii. Approved the departmental Business Plan 2025/26.

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

The Committee considered a joint report of the Deputy Town Clerk, Remembrancer, Executive Director of Innovation & Growth, Chamberlain, Executive Director of Environment, Chief Strategy Officer and Remembrancer providing an annual submission of the revenue budget for 2024 / 25 and seeking approval of a revenue budget for 2025 / 26.

RESOLVED: That Members: -

- I. Reviewed and approved the Deputy Town Clerk's, Remembrancer's, Executive Director of Innovation & Growth, The Chamberlain's, 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. Noted the Corporate Communications and External Affairs budget and Chief Officer Governance arrangements were interim and would be reviewed during FY 25/26.
  - III. Authorised 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. Authorised the Chamberlain to agree minor amendments for 2024/25 and 2025/26 budgets arising during budget setting.
9. **FUTURE DIRECTION OF THE CLIMATE ACTION STRATEGY POST-2027**  
The Committee considered a report of the Executive Director of Innovation & Growth presenting options for Members' consideration and seeking agreement of a preferred option for the future strategic direction of the next phase of the Climate Action Strategy.

During discussion of the item, a Member raised a concern over the high cost of the strategy and the impacts achieved from it. Several Members then spoke in support of the strategy. Reference was made to the importance of the City Corporation maintaining its focus, passion and commitment to the Climate Action Strategy and looking to further embed it across all Service Departments, with it being crucial for corporate success and the City's overall plan. Retracting or slowing down on climate action could lead to corporate failure and send a negative message to the investment community, which highly values sustainable and high-standard buildings.

Emphasis was placed on the City Corporation's leadership role in this area and the business case for climate action. There was a need for leadership in green finance, with the strategy being important for the City's reputation and investment community. A concern was raised regarding the financial implications and it was suggested that both options 1 and 2 could be considered to ensure there was flexibility within the budget in taking it forward.

Cross department working was recognised as an area of success with the current strategy. Reference was made to the need to continue investing in climate action to support housing and other City Plans. In conclusion, there was a consensus of support for option 1; further noting this option would involve scoping and costing the most ambitious scenario to provide a broad framework, to be refined and aligned with the City Corporation's strategic objectives. A detailed and costed proposal would be brought back at an appropriate point for Members' further consideration.

The Chairman concluded discussion on the item, emphasising the importance of safeguarding the planet for future generations and highlighting the City Corporation's leadership in net-zero initiatives. The City's commitment to climate action should not be reversed, with leadership continuing to be shown in sustainable finance and green finance globally. The Chairman added his endorsement of option 1 and maintaining the City Corporation's leadership and commitment to climate action.

RESOLVED: That Members: -

- Determined the intended strategic direction of the next phase of the Climate Action Strategy, to enable detailed scoping to progress which would inform a subsequent Committee decision on the approach; and
- Approved option one, 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;
- Instructing 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 would be subject to further Member scrutiny and decision.

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

The Committee considered a report of the Managing Director of City Bridge Foundation providing Members with an annual report of Benefits in Kind that had been undertaken by the Central Funding and Charity Management Team.

A Member referred to the information provided not accurately capturing all organisations receiving any form of benefit in kind from the City Corporation, including direct funding, office space or service provision. The Member emphasized a need for Members to be able to understand the full footprint of the City Corporation's relationships with partner organisations and to be able to assess the value received in return. It was suggested that a relevant committee, possibly Resource Allocation Sub-Committee, could take on detailed oversight of support provided to organisations, including grants, benefits in kind and reduced rates.

In response, the Managing Director of City Bridge Trust Foundation clarified that the report was intended to provide a high-level overview of benefits in kind across the organisation. Further detail and scrutiny of individual benefits in kind could be undertaken through a deep dive into each area.

The Chairman agreed with the Member's point and he proposed bringing oversight of this work directly into the Office of the Policy Chairman. The Office of the Policy Chairman would take on responsibility of the scrutiny of this work in collaboration with the Central Funding and Charity Management Team to ensure comprehensive and transparent management of benefits in kind, with the Member responding positively to this proposal.

A Member added how there was a need to work with the Marketing and Brand Team to ensure proper recognition of the City Corporation's contributions. The Chairman responded and confirmed that centralisation of this work under the Office of the Policy Chairman would ensure a joined-up approach, including working with the Marketing and Brand Team.

RESOLVED: That Members: -

- a) Noted the BIK Annual Report
- b) Noted the funding to outside bodies
- c) Approved that funding for outside bodies data be collected annually and presented to members alongside BIK reporting

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

The Committee considered a report of the Managing Director of City Bridge Foundation seeking approval of updated terms of reference for Resource Allocation Sub-Committee.

RESOLVED: That Members: -

1. Approved the updated Terms of Reference for Resource Allocation Sub-Committee.
2. Noted the administrative change made to the CILNF Policy under delegated authority (Appendix 1).
3. Noted the findings of the evaluation of the CILNF grant programme to date (Appendix 2). Page

**12. LONDON COUNCILS GRANTS SCHEME**

The Committee considered a report of the Town Clerk relating to expenditure to be incurred under the London Council's Grants Scheme and the City Corporation's annual contribution.

RESOLVED: That Members: -

- Approved 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.
- Noted that Court's approval would be sought using urgency procedures and it being subject to at least two-thirds of the constituent councils agreeing the total expenditure to be incurred before 1 February 2025.

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

The Committee considered a report of the City Surveyor presenting a revised Corporate Property Asset Management Strategy 2024-29 for approval.

RESOLVED: That Members: -

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

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

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

RESOLVED: That Members:

- Noted the report and contents of the schedules.

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

The Committee received a report of the Executive Director of Innovation and Growth presenting the impact of the City of London Corporation's work in support of UK-based Financial and Professional Services Between October 2024 and January 2025.

RESOLVED: That Members: -

- Noted the update on key pieces of work that have taken place between October 2024 and January 2025, and their outputs.
- Noted the update on the work that has taken place in IG's overseas offices in the 2024 calendar year.

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

Notice of one question had been received from Deputy Brian Mooney as follows:

**Slaving and plantation past**

Given the focus we are now applying to our slaving and plantation past, would it not be appropriate to examine other awkward areas of our history? In particular, the list of treason trials in Guildhall that were posted on the northeast doorway of Guildhall. Most, if not all, were monumental miscarriages of justice. If our slaving past needs to be put into context, surely that list at the very least needs reinterpretation?

The Chairman responded confirming there were no current plans to look in depth at the City Corporation's role in treason trials. At our last meeting we had a considered and helpful discussion on the item the Member refers to and a decision was taken about the scope of that work and the process for considering subsequent additions to that scope.



The Member responded and stressed the importance of not limiting historical research to just one area. A Member added how they agreed that the specific piece of work on slavery history was important, but that it should be supplemented with other contextual analyses around the same topic. The Member referred to Policy and Resources Committee having previously agreed to fund the specific piece of work, but with there having been a request for additional contextual analysis to ensure the topic was not seen in isolation.

The Chairman noted the point and asked officers to take it away to consider further.

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

There were no additional items of business.

**18. 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.

**19. NON-PUBLIC MINUTES**

a) The non-public minutes of the Policy and Resources Committee meeting on 12 December 2024 were approved as an accurate record.

b) The non-public minutes of the Civic Affairs Sub-Committee meeting on 24 October 2024 were noted.

c) The non-public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 22 November 2024 were noted.

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

The Committee considered a report of the Executive Director of Innovation and Growth providing information relating to City of London partnership organisations.

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

The Committee considered a report of the Director of Community and Children's Services relating to a Barbican Podium waterproofing, drainage and landscaping project.

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

The Committee received a non-public appendix to be read in conjunction with item 10.

**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.

**The meeting ended at 3.38pm**

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Chairman

**Contact Officer: Polly Dunn**  
**[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)**

## City of London Corporation Committee Report

<b>Committee(s):</b> Policy and Resources Committee – For decision	<b>Dated:</b> 13 February 2025
<b>Subject:</b> Standing Order Review 2025 – Sub-Committees	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	Corporate Governance
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b> The Town Clerk and Chief Executive	Ian Thomas CBE
<b>Report author:</b> The Assistant Town Clerk and Executive Director of Governance and Member Services	Polly Dunn

### Summary

In January 2025, this Committee supported a series of amendments to Standing Orders which are due to be considered by the Court of Common Council in March 2025.

To supplement the changes already going forward, the Committee sought detailed options on how the process of Members’ appointments to Sub-Committees might be streamlined, with the ambition of making more efficient use of the Committee’s time at its first meeting of the Civic Year.

This report sets out the various options available to the Committee and seeks the Committee’s steer on the preferred procedure. Delegated authority is then sought to ensure that the the necessary Standing Order changes can be incorporated to proposals going to the Court of Common Council in March 2025.

### Recommendation(s)

Members are asked to:

- 1) Note Appendix 1, which sets out the proposed process for the appointment of sub-committees, reflecting the Standing Order revisions as agreed by the Policy and Resources Committee in January 2025;
- 2) Consider the options for the process and administration for the appointment of Members to Sub-Committees as set out within the report; and

- 3) Agree a preferred process, delegating authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, to finalise any necessary changes to the Standing Orders to facilitate this process, for onward recommendation by the Court of Common Council.

## **Main Report**

### **Background**

1. 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.
2. In broad terms, the scope for the Standing Order review focussed on the Standing Orders relating to the conduct of business at meetings of the Court, its Committees ('Grand' Committees) and their Sub-Committees.
3. The term 'Grand Committee' applies to all committees directly appointed by the Court of Common Council. E.g., the City of London Police Authority Board (COLPAB) is a Grand Committee. The term 'Sub-Committee' refers to any sub-group of a Grand Committee. E.g. the Professional Standards and Integrity Committee is a Sub-Committee of COLPAB.
4. Amendments to the Standing Orders were considered by the Committee at its meeting in January 2025 and, following debate and some amendments, are due to be presented to the Court of Common Council for adoption in March 2025.
5. One area proposed for change concerns the mechanism by which the Chairs and Deputy Chairs of Sub-Committees are to be elected. As part of the Committee's deliberations, it agreed that the process should be changed from the current arrangement whereby the Chair of the Grand Committee nominates their preferred candidate. The new process (set out at Appendix 1) would result in the requirement to hold an additional ballot at the relevant Grand Committee in the event of a contest.
6. Whilst Members were supportive of this change, there were concerns that this process would add additional administration to an already lengthy process of the appointment of Sub-Committees. The Committee consequently commissioned the Town Clerk to bring back options on how this process might be streamlined.

### **Current Position**

7. The process for the appointment of Sub-Committees, including the election of their Chairs and Deputy Chairs, as supported by Policy and Resources in January 2025, is set out in the form of a flow diagram at Appendix 1. Currently, Step 3, 4, 5 and 6 needs to be repeated in full for each Sub-Committee.

## Options

8. There are many options available to Members to help expedite this process, these are summarised in the table, below.

Option	Description	Implications
1	No change	<p>The process for the appointment of Sub-Committees may take slightly longer, particularly for those Grand Committees with a large number of Sub-Committees.</p> <p>Members would retain the ability to nominate themselves to the Sub-Committee at the meeting of the Grand Committee.</p> <p>No change to staff resourcing required.</p>
2	Deadline for nominations for both the membership and Chairship of the Sub-Committee	<p>If a deadline for nominations was introduced (e.g. 12noon one working day before the meeting),. Members would simply be given the opportunity to withdraw, after which all ballot papers (as per Step 3 and 4, Appendix 1) could be returned <i>en masse</i>. Members could continue with other items on their agenda before returning to the matter of the appointment of Chairs to the Sub-Committee(s). Step 5, Appendix 1, would not be required.</p> <p>This would reduce the time spent on the item considerably, but would prevent a Member from nominating themselves on the day, at the meeting.</p> <p>This would have negligible impact on staff resourcing.</p>
3	Indicative vote ahead of the meeting – to be ratified at Committee	<p>Ahead of the first meeting of the Grand Committee, the Town Clerk could conduct an indicative vote, which is subsequently ratified at the formal meeting.</p> <p>Challenges include the fact that ex-officio membership of a Committee can change in the days immediately leading up to a meeting. There is a real risk that votes of these individuals may not be captured properly.</p> <p>Nominations would have to be in much further in advance (two weeks rather than one day). This may not be palatable to Members.</p> <p>Members may challenge the process at Committee if, for example, they missed the relevant communications. At which point the Grand</p>

		<p>Committee could refuse the indicative vote and would have to run the ballot process as set out in Steps 3 – 6 in Appendix 1, anyway.</p> <p>This proposal would have a more significant impact on staff resourcing.</p>
4	Delegated Authority issued – with indicative vote to be taken after the meeting	<p>Delegated Authority issued at the first meeting, allowing an indicative ballot to be conducted by the Town Clerk, with the results to be ratified by the Town Clerk in consultation with the Chairman and Deputy Chairman after the meeting. This was the process successfully deployed during the early stages of Covid-19, when it was still not possible to conduct meetings virtually.</p> <p>Unless a deadline for nominations is implemented, there will still need to be time spent at the Committee, to settle the final list of nominees.</p> <p>The outcome of the ballots will not be known for one-two weeks after the first meeting of the relevant Grand Committee.</p> <p>A subsequent ballot would need to then be conducted for the appointment of the Sub-Committee Chairman.</p> <p>This proposal will require some additional staff resource and would generate the requirement for up to 13 additional delegated authorities to be processed.</p>

## Proposals

9. All options 1-4 are feasible and Members are encouraged to share their views on what they believe is the most appropriate on behalf of all Grand Committees.
10. On balance, Option 2 appears to be the least complex option. It would present reasonable efficiencies at Committee, whilst posing minimal administrative burden on both Members and Officers. It is, however, for Members to decide whether or not they believe that the introduction of a deadline for Sub-Committee nominations, is reasonable.
11. If Option 2 is supported, Members may wish for provision to be made within the Standing Orders, to allow for nominations at the Grand Committee, in the event that fewer nominations are received by the deadline, than there are vacancies. Again, for consistency, Members may wish to consider imposing a deadline for the nomination of Deputy Chair of the Sub-Committee.

## Key Data

12. Members may wish to consider whether a change is required, based on key data.
13. Of the 30 Grand Committees of the Court of Common Council, 17 do not have any direct oversight over any formal Sub-Committees. Of the remaining 13, Policy and Resources Committee has the most Sub-Committees (six). The others have between one and four Sub-Committees, each.
14. At its meeting in May 2024, the Policy and Resources Committee spent approximately 23 minutes on the appointment of Members to Sub-Committees, including the appointment of their respective Chairs and Deputy Chairs.

**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** – Resource implications, where applicable, are set out within the options.

**Legal implications** – There is reasonable discretion for the Court of Common Council to determine an appropriate mechanism by which its Committees, Sub-Committees, Chairs and Deputy Chairs are to be appointed.

**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 such a change. Late proposals could then have to unintended consequences.

**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

15. There are multiple options for Members to consider in relation to the process of electing the membership of Sub-Committees, and consequently the election of the Sub-Committee Chairs. Subject to Members views this day, the Town Clerk is seeking delegated authority (in consultation with the Chairman and Deputy Chairman) to draw up the necessary draft Standing Orders, to give rise to the

preferred option. This proposal will then go to the Court of Common Council in March 2025, alongside the previously agreed Standing Order Revisions from January 2025.

## **Appendices**

- Appendix 1 – Process for appointing Sub-Committees and Sub-Committee Chairs, as agreed by Policy and Resources Committee in January 2025

## **Background Papers**

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

[Standing Orders Review – Policy and Resources Committee \(January 2025\)](#)

## **Polly Dunn**

Assistant Town Clerk and Executive Director of Governance and Member Services



**Appendix 1: Process for appointing Sub-Committees and Sub-Committee Chairs, as agreed by Policy and Resources Committee in January 2025**

**STEP 1**

Summons/Agenda of the Grand Committee meeting is issued five clear working days in advance by the Town Clerk to all its Members and (where the Summons is issued before the first Court of Common Council meeting of the Civic Year) to any candidates standing for election to the Grand Committee.

Along with the Summons, the Town Clerk will seek expressions of interest for any Sub-Committee vacancies. Expressions of interest for vacancies on sub-committees can be submitted up to and at the meeting of the Committee responsible for appointing to said vacancy/ies. The Town Clerk will also seek nominations for those who wish to stand for Chair of any Sub-Committees for which the Grand Committee is responsible for appointing.

**STEP 2**

The Town Clerk will circulate any expressions of interest (be that for membership of a Sub-Committee or the Chairship of a Sub-Committee) received in advance of the meeting.

**STEP 3**

At the meeting of the Committee, when the relevant item is reached and once the Terms of Reference of the Sub-Committees has been confirmed, the Town Clerk will commence the appointment process. This will be done for each sub-committee, in turn. It involves confirming the number of vacancies, reading out the names of those who expressed and interest in advance of the meeting, asking if any other Member wishes to put their name forward, and if any Member wishes to withdraw.

**STEP 4**

If the number of nominees does <u>not</u> exceed the total number of vacancies, those in nomination will be appointed directly to the Sub-Committee.	<b><u>OR</u></b>	If the number of nominees <u>does</u> exceed the total number of vacancies, the Town Clerk will conduct a ballot which is then issued to the Committee for immediate completion.  The ballot will be conducted and results announced.
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**STEP 5**

The Town Clerk will then announce, of those successfully appointed to the Sub-Committee, who has nominated themselves as Chair. They will then ask if any of the other successfully appointed Members, wish to stand as Chair of the Sub-Committee.

**STEP 6**

If no one wishes to nominate themselves, the Chair of the Grand Committee will assume the role until the next meeting.	<b><u>OR</u></b>	If there is one nominee, they will be announced as being duly appointed for the year ensuing.	<b><u>OR</u></b>	If there are multiple nominees, the Town Clerk will conduct a ballot which will be issued to the Committee for immediate completion.  The ballot will be conducted and the results announced.
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**NB**

The Deputy Chair of the Sub-Committee is to be elected by the Sub-Committee, from the entirety of the Sub-Committee's membership, at its first meeting.

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## City of London Corporation Committee Report

<b>Committee(s):</b> Policy and Resources Committee – For Decision	<b>Date:</b> 13/02/2025
<b>Subject:</b> Committee Terms of Reference	<b>Public report:</b> For Decision
<b>This proposal:</b>	<b>Supports all Corporate Plan outcomes</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Town Clerk and Chief Executive
<b>Report author:</b>	Chris Rumbles

### Summary

Policy and Resources Committee is responsible for overseeing the annual review of proposed changes to all Grand Committee Terms of Reference, for onward consideration by the Court of Common Council.

This report presents a summary of proposed changes brought forward by various Committee’s in respect of their terms of reference, and a recommendation of officers on whether these can be adopted in line with existing governance arrangements.

Detail of proposed changes to Terms of Reference are set out within the appendices, with the case for these change(s) outlined within this cover report.

This report also notes where ongoing discussions are continuing with respect to specific Committees, and seeks Delegated Authority for these to be considered ahead of Court in April 2025.

## **Recommendation(s)**

Members are asked to:

- 1) consider and approve the revised terms of reference as proposed in Table 1 and appended to this report;
- 2) Note that consultation on amendments to the terms of reference of Policy and Resources Committee, Investment Committee, Culture Heritage and Libraries Committee, City Bridge Foundation, Health and Wellbeing Board, Police Authority Board and Digital Services Committee are still ongoing; and
- 3) Agree to Delegate Authority to the Town Clerk in consultation with the Chairman and Deputy Chairman to consider and approve any subsequent changes to Committee Terms of Reference that may be required ahead of the April 2025 Court of Common Council meeting.
- 4) Authorise the Town Clerk to make factual amendments to Terms of Reference (such as the correction of job titles, committee names etc.) required ahead of presentation to the April 2025 Court meeting.

## **Main Report**

### **Background**

1. The Court of Common Council considers and appoints/reappoints its Grand Committees on an annual basis each April through the “White Paper”. This process provides an opportunity for the Court to implement any revisions to the responsibilities assigned to these Grand Committees.
2. All Committees are required to review their terms of reference on an annual basis to identify any routine changes that may be needed in order to better reflect and discharge their various responsibilities. Whilst these committees may then make suggested changes to their own terms of reference, the Policy and Resources Committee is responsible for overseeing the City Corporation’s governance arrangements, ultimately making any final recommendations to the Court on this basis.
3. Any changes agreed today and / or any further changes that may be agreed under delegated authority, will feature as part of the annual White Paper that will go forward to Court of Common Council on Friday 25<sup>th</sup> April 2025. Where no changes are being proposed to a Committees’ terms of reference, these will also go forward as unchanged and feature as part of the White Paper.
4. Over the course of recent years, the Court of Common Council has overseen considerable changes to Committee Terms of Reference following the Governance Review and with further significant changes being made at the requests of Members, as part of the ‘Light Touch’ Governance Review. This has allowed an opportunity for all Grand Committee terms of reference to be brought up to date.

## Current Position

5. The Table below provides detail on those Grand Committees where a change to their Terms of Reference has been proposed, with a summary of the proposed change. Also included in the table is detail of those Grand Committees where their terms of reference are yet to be considered and may still be subject to proposed changes coming forward.
6. For those Grand Committee's that are yet to consider and agree their terms of reference, delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, is being requested to allow for any proposed changes to Committee Terms of reference that may come forward to be considered and approved ahead of the April 2025 Court meeting.
7. In reviewing the Terms of Reference attached, please disregard any named Members that may be out of date. These will be corrected in the usual fashion. Focus should be on any changes proposed to the Composition, Quorum and Responsibilities.

Committee	Summary of Changes Proposed	Recommended Action for Policy and Resources Committee
<b>Hampstead Heath, Highgate Wood &amp; Queen's Park Committee</b>	Removal of the word 'joint' in 'Highgate Wood Joint Consultative Committee' and Queen's Park Joint Consultative Committee, as well as a change of 'Committee' to 'Group' in 'Highgate Wood Joint Consultative Committee'.	To agree as appended (Appendix A)
<b>Epping Forest &amp; Commons Committee</b>	Clarification of the Committee's responsibility not only being from Natural Environment Board, but with it ' <u>having regard to the overall policy laid down by the Court of Common Council or by other Committees exercising its functions and responsibilities under authorised delegations</u> ' as defined.	To agree as appended (Appendix B)
<b>Community and Children's Services Committee</b>	Change to name of Safeguarding Sub-Committee to include Safeguarding & <u>Special Education Needs</u> Sub Committee	To agree as appended (Appendix C)
<b>Barbican Centre Board</b>	Barbican Centre Board have agreed a change to their terms of reference that the Board 'shall elect a Deputy Chair from the Members'. Also, appointment of the Chief Executive, removing 'final decision being delegated to the Town Clerk.	To agree as appended (Appendix D)

<b>Culture Heritage and Libraries Committee</b>	Culture Heritage and Libraries Committee are due to consider and approve their terms of reference and these may be subject to changes being proposed.	Any changes proposed are to be considered and approved under delegated authority.
<b>City Bridge Foundation</b>	City Bridge Foundation are still due to consider and approve their Terms of reference and these may still be subject to changes being proposed.	Any changes proposed are to be considered and approved under delegated authority.
<b>Health and Wellbeing Board</b>	Health and Wellbeing Board are due to consider and approve their terms of reference and these may be subject to changes being proposed.	Any changes proposed are to be considered and approved under delegated authority.
<b>Police Authority Board</b>	Police Authority Board are due to consider and approve their terms of reference and these may be subject to changes being proposed.	Any changes proposed are to be considered and approved under delegated authority.
<b>Digital Services Committee</b>	Digital Services Committee are due to consider and approve their terms of reference under delegated authority. An amendment has been proposed to the codifying of current practice at DCS, relating to the reporting of data breaches.	Changes to be considered and approved under delegated authority.
<b>Policy and Resources Committee</b>	Proposed changes relating to the relationship between the Resource Allocation Sub-Committee and the Investment Committee, with subsequent impact on the Policy and Resources Committee's terms of reference, are due to be considered by the Investment Committee	Any proposed changes to be considered and approved under delegated authority.
<b>Investment Committee</b>	Proposed changes relating to Investment Committee's Terms of Reference are due to be considered by the Investment Committee	Any changes to be considered and approved under delegated authority.

### Proposals and Options

It is for Members to consider and decide on the proposed changes to terms of reference and whether to put these forward for recommendation to Court of Common Council in April 2025.

## **Corporate & Strategic Implications**

### **Strategic implications**

One of the purposes of the annual review of terms of reference, is to help ensure that the City Corporation has in place the best governance structures to deliver against the Corporate Plan alongside any statutory and / or charitable obligations.

### **Financial implications**

None

### **Resource implications**

None

### **Legal implications**

None

### **Risk implications**

None

### **Equalities implications**

All public bodies have a duty to ensure that when exercising their functions they have due regard to the need of 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 within this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

### **Climate implications**

The proposals included in this paper do not carry any significant implications for the Climate Action programme.

### **Security implications**

None

## **Conclusion**

8. The Committee is asked to consider the proposed amendments to Terms of Reference and Constitutions set out above/appended, as requested by various committees. Those which are approved will be submitted to the Court of Common Council in April for final approval.

## **Appendices**

Appendix A – Hampstead Heath, Highgate Wood & Queen’s Park Committee terms of reference

Appendix B - Epping Forest & Commons Committee Terms of reference

Appendix C – Children’s and Community Services Committee

## Appendix D - Barbican Centre Board

### **Background Papers**

None.

Chris Rumbles  
Town Clerk's Department  
E: [christoper.rumbles@cityoflondon.gov.uk](mailto:christoper.rumbles@cityoflondon.gov.uk)



## Appendix A

MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025
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### **HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE**

#### 1. **Constitution**

A Non-Ward Committee appointed pursuant to the London Government Reorganisation (Hampstead Heath) Order 1989 consisting of not fewer than 18 Members in the following categories:-

- not fewer than 12 Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Chairman and Deputy Chairman of the Natural Environment Board (*ex-officio*)
- plus, for the consideration of business relating to Hampstead Heath only, at least six representatives who must not be Members of the Court of Common Council or employees of the City of London Corporation and at least six of whom are to be appointed as follows:-
  - one after consultation with the London Borough of Barnet
  - one after consultation with the London Borough of Camden
  - one after consultation with the owners of the Kenwood lands
  - three after consultation with bodies representing local, ecological, environmental or sporting interests

The Chairman of the Committee shall be elected from the City Corporation Members.

#### 2. **Quorum**

A. For Hampstead Heath business the quorum consists of seven Members, at least one of whom must be a non-Common Council Member.

B. For Highgate Wood and Queen's Park business the quorum consists of three Members.

#### 3. **Membership 2024/25**

- 8 (4) William Upton KC
- 9 (2) Charles Edward Lord OBE JP, Deputy *for two years*
- 7 (3) Wendy Mead OBE *for three years*
- 3 (3) Timothy Butcher, Deputy
- 3 (3) John Ross Foley
- 3 (3) Alethea Melody Silk
- 3 (3) John David Absalom
- 9 (2) Michael Hudson
- 3 (2) Jason Groves
- 7 (2) Gregory Percy Jones, KC, Alderman

*Vacancy*

*Vacancy*

Together with the *ex-officio* Members referred to in paragraph 1 above and the following representatives from outside organisations:-

Heath and Hampstead Society	-	John Beyer
English Heritage	-	Emily Hills
London Wildlife Trust	-	Mathew Frith
London Borough of Barnet	-	Councillor Arjun Mittra
London Borough of Camden	-	Councillor Marcus Boyland
Ramblers' Society	-	Pauline Lobo

#### 4. **Terms of Reference**

To be responsible, having regard to the overall policy laid down by the Natural Environment Board, for:-

- (a) expressing views or making recommendations to the Natural Environment Board for that Committee's allocation of grants which relate to Hampstead Heath, Highgate Wood & Queen's Park.

##### **Hampstead Heath**

- (b) devising and implementing the City of London Corporation's policies and programmes of work in relation to Hampstead Heath (registered charity no. 803392) (and, in fulfilling those purposes, to have regard to any representations made to it by the Hampstead Heath Consultative Committee) in accordance with the London Government Re-organisation (Hampstead Heath) Order 1989;

- (c) exercising all the City of London Corporation's powers and duties relating to Hampstead Heath, including those set out in Regulation 5 of the London Government Re-organisation (Hampstead Heath) Order 1989, or in any Act or Statutory Instrument consolidating, amending or replacing the same;
- Highgate Wood & Queen's Park**
- (d) devising and implementing the City of London Corporation's policies and programmes of work in relation to Highgate Wood and Queen's Park (registered charity no. 232986) ) (and, in fulfilling those purposes, to have regard to any representations made to it by the Highgate Wood Joint Consultative Committee and the Queen's Park Joint Consultative Group) in accordance with the provisions of the Highgate Wood and Kilburn Open Spaces Act 1886;
- Consultative Committees**
- (e) appointing such Consultative Committees and Groups as are considered necessary for the better performance of its duties including, but not limited to, a
- Hampstead Heath Consultative Committee
  - Highgate Wood ~~Joint~~ Consultative Group Committee
  - Queen's Park ~~Joint~~ Consultative Group

## Appendix B

MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025
-----------------	--

### EPPING FOREST & COMMONS COMMITTEE

1. **Constitution**  
A Non-Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - 8 Members elected by the Court of Common Council at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
  - the Chairman and Deputy Chairman of the Natural Environment Board (ex-officio)
  - plus, for the consideration of business relating to Epping Forest only, four Verderers elected or appointed pursuant to the Epping Forest Act 1878.
2. **Quorum**  
The quorum consists of any five Members.  
*For the purpose of non-Epping Forest related business the quorum must consist of five Committee Members who must be Members of the Court of Common Council.*
3. **Membership 2024/25**  
**ALDERMEN**
  - 5 Nicholas Stephen Leland Lyons
  - 2 Vincent Keaveny, CBE**COMMONERS**
  - 10 (4) Gregory Alfred Lawrence
  - 7 (3) Benjamin Daniel Murphy *for three years*
  - 2 (2) Bronek Masojada, Alderman, Sheriff *for two years*
  - 8 (3) George Christopher Abrahams
  - 8 (3) Caroline Wilma Haines
  - 2 (2) David Sales *for three years*
  - 10 (2) Philip Woodhouse
  - 3 (1) Jaspreet Hodgsontogether with the ex-officio Members referred to in paragraph 1 above:-  
Verderers pursuant to the provisions of the Epping Forest Act, 1878:-
  - Michael Chapman, D.L.
  - H.H. William Kennedy
  - Paul Morris
  - Nicholas Munday
4. **Terms of Reference**  
~~To be responsible, having regard to the overall policy laid down by the Natural Environment Board, for:-~~  
To be responsible, having regard to the overall policy laid down by the Court of Common Council or by other committees exercising its functions and responsibilities under authorised delegations, for:-
  - (a) exercising of the powers and duties of the Court of Common Council as Conservators of Epping Forest (registered charity no. 232990) and the various additional lands which have been acquired to protect the Forest in accordance, where appropriate, with the Epping Forest Acts 1878 and 1880 (as amended) and all other relevant legislation.
  - (b) the ownership and management of the following open spaces in accordance with the provisions of the Corporation of London Open Spaces Act 1878:-
    - Coulsdon and other Commons (registered charity no. 232989), the other Commons being Kenley Common, Farthing Downs and Riddlesdown
    - West Wickham Common and Spring Park (registered charity no. 232988)
    - Ashtead Common (registered charity no. 1051510)
    - Burnham Beeches and Stoke Common (registered charity no. 232987)

## Appendix B

- (c) appointing such Consultative Committees as are considered necessary for the better performance of its duties including:-
  - Ashted Common Consultative Group
  - Burnham Beeches Consultation Group
  - Epping Forest Consultative Group
  - Epping Forest Local Authority Liaison Group
  - West Wickham, Spring Park and Coulsdon Commons Consultative Group
- (d) expressing views or making recommendations to the Natural Environment Board for that Committee's allocation of grants which relate to Epping Forest and Commons.

MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
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**COMMUNITY & CHILDREN'S SERVICES COMMITTEE**

1. **Constitution**  
A Ward Committee consisting of,
  - two Aldermen nominated by the Court of Aldermen
  - up to 34 Commoners representing each Ward (two representatives for the Wards with six or more Members regardless of whether the Ward has sides), those Wards having 200 or more residents (based on the Ward List) being able to nominate a maximum of two representatives
  - a limited number of Members co-opted by the Committee (e.g. the two parent governors required by law)

2. **Quorum**  
The quorum consists of any nine Members. [N.B. - the co-opted Members only count as part of the quorum for matters relating to the Education Function]

3. **Membership 2024/25**

ALDERMEN

- 4 Prem Goyal, OBE JP
- 3 Christopher Makin

COMMONERS

3	Naresh Hari Sonpar.....	Aldersgate
5	Helen Lesley Fentimen OBE.....	Aldersgate
3	Timothy James McNally .....	Aldgate
1	Madush Gupta, Deputy .....	Bassishaw
2	Nighat Qureishi, Deputy .....	Billingsgate
4	Tom Sleigh.....	Bishopsgate
1	Deputy Shравan Joshi .....	Bishopsgate
	(Bread Street has paired with Castle Baynard for this appointment).....	Bread Street
3	Keith Bottomley, Deputy.....	Bridge and Bridge Without
2	Shahnan Bakth.....	Broad Street
	(Bridge and Bridge Without has paired with Billingsgate for this appointment	Candlewick
8	Mary Durcan.....	Castle Baynard
11	Henrika Johanna Sofia Priest.....	Castle Baynard
	(Cheap has paired with Farringdon Within for this appointment).....	Cheap
	(Coleman Street has paired with Broad Street for this appointment).....	Coleman Street
3	Jamel Banda.....	Cordwainer
3	Joanna Tufuo Abeyie MBE.....	Cornhill
3	Anne Corbett, Deputy .....	Cripplegate
3	Ceri Edith Wilkins.....	Cripplegate
8	Matthew Bell.....	Farringdon Within
1	Eamonn Mullally.....	Farringdon Within
4	John Absalom.....	Farringdon Without
8	Ruby Sayed.....	Farringdon Without
11	Philip Woodhouse.....	Langbourn
	(Lime Street has paired with Cornhill for this appointment).....	Lime Street
8	Jason Paul Pritchard.....	Portsoken
13	John William Fletcher, Deputy.....	Portsoken
3	Aaron Anthony Jose Hasan D'Souza.....	Tower
	(Vintry has paired with Cordwainer for this appointment).....	Vintry

Together with the co-opted Members referred to in paragraph 1 above and four Members in place of the Wards (Dowgate) (Walbrook) and (Queenhithe x 2) on this occasion:-

Dawn Frampton  
Steve Goodman OBE  
Natasha Lloyd-Owen  
Jacqui Webster

4. **Terms of Reference**

To be responsible for:-

- (a) the appointment of the Executive Director of Community & Children's Services;
- (b) the following functions of the City of London Corporation (other than in respect of powers expressly delegated to another committee, sub-committee, board or panel):-
- i. Children's Services - to include Corporate Parenting, which is also scrutinised by the Committee's Safeguarding Sub Committee, together with performance data.
  - ii. Adults' Services - noting that performance data is also scrutinised by the Safeguarding Sub Committee
  - iii. Education -to include attendance/admissions for the Aldgate School, Children Centre matters and Special Educational Needs(SEND), which are also scrutinised by the Safeguarding Sub Committee.
  - iv. Libraries - in so far as the library services affects our communities (*NB - the budget for the Library Service falls within the remit of the Culture, Heritage and Libraries Committee but the Head of the Libraries Service reports to the Director of Community and Children's Services*)
  - v. Social Housing - (i.e. the management of the property owned by the City of London Corporation under the Housing Revenue Account and the City Fund in accordance with the requirements of all relevant legislation and the disposal of interests in the City of London Corporation's Housing Estates (pursuant to such policies as are from time to time laid down by the Court of Common Council) (*NB. The Housing Management and Almshouses Sub Committee has decision making powers in these matters, delegated by the Grand Committee.*)
  - vi. Public Health - as prescribed by the Health and Social Care Act 2022, noting the separate and distinct responsibilities of the Port Health and Environmental Services Committee; the Health and Wellbeing Board and the Health and Social Care Scrutiny Committee.
  - vii. Sport/Leisure Activities
  - viii. Marriage Licensing and the Registration Service

and the preparation of all statutory plans relating to those functions and consulting as appropriate on the exercise of those functions;

- (c) appointing Statutory Panels, Boards and Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
- Housing Management and Almshouses Sub-Committee
  - Safeguarding & Special Education Needs Sub-Committee
  - City and Hackney Sub Committee of the North East London Integrated Care Board
  - Integrated Commissioning Sub-Committee
  - Homelessness and Rough Sleepers Sub-Committee
- (d) excepting those matters reserved to the Court of Common Council or which are the responsibility of another Committee, all aspects of City of London Combined Relief of Poverty Charity (registered charity no. 1073660) and City of London Almshouses Charity (registered charity no. 1005857) and day-to-day management and administration of the charities. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charities, and to support expedient and efficient delivery of the charities objects and activities in accordance with the charities annual budget, strategy and policies.
- (e) making recommendations to the Education Board on the policy to be adopted for the application of charitable funds and to make appointments to the Sub-Committee established by the Education Board for the purpose of managing those charities.
- (f) the management of the Aldgate Pavilion.

MAINELLI, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 <sup>th</sup> April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025.
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**BARBICAN CENTRE BOARD**

1. **Constitution**

A Non-Ward Committee consisting of,

- Seven<sup>1</sup> Members elected by the Court of Common Council for three-year terms, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment.
- Up to eight non-Common Council representatives appointed by the Board, of which at least two should be drawn from the arts world
- a representative of the Policy & Resources Committee
- the Chair of the Barbican Centre Trust (ex-officio)

The Chair of the Board shall be elected from the City Corporation Members.

~~The Board shall elect a Deputy Chair from the members and T~~ The Board shall also elect a second Deputy Chair, appointed from the External Membership of the Board.

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There is a maximum service limit of nine years, which shall apply to all Members (including ex-officio) not counting service as Chair or Deputy Chair.<sup>2</sup>

2. **Quorum**

The quorum consists of any five Members, provided that Common Councillors are in the majority for the approval of the Budget, the appointment of External Members and the appointment of the Chief Executive Officer.

1. **Membership 2024/25**

- 6 (3) Sir William Anthony Bowater Russell, Alderman
- 3 (3) Irem Yerdelen
- 5 (2) Munsur Ali
- 5 (2) Randall Keith Anderson, Deputy
- 5 (1) Tijs Broeke
- 1 (1) Nicholas Stephen Leland Lyons, Alderman
- 1 (1) Anett Rideg

Together with the Members and ex-officio Members referred to in paragraph 1 above, and:-

Tobi Ruth Adebekun	)	
Michael Asante	)	
Stephen Bediako	)	
Zulum Elumogo	)	Up to eight non-Common Council Members appointed by the Board
Mark Page	)	
Professor Jane Roscoe	)	
Dr Jens Riegelsberger	)	
Despina Tsatsas	)	

4. **Terms of Reference**

To be responsible for:-

- (a) the strategic direction, management, operation and maintenance of the Barbican Centre, having determined the general principles and financial targets within which the Centre will operate;
- (b) ~~the assisting with the~~ appointment of the Chief Executive Officer of the Barbican Centre; ~~the final decision is delegated to the Town Clerk and Chief Executive and Chief People Officer in consultation with the Chair.~~

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<sup>1</sup>Reduced to seven in April 2024 through natural turnover in committee Membership, in line with the agreement of the Court in April 2023.

<sup>2</sup> Other than in specific cases approved by the Court of Common Council.

- (c) the Centre's contribution to the City of London Corporation's key policy priority, 'Increasing the impact of the City's cultural and heritage offer on the life of London and the nation', viz.:
  - i) the provision of world-class arts and learning by the Centre for the education, enlightenment and entertainment of all who visit it, particularly through the delivery of its creative and cultural learning programmes; and
  - ii) the provision of access to arts and learning beyond the Centre;
- (d) the creation of enterprise and income-generating support for the Centre.



## City of London Corporation Committee Report

<b>Committee(s):</b> Policy and Resources Committee	<b>Dated:</b> 13/02/2025
<b>Subject:</b> City of London Corporation Corporate Plan 2024-2029 – Preliminary Progress Report	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>Delivers Corporate Plan 2024-29 outcomes</b></li> </ul>	All Corporate Plan outcomes
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	
<b>Report of:</b>	Dionne Corradine Chief Strategy Officer
<b>Report author:</b>	Alice Reeves Assistant Director Corporate Performance & Analysis

### Summary

As part of the City of London Corporation’s Corporate Plan 2024-2029 (CP24-29) we have committed to publishing an annual progress report against our six strategic outcomes.

The CP24-29 communicates the City Corporation’s strategic aims for the next five years. Progress reporting will happen annually and will capture how these aims are being met. The Preliminary Progress Report (Appendix A) is the precursor to annual progress reporting, it covers the timespan between publication of CP24-29 (April 2024) to Dec 2024 in order to provide an update before the election. It is recommended that the first full year progress report be published in May 2026. This preliminary report compiles data and information capturing achievements across the six CP24-29 strategic outcomes and sets the groundwork for future reporting, with collaborative work to improve and enhance robust metrics across the City Corporation ongoing.

This report provides updates on major areas of work under each of the six strategic outcomes, outlines activities to socialise CP24-29, and details data and metrics where available. Additionally, it covers changes since CP24-29 was published.

Performance reporting will be aligned with the Annual Governance Review and the Statement of Accounts for the City Fund to increase coherence and help deepen insight and analysis as reporting develops, as all three will be published concurrently and cover identical timeframes.

## Recommendations

Members are asked to:

- **Note** the content of the Corporate Plan 2024-29 (CP24-29) Preliminary Progress Report included at annex A; this contains an appendix covering changes and updates to CP24-29 that will be published separately on the City Corporation website
- **Agree** to publish the CP24-29 Preliminary Progress Report on City Corporation's website
- **Endorse** the intended approach for publishing annual CP24-29 progress reports to align with reporting of the Statement of Accounts for the City Fund and Annual Governance Statement

## Main Report

### Background

1. The Corporate Plan 2024-2029 provides the strategic framework to guide the City of London Corporation's thinking and decision-making over the next five years. Alongside financial planning, the People Strategy 2024-29, Digital, Data and Technology Strategy and Transformation Programme, it drives the City of London Corporation's ambition to be world-class. The final plan was agreed by the Court of Common Council in January 2024, and published on 1 April that year. It sets out six strategic aims:
  - Diverse, Engaged Communities
  - Dynamic Economic Growth
  - Vibrant Thriving Destination
  - Flourishing Public Spaces
  - Providing Excellent Services
  - Leading Sustainable Environment
2. CP24-29 is intended to be a living document that can adapt during its five-year span. The previous Corporate Plan 2018-23 did not include success measures, so there was no tracking or reporting of progress against objectives. This has changed: organisational progress against outcomes will be published on an

annual basis. Reporting includes both quantitative and qualitative performance information on each strategic outcome<sup>1</sup>. This will ensure that it is possible to understand whether we are on track to achieve our stated aims and objectives. It will allow us to map success and identify areas that may benefit from additional resource.

3. The overarching purpose of CP24-29 is not to detail everything the City Corporation does. Instead it defines the key outcomes we want to achieve to help us spend our resources on what we value. This applies equally to performance monitoring, where the focus is on the key outcomes and impact.
4. Discussions at Policy and Resources Committee and at the Court of Common Council have guided how performance metrics will be reported. Members agreed that CP24-29 reporting would be iterative and developed year on year due to the lack of maturity and capability on data within the organisation.

### **Current Position**

5. The CP24-29 Preliminary Progress Report has been prepared to highlight activity since publication of CP24-29. Major communications and socialisation efforts have embedded understanding of CP24-29 across City Corporation and socialised it externally, including a 'CP and Me' guide to incorporate CP24-29 into our work, the creation of a dedicated page on our external website containing the plan and supporting information and consultation. Members were issued with packs to engage with constituents, residents and stakeholders to support communications; Chief Officers and Heads of Institutions were issued with similar content for engaging their stakeholder groups.
6. Externally, CP24-29 has been flagged via news articles, social media posts, and direct engagement. An update was posted on the external website dedicated to engagement on CP24-29 and sent directly to any members of the public who had expressed an interest in further details. For anyone requiring a hard copy or unable to access the digital version, physical copies of the plan and key facts booklet were distributed to City Corporation sites and these have been replenished throughout the year.
7. In parallel, efforts have focussed on embedding and developing mechanisms for reporting performance that will be captured in the CP 24-29 Annual Report. Workshops, support and advice remain ongoing to:
  - a. Officers to identify and agree data for performance metrics to enable monitoring against our strategic outcomes.
  - b. Areas developing strategies that require the means of measuring outcomes e.g. Department of Community and Children's Services
  - c. Develop performance metrics relating to business plans across City Corporation

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<sup>1</sup> In some cases, outcomes and measures may appear to overlap – this is part of our efforts to measure outcomes, not simple data streams and avoid silo reporting.

- d. Help create data dashboards to highlight local performance indicators
8. This is the first time input from across the organisation has been brought together to analyse high-level performance. To do this effectively in the medium to long term, robust information and basic data needs to be captured, to consequently enable complex analysis of multiple areas of data, in combination with qualitative reporting. Efforts to collate relevant input to date have identified many gaps in basic data gathering. The preliminary report at Appendix A contains data currently available on areas identified as key to measuring progress. This will be further analysed and developed into metrics for the full Year One report. With the completion of the preliminary report, further input will be requested from Officers and Members to continue to develop data and metrics.
  9. Due to the high level of complexity, lack of corporate maturity on data and limited resource available, close collaboration is ongoing with teams across the organisation to develop and support effective mechanisms to deliver performance reporting. This is aimed at developing a greater cohesion to reporting and managing the fragmented datasets that currently exist. Activity is likely to continue for the full lifecycle of the CP24-29. As this develops external comparators and contextual data will be included wherever possible to understand and support progress and achievement.
  10. Annual reporting on progress is key to how the City Corporation successfully achieves its aims. It sits alongside other core public reports: the Statement of Accounts for the City Fund and Annual Governance Statement – both are published in Q2 of the financial year. Publishing all three together adds coherence as they will then report on identical timeframes. This alignment will deepen insight into analysis in due course. The first time all three reports will be issued together will be May 2026.

## Options

11. The analysis for each option is included below, with a recommended steer for option a:
  - a. Recommended: Publish the Preliminary Report included at annex A, and progress to a full report to be published in May 2026

The Preliminary Report is the first major progress update on CP24-29 activity and can be used for stakeholder engagement widely across City Corporation by both Members and Officers. It keeps up the momentum of publishing activity and progress to achieving our objectives set out in CP24-29, and creates opportunity for dialog on how to further improve our metrics and capabilities on data. The timing means the benefits of aligning with other major public-facing publications are realised.

- b. Not recommended: Do not publish the Preliminary Report at this stage, and instead continue activity progressing to a full Year One report in May 2026

This approach creates the risk of an information gap between publication of CP24-29 the full Year One progress results. Central to CP24-29 is ongoing reporting on updates to corporate outputs and direction more generally – this option would not support this approach.

- c. Not recommended: Do not publish the Preliminary Report at this stage, instead continue activity progressing a full Year One report later in 2025.

Publishing the Preliminary Report at this time would maintain momentum on progressing CP24-29. However, it would lack the benefits derived from aligning reporting with the Statement of Accounts for the City Fund and Annual Governance Statement – published together these would provide more in-depth insights into achievements than currently exists, with all three reports covering identical annual timeframes.

## Proposals

- 12. The Preliminary Report outlines our journey to embedding CP24-29 and focussing corporate efforts on achieving the six outcomes outlined in it, while setting out efforts to improving performance monitoring and reporting collectively. It also highlights achievements since CP24-29 was published. This is a key public report for the City Corporation aimed at outlining year on year progress against our strategic outcomes.
- 13. As indicated above, the City Corporation lacks maturity on performance monitoring and metrics – however, efforts are underway to improve this, including:
  - a. The Digital, Data and Technology (DDaT) Strategy 2024-2029 explains where progress is required, and delivery of the data aspects of this strategy will be critical to the success of performance reporting
  - b. Business planning processes now require the inclusion of robust performance metrics, with quarterly reporting to the Executive Leadership Board (ELB) and a dashboard available internally. Ongoing support is provided to business planners across the organisation to improve these measures and the wider evidence base for progress against priority workstreams
  - c. Close collaboration across departments and Institutions to enable a more cohesive approach to reporting progress and managing and sharing existing fragmented datasets
  - d. Committee reports now include a section on data and reporting by default and new workstream-specific strategies are increasingly focussing on including effective metrics. Where possible and relevant, these metrics are being drawn through the CP24-29 reporting

This year the development of performance reporting for CP24-29 has necessarily focussed on laying foundations for agreed performance indicators and mechanisms and timeframes for collecting and sharing relevant, accurate data. Ongoing work is needed to move towards actively analysing outputs and results – the Preliminary

Report maintains this momentum and this additional analysis will be reflected in the full Year One report wherever possible. As reporting matures, further external considerations, analysis and comparatives will be included.

## Key Data

14. This report summarises key data<sup>2</sup> and input from key programmes<sup>3</sup> from across the organisation to assess progress against the six CP24-29 outcomes. In due course this reporting should become a key data source for the City Corporation. The Preliminary Report contains input and key information from across the City Corporation that will become the basis for analysis on progress as performance reporting develops. Data is included for all six outcomes, noting that there is a variation in maturity in different areas – all data that has is relevant and has been made available has been included in the annexed report.
15. Due to the complexity of City Corporation and what we are aiming to achieve, information is necessarily qualitative as well as quantitative. Where possible indications are given in the document where data will be used as a baseline to measure progress, and from which full metrics can be developed and analysis produced.
16. Achieving full analytical capabilities and robust performance metrics relies on progress in other areas of the organisation, notably the implementation of the Digital, Data and Technology Strategy (specifically the sections relating to data), and increasing capabilities on data.

## Corporate & Strategic Implications

**Strategic implications** – The CP24-29 Preliminary Progress report is the mechanism for monitoring progress in delivering the Corporate Plan. It is intended capture any changes made in terms of key deliverables – ensuring CP24-29 is a living document. It aims to support effective prioritisation and allocation of resource to corporate priorities.

**Financial implications** – none

**Resource implications** – Delivery of CP24-29 progress reporting is resourced within the Corporate Strategy & Performance Team under the Chief Strategy Officer, however progress on delivery against the individual workstreams that contribute to CP24-29 are resourced through individual Departments and Institutions.

**Legal implications** - none

**Risk implications** - Progress reporting is key to ensuring we achieve our stated goals; monitoring will support allocation of resources to ensure that delivery is on track, and support effective horizon scanning for risk.

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<sup>2</sup> Including data on: children & adults social care; housing; education; climate action /reaching net zero; air quality; energy consumption; footfall in the square mile (from BT); economic/UK competitiveness.

<sup>3</sup> Programmes include: Redevelopment/regeneration (eg Barbican renewal, London Museum, Salisbury square); policing; planning and transport; democratic engagement.

**Equalities implications** – CP24-29 sits alongside enabling activity (such as the People Strategy 24-29 and Equalities Objectives 24-29) to progress and promote equalities within and beyond the organisation. Direct reporting on equalities sits with reporting on the abovementioned reports, however, overall CP24-29 aligns with our corporate ambitions on equalities. Activity that contributes to achieving the strategic outcomes in CP24-29 should follow best practice by undergoing Equality Impact Assessments to mitigate adverse effects and promote inclusivity. CP24-29 reporting includes a section on diversity – this will be developed and expanded in future iterations of the reporting cycle.

**Climate implications** – Reporting on climate impacts is included in CP24-29 reporting under “Leading Sustainable Environment” – one of the six strategic outcomes of CP24-29

**Security implications** None

## Conclusion

17. The Preliminary Report outlines the City of London Corporation’s progress since launching the Corporate Plan 2024-2029 (CP24-29), covering all six outcomes. It consolidates data and initiatives to inform analysis and develop performance metrics for future annual reporting.
18. An annual CP24-29 Progress Report will be published alongside the Statement of Accounts for the City Fund and Annual Governance Statement from May 2026 onwards. Each year the annual performance report will develop in its complexity with increasingly advanced analysis and performance metrics.

## Appendices

Appendix 1: Corporate Plan 2024-29 Preliminary Progress Report (April – December 2024)

## Background Papers

City of London Corporation Corporate Plan 2024-29 and supporting documents: [Our Corporate Plan 2024-29 - City of London](#)  
Court of Common Council, 11 January 2024 – Policy & Resources Committee Draft Corporate Plan: [ITEM 8 - Draft Corporate Plan 2024-25 Report.pdf](#)  
Policy and Resources Committee, December 2023 – Corporate Plan

**Alice Reeves**

**Assistant Director Corporate Performance & Analysis, CSPT**

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# City of London Corporation Corporate Plan 2024 – 2029

Preliminary Progress Report  
April – December 2024

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## Introduction

The City of London Corporation's Corporate Plan 2024-2029 (CP24-29) sets out our strategic aims, serving as a framework for planning and decision-making. CP24-29 has six strategic outcomes:

1. Diverse, Engaged Communities
2. Dynamic Economic Growth
3. Vibrant Thriving Destination
4. Flourishing Public Spaces
5. Providing Excellent Services
6. Leading Sustainable Environment

Progress against CP 24-29 will be reported annually to help City Corporation successfully achieve its aims and objectives. This Preliminary Progress Report is the precursor to annual progress reporting, captures activity since publication of the CP24-29 (April 2024) against the six outcomes and sets out what annual reporting will look like. This report includes qualitative and quantitative insights comprises of inputs from across City Corporation. Content and analysis will, by necessity, develop in complexity over the course of the CP24-29 lifespan as reporting mechanisms evolve and data capabilities improve.

The scope of this preliminary report is not to capture everything that has taken place since CP24-29 was published. This edition focuses on the timespan between publication of CP24-29 and the full year one progress report due in May 2026. This includes socialisation of CP24-29 and data and information capturing corporate achievements across the six CP24-29 strategic outcomes. It also sets out the groundwork for future reporting - collaborative work to improve and enhance robust metrics across the City Corporation is ongoing. This report updates progress against the six strategic outcomes, highlights achievements and details data and metrics that will be used for future reporting where available. This report contains limited analysis as the full first year's data is incomplete at the time of writing. Some older data has been included where relevant to benchmarking (for example for our Climate Action Strategy and on the Financial and Professional Services (FPS) industry).

The report is informed by Departmental and Institutional strategies, major programmes, business planning, local resource allocation, and service delivery. Information on the corporate reporting landscape and the dashboard that will accompany annual reporting is included in annex B and C respectively.

Updates and changes to the Key Facts document (published alongside CP24-29) is included in annex D. This information will be available separately on the dedicated CP24-29 internet and intranet pages as well as part of this document bundle.

The timing of publication affects the impact of this report. Reports will be published at the end of May each year to align with publication of the Annual Governance Statement and the Statement of Accounts for the City Fund. Alignment with these publications will increase coherence and help deepen insight and analysis as reporting develops, as all three will, in future, cover identical timeframes. This means that the first full set of reports, including the first full year of CP24-29 reporting is due in May 2026.

The CP24-29 should be read alongside reports on enabling strategies that are being delivered within the organisation, such as the People Strategy 2024-29, the Digital, Data and Technology (DDaT) Strategy, Transformation Programme and Equality Objectives 2024-29 – all of which support the delivery of underlying corporate capabilities, infrastructure and necessary transformation that will enable the delivery of CP24-29. These workstreams are reported upon separately to CP24-29, though are (and will be) referenced in this and future progress reports on CP24-29 where relevant.

# Corporate Plan 2024-2029 (CP24-29): Progress since publication

This preliminary report covers the socialisation period for the CP24-29 reporting since publication.

Upon publication, a digital by default approach was taken to the dissemination of the CP24-29, with a dedicated page created on our website containing the plan and supporting information, including the explanatory video, impact and key facts booklet, information card and web page [Our Corporate Plan 2024-2029](#).

CP24-29 was also flagged in news articles, social media posts, and direct engagement. An update was posted on the external Corporate Plan engagement website and was sent directly to members of the public who had expressed an interest in further details. For anyone requiring a hard copy or unable to access the digital version, physical copies of the plan and key facts booklet were distributed to City Corporation sites<sup>1</sup>. These have been replenished throughout the year.

Internally, CP24-29 and the six outcomes were disseminated via internal intranet pages staff, briefings and a digital toolkit. 'CP and Me' was produced to help staff incorporate CP24-29 into their day-to-day work.

Reporting on CP24-29 progress comprises of content from across City Corporation. This report sets the foundations for performance indicators including Objective Key Results (OKRs), mechanisms and timeframes for collecting and sharing, data across the organisation. Organisational-wide capabilities and data governance are immature, and the Digital, Data and Technology (DDaT) Strategy 2024-2029 explains where progress is required. Delivering the data aspects of the DDaT strategy are critical to the success of performance reporting in City Corporation.

This is the first time that evidence and data is being collated to understand and review progress for City Corporation as a whole. The focus is on high-level reporting to capture significant achievements and indicate what reporting will look like in future, distinguishing this report from updates on individual strategies, major projects or departmental work programmes.

City Corporation Departments and Institutions contribute to progress across many (or in some cases, all) of the six strategic outcomes. It is not possible to capture everything in this way, which is why the format for progress reports is to select a limited number of high-level metrics from across departments for each outcome.

Some outcomes include well-established metrics, however at present, these are in a minority. Most outcomes capture metrics as well as note where ongoing efforts are required to improve data. Indications are given where further information will be captured when available – this includes benchmarking. As the reporting process matures, further external considerations, analysis and comparatives will be included. Ongoing engagement will take place to improve and enhance content. All outcomes have metrics or events that will be used for reporting taking place after the completion of this report – this data will be used for the full Year 1 report.

Readers should also look to reporting on individual Strategies, Programmes and Plans (including business plans) to capture the full scope and extent of City Corporation activity.

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<sup>1</sup> Barbican Library, Shoe Lane Library, Artizan Street Library, Golden Lane Estate Office, Barbican Estate Office, Middlesex Street Estate Office, Golden Lane Community Centre, Portsoken Community Centre, City of London Cemetery and Crematorium, London Port Health Authority reception, Heathrow Animal Reception Centre, London Archives, Guildhall Art Gallery, Parliament Hill Café, Parliament Hill Lido, Golders Hill Park Café, West Ham Park Office, Epping Forest, West Wickham Common, Burnham Beeches

# Diverse Engaged Communities

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



## Progress summary: Diverse Engaged Communities

City Corporation engages with multiple different types of communities, e.g. sectoral, geographical, interest, identity or needs based, and our institutions and departments are committed to developing plans to increase engagement with different groups and audiences. At present data and means to measure this work are lacking. However, plans are being developed to capture this engagement, including more data on open spaces that attract millions of visits every year, and impacts from Institutions such as the Barbican where reporting will look at how the impact of engagement and legacy is being deepened. As outcomes are reported from different areas these will be included in this section of the annual report.

Performance metrics for Diverse Engaged Communities include focus on increasing voter, candidate and contested ward numbers at our upcoming elections; increasing engagement with worker and resident communities; and creating new channels of two-way communication into every City business to ensure a universal engagement offer.

Centralised and holistic community engagement with our Square Mile worker and resident communities remains a growing area for the City Corporation. Although performance measurements can be defined to monitor progress, to accurately track this engagement there is a critical need for a central organisational Customer Relationship Management system (CRM).

This is under development as part of the Data Lighthouse Project which will bring together data from across the organisation (either directly or through integrations with existing systems) to provide a single view of the customer and their interactions with the City of London Corporation. When a CRM system is available and in use for data relevant to this outcome, this will be included in the analysis.

## Democratic engagement

Elections for Common Councillors will be held on 20 March 2025 with the Ward List on which these elections will be contested publishes containing names of candidates. While Ward List numbers are being finalised at the time of writing, it is anticipated that registration will be the highest seen in a decade. The election engagement campaign successfully increased interest in standing for election, with 224 people signing up for informational events on candidature, 205 of whom are not current members. More detailed analysis of this will be included in the full Year 1 report.

## Worker and resident engagement

Whilst it is not yet possible to track worker and resident engagement holistically, there were several quantifiable successes in this area, since the CP24-29 was published.

The City Belonging Project<sup>2</sup>, aimed at providing a universal basis for engagement with City workplaces and workers in the last year saw:

- 1,041 new signups to events from 435 organisations
- Approximately 3,000 people signed up to receive emails and a point of contact for community engagement at 97% of City workplaces
- Over 500 people have been taken on walking tours of the city since the Project's inception in June 2023
- 100+ external events have been promoted

With support from the 2024/2025 Mayoralty, the launch of 15 City Belonging Networks for communities and interest groups across the Square Mile are planned - three of these were launched in 2024 serving the Latin American, Muslim and Jewish communities.

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<sup>2</sup> Further information available here: [The City Belonging Project](#)

Engagement with the resident community has been expanded, and in 2024 saw:

- 550 signups to the four City Question Time events
- 2,100 residents have signed up to receive information through the Barbican Bulletin, 310 on Golden Lane and Middlesex Street and 320 via our general City Resident email
- A physical resident newsletter going to all 6,800 doorsteps has been reintroduced.

Staff engagement is key to the People Strategy 2024-29. This is ongoing and is reported bi-annually through separate. In future, there may be links between activities on staff engagement and wider external engagement – where relevant, these will be drawn into CP24-29 reporting.

### Equity, Equality, Diversity & Inclusion (EEDI)

City Corporation has an extremely wide reach when it comes to influencing diversity Equity, Equality, Diversity & Inclusion (EEDI). As the ability to measure this develops, this section will aim to look at our impact on EEDI across multiple initiatives. This activity is closely linked to the People Strategy 2024-29 and Equality Objectives 2024-29<sup>3</sup> (for example through social mobility initiatives<sup>4</sup>, corporate programmes to employ apprentices that attract individuals from many different communities, and initiatives such as the City of London Police Equity, Diversity and Inclusion Strategy<sup>5</sup>). Metrics for these workstreams may be referenced where relevant.

Reporting on EEDI will include input from the **Barbican Centre** where data on audience feedback and diversity and experience is being collated to support growth and place audiences at the heart of the centre's work. Further data will be available at the Year 1 report. Core services, for example children and adult social care, community outreach, and EEDI in procurement are covered in other sections of this report.

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<sup>3</sup> [Equality and inclusion - City of London](#)

<sup>4</sup> City of London Corporation ranked 58<sup>th</sup> in the Social Mobility Employer Index in 2024 (up from 87<sup>th</sup> in 2023): [The Social Mobility Employer Index](#)

<sup>5</sup> [City of London Police - Our People - Equity, Diversity and Inclusion Strategy 2024-2027](#)

# Dynamic Economic Growth

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



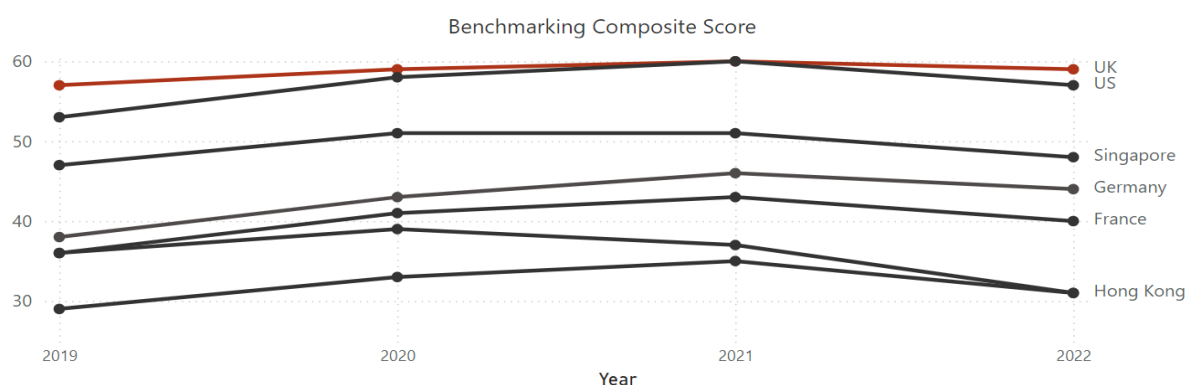


## Progress summary: Dynamic Economic Growth

Performance metrics in this section focus on UK competitiveness and London's ranking as a financial centre; City of London's police force's effectiveness in their lead role in fraud prevention; and increasing worker numbers in the Square Mile. Metrics tend to be relatively mature and regularly monitored. Baselines that will be used in the full year 1 report and beyond are indicated below. As this section also focuses on economic growth and jobs in a wider economic context, comparisons to other countries and cities will be used, and data can be externally validated. In future reporting the impacts of City Corporation's work within the UK economic and political context will be included if possible.

## UK Competitiveness & Financial and Professional Services

The UK performed consistently well across all competitiveness measures to produce a world leading financial services ecosystem. All financial centres saw a decline in capital markets activity in 2023/24. However, London retained its position as a top centre for international banking, bond issuance and trading, foreign exchange, and insurance. London also increased its scores under two key competitiveness factors: regulatory and legal environment, and talent and skills. Bottlenecks that were restricting business activity have been released through effective legislation and policy.



City Corporation conducts an annual benchmarking study of global financial centres. The study collates 101 metrics from independent sources covering a 5-year period to derive a composite score for each global financial centre. This graph shows the UK comparative position for this score.

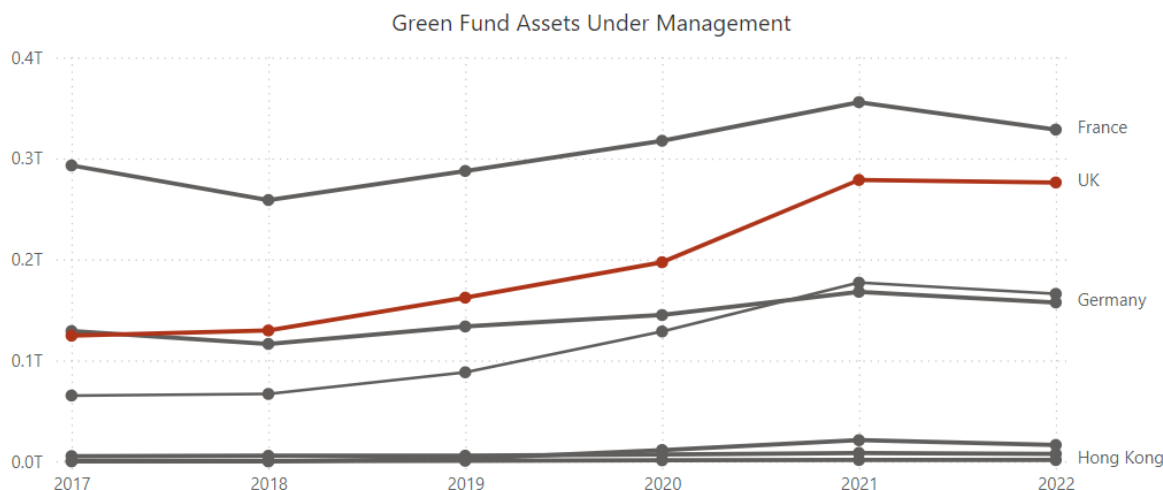
Several aims within City Corporation's Vision for Economic Growth<sup>6</sup> have seen significant progress. Highlights include a new industrial strategy with financial and professional services (as two of the eight growth sectors identified) and signatories to the Mansion House Compact developing plans to enable defined contribution pension funds to access private markets. City Corporation hosted the Secretariat of the Transition Finance Market Review<sup>7</sup> and will be co-launching the Transition Finance Council.

The UK remains a global leader in **sustainable finance**. CEOs and investors have embraced the principles of Environment, Social, and Governance (ESG) and this commitment is reflected in company ESG scores nationwide.

London ranks first in the Global Green Finance Index in 2023/24, and UK businesses have committed to environmental targets around emissions and net zero. All this adds up to greater opportunity for investors with a sustainability mandate - the UK is home to one of the world's largest green investor bases. The financial & professional services (FPS) industry plays a critical role in the green finance ecosystem, providing specialist support including capital structuring, insurance, and consultancy, which contributes to services exports.

<sup>6</sup> [Vision for Economic Growth - a roadmap to Prosperity](#)

<sup>7</sup> [Transition Finance Market Review](#)



*This table demonstrates the value of Green Fund Assets managed in the UK compared to peer countries. Green Fund Assets are financial instruments used to finance green projects or business activities.*

**Employment growth** in the City of London reached its highest level in over a decade. In 2023 the City saw 678,000 jobs, growing by 10.4% (double 2022's growth rate) and surpassing London (up 1.4%) and Great Britain (up 1.2%). Financial services added 25,000 jobs (up 13%) to reach a record 220,000, while tech grew by 17,000 (up 20%) to 101,000. The Square Mile had the most financial (220,000), professional (170,000), and tech (101,000) jobs of any local authority in the country. Across Great Britain, financial and professional services supported 2.4 million jobs (up by 2% or 47,000). Together, UK financial and professional services produced £294bn in economic output, underscoring their critical contribution to the UK economy. This data will form our baseline for monitoring job growth for CP24-29 reporting.

The UK remained the largest global net exporter of **financial services** in 2023, with a trade surplus of £92.2bn, up £11.3bn (14%) from 2022, driven by record exports of £120.3bn (up 16%). The US was the top market (£39.8bn, 33% of exports), surpassing the EU (31%), while Germany, Ireland, and Luxembourg each accounted for around 5%. Exports to the EU grew by £7.4bn (25%), demonstrating the ongoing importance of the EU as a key export market post-Brexit. The top growth markets were the US, Germany, and Ireland.

The UK's **foreign direct investment** (FDI) into financial and professional services (FPS) in 2023 also remained strong. As Europe's most popular destination for FDI, it attracted 222 FDI projects, with a combined value of £1.1bn. Over the past five years, London has remained the world's number one global financial centre for FPS projects. With a total of 697 projects from 2019 to 2023, London is ahead of competitors such as Singapore, Paris, New York City and Hong Kong. This robust trade and FDI performance reflect the UK's strength as a global financial services leader. This data will form the baseline used for monitoring trade and investment for CP24-29 annual reporting.

### Policing: Cybercrime and Fraud Policing

The City of London Police (CoLP) has a key role in enabling the secure foundations for Dynamic Economic Growth by protecting the City and the UK from the threat of economic and cybercrime. CoLP continues to undertake a range of activities to ensure this, set against the National Policing Strategy for Fraud, Economic Crime and Cyber Crime 2023-28, published in November 2023. The objectives of which are:

**Improving outcomes for victims:** CoLP continues to deliver enhanced victim care and support to victims of fraud, wider economic crime and cybercrime, including to reduce reoffending and repeat victimisation.

**Proactively pursuing offenders:** including high harm offenders, through CoLP operations and joint, nationally coordinated operations with law enforcement partners.

**Protecting people and businesses from the threat of fraud, economic and cybercrime:** including through messaging, notifications and campaigns.

# Vibrant Thriving Destination

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



## Progress summary: Vibrant Thriving Destination

Metrics include reducing crime and improving confidence in the City of London Police; increasing visitor numbers, including to cultural attractions; increasing road safety and sustainable transport; and increasing provision of office space while decreasing empty floor space.

Metrics for Vibrant Thriving Destination include indicators linked to the City Plan 2040 and Transport Strategy that will be monitored. Since publication of the CP24-29, Destination City metrics have been under review, and will differ from those in the original documents relating to CP24-29. Once agreed, these metrics (or a selection thereof) are likely to be included in CP24-29 reports. The same is true for metrics from the forthcoming Culture Strategy that will be developed during CP24-29 – in the interim, information will be included that captures activity to promote culture.

## Destination City

In light of these changing economic dynamics, the City Corporation commissioned an external review of the Destination City programme. The review determined that the aims of Destination City 1.0 - to promote the City as a leisure destination – should be superseded by a new aim to create a Growth Strategy for the Square Mile. Consequently, metrics set out when CP24-29 relevant to Destination City are being updated.

The Martin Review (2024)<sup>8</sup> recommended the City should aim to be not just a global magnet for international talent and finance, but a global magnet as a place. It said that Destination City should be a collaborative programme that provides strategic direction to draw together relevant services in pursuit of the Destination City growth goals. Its initial focus will be on creating a concierge service for relocating businesses, improving the vibrancy of the ground floor offer, improving footfall on Friday-Monday and improving pedestrian connectivity between places.

Destination City programme will set high level growth objectives for City Corporation, providing a focus for other services, operating in partnership by default with internal and external partners to undertake activities in pursuit of the growth goals. Final objectives (subject to political approval) are likely to track economic, footfall and safety, cleanliness and amenity indicators.

## Transport

The adoption of the revised Transport Strategy<sup>9</sup> in July 2024 has reaffirmed our commitment to providing more space and priority for people walking and wheeling, and to making the City's streets more accessible. Projects and activities to achieve this include the completion of "All Change at Bank", which delivered wider pavements, improved crossings and new public realm. Work to deliver wider pavements and add trees and seating to King William Street began in July 2024 and is due to complete mid-2025. This project is part of the Pedestrian Priority Programme<sup>10</sup>, which also includes Cheapside and Old Broad Street/Threadneedle Street, which are at the design stage.

Walking, wheeling and accessibility improvements to streets not covered by projects are delivered through the Healthy Streets Minor Schemes Programme. This programme is funded through our TfL Local Implementation Plan, with £325,000 per annum currently committed. The programme is largely focussed on installing raised crossing points, both at side street entrances and mid-street. Where possible delivery is coordinated with planned maintenance and adjacent projects.

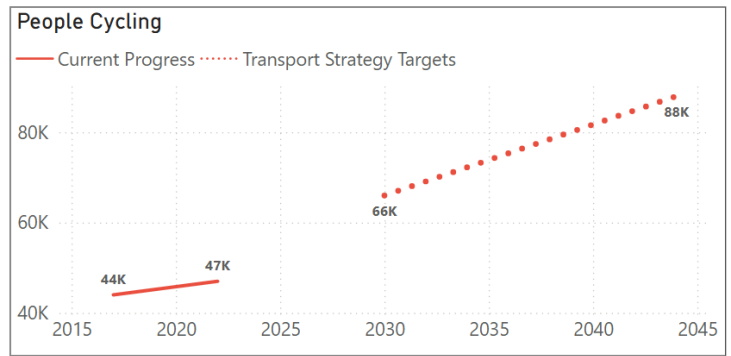
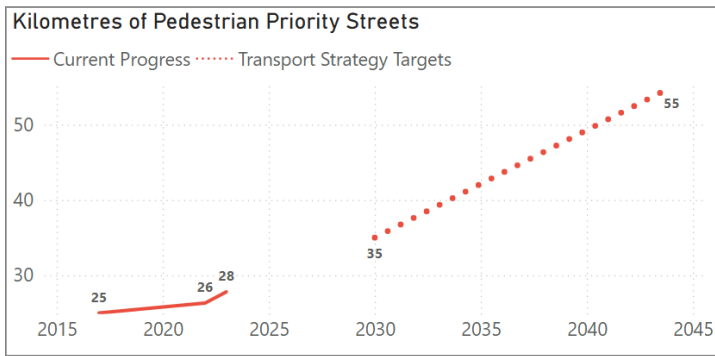
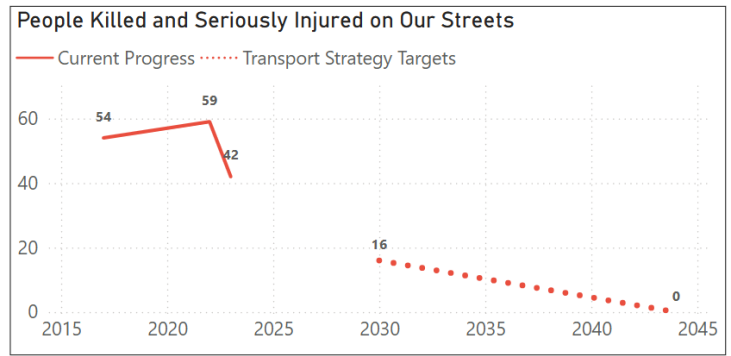
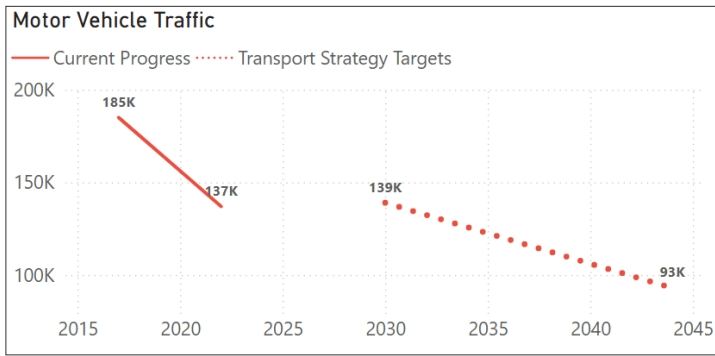
As part of ongoing efforts to improve accessibility by reducing pavement obstructions we are continuing to work with Lime and Forest to improve compliance with the requirement for dockless bikes to be left in designated bays. This includes delivering more parking bays, with an additional 300 spaces due to be delivered by March 2025.

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<sup>8</sup> [Destination City Independent Review 2024](#)

<sup>9</sup> [Transport Strategy - City of London](#)

<sup>10</sup> [Pedestrian Priority Streets Programme - City of London](#)



The above graphs demonstrate the positive direction of travel for transport measures key to delivering safety, decreasing motor traffic and delivering sustainable forms of transport, and give an indication of what future reporting will look like. Data for 2024 will be available summer 2025. Data collection started in 2017 – this is the baseline from which progress is measured. For further detail on data used see annex A.

## Planning and Environment

The City of London Corporation has submitted the City Plan 2040<sup>11</sup> to the Secretary of State for examination, which is due to take place in Spring 2025. The City Plan 2040 details a minimum requirement of 1.2 million sqm (NIA) of net additional office floorspace, to be delivered by 2040.

In the financial year 2023-2024, 58,186 sqm of additional office floorspace (GIA) was completed, with a further 89,250 sqm permitted in the same year. This brings the pipeline (under construction or permitted and not yet commenced) of office development to 782,644 sqm. Analytical detail on progress will be included once the City Plan 2040 has been signed off by the Secretary of State.

## Culture

The Destination City Independent Review<sup>12</sup> concluded in 2024 and made key recommendations to progress organisational activity on culture. Since publication, a Head of Profession (HoP) for culture has been appointed. The HoP will develop a Cultural Strategy for City Corporation that will define the vision and priorities for culture, establish the role of the City Corporation and the City's cultural sector, and identify delivery partners. Preparatory work is underway, and an initial outline for the Cultural Strategy is due by 31 March 2025 – this will include a timetable for completion for the strategy. Further detail will be included in the full Year 1 report. The Cultural Strategy will include performance metrics, and these will be reviewed for inclusion in future CP24-29 reporting.

The **London Archives** completed a major rebrand project, transforming the service to support the growth and diversification of its audience and to raise the profile of the City's vital role in preserving and sharing

<sup>11</sup> [City Plan 2040 - City of London](#)

<sup>12</sup> [Destination City Review 2024](#)

London’s history. The programme included a change of service name, a refresh of public spaces at The London Archives main site in Clerkenwell and the launch of a service website.

The Barbican Programme covers six art forms, business events and civic and community projects, and has welcomed international and high-profile artists across its Arts Programme, who make up the unique Barbican offer since the publication of CP24-29. The **Barbican Centre** attracted over 1 million visitors and delivered over 3000 events and screenings between April - December 2024, up 11% compared to the same period last year, and unique arts events that have increased visitor footfall due to increased opening hours. Events include major conferences, weddings and graduations, bringing new audiences into the City and generating income over £4m, with £6m in secondary spend. Barbican Immersive Exhibitions and the Visual Arts programme continues to tour internationally, with touring to partners in India, Portugal, Canada and Singapore.

## Footfall

Monitoring footfall in the City of London will be an indication of the City’s overall health. Footfall is monitored through analysis of anonymised and aggregated data provided by BT and High Street Data Service and allows for the most comprehensive tracking of footfall currently available. Data has only been made available post pandemic – it does not allow for pre-pandemic footfall comparisons.

Data indicates that post pandemic footfall levels have continued to improve year on year although the adoption of hybrid working patterns indicates it is unlikely footfall has returned to pre pandemic levels. Since the ‘return to the office’, footfall levels have settled into a Tuesday to Thursday peak. Weekends have followed a familiar pre pandemic pattern with a significant drop off in footfall volumes compared to weekdays - more so than other local authorities in London, although it must be noted that weekend footfall levels have gradually increased year on year. High level footfall monitoring will be included in annual reporting and will serve as complementary analysis to the more granular and target driven analytics being carried out for the Destination City programme. We will be able to analyse footfall patterns with greater intelligence as the High Streets Data Service and BT partnership offer improves.

## Policing – Safety & Security

The last Community Survey took place in 2023. At this time 86% of respondents agreed that the City is a safe place, and 78% expressed confidence in the City of London Police. These results indicate the City’s continued reputation for safety, matching the 86% reported in 2022. In the full year one report it is our aim to look at comparative year on year figures to track our progress.

In the 12-month period to end September 2024, all crime in the City is higher (by 14%) than the previous 12 months (Oct 2022 – September 2023). This broadly mirrors national trends. The City of London Police is, however, consistently exceeding the national average for positive outcome rates in relation to crimes (the rolling 12 months position is 21% as at the end of Q2 2024, against a national average of 11.8%, as of March 2024).

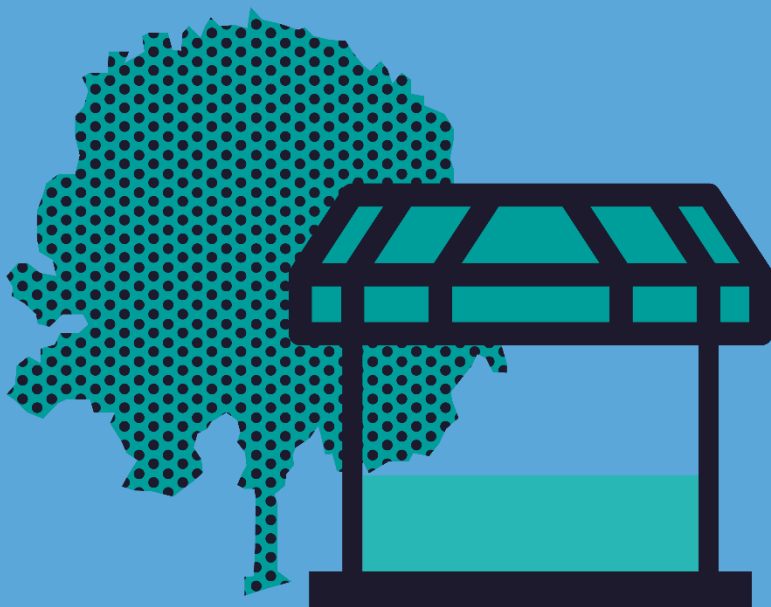
Row Labels	2019/20	2020/21	2021/22	2022/23	2023/24	1 year change	5 year change
CRIMINAL DAMAGE & ARSON	19%	28%	13%	17%	15%	-2%	-4%
DRUG OFFENCES	85%	89%	80%	76%	95%	19%	10%
MISCELLANEOUS CRIMES AGAINST SOCIETY	46%	27%	36%	23%	28%	5%	-18%
POSSESSION OF WEAPONS OFFENCES	51%	52%	63%	39%	51%	13%	0%
PUBLIC DISORDER	23%	30%	23%	18%	21%	3%	-2%
ROBBERY	15%	10%	3%	8%	9%	1%	-5%
SEXUAL OFFENCES	18%	24%	4%	11%	16%	6%	-2%
THEFT OFFENCES	11%	17%	11%	8%	11%	2%	0%
VIOLENCE AGAINST THE PERSON	19%	31%	14%	18%	21%	3%	1%
<b>Total</b>	<b>21%</b>	<b>33%</b>	<b>21%</b>	<b>17%</b>	<b>20%</b>	<b>3%</b>	<b>-1%</b>

The table above shows positive outcomes arise following identification and apprehension of criminals operating in the City.



# Flourishing Public Spaces

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



## Progress summary: Flourishing Public Spaces

Metrics to measure progress for this outcome focus on enhancing the City through regeneration and redevelopment, and acknowledge the importance of our green spaces through monitoring how we improve biodiversity. Alongside the major projects showcased here, strategies that support this outcome are the City Plan 2040, the Transport Strategy and asset management of our property portfolio.

Ambitions are focussed on the development at Salisbury Square, creating a new civic hub in the Square Mile, relocating the London Museum, delivering a major project to refurbish the Barbican Arts Centre, as well as the St Paul's Gyratory project. Progress monitoring will include whether projects are on track for delivery.

There have been some changes in performance metrics on Flourishing Public Spaces during 2024. The City of London Corporation's Court of Common Council took the decision not to co-locate the historic wholesale food markets of Smithfield and Billingsgate to a new site at Dagenham Dock. This decision, made with full support from Traders after extensive consultation, reflects the City's commitment to respecting these markets' legacy while balancing tradition with progress. Subject to the successful passage of the Bill, the current market sites will be re-purposed.

Our central mission is to create jobs, attract visitors, improve sustainability, and to support economic growth in the Square Mile and beyond.

## Redevelopment and regeneration

Progress continues at **Salisbury Square**. Site activities are currently on track, with a Practical Completion date for the main works contract scheduled for September 2026. Budget has been approved to uplift the BREEAM rating<sup>13</sup> for the office building from excellent to outstanding – enhancing the commercial building sustainability credentials. Further detail will be available in the full Year 1 report.

A five-year budget for Phase 1 of the **Barbican Renewal** programme was approved by Court of Common Council in December 2024. Objectives are to restore and refurbish buildings systems and fabric, public spaces, lakeside terraces and conservatory, enabling them to be open to the public more regularly and improve the physical accessibility of the Centre. Co-design work throughout has been invaluable in determining how best to create an outstanding visitor experience, encouraging first time and repeat visits, especially among younger audiences. Reporting on the progress of the renewal programme will feature in annual reporting.

The **London Museum** Landlord Works programme is approaching completion. Completion of the London Museum, General Market and West Poultry Avenue is on track for October 2025 with a full a public opening in late 2026. The Poultry Market public opening will follow in late 2027; progress against these milestones will be monitored as part of ongoing reporting.

## Asset Management

Asset management plans that align with the Corporate Asset Management Strategy and City services have been implemented during 2024. They continue to maximise income arising from the operational property portfolio to support the Medium Term Financial Plan, streamline our operational portfolio and decarbonise to achieve carbon net zero. The City's commercial property portfolio generated over £100m in income, which is being used by the organisation to deliver public value aspirations (23/24). Further metrics on asset management are under development and will be included in the full Year 1 report.

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<sup>13</sup> The Building Research Establishment Environmental Assessment Method (BREEAM) is an established method of identifying the sustainability of buildings.



## Biodiversity

The Biodiversity Action Plan (BAP) is just over halfway through its planned time scale and is sitting at an average completion rate of 47% across the 21 actions, all of which and are on track for completion in 2026. The actions can be categorised into four themes: open space and habitat management, the built environment, education and community engagement and data collection, survey and monitoring

The next steps will be to complete the remaining actions of the BAP and prepare for the incoming Local Nature Recovery Strategy from the GLA which will be reflected in the next iteration of biodiversity planning.

Climate Emergency UK assesses all UK councils on the actions they've taken towards net zero, across a range of categories, in their Climate Action Scorecard<sup>14</sup>. The Scorecard assessment consists of 91 questions or less, depending on council type. The City Corporation's first entry scored above average for all single tier councils, though did not reach the top ten. This **Biodiversity score** from the Scorecard will be included in reporting to ascertain how we are improving year on year on core metrics as well as against our peers.

# Providing Excellent Services

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



## Progress summary: Providing Excellent Services

Key indicators for Providing Excellent Services focus on supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services. Vital to this continued pursuit is enabling access to effective adult and children's social care, outstanding education, lifelong learning, quality housing, and combatting homelessness.

Metrics focussing on this are, in most cases, relatively mature, as they form part of statutory reporting (particularly for social care). Newer metrics that will be monitored come from updated outcomes on ambitions for education. The data is not yet available to baseline these, as they are new, and more detailed context will be available with the full Year 1 report. This section indicates existing measures that will be refined to highlight progress against delivery and reflect good management - building on current quantifiable outputs.

In a broader context, many different parts of the organisation contribute to service provision such as education, including institutions, open spaces and much more. Some of this is captured in other parts of this document, and as reporting matures, the overview of outcomes provided under this section will be improved to capture this.

## Care

In November 2024, **Children's Social Care** received its second 'Outstanding' Ofsted rating, praised for delivering excellent outcomes for children in the City of London. No current children in care have experienced three or more placements in the past 12 months, emphasising stability.

The offer to **care leavers** has been strengthened, with all living in suitable accommodation and in permanent accommodation by the age of 25. The City Corporation prioritises social housing for care leavers as part of its commitment to recognising care experience as a protected characteristic.

The Virtual School Head supports children and young people with, or who have previously had, a social worker. Many care leavers are in education or employment, but for those with complex needs and are not, intensive support is provided to support them into education, employment or training.

**Community engagement** is a central focus. A new carers' support service was co-designed with carers, an Adult Social Care Engagement Group launches in early 2025, and a parent-carer-led steering group helped shape the new SEND Strategy. For Adult users of social care, there is 67.3% overall satisfaction with services who use care and support 2023/24 (above the London and England levels).

## Education

Activity focussing on **education** continues to develop, with a new Education Strategy 2024-29<sup>15</sup> to enhance education and employment opportunities, particularly for disadvantaged groups and reinforcing the City Corporation's 5-year commitment to enriching education for City-linked learners. This strategy contains a new set of relevant performance metrics. These will be reviewed and where relevant included for CP24-29 monitoring – detail will be included in the full Year 1 reporting. Note that information on internal education initiatives such as apprenticeships is provided through separate reporting on the People Strategy 2024-29. This area is also closely linked to diversity metrics.

Since April 1, 2024, the City Corporation has achieved notable education enhancements, funding 117 projects across the Family of Schools and 11 cultural initiatives in the Square Mile, benefiting over 3,500 learners from underserved backgrounds. 71 disadvantaged London schools facilitated cultural trips for 2,500 learners.

In addition, the Aldgate School and five out of 11 City sponsored academies were rated 'Outstanding' by Ofsted, and the rest rated 'Good.' The City of London School for Girls again achieved the best GCSE results in England. The Adult Skills and Education Service was also rated 'Good', and all Special Educational Needs and Disability (SEND) Education, Health, and Care Plans are completed within the statutory 20-week period. All 16- to 18-year-old City of London residents are in education, employment or training. 2024 also saw the London Nautical School join the City of London Academies Trust.

**Guildhall School of Music and Drama** has a wide impact when it comes to education. The Guildhall Young Artists (GYA) programme, a national network of six centres (three in London, two regional, one online), provides world-class performing arts training to 1900 under-18s, with bursaries supporting 30% of participants and 40% coming from the global majority. GYA runs prestigious ensembles like the London Schools Symphony Orchestra and Norfolk County Youth Orchestra. Music Education Islington, a partnership between Guildhall School and the London Borough of Islington, offers music education in collaboration with over 50 schools annually and provides students with instrument loans. Guildhall School also delivers short courses and professional training, and fosters a diverse community of over 1000 higher education students from 61 countries at its campus in the City of London.

The **London Archives** embarked on a full review and redevelopment of their programme for primary and secondary schools, with the aim of expanding capacity to build on the current average of 1500 learners on site every year and creating a compelling offer to London schools based on the City's archives and supporting key curriculum topics.

The **Barbican Centre** Creative Collaboration department has worked with 32 schools and 1300 students over the course of the year to date.

For the full year one report it is our objective to review and develop effective metrics on student outreach across institutions.

## Housing Services<sup>16</sup>

There is a 68% satisfaction rate for **housing** tenants (above the London average). A new Housing strategy and development plan has been agreed, which aims to ensure ongoing improvements to the fabric of our Estates and quality of experience for our residents.

Reducing **rough sleeping** remains a priority, but numbers of people becoming rough sleepers across London, including in the City of London, has been rising significantly – in the context of a constrained housing market impacting on the relief of homelessness. In March 2024 a new rough sleeping assessment centre opened in the City of London to provide a range of assessment services to rough sleepers and 63 rough sleepers have accessed the centre. Statutory homelessness services have also been effective, with 44% of cases prevented or relieved across quarters 1 and 2.

City Corporation manages 2,850 homes on our social housing estates across London and 2,000 on the Barbican Estate. A focus is on **improving housing standards** and energy efficiency, with a new asset management strategy in place. Currently, 92% of homes are decent, and the average SAP rating is 69. We continue to make efforts to access the remaining 8% of non-decent homes to carry out upgrades.

**Libraries** contribute to health and wellbeing, with 93% of users reporting a positive impact and 90% of people who attended Dragon Café's mental wellbeing sessions saying it improved their mental health.

The new City of London and Hackney Stop Smoking Service, Gloji | Smokefree City & Hackney, is an integrated service designed to reduce tobacco-related **health inequalities** and meet the needs of City workers and residents aged 12 and above. The new service will provide support to a minimum of 100 City clients each year.

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<sup>16</sup> 'Services' in this context refers to externally provided services; internal services for staff are captured and reported separately, including through the People Strategy 2024-29 and the Data Strategy and Equality Objectives 2024-29

## Charity Trustee

City Corporation operates as a trustee to a variety of charities, including City Bridge Foundation (CBF) and various Natural Environment charities. The scope for reporting for CP24-29 in this section focuses on City Corporations competence as a trustee – it does not extend to the performance of the charities to which it is a trustee. These are separate entities that report on their unique activities in their own right. However, activity may cover how City Corporation can support the charities of which it is a trustee to implement transformational changes for long-term sustainability.

A Corporate Charity review (CCR) is currently underway to ensure CoLC-managed charities are well-governed and compliant. The CCR has reduced the number of charities from 59 to 24 and will conclude in March 2025. Metrics for ongoing corporate reporting will be reviewed for inclusion in future reporting at this stage.

# Leading Sustainable Environment

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



## Progress summary: Leading Sustainable Environment

Leading Sustainable Environment key indicators focus on Climate Action, Air Quality, and the Environment more generally – all of which are underpinned by the Climate Action Strategy, Air Quality Strategy and Circular Economy Strategy.

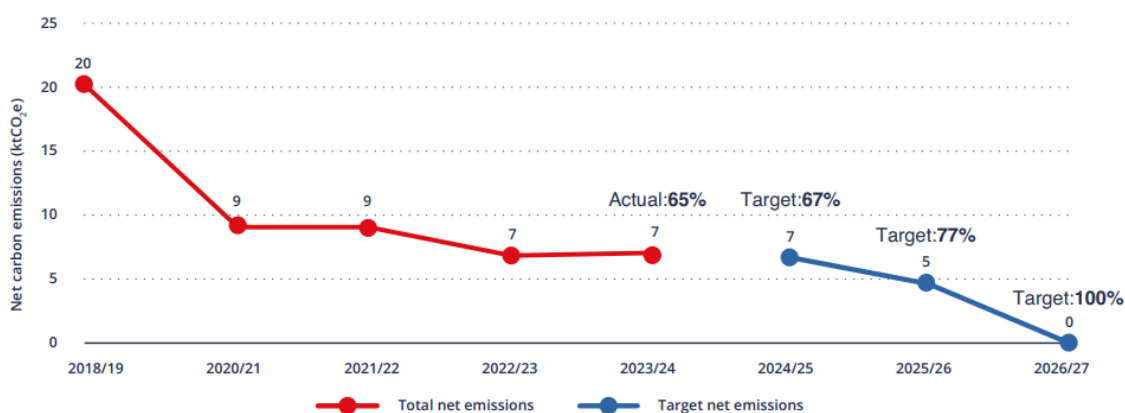
Metrics in Leading Sustainable Environment are comparatively mature. Targets for climate action, air quality and waste management have been set and are closely monitored. Clear outcomes have been defined for sustainable procurement. In the longer term, data on areas such as net zero, waste management and air quality can be used to compare progress in the square mile against other Local Authorities and cities.

## Climate Action

Detailed **Climate Action Strategy** progress is reported quarterly on our public dashboard.<sup>17</sup> City Corporation's stated ambition is to achieve net zero within our own operations by 2027 and across our full value chain by 2040. It also encompasses supporting the Square Mile to reach net zero by 2040 and embedding climate resilience into everything we do to ensure our buildings, operations, streets, and open spaces are resilient to the impacts of climate change.

For **City Corporation's own operations** a 65% reduction in net carbon emissions has been achieved since the 2018/19 baseline year. However, the 2023/24 interim target of an 84% reduction has not yet been achieved. The shortfall is largely attributed to an increase in carbon emissions from the UK National Grid since last year, a factor outside of our direct control. This has negated efficiencies realised through our reduced energy demand.

### Net zero by 2027 across the City Corporation's operations (Scopes 1 and 2)



This graph shows the City Corporation's total net emissions since the 2018/19 baseline, alongside our newly updated future target pathway to net zero in our own operations by 2027.

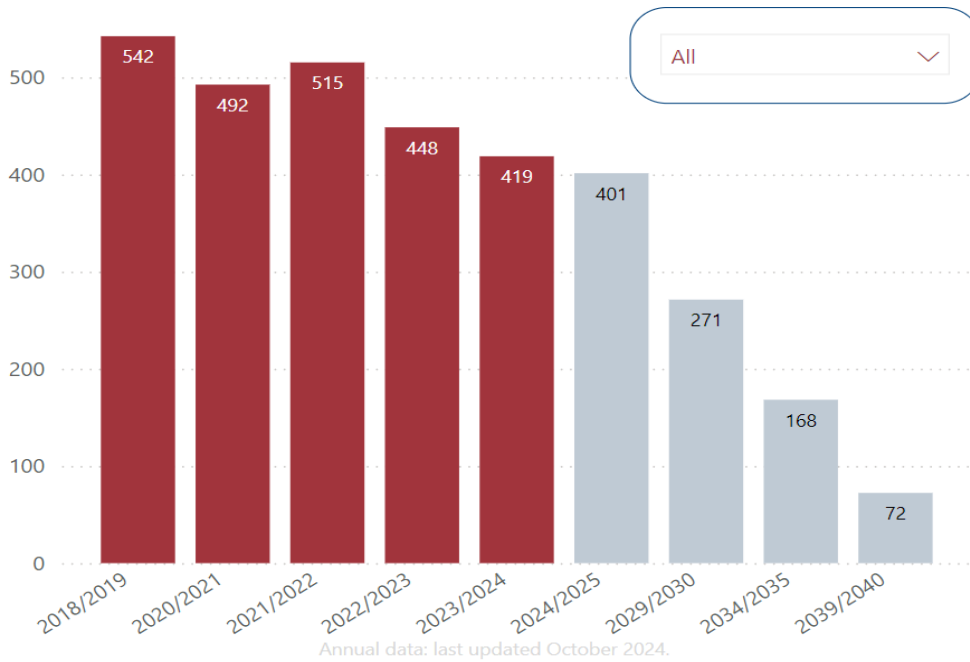
For our **full value chain** a 24% reduction in net carbon emissions has been achieved to date, since the 2018/19 baseline year. We are working in partnership with occupiers (to ensure leased assets are carbon efficient), supply chain (to reduce climate impact of purchased goods and services) and with those who manage our money (to better integrate climate risk and opportunity).

The **Square Mile** carbon emissions reduced by 35% between 2017 and 2021. To support reaching net zero we are providing clear and stretching planning guidance to ensure developments meet net zero requirements, implementing an energy plan for the local area and providing SMEs with net zero training.

<sup>17</sup> [Climate Action Dashboard](#)

City Corporation's Value Chain (Scopes 1,2&3) - 2040 Target

**ACTUAL** vs. **TARGET** Net Emissions (ktCO<sub>2</sub>e)



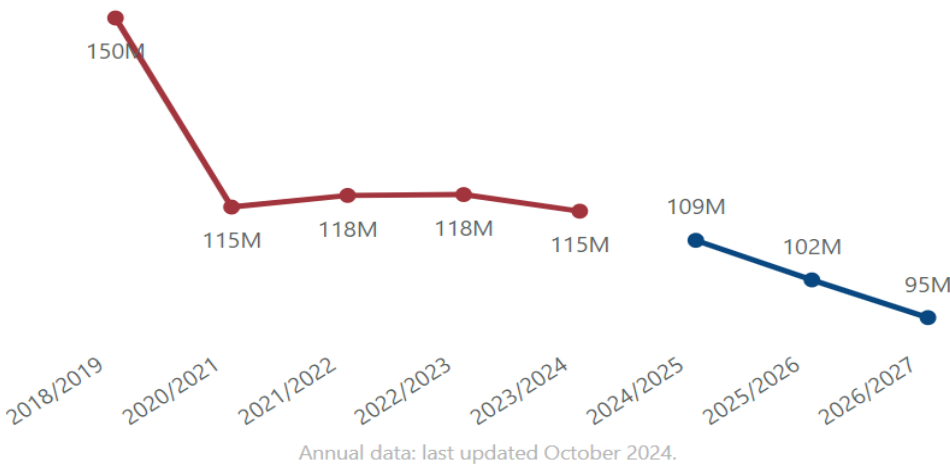
The chart sets out how the City's emissions have changed since the baseline year of 2017 and the pathway to net zero in 2040. There is a 3-year time lag in data availability for City emissions.

### Energy Consumption

For operational properties and housing, the main focus is on our top 20 emitting buildings. This includes Guildhall, Barbican Arts Centre, Central Criminal Court, Barbican Estate, Middlesex Street Housing Estate and York Way Housing Estate. This is being managed through implementing and improving heating and energy controls in corporate buildings, tackling heat decarbonisation, progressing deep building fabric retrofit and installing onsite renewable energy generation. The baseline for this work has already been set (see graph below) and progress against existing targets will be reported upon.

Total Energy Consumption in kWh

**ACTUAL** vs. **TARGET**



The above graph shows actual and target total energy consumption in kilowatt hours (kWh) from operational properties and landlord areas of housing estates. Total energy consumption in our 2018/2019 baseline year was 150.0 million kWh, which reduced by 27% to 114.7 million kWh in 2023/2024.



## Circular Economy

A **Circular Economy** Framework was developed in 2024; at the time of writing this is going through the approval and adoption process and will set out an action plan for the next three years 2025-2027. Further detail will be provided on this in the full year one CP24-29 update, and relevant performance metrics and outcomes will be reviewed for inclusion in CP24-29 performance monitoring.

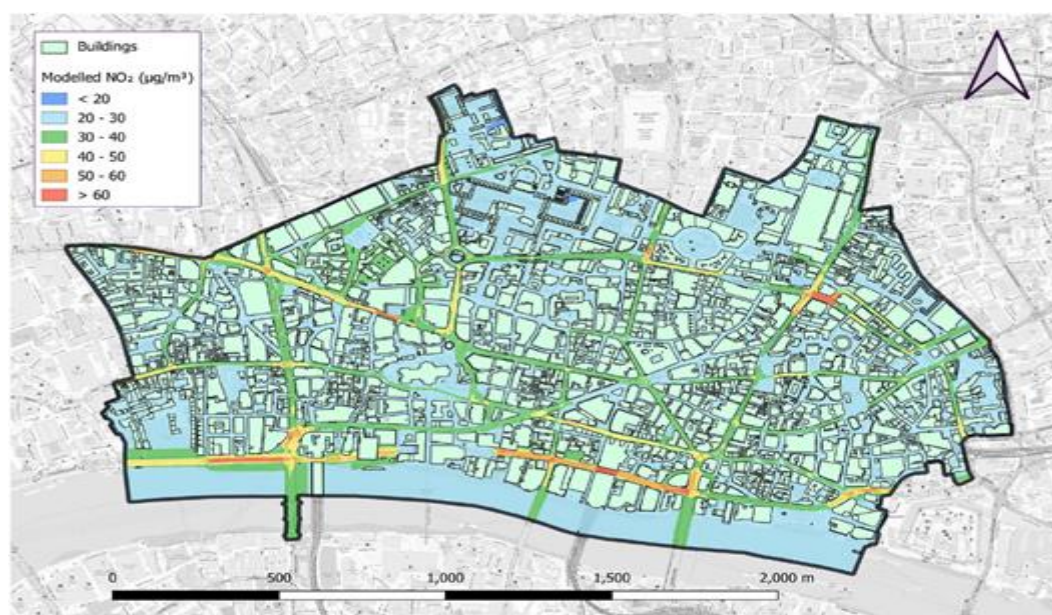
## Air Quality

Progress towards 2021 World Health Organisation air quality guidelines is the focus of performance reporting for air quality. The City is on target to meet all three WHO air quality metrics. In 2023, air quality in the Square Mile continued to meet the aims of the 2019 to 2024 Air Quality Strategy for at least 90% of the City to meet the 2005 WHO air quality guideline and national standard for NO<sub>2</sub> by 2025.

Measure	2018	2019	2020	2021	2022	2023	Direction of Travel
▲ 90% of the City meets the 2005 WHO air quality guideline for NO <sub>2</sub> by 2025.	30	67	93	94	93	94	
▼ 90% of the City meets the 2nd 2021 WHO air quality interim target for NO <sub>2</sub> by 2030.					76	74	
▲ Progress towards meeting the 2021 WHO air quality guideline of 15mg/m <sup>3</sup> for PM <sub>10</sub> by 2030	32	27	24	19	20	17	
▲ Progress towards meeting the 4th 2021 WHO air quality interim target of 10mg/m <sup>3</sup> for PM <sub>2.5</sub> by 2030	16	14	12	12	12	10	

The above tables show the City continues to stay on a positive direction of travel for all major air quality measures, meeting or exceeding our targets.

A new Air Quality Strategy for 2025 to 2030<sup>18</sup> was approved in November 2024. Its aims are to deliver air quality that goes beyond national standards and takes us on a pathway to meet the new 2021 WHO air quality guidelines.



This map shows annual average nitrogen dioxide in 2023; comparisons will be provided in future reporting

## Conclusion

The Preliminary Progress Report is the precursor to annual progress reporting, and captures activity to date to embed CP24-29 throughout City Corporation. This report outlines progress since publication, outlines which reporting metrics will be used, and sets the direction of travel for annual reporting. The scope of this report is not to capture everything that has taken place since CP24-29 was published; it focuses on a selection of high-level information that, when brought together, indicate whether progress is being made against the six strategic outcomes. Input has been derived from strategies, work programmes, business plans and milestones – supported and complemented by external data where available.

For the full Year 1 report, the focus will be on refining data and developing more detailed metrics. This report will be published in May 2026 alongside the Statement of Accounts for the City Fund and Annual Governance Statement. In the meantime, and between annual reporting timeframes, the Corporate Plan dashboard will be available internally – this gives access to the most recent data (where outlined above) for users wishing to see greater granularity.

As it develops, annual reporting will provide a more comprehensive evaluation of CP24-29's impact, incorporating data from new initiatives, newly developed metrics, and emerging insights from across City Corporation. This approach to reporting will allow a continuously improving account of our progress over the next five years (and beyond), introducing a transparent and holistic approach to performance reporting on City Corporation's activities.

# Annex A: Detailed Performance Metrics

Outcome	Theme	Performance Metric	Data	Additional Commentary
Diverse Engaged Communities	Democratic Engagement	Ward List size	Baseline (2024): 19,725	2025-26 Ward List will be published by 15/02/25.
		Number of workplaces registering voters	Baseline (2024): 2128	2025-26 Ward List will be published by 15/02/25.
		Number of candidates standing for election in 2025/2029	Baseline (2022): 136	Final list of candidates published on 28/02/25. 224 people have signed up for briefing sessions on candidature, 205 of whom are not currently elected.
		Number of uncontested wards in 2025/2029	Baseline (2022): 6	Final list of contested wards known 28/02/25
	Worker and Resident Engagement	Number of workers and residents contactable by email	TBC (Awaiting delivery of Data Lighthouse CRM)	While a central CRM is still in development, individual email lists include City Belonging Project (2,680 recipients), Barbican Bulletin (2,100 recipients) and City Resident (320 recipients).
		Number of workers and residents attending City of London Corporation events per year	TBC (Awaiting delivery of Data Lighthouse CRM)	Signups to events via City Belonging Project in 2024: 1,041 Signups to City Question Time in 2024: 550
		Number of workers and residents attending a City of London Corporation event for the first time	TBC (Awaiting delivery of Data Lighthouse CRM)	
		Number of workplaces and estates represented at City of London Corporation events per year	TBC (Awaiting delivery of Data Lighthouse CRM)	Signups to events via City Belonging Project
		Number of workplaces and estates represented at a City of London Corporation event for the first time	TBC (Awaiting delivery of Data Lighthouse CRM)	
		% of City workplaces where we have a contact person and email for community engagement purposes	TBC (Awaiting delivery of Data Lighthouse CRM)	97% of City workplaces with more than 1,000 staff have at least one individual contactable via the City Belonging Project

Outcome	Theme	Performance Metric	Data	Additional Commentary
Dynamic Economic Growth	UK Competitiveness & Financial and Professional Services	Annual Benchmarking Score Composite	Score = 59 (2024)	London retained first place in 2024.
		Growth of core financial services Asset Management, Insurance, Banking	Asset manager AUM grew by 6% to £10.9tn (2023). Insurance underwriting increased 32% to £159bn (2022). Commercial insurance premiums were £363bn (2022). Cross-border banking rose to £4.4tn (2023).	London ranks 1st for cross-border banking, 1st for insurance underwriting, 3rd for commercial insurance, 2nd for asset management AUM.
		Financial Services Foreign Direct Investment (FS FDI)	£819m (2023).	FS FDI fell in line with global trend.
		Benchmarking talent score	Score = 63 (2024)	London increased its score by 3 points to rank first.
		Benchmarking regulatory and legal score	Score = 66 (2024)	London increased its score by 9 points to rank second.
		Z/Yen Green Finance Index	Score = 634 Rank = 1	London ranks first, but its score fell in trend with other markets in the study.
	Cyber Crime and Fraud Policing	Provide a consistent level of satisfaction with the Action Fraud telephone reporting service	At Q2 2024/25, satisfaction levels remained stable at 97% (against a target of 95%)	Data taken from Q2 2024/25 reporting.
		Provide a consistent level of satisfaction with the Action Fraud online reporting service	At Q2 2024/25, satisfaction levels are below target (82% against a target of 85%)	Data taken from Q2 2024/25 reporting.
		Provide a National Fraud Intelligence Bureau (NFIB) outcome to all victims, within 28 days		
		National positive outcomes for economic and cybercrime are increased (charge, caution, community resolution)	The national yield for outcomes against fraud increased slightly in Q2 2024/25 compared to Q1 2024/25 (an increase of 30 to 1966)	Data taken from Q2 reporting. A composite national picture for all economic and cyber crime will be available at end Q4 2024/25.
		Law enforcement capabilities to tackle economic and cybercrime are developed through training and accreditation	There was a small decrease (-5) in the number of training courses delivered in Q2 2024/25 compared to Q1 2024/25.	Data taken from Q2 2024/25 reporting.

Outcome	Theme	Performance Metric	Data	Additional Commentary
<b>Vibrant Thriving Destination</b>	Destination City	High level economic indicators	Awaiting sign-off	These figures will be broad indicators that we know are of central importance in understanding and demonstrating the economic success of the City.
		Destination City Interventions	Awaiting sign-off	These interventions that are linked to the top level economic indicators but which we are able to closely isolate and measure the effects of.
	Transport	Reduce Motor vehicle traffic in the Square Mile	137K	Data for 2024/25 not yet available. Data last collected in 2022 & demonstrates the 2030 target of 139k motor vehicles has been exceeded.
		Number of kilometres of Pedestrian Priority Streets	27.8KM	Data for 2024/25 not yet available. Data last collected in 2023 and demonstrates a 26% increase is needed to meet the 2030 target of 35k.
		Number of people Cycling within the Square Mile	47K	Data for 2024/25 not yet available. Data last collected in 2022 & demonstrates a 29% increase is required to meet the 2030 target of 66k.
		Number of people killed /seriously injured in Square Mile	42 (People)	Data for 2024/25 not yet available. Data last collected in 2023. Target for 2030 is <16 people.

Outcome	Theme	Performance Metric	Data	Additional Commentary
Vibrant Thriving Destination	Planning and Environment	Digital Infrastructure for Square Mile Businesses: 5G/Broadband coverage		
		Empty floorspace / office space utilisation	7.7% - 9.5%	Vacancy data is collated from various external property agencies, with some variation of how this data is collected (e.g. some geographic areas vary slightly). Figures are from reports of Q2 2024.
		Additional Provision of Office Floorspace in the Square Mile	58,186 sqm	Figure correct as at 31/03/2023 (annual reporting cycles). Floorspace provided in Gross Internal Area (GIA).
	Policing	Anti-Social Behaviour Incidents recorded by City of London Police	There was an 18 % increase (+28 incidents) in reported ASB incidents in Q2 2024/25 compared to Q1 2024/25	Figures taken from Q2 2024/25 reporting. This will be reported year on year in future.
		Violence & Sexual Offences recorded by City of London Police	Violent crime increased by 6% (+26 cases) in Q2 2024/25 compared to Q1 2024/25	Figures taken from Q2 2024/25 reporting. This will be reported year on year in future.
		Theft from Person Offences recorded by City of London Police	Neighbourhood crime (including theft from the person offences) reduced by 24% (-118 cases) in Q2 2024/25 compared to Q1 2024/25	Figures taken from Q2 2024/25 reporting. This will be reported year on year in future.
		City of London Police positive outcome rate is higher than the national average.	Positive outcome rates continue to be significantly higher (21% at Q2 2024/25) than the national average (11.8%)	Figures taken from Q2 2024/25 reporting.
		The public feel safe / The public has confidence in the City of London Police (survey scores).	The last comprehensive survey was in 2023 and showed 86% of respondents thought that the City was a safe place, and 78% had confidence in the City Police.	To be updated for the City of London Police Annual report for 2024/25.



Outcome	Theme	Performance Metric	Data	Additional Commentary
Flourishing Public Spaces	Redevelopment and Regeneration	Barbican Renewal: major infrastructure refurbishment. RAG status and yearly progress	Not yet available.	Following approval in December 2024 the programme and its reporting arrangements are being defined.
		Salisbury Square: civic hub with City of London Police HQ and combined court for His Majesty's Court and Tribunals service. RAG status and yearly progress	RAG Status: Amber	Programme is on track for September 2026 practical completion. Impacts of an open Extension of Time claim are being assessed and managed.
		Museum of London: Smithfield development and cultural /commercial regeneration	RAG Status: Green	Programme is nearing completion. Governance for the remaining Annexe works transferred to Investment Committee.
		St Paul's Gyratory: better traffic management and increased pedestrianisation		We will be seeking Gateway 5 approval in February 2025 to start work on the highway design and work on the Square in May 2025. Providing Gateway 5 is approved, construction on site is scheduled for 25/26.
	Biodiversity	Climate Emergency UK Council Climate Action Scorecards: Biodiversity Score		2025 Scorecard will be published Summer 2025.
	Charitable Trusteeship	Score based on 7 principles of Charity governance code.		



Outcome	Theme	Performance Metric	Data	Additional Commentary
Providing Excellent Services	Children and Adult Social Care	Percentage of looked after children with three or more placements in the last 12 months.	0%	This is a demonstration of stability – stable placements allow young people to flourish, pursue their goals and build community.
		Percentage of care leavers in EET [Education, Employment, Training] (aged 19 – 25)	80%	Many care leavers are in education, employment and training but some have complex needs and require ongoing support to access EET.
		Overall Satisfaction with care and support services (Adult social care).	67%	This is a national survey carried out annually.
		Percentage of care leavers in suitable accommodation	94%	As above, suitable accommodation provides security and safety to flourish and achieve independent lives.
		Carer reported quality of life	7 (out of 12)	This is a national survey carried out every two years.
		Percentage of Education, Health and Care (EHC) Plans completed within statutory timescale	100%	Statutory timescale is 20 weeks.
	Education	Percentage of school educators reporting enhanced learner experiences due to City of London Corporation initiatives		New Education Strategy launched in November 2024. Data not yet available.

Outcome	Theme	Performance Metric	Data	Additional Commentary
Providing Excellent Services	Housing	Overall Tenant Satisfaction	68%	Annual Tenant Satisfaction Survey (statutory requirement).
		Fire Risk Assessment Compliance	100% FRAs completed to programme	
		Percentage of Decent Homes	92%	67% satisfaction reported with repairs and maintenance in the last 12 months.
		Number and percentage of cases of homelessness prevented and relieved (from approaches)	Progressed to prevention / relief: 4 outcomes 44% Q1 and 2	Measure has been adjusted to reflect COL's management of cases rather than the number of cases as a more viable indication of performance.
	Libraries	Library services and activities have a positive impact on health and wellbeing	93%	93% of users answered positively.

Outcome	Theme	Performance Metric	Data	Additional Commentary
Leading Sustainable Environment	Climate Action	Net zero carbon by 2027 in the City Corporation's own operations	65% reduction	By 2023/24 we reduced net emissions in our operations by 65% since the 2018/19 baseline.
		Net zero carbon by 2040 across the City Corporation's whole value chain	23% reduction	By 2023/24 we reduced net emissions in our full value chain, including investments and supply chain, by 23% since the 2018/19 baseline.
		Support net zero carbon by 2040 in the Square Mile	35% reduction	By 2021 (the latest data available) there was a 35% reduction in Square Mile carbon emissions since the 2017 baseline.
	Energy Consumption	Total energy consumption in kilowatt hours (kWh) from City Corporation operated estate	114.7 million kWh	Total energy consumption in our 2018/2019 baseline year was 150.0 million kWh, which reduced by 24% to 114.7 million kWh in 2023/2024.
		Energy Intensity – Total energy consumption in kilowatt hours (kWh) per gross internal floor area from City Corporation operated estate	110 kWh per m <sup>2</sup> floor area	Total energy consumption in our 2018/2019 baseline year was 149 kWh per m <sup>2</sup> floor area, which reduced by 26% to 110 kWh per m <sup>2</sup> in 2023/2024.

Outcome	Theme	Performance Metric	Data	Additional Commentary
Leading Sustainable Environment	Circular Economy	Sustainable Procurement score (ISO)	2.73 out of 5	Our first-ever score on ISO 20400 Sustainable Procurement (the average first-time score is 2.15).
		Percentage of household waste sent for reuse, recycling or composting: performance against targets	26.87% (23/24)	The target set out in our Reduction and Recycling Plan is 32% by the end of 2026.
		Improve circularity in construction. Monitored through technology platform which manages the reuse of construction materials		Baseline year will be 2024/25 from which improvement will be measured.
	Air Quality	Over 90% of the Square Mile meets an annual average (mean) of 30µg/m <sup>3</sup> for nitrogen dioxide by 2030	94%	Last available data taken from 2023 and exceeds target.
		The Square Mile meets an annual average of 10µg/m <sup>3</sup> for PM <sub>2.5</sub> by 2030	10mg	Last available data taken from 2023 and meets target.
		The Square Mile meets an annual average of 15µg/m <sup>3</sup> for PM <sub>10</sub> by 2030	17mg	Last available data taken from 2023 and exceeds target.

# Annex B: Corporate Reporting Landscape and Interdependencies

Performance reporting on the six outcomes of the Corporate Plan 2024-2029 comprises of metrics from across the organisation that, when combined, will track progress on our overall strategic direction and the delivery of our intentions.

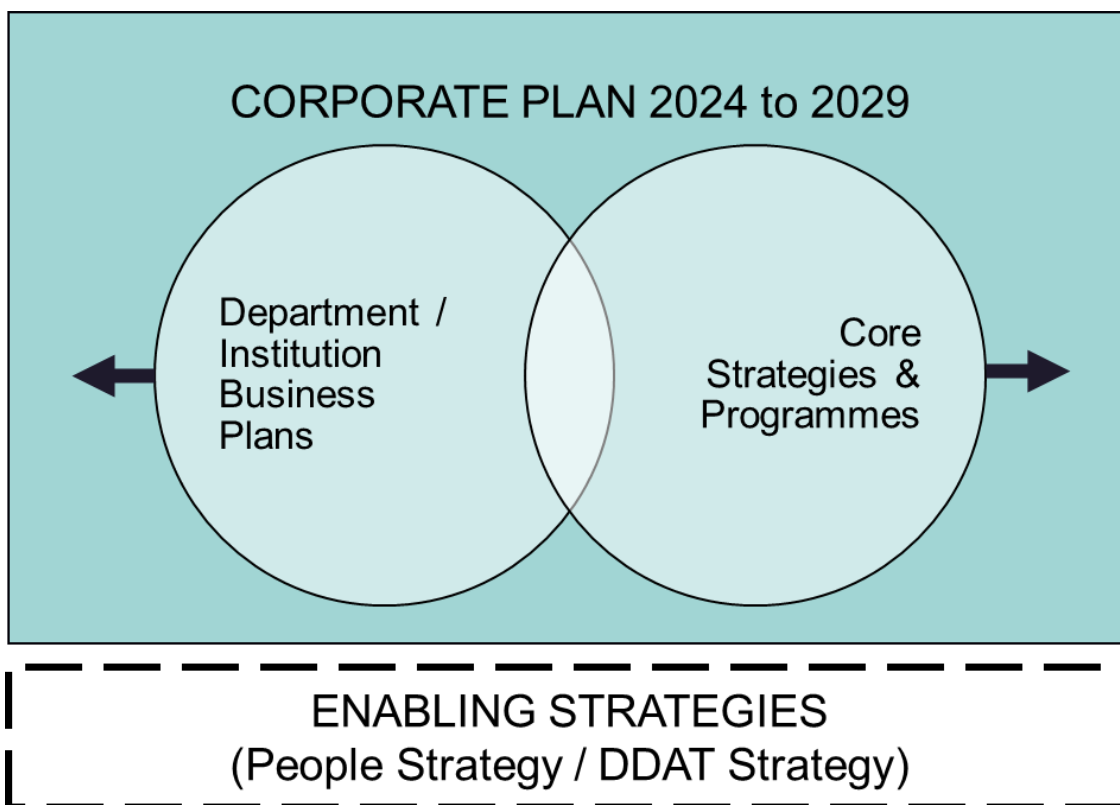
Successful performance reporting is dependent on several factors, including:

- Resource, capabilities and skills to interpret data
- User capabilities to understand data-related analysis
- Robust data governance
- Data sharing across the organisation
- Back-end technology to manage data

Beyond the individual teams managing and contributing data to reporting efforts, the main internal delivery partner is Digital, Information, and Technology Services (DITS). Initiatives and strategies taking place in DITS will enhance our performance reporting capabilities throughout the course of the plan.

### Corporate Reporting Landscape

Many Corporate Plan measures and metrics overlap with other areas of reporting within City Corporation’s activities, such as indicators for departmental business plans, specific strategies or programmes. However, we expect metrics for business plans and strategies or programmes to be more granular and detailed than those for the Corporate Plan.



### Enabling Strategies

Underpinning the outputs above is the transformative enabling activities set out in the People Strategy 2024-2029 and Digital, Data and Technology (DDaT) Strategy 2024-2029. These are aimed at delivering the brilliant basics for the organisation that underpin the skills and infrastructure required for delivering the Corporate Plan. Reporting for these strategies is separate although does input directly into the Corporate Plan reporting. However, achieving the objectives outlined in these enabling strategies are the bedrock to realising the Corporate Plan, as these set out our aspirations around capabilities that we need to achieve our corporate goals.

## Digital, Data and Technology (DDaT) Strategy 2024-2029

The new Digital, Data and Technology (DDaT) Strategy was approved at Court of Common Council in September 2024 and is the first cross-corporation DDaT Strategy to be adopted. The Strategy outlines 5 strategic outcomes to support the delivery of the Corporate Plan:

- Focus on Brilliant Basics
- Technology Convergence where possible
- Become Data Driven to improve decisions
- Transforming Services through responsible use of Automation and AI
- Develop Digital Skills and Share Expertise

The DDaT Strategy is a key enabler for the City Corporation to deliver the Corporate Plan and fulfil its promise of a ‘fantastic five years’. The DDaT Strategy will enable the organisation to become more agile, responsive, and resilient in the face of changing needs and expectations of the public and stakeholders. It aims to foster a culture of learning and innovation, and to equip the staff members with the digital skills and expertise they need to deliver better services and outcomes.

Within the lifecycle of the Corporate Plan the new Corporate Data Platform will be implemented through Microsoft Fabric. The platform will allow us to centralise and manage fragmented data silos, enabling new reporting capabilities and automated data flows, providing real-time information to dashboards and reports. However, to be effective this will require robust data governance and categorisation.

## People Strategy 2024-2029

City of London Corporation’s first ever People Strategy 2024-2029 was launched in April 2024. The People Strategy contains a framework of five themes and exists to support the outcomes of our Corporate Plan 2024- 2029 since these will be achieved only through the work of our people. The People Strategy considers and is responsive to the complexity and changing context of City Corporation, as well as London, the UK, and globally. Year one work aims to build a solid foundation of brilliant basics to achieve our mission.

Progress is published bi-annually, with the first progress report in January 2025 and the next planned for June 2025<sup>19</sup>.

## Transformation Programme

In addition to the People Strategy 2024-29 and DDaT Strategy 2024-29 an ambitious Transformation programme has been launched, with delivery phases scheduled through to 2028. This programme will mitigate impending risks to the City Corporation, including financial unsustainability, stalled productivity, widening technological gaps, sub-optimal systems and processes that will ultimately hinder the necessary attraction and retention of talent.

The programme has initially been focused on optimising processes and increasing the value of our operations to mitigate the Medium-term Financial Situation, with a longer-term ambition to develop and deliver a Transformation Framework. The programme aims to harness our unique position in the Square Mile and has four cross-cutting themes:

- **Organisational Excellence:** We are set up to achieve great things quickly, effectively and efficiently: operationally, organisationally, and in terms of governance. A culture of continuous improvement and innovation drives this Transformation. Through deep listening - and agile response - to both residents and businesses we develop our services in line with the needs of the City.
- **Entrepreneurial Spirit:** Seeking opportunities for income generation and beyond, to facilitate innovative, sustainable financial growth – as well as savvy resource management, ensuring long-term financial sustainability for the future of the City Corporation. A future where the City Corporation adds world class value to citizens, workers and businesses. By aligning our activities to the priorities of City businesses, we unlock new funding opportunities.

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<sup>19</sup> People Strategy 2024-29 update: [People Strategy Progress Report 1 - 2024](#)

- **Future First:** The City Corporation is at the forefront of innovative technology providing seamless services for residents and businesses. We anticipate the evolving needs of a modern, connected city, using technology to foster equity and sustainable growth. Digital engagement with our community and businesses takes priority - and has potential for income generation.
- **Innovative Collaboration:** We become more than the sum of our parts through innovative collaboration. By breaking down silos and fostering teamwork we amplify impact across City Corporation. We develop strong partnerships with businesses – from financial and professional services and beyond - to amplify culture and service delivery, and vice versa.

## Business Planning

Business plans provide an understanding of how delivery is progressing and highlight where resources may need to be flexed according to need.

Departments and some Institutions<sup>20</sup> align to a standard corporate template for annual business plans. Departments and Institutions assess their resources, risk, and enablers against their overall objectives and in the context of the Corporate Plan and other relevant strategies. From this, priority workstreams are identified for one or more years ahead.

The City Corporation's Executive Leadership Board (ELB) agreed that from the 2024/25 business planning cycle onwards progress against those priority workstreams would be assessed on a quarterly basis enabling ELB to:

- Understand CP alignment, record progress
- Facilitate data driven decisions
- Encourage collaboration, reduce duplication
- Regularly review performance strengths and issues
- Facilitate Risk identification and mitigation
- Promote transparency and accountability

The evidence for progress against workstreams is drawn from performance measures, supported by a narrative update where appropriate. Performance measures are required to focus on demonstrating outcomes, not outputs, and have clearly defined targets where possible. Due to differing levels of data and performance maturity across the organisation, the strength of performance measures differs between departments and institutions. Work is ongoing with business planners to ensure that, for future cycles, an appropriate evidence base is presented quarterly for all workstreams.

Quarterly updates on business plan performance measures are aggregated in a dashboard, which is circulated to Executive Leadership Board (ELB). The current version of the dashboard is a pilot for the 24/25 cycle only, and the intention for the 2025/26 cycle onwards would be to have a product which incorporates multi-year performance data for trend analysis and insight. Departments and Institutions are also accountable on progress to the relevant Service Committee(s) which approve the business plan. Through the continually improving corporate business planning process the number of Departments and Institutions formally reporting on their progress and performance measures is increasing.

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<sup>20</sup> The City of London Freemen's School, City of London Police, City of London School, and City of London School for Girls produce long term plans and strategies which are tailored to their individual services and report via their appropriate governance structures.



## **Cross-cutting City Corporation Strategies and Programmes**

Corporation-wide strategies and programmes, such as the Transport Strategy, Climate Action, and City Plan have dedicated progress reporting frameworks presented to Committees, Chief Officers, or are statutory and shared with government with data available in the public domain. During the development of the Corporate Plan 2024-29, many of these initiatives were identified as key deliverables for City Corporation and were consequently picked up as part of the six outcomes. This means that key metrics associated with the initiatives will also be used to measure progress against the Corporate Plan and will form part of the annual reporting. There may also be overlap between core strategies/programmes and the reporting on business plans, where they are listed as a priority workstream.

Some, though not all these major initiatives already have mature, benchmarked performance metrics associated with them, such as Climate Action Strategy or the City Plan. Others are not developed to this extent, and a number involve no performance or progress tracking measures at all. Work is underway separately to address this gap and ensure our activity is tracked and reported at an appropriate level.

We expect that, during the lifespan of Corporate Plan, some strategies and programmes will be launched, complete or change. Reporting will be updated to reflect this.

### **Performance Measures, Objective Key Results (OKRs), and Key Performance Indicators (KPIs)**

The intention of regular reporting on CP24-29 is to monitor whether progress towards outcomes is being made. To demonstrate this a combination of performance measures is needed. This encompasses different kinds of measures, such as OKRs and KPIs, as well as qualitative measures and narrative, to create a holistic evidence base. Objective Key Results (OKRs) should tell us whether we're on the right path to meet these outcomes; Key Performance Indicators (KPIs) will give us output-based health checks that other activities are progressing as they should. All of these are relevant at the appropriate level, and helpful if used in the correct context, and this report is a mechanism for progressing work to develop the right high-level metrics.

Overall, however, both OKRs and KPIs focus on 'key' areas to monitor – meaning there is a need to prioritise a small number of focussed metrics. The more metrics there are, the harder it will be to focus on whether we are genuinely achieving or not. The way performance reporting is being developed means that the metrics that are identified now will be brought online, but some are likely to change or be removed if they are not serving their purpose effectively.

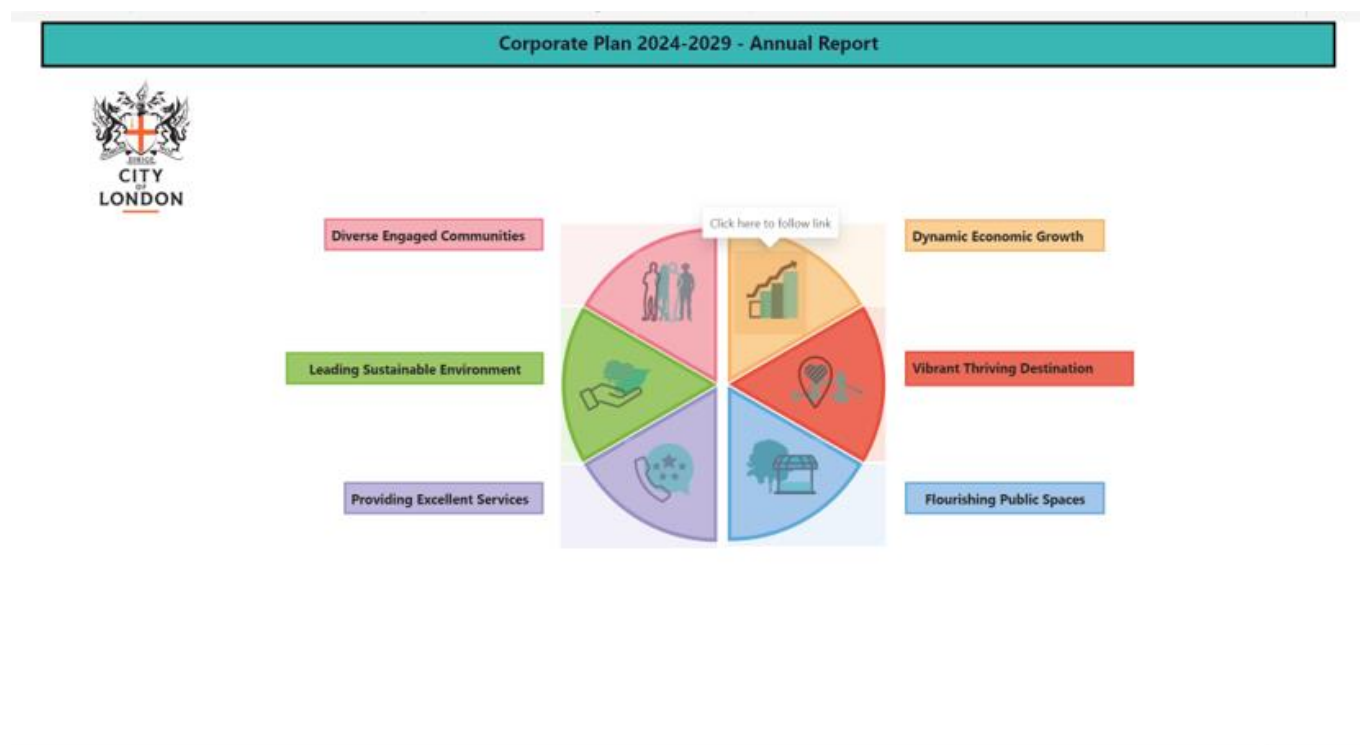
# Annex C: Corporate Plan 2024 – 2029 Dashboard

To support annual reporting on CP24-29 a data dashboard is in development. The full annual report will be accompanied by the interactive dashboard available on the intranet. This is to enable interaction with the most recent data available in a more granular fashion. This approach allows us to future proof the work and integrate it into developments within the corporate IT ecosystem.

The interactive dashboard will be embedded into the City Corporation intranet site as part of an intelligence hub that will eventually also contain other centrally produced analytical products, such as a dashboard on quarterly business plan performance and detailed analysis on footfall in the Square Mile.

A beta version of the dashboard will be available on the intranet in due course. Screenshots of draft design concepts and illustrative draft content provided below.

The screenshot below shows the dashboard landing page. This page links to a dedicated page for each outcome. Pages contain an interactive index of performance measures. Departments will be invited to provide additional context and narrative regarding their performance over the year, that will form part of the static year-end report. Screenshot draft examples are provided below.



The screenshots below, from the draft Dynamic Economic Growth and Vibrant Thriving Destination sections, show how (where possible) baseline performance will be included to track change over time and our direction of travel.

### Dynamic Economic Growth


Back to front page

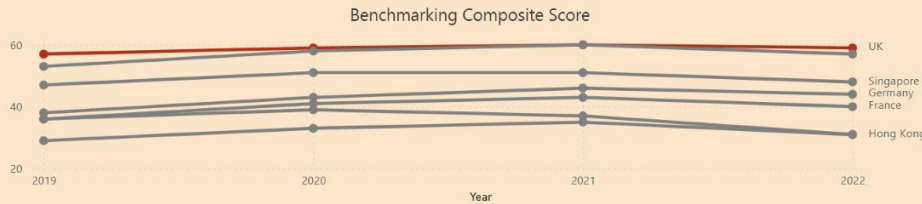
1. Retain a number 1 ranking for the UK in the Competitiveness Benchmarking Composite Score.
2. Retain a number 1 ranking for London in the Global Green Finance Index (GGFI).
3. Achieve positive outcomes in the City of London Police's work protecting the UK from the threat of fraud, economic, cyber and business crime.
4. Increase weekday worker numbers in the Square Mile.
5. Supplier chain diversity score through MSDUK partnership

The UK performs consistently well across all competitiveness measures to produce a world leading financial services ecosystem. All the financial centres in this study saw a decline in capital markets activity this year. But London retained its position as a top centre for international banking, bond issuance and trading, foreign exchange, and insurance. London increased its scores under two key competitiveness factors: regulatory and legal environment, and talent and skills. Bottlenecks that were restricting business activity have been released through effective legislation and policy

UK Latest Year on Year Change %  
**-1.67**

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







The UK is the largest international finance hub and plays a key role in facilitating cross-border finance around the world. The UK offers global companies a broad spectrum of financial services, from capital markets to insurance, access to international markets, and a deep pool of the brightest talent. Businesses in the UK benefit from a widely respected regulatory regime that protects consumers and increasingly opens doors for global investment

The UK is at the cutting edge of Fintech developments, and a world leader in innovative payments systems, Regtech, Insurtech and cyber security. It is the leading Fintech centre in Europe — London attracts more Fintech investment

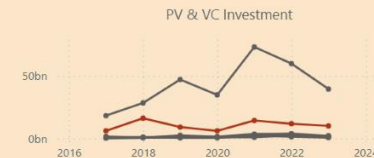
**International Attractiveness**



**Assets under management**



**PV & VC Investment**



### Vibrant Thriving Destination

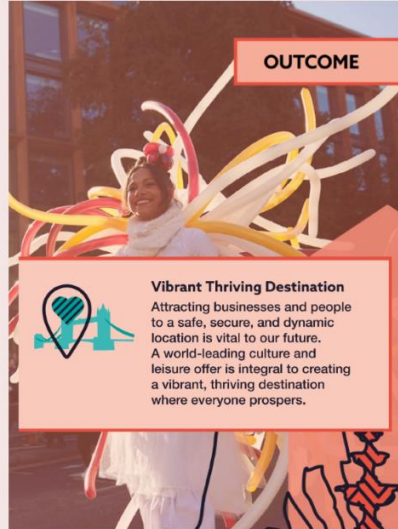
Back to front page

1. Reduce local and neighbourhood crime and improve confidence in the City of London Police.
2. Increase visitor numbers, expenditure, and visits to our cultural attractions.
3. **Increase road safety, decrease motor traffic, and encourage environmentally sustainable forms of transport.**
4. Deliver 3:1 return on investment on growth bid budget through new partnerships.
5. Increase provision of office space in the Square Mile, decreasing empty office floor space

Invite departments to provide context and commentary here regarding how they measure/contribute to the stated outcome.

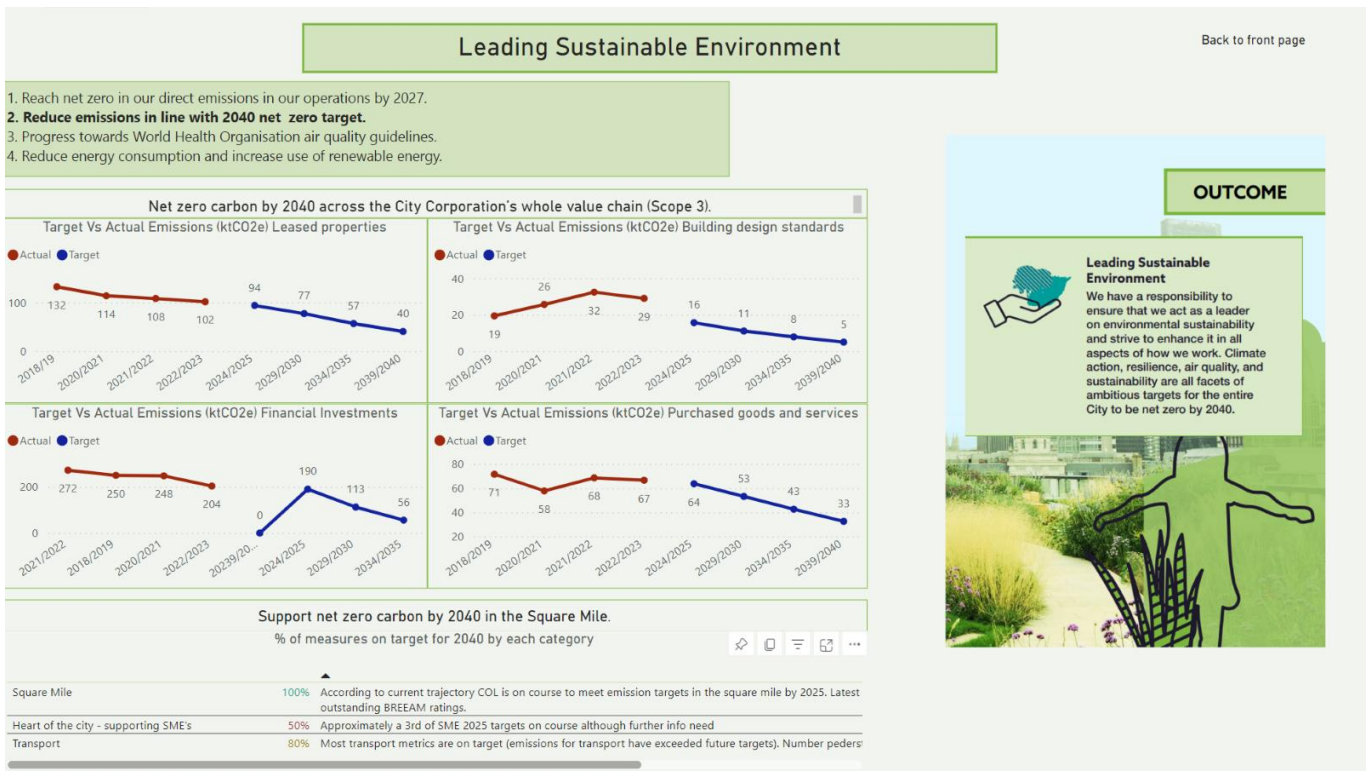
Measure	2022	2023	Direction of Travel
Motor vehicle traffic within the Square Mile 7am-7pm (12 hr all sites)	137,000.00	130,150.00	↘
Motorised freight vehicle volume within the Square Mile 7am-7pm (12 hr all sites)	34,000.00	32,300.00	↘
Number of kilometres of Pedestrian Priority Streets within the Square Mile (total kms)	26.30	27.62	↗
Number of people cycling within the Square Mile 7am-7pm (12 hr all sites)	88,830.00	93,271.50	↗
Number of people killed /seriously injured within the Square Mile (annual total calendar year)	59.00	56.05	↘

**OUTCOME**



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

The example below, from the draft Leading Sustainable Environment section, shows how multiple data points will be used to track each outcome.



# Annex D: Updates on Key Facts and Strategies

## Updates on 'Key Facts' since the publication of the Corporate Plan<sup>21</sup>

- The City Corporation cut net carbon emissions in its own operations by 65% and achieved a 23% reduction in net carbon emissions across its entire value chain (including investments and supply chain) since the 2018/19 baseline.
- The Square Mile has seen reduced carbon emissions of 35% since the 2017 baseline.
- The City Corporation achieved a 29% decrease in carbon emissions from purchased goods and services since 2022/23 – of which half was due to the organisation's ongoing engagement with suppliers.
- The estimated value of the benefits delivered by the City Corporation's natural capital assets quantified across the whole open spaces portfolio is £282.6 million annually, with a predicted value of £8.1 billion over 50 years.
- The City Corporation's open spaces remove around 16,000tn of carbon from the atmosphere a year, equivalent to 70% of the annual carbon footprint in its own operations.
- In 2023, financial and professional services employ over 2.5 million people across the country with two-thirds outside of London.
- Financial and professional services produced £294 billion of economic output in 2023, 13% of the entire UK's economic output, and contributed nearly £110 billion in tax revenue, over 12% of the UK's tax contribution in 2023.
- There were 678,000 workers in the City of London in 2023, or 1 in every 48 British workers. Financial and professional services account for over half of the City's workforce.
- City jobs are at a record high and have grown over 25% since pre-pandemic 2019 to 2023, with nearly 136,000 more jobs than in 2019. The City experienced record growth between 2022 and 2023 with 64,000 jobs added to the City (a 10.4% increase).
- The City is a key driver of the economy, generating over £97bn in economic output annually, or 4% of all UK GVA.
- The City contributes to the rest of the economy, generating £1.2bn in business rates. This represents 5% of England's total business rates collection.
- On Monday 5 2024 the London Metropolitan Archives officially changed its name to The London Archives.
- The map "Our Responsibilities in the Square Mile" listed the City of London Police Museum. As of writing, the City of London Police Museum remains closed, following closure during the COVID-19 pandemic.

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<sup>21</sup> Original document available here: [Our impact and key facts - City of London](#)



## **Updates on strategies or plans under development or approved since the publication of the Corporate Plan.**

### Air Quality Strategy

The City Corporation held a consultation on a new Air Quality Strategy throughout 2024. [The new strategy for 2025 to 2030](#) was approved by Port Health and Environmental Services Committee and published in November 2024. It goes beyond our statutory obligation and proposes actions to improve air quality in pursuit of the 2021 World Health Organisation Air Quality Guidelines

### Barbican Strategic Framework

As part of the [Barbican Business Plan for 2024/25](#), the goals of the [Barbican Strategic Framework](#) were [aligned to the outcomes of the Corporate Plan](#).

### Circular Economy Framework

A new [Circular Economy Framework](#), replacing the Waste Management Strategy, was developed in 2024. At the time of writing this is going through the approval and adoption process which will set out an action plan for the next three years (2025-2027). The Framework seeks to ensure the City Corporation exemplifies, drives and innovates circular economy practices, leading the Square Mile to become a circular city by 2040.

### City of London Joint Local Health and Wellbeing Strategy 2024-2028

A new [Joint Local Health and Wellbeing Strategy](#) was approved by the City Corporation's Health and Wellbeing Board in May 2024. It focuses on increasing financial resilience, increasing social connection and tackling social isolation and improving mental health.

### City of London Policing Plan 2025-2028

The City of London Police engaged in consultation of the draft Policing Plan for 2025 to 2028 throughout 2024. The new Policing Plan will be submitted to the Police Authority Board and Court of Common Council for approval in 2025.

### City of London Victims Strategy

The City of London's first comprehensive [Victims Strategy](#), developed jointly by the City of London Police and City of London Corporation, was approved by the Police Authority Board in September 2024. In the context of the rising priority of victims services and outcomes nationwide, and the vital link between these and trust and confidence in policing, it sets out in detail how we will deliver our commitment to put victims at the heart of all we do.

### City Plan 2040

Following extensive public engagement and approval by the Court of Common Council in April 2024, the [City Plan 2040](#) was published for Regulation 19 consultation and submitted to the Secretary of State. The Plan is currently undergoing public examination and - subject to an Inspector's report - will be formally adopted in 2025.

### Corporate Property Asset Management Strategy 2024-29

[The Corporate Property Asset Management Strategy](#) was renewed in January 2025 to align with the Corporate Plan. 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 defined objectives.



## Digital, Data and Technology Strategy 2024-2029

A new [Digital, Data and Technology \(DDaT\) strategy](#) was approved by Court of Common Council in September 2024, to enable the City Corporation to remain competitive and relevant in today's rapidly evolving technological landscape and enable our new Corporate Plan.

## People Strategy 2024-29

The [People Strategy 2024-29](#) was published alongside the CP24-29 in early 2024. It sets out how we are creating a coherent framework to ensure that all aspects of people management and development come together to create an organisational environment where employees can contribute their best work efforts.

## Education Strategy

The Court of Common Council approved a new [Education Strategy for 2024 to 2029](#) in October 2024 to replace the Education, Cultural & Creative Learning and Skills Strategies 2019-23. The Education Strategy seeks to create exceptional education experiences for City-linked learners by creatively leveraging our unique array of assets and resources

## Equality Objectives

A set of four new [Equality Objectives](#) were approved for 2024 to 2029 by the City Corporation's Policy and Resources Committee and Equality, Diversity and Inclusion Sub-Committee in March 2024. These Equality Objectives are aligned with the Corporate Plan and People Strategy and provide a cross-cutting framework by which the City Corporation can respond to the requirement to have due regard to the three aims of the Public Sector Equality Duty.

## Small and Medium Enterprises (SME) Strategy

A [Small and Medium Enterprises \(SME\) Strategy](#) was approved by Court of Common Council in May 2024. It sets out how the City Corporation will support the business environment in the Square Mile in its ambition for growth, de-siloing our operations, increasing the visibility and accessibility of our universal support offer to small businesses, and developing a new, targeted support offer aimed at early growth companies

## Transport Strategy Second Edition (2024)

Following a scheduled review, the second edition of the City Corporation's [Transport Strategy](#) was published in 2024. The second edition ensures that the Strategy remains relevant and fit for purpose since initial publication in 2019. This includes understanding changes in how people are travelling and the pattern of travel post Covid-19 pandemic.

## Utility Infrastructure Strategy

A new [Utility Infrastructure Strategy](#), bringing together a raft of current and future activities planned and delivered by the utility sector in the Square Mile, was approved by the Court of Common Council in June 2024.



**Corporate Strategy & Performance Team**

Town Clerk's Department

City of London Corporation

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## City of London Corporation Committee Report

<b>Committee(s):</b> Policy & Resources Committee	<b>Dated:</b> 13 <sup>th</sup> February 2025
<b>Subject:</b> Destination City Update Report	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>Delivers Corporate Plan 2024-29 outcomes</b></li> </ul>	Vibrant, Thriving Destination  Dynamic Economic Growth
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	<b>Gregory Moore,</b> Deputy Town Clerk
<b>Report author:</b>	<b>Jennifer Beckermann,</b> Senior Responsible Officer for Destination City, Executive Director and Private Secretary to the Policy Chairman  <b>Benjamin Dixon</b> Head of the Policy Unit, Office of the Policy Chairman

### Summary

This report provides Members of the Policy & Resources Committee with an update on progress in scoping and implementing the recast Destination City programme as our growth strategy for the Square Mile. It sets out proposed indicative metrics to be included in the new Destination City Dashboard, and the initiatives that will deliver on those outcomes and goals.

The DC Programme will build on an existing strong baseline of services and activities that already make the City a magnetic destination including, but not limited to, the destination approach embedded in planning policy, the unparalleled security offer of the City of London Police, and the work of teams on licensing, public realm and street cleanliness.

## Recommendation(s)

Members are asked to:

- a) **Note** progress in implementing the Martin Review recommendations, with 12 of the 14 recommendations complete or in progress (Appendix 1).
- b) **Agree** the vision statement, outcomes, scope and proposed activities (Appendix 2) of the recast Destination City programme and the indicative metrics of the Destination City Dashboard (Appendix 3).
- c) **Agree** the scope and parameters of the Destination City Partnership Fund and agree an initial allocation of £200,000 per year (Appendix 5).
- d) **Note** the link to the proposal further in this agenda to launch concierge services for relocating businesses as recommended in the Martin Review.
- e) **Note** the agreement of the 5 City Business Improvement Districts (BIDs) to collaborate on key deliverables of the Destination City programme and further note the link with the wider reset of the City Corporation's relationship with BIDs, set out in detail later in this agenda.
- f) **Note** a summary of the discussion at the first Destination Advisory Board (DAB) meeting (Appendix 4).
  - a. **Agree** the additional appointment of an external DAB Board Member by delegated authority following review of applications and a recommendation by a Chief Officer group against the approved assessment criteria
- g) **Agree** to the creation and implementation of a jointly developed and curated communications and content strategy to attract workers and visitors to the Square Mile alongside New London Architecture and other partners.

## Main Report

### Background

1. In October 2024, the Policy & Resources Committee agreed to the creation of the Destination City (DC) Hub to support the implementation of the recommendations articulated within the Martin Review (2024). A summary update of progress against the recommendations of the Martin Review is at Appendix 1. Twelve of fourteen recommendations are either complete or in progress.
2. Destination City is the growth strategy for the Square Mile. Our ambition is to make the City an even more attractive place, to start or grow your business; to start your career, find a new job, go out with your colleagues after a day at the office; to visit on an evening or weekend. Our success will be measured by attracting more businesses, more workers and more visitors to the Sq. Mile

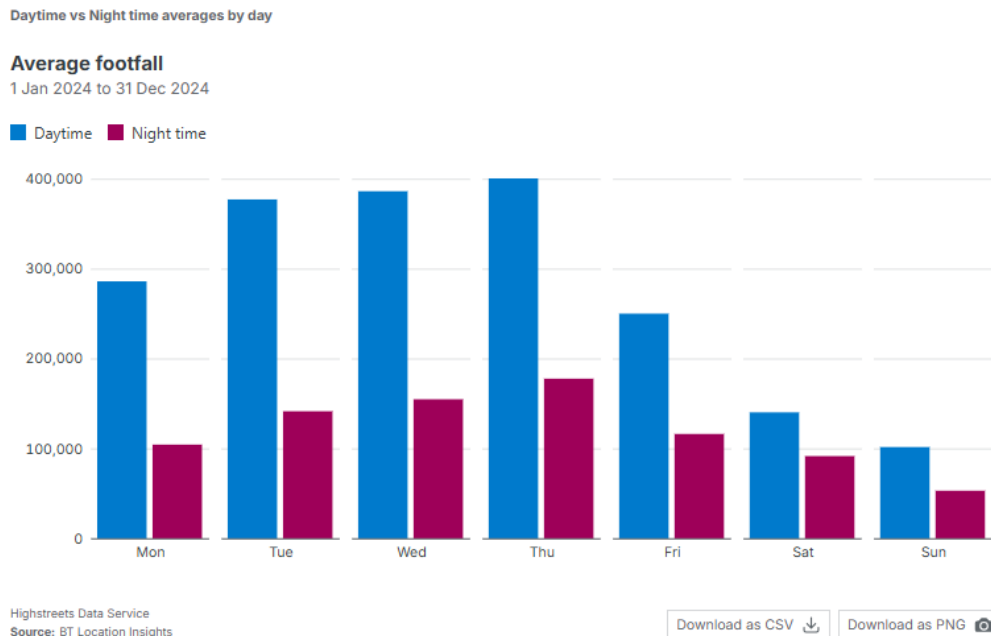
3. A local economy grows when it increases the amount of good and services it produces. It can do this by adding more of the things that are used to produce goods and services – workers, buildings, machines, technologies etc. Or it can do it by producing more with its existing factors of production (i.e. increasing productivity).
4. There is a strong foundation upon which we can deliver our growth strategy:
  - a. The Square Mile is home to some of the UK's most productive workers, generating Gross Value Added of £77/hr worked vs £40.3/hr in England.
  - b. The number of high growth businesses based in the Square Mile is increasing and represents a greater percentage than in the rest of London. (City 2023: 9.4% / London 2023: 6.3% / UK 2023: 4.9%)
  - c. The number of active businesses in the Square Mile has increased from 22,535 in 2022 to 22,605 in 2023.
  - d. The number of workers and self-employed persons registered in the Square Mile has risen to 678,000 (2023) from 614,000 (2022) – a 25% growth since pre-pandemic levels.
  - e. According to our annual benchmarking, the City of London has a workforce younger than the rest of the country, a workforce that is made up of more high-skilled employees and one of the most international workforces in the world, with 49% international workers.
5. While the City has bucked national and international trends, to maintain its relevance, it must diversify, and it must adapt. Occupiers follow talent, the City must remain a destination people *want* to work, as well as where businesses *want* to locate. The market for business investment is becoming more competitive, and more volatile. The evidence underscores the need to better articulate and promote the City's unique advantages.
6. Footfall in the Square Mile has also adjusted into a new normal and continues to improve as workers are either mandated or drawn back into the office. (Source: High Streets Data Service, GLA).
  - a. Overall, the picture is positive – with footfall having increased by 11% from 2023 to 2024.
  - b. Weekday average footfall is greatest on Tuesday (420,457), Wednesday (432,935), and Thursday (456,452). Monday (321,924) and Friday (306,847) paint a slightly different picture indicating a slower start and end to the working week, mirroring national trends in working patterns post-pandemic.
  - c. There is a stark contrast between the weekday average (387,723) and the weekend average (163,247). Practically speaking, this means weekday

footfall is over 2.4 times that of the weekend – with nearly 20% of the month's footfall occurring on Thursday alone.



(Source: High Streets Data Service, GLA)

- d. Percentage distribution also shows that daytime footfall (AM) accounts for approximately 70% of the daily total, while nighttime footfall (PM) accounts for about 30%. During the working week this is particularly pronounced with the majority of footfall between the hours of 6am-6pm, dropping significantly after 6pm. We may seek, in addition to increasing daytime average footfall across the week especially on Monday and Friday, to encourage workers to stay after 6pm to engage in our culture, leisure & hospitality industries – thereby boosting both dwell-time and total spend.



(Source: High Streets Data Service, GLA)

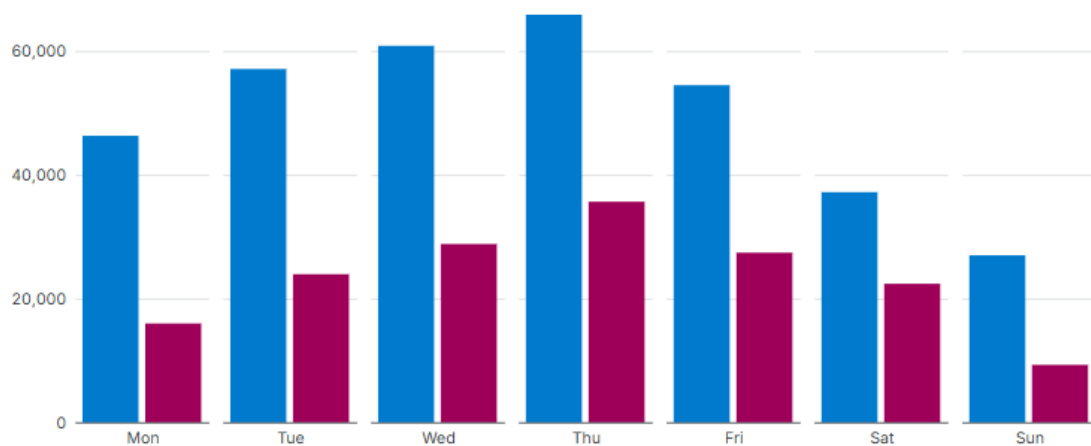
- 7. Following wider trends, spend in the City of London has recovered well post-pandemic – however year-on-year data shows a decrease of 6% between 2023-2024. (Source: High Streets Data Service, GLA)

- a. City spend data broadly mirrors footfall trends, with the highest average daily spend and peak times both occurring on Thursdays between the hours of 12:00-15:00. Tuesday and Wednesday also have high spend, closely followed by Friday, with a drop on Monday and over the weekend.
- b. Similarly, percentage distribution of spend shows that daytime (AM) spending makes up roughly 68% of the total, with nighttime (PM) spending at 32% - closely following footfall numbers. (Source: High Streets Data Service, GLA).

**Average spend (index)**

1 Jan 2024 to 31 Dec 2024

■ Daytime ■ Night time



Highstreets Data Service

Source: Mastercard Geolights

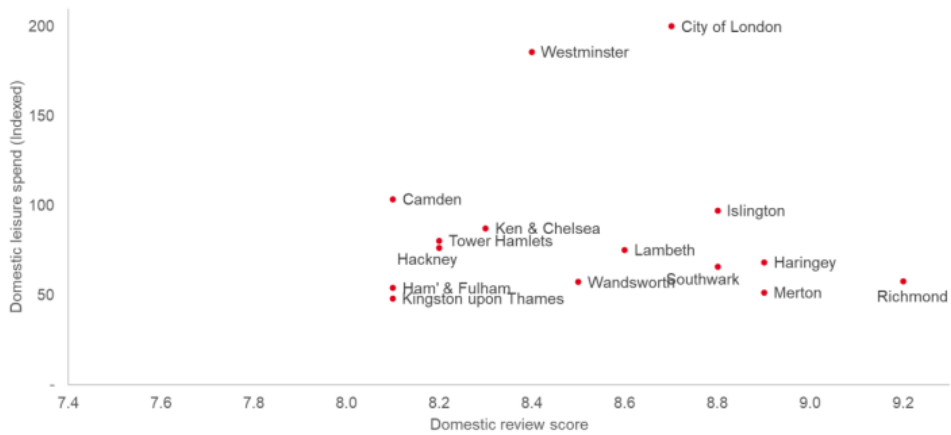
[Download as CSV](#)

[Download as PNG](#)

(Source: High Streets Data Service, GLA. Note - Values are not in pound/pence amounts, but are indexed to show relative change over time).

- 8. More widely, visitor confidence in London is strong, with London named as the world's Number One tourism destination (Source: Tripadvisor) - noting the proportion of people visiting the City on the weekend has increased by 7% since 2019 (Source: CBRE).
  - a. For those visitors who do visit the Square Mile, we see high satisfaction rates and high spend levels for both domestic and international visitors (Source: London & Partners).

Domestic visitor review scores and spend by borough



International visitor review scores and spend by borough



(Source: London & Partners)

**Destination City Programme**

9. Following extensive engagement with service departments, our Institutions, external partners, Members, the Destination City Advisory Board, Members of the Policy & Resources Committee are asked to approve the scope and initial proposed activities of the new DC programme, presented at Appendix 2.

10. Our vision is articulated as follows:

In the decade ahead, the City aims to be a globally attractive place for businesses, seeks to attract workers back to the office, and be a place that people want to visit, return to and stay. Its future success relies on being a welcoming and inclusive destination for all.

11. This vision and the four outcomes are linked to the 4 workstreams and main recommendations identified in the Martin Review:

- a. Improving pedestrian connectivity between places
- b. Developing a consistently lively and animated ground floor experience



- c. Establishing a premium concierge service for relocating businesses
- d. Driving footfall Friday – Monday

12. Within each outcome, we have proposed key targets. These targets are further explored in the section on the Destination City Dashboard (Appendix 3).

13. OUTCOME 1:            A globally attractive place for business

The City remains popular with prospective occupiers and developers. Research shows that occupiers are prioritising access to talent – particularly digital talent – and prioritising locations with high accessibility and amenity provision. The DC hub will partner in delivering activities that will develop and showcase the City’s attractiveness to business with the aim of increasing the number of businesses relocating or expanding.

- a. This outcome is supported by wider City Corporation activity including the support provided to small businesses through the SME strategy, planning policy that delivers high-quality office space, and both physical and digital protection support provided by the City of London Police.
- b. Our targets seek to increase the number of leads generated for new investors committed to investing in the Sq Mile, increasing the number of leads for new business occupiers, and increasing the number of businesses supported who are starting or expanding their business in the City.

14. OUTCOME 2:            Attracting workers back to the office throughout the week

In the short term, the City is adding jobs. In 2023, there were 678,000 employee or self-employed people based in the Sq Mile, a 25% increase compared to pre-pandemic. Post-COVID work patterns have settled. Workers in the London central activity zone (CAZ) attend the office on average 2.7 days per week. This is lower than the 3.9 days per week pre-pandemic and lower than comparable global centres like Paris (3.5 days), Singapore (3.2 days), and New York (3.1). (Source: Centre for Cities 2024)

In the City, attendance is concentrated on Tuesdays, Wednesdays and Thursdays. Assuming overall worker numbers continue to grow, the middle of the week concentration will put additional pressure on services, including transport, amenities and hospitality. In 2025, we expect firms to introduce more and higher mandates for workers to return to office working.

- a. The Martin Review recommended we focus on raising footfall Friday-Monday and so the aim is to make the transition back to a full, or nearly full, in person working week an attractive proposition. To level out footfall and spend across the week, our focus in this strand of work is to make working in the office on Monday and Friday more attractive to workers.
- b. Our target is to reduce the average difference from 36% to 30% between footfall on Tues, Weds, Thurs and Mondays / to reduce the average

difference from 42% to 37% between the footfall on Tues, Weds, Thurs on Fridays.

15. OUTCOME 3:            An inclusive and welcoming destination which attracts the next generation of talent

We know that there is huge global competition for talent. Research commissioned for the City Corporation highlights that one of the City's advantages is our unparalleled talent ecosystem. This research further highlights the major international competition for digital talent. The City is losing skilled workers to Saudi Arabia, Zurich and Singapore.

When considering location, occupiers are prioritising destinations that are vibrant and socially engaging and which provide proximity to essential services and amenities for workers. We have also looked at recent research into the role that social capital can play in economic growth within a place. This includes looking at the public spaces we have for people to convene socially, outside of their workplace, and the opportunities to create bridging capital by enabling different groups to learn from one another.

- a. The Martin Review encourages us to position the City as a magnetic destination over the next decade. This pillar of work will work closely with our City Belonging Project to understand the changing demographics of the City worker population and to understand the steps that can be taken to attract/retain them, over the long term. We will look to scope interventions that raise the understanding of the City Corporation and history of the Sq Mile and raise the profile of career routes into City jobs for people from diverse backgrounds, including those who are socio-economically disadvantaged.
- b. City Corporation research, referenced elsewhere in this agenda, encourages us to think about the future success factors that will draw in workers – as occupiers follow talent. This includes the opportunity to strengthen the “social vibe” of the City, capitalize on the inspiring historic atmosphere, and close the gap in skills outside of finance/insurance to attract more tech/creative professionals which are a growing segment of our job base.
- c. Our target in this pillar is undefined. Members are asked to approve further scoping, alongside colleagues from our City Belonging Project, to determine the best measurements and interventions for this area of work.

16. OUTCOME 4:            A destination that people want to visit, return to, and stay

The City is home to a wealth of cultural and visitor attractions, including our own owned/managed sites such as the Guildhall Art Gallery, The Monument and the Roman Baths or institutions like the Barbican, GSMD and the London Museum. Our immediate neighbourhood is home to many more, including the Charterhouse, the Tower of London, and Tower Bridge.

Together with the BIDs, partner organisations like the Livery, our Institutions and our culture team, we will work to better promote the events and activities that happening across the Square Mile. This may include targeted, paid marketing campaigns to draw visitors to the area on Friday/Saturday/Sunday – thereby capitalising on London’s strong brand as a favourite tourism location.

Our approach to visitor communications needs to go beyond the digital sphere, and ensure we also utilise print or physical assets to tell the story of the Square Mile – this may include banners or murals for example – and needs to better utilize our visitor information services. Wayfinding is another way in which we can enhance dwell time and ensure visibility of key locations. Developing a core set of yearly civic City Corporation events, that are consistently promoted, is a goal of this workstream.

- a. Our target is to increase average footfall on Friday, Saturday and Sunday by 5% year/year.

17. To achieve these outcomes, the DC Hub will focus on the following activities/initiatives in the next 6-8 months:

- a. Launch a concierge service for relocating businesses
- b. Launch a campaign and coordinate activities that drive worker footfall on Mondays & Fridays
- c. Scope a piece of work to better understand the changing demographics and priorities of our worker population
- d. Develop campaigns and activities that promotes key City's cultural and heritage moments, e.g. LM Show and our cultural/heritage sites
- e. Launch a partnership fund that supports external organisations to help deliver Destination City outcomes.
- f. Reset the relationship with our 5 City BIDs and support the development of a Riverside BID
- g. Develop and launch a City-wide approach to wayfinding aimed at increasing pedestrian connectivity between major attractions/places, which augments the Legible London
- h. Overhaul and launch a new content strategy that is a coordinated approach to place promotion via social media, our web presence and across other distribution channels
- i. Launch and support a Destination Advisory Board with key partners
- j. Launch a Destination City Dashboard; share data and insights with our partners and to enable more targeted decision making and interventions (i.e. a demographics survey)

18. Our ability to achieve our targets is linked to both Destination City driven activities or initiatives, and linking together the activities, events, strategies, and initiatives of both internal and external partners. Things like our cultural and heritage offer, our planning policy, our Education Strategy, our Transport Strategy, our City Belonging Project, the work of our City of London Policy, our business-focused licensing approach, or our SME Strategy to name a few.

## Destination City Dashboard

19. Recommendation 8 of the Martin Review proposed that the City, “establish a Destination City dashboard”. A key function of the Destination City Hub is to create and monitor progress against agreed metrics.

20. The proposed Destination City Dashboard is referenced at Appendix 3.

21. The Dashboard is presented in three sections. Our aim is to use data to support and guide City Corporation decision making. We also aim to collate a repository of indicators that help us bring to life the City Corporation’s actions and impact, as well as tell a story about our unique value proposition – which is key for attracting and retaining businesses, but also key to understanding our audiences and the communities we serve. These indicators will change and adjust over time and will be integrated into a Power BI dashboard.

### a. Slide 1: State of the City

The State of the City dashboard presents top-level economic indicators for the City; monitoring these indicators will allow us to ensure we understand and reflect on the wider economic context within which we are operating.

These indicators include:

- Productivity data (GVA / hour worked)
- Percentage of high growth businesses based in the Sq Mile
- Number of active businesses based in the Sq Mile
- Number of workers and self-employed people based in the Sq Mile

These figures are macro indicators that we know are of central importance in understanding and demonstrating the economic success of the City.

### b. Slide 2: Destination City Programme Targets

This slide proposes specific targets for each of our Destination City programme outcomes.

### c. Slide 3: City Health Check

This dashboard brings together a wide range of data that linked to our Destination City workstreams – and that we know influence our wider objective to make the city a magnetic place. They tell us more broadly what is happening across the Square Mile.

These measures will help us to showcase the strong offer we have on safety, cleanliness and amenity which will improve our attractiveness to prospective occupiers and workers. The dashboard will also flag any worsening indicators that will enable us to take remediating action.

22. The DC Hub will also compile and share BID & high street specific footfall data that will help support location and opening decisions being taken by service industries and amenities operating within the Sq Mile.
23. Much of the data collated in these dashboards is already collected and measured across the Corporation. In this way, we seek to showcase that our growth and our DC objectives are a corporate wide ambition. Some data is outstanding, but we are working to obtain the right measurements.
24. In addition to bringing together cross-corporate data sets, our approach is to better utilise and access information that is available through partner organisations (i.e. GLA High Street Data Service, ALVA Cultural Visitor Surveys, London & Partners Visitor Surveys, data collected by our City BIDs, performance data on hotel occupancy etc.).
25. However, there is a challenge when using existing datasets, as they often present or segregate data on a geographical basis (such as the Office for National Statistics) and do not include the City of London in breakdowns. We will work with the ONS on bespoke reporting/data sets specific to the Square Mile, and are working with our Digital Team, the Environment Team, Corporate Strategy, Culture Team, BIDs and other partners to determine what additional data may need to be commissioned or is available from their sources.
26. Furthermore, the sector is saturated with competing datasets, often created and sold as single-use products. We will focus on aligning use of long-term data (particularly footfall and spend) with our stakeholders to ensure consistent benchmarking within the wider the London and UK ecosystem and futureproof against commercially obtained datasets becoming outdated or unavailable.
27. While collating and reviewing available data sets, it is evident that a more comprehensive and collective understanding of our worker population would support departments across the Corporation and external partners to better serve this important audience group. Information such as age, gender, ethnic background, qualification level, avg. household income, are accessible – but are held in different parts of the Corporation, or via different data commissions or updated at different parts of the year.
28. The DC Hub aims to collate and bring together a worker demographic overview into a single source. Alongside our partners, including the BIDs and our service departments, we will determine which pieces of information we collect or have access to, and which will require commissioning by a data specialist.

### **Delivering the programme:**

29. The Martin Review emphasised the need for the City Corporation to collaborate more effectively with partners from across the Square Mile in

pursuit of growth. This partnership approach is embedded into our programme management team – the DC Hub.

30. Recruitment for the 5.5 posts, who will form the Hub team, is progressing well. Advertisement, shortlisting, interviews and offers of employment have been completed for the following positions:

- a. Destination City Programme Advisor (1)
- b. Destination City Programme Advisor (1)
- c. Intelligence and Performance Analyst
- d. Partnerships Coordinator

31. We anticipate the above team members to be onboarded by April 2025.

32. Active recruitment is ongoing for the role of City BIDs Lead and for the Head of Programme.

33. **Business Improvement Districts:** In October 2024, Policy & Resources Committee endorsed a proposal to seek to work closely with the City's 5 Business Improvement Districts to deliver the Destination City programme. The DC SRO presented the recast DC programme at all 5 BID Boards and has reached agreement with the 5 BIDs to work together on:

- a. Revised/comprehensive communications approach – underpinned by coordinated activations and events around key moments in the year to include both seasonal activities, permanent, and City-civic and historical moments (i.e. Lord Mayor's Show or the Sheep Drive).
- b. A City-wide approach to wayfinding aimed at increasing pedestrian connectivity between major attractions/places, which augments the Legible London
- c. Sharing data and insights with the aim of avoiding a duplication in commissioning and establishing a shared baseline of information
- d. Working together on defining the components of delivering and enabling a vibrant and lively ground floor experience across the Square Mile, which will include a framework for best practice for meanwhile use opportunities
- e. Activities and initiatives which support the City Corporation's new and existing efforts to attract new businesses to the Square Mile.

34. Members are asked to note the above and to note the wider report at Item 19 setting out efforts to reset relationships with the City BIDs more widely.

### **Destination Advisory Board**

35. Members approved the appointment of 14 individuals to the Destination Advisory Board in November 2024.

36. The inaugural meeting of the Destination City Advisory Board was held on 10<sup>th</sup> December 2024. A summary of the DAB discussion can be referenced at Appendix 4. DAB Members emphasised the importance of defining what "growth" could mean for the City. There was consensus that the Martin Review recommendations - including interventions such as placemaking, improved connectivity between places and curating a vibrant business offer - were critical enabling components of enabling future growth in the Square Mile. The Board encouraged the City to develop more structure around its seasonal planning, endorsed the need to consolidate the Corporation's approach to visitor communications, and emphasized the need to focus on a small number of high-impact initiatives, building upon them to achieve meaningful progress.
37. A further call for expressions of interest to fill the remaining external board position was promoted in November and December.
- a. A further 10 applications were received.
  - b. Members are asked to approve the additional appointment by delegated authority following review and a recommendation by a Chief Officer group against the approved assessment criteria.

### **Destination City Partnership Fund**

31. To encourage joint working and co-creation with partners, Members approved the creation of a Destination City Partnership Fund. The proposed parameters of this fund are now presented for agreement at Appendix 5.
32. The Destination City Partnership Fund (DCPF) will be administered by the Central Grants Team (CGT) and will add a fourth strand to their existing three funding streams, which include: Inspiring London Through Culture, Stronger Communities and Enjoying Green Spaces. Administering the fund through our CGT ensures compliance with corporate rules and best practice around grant giving.
33. Applications are sought and assessed in pursuit of the target outcomes set out in this report. The fund will prioritise applications that can demonstrate sustainability of an intervention (e.g. to show that there is an audience for a particular type of event that would *sustainably* drive footfall on Saturday mornings).
- c. Applicants will be encouraged to work in partnership and seek additional funding sources, the City Corporation should therefore not be the sole funder or contributor to an event, initiative or activity. It will also require an evaluation to be completed in all cases, helping us to build an evidence base of what interventions work in achieving our targets.
34. Members are asked to agree the scope and parameters of the Destination City Partnership Fund and agree to an initial allocation of £200,000 per year.

## Branding and Communications

35. In 2023, the City Corporation launched a bespoke brand as part of its ambition under the previous Destination City initiative to become a world-leading leisure destination. Phase 1 of the destination brand was implemented across digital platforms, including the launch of a new visitor-focused website ([www.thecityofldn.com](http://www.thecityofldn.com)) and social media platforms.
32. In 2016, the City Corporation, alongside New London Architecture (NLA), developed and launched the OneCity brand to promote the Square Mile and its leisure offering. A website, [www.onecity.london](http://www.onecity.london), and affiliated social media handles were launched, which specifically targeted the City's worker population. The City Corporation provides ongoing funding support to the overall OneCityLDN project (alongside the BIDs, some major developers/investors and larger hospitality businesses).
33. The forthcoming Strategic Branding Review recognises the widespread need for a brand strategy for the City of London Corporation. If approved, the new strategy aims to increase internal alignment and foster and promote a 'One City Corporation' across the whole organisation. As this strategy identifies, the City Corporation brand is seen as an interesting combination of the safe and traditional (trust, guardianship) with more dynamic attributes (progressive, professional).
34. The Martin Review recommends that the City Corporation seek to simplify its online presence and combine the best aspects of the **cityofldn.com** brand and the OneCity brand. A convergence between the two platforms will be beneficial in terms of both impact and value for money. Working closely with the NLA and our partners we will seek to develop and implement and curate a communications and content strategy that promotes the Square Mile's offering of food & beverage hospitality, promotes activities/events, and promotes/drives footfall to our owned assets or our major attractions (i.e. the Barbican). The content strategy will also seek to improve awareness of the City Corporation's history and improve overall sentiment by workers/visitors/people.
35. Members are asked to agree to the creation and implementation of a jointly developed and curated communications and content strategy to attract workers and visitors to the Square Mile alongside the team at New London Architecture.

## Corporate & Strategic Implications

- |                         |  |
|-------------------------|--|
| Strategic implications: | The proposals contained in this paper will deliver against the Corporate Plan outcomes of Vibrant, Thriving Destination and Dynamic Economic Growth. |
| Financial implications: | The Destination City programme is funded through a re-allocation of the Growth Bid over 2 years.   |



Resource implications:	<p>The Destination City Partnership Fund will be delivered by the Central Grants Unit; the fund will be allocated a proposed £200,000 annually to support organisations that are delivering on DC related outcomes.</p> <p>The proposal around the concierge service will require additional resource.</p> <p>The proposal to integrate our content/communications strategy for visitor communications will see greater efficiency, as we will combine resources with the NLA and other partners to deliver on our revised approach.</p>
Legal implications:	None
Risk implications:	Increasing footfall numbers may have effects on crime, anti-social behaviour, cleanliness and other externalities.
Equalities implications	The proposals above recommend undertaking research to better understand the demographics of the target worker population so that the impact of measures.
Climate implications:	None
Security implications:	None

## Conclusion

36. There is reason to be optimistic and excited by the future potential of our Square Mile given our strong foundations. Members are asked to note the progress being made in delivering the recommendations of the Martin Review and in developing and delivering Destination City as our growth strategy for the Square Mile. Agreement is sought on the scope, outcomes and activities of the DC programme, the scope of the Destination City Partnership Fund and to appoint a further member to the Destination City Advisory Board. Members are further asked to note the proposed creation of a Concierge service and progress in resetting the relationship with the 5 City BIDs.

## Appendices

Appendix 1 – Summary of progress in implementing the recommendations of the Martin review

Appendix 2 – Destination City Programme and Activities Year 1

Appendix 3 – Destination City Dashboard

Appendix 4 – Summary of the Destination City Advisory Board held on 10<sup>th</sup> December 2024

Appendix 5 – Proposed parameters of the Destination City Partnership Fund

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**Appendix 1 – Summary of progress in implementing the recommendations of the Martin review**

<b>Recommendation</b>	<b>Progress</b>
<b>Vision &amp; Mission</b>	
Destination City should be redefined as the growth strategy for the Square Mile as a destination.	<b>Complete</b>
Recast Destination City as a partnership approach to making the Square Mile a magnetic destination, prioritising: <ul style="list-style-type: none"> <li>• Improving pedestrian connectivity between places</li> <li>• A consistently lively and animated ground floor experience,</li> <li>• A premium concierge service for relocating businesses and</li> <li>• Driving footfall between Fridays and Mondays</li> </ul>	<b>In progress – for agreement as part of this report</b>
<b>Governance</b>	
Align accountability for the refreshed Destination City programme to the Policy & Resources Committee while aligning accountability for the culture strategy to the Culture, Heritage & Libraries Committee	<b>Complete</b>
Create a new Destination City Board to build on, and succeed, the current City Envoy network.	<b>Complete</b>
<b>Delivery</b>	
Reshape the central Destination City team to become a Destination City Hub	<b>Complete</b>
Request the Town Clerk/Chief Executive to consider the future organisational location for the Destination City Hub, including the possibility that it should be relocated to the Town Clerk’s department to enable cross-departmental delivery.	<b>Complete</b>
Future events programmes to be commissioned by the cultural and heritage organisations in the Square Mile including the City’s Barbican Centre, Museum of London and Business Improvement Districts (BIDs), businesses and relevant community interest companies. Events that are supported by the City of London Corporation	<b>In progress</b>

should support the strategic priorities and goals (e.g. driving Friday/Monday footfall), be regular (for example, monthly) and likely to be smaller scale than those run by Destination City to date	
Establish a Destination City Dashboard	<b>In progress. For agreement as part of this report</b>
Commission future insights programme jointly with Business Improvement Districts having ensured that the data materially adds to the Destination City dashboard and focusses on market research on visitor originating area, attitudes and quality of experience.	<b>In progress</b>
Reevaluate the social media strategy and the possible partnership approaches to this where duplication currently exists, focus effort on a comprehensive calendar of events, and achieving an enhanced sense of the City of London as the capital's 'Old Town.	<b>In progress</b>
Ensure lease conditions in relevant commercial areas reflect a curated and appealing visitor experience.	<b>Not started</b>
Encourage relevant services working with children and young people to prioritise school visits that align with the Destination City priorities and the development of skills and employment opportunities in the hospitality industry	<b>Not started</b>
<b>Professional strategy &amp; leadership for Culture, Heritage and Libraries</b>	
Establish professional leadership and strategy for Culture, Heritage & Libraries Request the Town Clerk/Chief Executive to consider options for the future Head of Profession for Culture as described and make an appropriate appointment to progress the Cultural Strategy	<b>In progress</b>
Align the new Culture Strategy with the Destination City vision in an approach that is collaborative, develops new partnerships and sets its sights on the City of London as an international cultural and heritage destination	<b>In progress</b>

**Destination City is the growth strategy for the Square Mile**

**Vision**

In the decade ahead, the City aims to be a globally attractive place for businesses, seeks to attract workers back to the office, and be a place that people want to visit, return to and stay. Its future success relies on being a welcoming and inclusive destination for all.

**Outcomes**

**A globally attractive destination for business**

**Attracting current City workers back to the office - "earning the commute"**

**An inclusive and welcoming destination which attracts the next generation of talent**

**A destination that people want to visit, return to, and stay**

Martin Review Recommendations / proposed outputs

Launch a **concierge service** for relocating businesses supported by a Market Occupation study  
  
Ensure lease conditions in relevant commercial areas reflect a curated and appealing visitor experience

Developing a consistently lively and animated ground floor experience  
  
Developing communications and marketing to **raise worker footfall**

Build an evidence base of changing worker demographics and preferences.  
  
Design interventions that will increase amenity and build social capital.

Enhance **pedestrian connectivity** between our major attractions and places  
  
Develop and launch a consolidated **calendar of activity and communications approach**

**DC Targets**

What are we trying to achieve? How will we measure it?

**40** leads generated for new investors committing to investment in the Square Mile  
**15** leads generated for new business occupiers committing to locate in the City  
**860** Businesses supported to start and/or expand in the City

**Monday:** to reduce the average difference from 36% to 30% between average footfall on Tues, Weds, Thurs  
  
**Friday:** to reduce the average difference from 42% to 37% between the average footfall on Tues, Weds, Thurs

To be developed. *E.g., Increase positive perception levels of the City*

Annual 5% increase in average footfall on Friday  
Annual 5% increase in average footfall on Saturday  
Annual 5% increase in average footfall on Sunday

Underpinned by the following City Corporation activities...

City Plan 2040.  
Safe & Secure: City Police.  
Delivery of new SME Strategy.  
International promotion.

Culture & heritage offer.  
Hospitality & licensing offer.  
City Cleanliness.  
Strong transport links.  
City Belonging Project.

City Belonging Project.  
SME Strategy.  
Education Strategy.  
City Plan 2040.

Environment & public realm.  
Culture and heritage offer.  
City Cleanliness.  
Safe & Secure: City Police.  
Hospitality & licensing offer.

Working with...

*HMG, Mayor of London, Opportunity London, L&P, BIDs, investors, developers.*

*BIDs, Livery Companies, TfL, resident & community groups, Safter Cities Partnership.*

*Industry, resident associations, Livery Companies, schools, faith & community groups, GLA, London Councils.*

*Cultural partners, resident associations, BIDs, Livery Companies, Visit London, GLA, London & Partners.*

Cross-cutting DC activities

**Destination Advisory Board | City Data Dashboard | Destination Partnership Fund | Comms & branding**

**The Martin Review said that Destination City should be an accountable programme of relevant services and partners which can translate the City's mission into practice.**

The City Corporation and its partners will also be undertaking the following activities in support of the Destination City outcomes.

**A globally attractive destination for business**

**Attracting current City workers back to the office - "earning the commute"**

**An inclusive and welcoming destination which attracts the next generation of talent**

**A destination that people want to visit, return to, and stay**

- Delivery of 1.2m sqm of high-quality office space as set out in the draft **City Plan 2040**
- **Support for our Hospitality industry** through our Licencing Team
- A new **Interactive GIS Map** which isolates licensed premises, transport hubs and development pipeline
- New industry research in the **City Occupiers and Investment Study**
- Supporting businesses to start and scale in the Square Mile with **bespoke business support** developed in the **SME Strategy**
- Protecting our business ecosystem with our dedicated **City of London Police Force**, including through programmes like **Cyber Griffin**
- **International promotion of the Square Mile** via events such as MIPIM, EXPO, etc.

- Enhancing the hospitality experience with **Al-Fresco Dining** and **Street Trading Policies**
- Delivering the **SME Strategy** to support a **thriving ground-floor economy**
- An annual programme of City events from the **Lord Mayor's Show** to the **Summer of Sport**
- Providing quality public realm through the **Transport Strategy**, **City Plan 2040**, and **Climate Action Strategy**
- Protecting Residents, Workers, and Visitors at the heart of **Secure City Programme**
- **Improving Digital Infrastructure for the Square Mile** – 5G/Broadband coverage

- Connecting communities within the Square Mile's workforce with the **City Belonging Project** and **Faith in the City**
- Delivering the **London Careers Festival**
- Supporting care-experienced young people and those with SEND through the **City Corporation Mentoring Project**
- The development of academic excellence, cultural knowledge, work-readiness through the **Education Strategy**
- A **targeted business support offer**, helping SMEs of diverse sizes and founders to start and scale in the City with the **SME Strategy**
- Supporting upskilling with the **Women Pivoting to Digital Taskforce**, **Skills for a Sustainable Skyline**, and **FSSC**.

- Curating a uniquely City offer through the **Resident Reset**
- Developing our cultural offer through a **new Culture Strategy** and **promoting programming** of our cultural institutions (GSMD, Barbican...)
- Support delivery of the new **London Museum**
- Delivering a major programme to refurbish the world-leading **Barbican Centre**
- Delivering **new pedestrian routes** and **public realm** through planning
- Tackling local crime, ASB and VAWG through the **Safer City Partnership**
- **Enhancing the City's environment and infrastructure** through CIL and Section 106
- Working with **City BIDs** to support our ground-floor economy, enhance our public spaces, enhance our status as a visitor destination

## Destination City Programme activities

The Destination City Hub is a small, cross-cutting team; an enabling function.  
Its default will be to partner with service departments and external organisations to help deliver initiatives that achieve our programme outcomes. **In year 1 we will....**

A globally attractive destination for business	Attracting current City workers back to the office - "earning the commute" [Short/Medium term]	An inclusive and welcoming destination which attracts the next generation of talent [Medium/Long term]	A destination that people want to visit, return to, and stay
Launch a concierge service for relocating businesses	Launch a campaign and coordinate activities that drive worker footfall on Mondays & Fridays	Scope a piece of work to better understand the changing demographics and priorities of our worker population.	Develop campaigns and activities that promotes key City's cultural and heritage moments, e.g. LM Show and our cultural/heritage sites
	Launch a partnership fund that supports external organisations to help deliver Destination City outcomes.		
	Reset the relationship with our 5 City BIDs and actively scope the potential for a Riverside BID		
	Launch a strategy that defines success for developing a lively and animated ground-floor experience for the Square Mile, which will include a framework for best practice for meanwhile use opportunities		
	Develop and launch a City-wide approach to wayfinding aimed at increasing pedestrian connectivity between major attractions/places, which augments the Legible London		
	Overhaul and launch a new content strategy that is a coordinated approach to place promotion via social media, our web presence and across other distribution channels		
Launch and support a Destination Advisory Board with key partners			
Launch a Destination City Dashboard; share data and insights with our partners and to enable more targeted decision making and interventions (i.e. a demographics survey)			

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# State of the City

Top-level Economic Indicators for the City of London - our North Star

## PRODUCTIVITY

GVA per hour worked:



**£77.5** (City of London 2022) – **No1**  
£40.3 (England 2022)  
**£75.5** (City of London 2021) – **No2**  
£39.7 (England 2021)

(ONS, GVA per hour worked, 2024)

## ACTIVE BUSINESSES

City of London businesses:



**22,605** (2023)  
**22,535** (2022)

(ONS, Active Businesses, 2024)

## HIGH GROWTH BUSINESSES

High growth business % \*



**City 2023: 9.4%**  
City 2022: 8.4%  
**London 2023: 6.3%**  
London 2022: 5.3%  
**UK 2023: 4.9%**  
UK 2022: 4.1%

(ONS, High Growth Businesses, 2024)

## WORKERS

Employees + self-employed:



**678,000** (2023)  
**614,000** (2022)  
**586,000** (2021)

(ONS, BRES, 2024)

# Destination City Outcomes and Targets

How we will evaluate impact of our chosen interventions

Outcome	Current State of Play	Targets
A globally attractive destination for business	<p><b>30</b> leads generated for new investors committing to investment in the Square Mile (2024/25)</p> <p><b>10</b> leads generated for new business occupiers committing to locate in the City (2024/25)</p> <p><b>691</b> Businesses supported to start and/or expand in the City (2024/25)</p> <p>(Environment Department, City of London Corporation)</p>	<p><b>40</b> leads generated for new investors committing to investment in the Square Mile (2025/26)</p> <p><b>15</b> leads generated for new business occupiers committing to locate in the City (2025/26)</p> <p><b>860</b> Businesses supported to start and/or expand in the City (2025/26)</p>
<span style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold; font-size: 2em;">Page 126</span> <p>Attracting current City workers back to the office - "earning the commute"</p>	<p><b>Monday:</b> the percentage difference between the average footfall for Tues, Weds, Thurs footfall is approximately 36%</p> <p><b>Friday:</b> the percentage difference between the average footfall for Tues, Weds, Thurs footfall is approximately 42%</p> <p>(GLA, Highstreets Data Service - 2024)</p>	<p><b>Monday:</b> to reduce the average difference from 36% to 30% between average footfall on Tues, Weds, Thurs*</p> <p><b>Friday:</b> to reduce the average difference from 42% to 37% between the average footfall on Tues, Weds, Thurs*</p> <p><i>*We expect this change to affect other indicative data sets, including but not limited to spend figures</i></p>
An inclusive and welcoming destination which attracts the next generation of talent	<i>[City level data not yet available – to be developed]</i>	<i>TBD – E.g., Increase positive perception levels of the City</i>
A destination that people want to visit, return to, and stay	<p><b>306,847</b> (Friday average footfall)</p> <p><b>194,198</b> (Saturday average footfall)</p> <p><b>132,296</b> (Sunday average footfall)</p> <p>(GLA, Highstreets Data Service - 2024)</p>	<p>Annual 5% increase in average footfall on Friday</p> <p>Annual 5% increase in average footfall on Saturday</p> <p>Annual 5% increase in average footfall on Sunday</p>

# City Health Check

Contextual data that can help explain what is happening across the City, and key to the success of attracting more businesses, more workers and more visitors

## A globally attractive destination for business

## Attracting current City workers back to the office - "earning the commute"

## An inclusive and welcoming destination which attracts the next generation of talent

## A destination that people want to visit, return to, and stay

Outcome	Measurement
Retain No 1 rank in annual International Benchmarking score	59, UK retained first place (IG, 2024)
Retain No 1 rank in annual Benchmarking Talent score	63, London increased its score by 3 points to rank first (IG, 2024)
Number of active businesses	22,605 (ONS, 2024)
Number of micro & large businesses	Large: 425 Micro: 17,505 (ONS, 2024)
Number of Square Mile workers	678,000 (ONS, 2024)
Number of City SMEs supported by SBREC in line with SME Strategy	864 (ENV, 2024)

Outcome	Measurement
Provision of Office Floorspace in the Square Mile	58,186 sqm
Digital Infrastructure - 5G/Broadband coverage	5G coverage: 100% Broadband coverage: Not yet available (ONS, 2024)
City of London Amenity Index	NEW
Number of licensed premises	970 (ENV, 2024)
Positive outcome rates in relation to crime	TBC (CoLP, 2024)
City of London Police recorded incidents	TBC (CoLP, 2024)

Outcome	Measurement
City worker demographics	59% aged between 22-39; 49% international; 37% of BAME origin; 62% male/38% female (ONS, 2024)
Number of people signed up to the City Belonging Network	Approx. 3,000 (Comms, 2024)
Number of school children supported by School Visits Fund	71 schools, approx. 2500 pupils (CCS, 2024)
Number of mentees supported by City Corporation Mentoring Project	Not yet available
Number of people attending the London Careers Festival	17,139 - 30% more than 2023 (CCS, 2024)
Number of diverse founders of City SMEs supported by SBREC	Female Founders = 40% Ethnic Minority Founders = 46% (ENV, 2024)

Outcome	Measurement
The public feel safe & have confidence in the City of London Police	86% & 78% respectively (CoLP, 2024)
Number of premises on the Safety Thirst accreditation scheme	75 (ENV, 2024)
% of streets with unacceptable levels of litter, detritus, graffiti and flyposting	1.29% (ENV, 2023)
Planning permissions delivering new pedestrian routes and public realm	15 approved
Planning permissions delivering new cultural and visitor attractions	23 approved
City hotel occupancy rates (%)	82.7% (ENV, 2024)

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## **Destination Advisory Board (DAB)**

10 December 2024

### **Attendance**

1. Chris Hayward - Policy Chairman, City of London Corporation [*Chair*]
2. Andrew Jackson CBE - Tower Director, Historic Royal Palaces [*Cultural Institution Appointment*]
3. Charlotte Fletcher - Chair, Cheapside Business Alliance [*BID Appointment*]
4. Tony Matharu - Founder and Chairman, Central London Alliance CIC/Blue Orchid Hospitality
5. Sean Ghouse - Director of Retail UK, Fortnum & Mason
6. Andrew Hilston - Managing Director, The Ardent Companies
7. Shravan Joshi – Planning & Transportation Committee Representative, City of London Corporation
8. John Griffiths – Culture, Heritage & Libraries Committee Representative, City of London Corporation
9. James Thomson – Policy & Resources Representative, City of London Corporation
10. Helen Fentiman – Community & Children’s Service Committee Representative, City of London Corporation
11. Ian Thomas - Town Clerk & Chief Executive, City of London Corporation
12. Jen Beckermann – Destination City SRO and Executive Director & Private Secretary to the Policy Chairman, City of London Corporation
13. Ben Dixon – Head of the Policy Unit, Office of the Policy Chairman
14. Emily Slatter – Policy Unit, Office of the Policy Chairman
15. Omkar Chana - Operations & Project Director
16. Emma Markiewicz – Director of The London Archives & Culture SRO

### **Apologies:**

1. Paul Martin - Independent consultant for the Independent Review 2024
2. Simon McCaugherty - Director of Destination, London & Partners [London & Partners Appointment]

## **A public summary of the Destination Advisory Board held on 10 December 2024**

The Board held its inaugural meeting in December 2024. The Policy Chairman welcomed members of the Board and outlined its terms of reference. He emphasized the importance of bringing together diverse views from the private sector, our BIDs and other external members, as well as a broad representation from across City of London Committee Chairs.

The Board heard a presentation from the Destination City Senior Responsible Officer (SRO), outlining the updated scope, cadence, and operational arrangements of the new Destination City (DC) programme.

- The presentation included a baseline of data for the City of London, detailing current trends in footfall and spending patterns. This data was used to frame the programme's alignment with the workstreams proposed in the 2024 Martin Review of Destination City.
- The baseline figures were recognised as providing a strong foundation for understanding trends and informing strategic decisions. There was support for the reframing of the programme as the growth strategy for the Square Mile.

The discussion following the presentation emphasised the importance of defining what "*growth*" could mean for the City, with considerations extending beyond quantitative metrics to include qualitative metrics. There was consensus that the Martin Review recommendations - including interventions such as placemaking, improved connectivity between places and curating a vibrant business offer - were critical enabling components of enabling future growth.

The core workstreams outlined in the Martin Review were a central focus of discussion. On *improving pedestrian connectivity* the Board considered the challenges of wayfinding and the potential to better define and promote distinct districts within the Square Mile. It was agreed that there is value in supporting connectivity between areas with high pull-factor such as 22 Bishopsgate. While some suggested that the charm of the City lay in its complex layout, there was agreement that more intuitive wayfinding solutions could enhance visitor experience and increase dwell-time.

*Developing a consistently lively and animated ground floor experience* was also discussed. The Board considered several measures to stimulate a lively ground-floor experience. Discussion also centred on support for ground floor businesses. This included measures articulated in the SME Strategy and Draft City Plan 2040. Public realm investments and improved landscaping were also seen as essential for creating welcoming and vibrant spaces. Here, the value of public realm improvements were highlighted as critical.

Building on baseline footfall data presented by the DC SRO, the Board also discussed the goal of *driving footfall*. It was noted that the City's busiest days are Tuesday, Wednesday, Thursday. Mondays and Fridays wane by comparison, and the City sees 2.4 times more footfall on weekdays than weekends. The Board reflected on the different audience for weekdays versus weekends and

acknowledged that specific and targeted interventions would be needed to reach these different audiences. There was consensus that the DC programme should target its KPIs on specific week days (namely, Monday and Friday), gradually expand efforts on increasing weekend footfall.

Underpinning the discussion was an acknowledgement on positioning the City as a destination. Concerns were raised about whether branding concepts such as "Old Town" adequately conveyed the vibrancy and modernity of the City. There was agreement that the City's blend of historic and contemporary elements could be a powerful differentiator. Here, the importance of a cohesive branding strategy as identified by the Martin Review, supported by partners representing the City, was noted as critical to the success of the programme. The Board encouraged the City to develop more structure around its seasonal planning and emphasised the need to focus on a small number of high-impact initiatives, building upon them to achieve meaningful progress.

The issue of data emerged as a recurring theme. Board members acknowledged gaps in data analysis and called for a more focused approach to identifying the insights most critical to decision-making. There was recognition that while the City is not short of data sources, prioritising actionable metrics would be key to advancing the DC programme's objectives.

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# Destination City Partnership Strand

## Overview

Destination City is the growth strategy for the Square Mile.

In the decade ahead, the City aims to be a globally attractive place for businesses, seeks to attract workers back to the office and be a place that people want to visit, return to and stay. Its future success relies on being a welcoming and inclusive destination for all.

## What we fund

Managed by the City of London Corporation, the Destination City Partnerships Fund (DCPF) encourages creative ideas that help to deliver the aims of the Destination City Programme [LINK]. The City Corporation aims to draw on the ideas and creativity of all those who operate in or interact with the City.

Proposals must deliver on one or more of the following defined **outcomes of Destination City**, namely:

- 1) **Attracting current City workers back to the office.** With a particular focus on increasing worker footfall on Mondays & Fridays.
- 2) Making the City of London **a destination that people want to visit, return to, and stay.** With a particular focus on creating a lively ground floor experience, improving pedestrian connectivity between places and increasing visitor footfall on Fridays and weekends.
- 3) Ensuring that the City of London is **an inclusive and welcoming destination which attracts the next generation of talent.**

## **Co-funding**

The DCPF is explicitly a partnership fund and the City Corporation is seeking to co-fund projects with partners. That being the case, proposals must set out what cash and in-kind contribution will be made to co-fund the cash contribution requested of the City Corporation.

## **Test and learn**

The DCPF seeks to test-and-learn approaches that will meet the Destination City outcomes. Proposals should set out how impact will be measured through evaluation.

## **Sustainable interventions**

The DCPF seeks to support sustainable interventions and welcomes proposals that seek to prove a concept or pilot an approach that could be rolled out sustainably, if it proves to be successful.

## **Where we fund**

Grants issued through the Destination City Partnership Fund will be awarded to projects that are being delivered for beneficiaries within the Square Mile or engaging communities outwith the City of London with the aim of engaging them with the City.

Projects must have most or all benefits delivered within the City of London. Applicants may be based outside of the City of London, but it is anticipated that most applicant organisations will be City-based.

## **Assessment**

Proposals will be reviewed and approved by officers from the City Corporation, with decisions being reported to the Policy & Resources Committee.

## **How much can you apply for**

The minimum grant that an organisation can apply for is £1000 and the maximum grant is £10,000.

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# Agenda Item 8

<b>Committee(s):</b> Corporate Services Police Authority Board Policy and Resources	<b>Date:</b> 12 February 2025 12 February 2025 13 February 2025
<b>Subject:</b>  Draft High-Level Business Plan 2025/26 – Town Clerk’s Department	<b>Public report:</b>  For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Providing excellent services  Diverse Engaged Communities  Vibrant Thriving Destination  Dynamic Economic Growth
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Greg Moore Deputy Town Clerk
Report author: Sarah Scherer, Head of Business Support	

## Summary

This report presents for approval the high-level Business Plan for the Town Clerk’s Department 2025/26. It applies specifically to the following enabling functions led by the Deputy Town Clerk:

- Governance and Member Services
- Office of the Policy Chairman
- Strategic, Security & Resilience
- Health & Safety
- Police Authority

The Office of the Lord Mayor and The London Archives/Culture Team, which also sit under the Deputy Town Clerk, will report in separate, individualised business plans, as will other areas of the Town Clerk’s Department (e.g., Corporate, Strategy and Performance and Communications).

## **Recommendation**

Members are asked to:

- i. Note the factors taken into consideration in compiling the Town Clerk's Departmental Business Plan, acknowledging that these teams provide both enabling and statutory functions which are scrutinised by different Committee and:
- ii. Approve, subject to the incorporation of any changes sought by the relevant 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.
3. The Town Clerk's Department is comprised of several enabling teams which support the core business of the Corporation. It is responsible for ensuring the overall strategic objectives of the City Corporation implemented in accordance with our corporate governance framework. The Department provides the expertise and oversight to ensure that Members and Officers have the information they need to facilitate effective decision making. As a cross-cutting Department, the teams overseen by the Deputy Town Clerk within this wider area work closely with all Corporation departments and our Institutions in pursuit of this objective.
4. The Town Clerk's Department oversees the co-ordination of political and policy advice provided to our Leaders and Members, programme implementation and management of key initiatives such as initiatives within the Mayoral theme and Destination City, and the day-to-day logistical operations of the private offices supporting the Lord Mayor and Chairman of the Policy and Resources Committee, in addition to supporting the Town Clerk through their secretariat. It facilitates decision-making, Member scrutiny and oversight, and ensures statutory obligations are met (e.g. in relation to the accountability of the City of London Police, our health and safety obligations, our emergency planning and resilience functions, and so on).

## Draft final high-level Business Plan for 2025/26

5. This report presents, at Appendix 1, the draft final high-level Business Plan for 2025/26 for the Town Clerks' Department and the aforementioned teams.
6. The Office of the Lord Mayor and The London Archives (formerly the London Metropolitan Archives), which are also under the remit of the Deputy Town Clerk, will report in separate, individualised business plans to relevant committees.
7. While the teams which report into the Deputy Town Clerk have individualised deliverables, projects and activities – which often intersect – they share commonality in that they provide enabling support within 4 major workstreams:
  - a. Governance Support
  - b. Statutory and regulatory compliance
  - c. Member and Officer Support
  - d. Cross-corporate coordination
8. Taking on board feedback from Members in relation to last year's Business Plan, which for the first time sought to integrate various functions into a single Plan, this year's Plan has been integrated further to reflect and drive greater integration between the various functions, drawing on the commonality of activity and purpose across the service areas and moving away from the historic approach of discrete, individual Business Plans and workstreams for each area, towards a newer approach which will help to drive greater collaborative working and recognise the coherency and synergy across the various teams' areas of activity.
9. Following the appointment of the Executive Director and Private Secretary to the Policy Chairman as Senior Responsible Officer for Destination City, the Town Clerk's Departmental Business Plan also included the implementation and delivery of the new DC programme in a separate workstream.
10. The high-level plans have been developed in consultation with senior officers, with the intention of establishing and confirming core workstreams that reflect the functions and responsibilities of these teams at a high level – as opposed to separate workstreams for each team.
11. As mentioned above, in drafting their business plans, teams have focused on cross-departmental collaboration. The Office of the Policy Chairman business planning process and underlying items, for example, has involved liaison with Innovation & Growth, Corporate Communications, Remembrancer's and Mansion House; Governance and Member Services with the Corporate Strategy team; Health & Safety with HR and the key connectivity to the People Strategy, and so on.

12. These functions represent a headcount of 54 FTE all based in the Guildhall complex.

13. Governance and Member Services

- a. The Governance and Member Services team in the Town Clerk's Department is dedicated to supporting the Corporation's decision-making process and supporting Members in their work as elected officials and representatives of the City of London Corporation. The Team is comprised of 20 individuals who support with the day-to-day operations of committees, on matters of procedure, and by providing learning and development opportunities.
- b. Led by the newly-appointed Assistant Town Clerk, the Team oversees the formal process, reporting requirements and services of over 500 formal decision-making meetings each year, including meetings of the Court of Common Council and Court of Aldermen, their committees, sub-committees and working parties.

14. Office of the Policy Chairman

- a. The Office of the Chairman team works to support the Policy Chairman, Deputy Policy Chairman, Vice Chairs, and Lead Members in their roles in providing political leadership for the Corporation in the development of policy and drive the Corporation's aims and objectives, working closely with external stakeholders.

15. Strategic Security and Resilience

- a. The City of London Resilience Planning team has a duty and statutory function that offers a specialist resource aimed at helping both the City Corporation and supporting the wider Square Mile community to maintain its resilience in the face of emergencies and other business disruptions.
- b. Led by the Strategic Security Director & Counter Terrorism Advisor, the team aims to raise awareness in the Square Mile community of all aspects of contingency planning, preparing for localised and Pan-London incidents supporting the wider City of London community with a key task to ensure the consistency of the Corporation's own preparedness to respond to an emergency.

16. Corporate Health & Safety

- a. The Corporate Health & Safety is dedicated to ensuring appropriate and sufficient systems are in place to support our governance of Health & Safety risk. These mechanisms support the Corporation's decision-making process and support Chief Officers in discharging the legal requirements set upon us as an ethical, modern employer.
- b. The team is comprised of eight individuals who provide advice, develop, maintain our policies, procedures, and safety data systems, such as accident reporting and are critical in setting our organisational



safety culture. Critically they make up the competent health and safety resource as required by statute under various safety related pieces of legislation, e.g. Fire.

#### 17. Police Authority

- a. The Court of Common Council is defined as the Police Authority for the Square Mile. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its Committees (Strategic Planning and Performance; Resource, Risk and Estates; Professional Standards and Integrity; Economic Crime and Cyber; and Police Pensions Board). The Board is supported by the Director of the Police Authority and 6 staff members.
- b. The Police Authority team supports the Police Authority Board (PAB) in carrying out its essential role to scrutinise and support the City Police's delivery of effective and efficient services, ensure value for money in how it is run, and to agree its priorities across its national and local roles, taking into account the views of local communities and government priorities. The team ensures that PAB's statutory obligations in relation to the accountability of the City Police are fulfilled.

### Departmental Operational Property Assets Utilisation Assessment

18. In keeping with the requirements of Standing Order 56, a utilisation assessment has been undertaken of the corporate space occupied by the relevant sections of the Deputy Town Clerk function covered in this report.

### Corporate & Strategic Implications

- **Strategic implications** - 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** - several of the functions within the Department directly support the security arrangements for the City Corporation.
- **Financial implications** - 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** – All the services and functions covered in the report are committed to Equality, Diversity and Inclusion. We will continue working closely with the Director of Equality, Diversity and Inclusion and the Chief People Officer to enable the City of London Corporation to comply with all obligations under the Equality Act 2010 and the Public Sector Equality Duty relevant to respective functions
- **Resourcing implications** - 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** – None.
- **Climate Implications** – None.

## **Conclusion**

19. This report presents the high-level Business Plan for 2025/26 for the relevant functions of the Deputy Town Clerk's Department for Members to consider and approve.

## **Appendices**

- Appendix 1 – Final high-level Business Plan 2025/26

## TOWN CLERK'S DEPARTMENT 2025/26 BUSINESS PLAN

### About us: Our purpose, aims and impacts

The Town Clerk's Department is comprised of several enabling teams which support the core business of the Corporation.

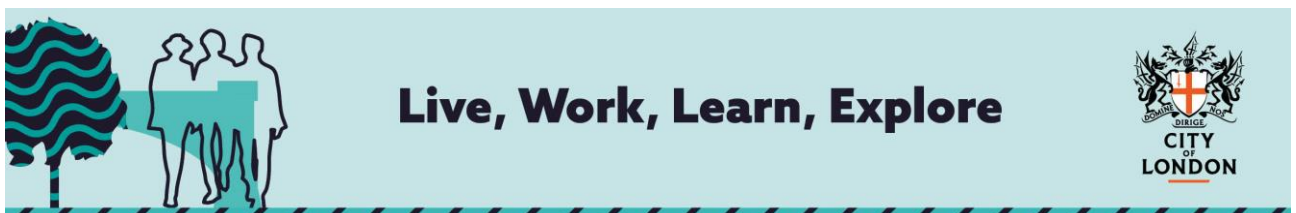
It is responsible for ensuring that the overall strategic objectives of the City Corporation, including those of our Institutions, are lawfully and actively implemented.

The Town Clerk's Department oversees the co-ordination of political and policy advice provided to our Members, programme implementation and management of key initiatives (such as the Mayoral theme and Destination City), and the day-to-day logistical operations of the private offices supporting the Lord Mayor and the Chairman of the Policy and Resources Committee.

The divisions of the team include:

- Governance & Member Services
- Office of the Policy Chairman
- Strategic, Security & Resilience
- Health & Safety
- Police Authority

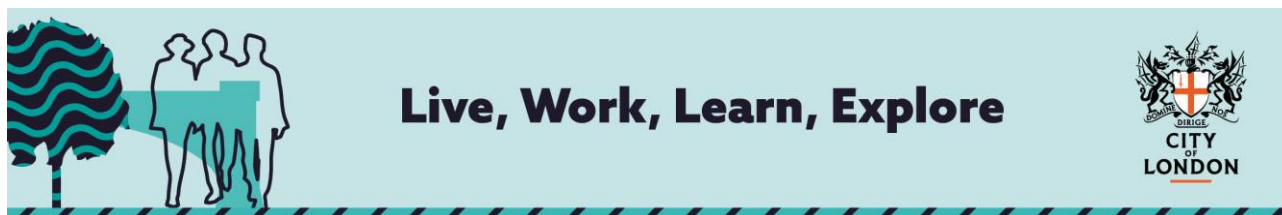
The Town Clerk's Department provides the expertise and oversight to ensure that Members and Officers have the recommendations and information they need to facilitate effective decision making and scrutiny, fulfilling our statutory obligations (such as in respect of the City of London Police).



## Our key objectives and priority workstreams and major projects

### Key Objectives / Priority workstreams:



1. **Governance Support** - facilitating effective decision-making and oversight ensuring that all Corporation activities align with established governance structures, promoting transparency and accountability across departments in accordance with our Standing Orders and wider corporate governance framework.
2. **Statutory and regulatory compliance** - monitoring compliance with all relevant laws and regulations, reducing legal risks and ensuring the Corporation is seen as a leader.
3. **Member and Officer Support** – providing Common Councillors and Aldermen with the necessary resources and information to fulfil their roles effectively, enhancing their ability to make informed decisions that reflect the City Corporation’s strategic objectives through the Court of Common Council, Court of Aldermen and our Committees.
4. **Cross-corporate coordination** - coordinating efforts and resources to support or drive successful implementation of cross-corporate organisational projects, transformation, and collaboration; ensuring coherence and alignment and ensuring corporate policies are up to date and remain effective given changing external and internal partnership landscapes.
5. **Destination City (DC)** - implement the recommendations from the Martin Review to deliver a new DC programme alongside partners to achieve our shared goal of positioning the Square Mile as a vibrant thriving destination, which contributes to dynamic economic growth.






Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes /Impacts
<b>Governance Support</b> <ul style="list-style-type: none"> <li>Improved corporate understanding of Governance framework</li> <li>Review and cross-referencing of Committee reports including transformational projects such as: Ambition 25, Barbican Renewal, Charities review</li> <li>Support with the re-constitution of Committees post March 2025 elections; and election of Chairs/Deputies</li> <li>Developing and implementing an approach to reform Police Authority Board (PAB) governance and increasing its efficiency and effectiveness as a scrutiny body</li> </ul>	40%	40%	Providing excellent services	Increase in the percentage of staff who understand the CoLP governance mechanisms  Reduction in the amount of decisions determined by urgency	Members and Officers understand their roles and the CoLC strategic objectives  Improved and effective decision making at pace
<b>Statutory and regulatory compliance</b> <ul style="list-style-type: none"> <li>Develop a three-year Health &amp; Safety Strategy</li> <li>Implement Everyday Safety Manager training programme</li> <li>Maintain key systems under the Health &amp; Safety Framework, Risk Assessment tool, Incident Reporting tool and procurement extension of the Safe365 Assurance tool (June 2025)</li> </ul>	4% (supplemented through additional resource bids)	34%	Providing excellent services	1125 leaders trained by end of FY 26/27  562 – 25/26 563 – 26/27  Safety Index Score of 65% across 80% of areas  100% Assurance audit completion	Improved safety leadership and reduced safety risk  Alignment of safety into the people strategy
<b>Member and Officer Support</b> <ul style="list-style-type: none"> <li>Comprehensive Member induction and training for newly elected and returning members following Common Council Elections</li> <li>Support the Policy Chairman to discharge their duties as a key spokesperson and lead the Corporation's external relations with</li> </ul>	20%	20%	Providing excellent services  Diverse Engaged Communities	Members participating in training and induction sessions - minimum 50% participation for new Members and 25% for returning Members	Members and Officers understand their roles and the CoLC strategic objectives

Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes /Impacts
Westminster, Brussels, London local government and internationally					Improved and effective decision making at pace
<b>Cross-corporate coordination</b> <ul style="list-style-type: none"> <li>Officer training for key response roles; executing a tabletop exercise for strategic security and resilience</li> <li>Support the Policy Chairman to discharge their duties at Common Council, Policy &amp; Resources Committee and its sub-committees</li> <li>Working with the City Police, the Community Safety Team in CCS and utilising the Safer City Partnership, to implement a revitalised approach to engaging the City's communities on crime and community safety issues.</li> </ul>	4%	50%	Vibrant Thriving Destination Diverse Engaged Communities Providing Excellent Services	Reduce local and neighbourhood crime and improve confidence in the CoLP	More effective use of resources  Better, and more coordinated engagement with key stakeholders
<b>Destination City</b> <ul style="list-style-type: none"> <li>Recruit and onboard new DC programme Hub</li> <li>Establish and confirm DC KPIs within a new DC Dashboard</li> <li>Identify and deliver key activities or initiatives - alongside DC partners – which improve pedestrian connectivity between places, increase footfall Friday-Monday and ensure a vibrant, thriving ground floor experience e.g. Wayfinding and refresh of our visitor-focused communications channels</li> <li>Launch a concierge service to support the relocation of businesses to the Sq Mile</li> </ul>	Funding allocation via Growth Bid £1.3 mil	4%	Vibrant Thriving Destination Dynamic Economic Growth	Increase visitor numbers, expenditure and visits to our cultural attractions  Increase worker footfall Friday/Monday  Delivering regeneration and redevelopment projects	There are more businesses based in the Sq. Mile, more workers and visitors spend their leisure time here.

## Our timeline planner of 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
Member Induction	Will be delivered April - July													
Governance Training														
Governance support in the delivery of cross-org objectives & workstreams	Milestones will match those of the service department													
Strategic and tactical leadership training	Ongoing throughout the year													
Internal volunteering to support emergency centres	Ongoing throughout the year													
Leadership Safety inductions	1,125 Leaders to be trained													
Safe365 annual assurance assessment across all High-Risk departments													Assurance programme to commence May - September review by Corporate Services Committee	

PAB Community Engagement	Report quarterly to the Strategic Planning and Performance (Police) Committee														
PAB Governance Reform	◆		◆				◆		◆						
Relaunch of visitor/communications	◆														
Launch of concierge service	Planned for Spring														
Launch Destination City Partnership Fund															
Worker Demographic Fund			◆												
Launch Destination City Dashboard		Planned for Summer													
Reset Bid Relationship	Ongoing throughout the year														
Publish report on vibrant and lively ground floor experience								◆							
Destination Advisory Board meetings			◆			◆			◆						



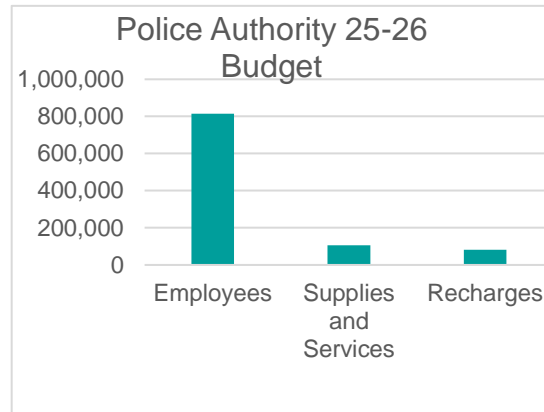
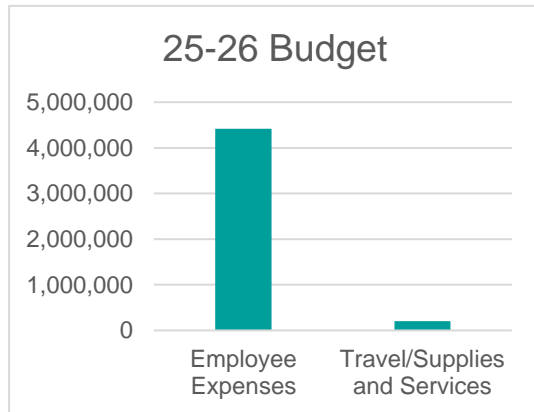
## People

2024 Staff Survey engagement score 64%

56 staff, 54 FTE

Percentage identifying as female 51.8%

## Budget



## Our key actions are

- Improve Member behaviour and/or perceptions of behaviour
- Hold Deputy Town Clerk Town Hall sessions to enhance the understanding of the vision and overall direction of the Senior Leadership Team
- Improve the way in which we communicate Learning & Development opportunities and prioritisation of time for learning
- Review and introduce measures to improve physical environment/Cross working at Deputy Town Clerk sites

## Equity, Equality, Diversity and Inclusion

- Greater compliance with PSED through committee reports
- Developing L&D sessions for Members that, for example, remove perceived barriers to those who may be interested in leadership positions
- Continuous improvement in the accessibility of public meetings and committee paperwork
- Training for crisis support volunteers encompasses humanitarian assistance training to understand the diversity and needs of those affected by major incidents
- Continuous improvement in the accessibility of meetings and paperwork.
- Improve PEEP (Personal Emergency & Evacuation Plans)
- Directly supporting the City Police's EDI ambitions, including through engagement with the Stephen Lawrence Day Foundation

Priorities and plans being considered in the medium term	2026/27	2027/28	Is this Funded or Unfunded?
Developing a City of London Policing Plan which maintains its relevance as the City itself evolves (including through its Destination City ambitions) and national government ambitions in relation to police reform become clearer	Y		Funded
Ensuring the Police Authority Board fully supports and enables the City Police to be a thought leader in relation to tackling fraud, economic and cyber-crime, and plays a key part in relation to the Corporation having a prominent national role in terms of economic security	Y	Y	Funded
Health & Safety Strategy	Y		Funded
Automated Assurance of Risk Assessment	Y		Unfunded
Working with IT to develop and AI bot for Governance FAQs, which should reduce the ask of the Governance and Member Services team. This is funded through IT	Y		Funded
Working with HR to develop a more comprehensive training package for Governance and Report writing.	Y		Unfunded

### Risks

Risk Title	Score
Insufficient staff resource to maintain BAU whilst delivering the various workstreams	
Insufficient staff experience to deliver goals effectively	
CR01 – Resilience Risk	12
CR09 – Health, Safety & Fire Risk Management system	12
CR36 - Protective security	16
TC DTC TCO 008 – Management of Public Meetings (C&MS)	6
TC DTC PA 001 – Police Funding	12
TC DTC PA 002 – Police Estates	12
TC DTC PA 03 - Fraud and Cyber Crime Reporting & Analysis Service (FCCRAS) Procurement	24
TC DTC PA 04 - Changes to Police Authority Governance	8
TC DTC HS 001 - Corporate H&S Team professional competency	2

### Health & Safety

- Reduce the risk of stress in the workplace
- Ensure completion of DSE Assessments
- Model Safety Behaviour

### 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**

# Agenda Item 9

<b>Committee(s):</b> Policy and Resources Committee – For Decision	<b>Dated:</b> 13/02/2025
<b>Subject:</b> High-Level Business Plan 2025/26 – Innovation & Growth	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"><li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li><li>• <b>provides business enabling functions</b></li></ul>	Delivering Economic Growth
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Executive Director, Innovation and Growth	Damian Nussbaum
<b>Report author:</b> Planning & Projects Manager, Innovation and Growth	Gemma Ward

## Summary

This report presents for approval the high-level Business Plan for the Innovation and Growth Department for 2025/26.

## Recommendation

Members are asked to:

- i. Approve, subject to the incorporation of any changes sought by this Committee, Innovation and Growth’s departmental Business Plan 2025/26.

## Main Report

### Background

1. Innovation and Growth’s 2025/26 business plan describes priority workstreams, the funding and resourcing associated with them, and how these align to the Corporate Plan Outcomes.
2. As a high-level plan, this document does not capture the details of individual workstreams or projects that will take place across the year. It gives an overarching view of departmental activity. It outlines the policy priorities the department will support in the promotion of UK Financial Professional Services and to advance the Corporation’s Climate Action Strategy.

## Draft high-level Business Plan for 2025/26

3. This report presents the draft high-level Business Plan for 2025/26 for the Innovation and Growth (IG) department ([Appendix 1](#)). This will deliver on outcomes in the COLC Corporate Plan 2024-2029 (see Strategic implications at paragraph 13).
4. IG has two distinct pillars of work – Financial and Professional Services, and the Climate Action Strategy.
5. The Financial and Professional Services (FPS) priorities in the 2025/26 IG Business Plan are derived from the City of London Corporation's Competitiveness Strategy 2021-2025. The Competitiveness Advisory Board advises on this, and twelve Members sit on this Board. The plan is also reflective of the Chairman of Policy & Resources' priorities and the Vision for Economic Growth agenda. IG works across the entire FPS value chain, including government and industry to support and strengthen and drive growth for the UK's FPS. Finally, the departmental plan provides the FPS policy and promotional framework for the current and incoming Lord Mayor's.
6. The plan has been reviewed considering the annual [State of the Sector](#) and [Benchmarking](#) reports from which the high-level FPS KPIs have been drawn. These provide regular check-points for our FPS programmes. IG also define and measure metrics at a thematic and project level to ensure delivery, value for money and to provide data for prioritisation and decision making.
7. The high-level plan is organised by our three priority policy areas (Raising Investment Levels, Sustainable Finance, and the Digital Economy, with an emphasis on major programmes and events. More detailed plans are held by IG at a team and project level, which will be augmented as the year progresses.
8. Climate Action priorities in the 2025/26 IG Business Plan are derived from the [City of London Corporation's Climate Action Strategy](#) (CAS) 2020-2027. It explains the importance of climate action to the achievement of the economic, societal and environmental outcomes described in the Corporate Plan 2024-2029.

## Departmental Operational Property Assets Utilisation Assessment

9. IG occupy part of the 1<sup>st</sup> Floor of the West Wing of Guildhall. This previously had 56 desks allocated to it. In October 2024 this reduced to 39 desks following the Destination City team moving away from IG. In February 2023, it was reported that the net internal area of IG space 1st floor west wing is 314 square meters (sqm), delivering 4.4 sqm per person. City Surveyors confirmed this to be very low, noting the average range in Guildhall for departments is around 7 to 10 sqm. This data indicated that IG has around half the area per person, resulting in a compacted working environment.
10. The area consists of open plan office space, and two private booths available for confidential meetings. IG operates on a hybrid basis with full-time staff attending

the office at least three days per week. This increases in busy periods around the launch of publications or on the lead up to Mayoral or Policy Chair visits.

11. During 2023, IG took on space in Irish Chambers on the south side of Guildhall Yard for use by COLC hosted organisations (Heart of the City and Central London Forward).

## **Corporate & Strategic Implications**

12. Strategic implications - The Financial & Professional services plans are aligned to the 2024-29 Corporate Plan outcome Driving Economic Growth. The Climate Action Strategy Plan aligns to the 2024-29 Corporate Plan outcome Leading Sustainable Environment.
13. Financial implications - There are no financial implications beyond the Departmental Budget.
14. Legal implications - There are currently no legal implications identified as a result of the business plans and budgets.
15. Risk implications - There are currently no risk implications identified as a result of the business plans and budgets beyond those already identified in the COL risk management system.
16. Equalities implications - Equalities and diversity implications have been considered in preparing the Plan and are addressed particularly through programmes aimed at widening participation in financial services.
17. Climate implications - Climate implications are an integral part of the Climate Action Plan.
18. Security implications - There are currently no security implications identified as a result of the business plan.
19. Resourcing implications - The plan has been made to be delivered within current IG resourcing.

## **Conclusion**

20. This report presents the high-level Business Plan for 2025/26 for the Innovation and Growth Department for Members to consider and approve.

## **Appendices**

- Appendix 1 – IG High-level Business Plan 2025/26

## **Gemma Ward**

Planning & Projects Manager

E: gemma.ward@cityoflondon.gov.uk

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# INNOVATION & GROWTH 2025/26 BUSINESS PLAN

## About us: Our purpose, aims and impacts

**IG has two distinct pillars of work – Financial and Professional Services, and the Climate Action Strategy.**

### ***Financial and Professional Services***

The Innovation and Growth Department (IG) partners with government and industry to create jobs and growth right across the UK. We achieve this through targeted policy and promotion interventions.

By working across the entire value chain, we help to support and strengthen the UK's financial and professional services (FPS). Our programmes support the Corporate Plan objective for Dynamic Economic Growth, the recommendations in the Corporation's Vision for Economic Growth Report and the Corporation's Competitiveness Strategy 2021-25.

Our funding and governance role across industry extends our reach and builds extra capacity for delivery, working with partnership organisations including TheCityUK, the Green Finance Institute, the Impact Investing Institute, the Financial Services Skills Commission, Progress Together and Innovate Finance.

Key impacts and outcomes in the past year include:

### **Raising investment levels**

There are now 11 Signatories to the Mansion House Compact. This is equivalent to over two thirds of the Defined Contribution (DC) Assets Under Management. As of July 2024, Compact signatories held 0.36% of the total value of their DC default funds in unlisted equities. In addition, 10 out of 11 companies have taken steps to establish or expand their expertise in unlisted equity investment and four specific funds have been launched.

Through Vision for Economic Growth, IG has supported the Policy Chairman's calls for an FPS strategy and a National Investment Agency. The Government has announced that Financial Services and Professional Business Services will be two of eight sectors included in its Modern Industrial Strategy. It has also announced plans for a scaled up and cross-departmental Office for Investment. These represent significant policy wins for the Corporation and wider industry.

### **Becoming a sustainable finance hub**

IG, on behalf of the Corporation, hosted and co-led the Secretariat to the Transition Finance Market Review. The Review's recommendations outline an ambitious roadmap to establish the UK as a global transition finance hub, detailing the necessary steps for Government, regulators and the market. In response to these recommendations, HMG co-launched the Transition Finance Council alongside the Corporation to continue to capitalise on the opportunity for the UK.

We have also been successful in shaping next steps on HMG policy to support the development of carbon markets, building a coalition of ecosystem builders to drive forward the impact investing agenda within PE and VC firms, and showcasing the UK as a leader in sustainable finance via the Net Zero Delivery Summit and COP29.



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We have worked with HMG and international partners to share expertise and increase private capital investment flows from the UK to sustainable infrastructure through targeted projects.

**Securing growth through a digital economy**

Digital verification will be a critical element in the UK’s future competitiveness. It also helps in the fight against fraud. We are progressing this work at two levels. With the Centre for Finance Innovation and Technology (CFIT), which we helped to set up and industry we are helping drive business-to-business solutions. In parallel we are progressing our own work on individual consumer digital verification solutions.

The legislative underpinnings for these innovations still need to be developed. As part of Vision for Economic Growth, the Corporation has encouraged the progression of the Data (Use and Access) Bill. Its predecessor Bill had fallen at the General Election, so it was important to see key provisions reintroduced in the DUA Bill.

To be effective, these advances need to be integrated in a coherent international framework. We provide a cross-sectoral voice, including through our work co-sponsoring the International Regulatory Strategy Group with TheCityUK, to shape the development of a globally coherent regulatory framework for AI, data, digital assets, and cross-border sandboxes that will facilitate open and competitive cross-border financial services. Finally, tech skills will be vital for the UK’s digital economy to flourish. As part of our focus on digital skills, we launched the Women Pivoting to Digital Taskforce, which brings together business, government, third sector, and industry groups to bring more attention to and action around supporting women from non-technical backgrounds to pivot to digital roles.

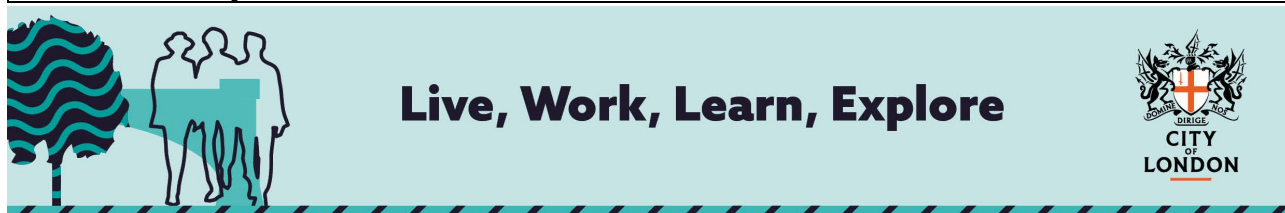
***Climate Action Strategy***

IG’s second pillar is to co-ordinate performance in delivering the Climate Action Strategy (CAS). The CAS delivers the Corporation’s transition to net zero and builds climate resilience for the Square Mile and Corporation assets. It provides a hub model, working across multiple departments to support three primary objectives for the City Corporation and the Square Mile. The achievement of net zero emissions, to build resilience, and to champion sustainable growth.

Key impacts and outcomes in the past year include:

- 2027 net zero in the Corporation’s own operations: A 65% reduction in net operational emissions against the 2018/19 baseline. However, this missed the 84% interim target. Performance is not on track to meet our 2027 net zero target, largely due to external factors. Mitigating actions are underway to bring us back on track.
- 2040 net zero in the Corporation’s total value chain: A 19% reduction in net emissions from the Corporation’s total value chain, against the 2018/19 baseline. The first interim target is a reduction of 26% by 2024/25 – and we are on track to achieve this.
- 20240 support net zero in the Square Mile: The latest data for the Square Mile (2021) shows a 35% reduction against the 2017 baseline. The first interim target is a reduction of 60% by 2025 – and we are on track to meet this.
- The public [Climate Action Dashboard](#) provides a comprehensive view of CAS progress, reporting on 62 KPIs detailing progress in all areas of the Strategy.

**Our aims and objectives are...**





To raise investment levels to create jobs, become a hub for sustainable finance, and secure growth through a digital economy.

On Climate Action, the Corporation has four ambitious targets. Achieve net zero in own operations by 2027. Achieve net zero across the Corporation's full value chain by 2040. Support net zero in the Square Mile by 2040. Build climate resilience in our buildings, public spaces and infrastructure.

## **Our key objectives and priority workstreams and major projects**

**We deliver our objectives working in partnership with government, industry and representative bodies. Through targeted and proactive engagement with national and global stakeholders in our priority areas, underpinned by a robust evidence base.**

**We work with other COLC departments to deliver both the Competitiveness and Climate Action Strategies.**

### *Financial and Professional Services*

#### **Raise investment levels to create jobs**

- Work with the government to advance plans for increased support for inward investment.
- Develop the Mansion House Compact.
- Work with the government to establish an FS growth and competitiveness strategy as part of the wider Industrial Strategy.
- Collaborate with HMG on delivery of a trade strategy that supports the goals of the Industrial Strategy, and grow trade corridors with priority jurisdictions, especially the EU and the US.
- Strengthen the UK's regulatory environment and champion global regulatory coherence.
- Ensure FPS has access to the right talent, home-grown and from abroad.
- Work to increase FDI, Capital flows and trade across priority markets.
- Continue to promote the UK's commercial speciality (re)insurance sector (the London Market) internationally as the continued destination of choice for insurance risk capital.

#### **Become a sustainable finance hub**

- Support the implementation of the Transition Finance Market Review via the Transition Finance Council.
- Develop the role of the UK as a leader on carbon markets.
- Work to establish a cross-sectorial working group dedicated to impact investing centred around HMG's missions.
- Leverage the Net Zero Delivery Summit as a key moment for showcasing UK leadership in delivering net zero en route to COP30.
- Launch a cross-sector First Movers Working Group to develop an investment blueprint for nature and adaptation finance.
- Increase private capital flows and professional services from the UK to Sustainable Infrastructure projects to support the net zero ambitions of High Growth Markets.

#### **Secure growth through a digital economy**

- Work to progress the passage of the DUA Bill to enable establishment of Digital Verification Services and the setting up of smart data schemes.
- Continue to convene and catalyse action on the Women Pivoting to Digital Taskforce, focusing on data collection, policy engagement and promotion through webinars and storytelling.



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- Explore opportunities with HMG and regulators to catalyse collaboration in key areas such as AI, RegTech and emerging technologies and explore innovative ways of working such as through cross-border sandboxes and multi-jurisdictional industry forums.

Climate Action Strategy

- Delivery at pace to meet 2027 net zero target, focussing on decarbonisation interventions in over 30 assets.
- Review emissions sources for 2040 target to set up for long-term success, including Financial Investment strategy and sustainability in major works.
- Facilitate development of heat networks in the Square Mile, progressing the government's Advanced Zoning Programme in advance of incoming Heat Network Zoning regulations.
- Start transition of CAS into phase 2 (April 2027 onwards), with refreshed funding, resourcing and governance structures.
- The Climate Action Strategy is delivered by six different departments, with the workstreams and outcomes below notably delivered by the Environment Department and City Surveyor's.



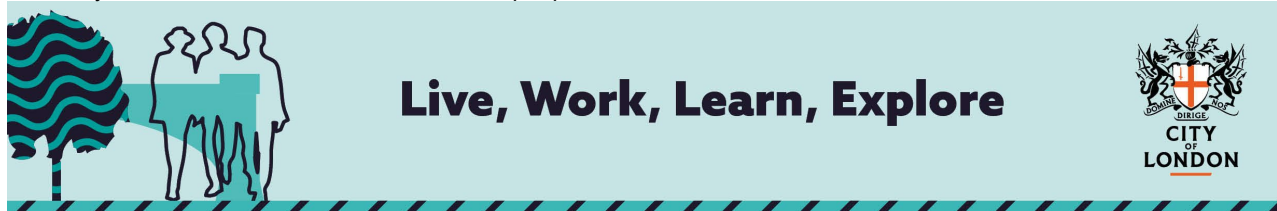
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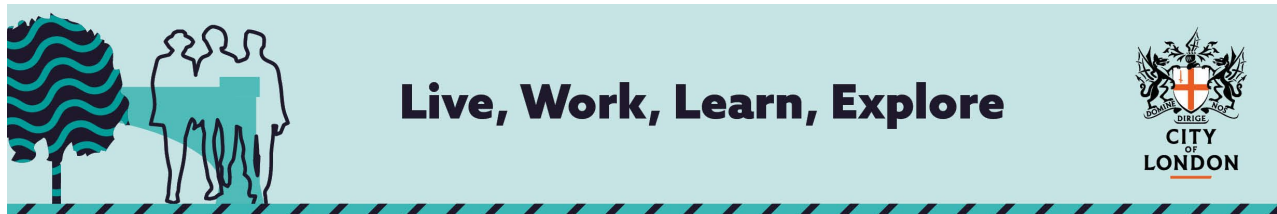
Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</i>	<i>Estimate the % (of the total 100%) budget that will be allocated<sup>1</sup></i>	<i>Estimate the % (of the total workforce) that will work on this<sup>2</sup></i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in <b>bold</b></i>	<i>State what will be different</i>
<b>A - Raise investment levels</b> <ul style="list-style-type: none"> <li>Support the development of the Mansion House Compact and promote a positive risk culture in the UK</li> <li>Enhance promotion of the London insurance market</li> <li>Encourage FDI across priority markets into the UK</li> <li>Promote global coherence and engagement to enhance UK competitiveness</li> <li>Strengthen trade corridors with key jurisdictions</li> </ul>	<b>TBC depending on full departmental planning</b>  <b>c.40%</b>	<b>TBC depending on full departmental planning</b>  <b>c.33%</b>	Dynamic Economic Growth	<ul style="list-style-type: none"> <li>Make further <a href="#">progress</a> on <b>9</b> moves in Vision for Economic Growth.</li> <li>Work with Government to improve inward investment mechanisms.</li> <li><b>Increase the ambition of the Compact</b> (through either new market segments, employer engagement, or other means). and increase</li> </ul>	Global competitiveness increased <b>Annual Benchmarking Score Composite – maintain no 1 rank and increase overall score</b>  Growth of core financial services: Asset Management, Insurance, Banking

<sup>1</sup> Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

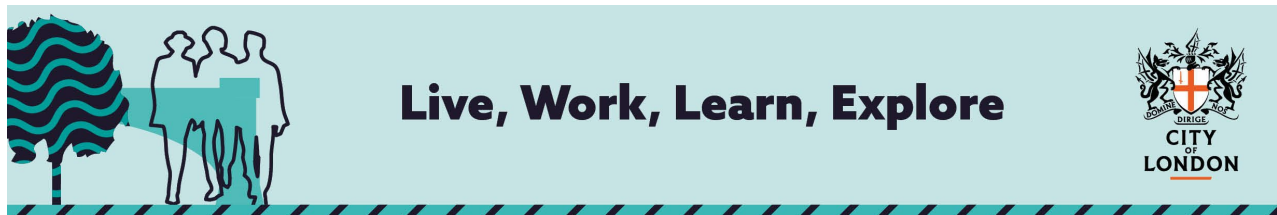
<sup>2</sup> Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.



Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
				<p>percentage of total value of signatories DC default funds in unlisted equities</p> <ul style="list-style-type: none"> <li>• Increase COLC FDI wins in partnership with government and industry</li> <li>• Increase commercial trade outcomes (exports)</li> <li>• Protect existing market access mechanisms with key jurisdictions and implement Berne FS Agreement.</li> </ul>	<p><b>Increase absolute value over three years (IA/BCG, SwissRe, BIS)</b></p> <p>Increase FPS FDI into the UK <b>Positive five-year growth rate (FDI Markets)</b></p> <p>Strengthen regulatory and legal environment <b>Benchmarking: Regulatory Environment – increase score, target no 1 ranking</b></p>



Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p><b>B - Sustainable Finance</b></p> <ul style="list-style-type: none"> <li>• Establish the Transition Finance Council</li> <li>• Grow skilled workforce for net zero built environment</li> <li>• Breakdown barriers to private sector investment from the UK into High Growth Markets with regards to sustainable infrastructure</li> <li>• Global Leadership for Sustainable Finance and strengthened regulatory regime</li> </ul>	<p><b>TBC depending on full departmental planning</b></p> <p>c.30%</p>	<p><b>TBC depending on full departmental planning</b></p> <p>c.33%</p>	<p>Dynamic Economic Growth</p>	<ul style="list-style-type: none"> <li>• Transition Finance Council is functioning</li> <li>• UK level of investment in technologies required to decarbonise hard to abate sectors (TF)</li> <li>• Index of Construction Job Vacancies in Greater London (skills)</li> <li>• Number of ESG ratings/data providers signing up to the ESG Ratings and Data Code of Conduct</li> </ul>	<p>Strengthen sustainable finance offering <b>Z/Yen Green Finance Index – maintain no 1 ranking, increase rating score</b></p>



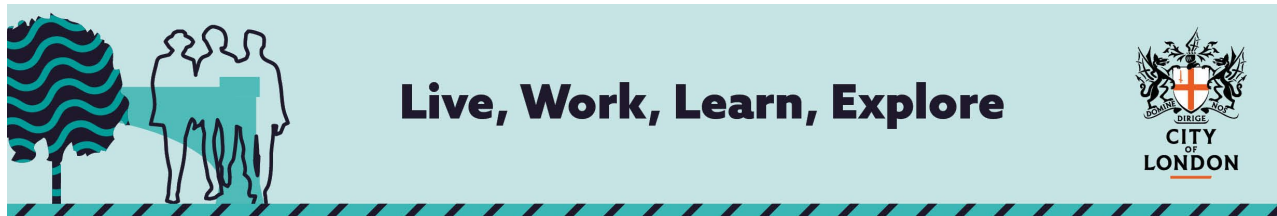
Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p><b>C - Secure growth through a digital economy</b></p> <ul style="list-style-type: none"> <li>Continue supporting creation of world leading AI ecosystem</li> <li>Scaling digital verification solutions for UK FPS businesses and their customers</li> <li>Supporting the UK FPS sector in exploring and adopting emerging technology</li> <li>Global leadership for innovation and strengthened regulatory regime</li> <li>Support development of digital skills in FPS workforce</li> </ul>	<p>TBC depending on full departmental planning</p> <p>c.30%</p>	<p>TBC depending on full departmental planning</p> <p>c.33%</p>	Dynamic Economic Growth	<ul style="list-style-type: none"> <li>Enhance Fintech adoption</li> <li>Grow number of AI start-ups</li> <li>Strengthen Digital competitiveness</li> <li>Grow digital skills among population</li> </ul>	<p>Strengthen the digital ecosystem</p> <p><b>Benchmarking: Innovative Ecosystem – increase score, target no 1 ranking</b></p> <p>Improve access to talent and skills</p> <p><b>Benchmarking: Access to Talent and Skills – maintain no 1 ranking, increase score</b></p>
<p><b>D – Climate Action</b></p> <ul style="list-style-type: none"> <li>Focussed decarbonisation delivery in operational assets</li> <li>Heat network development in the City</li> </ul>	N/A	100%	<p>Leading Sustainable Environment</p> <p>Vibrant Thriving Destination</p> <p>Flourishing Public Spaces</p>	<ul style="list-style-type: none"> <li>Energy consumption reduction (&gt;5% reduction YOY)</li> </ul>	<p>On track to deliver:</p> <p><b>Net zero by 2027 for our operations</b></p>





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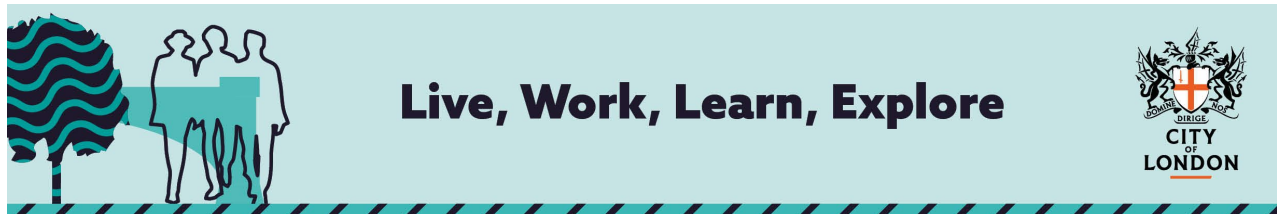
Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<ul style="list-style-type: none"> <li>Development of CAS Phase 2</li> </ul>			Providing Excellent Services	<ul style="list-style-type: none"> <li>Partnership development for heat network construction</li> <li>Future direction scoped and agreed</li> </ul>	<p><b><i>Net zero by 2040 for our full value chain</i></b></p> <p><b><i>Net zero in the Square Mile by 2040</i></b></p> <p><b><i>Climate resilience</i></b></p>



Our timeline planner of priority workstream activities and milestones

Key	
	Duration of activity
	Milestone

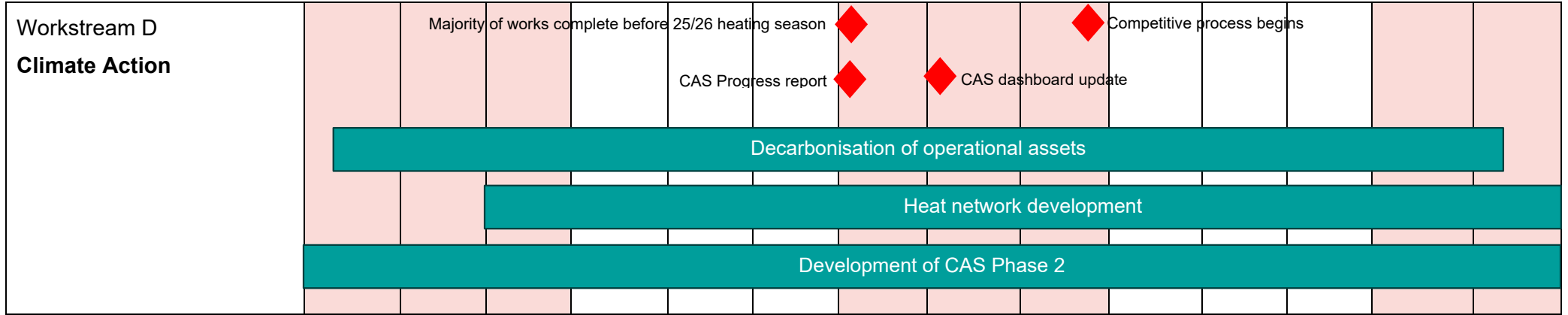
	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/2027	2027/2028
Workstream A <b>Raising investment levels</b>		FPS dinner			Mansion House speech			City Dinner			World Economic Forum			
	Fintech FDI and pitch at IFGS		Global Risk Summit		UK Tech Week FDI and innovation		FI - Gulf		Annual Brussels reception			Benchmarking		
					State of the Sector									
	Support the development and expansion of the Mansion House Compact and promote a positive risk culture in the UK													
	Enhance promotion of the London insurance market													
	Encourage FDI across priority markets into the UK													
	Promote global coherence and engagement to enhance UK competitiveness													
Strengthen trade corridors with key jurisdictions														





<p>Workstream B</p> <p><b>Sustainable finance</b></p>	<p>◆ Sustainable investment delegation</p>	<p>◆ Net Zero Delivery Summit</p> <p>◆ London Climate Action Week</p>	<p>◆ UKIIFB steering group</p>	<p>◆ COP30</p>																
	<p>Establish Transition Finance Council</p>																			
	<p>Grow skilled workforce for net zero built environment</p>																			
	<p>Breakdown barriers to private sector investment from the UK into High Growth Markets with regards to sustainable infrastructure</p>																			
	<p>Global Leadership for Sustainable Finance and strengthened regulatory regime</p>																			
<p>Workstream C</p> <p><b>Secure growth through a digital economy</b></p>	<p>◆ Innovate Finance Global Summit</p> <p>◆ Tech and Innovation Dinner</p>	<p>◆ London Tech Week</p>	<p>◆ Activation of CFIT 3<sup>rd</sup> coalition</p>	<p>◆ AI Safety Summit</p>																
	<p>Continue supporting creation of world leading AI ecosystem</p>																			
	<p>Scaling digital verification solutions for UK FPS businesses and their customers</p>																			
	<p>Supporting the UK FPS sector in exploring and adopting emerging technology</p>																			
	<p>Support development of digital skills in FPS workforce</p>																			
	<p>Global leadership for innovation and strengthened regulatory regime</p>																			

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**Enablers**

**People**

*HR are aware that the IG data is not currently correct within the system. IG are working with the team and will endeavour to make corrections to data ahead of the official release.*

**Workforce numbers:** Resource base headcount of 78, and FTE of 71.45.

**Demographics:** Unable to provide until data is updated

**Staff survey score:** 59% Engagement

**Key actions in our departmental actions plan:**

- Talent development and training,
- Look at missions/values within the framework on the Corporation’s overall values, behaviours and strategic plan,
- Improve communications and knowledge sharing across the department, and
- Improve shared facilities and collaboration spaces.

**Equity, Equality, Diversity and Inclusion**

*IG’s EEDI plan is still subject to Senior Management Team approval, but draft plans included below:*

**Internal:**

- Boost disclosure of sensitive information of IG colleagues by 5% against baseline
- Integrate recommendations from partner organisations to boost EDI within IG
- Identify activities and areas to improve EDI in IG

**External:**

- To have gender diversity on any panel event that IG runs or has responsibility for (FPS and CAS)
- To have at least 40% female attendees across Business events and CoLC managed IG events
- Diversity/ sustainability in procurement

**Finance**

Current IG budget estimate for 25/26 is £10.17m, subject to ongoing discussions with Chamberlains. 64% is Local Risk, with 35% Central Risk. £8.496m is allocated to FPS and £1.678m to CAS.

Estimated budget allocation to workstreams (Total estimated budget £10.17M)



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**Estimated forecast spend in respect of the priority workstreams**

[Example is the Comptroller and City Solicitor's Department estimated % budget allocated data from 2024/25 business plan created as a 'heat map']

**Priorities and plans being considered in the medium term**

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
CAS Programme delivery (13 project plans)	x	x	Funded
FPS Competitiveness Strategy	x	x	Funded

**Risks**

Complete the table, adding all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks. Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc

Risk Title	Score
CR02 - Loss of Business Support for the City.	12
CR30 - Insufficient resources and prioritisation allocated to Climate Action.	12

**Health & Safety**

List up to three priorities for 2025-26

- Undertake 365 assessment with Director of H&S.
- Review and monitor H&S procedures for overseas activities (visits and offices).
- Contribute to events H&S safety review

**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



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## City of London Corporation Committee Report

<b>Committee(s):</b> Policy & Resources Committee	<b>Dated:</b> 13 <sup>th</sup> February 2025
<b>Subject:</b> 2025/26 Business Plan for the Remembrancer's Department	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Diverse Engaged Communities Dynamic Economic Growth Vibrant Thriving Destination Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	n/a
<b>Report of:</b>	The City Remembrancer
<b>Report author:</b>	Ruth Pinner, Head of Business Services

### Summary

This report presents for approval the high-level Business Plan for the Remembrancer's Department for 2025/26.

### Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Remembrancer's 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.

### **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 Remembrancer's Department.

#### **a. Member Involvement:**

The Remembrancer's Business Plan has been developed with an understanding of Members' wishes for engagement through City events and the annual ceremonial programme, as well as the requirement for optimising the commercial aspect of Guildhall events. Regular consultation is held with the Chief Commoner and Chair of the Civic Affairs Committee to confirm direction of work. Parliamentary activity undertaken by the Office is in response to emerging public policy initiatives as they relate to Corporate priorities and is reported regularly to the Communications and Corporate Affairs Sub Committee of Policy & Resources.

#### **b. Prioritisation and alignment to Corporate Plan 2024-2029:**

The Remembrancer's priorities are, to some extent, driven by legislative and political developments and the level to which they impact on the City Corporation's objectives, as well as the need to engage on City specific matters in Parliament. The needs of the City hospitality programme, which is determined by Members throughout the year. In addition, there is a priority to drive income generation by providing a world class venue and destination to encourage visitors to the City through commercial use of Guildhall.

#### **c. Synergies and combatting silos**

The Parliamentary Team collaborates closely with Corporate Affairs on day to day political engagement and works closely across a range of Corporation departments to ensure the City's voice is heard in Parliament. The cohort of departments with which the Office works depends on the nature of the issues raised in Parliament.

The Commercial Events team is working with the City Surveyor's to identify opportunities for enhancement to the venue through both the Cyclic Works

Programme and with revenue investment to ensure the event spaces remain fit for purpose and competitive within the events market.

In addition, the Remembrancer's Office is continually working with a range of departments to deliver events which assist in the achievement of their business plan priorities, such as hosting finance summits, technology conferences or networking receptions.

As the Centre of Profession for Events, there is ongoing work with a range of departments to ensure that event procedures, policies and plans are cross-cutting and take advantage of efficiencies identified.

d. Resources utilised:

The Remembrancer's Office is currently operating at an optimum capacity and depending on how their scope develops, certain new workstreams will require additional resource to ensure that business as usual can continue alongside the specific priority workstreams. There may also be a need to recruit or utilise specialist resources to support specific workstreams such as the Markets Bill.

e. Performance Measurement:

Performance measurement is carried out through a mixed-methods approach of both qualitative and quantitative appraisal. While some areas rely on quarterly narrations to provide updates, such as progress on an element of legislation, others utilise specific metrics such as increasing engagement, visitor numbers, income generation, satisfaction levels, and gender diversity. Although these approaches provide a clear framework for monitoring performance.

f. Measuring Impact and Value for Money (VfM):

The majority of outcomes of the Remembrancer's Office are qualitative as, with the exception of KPIs such as income generation targets. The Remembrancer's Office is committed to continually seeking to improve feedback from events and attendees to ensure service delivery is of the highest standard and also value for money.

### **Departmental Operational Property Assets Utilisation Assessment**

4. A utilisation assessment was undertaken in November 2024, and the Office space provided to the Remembrancer's Office was found to be fully utilised and at times unable to fulfil demand for desk space. A copy of this report has been provided to the City Surveyors as part of the Operational Property Review.

## **Corporate & Strategic Implications**

### **Strategic implications**

The Remembrancer's Office will play a key role in delivering the Corporate Plan 2024–2029 by supporting its strategic outcomes through a range of initiatives. Legal and parliamentary work, including acting as Parliamentary Agent for the City of London (Markets) Bill, aligns with the objectives of “Dynamic Economic Growth” and “Leading a Sustainable Environment,” as it facilitates progress on critical legislative frameworks. A review of the City of London's electoral franchise, including workforce composition and international comparisons, will support the outcome of “Diverse Engaged Communities” by increasing engagement with resident and worker populations. On the events side, successful delivery of the City Event and Committee Hospitality Programmes will enhance visitor numbers, gender diversity, and survey responses, contributing to the goals of “Diverse Engaged Communities,” and “Providing Excellent Services.” Quarterly progress reports will ensure transparency and alignment with corporate objectives.

**Security implications – None**

### **Financial implications**

Some of the workstreams identified in the Business Plan may require additional resources if they are to be progressed.

### **Equalities implications**

The proposals outlined in this report have been carefully assessed to ensure compliance with the Public Sector Equality Duty 2010, addressing their potential impact—positive or negative—on individuals protected under equality legislation, including age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity. The Remembrancer's Office, comprising a team of 37 staff (35.7 FTE) with a 2023 staff survey score of 70% (a 7% increase from 2022), is committed to advancing equity, equality, diversity, and inclusion (EEDI) through key actions such as developing line management capacity, addressing concerns about Members' behaviour, and ensuring access to appropriate learning and development opportunities.

Our EEDI priorities include establishing a dedicated working group, enhancing event procedures and venue accessibility to embed inclusivity, and implementing a diversity questionnaire for external guests at select City-hosted events.

As the Centre of Profession, the Office leads on best practices for event procedures across the Corporation, supported by a cross-departmental EEDI and events working group.

Additionally, the Office sponsors the staff Multi-Faith and Social Mobility networks and holds leadership roles in the Women's Inclusive and Social Mobility networks, ensuring a consistent focus on inclusivity and diversity in all areas of operation.

**Public sector equality duty – none**



## **Resourcing implications**

Some of the workstreams identified in the Business Plan may require additional resources if they are to be progressed.

## **Risk Implications**

The Remembrancer's Office faces various risks, including political, regulatory, and operational challenges. Key risks include income generation disruptions (Score: 12) due to potential venue unavailability, legislative and regulatory uncertainties (Score: 8), and adverse political developments (Score: 8). Operational risks such as safe event management and data gaps remain lower priority (Score: 4), with city property safekeeping posing minimal risk (Score: 2). Mitigation relies on proactive measures, particularly collaboration with City Surveyors to address facility-related vulnerabilities.

**Climate Implications - none**

## **Conclusion**

This report presents the high-level Business Plan for 2025/26 for the Remembrancer's Department for Members to consider and approve.

## **Appendices**

- Appendix 1 – Final high-level Business Plan 2025/26

## **Ruth Pinner**

Head of Business Services, Office of the City Remembrancer

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# REMEMBRANCER'S OFFICE 2025/26 BUSINESS PLAN

## About us: Our purpose, aims and impacts

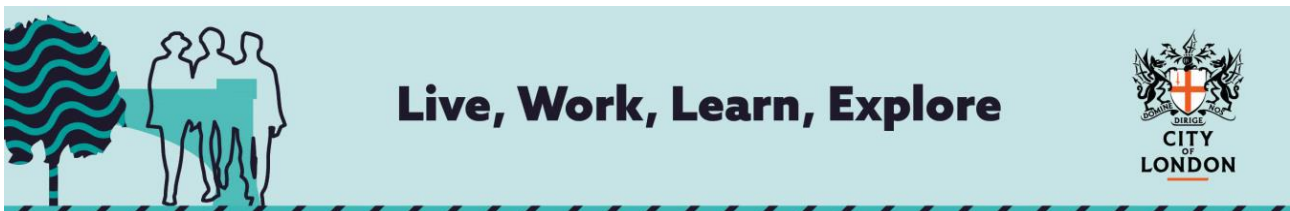
The City Remembrancer is one of the City's four Law Officers, its Chief of Protocol and a Parliamentary Agent. The Office is also responsible for the Lord Mayor's Show and for organising major events and hospitality on behalf of the City Corporation and managing use of the Guildhall complex venue spaces.

### Our aims and objectives are to...

- Maintain the constitutional integrity of the City of London.
- Lead on Parliamentary engagement across the City Corporation and in doing so scrutinise all government legislation and promote City of London private legislation.
- Represent the City's views in Parliament, providing evidence to its committees and, in addition, to GLA committees.
- Deliver events that support and promote the strategic priorities of the City and the UK.
- Maintain strong and close relations with the Royal Household and the London Diplomatic Corps.
- Generate income from the commercial hire of Guildhall event spaces.
- Provide services to the City's elected Members, including arrangements for Committee hospitality and Common Hall, and providing support and education for Members on City protocol and procedures.
- Act as Centre of Profession for Events, leading on good practice to include event protocol and EEDI for events.
- Promote the UK legal sector and act as main point of contact for the Ministry of Justice, the Bar Council and the Law Society.
- Provide strategic oversight of the delivery of the Lord Mayor's Show.

### Our impacts...

- Following the election of a new Remembrancer, we have carried out a structure review and evaluation across the Remembrancer's Office and implemented changes consistent with, and in liaison with, the Ambition 25 project.
- Provided an enhanced, role specific staff training programme and provided opportunities for work shadowing across teams.
- Participated in the National Graduate Development Programme, assisting with interviews and hosting a National Management Trainee.
- Continued to grow the commercial use of Guildhall complex, increasing income by 26% to £2.35m.
- Introduced commission charge to caterers supplying commercial events, generating an additional £261,000 of income in 2023/24.
- Introduced a restructured Event Sales team to optimise the ability to follow up leads and generate new business.
- Reinvested into the venue space through the purchase of additional furniture and planned Wi-Fi and AV enhancements.



- Delivered a range of high-profile events including, Lord Mayor's Banquet, State Banquets, Coronation Dinner, Pride, Invictus Games 10<sup>th</sup> Anniversary Reception, Black History Month, 250<sup>th</sup> Anniversary of the Royal Humane Society and International Women's Day.
- Worked in partnership with the City Belonging Programme to develop Community Engagement across the City Events Programme.
- Developed and implemented a new diversity questionnaire, issued to those attending City Events, to provide a clearer insight into guests and to assist with improving the diversity of invitees and guests at future events. Established and Chair an EEDI Working Group across the Corporation, focused on events delivery and guest lists.
- Ongoing liaison with City Corporation departments and institutions to represent their views in relevant Parliamentary debates and legislative processes.
- Continued to provide legal and parliamentary support to the Markets Co-location Programme.
- Following the election of a new Parliament, engaged with new MPs to establish relationships and enhance understanding of the City's contribution to London and the nation.
- Supported the re-establishment of the All Party Group for Financial Markets and Services with a new Chair.
- Continue to engage with the Mayor of London's Office and GLA Members following the 2024 election, to ensure an understanding of the role and contribution of the City.
- Continued to promote the UK legal sector and act as main point of contact for the Ministry of Justice, the Bar Council and the Law Society, with frequent collaborative meetings and joint working on matters of shared interest.

**Our stakeholders and partners...**



**Live, Work, Learn, Explore**



## Our key objectives and priority workstreams and major projects

### Our objectives...

- We will use the City events programme to promote competitiveness, and by ensuring City events maximise opportunities for business engagement.
- As Centre of Profession for Events, we will work with events teams, staff networks and other departments across the Corporation to further the operational development and delivery of the EEDI protocol for events.
- We will lead on the development of a sponsorship framework with colleagues from Communications as part of the City Belonging Project.
- We will explore opportunities to expand on the City's interfaith work through events in partnership with Staff Networks and the City Belonging Project.
- We will engage with London's diverse communities through the events programme.
- We will continue to review the sources for and composition of guest lists for City events with a particular focus on attracting starter and medium-sized businesses and emerging sectors.
- Working with Corporate Affairs, IG, OPC and other departments across the Corporation, we will continue to ensure that the City's voice is heard in Parliament through briefings for debates, Select Committee submissions, liaison with APPGs, roundtables with party groupings and engagement with individual MPs.
- We will work with colleagues across the Corporation to continue the successful delivery of the Lord Mayor's Show and fully utilise promotional opportunities presented by it.
- We will continue to optimise the commercial use of Guildhall, ensuring it remains a leading location for city, national and international events.
- We will work with colleagues from City Surveyors, Digital Services and Chamberlains to ensure that venue spaces across Guildhall are maintained and enhanced through installation of new Wi-Fi, digital and AV provision.
- We will continue to work with colleagues in City Surveyor's Department to ensure that health & safety procedures are regularly reviewed and enhanced ensuring the safe delivery of events.
- Following the City elections, We will partner with Town Clerk's Office to induct new members and provide guidance on protocol and procedures across a range of activities and events.
- We will continue to ensure that the City and City Corporation have global reach through a range of events and engagement with the London Diplomatic Corps and the Foreign, Commonwealth and Development Office, seeking to enhance opportunities to develop these networks.
- We will continue to engage with the Royal Household and ensure the City Corporation and Guildhall are able to facilitate a range of high-profile events and engagements.

### Our major projects...

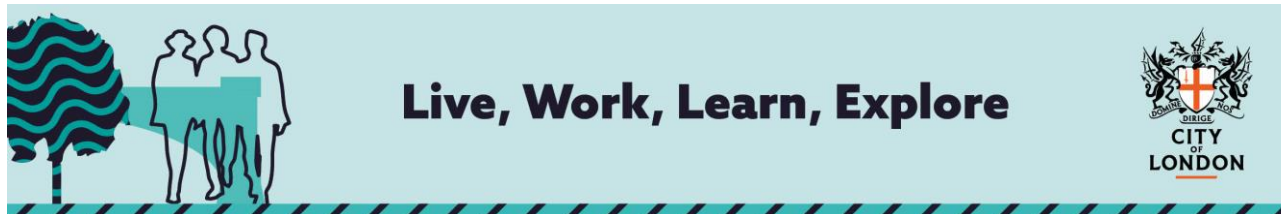
- Initial investigation into UNESCO Intangible Cultural Heritage status and its potential application for the City of London Corporation.
- Contribute to the review of matters influencing the current electoral franchise for Ward elections in the City.
- Retendering of Guildhall event eligible caterers.
- Continue to provide legal and parliamentary resource for the Markets Colocation Programme.



**Live, Work, Learn, Explore**

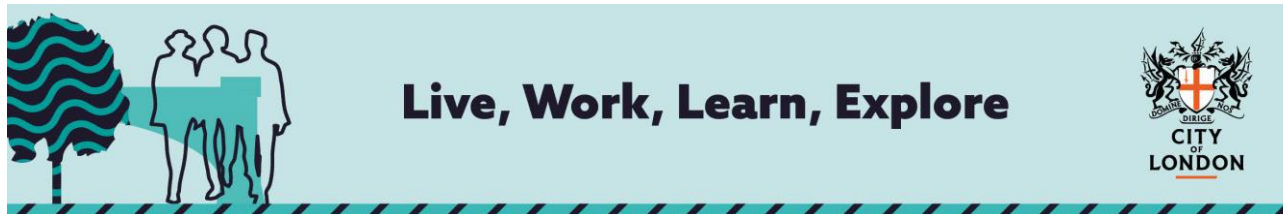


Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p>Legal and Parliamentary work linked directly to the City of London (Markets) Bill</p> <ul style="list-style-type: none"> <li>- Act as Parliamentary Agent for the Bill</li> <li>- Provide legal support and advice</li> <li>- Provide regular briefing relating to the progress of the Bill for internal and external stakeholders</li> </ul>	3%	4%	<ul style="list-style-type: none"> <li>• Dynamic Economic Growth</li> <li>• Leading a Sustainable Environment</li> </ul>	<ul style="list-style-type: none"> <li>• This workstream does not have quantitative measures attached to it, but we will provide quarterly narrations as to progress.</li> </ul>	<p>The Corporation has in place the necessary legislative underpinning to support its decision making as regards its operation of its wholesale markets</p>
<p>Review of electoral franchise for City of London ward elections</p> <ul style="list-style-type: none"> <li>- Assessment of the change in the composition of the workforce in the City since the last reforms in the early 2000s.</li> <li>- Review of international comparisons.</li> <li>- Identification of options for change and how to give effect to those changes.</li> </ul>	0.2%	2%	<ul style="list-style-type: none"> <li>• Diverse Engaged Communities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase engagement with workers and resident communities.</b></li> <li>• This workstream does not have quantitative measures for the Remembrancer's Office as we will be supporting other departments, but we will provide quarterly narrations as to progress.</li> </ul>	<p>The Corporation has an understanding of the high level options available as regards potential franchise reforms so that, subject to identifying sufficient resource, it is able to make an informed decision.</p>

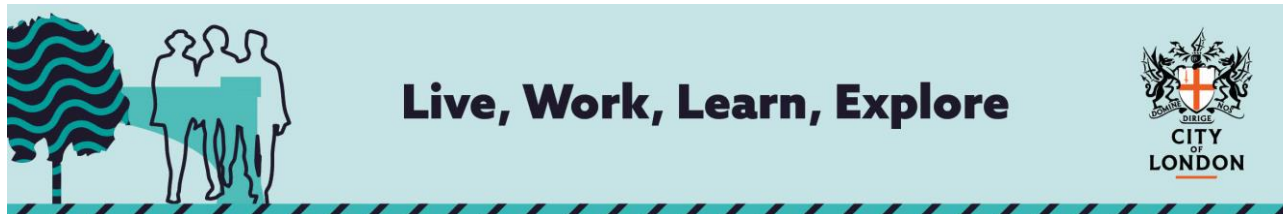




<p>Retender and contract eligible caterers for the provision of services at Guildhall for the purposes of private and city events.</p> <ul style="list-style-type: none"> <li>- Development of tender package</li> <li>- Advertisement of tender opportunity</li> <li>- Review and assessment of applicants</li> <li>- Confirmation and issue of contracts</li> </ul>	<p>1%</p>	<p>1%</p>	<ul style="list-style-type: none"> <li>• Vibrant Thriving Destination</li> <li>• Providing Excellent Services</li> <li>• Leading a Sustainable Environment</li> </ul>	<ul style="list-style-type: none"> <li>• This workstream does not have quantitative measures attached to it, but we will provide quarterly narrations as to progress.</li> </ul>	<p>Ensuring proper procurement process to ensure that the Corporation procures appropriate caterers for the venue, on terms and conditions that have been reviewed and updated as required and which meet Corporate Plan outcomes</p>
<p>Successful delivery of the City Event Programme and Committee Hospitality Programme</p> <ul style="list-style-type: none"> <li>- Review and advise Members on proposed event programme</li> <li>- Identify potential opportunities for new events</li> <li>- Ensure best value is gained from format and delivery of all events &amp; hospitality</li> <li>- Ensure all events meet EEDI objectives</li> <li>- Identify opportunities for stakeholders to co-host events reducing pressure on budgets</li> </ul>	<p>18%</p>	<p>31%</p>	<ul style="list-style-type: none"> <li>• Diverse Engaged Communities</li> <li>• Vibrant Thriving Destination</li> <li>• Dynamic Economic Growth</li> <li>• Providing Excellent Services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Increase visitor numbers, expenditure, and visits to our cultural attractions</b></li> <li>• Increase gender diversity of guests to 45%</li> <li>• Increase gender diversity of speakers to 40%.</li> <li>• Increase response to surveys 35%</li> </ul>	<p>Further enhancing the Corporation's reputation and its engagement and relationships with key external stakeholders</p>



<p>Optimising Commercial opportunities and generation of income from paid, external events</p> <ul style="list-style-type: none"> <li>- Review marketing, trade show attendance, website and social media presence</li> <li>- Manage internal events demands to allow optimal slots for commercial bookings</li> <li>- Develop and maintain strong relationships with clients to ensure repeat bookings</li> </ul>	14%	36%	<ul style="list-style-type: none"> <li>• Diverse Engaged Communities</li> <li>• Vibrant Thriving Destination</li> <li>• Dynamic Economic Growth</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain satisfaction levels at 95%.</li> <li>• <b>Increase visitor numbers, expenditure, and visits to our cultural attractions</b></li> <li>• Increase income generation to £2.5m</li> <li>• Increase average spend per event to £18k</li> </ul>	Ensuring that the Corporation is maximising revenue generation from one of its biggest assets, namely its event spaces at Guildhall
<p>Improvements to Venue Space</p> <ul style="list-style-type: none"> <li>- Work with City Surveyors to identify opportunities for improvements</li> <li>- Identify potential funding sources</li> <li>- Manage event calendar to allow for improvement and preventative work programme to take place</li> <li>- Ensure facilities are protected and maintained throughout events</li> <li>- Look to the industry to identify opportunities to enhance facilities within Guildhall complex</li> </ul>	3%	4%	<ul style="list-style-type: none"> <li>• Vibrant Thriving Destination</li> <li>• Providing Excellent Services</li> <li>• Leading Sustainable Environment</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Reduce emissions in line 2040 net zero target.</b></li> <li>• <b>Reduce energy consumption and increase use of renewable energy</b></li> <li>• This workstream does not have quantitative measures attached to it, but we will provide quarterly narrations as to progress.</li> </ul>	Ensuring the venue provides updated facilities that clients expect and therefore continues to attract both new and repeat business to contribute to revenue generation
<p>Induction of new members and provision of guidance on protocol and procedures</p>	1%	3%	<ul style="list-style-type: none"> <li>• Diverse Engaged Communities</li> <li>• Providing Excellent Services</li> </ul>	This workstream does not have quantitative measures attached to it, but we	Ensuring that new members have an enhanced understanding of



















# REMEMBRANCER'S OFFICE 2025/26 BUSINESS PLAN

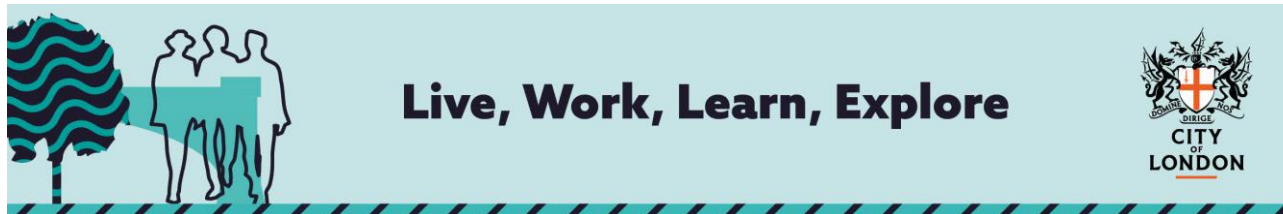
will provide quarterly narrations as to progress.

protocol and procedures from the outset

## Our timeline planner of priority workstream activities and milestones

Key	
	Duration of activity
	Milestone

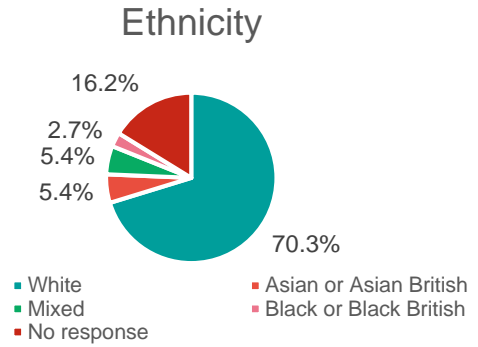
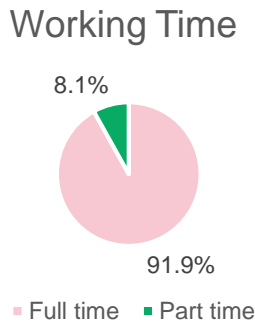
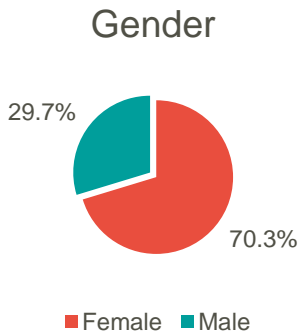
	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/2027	2027/2028	
Markets Bill															
Review of Election Franchise		2025 Ward Elections													
New Eligible Catering List		Tenders Received					Appointments					Start			
Delivery of City Events Programme															
Events Income Generation															
Enhance Facilities															
New Member Inductions		New Members													



**Enablers**

**People**

The Remembrancer's Office currently has a team of 37 Staff, 35.7FTE.



**Staff survey score = 70% -- increase of 7% from 2022**

**Our key actions are...**

1. Develop and enhance line management capacity
2. Address concerns about Members and Member behaviour
3. Ensure all staff understand how to access role appropriate learning and development

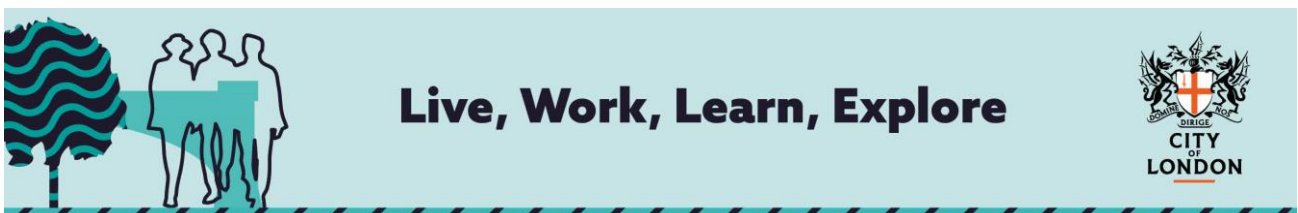
**Equity, Equality, Diversity and Inclusion**

**Our top 3 priorities are...**

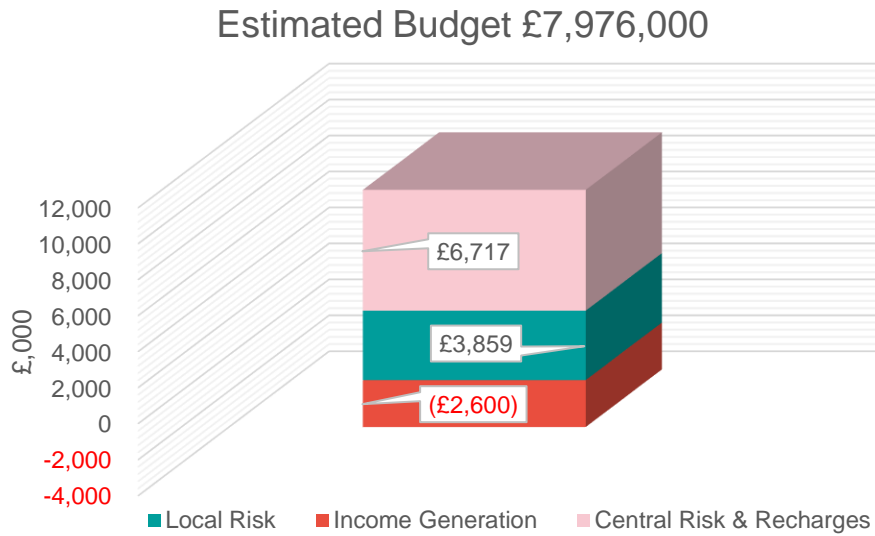
1. To establish a Remembrancer's Office EEDI working group
2. To review and enhance event procedures and venue accessibility across the Corporation to ensure EEDI is embedded in all aspects of event planning and delivery.
3. To lead on the implementation of a diversity questionnaire for external guests for certain City hosted occasions.

As Centre of Profession, the Remembrancer's Office leads on good practice for procedures at events across the Corporation. This has included the establishment of a cross departmental EEDI and events working group to look at event delivery.

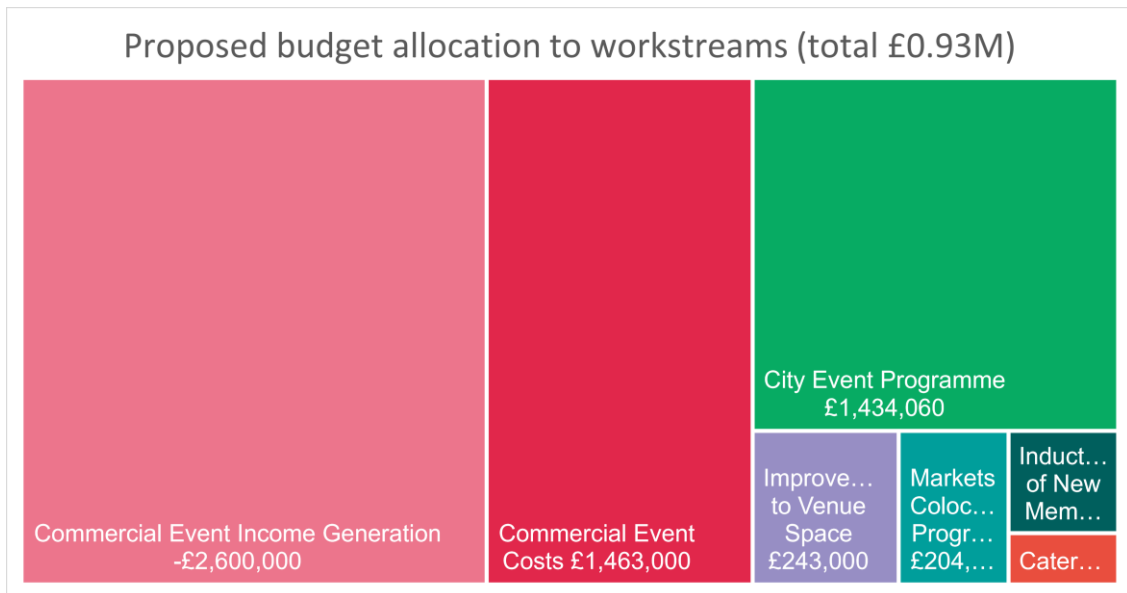
The Remembrancer's Office sponsors both the staff Multi-Faith and Social Mobility networks, and members of the Office are Chairs of both the Women's Inclusive and Social Mobility networks



Finance



Estimated forecast spend in respect of the priority workstreams



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**Priorities and plans being considered in the medium term**

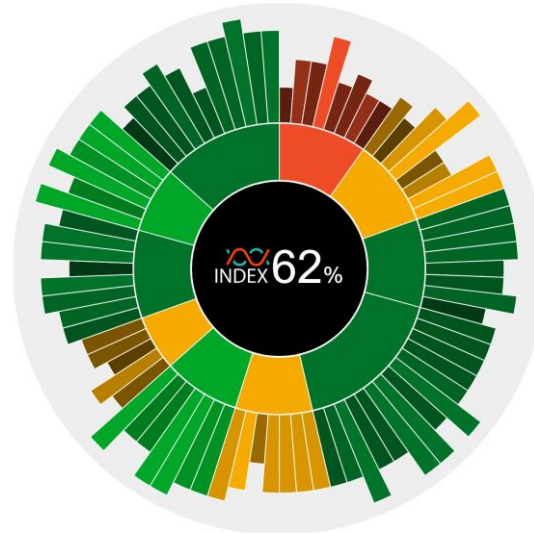
What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Celebration of the 700 <sup>th</sup> Lord Mayor in 2028	X	X	Unfunded
Promotion of the launch of the new London Museum	X		Unfunded
Promotion of the launch the Salisbury Square development	X		Unfunded
Potential Election Franchise Reform	X		Unfunded

**Risks**

Risk Title	Score
CR10 Adverse Political Developments	8
REM PRE 001 Income Generation	12
REM PA001 Impact of UK-EU Relations on the legislative & regulatory landscape	8
REM PCE 001 Safe Event Management	4
REM PCE 003 Lack of guest data	4
REM BS 001 Safekeeping of City Property	2

Risk to income generation due to loss of venue spaces due to maintenance or unexpected facility or infrastructure failure. Reliance on City Surveyors to mitigate.

**Health & Safety**



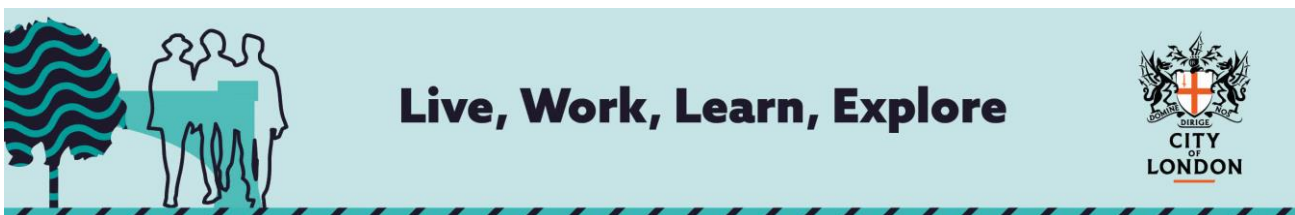
**Safe 365 Score: 62%** September 2024

**Priorities for 2025-26**

1. Expansion of external independent verification programme for event processes.
2. Additional training for Remembrancer staff on reporting processes and use of data.
3. Review of Event Strategy Plan

**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**



<b>Committee(s):</b>	<b>Dated:</b>
Policy & Resources Committee – For Information Court of Common Council – For Information	13/02/2025 06/03/2025
<b>Subject:</b> Markets Food Study	
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1-2, 4-5, 9-10-11-12
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Michael Cogher – SRO and Comptroller & City Solicitor, Deputy Chief Executive	<b>For Discussion</b>
<b>Report author:</b> Theresa Grant, Independent Advisor	

## Summary

Artefact were commissioned by the City of London Corporation (CoL) to provide an independent and research-led assessment of the role and significance of Smithfield and Billingsgate wholesale food markets, taking into account the decision to close the existing market sites and support traders in relocating in 2028/2029. In this context, their report evaluates the markets’ current functions, considers the implications of site closures for traders and their supply chains, and situates these changes within the broader transition affecting London’s food markets. Their analysis benefitted from extensive stakeholder engagement, including collaboration with the Smithfield Market Tenants’ Association (SMTA) and the London Fish Merchants Association (LFMA), as well as their supply chains and customer bases.

The study outlines the importance of the markets but concludes that concerns over food security due to closure of the present physical Smithfield and Billingsgate sites are largely overstated. The relocation of a critical mass of traders in 2028/2029 provides an opportunity to upgrade their facilities, improve operational efficiencies, and enhance supply chain adaptability, thereby further mitigating any perceived food security risk. Furthermore, for external, non-household consumption, the presence of alternative wholesalers insulates supply chains and helps to facilitate continued supply to caterers, restaurants, and other foodservice operators.

## Recommendations

Members are asked to:

- **NOTE: The contents of this report and the Markets Food Study at Appendix A.**

## Main Report

## **Background**

1. On 11 July 2024 Members approved independent research into the importance of the Corporation's wholesale food markets to London and the Southeast.
2. A brief was shared with seven consultancy firms to find a partner with the required analytical skills and food supply chain knowledge. Following this competitive process, Artefact were appointed. Artefact is a global data & AI consultancy specialising in data-driven research, strategic analysis, and stakeholder engagement across a wide range of industries. With 1,500 employees in 28 offices across 23 countries, Artefact operates at scale, delivering data-driven insights that inform decision-making for both public and private sector clients. Artefact brings extensive experience in analysing complex market dynamics and supporting large-scale transitions. Their approach ensures a comprehensive and objective analysis, grounded in robust research and stakeholder insights.
3. Artefact's desktop research was largely completed over the summer of 2024 however the interview section of the research was not started until October 2024 as they required access to the traders directly and the trader's supply chains and customers. The Policy & Resources Committee was updated on 7 November 2024 that this work would continue and conclude in the New Year (2025).
4. Now that this work has completed, this report updates Members on the main outcomes of the Food Study which is located at Appendix A.

## **Food Study Summary**

5. Artefact's work has been informed by extensive stakeholder engagement, including collaboration with the SMTA and the LFMA. Both organisations facilitated access to Market traders, who provided insights into their operations, the anticipated challenges of relocation, and their strategies for navigating the transition. Traders also supported engagement with their supply chains, enabling Artefact to gather perspectives from key customers and suppliers.
6. The research situates findings within a broader analysis of food supply patterns in the UK, and highlights trends such as the steady decline in per capita meat and fish consumption over the past two decades, with reductions of 20% and 25% respectively.
7. The joint statements with the SMTA and LFMA have indicated a collective commitment among their members to continue trading, with 70% of Smithfield traders (and 100% of trade) and 90% of Billingsgate traders continuing to trade following a move from their current sites.
8. Customer and supplier feedback reveals minimal concern regarding potential disruptions to the food supply chain due to relocation. Digital ordering platforms and increased means of remote ordering, such as phone calls, emails, and online trading platforms, along with an increasing ability of traders to handle

outbound logistics independently with their own delivery, means that their operations are no longer tied to physical market locations, which reduces the impact of relocation on customers.

9. Although there is some nervousness in the wider supply chain, the study indicates that concerns over food security due to closure of the present physical Smithfield and Billingsgate sites are largely overstated. For external consumption, the presence of alternative wholesalers ensures continued supply to caterers, restaurants, and other foodservice operators. It should also be noted that the majority of UK meat and fish consumption flows through supermarket channels that operate independently of Smithfield and Billingsgate.
10. The relocation of traders in 2028/2029 provides an opportunity to upgrade their facilities, improve operational efficiencies, and enhance supply chain adaptability, thereby further mitigating any perceived food security risk.
11. CoL is actively supporting traders in their search for alternative premises in which to continue trading and expand/modernise their businesses. This includes land searches across various London Boroughs as well as brokering collaborations with third party developers. Options include traders moving into established premises (which would require modification) through to purchasing new land and constructing bespoke buildings. Subject to further Member approval, it is the intention to appoint dedicated CoL resource (managed from City Surveyors) to support traders through to a conclusion which allows for a smooth transition to new locations with minimal to no impact on the supply chain. This resource will also continue to assess any impact of the changes on independent businesses, supply chains, and the broader food ecosystem as the programme progresses.

### **Private Bill Update**

12. The bill was deposited on 27 November. The bill is now proceeding through its stages in the House of Commons, its first house. Second Reading took place on 30 January. The next stage is Committee Stage which is yet to be scheduled.

### **Conclusion**

13. The Food Study provides credible data that further supports CoLC's decision. It also concludes that traders are positive about the moves in 2028/2029 as it provides them with the opportunity to upgrade their facilities, improve operational efficiencies, and enhance supply chain adaptability, thereby further mitigating any perceived food security risk.

### **Appendices**

- **Appendix A – Markets Food Report**

**Appendix A – Markets Food Report**



# ARTEFACT

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OF  
LONDON

*Markets Food Study*

*February 2025*

# About this report.

The City of London Corporation (“City of London” or “CoL”) commissioned Artefact to provide an independent assessment of the role and significance of Smithfield and Billingsgate wholesale food markets (“the Markets”) in light of the decision taken in November 2024 to close the existing Market sites and support traders (“the Traders”) in relocating at the end of their tenancy in 2028/9. In this context, this report evaluates the Markets’ current functions, considers the implications of site closures for Traders and their supply chains, and situates these changes within the broader transition affecting London’s food markets. It provides a foundation for understanding the considerations involved in this significant shift and identifies areas that may merit further attention, should the City of London wish to explore them.

Artefact’s work has been informed by extensive stakeholder engagement, including collaboration with the Smithfield Market Tenants’ Association (SMTA) and the London Fish Merchants’ Association (LFMA). These organisations facilitated access to Market Traders, who provided insights into their operations, the anticipated challenges of relocation, and their strategies for navigating the transition. Some Traders also supported engagement with their supply chains, enabling Artefact to gather perspectives from key customers and suppliers. A significant milestone in this process was the joint statements issued by CoL, SMTA, and LFMA on 23rd December 2024, outlining Traders’ relocation plans and reaffirming CoL’s commitment to supporting a smooth transition.

This report situates findings within a broader analysis of food supply patterns in the UK. While the majority of domestic meat and fish consumption is dominated by supermarkets, Smithfield and Billingsgate markets play a unique role in supporting smaller, independent businesses and the hospitality sector. This distinction frames the specific impacts of site closures and contextualises the Markets’ evolving role in London’s food ecosystem.

While the findings provide a detailed snapshot of the current situation, certain caveats should be noted. The engagement process covered a wide array of stakeholders but, of course given additional time, the analysis could be enriched through broader consultations. The dynamic nature of the transition means that Traders’ plans and impacts may continue to evolve. Should CoL decide to conduct additional work, areas of focus could include further engagement with Traders and supply chain participants to refine these findings, as well as ongoing monitoring to track the long-term impacts of relocation.

Looking ahead, monitoring the progress of Trader relocations and assessing the long-term implications of these changes will be critical to understanding their effects on independent businesses, supply chains, and the broader food ecosystem. Additional research could examine Traders’ success in their new premises, the sustainability of these locations, and the broader impacts on London’s food sector. Continued collaboration between CoL, Traders, and stakeholders will remain essential to ensuring a smooth transition and supporting the future of London’s wholesale food markets.

It is important to note that this report does not include an economic evaluation of the transitions, such as assessments of potential job loss, job creation, or broader economic impacts. Nor does it address the identification of new locations for Traders, as this falls outside the scope of this assignment. Previous studies, including those under the earlier plan to relocate the markets to Dagenham, have explored some of these topics and should be consulted as needed.

*Note (1): Artefact is a global data & AI consultancy specialising in data-driven research, strategic analysis, and stakeholder engagement across a wide range of industries. With 1,500 employees in 28 offices across 23 countries, Artefact operates at scale, delivering data-driven insights that inform decision-making for both public and private sector clients. Artefact brings extensive experience in analysing complex market dynamics and supporting large-scale transitions. Our approach ensures a comprehensive and objective analysis, grounded in robust research and stakeholder insights.*

*Note (2): Anonymised details of interviewees and survey participants, as well as an index of secondary research sources leveraged can be found in the Appendix section of this report.*

# How to read this report.

## Report Structure and Navigation

The report is organised into sections to facilitate easy navigation. The first section is the **Executive Summary**, which provides a high-level overview of the report's key findings. Each subsequent section begins with a **Section Summary**, which offers a narrative that outlines the key points of that section. This is followed by supporting slides that provide more detailed information. Throughout these supporting slides, you will find **signposting** to highlight important "**drill-down**" or "**in-focus**" sections, as well as references to other parts of the report, including appendices.

In the PDF version of the report, these signposts are **hyperlinked and underlined** to allow quick access to relevant sections. Drill-down and in-focus sections are also notated by **coloured letters and/or numbers** for easy identification and navigation.

**While there may be repetition of key points across different sections, this is intentional.** The report is designed to be read piecemeal, meaning readers can easily refer to individual sections and maintain continuity in their understanding.

## Capitalisation and Nomenclature

To clarify the terminology used throughout the report, it is important to note that **capitalisation is used specifically in reference to Billingsgate and Smithfield** when referring to the wholesale markets or the traders based at these locations. When lowercase is used (e.g., "market" or "traders"), it is intended to refer to the broader industry or to markets and traders in general.

In the context of "other wholesalers", this term is used to describe wholesalers that operate outside the physical sites of Smithfield and Billingsgate. This can include traditional traders based at other locations or large wholesalers such as Bidfood or Brakes, who operate on a broader scale.

## Figures and Data Representation

Occasionally, numbers and figures are emphasised in the report with **colour** and **increased size** to enhance readability and impact. These should always be read within the correct context and with reference to **accompanying footnotes and caveats**. The intention is to draw attention to important statistics while ensuring that the reader understands the assumptions and limitations behind the data.

## Traders' Data and Survey Results

Where data is presented from **Market Traders**, such as customer or supplier analysis by tonnage split, it is based on a survey conducted with a representative sample of Traders. The survey was facilitated by the SMTA and LMFA to ensure it reflected a significant portion of market activity, although not the entirety of the markets. These numbers should be viewed as **illustrative and directional**, helping to guide the discussion rather than as precise or exhaustive figures. They should not be relied upon as the definitive data for the entire market.

# Overview of the report structure.

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**1**

# Executive Summary

# Executive Summary (1/3) - Historical Context, Role Today, and Future of London's Wholesale Markets.

**Wholesale markets have a rich history of adaptation to meet changing societal and economic needs. While markets like Smithfield and Billingsgate have seen significant declines in volume, there is now an opportunity to reshape them for the future, ensuring that their core functions are preserved in modern settings.**

## **I - Historical Evolution of Wholesale Markets: Smithfield and Billingsgate's Decline**

Wholesale markets have played an important role in food distribution for centuries, evolving from early trade hubs to key locations for bulk food trade in major cities. In London, Smithfield and Billingsgate flourished during the 19th and early 20th centuries, with Smithfield handling 500,000 tonnes of meat annually and Billingsgate 120,000 tonnes of fish. However, both markets have experienced dramatic declines in volume, with Smithfield now processing around 100,000 tonnes and Billingsgate about 20,000 tonnes annually. This sharp reduction mirrors global trends, where urban expansion, technological advancements, and competition from supermarkets have led to the relocation of wholesale markets to more purpose-built facilities on the outskirts of major cities.

## **II - Role of Smithfield and Billingsgate Today**

While significantly reduced in scale, Smithfield and Billingsgate still play an important role in the UK's food supply chain, particularly within London and the South East. The Markets collectively account for 2-3% and 3-4% of the UK's meat and fish consumption. This demand is largely driven by smaller businesses, which require an accommodation of smaller trade volumes. Additionally, the Markets offer storage, distribution, and inter-trading services, maintaining their role as a hub within the local food ecosystem.

## **III - Future Relocation of Traders and Preservation of Key Market Qualities**

There is a strong desire among Traders at both Smithfield and Billingsgate to relocate to modern, fit-for-purpose facilities. This would address challenges such as limited space, outdated infrastructure, and the need for greater compliance with evolving food safety standards. Relocation would also preserve the Markets' essential functions, including their support for small businesses and inter-trading relationships. Although plans are still being finalised, the focus remains on ensuring that the Markets' historic legacy is preserved while equipping Traders with the resources and infrastructure needed to adapt and thrive in a changing market landscape.

## **IV - Redevelopment of Existing Smithfield and Billingsgate Sites**

The transformation of the current Smithfield and Billingsgate sites offers an opportunity for urban regeneration. At Smithfield, the Grade II\* listed East and West Buildings will be repurposed into cultural and commercial spaces, ensuring their architectural and historical significance is preserved. These heritage designations guarantee that the buildings will be maintained, rather than replaced by modern high-rise developments, and will play a key role in the creation of a vibrant, integrated destination that complements the nearby new London Museum. Billingsgate, meanwhile, is set to be redeveloped for residential housing and enhanced public infrastructure, addressing London's pressing housing needs. Together, these redevelopment projects are expected to generate significant economic value, with both sites expected to contribute a cumulative £9.1 billion in cumulative Gross Value Added (GVA) by 2049.

# Executive Summary (2/3) - Trader Ambitions, Relocation Plans, and Future Opportunities.

**The Traders of Smithfield and Billingsgate are proactively shaping the future of their businesses, seeking facilities that address current challenges while unlocking growth opportunities. While the relocation timeline provides space for adaptation, collaboration among Traders and support from the City of London Corporation remain key to the success of this transition.**

## V - Trader Ambitions and the Need for Change

Traders at Smithfield and Billingsgate have expressed a clear desire for modern premises that offer greater operational efficiency, flexibility, and capacity for growth. The current sites, with limited trading hours, less efficient logistics capability, and outdated infrastructure, no longer meet the demands of today's Market. Traders have highlighted the need for facilities that ensure compliance with evolving food safety standards and support long-term scalability. By relocating to an upgraded premises around 2028/9, Traders aim to better position themselves in an increasingly competitive and regulated food supply environment.

## VI - A Unified Approach to Relocation and City of London Support

The relocation process is being carefully organised with strong collaboration between the Smithfield Market Tenants Association (SMTA), the London Merchant Fishing Association (LMFA), and the City of London Corporation. Both associations have indicated a collective commitment among their members to continue trading beyond the current premises. In the case of Smithfield, 70% of Traders intend to relocate together and this would potentially amount to all of the current Smithfield trade moving. In the case of Billingsgate, 90% of the Traders have indicated that they aim to continue operating beyond their current physical premises. We are informed that the Corporation is supporting Traders in their search for alternative premises in which to continue trading and expand/modernise their businesses. This includes land searches across London Boroughs as well as brokering collaborations with third party developers. The City intends to appoint dedicated resource (managed from City Surveyors) to support Traders through to a conclusion which allows for a smooth transition to new locations with minimal to no impact on the supply chain. This resource will also continue to assess the long-term implications of the changes which will be critical to better understanding the effects on independent businesses, supply chains, and the broader food ecosystem.

## VII - Impact on Trader Customers and Suppliers

Customer and supplier feedback reveals minimal concern regarding potential disruptions to the food supply chain arising from the future relocation of Traders. For customers, this is largely due to both Smithfield and Billingsgate markets now functioning primarily as distribution hubs, with only a small portion of traded volumes being transacted "on the Market floor". At Smithfield, 81% of traded volume, and at Billingsgate, 83%, is conducted "off the Market floor" i.e. remotely via phone, WhatsApp, email, or platforms like Meatex, and thus the utility of the Market is less of a shop front but more of a distribution and warehousing hub. The use of digital ordering platforms, combined with the increasing ability of traders to handle outbound logistics independently through their own delivery operations, means that their reliance on physical market locations has significantly diminished.

Suppliers emphasise the need for efficient and functional infrastructure to facilitate delivery and preserve freshness of produce. New future locations promise to offer this and could even improve access to the Markets, with potential benefits such as reduced congestion-related fees and better accessibility. The relocation, anticipated for 2028/9, provides Traders, customers, and suppliers with ample time to adjust. Greater detail about the new locations, as these plans are confirmed, will allow stakeholders to make informed operational and investment decisions. For now, the sentiment is one of cautious optimism and preparedness for the future.

## VIII - Opportunities and Future Growth in New Premises

The relocation to modern, purpose-built premises will provide Traders with the opportunity to optimise their operations and unlock future growth. New facilities will offer enhanced infrastructure, greater regulatory compliance, and improved accessibility for both customers and suppliers. The Traders' ability to continue co-locating in these new spaces will maintain the inter-trading relationships that have been a hallmark of the Markets for years. Importantly, the move will provide Traders with the flexibility they need to scale their businesses, improve operational efficiencies, and invest in long-term success. The relocation marks not only a response to current challenges but also a chance to position the Markets for continued growth and innovation in the future food ecosystem.

# Executive Summary (3/3) - Consumption Trends, Market Dynamics, and Food Security Implications.

**The eventual relocation of Smithfield and Billingsgate Traders brings opportunities for growth, but understanding their current role in the UK's food supply chain is essential. Consumption trends, customer reliance, and supplier dynamics all highlight a changing ecosystem, where relocation is unlikely to pose significant food security risks.**

## **IX - Declining Meat and Fish Consumption in the UK**

The UK has experienced a steady decline in per capita meat and fish consumption over the past two decades, with reductions of 20% and 25%, respectively. This shift is driven by changing dietary preferences, a growing focus on plant-based alternatives, and heightened awareness of ethical and environmental concerns. The trend is even more pronounced in London, where plant-based lifestyles have surged, evidenced by a 30% increase in vegan and vegetarian restaurants in just four years. Economic pressures, such as the cost-of-living crisis, have further exacerbated the decline in meat and fish consumption.

## **X - Household Consumption and Supermarket Dominance**

In the UK, 92% of meat and 91% of fish is consumed domestically, i.e. in a household setting. Supermarkets account for 77% of household meat and fish consumption, with vertically integrated supply chains that bypass the Markets entirely. Surveyed Traders confirmed that 0% of their tonnage flows to supermarkets, which means UK households are insulated from any effects of the relocation. Independent retailers, such as butchers and fishmongers, continue to utilise the Markets; however, the number of these independent enterprises has declined nationwide by 18% and 2%, respectively, over the past decade due to changing consumer preferences toward supermarkets. This highlights how the Markets' primary role is in serving external channels, leaving household consumption largely unaffected by the changes.

## **XI - The Markets' Focus on External Consumption**

Smithfield and Billingsgate play a major role in serving "out-of-home" consumption channels. Catering businesses alone account for 47% of Billingsgate volumes and 33% of Smithfield's. These customers rely on the Markets for their ability to fulfill high-volume and short-notice orders at competitive prices. Dining establishments represent a smaller share of tonnage with 13% and 6% respectively. Larger food service establishments increasingly source through alternative full-service wholesalers such as Bidfood and Brakes or directly from upstream producers, leveraging their economies of scale. These approaches further reduce potential disruption to end consumers from the Trader's relocation. This diverse customer base helps ensure that the relocation will have limited impact, as existing alternative suppliers can meet demand in the interim, and the new premises will further enhance Traders' ability to serve their clients.

## **XII - Upstream Supply Chain Insights and Future Considerations**

The upstream supply chains for Smithfield and Billingsgate differ in structure but share a reliance on efficient transport and logistics. Smithfield sources primarily from abattoirs and secondary processors, while Billingsgate relies heavily on direct imports and domestic fisheries. Both supply chains are adaptable and largely unaffected by the proposed relocations. Suppliers anticipate potential benefits, such as reduced transport costs and improved accessibility, particularly if Traders relocate outside congested central London. However, careful planning and clear communication on all sides will be essential to minimise any disruptions and capitalise on opportunities for supply chain optimisation.

## **XIII - Minimal Food Security Risks and Opportunities for Modernisation**

Concerns over food security due to closure of the present physical Smithfield and Billingsgate sites are largely overstated. This is because the majority of UK meat and fish consumption flows through supermarket channels that operate independently of Smithfield and Billingsgate. For external, non-household consumption, the presence of alternative wholesalers insulates supply chains and helps to facilitate continued supply to caterers, restaurants, and other foodservice operators. Furthermore, the relocation of Traders in 2028/9 provide an opportunity to upgrade their facilities, improve operational efficiencies, and enhance supply chain adaptability, thereby further mitigating any perceived food security risk.



**2**

## **Role of Smithfield & Billingsgate today**

# Role of Billingsgate & Smithfield: Section Summary (1/3).

Wholesale markets, dating back to ancient times and evolving in medieval Europe, were vital hubs for bulk trade and urban growth. London's Smithfield and Billingsgate markets peaked in the 19th and 20th centuries, handling 500,000 tonnes of meat and 120,000 tonnes of fish annually. However, both markets now face significant declines, trading c.100,000 tonnes of meat and c.20,000 tonnes of fish respectively. This mirrors global trends where urban pressures and supermarket competition drive wholesale markets to peripheral locations. The City of London plans to repurpose these sites and support Traders' transitions, reflecting the broader shift in wholesale market dynamics.

Wholesale markets originated in ancient civilisations and evolved during the Middle Ages in Europe as hubs for merchants and traders to engage in bulk trade. These markets facilitated large-scale exchange and contributed to the growth of urban centres. It is within this context that Smithfield and Billingsgate first emerged in the food fabric of London, whereby each market reached their peak in meat and fish respectively in the 1920s and the late 19th century. In these periods, Smithfield was estimated to be handling 500,000 tonnes of fresh meat annually and Billingsgate 120,000 tonnes of fish.

Since these peak periods, the Markets have fallen in prominence of the regional food ecosystem. Smithfield has suffered a five-fold decline in traded tonnage to c.100,000 tonnes at present. Billingsgate has suffered a similar fate with a six-fold decline in traded tonnage down to c.20,000 tonnes at present.

The decline in prominence of wholesale markets is neither rare nor unique. The World Union of Wholesale Markets outlines several stages in the development of such markets.<sup>1</sup> By Stage IV, wholesale markets in advanced economies tend to stagnate due to significant competition from supermarkets and alternative purchasing channels for consumers. Additionally, modern urban development often renders historically chosen locations less convenient, with many markets better suited to the periphery of cities. Consequently, there are numerous international examples of wholesale market traders relocating to more appropriate, purpose-built sites on city outskirts. The original locations are often repurposed into vibrant social, cultural, and economic hubs that benefit modern society.

Given its significant decline in annual traded tonnages from peak to present, and the urban pressures that face the Markets today e.g. Congestion Charge, restricted trading hours, Smithfield and Billingsgate can easily be viewed through a similar lens as Stage IV markets. This is perhaps useful context to understand the City of London's decision to repurpose the current sites of Smithfield and Billingsgate markets, and to appoint dedicated resource to assist the Traders to establish themselves in new locations.

## Peak Volumes

**500k** Volume passing through Smithfield during its peak in the 1920's

**120k** Volume passing through Billingsgate during its peak in the late 19th century

## Relative Decline to Present

**-5x** Fivefold decline in tonnage from peak volumes to present day at Smithfield

**-6x** Sixfold decline in tonnage from peak volumes to present day at Billingsgate

1: The World Union of Wholesale Markets outlines a five stage evolution of wholesale markets providing a framework to assess the Markets' current position and the need for relocation to align with modern standards

# Role of Billingsgate & Smithfield: Section Summary (2/3).

Smithfield and Billingsgate Markets remain significant despite their declining prominence. Together, they account for 2-4% of national meat and fish consumption and up to 11% regionally. The Markets bring four key benefits: (1) Historic value as Grade II\*-listed landmarks with deep-rooted family-run traditions; (2) Support for small-volume and specialty buyers overlooked by larger wholesalers; (3) Hub functionality, facilitating bulk redistribution and small-order handling; and (4) Inter-trading capabilities, allowing traders to collaborate, minimise waste, and expand inventory. The Traders' relocation plans, which the CoL is supporting, aim to preserve these qualities, ensuring the Markets' legacy and enhancing supply chain efficiency.

This study is not intended to diminish the role of Smithfield and Billingsgate, neither from a historical perspective nor from its present-day benefits. Today, it is estimated that meat and fish transitioning through the respective Markets accounts for 2-3% and 3-4% respectively of consumption nationwide, and 8-10% and 9-11% of consumption in London and the South East. Beyond this, it is widely recognised that the Markets bring four key qualities: (1) **Historic value**, (2) **Ability to serve small-volume orders and specialty buyers**, (3) **Hub functionality**, and (4) **Inter-trading capabilities**.

With respect to (1) Historic value, Smithfield Market is housed in **Grade II\* listed buildings** designed by Sir Horace Jones in the 19th century, the architect who also designed London's iconic Tower Bridge. The buildings are much loved by members of the public and value for the architectural qualities. Additionally, many Traders at these Markets have operated family-run businesses for generations, reflecting a rich legacy of traditions passed down through time.

With respect to (2) Ability to serve small-volume orders and specialty buyers, **the Markets support smaller players in the food supply chain**, providing a platform for those with low-volume orders that are often overlooked by larger wholesalers.

With respect to (3) Hub functionality, **the Markets serve as central hubs for suppliers** facilitating efficient delivery, storage, and redistribution of bulk products like pallets and box meat. The Markets support smaller buyers, including fishmongers, caterers, and butchers, by repackaging and handling smaller orders around London.

With respect to (4) Inter-trading capabilities, Traders at Billingsgate and Smithfield collaborate to exchange products, enabling customers to access a wider variety of goods beyond individual traders' inventories. The close proximity allows traders to source surplus or specialty items efficiently, reducing waste and meeting customer demand effectively.

Critically, it is therefore important to note that the **successful relocation** of all the existing Smithfield and Billingsgate Traders to new locations and the City of London Corporation's future plans of the sites is expected to **preserve all four said qualities**, and expected further to **protect and enhance supply chains**.

**2-3%** Percentage of meat consumed nationwide via Smithfield (estimated)

**3-4%** Percentage of fish consumed nationwide via Billingsgate (estimated)

**II\*** Smithfield East & West Market Buildings are Grade II\* listed i.e. buildings with great historic and architectural value

**Four** Successful relocation of the market preserves all four identified key qualities and protects/enhances supply chain

# Role of Billingsgate & Smithfield: Section Summary (3/3).

The Grade II\* listing of Smithfield’s East and West Buildings ensure their protection, with redevelopment plans transforming the site. Smithfield will become an international cultural hub alongside the new London Museum, while Billingsgate will host up to 4,000 homes, public spaces, and infrastructure. These projects are expected to add £9.1bn in GVA by 2049. Traders, known for their resilience, will receive relocation compensation and transition support. Most Traders plan to relocate together, ensuring business continuity and leveraging modern facilities for growth, with minimal disruption to customer deliveries.

With respect to preserving and enhancing the historical value of the current sites, the East and West Buildings of the **Smithfield Central Market is Grade II\*** listed. These **heritage designations** ensure legal protection and conservation oversight, safeguarding their structures after market operations cease, rather than replaced by modern high-rise developments. In fact, as part of the City of London Corporation’s plans, the East and West buildings at Smithfield are set to be transformed into an **international cultural and commercial destination**, complementing the nearby new London Museum. Meanwhile, the Billingsgate site is planned for redevelopment into a residential area featuring up to 4,000 homes, a new public realm, and enhanced social infrastructure. Both redevelopments are projected to generate approximately **£9.1Bn in cumulative GVA** (Gross Value Added) for the UK by 2049, spurring economic growth.

The Traders of Billingsgate and Smithfield Markets will be receiving compensation packages and transition assistance from the City of London Corporation as a function of giving up their leases at the Markets from 2028/9 onwards. The financial assistance serves as a means of helping facilitate the preservation of the long-standing and generational nature of these often family businesses. Furthermore, Traders have indicated they intend to maintain their business identities by operating under “New Smithfield” and “New Billingsgate”, thereby ensuring continual international recognition. The Traders operate **financially profitable businesses** and are incentivised to continue their trades. In the face of prior challenges e.g. the 1980s relocation of Billingsgate to Canary Wharf or the 2001 BSE crisis for Smithfield, **Traders have shown considerable resilience** and commitment to preserving their trade. The 2020 Covid pandemic served as a recent case in point as to Trader adaptability.

There is strong evidence to suggest that **the Traders hope to relocate together** in the future, thereby helping to protect the unique qualities of Smithfield and Billingsgate. The representative body of Smithfield Traders, the Smithfield Tenants Association (SMTA) has announced that 70% of its Traders plan to move together to a new location within the M25. These Traders believe that this will protect all of their existing books of business and allow for **further growth from modern, fit-for-purpose facilities**. Separately, the London Fish Merchant’s Association (LMFA) has announced that 90% of its Traders at Billingsgate will continue their trade once operations at the present location cease in 2028/9. Furthermore, with 80-85% of orders at the Markets being taken “off-the-shop-floor” and much of this delivered directly to customers, the relocation of these Traders from their existing stalls is not expected to cause significant operational disruptions.

**£9 Bn**

Redevelopment projects are expected to add £9.1bn in GVA by 2049

**2028/9**

Traders of Billingsgate and Smithfield Markets are able to continue to use existing sites until 2028/9 thereby aiding relocation planning and transition arrangements

**70%/90%**

70% and 90% of Traders from Smithfield and Billingsgate respectively plan to continue trading in the future beyond the closure of the current premises

**80-85%**

Orders are placed remotely at both markets with only 15-20% taking place “on-the-shop-floor”

# Wholesale markets emerged during the Middle Ages in Europe to fulfill specific roles at the time; Smithfield and Billingsgate first emerged in this era.

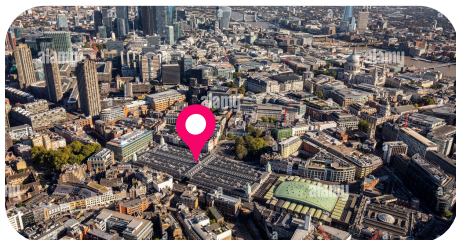
## Emergence of Wholesale Markets

Wholesale markets originated in ancient civilisations and evolved during the **Middle Ages** in Europe as **hubs for merchants and traders** to engage in bulk trade. These markets facilitated large-scale exchange and contributed to the growth of urban centres

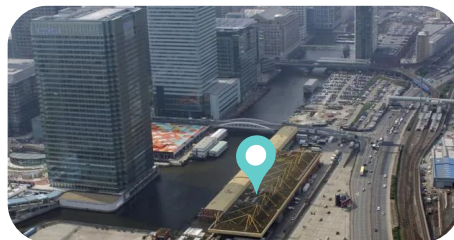
**Smithfield Market:** Established in the **12th century** as a **livestock market** outside of London's Medieval city walls, it also hosted fairs and public events in its early history. Over time, it transitioned into a **wholesale meat market** and has been housed under its famous roofing in late 19th Century

**Billingsgate Market:** Established in **1327**, it initially traded a variety of goods, including **coal and corn**, before specialising in **fish** during the 17th century. The Market most recently relocated to its present location in **Canary Wharf in 1982**

## Aerial view of present-day location of the Markets



Smithfield Market



Billingsgate Market

### Smithfield Market

### Billingsgate Market

#### Location

Wholesale meat market based in Farringdon

Wholesale fish market based in West India Docks (Poplar)

#### Key Dates

Established in **1174** (851 years)  
Relocated in **1868** (157 years)

Established in **1327** (698 years)  
Relocated in **1982** (43 years)

#### Annual Trade Volume (Peak vs 2023)

**1920s (Peak): 500,000 tonnes**  
**2023: 103,000 tonnes**

**Victorian Era (1837–1901; Peak): 120,000 tonnes**  
**2023: 21,000 tonnes**

#### Number of Traders

42

48

#### Number of Shops and Stalls

*East and West building: 44 units*  
*\* Poultry market closed in Aug 2023 for the construction of the Museum of London*

*Stands: 98*  
*Shops: 30 (including 2 cafes)*

#### Type of Goods Sold

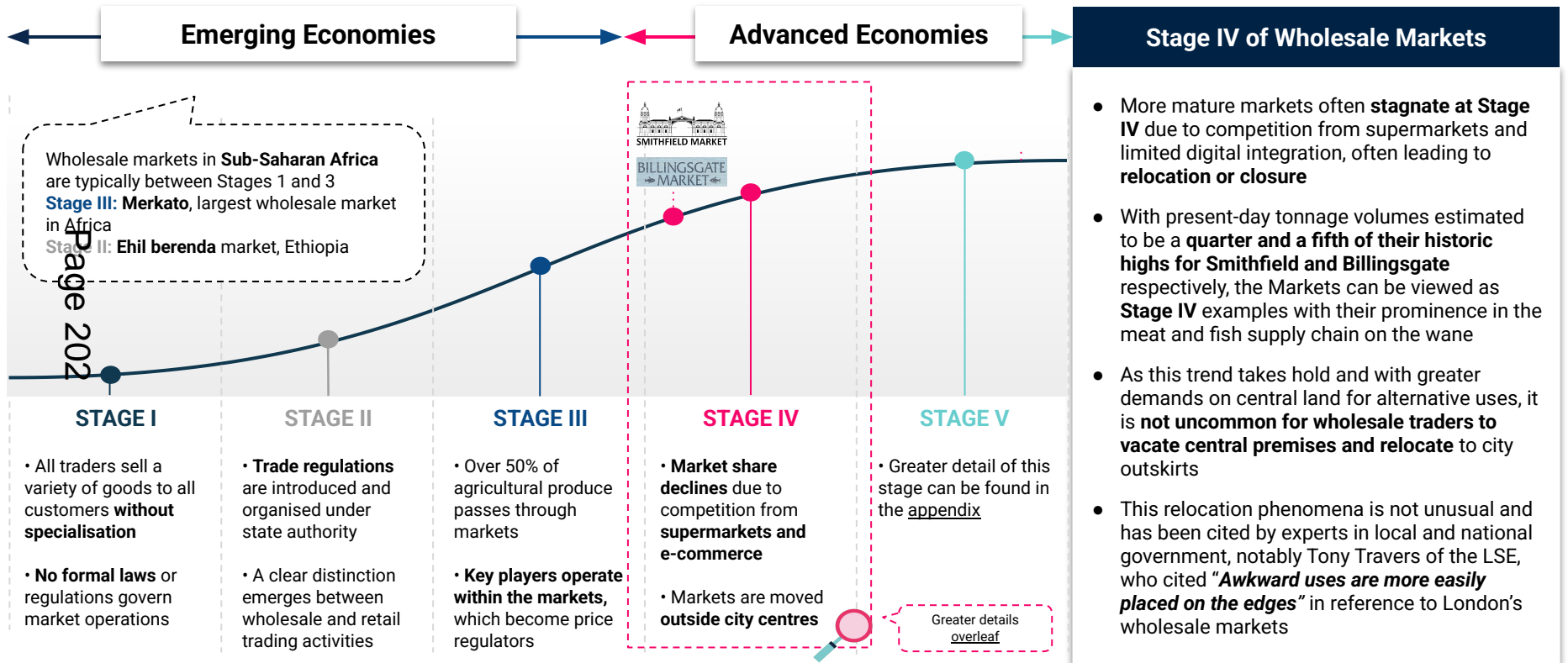
Red meat, poultry, game, processed meat and non-meat products

Fresh and chilled fish, shellfish, exotic seafood and non-fish products

#### Type of Customers

Retailers (butchers, fishmongers), restaurants, hotels, catering companies, secondary wholesalers, general passing public

Many wholesale markets in the Western world are at an inflection point as they recede in importance and urban needs mean they shift to city outskirts.



In many advanced economies, wholesale markets are at Stage IV marked by pronounced share decline and/or a relocation away from urban city centres.



International case studies on the two defining characteristics of Stage IV wholesale markets

**1 Declining market share of wholesale markets as a distribution channel**



Decrease in percentage of products via wholesale markets in total distribution volume in Japan (1980-2023)

- Fish:** Decreased from 86% to 46%
- Meat:** Decreased from 19% to 8%

**Reason behind this decline in Japan:**

A growing preference for salted, dried, and processed seafood, as well as frozen fish, which are less commonly distributed through traditional wholesale markets

2. An **increase in direct sales and alternative distribution channels**, reducing reliance on wholesale markets

**Decline in the number of central wholesale markets\***

- The number of central wholesale markets nationwide in Japan peaked at **91 in 1985**. Since then, it has steadily declined, reaching **65 markets by 2023**

**2 Examples of wholesale markets relocating to city outskirts**

	<b>Mercabarna, Spain</b>	<b>Melbourne Market, Australia</b>
<b>Market Type</b>		
<b>Timeline</b>	Established between 1876 - 1930s Relocated between 1971-1984	Established in 1841 Relocated in 2015
<b>Reason for Relocation</b>	<b>Space constraints, logistical difficulties, capacity limitations</b> , communication issues, and environmental concerns in their original central locations	
<b>Relocation</b>	3 wholesale markets within the city centre → Zona Franca (~6 km southwest)	Collins Street, Melbourne's Central Business District → Epping (~25 km north)
<b>Impact of Relocation</b>	<b>Enhanced logistics and accessibility</b> - Increased proximity to the Port of Barcelona, El Prat Airport <b>Expanded Capacity</b> - 900,000 m <sup>2</sup> site resolves space limitations	<b>Enhanced logistics and accessibility</b> - Strategically positioned near major freeways <b>Expanded Capacity</b> - 670,000 m <sup>2</sup> site, including 120,000 square meters of warehousing
<b>Use of original sites</b>	Have been repurposed into significant <b>social, cultural, and leisure facilities</b> , preserving their historical importance while serving modern community needs	Now occupied by Collins Arch, a mixed-use development featuring <b>luxury residences, commercial spaces, and public areas</b>

Source: Japan Ministry of Agriculture, Forestry and Fisheries (MAFF) report, <https://www.mercabarna.es/en/>, <https://melbournemarkets.com.au/>  
\* A central wholesale market is a wholesale market established by a prefecture or city with a population of 200,000 or more, authorised by the MAFF

Smithfield & Billingsgate seemingly also sit in Stage IV with declining tonnages over recent decades given evolving food consumption and distribution trends.

### Declining annual tonnage from peak to present

**-5x** **Smithfield Market** peaked in the 1920s trading **500,000 tonnes** annually, but since the “dramatic decline from the late 1960s” by 2023 this had fallen to **103,000 tonnes**, just **one-fifth** of its peak

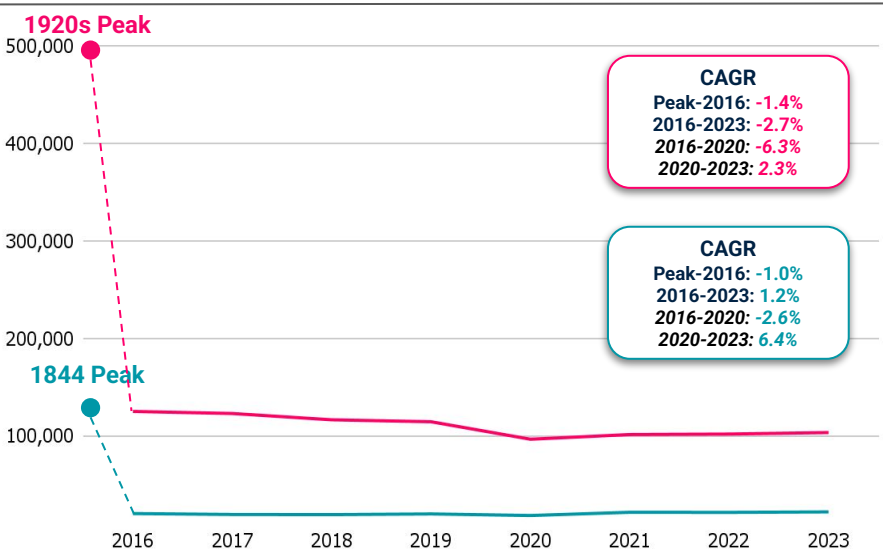
**-6x** **Billingsgate Market** peaked in 1844, trading **120,000 tonnes** annually, but by 2023 this had **dropped sixfold** to **21,000 tonnes**

During the Covid-19 pandemic (2019–2020), **Smithfield Market** experienced a **16% decline in traded tonnages** and has yet to recover to pre-pandemic levels, while the impact on Billingsgate Market was comparatively muted

### Underlying drivers of declining trade volumes

- UK meat & fish consumption has been in steady decline owing to rising costs from inflation and shifting dietary preferences; over the past 18 years, respective per capita declines have been:
  - 20% meat**
  - 25% fish**
- Increased bypass of wholesale markets due to diversified supply chains, with more direct sourcing from producers and alternative distribution models

**Smithfield and Billingsgate annual tonnage analysis (2016-2023)**  
Average tonnes declared by Market Traders



Source: City of London Corporation Markets team, Financial Times

Note 1: Smithfield monthly tonnage is self-declared by market tenants. Historically there has been some missing data with the Markets team adjusting for this by filling in with adjacent month data and estimating for other months.

Note 2: The Billingsgate analysis uses incomplete data, with no frozen fish volumes reported since 2018. For 2019-2023, total fish volume combines fresh fish data from LFMA (London Fish Merchants Association) and an estimated frozen fish volume



We estimate that today Smithfield and Billingsgate account for ~3% UK-wide consumption and ~9% of South East and Greater London consumption.



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	Smithfield Market	Billingsgate Market
UK (including SE + London)	2-3%	3-4%
South East + London	8-10%	9-11%

**Markets' contribution to consumption**

- This analysis aims to **quantify the role of Smithfield and Billingsgate markets in meeting UK consumption**, drawing on data from Trader surveys, City of London data, and carefully considered assumptions
- **Adjustments** were applied to calculate the tonnage passing through the markets that reaches end consumers in each region, avoiding inflated figures through careful adjustments.
- These proportions **could decrease further** when considering additional factors, such as traders supplying customers in London or the South East, whose products may **ultimately serve consumers outside these regions** (e.g. a catering company in London primarily supplying events in Manchester)
- While precise assumptions for such adjustments are complex, the current figures reflect a **conservative estimate of the markets' regional impact**

# With the proposed relocation of Traders from Smithfield and Billingsgate, the Markets' place within the fabric of the UK food ecosystem is not taken trivially.

## Smithfield & Billingsgate offer four unique qualities



### Historic value

Smithfield Market is housed in Grade II\* listed buildings **designed by Sir Horace Jones in the 19th century**, the architect who designed London's iconic Tower Bridge

Many Traders at these Markets have operated **family-run businesses for generations**, reflecting a rich legacy of traditions passed down through time

*"...Just look at the [markets'] architecture and weep that we cannot even imagine building such things today..."*  
Opinion article in the Financial Times by an architectural critic



### Serving small-volume orders and specialty buyers

Supports smaller players in the food supply chain, **providing a platform for those with low-volume orders** that are often overlooked by larger wholesalers

**Serves as a hub offering specialty products**, enabling customers to source niche items from multiple Traders in one convenient trip, streamlining their procurement process

*"...Billingsgate allows the sourcing of fish that aren't available in bulk, especially unusual varieties..."*  
- Billingsgate Trader #4; c.50+ yrs experience



### Hub functionality

The markets serve as central hubs for suppliers **facilitating efficient delivery, storage, and redistribution** of bulk products like pallets and box meat

The markets **support smaller buyers** across independent retailers and food service establishments by repackaging and distributing orders around London

*"...The Market's hub functionality is crucial, enabling inter-trading that allows us to provide a more complete offering for our orders..."*  
- Billingsgate Trader #5; c.40 yrs experience



### Intertrade

Traders at Billingsgate and Smithfield collaborate to exchange products, **enabling customers to access a wider variety of goods** beyond individual Traders' inventories

Close proximity allows Traders to source surplus or specialty items efficiently, **reducing waste and meeting customer demand effectively**

*"...There are traders who don't have stalls but arrive at night, trade 15-20 pallets through inter-trading, and leave..."*  
- Smithfield General Manager

## Market Traders successfully relocating will help to preserve the four qualities

# The City of London plans work towards preserving these four unique qualities of the Markets and the continuation of the traders' role in the UK food supply chain.

## Means of preserving the four unique offerings

### Preservation of historical architecture

**Billingsgate market: Grade II**  
East & West buildings of **Smithfield Central Market** are **Grade II\***<sup>1</sup>

- These heritage designations ensure **legal protection and conservation oversight**, safeguarding their structures even after market operations cease

### Repurposing of the Market's original site

- **Smithfield:** The East and West buildings are set to be transformed into an **international cultural and commercial destination**, complementing the nearby new London Museum
- **Billingsgate:** The site is planned for redevelopment into a **residential area** featuring up to 4,000 homes, **a new public realm, and enhanced social infrastructure**
- **National Impact:** Both redevelopments are projected to generate approximately **£9.1bn in cumulative GVA** (Gross Value Added) for the UK by 2049

### Continuation of family business and reputation

- Traders will receive **compensation** to help relocate and sustain their businesses, **preserving the long-lasting and international reputation** of Smithfield and Billingsgate, similar to transitions like New Spitalfields and New Covent Garden
- Traders have a **demonstrated track record of adaptability** to new working practices and new locations with the **1980s relocation of Billingsgate to Canary Wharf** being a case in point
- Traders have shown **considerable resilience and commitment to preserve their trade** in the face of challenging trading periods e.g. **2001 Foot-and-Mouth outbreak, the 2020 Covid pandemic**

### Traders relocating (together)

- With **80-85% of orders** being fulfilled taken "off-the-shop-floor" and much of this delivered directly to customers, relocation is not expected to disrupt operations
- Discussions with Traders have indicated a **strong willingness to relocate together** with neighbouring businesses, consolidating order volumes to preserve the Market's hub functionality and streamline logistics
- The **Smithfield Tenants Association** has confirmed that **70% of Traders at Smithfield will be relocating together** to an agreed location within the M25
- The **London Fish Merchants Association**, as the representative body of Traders at Billingsgate, has confirmed that **90% of Traders will continue trading** when market operations cease at the current site

# Plans aim to repurpose Smithfield's 150-year-old architecture into a cultural destination, balancing modern innovation with preserving its historic charm.

## Transformation of Smithfield's public realm

- Smithfield is being transformed into a **modern hub for London's creative industries**, restoring its role as a **metropolitan landmark** with flexible spaces for **cultural showcases**, including food, film, gaming, and design, to attract and engage diverse audiences
- The proposed 5-acre site within Grade II\* listed structures will **preserve the existing architecture**, maintaining the historic character while securing their legacy for the next 150 years

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**£56M**

Expected to be generated through **distributional and social impacts**, including local health benefits and improved access to culture

**600**

New **direct, on-site jobs** are expected to be created

**1.4M**

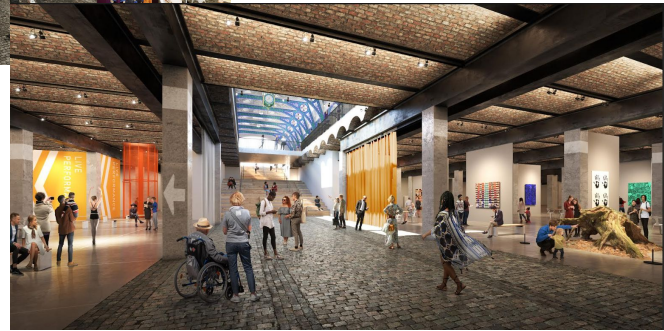
Number of **visitors expected** per year

## Proposed layout for the future use of the Smithfield site



The transformation aims to **enhance the existing architecture** while creating a marketplace of the future, centred on the exchange of food and creative ideas, and featuring a **new public square larger than Leicester Square**

The redesigned building will feature **four adaptable hall spaces**, hosting events such as e-sports, art exhibitions, fashion shows, and food markets



# Plans aim to transform Billingsgate into a vibrant mixed-use community, delivering affordable housing and modern infrastructure.

## Transformation of Billingsgate public realm

- Billingsgate redevelopment transforms the 14-acre site into a **mixed-use community**, featuring residential and commercial spaces, enhanced public realm, and modern social infrastructure
- At least **0.4 hectares of new public realm** will be created, as well as **delivering thousands of much needed new homes for London**
- Redevelopment of the Billingsgate site will also allow the construction of a **new bridge across Aspen Way** to help address the social, economic, and environmental disparities between Poplar and Canary Wharf

**£29M**

Expected to be generated through **distributional and social impacts**, including employment and health benefits

**14,500**

New **direct, on-site jobs** are expected to be created

**4,000**

Number of **new homes** planned to be built

## Proposed layout for the future use of the Billingsgate site

The redevelopment will also include new commercial offices and retail spaces, **revitalising the Grade I listed dockside area**

Of the 4,000 new homes, around 35% will be designated as affordable housing, with many designed as family sized to **meet the housing needs of the London Borough of Tower Hamlets**



**3**

**Market Findings**

# Market Findings: Section Summary (1/3).

Traders at Smithfield and Billingsgate Markets are eager to relocate to modern, fit-for-purpose premises that support growth, meet evolving food safety standards, and ensure the long-term success of their businesses, some of which are family-run. While they recognise the limitations of the current sites, including outdated infrastructure and urban restrictions, Traders remain optimistic about securing facilities that enable expansion and improved operations. There is also a shared desire for better communication and clarity around relocation plans to support their aspirations for a sustainable future.

Direct engagement with Traders of Smithfield and Billingsgate Markets highlights their **clear ambitions to relocate to modern premises** that enable business growth, meet evolving food safety standards, and **secure the long-term future of their enterprises**, many of which are family-run. Traders express a strong desire for **updated facilities that better support their operations and align with modern trading requirements**, reflecting their optimism for the future and aspirations to pass on thriving businesses to the next generation.

The **current Market premises** are widely acknowledged by Traders as **operating at full capacity**, with limited scope for expansion. Urban restrictions, such as the Congestion Charge and restricted trading hours, are frequently cited as additional barriers to growth and competitiveness. Some Traders share concerns that these constraints, combined with the perceived outdated infrastructure, make it difficult to meet the expectations of clients, including public institutions, and hinder efforts to secure new business opportunities.

While many Traders have proactively adapted their business models in anticipation of potential change, there is a **shared sentiment that the existing sites no longer meet their needs**. This view extends beyond the physical limitations of the premises, with some Traders expressing frustration over past communication and decision-making processes, such as the cancellation of the proposed Dagenham relocation plan. Despite these challenges, Traders remain focused on securing well-designed, fit-for-purpose facilities to support their aspirations for a successful and sustainable future.

**“...It’s a tremendous opportunity for them to relocate and grow...”**

*- Abattoir #4; supplier based in Norfolk*

**“...I’ve been assured by the Trader that he will deliver to me wherever he moves to...”**

*- Butcher #4; customer based in Greater London*

**“...I’m the 3rd generation in this family business with the 4th generation due to start working soon...”**

*- Butcher #5; customer based in Greater London*

**“...I don’t see the relocation being a problem, I think it will be fine...”**

*- Other fish wholesaler #3; supplier based in Lincolnshire*



# Market Findings: Section Summary (3/3).

Interviews with Market customers and suppliers suggest minimal supply chain risk from the traders' relocation. Smithfield customers agree the current location is suboptimal, and Billingsgate customers prioritise the continuation of a co-located hub over a specific site. With 80-85% of orders placed remotely and many traders managing deliveries via their own fleets, physical proximity is less critical. Suppliers similarly view the current premises as less relevant, favouring locations outside congestion zones to save costs. For Billingsgate, the hub model remains key, enabling efficient port-to-market logistics with a single delivery serving multiple traders, supporting smooth operations post-relocation.

Interviews with existing customers of the Markets traders has suggested minimal supply chain risk to the traders relocating. For one, Smithfield customers agree that the present physical location is far from ideal for business. Meanwhile, for Billingsgate customers they believe that the precise Market location is less relevant than the perseverance of a hub where traders are co-located. Customers may be unperturbed as 80-85% of orders are taken "off-the-floor", either through email, phone, Whatsapp or online platforms, highlighting a shift in the Markets' role towards being a distribution hub rather than a traditional shop front. This relatively recent phenomenon has meant that the physical location is less relevant, especially when it comes to placing customer orders. Certainly in the case of Smithfield, traders are now adept at delivering orders to their customers using their own fleet of delivery vans, thereby reducing further the physical tie to the current tenanted premises.

Similarly, existing Market suppliers are very indifferent to the current premises, especially where their goods are simply forklifted into cold chain delivery vans headed to London. Some haulage companies do charge indirect costs e.g. congestion charge or ULEZ-related fees on top of the actual goods, thus relocation to unaffected locations would represent a cost saving and are often preferable. Discussions with suppliers also cited the benefits of potential increased accessibility with the relocation of Markets, especially in the case of Smithfield where the immediate area is becoming increasingly pedestrianised. The overridingly important factor for suppliers to the Markets, and certainly in the case of Billingsgate, is the function of the Markets as a single hub. This has the advantage of suppliers from the ports being able to load a single lorry bound for Billingsgate for the goods to be unloaded and delivered to multiple trader stalls.

**80-85%** Orders taken "off-the-floor"

The growing trend of off-the-floor ordering highlights the Markets' evolving role as a distribution hub rather than a traditional shop front, making physical location less relevant

Suppliers anticipate that the relocation of the Markets could lead to improved accessibility, potentially resulting in lower transportation costs for their produce



# Market Findings: Section Summary (2/3).

Market Traders at Smithfield and Billingsgate are proactively planning their futures, with the majority agreeing on relocation compensation packages and preparing to relocate together. Around 70% of Smithfield Traders plan to move to a new site collectively within the M25, and 90% of existing Billingsgate Traders have committed to continuing their book of business beyond the current site. Traders view the relocation as an opportunity to modernise and expand their businesses, addressing limitations of the current sites. The City of London Corporation is supporting the transition by facilitating discussions with developers and landowners as well as employing dedicated resource to aid continuity and minimise disruption to supply chains.

The Traders of the Markets are therefore **determined to take their futures into their own hands**. As such they have begun to organise themselves and have now **agreed relocation compensation packages** with the Corporation that enable the vast majority of Traders to relocate together to new premises. For Smithfield, **70% of existing Traders plan to relocate together** to a new site within the M25, which they intend to name "**New Smithfield.**" Additionally, Traders who are not relocating are transferring their businesses to other Traders, potentially ensuring that all trade continues without impacting the supply chain. Similarly, **90% of existing Traders at Billingsgate** have confirmed their desire to continue trading after 2028/9 beyond the current site of Billingsgate.

The Traders believe the new premises will enable them to **expand and modernise** their businesses, which is not currently possible where they are. With sufficient time to ensure that plans can be advanced, Traders believe there will be **minimal disruption to the supply chain** and they have been in constant communication with their own suppliers and customers to provide comfort on the point.

The City of London Corporation has also taken steps to help **facilitate the transition** of the Traders into their futures. They have facilitated commercial discussions between the Traders and local authorities and/or private developers to help support identification of and transition to new locations. The City of London Corporation is also employing dedicated resource to support Traders in the processes.

## The Market Traders are determined to take their futures into their own hands

**70%** of existing Smithfield Traders wish to move together to a new site

**90%** of existing Billingsgate Traders wish to continue trading after relocation in 2028/9

The City of London Corporation will help to **facilitate** the **relocation** with **guidance** and **compensation**

# Traders are clear on their ambitions to find new, modern premises outside of Smithfield and Billingsgate to continue and grow their businesses.

## Trader perceptions

### Focus on securing modern premises

- Traders are focused on relocating to well-designed modern premises that support **higher efficiency** and **meet ever-rising food safety requirements** for future growth
- The ambition to secure fit-for-purpose, high-quality facilities highlights traders' **optimism for the future**

*"...We envision relocating to a **modern, well-designed site**, enabling us to serve our current customer base while improving efficiency, productivity, and meeting the highest food safety standards..."*

*-Smithfield Trader #3; c.50+ yrs experience*

*"...**We're optimistic about the future**. 15-25 firms will carry food security forward into a much modern, and well-built facility than before..."*

*-Billingsgate Trader #4; c.50+ yrs experience*

### Commitment to business growth and continuation

- Most traders operate in a **family business** with long-standing trading histories, are dedicated to **preserving their legacy and passing operations on to future generations**
- Some traders have **already adapted their business models** in response to the anticipated relocation, demonstrating **resilience and forward planning**

*"...We're in our 40s, and we all want to continue and grow the business, **we aren't thinking about retirement...**"*

*-Smithfield Traders #1, 3, 6*

*"...This is a family business, and my daughter will continue running it, with **plans for future generations to take over**. We're committed to carrying on beyond the current premises..."*

*-Billingsgate Trader #1; c.50 yrs experience*

*"...I've accepted the Market's future is limited and have **already adapted our business model** to thrive beyond its current location ..."*

*-Other meat wholesaler #1; based in Essex*

# Traders are consistent in their belief that their trade (and any growth) is restricted by the current premises of the Markets and limitations of the sites.

## Trader perceptions

Outdated facilities & Markets operating at maximum capacity

- Limited HGV space and outdated facilities cause frustration, especially at Smithfield, prompting many to **bypass wholesale markets**
- Outdated and not fit for purpose facilities **hinder traders' operational efficiency**

*"...[Previous customer] **used to come with an Artic lorry to Smithfield to collect all its goods but restrictions now it doesn't bother sourcing from here...**"*  
-Smithfield Trader #4; c. 50 yrs experience

*"...**The Billingsgate Market is at breaking point. The facilities are outdated and not fit for purpose... With modernised facilities, operations could become at least 50% more efficient...**"*  
-A former manager of Billingsgate Market

Restricted trading hours and impractical logistics

- **Restricted trading hours** prevents traders from preparing orders during optimal times
- **Severe congestion and impractical logistics** pose challenges for customers, staff, and suppliers

*"...We are very **very limited by trading hours**. We can only really start work at 3:30am and would like to start earlier..."*  
-Billingsgate Trader #2; c.30 yrs experience

*"...**terrible logistics, massive lack of car parking, suppliers and customers are discouraged due to the congestion charge and ULEZ charge...**"*  
-Smithfield Trader #3; c.50+ yrs experience

Perceived health and safety shortcomings

- Low perceptions of health and safety standards of premises by traders **limit ability to expand their customer base**
- **Traders feel they face risks** to their products due to inadequate food safety measures

*"...Relocating will provide a clean, well-maintained site, **enabling us to obtain SALSA<sup>1</sup>** and supply schools, universities, and hotels..."*  
-Smithfield Trader #6; c.40+ yrs of experience

*"...meeting food safety standards are one of the biggest issues..."*  
-Smithfield Trader #3; c.50+ yrs experience

# Interviews with the traders indicate dissatisfaction with the City of London as landlords, citing maintenance issues and challenges with prior relocation plans.

## Trader perceptions of the City of London Corporation as Landlord\*

Lack of maintenance & oversight over physical Markets

Poor handling of Dagenham relocation plans

- While traders are eager to relocate alongside neighboring tenants, they prefer to do so under **new management, independent of the current landlord**
- **Traders have grown increasingly frustrated** with a view that the City of London has made inadequate maintenance efforts
- Traders expressed **disappointment over the “abrupt” cancellation** of the relocation to Dagenham
- Traders feel they had made their peace with prior potential relocation to Dagenham and **had begun to commit time and resources into this, which now feels sunk**

“...there is an **appetite for a new market under a new landlord...**”

- Billingsgate Trader #4; c.50+ yrs experience

“...Our preferred option is to invest in freehold premises in order to maximise the control over our future investment after a **disastrous experience over decades with our existing Landlord...**”

- Smithfield Trader #6; c.40+ yrs of experience

“...**Disappointed** that Dagenham is no longer an option...”

- Billingsgate Trader #4; c.50+ yrs experience

“...**the Dagenham project has cost tenants money...this caused us to further lose trust with the landlord (CoL)...we were excited to grow...**”

- Smithfield Trader #7; c.50+ yrs of experience

Source: Artefact interviews, research and analysis

\*Note: The City of London has provided a response to Trader sentiment regarding their oversight of current Market premises:

“Planned preventative maintenance to the assets within the buildings have been consistently provided either through the on-site maintenance team on a day to day basis or through 3rd party facilities management suppliers for more specialist equipment. The buildings have remained operational, safe, and compliant through the provision of these services. Equally, when assets have failed, there has been significant investment to replace or repair these assets to ensure the building can remain operational. As the buildings have aged, there is a recognised lack of investment from the City of London Corporation in completing asset or system replacement projects which has resulted in more frequent failures requiring rectification – this is as a consequence of the previously expected move to Dagenham Docks.”

# Traders are set on charting their own future; they have organised themselves and have advanced commercial discussions regarding their future continuance (1/2).

## Smithfield Market

70%

of Smithfield Traders have agreed to collectively move to a new facility beyond the existing site of the Market

Page 217  
Within M25

SMTA confirmed intention to find a new facility collectively within the M25 motorway area

2028/9

timing of the construction of the new facility dovetails with the SMTA's move from Smithfield in 2028/9

## Smithfield Markets Tenants Association Joint Statement with City of London - 23/12/2024

### TO WHOM IT MAY CONCERN:

**The City of London Corporation and the Smithfield Market Tenants' Association (SMTA) - run by and for the Traders - have been working together for some time now on the future of wholesale meat provision to London and the South-East.**

**It has become apparent in recent years that the location of the Meat Market is no longer viable due to road closures and unacceptable traffic congestion around the existing site. In addition, the Grade II\* listed buildings offer no scope for the Traders' businesses to physically expand and grow.**

**As a result, both parties have agreed a compensation package that financially supports the Traders to relocate to new premises.**

**For our part, we at the SMTA have today confirmed that 70% of us intend to come together to collectively move to a new facility within the M25. We have also confirmed that all the current business will transfer to the new market any businesses who do not wish to relocate will transfer their trade to other Smithfield Traders. The supply chain will therefore not be impacted by the move.**

**The new facility will enable this critical mass of Traders to expand and modernise our businesses, as well as support the meat traders of the future. The creation of a 'New Smithfield' will also ensure that the meat which passes through the current market site will continue to serve London and the South-East.**

**The timing of the construction of the new facility dovetails with the SMTA's move from Smithfield in 2028/9, and there will therefore be minimal disruption to our supply chains during the transition period.**

**For our part, the City Corporation will continue to work proactively with the SMTA to support a smooth transition.**

# Traders are set on charting their own future; they have organised themselves and have advanced commercial discussions regarding their future continuance (2/2).

## Billingsgate Market

90%

of Billingsgate Traders have indicated that they will continue trading when market operations cease at the current site

3-  
years  
Pages 218

of unaffected trading from present Billingsgate location thereby continuing uninterrupted service to customers

## London Fish Merchants Association Joint Statement with City of London - 23/12/2024

### TO WHOM IT MAY CONCERN:

The London Fish Merchants' Association (LFMA), representing the Billingsgate Traders, and the City of London Corporation (CoLC), have been working together for some time now on the future of wholesale fish provision to London and the South-East.

That joint work includes identifying potential new premises for the Traders, where CoLC will no longer be landlord, and where the businesses can expand. The Market will continue trading from the current site for at least the next three to four years. The LFMA today confirmed that 90% of Billingsgate Traders have indicated that they will continue trading when market operations cease at the current site and therefore there will be minimal to no impact on the supply chain.

The LFMA and the CoLC have agreed a package of financial support that will enable Billingsgate Traders to move to new facilities and are confident that the Traders will continue to serve the whole of London and the South-East and that they will continue to thrive and prosper.

# Local authorities and private developers have signalled attraction to rehouse Market traders; City of London is continuing to fulfil transition arrangements.

## City of London Transition Arrangements

- In addition to facilitating the commercial discussions, the City of London Corporation has committed to **dedicated resource** to help support the Traders identify alternative locations and transition to them
- This includes leveraging the connections of the City of London Corporation with both landowners across London and the development community

## Local Authorities / Government Agencies

- There are **several strategic industrial sites** across the Capital capable of housing a critical mass of Smithfield and/or Billingsgate Traders
- The City of London Corporation is in **active conversations** with potential host **London Boroughs** who are keen to see new jobs and economic activity in their areas

## Private Developers

- The City of London Corporation is also in **live conversations** with **third party developers and investors** who have previously expressed an interest in working with the Traders
- Having **established minimum Trader requirements** in terms of location, land size, and building specifications – the **City of London Corporation is brokering conversations** between the Traders and the development community
- Options include Traders moving into established premises (which would require modification) through to purchasing new land and constructing a bespoke building/s
- There is **significant interest** as developers see the value in hosting a **captive set of economically thriving potential tenants** and associated services
- The **City of London Corporation has committed to continuing its support** of this process through to a conclusion which allows for a smooth transition to new locations with minimal to no impact on the supply chain

# Smithfield customers agree that the present physical location is far from ideal for business; they see strong value in unified location of traders.



Customers

Smithfield Market

- Customers based in the South East noted that **their stocks are delivered without direct interaction with the market**, suggesting that the Market relocation would likely have no interruption on their supply chain
- Customers to the Market value the combination of **multiple traders in one location**, some use the Market to source over 80% of their stock

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Eating at home

*"...85% of our meat supply comes from Smithfield but the location of Smithfield traders makes no difference as goods are delivered and **the relationship will continue wherever the market moves to...**"*  
- Butcher #2; based in Buckinghamshire

*"...The only thing they lose is the heritage and everything, but at the end of the day, **it's not designed for for your modern day vehicles...**I mean other than that it's a great market. It serves a great purpose, got a lot of good people there, but **it has outgrown its location**"*  
- Butcher #3; based in Kent

*"...I enjoy the location for historic importance and family ties but... **it could be more convenient...**"*  
- Catering #1; top-tier catering company serving

*"...I only use one trader at Smithfield...have done for many years... they supply all my stock and still will... **their location doesn't change things...**"*  
- Other meat wholesaler #1; based in Essex

Eating out

*"...A big advantage of the market is all the traders in one place, 80% of my stock is sourced from Smithfield..."*  
-Catering Butcher #7; based in East London

*"...Gutted it's closing. It's going to leave a big hole but **we will have to adapt and the traders will too...**"*  
- Catering Butcher #6; based in Hertfordshire



# Billingsgate customers see co-location of traders at the Market as its single main benefit; precise location of said Market is seen as far less significant.



## Customers

## Billingsgate Market

- Customers based in and around London noted that **much of their stock is delivered rather than collected**, suggesting that the market relocation would likely have **no interruption on their supply chain**
- Customers intend to **carry on using the Market in any new location**. They appreciate they will incur changes to their routine but will adapt accordingly

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### Fishmongers

*"...We **use the market every night and we use about 20 different companies**...we buy direct from the coast as well but 90% comes from the market..."*

*- Fishmonger #3; based in Suffolk*

*"...Billingsgate **looks so out of place**, I think everyone agrees it needs to be developed into flats or office space...**As long as it's not going to affect our deliveries** we don't really care where the market is..."*

*- Fishmonger #2; based in Kent*

*"...I collect half my stock from Billingsgate, the other half direct from the coast...**I'm not particularly reliant on any one supplier** and place most my orders by Whats'app...I've attended some of the meetings traders have had at Billingsgate and am vaguely aware of the new potential trading location (undisclosed) - **it's a bit further out but I will carry on using the Markets...**"*

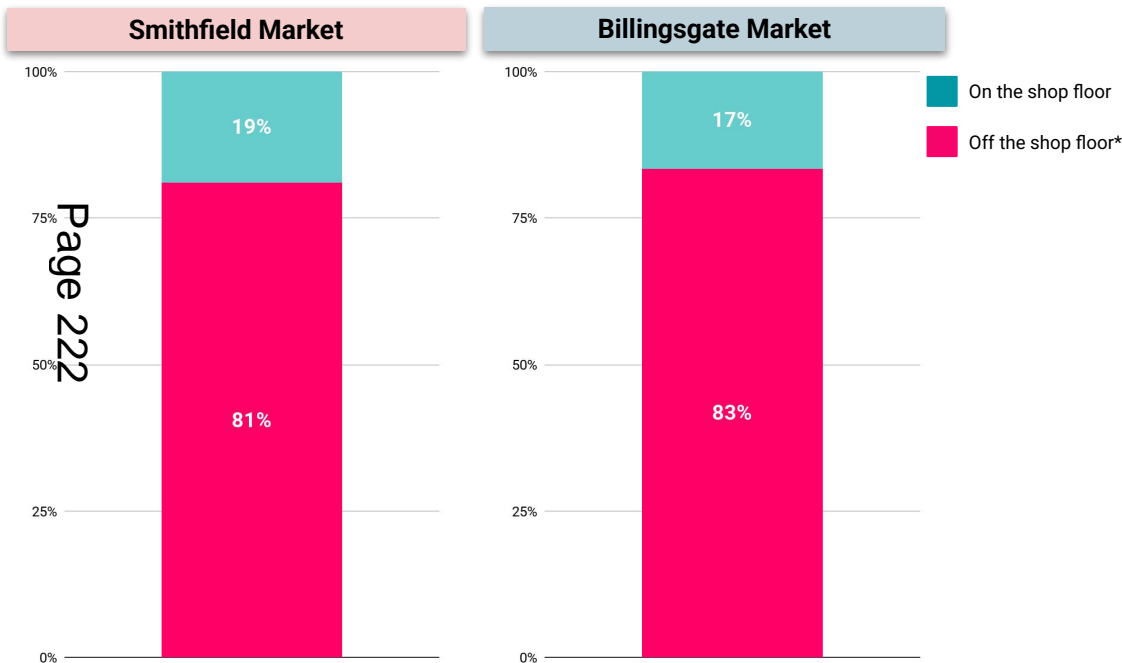
*- Fishmonger #4; based in South West London*

*"...**It won't really affect us**, we order over the phone and the suppliers deliver to us the next day..."*

*- Fishmonger #5; based in East London*

# Customer views are supported as the vast majority of trade today takes place “off the shop floor” with the Markets operating more as distribution hubs.

Order type distribution by %, Weighted Tonnage, Survey (2024)<sup>1, 2</sup>



- Traders increasingly act as more of a distribution hub rather than a shopfront as they **take orders via WhatsApp, phone, email, and online trading platforms e.g. Meatex**, reducing the need for customers to visit booths, with online banking further streamlining payments
- Similar trends as Smithfield are shown in Billingsgate, where the majority of orders are placed **off the shop after establishing relationships** with traders and customers

*“...Today, I see almost **80% of the fish sold away from the market floor**; nearly all is done via the phone...now the market is used as a distribution hub...”*

*- Billingsgate Trader #4; c.50+ yrs experience*

*“...no one physically comes to the market to buy their fish, they might **come once or twice at the beginning to start a relationship but will then do it all on the phone**, they are not going to come at 4am to look at fish...”*

*- Billingsgate Trader #2; c.30 yrs experience*

Source: Artefact interviews, research and analysis

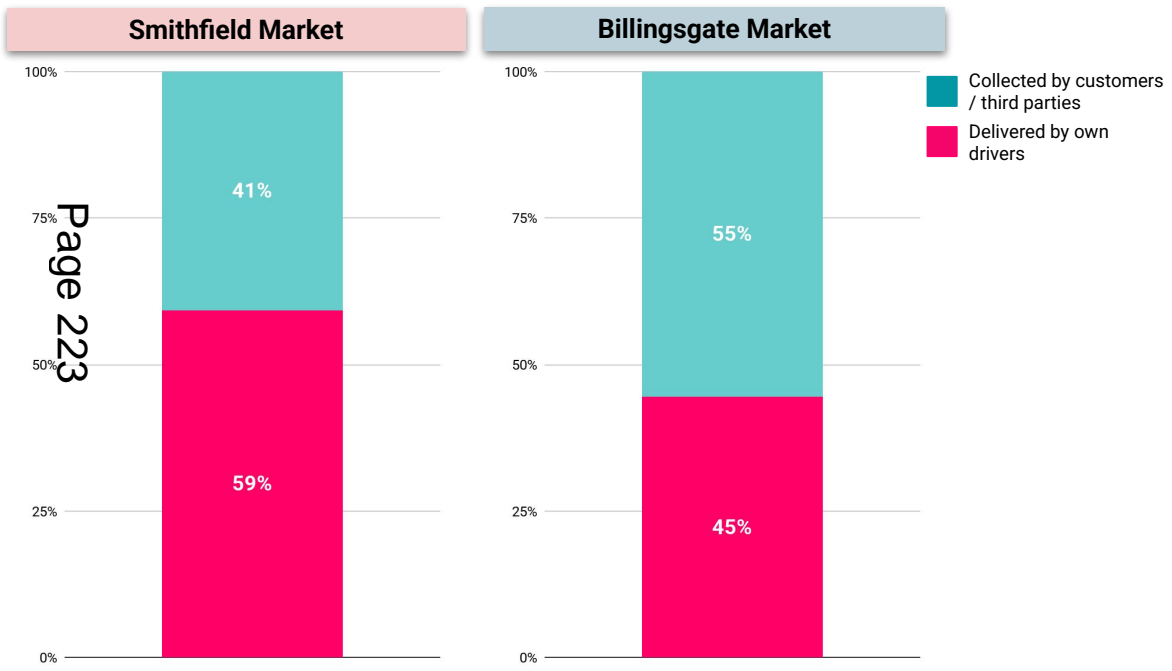
1. Artefact 2024 survey of Smithfield trading principals represents c.65-70% of the total declared tonnage for 2023

2. Artefact 2024 survey of Billingsgate trading principals represents c.60-65% of the total declared tonnage for 2023

\*Off the shop floor: orders placed remotely by phone, platform, whatsapp rather than physical order at booth

There is also a pronounced tendency towards customer orders being delivered by traders in owned vans, particularly for Smithfield.

Delivery method distribution by %, Weighted Tonnage, Survey (2024)<sup>1, 2</sup>



- The majority of market orders at Smithfield are today delivered using traders' own vans, as shown by the increasing number of vans they own and operate

*"...Now we go more to our customers...the current location is not significant...it doesn't matter, I will come to you [the customer]..."*  
 - Smithfield Trader #6; c.40+ yrs of experience

*"...The number of vans we use for deliveries has increased from just 2 to 21..."*  
 - Smithfield Trader #1; c.40+ yrs experience

- Where customers have their products delivered to them directly by the traders or third parties, there seems to be little cause for concern with respect to a potential relocation

*"...I've got no issues with Smithfield relocating...everything is delivered to me and nothing collected...on occasion I will go down to place an order but that is really rare..."*  
 - Other meat wholesaler #1; based in Essex

Source: Artefact interviews, research and analysis  
 1. Artefact 2024 survey of Smithfield trading principals represents c.65-70% of the total declared tonnage for 2023  
 2. Artefact 2024 survey of Billingsgate trading principals represents c.60-65% of the total declared tonnage for 2023

# Smithfield suppliers agree that the present physical location is far from ideal and a relocation would not be an issue for their businesses.

## Suppliers

## Smithfield Market

- Nationwide suppliers shared a unified view that the Market's location has **minimal impact on their trade** and **expressed a preference for relocation** if it lowers transport costs and addresses current inefficiencies
- When speaking with suppliers it is clear they have developed long term business relationships with their customers through 40+ years of experience in the industry. They are ready to embrace the necessary changes

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UK

"...A haulage company covers everything for me, but they do add on charges e.g. ULEZ, CC...the **Market moving has little impact on me** although positive if lowered transport costs..."  
- Abattoir #1; based in Cumbria, specialise in cattle and sheep

"...It's a **tremendous opportunity** for them to relocate and grow, rather than a market it's **more of a distribution hub** nowadays anyway..."  
- Abattoir #4; based in Norfolk, red meat

"...Been delivering to the market for as long as i can remember, 40-50 years, **different challenges over the years but we move with them...**"  
- Abattoir #2; based in Edinburgh, specialise in cattle

Imports

"...the Market relocating outside of central London would be a positive for me - **increased accessibility and lowered costs...**We would have greater flexibility and reduced delays when unloading..."  
- Poultry Importer #2; poultry importer from France

"...the location of Smithfield is **not really a consideration for me** as I don't have my own vans..."  
- Poultry Importer #1; poultry importer from Asia & Europe

# Billingsgate suppliers see the location of the market as manageable but not ideal; co-location of traders in a better suited location could reduce costs.

## Suppliers

## Billingsgate Market

- Supplier discussions at Billingsgate suggest the **actual location of the Market is not that significant**, however the **co-location of traders is far more important**
- Suppliers tend to **supply multiple businesses at the Market** hence the importance of co-location - current suppliers of Billingsgate traders spoken to as part of this study serve more than 3 and as many as 8 traders at the Market

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North Coast

*"We send around **£1m through Billingsgate** each year, **roughly 70% of our UK business**. We are however predominantly an exporter and the **UK market makes up around 2% of our total turnover**"*  
- Fish Processor #2; based in Aberdeenshire

*"...If it were to close and there's no alternative I think you've got a major problem. If Billingsgate weren't to be there it would have a **big impact on fishing in the UK** not just the north east of scotland. It's an integral part of this industry and they have to realise what they think is just a small relocation of people down south has a **bigger impact everywhere else...**"*  
- Other fish wholesaler #2; based in Aberdeenshire

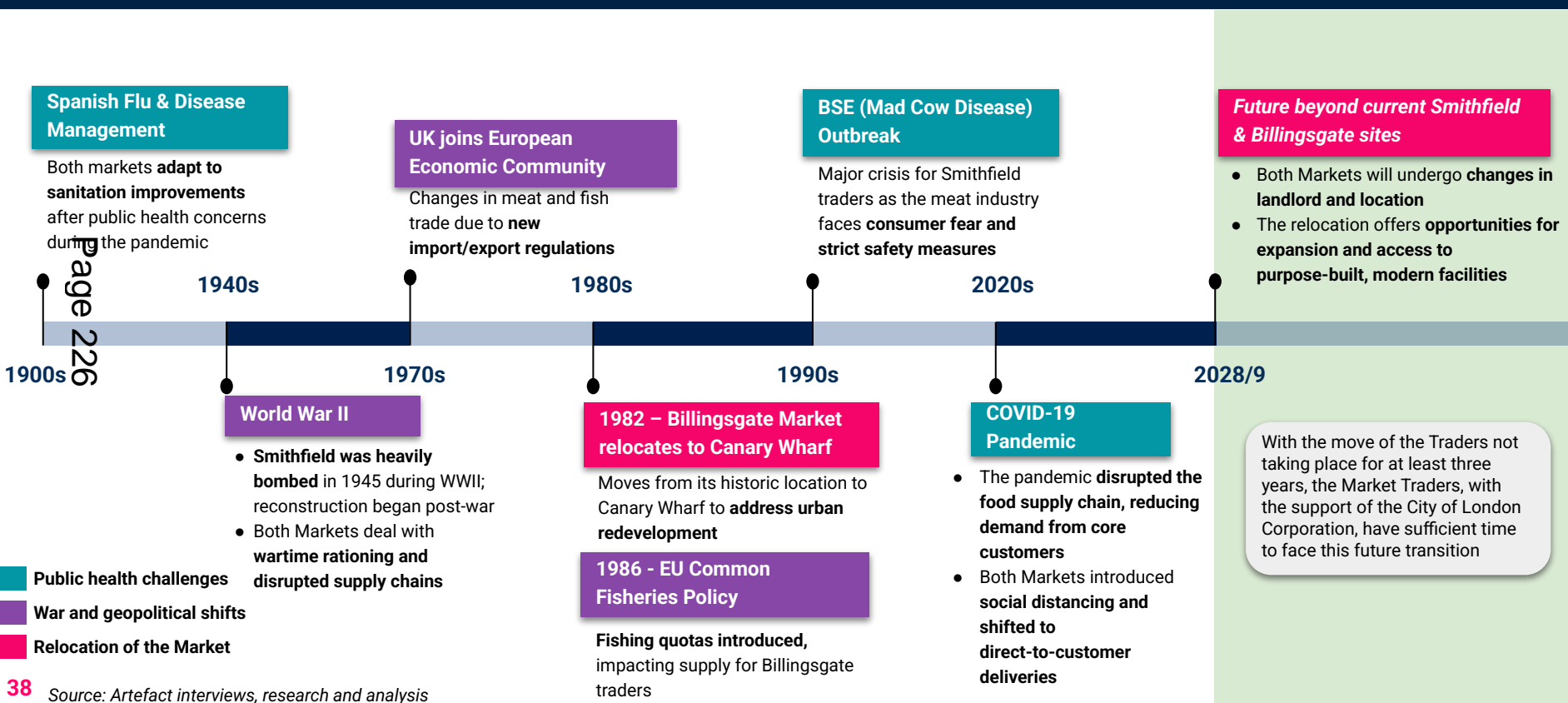
South & East Coast

*"**Cornwall transport** covers the haulage for us, **we just fork it on and they deal with the rest**. Our customers at the market pay the transport costs so where they are located doesn't affect us much. **If the market relocated outside of London I think the traders would benefit from lower costs**"*  
- Fish Processor #1; based in Devon

*"While a move would bring changes, we'll **continue trading with our existing partners** for the foreseeable future. The key factor is having **everyone in one place** because logistics could become more challenging if the location shifts too far. However, we've always operated this way, so it's hard to say what opportunities a move might bring."*  
-Fish Processor #3; based in Suffolk

*"The Traders could easily serve their customers from somewhere other than Billingsgate site itself...it **doesn't need to be there...it's just tradition...you could reach just as well if not better if they were outside the M25** even, easier to get in and out..."*  
-Fish Importer; based in Lincolnshire

It is of note that the Market traders have a demonstrated track record of resilience in the face of challenges, e.g. disease, war and prior relocations.



**4**

**Assessment of Food Security:  
Meat & Fish in the UK**

# Assessment of Food Security: Section Summary (1/7).

Evaluating food security risks linked to the City of London Corporation's decision requires understanding the UK's declining meat and fish consumption, which has dropped by 20% and 25% per capita over 18 years due to shifts toward plant-based diets, environmental concerns, and cost-of-living pressures. In the UK, on average 92% of meat consumption is consumed at home domestically, and 91% for fish. Supermarkets are the dominate domestic consumption channel (77%), while smaller retailers, including independent butchers and fishmongers, account for the remainder. Analysis shows c.70% of the Markets' traded volumes serve dining-out channels, with only c.30% directed to households, while supermarkets receive 0% of the traded tonnage from the Markets. This highlights the Markets' role in supporting the foodservice industry, contrasting with supermarkets' dominance in household consumption channels.

A rounded evaluation of the food security risk presented by the decision of the City of London Corporation requires a background understanding of the long-term consumption habits of meat and fish in the UK. Notably, the **per capita consumption** of meat and fish in the UK has been in a **long-term steady decline**. In fact, over the past 18 years, per capita consumption has shrunk in the UK by **20%** and **25%** respectively. This decline has been driven by changing dietary preferences with a progressive shift towards plant-based diets amidst increased awareness of environmental and ethical concerns and greater accessibility to plant-based option. This phenomenon is even more pronounced in the London region, which is now home to 417 vegan or vegetarian restaurants, a **30% increase in just four years**. Furthermore, the **decline in meat and fish consumption nationally** is likely to have been exacerbated further by the recent cost-of-living crisis.

With respect to the food supply chain, where consumption takes place is highly relevant, whether at home or dining out. In the UK, on average **92% of meat consumption is consumed at home** domestically, and **91% for fish**. Supermarkets remain the preferred purchasing channel for domestic consumption of meat and fish with **77%** coming from this primary source. The remaining domestic consumption is supplied by smaller, often independent retailers e.g. butchers or fishmongers.

When studying the role the Markets have in consumption, an analysis of the current Markets customer base suggests that only **c.30% of the traded volumes is destined for household consumption**, with the remaining c.70% for the "eating-out" channels. This therefore highlights a significant mismatch, as the Markets predominantly cater to "eating-out" channels in the foodservice industry, whilst overall meat and fish consumption remains substantially higher within household environments.

20%/25%

Meat & fish consumption has shrunk by 20% & 25% respectively over the past 18 years on a per capita basis

c.90%

Of meat and fish consumption in the UK occurs domestically in the household setting

77%

Supermarkets are the dominant purchasing channel for domestic consumption of meat and fish in the UK with 77% coming from this primary source.

c.30%

Vegan & vegetarian restaurants have grown by 30% in just four years

**Diets, environmental concerns and cost-of-living pressures all play a part in the decline of meat and fish consumption**



# Assessment of Food Security: Section Summary (2/7).

Smithfield and Billingsgate Markets play a vital role in supporting independent retailers, such as butchers and fishmongers, which account for around a fifth of the Markets' trade. However, supermarkets bypass these supply chains entirely, relying on vertically integrated systems that ensure the relocation of the Markets will not impact their operations. Independent retailers have seen a significant decline in numbers, driven by the convenience and dominance of supermarkets. Today, direct retail customers make up only 4% of the Markets' traded volume. Local alternatives, including supermarkets and other markets, ensure consumer needs remain well-served post-relocation.

**Independent retailers**, such as butchers and fishmongers, rely heavily on Smithfield and Billingsgate Markets, highlighting the importance of decentralised outlets in the "eating at home" segment. Approximately a fifth of the Markets' trade is allocated to these independent retailers (19% and 21% of the c.30% share, respectively). However, market traders report that **0% of their traded volume reaches supermarkets**. This reflects the long-standing separation between wholesale markets and supermarkets, which rely on direct supplier relationships and vertically integrated supply chains. Supermarkets, such as Morrisons, often own processing facilities, abattoirs, and fisheries, allowing them to maintain full control over production and supply. Consequently, **supermarkets, which dominate household meat and fish consumption in the UK, operate entirely outside the Smithfield and Billingsgate supply chains**, ensuring that the relocation of these markets will not affect supermarket supply or consumer access.

Despite the Markets' allocation to **independent retailers, these outlets have experienced a steady decline**. Between 2008 and 2022, the number of butchers and fishmongers in the UK fell by 18% and 6%, respectively, suggesting a shift in consumer preferences toward supermarkets. Supermarkets have driven this decline through the convenience of pre-packed options, in-store counters, and one-stop shopping experiences. Today, direct retail customers (the general passing public) account for only around 4% of the Markets' traded tonnage.

Whilst the relocation of the Markets might naturally raise concerns for some local communities, **alternatives are readily accessible**. Other retailers, independent shops, supermarkets, and local markets—such as Brixton Market, Ridley Road Market, Tooting Broadway Market, and Chrisp Street Market—offer **similar products, often with more convenient trading hours**. These alternatives are typically within 30 minutes by public transport from the existing Market sites, ensuring that local consumer needs remain well-served.

0%

Of Market traded goods reach the supermarkets

Supermarkets typically bypass traditional wholesale markets. Morrisons have their own processing, abattoirs and fisheries

Relocation of the wholesale Markets would have no impact on supermarket operations

18%

Decline in the # of butchers in the UK

6%

Decline in the # of fishmongers in the UK

Local communities near the current Markets' premises have readily accessible alternatives

# Assessment of Food Security: Section Summary (3/7).

Smithfield and Billingsgate Markets primarily cater to the food service industry (dining establishments, hotels, and caterers), accounting for about c.70% of their traded tonnage, even though most UK meat and fish consumption occurs in households. A significant portion of their operations involves intramural and extramural trade. Intramural trade allows traders to quickly source products or streamline bulk deliveries, improving supply chain efficiency. Extramural trade enables secondary wholesalers to aggregate products for smaller businesses. If relocation disrupts supply chains, alternatives like specialised distributors and nationwide full-service wholesalers such as Bidfoods and Brakes are well-positioned to meet supply needs.

The remaining customer groups (c.70% of traded tonnage of each Market) largely comprise of the food service industry (dining establishments, hotels and catering services), food processors (just 4% of traded tonnage of each Market) and other wholesalers. It is noteworthy that this large Market tonnage in percentage terms represents a significant mismatch. This is because the Markets predominantly cater to “eating-out” channels, whilst overall meat and fish consumption remains substantially higher within household environments in the UK (with only 8% and 9% of all meat and fish consumption respectively in the UK occurring outside the domestic setting).

A significant part of the traded tonnage of Smithfield and Billingsgate (26% and 5% respectively) is trade conducted amongst themselves by Market Traders (“intramural” trade) or with other traders/wholesalers outside the the Markets (“extramurally”). The intramural wholesale trade plays the role of (i) allowing Market Traders to quickly source products they do not usually stock from neighbouring trader stalls, (ii) allowing Market Traders to serve as a centralised hub, such that the Markets streamline the delivery, storage, and redistribution of bulk goods like pallets and box meat, thereby enhancing supply chain efficiency. The extramural wholesale trade enables (a) secondary wholesalers to engage in extramural trade by aggregating products from the Markets to serve small businesses that cannot meet the volume requirements of direct suppliers or Market traders, (b) consolidation of deliveries from multiple Traders - secondary wholesalers offer logistical convenience to smaller food service operators, enabling efficient handling of orders without the need for them to directly engage with the Markets.

It is noteworthy that beyond the Market Traders, there is a very broad ecosystem of wholesaling businesses that can serve as viable alternatives to the Market Traders to fill supply gaps should complications from relocation arise. These alternate wholesalers range from specialised meat and fish distributors located within Greater London to broad, scoped full-service wholesalers, who provide nationwide access to an extensive range of food products beyond fresh meat and fish.

**c.70%**

Of Market traded tonnage to food service industry (HoReCa, wholesalers and food processors)

**8-9%**

Markets predominantly cater to “eating out channels”, yet only 8-9% of all meat and fish consumption in UK occurs outside domestic household setting

**Market trade with other wholesalers/traders both within (intramural) and outside the Markets (extramural) presents an important part of Trader tonnage**

**Beyond the Market traders, a broad ecosystem of wholesaling businesses has emerged who can serve as viable alternatives e.g. specialised distributors and broad full-service wholesalers**

# Assessment of Food Security: Section Summary (4/7).

Within the food service industry, 13% of Billingsgate and 6% of Smithfield traded tonnage serves dining establishments, including restaurants, pubs, cafes and hotels. Independent establishments, with chef-driven procurement processes, often rely on the Markets, while large chains like J.D. Wetherspoon bypass them, sourcing directly from producers to capitalise on economies of scale. Full-service wholesalers offer broader product ranges, simplified procurement, menu planning support, and shared logistics networks, making them attractive to chains. Such wholesalers efficiently serve major brands. While chains use the Markets sporadically to top up or source niche items, independent establishments benefit more, as the Markets accommodate smaller volume orders overlooked by large suppliers.

Within the food service industry, 13% and 6% of traded tonnage of Billingsgate and Smithfield respectively serve dining establishments in restaurants, cafés, pubs, bars and hotels. The degree to which a dining establishment might utilise the Markets is not only dictated by geography but likely the ownership structure of the business, either independent or chain/franchised. This is because independent establishments are more likely to have procurement processes that are chef-driven, whereas large chains (or conglomerates) are more likely to leverage economies of scale to source directly from producers or other intermediaries that can handle large, consistent volumes. J D Wetherspoons, a chain of 800+ pubs and 50+ hotels across UK and Ireland, for example follows this approach, sourcing its meat, fish, and other produce like potatoes and burgers directly from producers and processors, i.e. bypassing wholesale markets.

Furthermore, the aforementioned alternative full-service wholesale intermediaries provide key features that are valued by some eating-out establishments which may not be fully available via the Market Traders. These include but are not limited to: (i) an extensive and comprehensive product range beyond simply fresh fish and fresh meat - the likes of Bidfoods offer products from a 350+ page catalogue that include dry pantry goods, dairy and non-food essentials; (ii) simplified procurement process - the likes of Brakes offer a "one stop shop" service to restaurants helping place orders, deliver and invoice in a consolidated manner; (iii) menu planning support - the likes of M&J Fresh Seafood provide additional value by offering access to expert chefs and advisors for tailored menu support; (iv) shared logistics networks and combined purchasing power - the likes of Best Food Logistics provide an extensive and shared multi-temperature food distribution network for some of the UK's major chain dining establishments e.g. Nando's, Pizza Express, Pret A Manger, etc.

For such chains, the Markets might typically serve only an ad-hoc role, such as topping up orders or sourcing niche items unavailable through regular suppliers. Whereas for the independents, the Markets are able to better cater to slightly lower volume orders, which might be typically overlooked by direct suppliers or other wholesalers.

13%/6%

Within the food service industry, 13% and 6% of traded tonnage of Billingsgate and Smithfield respectively serve dining establishments in restaurants, cafés, pubs, bars and hotels

Degree to which dining establishments might utilise Markets often determined if independent or chain/franchised

Independent establishment procurement processes tend to be more chef-driven

Chain restaurants are more likely to leverage economies of scale to source directly from producers, or from other intermediaries that handle large, consistent volumes

Extensive product ranges, consolidated procurement services, menu planning support, shared logistics networks and combined purchasing power are some key features of full-service wholesale intermediaries

# Assessment of Food Security: Section Summary (5/7).

Catering companies are the largest customer group by tonnage for the Markets, accounting for 47% of Billingsgate's and 33% of Smithfield's trade, despite being far fewer in number (~13,000 nationwide) compared to restaurants (~101,000 nationwide). Caterers have distinct procurement needs, including the ability to handle high-volume, short-notice orders, access to consistent product variety, and chef-driven decision-making that prioritises quality, provenance, and sustainability over economies of scale. These requirements make Market Traders ideal suppliers for catering companies, offering competitive pricing through bulk orders and reliable support for large-scale demands. However, full-service wholesalers are increasingly appealing due to their extensive product ranges and streamlined services. Booker Group's 27% rise in catering sales in 2022/23 highlights this trend.

The largest single customer group for the Markets by tonnage percentage is that of catering companies, representing c. 47% and c. 33% respectively for Billingsgate and Smithfield. Relative to dining out establishments, this represents a mismatch between the number of enterprise numbers and the Market traded volume. Catering businesses (~13k nationwide), though fewer than restaurants (~101k nationwide), account for a significantly larger share of traded Markets volume, while dining establishments rely far less on the Market despite their abundance.

Caterers are quite distinct in the nature of their demands for fresh meat and fish relative to dining establishments for example: (i) caterers often handle events with one-off, ad-hoc requirements for often large guest numbers - this leads to a preference for suppliers that can accommodate high-volume orders on short notice; (ii) caterers favour reliable suppliers with a consistent variety of cuts or fish; (iii) procurement decisions in catering companies, especially those of smaller scale, are chef-driven somewhat akin to those of independent dining establishments - i.e. decisions are less lead by economies of scale, but perhaps by a greater focus on more qualitative aspects e.g. provenance, hyper-local supply and/or ethical and sustainability practices.

Given the specific procurement needs of catering industry, combined with non-commercial factors, traditional traders and wholesalers, such as Traders found at the Markets, often emerge as the preferred suppliers of choice. Bulk ordering allows catering companies to secure favourable pricing through volume negotiations while ensuring dependable support to meet their large-scale and dynamic demands effectively.

While Markets offer a strong proposition to catering companies, the aforementioned alternative wholesalers are well-positioned to vie for business should change be required. This is because the same strengths of full-service wholesalers (e.g. Bidfood, Brakes, Booker) that attract restaurants (extensive product range, streamlined procurement, menu planning support, and shared logistics networks) also makes them an appealing choice for caterers over the Markets. It is within this context that Booker Group, the UK's largest meat wholesaler, reported a 27% surge in its catering sales in 2022/23, thereby underscoring the growing appeal of alternative wholesalers to the catering sector.

47%/33%

The largest single customer group for the Markets by tonnage percentage is that of catering companies, representing c. 47% and c. 33% respectively for Billingsgate and Smithfield

Relative to dining out establishments, there is a mismatch between the number of enterprise numbers and the Market traded volume

Market Traders are ideal suppliers for catering companies to cater to their distinct procurement needs

Full-service wholesalers are increasingly appealing due to their extensive product ranges and streamlined services

27%

Booker Group, the UK's largest meat wholesaler, reported a 27% surge in its catering sales in 2022/23, thereby underscoring the growing appeal of alternative wholesalers to the catering sector

# Assessment of Food Security: Section Summary (6/7).

Smithfield and Billingsgate Markets demonstrate distinct upstream supply chain dynamics tailored to the nature of their products. Smithfield's supply chain is more fragmented, reflecting the regulatory complexities and diverse supplier types in the meat industry. In contrast, Billingsgate benefits from a more direct and streamlined supply chain, designed to handle the highly perishable nature of seafood. Both Markets rely on sophisticated transport and logistics networks to maintain product quality and meet trader demands, but their sourcing and operational models reveal key differences driven by the products they handle.

The upstream supply chains for Smithfield and Billingsgate Markets differ significantly, shaped by the nature of their products. **Smithfield's supply chain is more fragmented**, with a **broader range of supplier types**, while **Billingsgate focuses on direct sourcing from fisheries and importers**, aligning with the increased perishability of seafood.

At **Smithfield**, only 8% of traded tonnage comes directly from farms due to **regulations requiring slaughtering at licensed abattoirs**. These **abattoirs dominate domestic supply**, contributing 46% of Market tonnage, while secondary processors and wholesalers provide 24%. Imports account for around 22%. Abattoirs classify livestock using the EUROP grid\* and supply Smithfield with a mix of products, including R4L\*\* meat, which supermarkets often secure through long-term contracts. Meat not meeting supermarket standards is often directed to wholesale markets for clearance. **Efficient refrigerated transport** ensures timely, temperature-controlled deliveries from widely dispersed UK slaughterhouses, meeting safety standards and trader demands.

For **Billingsgate**, 27% of **supply comes directly from UK fisheries**, with another 23% sourced from processors and wholesalers. **Imports are significant**, comprising 50% of traded tonnage, much arriving via the Channel or London's **airports**. Direct supply from UK fisheries ensures a **shorter, more consolidated supply chain**. **Refrigerated lorries** play a critical role, maintaining freshness during **overnight** transport to Billingsgate, where the vast majority of fish is traded fresh rather than frozen.

At Billingsgate, fish shipments are unpacked, sorted, and repackaged by traders to meet customer requirements. The Market functions as a **central hub**, enabling efficient redistribution to customers and ensuring a seamless flow of seafood from fisheries to end-users.

Smithfield's supply chain is more fragmented, with a broader range of supplier types

Billingsgate focuses on direct sourcing from fisheries and importers

8% / 46%

At Smithfield, only 8% of traded tonnage comes directly from farms; abattoirs dominate domestic supply, contributing 46% of Market tonnage

27% / 50%

For Billingsgate, 27% of domestic supply comes directly from UK fisheries; imports are significant at 50% of traded tonnage, much arriving via the Channel or London's airports

Efficient refrigerated transport ensures timely, temperature-controlled deliveries to the Markets

\*: A classification system for carcasses in the UK, grading conformation (E-P scale) and fat levels (1-5 scale) to predict meat yield, as per EU standards  
\*\*: A classification based on the EUROP grid, indicating optimal conformation (R) and fat class (4L), highly preferred by supermarkets for its balance of quality and yield

# Assessment of Food Security: Section Summary (7/7).

Interviews with UK domestic suppliers show that temperature-controlled logistics companies are essential for transporting inbound produce to the Markets, and since transport costs are covered by Traders, relocation is unlikely to affect suppliers. Relocating Smithfield outside Central London could reduce transport costs, improve accessibility, and ease urban pressures. Billingsgate, with fewer accessibility concerns, would need to preserve seafood freshness and supply chain efficiency. Importers also rely on temperature-controlled logistics, making up a significant portion of traded volumes. Relocation must consider these logistics needs to maintain efficiency and accessibility for both domestic and imported supply chains.

Interviews with UK domestic suppliers indicate that interactions with the Markets primarily occur via **temperature-controlled logistics companies**, which handle the transportation of inbound produce to the Markets. Since **transport costs are covered by Traders**, the **relocation of the Markets is unlikely to significantly affect suppliers**. For **Smithfield**, **relocation outside Central London could be beneficial**, with suppliers highlighting advantages such as reduced transport costs, improved accessibility, and relief from congestion charges. Additional benefits include avoiding urban pressures like pedestrianisation plans for St John Street and limited parking. In contrast, **Billingsgate faces fewer accessibility concerns** due to its proximity to major roads and the ample parking available. However, any relocation would need to carefully consider the efficiency of the supply chain to preserve seafood freshness. Many **Billingsgate suppliers believe that relocating to a suitable location could lower transport costs**, with the potential for those savings to be passed on to consumers.

Temperature-controlled logistics companies are essential to maintaining product freshness during transport. These companies manage inbound deliveries from ports and farms and outbound deliveries to customers, supplementing Traders who may also operate their own fleets of delivery vans. To address potential delivery challenges arising from Trader relocation, three strategies have been identified: (i) **selecting new premises that align with the needs of both suppliers and customers**, while controlling transport costs, which are borne by Traders; (ii) **relocating Traders collectively, where possible**, to maintain logistical efficiency; and (iii) **maintaining open communication** with suppliers to ensure the continued flow of trade from better-located premises.

Beyond domestic supplies, **imports play a vital role in the Markets' traded volumes**, accounting for 22% of Smithfield's and 50% of Billingsgate's transactions. This **reflects the UK's status as a net importer of meat and fish** to meet domestic demand and address seasonal production variations. Like domestic suppliers, importers depend on temperature-controlled logistics to ensure efficient deliveries to the Markets. Relocation will require Traders to secure premises that support seamless transport operations and preserve accessibility, ensuring continued efficiency for both domestic and imported supply chains.

Temperature-controlled logistics companies are essential for transporting inbound produce to the Markets

Relocation of Smithfield Traders could reduce transport costs, improve accessibility, and ease urban pressures

Billingsgate faces fewer accessibility concerns though a relocation could potential yield reduced transport costs

Relocation of Traders collectively where possible would assist in maintaining logistical efficiency

Significance of Imports to the Market is reflective of UK's status as a net importer of fish and meat

22% / 50%

Imports play a vital role in the Markets' traded volumes, accounting for 22% of Smithfield and 50% of Billingsgate Trader tonnage

# Food Security is seen as a concern regarding the relocation of Market traders; it is a question of supply chain resilience and preserving food availability.

**Food security** is a multifaceted topic, yet its exact meaning is often misunderstood






According to **The World Bank**, food security is defined as:  
*"A condition when all people, at all times, have physical and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life."*

Under this definition, the **UK food security landscape** can be assessed across the **five themes** established under the **Agriculture Act 2020**:

1. **Global food availability** - Security of the international food supply system and its impact on UK food supply
2. **UK food production** - Domestic production trends in agriculture and fisheries
3. **Supply chain resilience** - The infrastructure that underpins the food supply chain and its vulnerabilities
4. **Household-level food security** - The affordability of food and drink relative to living costs
5. **Food safety and consumer confidence** - Public trust in UK food standard, labeling and safety, addressing concerns around animal welfare, environment and nutrition

This report looks into **UK domestic food security**, and hence domestic consumption, specifically how the relocation of Market Traders may impact **supply chain resilience** and **UK household-level food security**

## Influence of Smithfield & Billingsgate on food security themes

	Theme	Assessment of Market Influence
The five UK food security themes under the UK Agriculture Act 2020	 <b>Global food availability</b>	The Markets have no influence on the broader international food supply system
	 <b>UK food production</b>	The Markets act as a distribution channel and do not influence the domestic productivity or output
	 <b>Supply chain resilience</b>	Changes to the Markets would require adaptations across the supply chain to mitigate vulnerabilities
	 <b>Household-level food security</b>	Markets primarily supply for businesses rather than directly serving households, as most consumers purchase meat and fish from supermarkets or local retailers
	 <b>Food safety and consumer confidence</b>	The Markets have no influence as these are regulated at national and international levels, independent of the Markets' operations

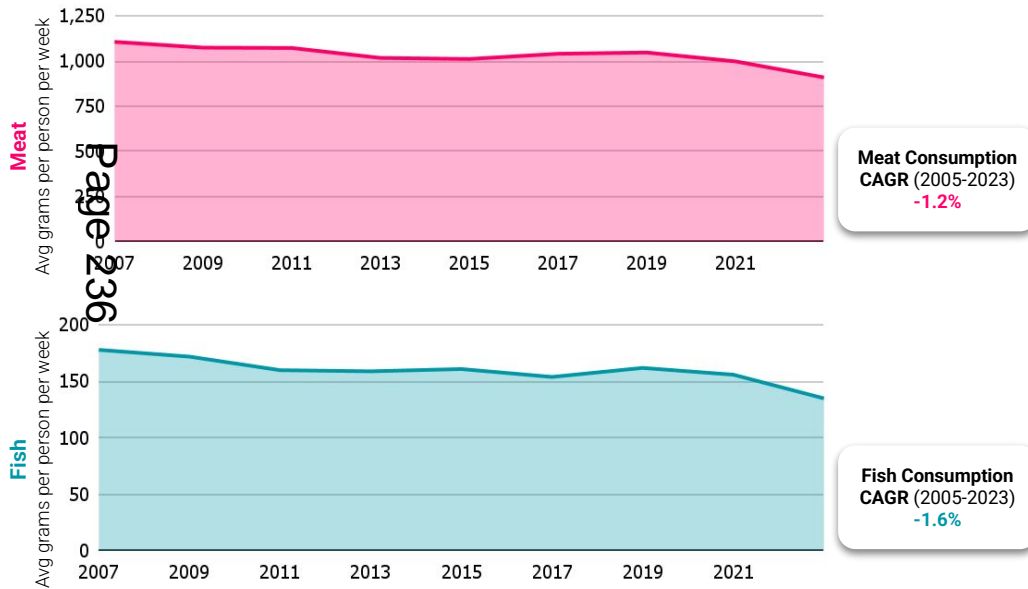
**Possible detrimental impacts are significantly mitigated by the Market traders willingness and ability to relocate to new operating premises**



# The end consumer in the UK is consuming less meat and fish on a per capita basis - a 20% and 25% reduction respectively over the last 18 years.

## Meat and Fish Consumption Trends in the UK (2005-2023)

Average Grams per Week per Capita



Over the past 18 years

**-20%** Per capita **meat** consumption in the UK

**-25%** Per capita **fish** consumption in the UK

- Meat and fish consumption in the UK is **expected to decline further**, with projected compound annual rates of **-4.0% for fish** and **-0.6% for meat** through 2028

**A** **London-specific trends** closely mirror the UK's **long-term decline** in meat and fish consumption

**B** This decline has been driven by **rising inflation** and **changing dietary preferences**, with an increasing shift away from meat consumption for ethical and environmental reasons

**C** A **significant gap** exists between **eating at home and eating out within UK consumption trends**. From 2005 to 2020, consumers ate substantially more meat and fish at home, with meat consumed 12 times more and fish 10 times more in household settings

Source: DEFRA Family Food Survey (2023), Seafish (2024), YouGov survey (2024), IBISWorld report (2024)

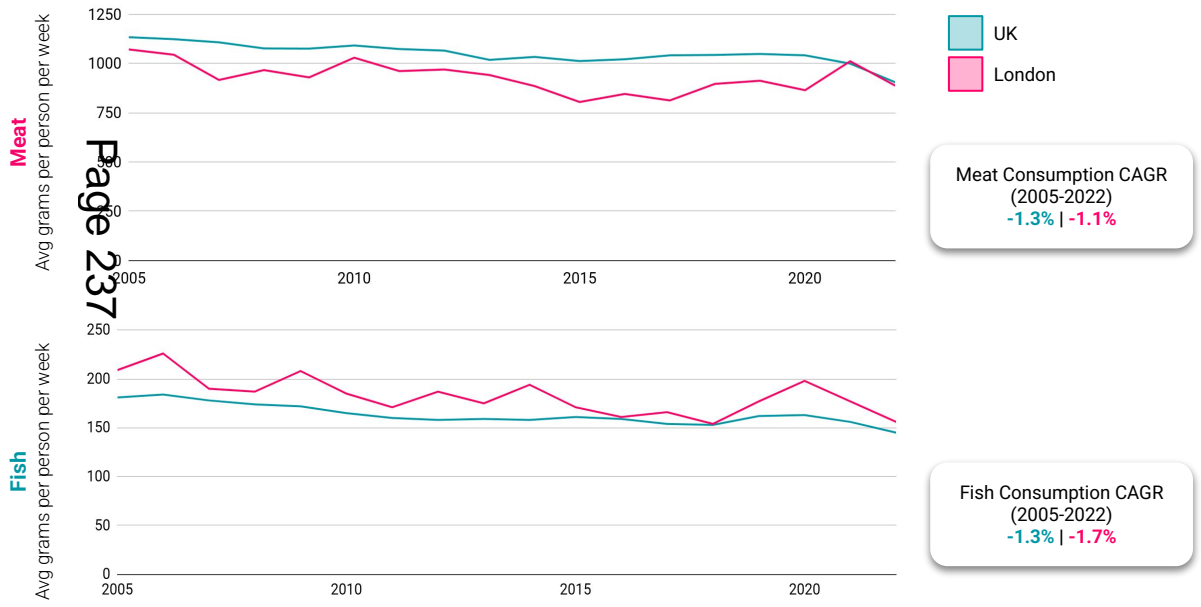
\*From 2015 onwards, DEFRA transitioned to reporting data in financial year ending (FYE) format. For consistency and ease of calculation, we have used the ending period of each FYE in our analysis.



# London's meat consumption lower and fish consumption higher than the UK average, both in long-term decline.

A

## Meat and Fish Consumption the UK and London (2005-2022) Comparison of Average Grams per Person per Week



Over the past 17 years

**-17%** Per capita **meat** consumption in London

**-25%** Per capita **fish** consumption in London

- **Londoners eat less meat and more fish** compared to the national average
- This is likely driven by greater health and environmental awareness, as well as higher average incomes that make fish, a more expensive protein, more accessible

Source: Defra Family Food Survey (2023)

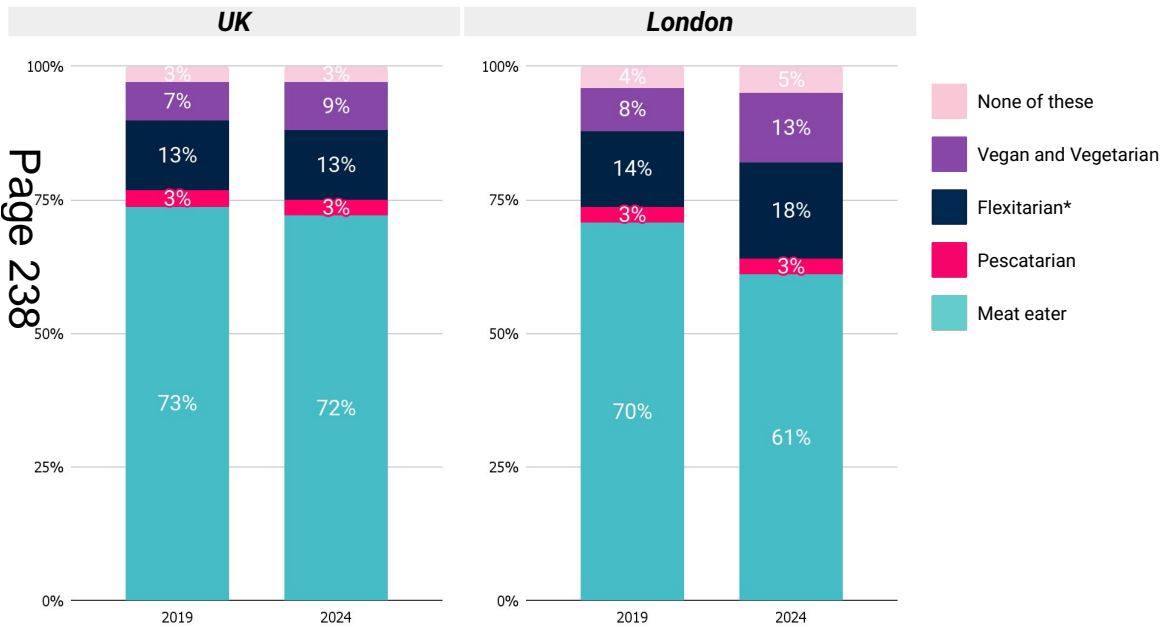
\*From 2015 onwards, DEFRA transitioned to reporting data in financial year ending (FYE) format. For consistency and ease of calculation, we have used the ending period of each FYE in our analysis.

# The UK is experiencing a progressive shift away from meat, with Londoners driving a stronger move toward vegan and vegetarian diets.

B

## Dietary Choice Trend

In %, YouGov Survey (2024)



- London shows a stronger shift away from meat and fish compared to the UK overall, with rising vegan and vegetarian (5 p.p increase), and flexitarian populations (4 p.p increase) and a notable drop in meat eaters (9 p.p decrease)
- Number of **vegan or vegetarian restaurants** in London increased from 319 to 417 in 4 years (2018-2022) resulting in a **30% increase**<sup>1</sup>
- This shift toward plant-based diets are potentially driven by **increased awareness of environmental and ethical concerns** and greater accessibility to plant-based options

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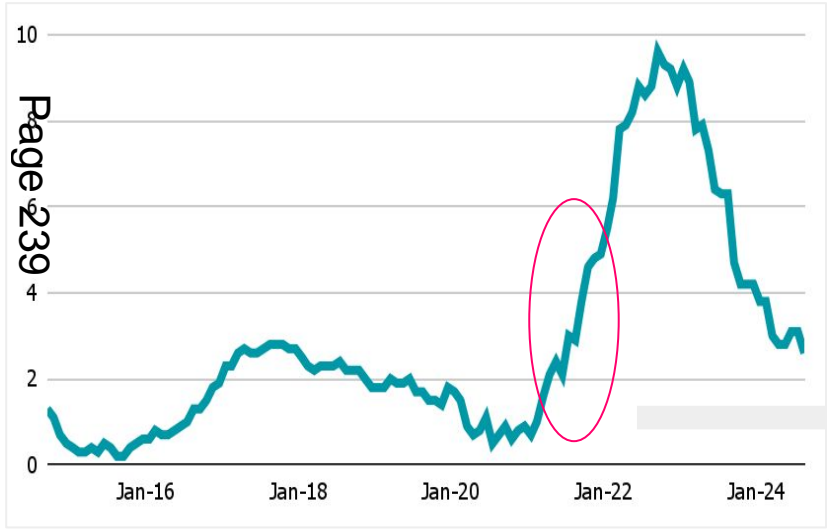
# Cost-of-living crisis has further exacerbated the reduction in meat and fish demand as price-conscious consumers scale back.

B

*Rising inflation and price sensitivity are driving down demand for meat and seafood as consumers prioritise affordability*

## Food Inflation in the UK

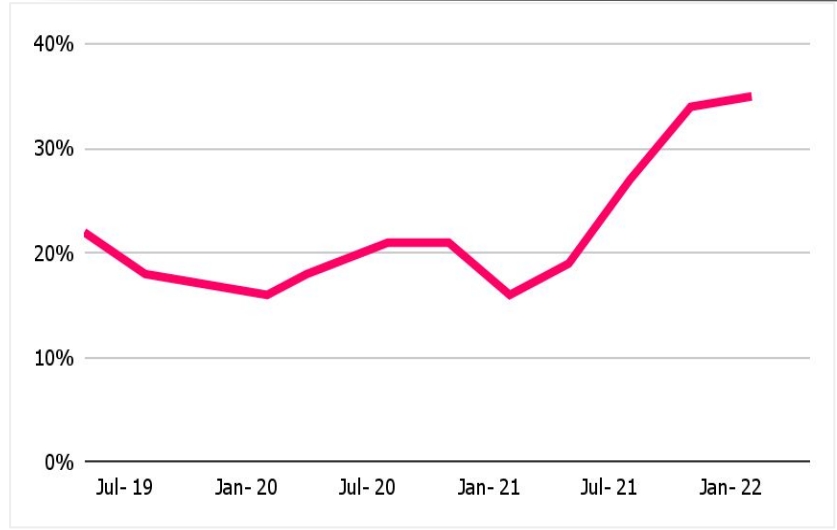
% change over 12 months (Office Of National Statistics, 2024)



■ CPIH (Consumer Prices Index including owner occupiers' housing costs)

## "It has become more expensive"

Reasons for cutting back on red meat (AHDB/YouGov Consumer Tracker, 2022)



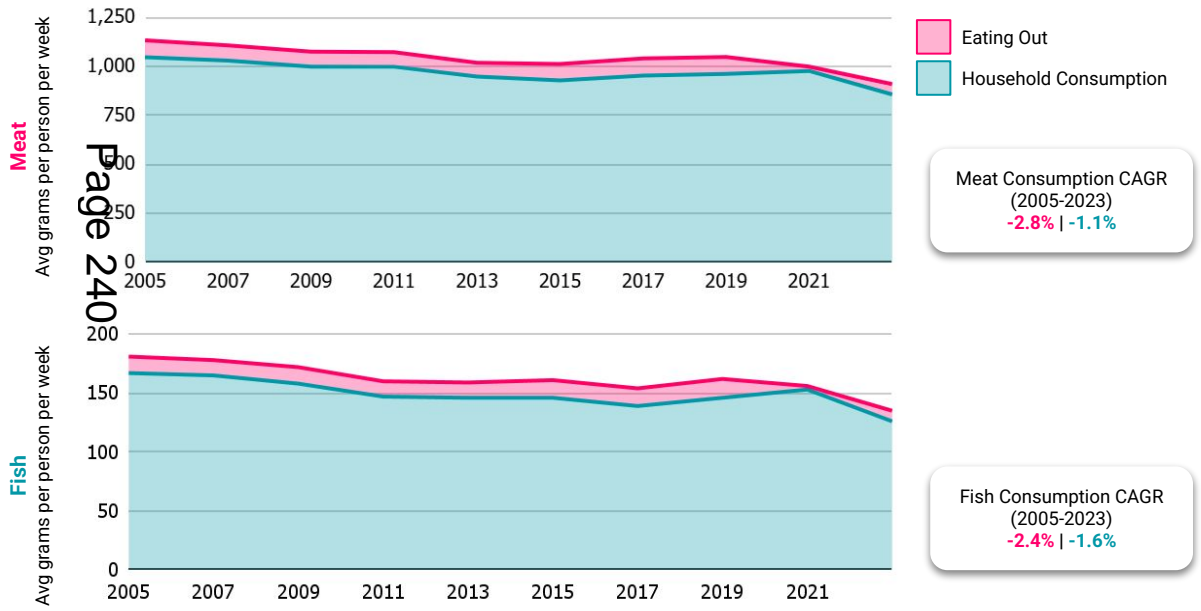
■ % citing "it has become more expensive" as a reason for reducing red meat consumption

# End consumer consumption of meat and fish is much higher at home versus eating out; sources of household consumption has little linkage to the Markets.

C

## Meat and Fish Consumption Trends in the UK (2005-2023)

Comparison of where consumption takes place - household vs eating out



On average, from 2005 to 2020,

**92%** Of **meat** consumption is through **household consumption**

**91%** Of **fish** consumption is through **household consumption**

- During Covid-19 (2020-2021), eating at home surged, with meat at 44 times and fish at 51 times higher than eating out consumption volume
- By 2023, eating at home fell below pre-pandemic levels, with meat down 11% and fish down 14%, while eating out remains below full recovery

**Household consumption purchasing channels**

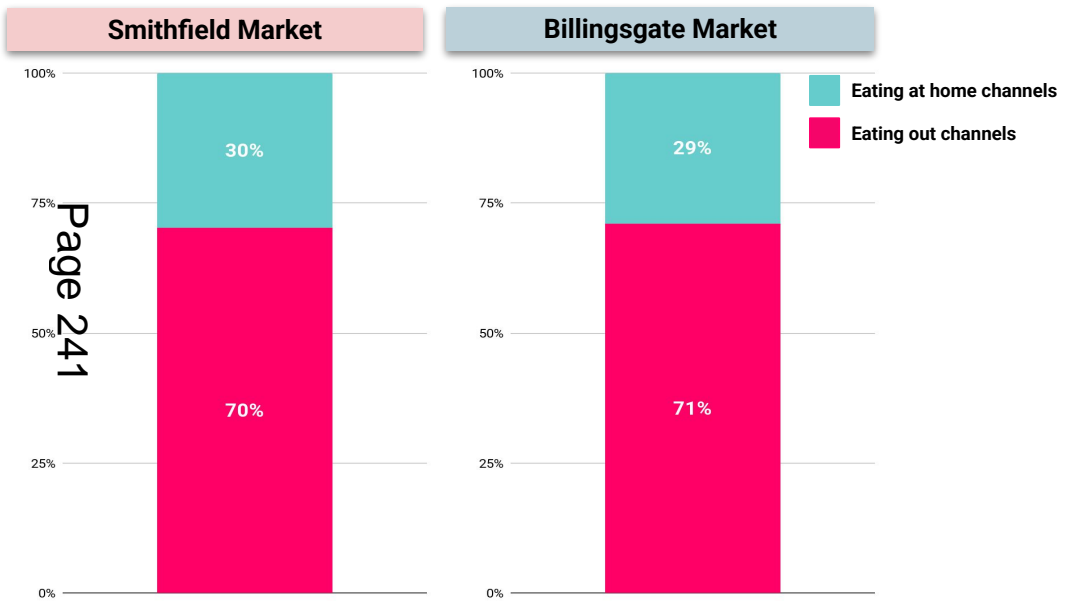
- End consumers buy their meat and fish for household consumption through various channels
- **77%** of UK consumers **buy meat and fish from supermarkets**, highlighting their dominance as the primary source for at-home consumption

Source: DEFRA Family Food Survey (2023), YouGov survey (2024)

\*From 2015 onwards, DEFRA transitioned to reporting data in financial year ending (FYE) format. For consistency and ease of calculation, we have used the ending period of each FYE in our analysis.

# Current Market trader customer group analysis shows that the Markets by tonnage serve household consumption much less than eating out channels.

Domestic Customer Distribution by %, Weighted Tonnage, Survey (2024)<sup>1,2</sup>



**Eating at home channels**

- Customers of the Markets that reach the end consumers in the form of household consumption
- Includes: General passing public, Supermarkets, Independent retailers (butchers, fishmongers), Other retailers (mini-markets, local ethnic stalls)

**Eating out channels**

- Customers of the Markets that reach the end consumers in the form of eating out consumption
- Includes: Catering services, Restaurants, Hotels, Institutional buyers, Other wholesalers, Processed meat or fish manufacturers

This highlights a significant mismatch, as **the Markets predominantly cater to "eating-out" channels in the foodservice industry**, whilst overall meat and fish consumption remains substantially higher within household environments.

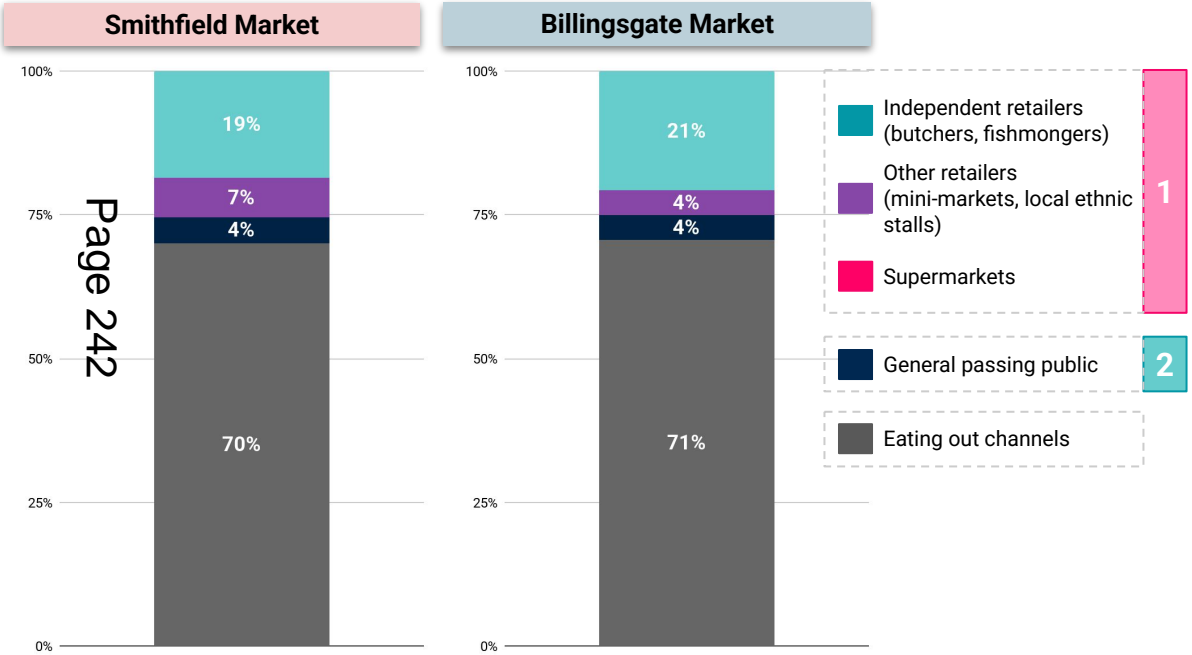
Source: Artefact interviews, research and analysis

1. Artefact 2024 survey of Smithfield trading principals represents c.65-70% of the total declared tonnage for 2023  
2. Artefact 2024 survey of Billingsgate trading principals represents c.60-65% of the total declared tonnage for 2023

NB: The proportions for each channel should be considered indicative, as they may vary in reality. This is due to the inherent uncertainty surrounding the final destination of products supplied to independent retailers, other wholesalers, and processed product manufacturers. Their end customers could ultimately include domestic households for retail consumption or the food service industry geared towards dining out.

# Independent retailers account for the largest share of “eating at home” tonnage of the Markets, direct retail is minimal and supermarkets nil.

Domestic Customer Distribution by %, Weighted Tonnage, Survey (2024)<sup>1,2</sup>



Smithfield & Billingsgate markets play a very limited role in directly supporting household consumption

- UK household consumption of meat and fish is significantly higher than eating out
- However, survey data suggests **wholesale markets primarily cater to niche or localised segments**, such as independent and other retailers, **rather than mass-market channels like supermarkets**
- **Independent retailers**, such as butchers and fishmongers, **account for the largest share of the "eating at home" channel served by the Markets**
- This highlights the relative importance of smaller, decentralised outlets, whilst Market traders report **0% of their traded volume reaching supermarkets**
- The **general passing public represents only 4%** of the Markets' customer base by traded tonnage, further emphasising the markets' minimal direct engagement with household consumers

Source: Artefact interviews, research and analysis  
 1. Artefact 2024 survey of Smithfield trading principals represents c.65-70% of the total declared tonnage for 2023  
 2. Artefact 2024 survey of Billingsgate trading principals represents c.60-65% of the total declared tonnage for 2023

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# Domestic consumption of meat and fish is principally via supermarkets, which does not utilise the Markets; remaining consumption via smaller retailers.

1

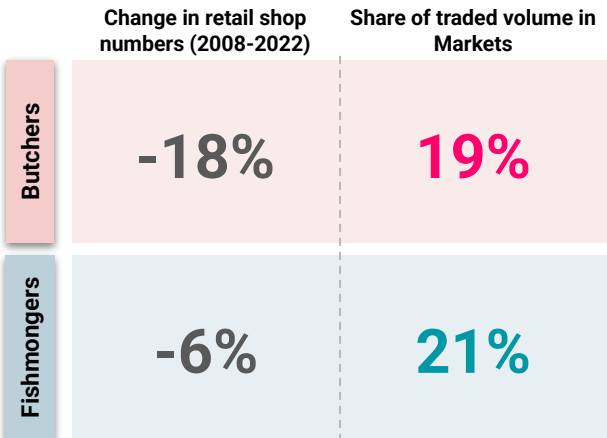
## Supermarkets A

**77%** of UK consumers buy meat and fish from supermarkets<sup>1</sup>

**60%** of traded volumes in **Smithfield** and **Billingsgate** Markets goes to supermarkets

- Supermarkets bypass traditional wholesale Markets by prioritising direct relationships with producers and primary processors
- Supermarkets, as the dominant channel for household meat and fish purchases in the UK, **operate entirely outside the food supply chains of Smithfield and Billingsgate markets**
- This separation ensures that the **relocation of these wholesale markets** would have **no impact on supermarket operations or their ability to meet consumer demand**

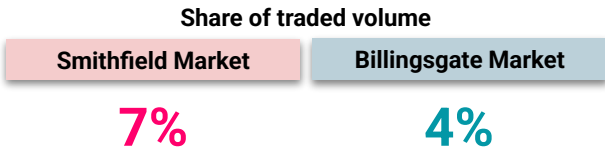
## Butchers & Fishmongers B



- The declining number of these retail shops suggests a potential decrease in end consumer reliance on them, creating a **mismatch between the Market's allocation and retail trends**
- This decline is largely driven by the **growing popularity of supermarkets**

## Other retailers C

**<10%** Share of UK consumers that buys meat and fish from other retailers<sup>2</sup>



**Local communities** are the primary users of other retailers, which hold a smaller market share as supermarkets and independent retailers dominate meat and fish sales. This aligns with the **limited traded volume** allocated to these retailers by the wholesale markets.

**Accessible alternatives for local communities**  
Local communities near the current Markets' premises have readily accessible alternatives, including other retailers, supermarkets, and independent retailers

1: Supermarkets includes supermarket chains and local supermarkets  
 2: "Other retailers" refers to YouGov survey respondents who did not name supermarkets or specialist shops as their primary source for meat and fish  
 Sources: YouGov Survey (2024), Artefact interviews, research and analysis, Office for National Statistics (UK, 2022)

# Vertical integration allows supermarkets to bypass the Markets, thus their role as the prime source of household meat and fish is unaffected by relocation.

1A

**91-92%** of **meat** and **fish** consumption in the UK is through **household consumption**

**77%** of UK consumers buy **meat** and **fish** from **supermarkets**

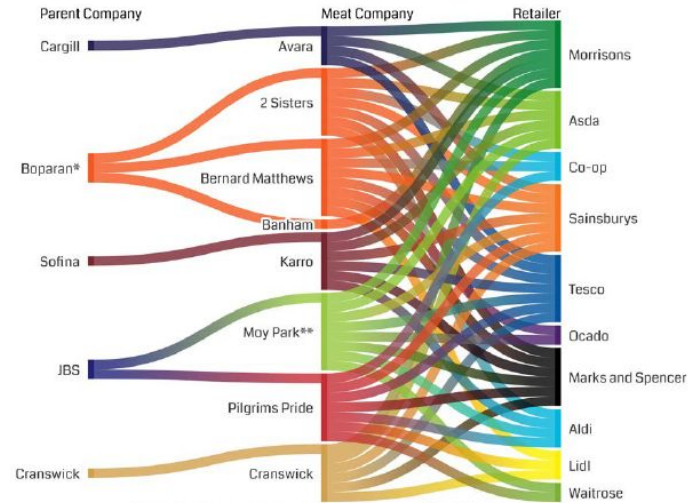
**0%** of traded volumes in **Smithfield** and **Billingsgate** Markets goes to **supermarkets**

## Vertical integration allows supermarkets to bypass the Markets

- Supermarkets bypass wholesalers by using their market power to **establish direct relationships with producers and primary processors**
- These direct partnerships enable supermarkets to achieve significant **economies of scale**:
  - By bulk sourcing from large suppliers, supermarkets optimise their supply chain operations to **maintain low prices and sustain high consumer demand**
- This vertical integration also supports the growth of own-brand ranges by ensuring consistent quality and tighter control over sourcing

### Operational links between UK supermarkets & meat producers

Friends of the Earth / Sustain analysis (2024)



\*Boparan refers to two companies: Boparan Holdings Limited and Boparan Private Office Limited.  
\*\*Moy Park is owned by Pilgrims Pride.

*"...Large retailers and supermarkets now hold more power than processors. It's the processors who pitch their products to the retailers, not the other way around..."*  
- Fishery #4; Scottish aquaculture company

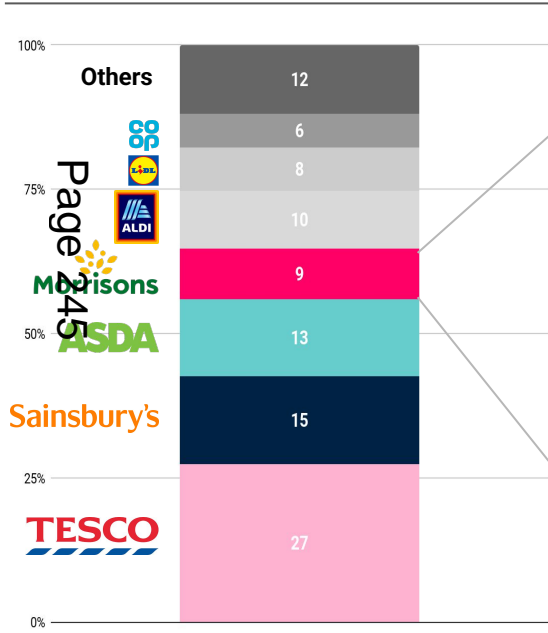
*"...Retailers have the power to go straight to the fisheries to get their fish, and that gives them a lot more control over how their supply chains run..."*  
- Fishery #3; Scottish white fish farm



# Morrisons, the 5th largest in the UK by market share, serves as an example of a supermarket leading the vertical integration charge.

1A

**Market share of grocery stores in the UK**  
Average of Jan 2023-Nov 2024 market share, in %



## Case Study: Morrisons Integrated Supply Chain

### Production:

- Sources from **2,200+** meat and fish farmers across the UK

### Processing:

- **2 abattoirs** acquired (2005, 2008)
- **1 meat** processing site (2012)
- **2 seafood** processing sites (2016)
- **Woodheads** acquired (1991) & **Farmer Boys** opened (1980)

### Wholesale:

- **7 Distribution Centres** built (1988 - till present)
- **Falfish** fish wholesale supplier acquired (2021)

### Consumption:

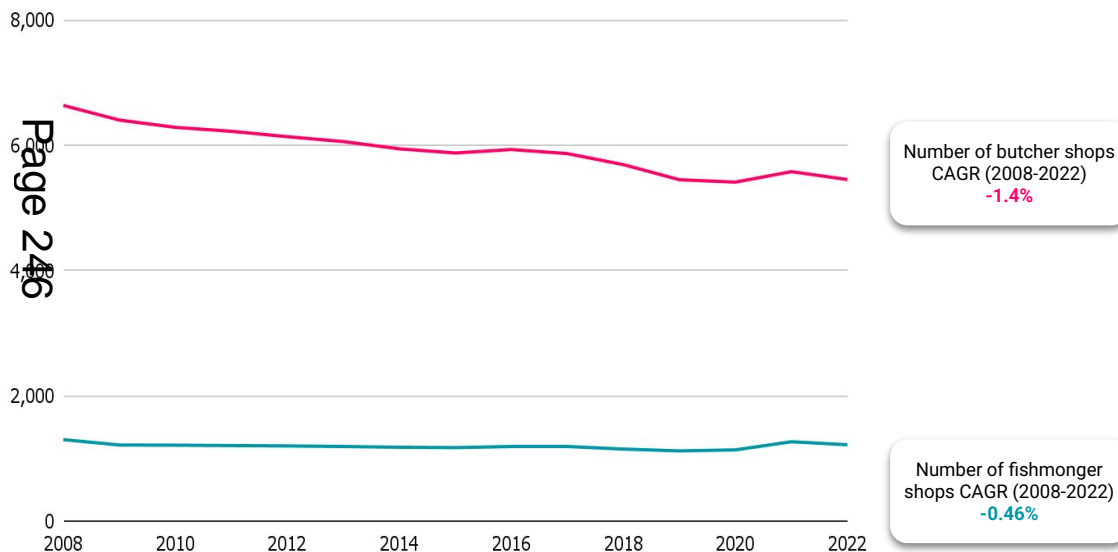
- **1,735** Morrisons stores
- Exclusive commercial relationship with **StarStock**, selling over 1,800 SKUs to **Ho.Re.Ca.** (2021)



Despite Markets allocating a fifth of trade to independent retailers (fishmongers, butchers), the decline in these stalls reflect shifting channel preferences.

1B

### Number of butcher shops and fishmonger shops\* in the UK (2008-2022)



On average, from 2008 to 2022,

**-18%** Change in the **number of butcher shops** in the UK

**-6%** Change in the **number of fishmonger shops** in the UK

During Covid-19, there was a modest resurgence in specialty retailers, as their focus on quality and provenance allowed them to justify their higher prices compared to supermarkets

- For fishmongers, endorsements by celebrity chefs further boosted their appeal

However, the overall number of specialty shops remains limited, as **consumer price sensitivity** and the **dominance of supermarkets** continue to pose challenges

- Supermarkets, with their pre-packed options, in-store counters, and one-stop shopping convenience, have been the primary driver behind the decline in independent retail shops

Sources: Artefact interviews, research and analysis, Office for National Statistics (UK, 2022),

\* Data from ONS: butcher shop numbers are based on Number of butcher shops is based on 'Retail sales of meat and meat products in specialised stores,' and fishmonger numbers are based on 'Retail sales of fish, crustaceans, and molluscs in specialised stores.'

# The general public (direct retail trade) accounts for a very small share of traded tonnage, with traders preferring to focus on wholesale post-relocation.

2

Share of traded volume for **general passing public**

**Smithfield Market**

**4%**

**Billingsgate Market**

**4%**

- **Retail sales to the general public represent a small share of traded volumes at the Markets**, as most household meat and fish consumption occurs through supermarkets, which have 0% trading volume with the Markets
- **Early trading hours and congestion charges discourage the general public** from using the Markets as their primary source for meat and fish
- The Markets' general public are **occasional shoppers or nearby residents**, with **declining footfall**. Relocation could be supported by nearby **alternative shopping options**



Greater details  
overleaf

## Shift to exclusive wholesale trade

Through Artefact interview, the Market Traders expressed a **preference to focus exclusively on wholesale trading post-relocation**, leaving retail sales to individual retailers like butchers and fishmongers

*"...The Markets need to return to being strictly wholesale, not a public market. Right now, it feels like we're competing with fishmongers and taking their business. A new setup should focus solely on wholesale, while the public goes to fishmongers for retail purchases..."*

- Billingsgate Traders #2, #4

## General passing public are local residents or occasional shoppers

- The general public visiting the Markets, especially Billingsgate, are primarily **local residents** or those travelling specifically for **competitive pricing** and fresh meat and fish
- Visits are typically **infrequent**, driven by **one-off or seasonal needs**, such as home cooking for special occasions
- Both Markets see peak retail activity during **Christmas**, with traditions like **Smithfield's Christmas Eve auction** being major highlights

*"...This is only the second time we've come here to pick up fish. It can be quite cheap, but it's so early in the morning..."*  
- Billingsgate Visitor #6; South Asian couple visiting for second time

*"...I am partial to hosting the occasional dinner parties at home, when steak is on the menu, I quite enjoy the theatre of an early morning visit to Smithfield to buy the meat at a good price before cooking myself at home..."*  
- Smithfield Visitor #1; occasional visitor to buy for dinner parties

*"...I only use the market to buy exotic fish as I wouldn't trust ordering them unseen. This is only a very small % of what I cook though..."*  
- Billingsgate Visitor #4; food content creator (500k+ followers), visits occasionally for exotic fish

## General passing public footfall has been constantly decreasing

- The Markets have experienced a **gradual decline due to alternative purchasing channels**, with the **Covid-19 pandemic** causing a sharp 75% drop in shopper footfall for both Markets between 2019 and 2021
- **By 2023, footfall remained below pre-pandemic levels**, with a 16% decrease at Smithfield and 25% at Billingsgate compared to 2019, reflecting a **reduced reliance on traditional wholesale markets for food purchases**

*"...Smithfield originally had 90% wholesale and 10% retail, but since Covid-19, retail has fallen away and did not come back, now the split is more 95/5...even on busy days, now our shutters shut earlier as there is less public visiting..."*  
- Smithfield General Manager

*"...Real money [general public] customers have dwindled and dwindled..."*  
- Smithfield Trader #5; c.40 yrs of experience

*"...Footfall is almost rare these days..."*  
- Billingsgate Trader #2; c.30 yrs experience

# Local community near the current Markets' premises have readily accessible alternatives for retail purchase.

1C, 2

## Other retail options for end-consumers

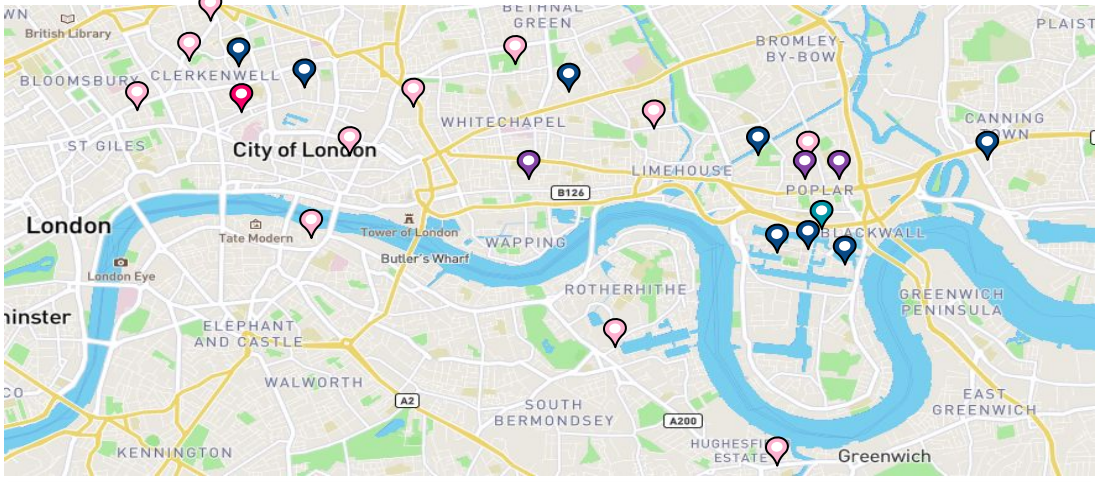
Other retail stores are mostly used by **local communities** including:

- 1. **Mini-mart stores, local ethnic shops**
  - Due to their proximity and ability to cater to specific ethnic or cultural needs in the area
- 2. **Local street markets**
  - They attract some consumers who value their unique atmosphere, local charm, and the opportunity to purchase meat and fish in a traditional market setting
  - *Examples: Brixton Market, Ridley Road Market (Dalston), Tooting Broadway Market, Chrisp Street Market (Poplar)*

**Nearby alternative retail options**

- Including other retail options, there are alternative retail outlets nearby the current Markets' premises that can **effectively serve as replacements should the markets relocate**
- These alternatives offer **more accessible trading hours** for retail customers and are conveniently located to cater to the needs of the local community.

## Nearby retail alternatives to the current market premises



This diagram is illustrative and does not represent an exhaustive list of alternative retail shops nearby

<span style="color: red;">■</span> Smithfield Market	<span style="color: teal;">■</span> Billingsgate Market	<span style="color: darkblue;">■</span> Supermarket	<span style="color: pink;">■</span> Independent retailer	<span style="color: purple;">■</span> Other retailer
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- *Concerns about alternatives relying on Markets for stock and facing challenges if they relocate can be mitigated, as they have access to other traditional wholesalers or large full-service wholesaler*

# Existing independent retailers serving household consumption anticipate minimal disruption from Traders relocation, though nervousness is inevitable.

## Butcher

- Butchers use the Markets for **specialty and low-demand cuts** (e.g. offal, veal) that are not always available through direct suppliers or large wholesalers
- Often **source indirectly from the Markets** via secondary wholesalers who aggregate products and deliver smaller volumes

*"...85% of our meat supply comes from Smithfield but the location of Smithfield traders makes no difference as goods are delivered and the relationship will continue wherever the market moves to..."*  
 - Butcher #2; based in Buckinghamshire

*"...The only thing they lose is the heritage and everything, but at the end of the day, it's not designed for for your modern day vehicles...I mean other than that it's a great market. It serves a great purpose, got a lot of good people there, but it has outgrown its location..."*  
 - Butcher #3; based in Kent

## Fishmonger

- While **most of their orders are pre-arranged**, it is not unusual for fishmongers to conduct **regular visits to the Buyers' Walk** for physical inspection, allowing them to spot and purchase high-quality or unexpected fresh stock available that day

*"...It won't really affect us, we order over the phone and the suppliers deliver to us the next day..."*  
 - Fishmonger #5; based in East London

*"...Billingsgate looks so out of place, I think everyone agrees it needs to be developed into flats or office space..."*  
 - Fishmonger #2; based in Kent

Share of off the shop floor\* orders



This highlights the **minimal reliance on physical presence**, as customers already utilise efficient remote ordering methods

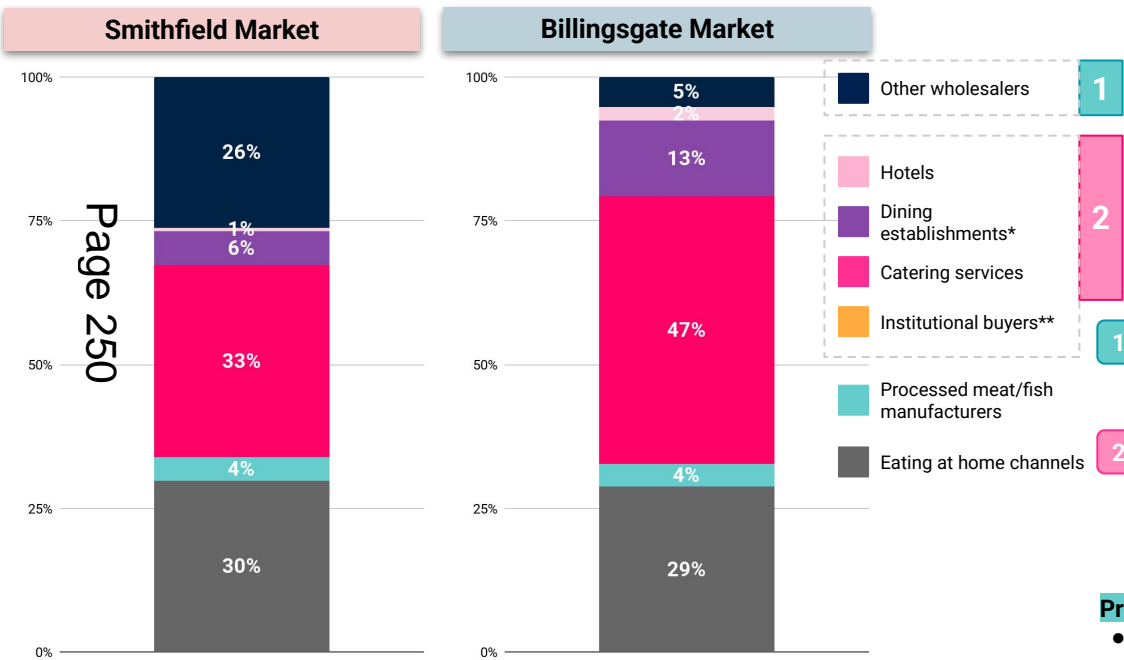
### Trader Mitigations

Market traders acknowledge customer concerns and have implemented proactive measures to mitigate them:

- Securing new premises well in advance of 2028/9** - statements from [SMTA](#) and [LFMA](#)
- Active communication with customers and suppliers** - Traders are engaging in open dialogue to reassure their commitment to continued trading from improved locations designed to meet modern need

# Food service industry dominates the eating out channel, with catering services leading and Smithfield supplying significant tonnage to other wholesalers.

Domestic Customer Distribution by %, Weighted Tonnage, Survey (2024)<sup>1,2</sup>



On average, from 2005 to 2020,

**8-9%** of **meat** and **fish** consumption in the UK is through **"eating out" consumption**

**c.70%** of traded tonnage in both Markets goes to **'eating out' channels**

This highlights a **significant mismatch**, as the Markets predominantly cater to "eating-out" channels, whilst overall meat and fish consumption remains substantially higher within household environments

- 1 **Other wholesalers** include trade with other meat and fish wholesalers within and across wholesale markets, facilitating food supply chain efficiency (*Further detail on customer group overleaf*)
- 2 **Food service industry** dominates both Markets, with procurement preferences shaped by their specific needs (*Further detail on customer group in upcoming pages*)
  - **Institutional buyers** had **0% of traded volume** from both Markets as they tend to source directly from upstream suppliers

**Processed meat and fish manufacturers**

- Processed products like sausages or breaded calamari are typically **sourced directly from upstream suppliers**, resulting in **minimal tonnage passing through the Markets**

Source: Artefact interviews, research and analysis

1. Artefact 2024 survey of Smithfield trading principals represents c.65-70% of the total declared tonnage for 2023

2. Artefact 2024 survey of Billingsgate trading principals represents c.60-65% of the total declared tonnage for 2023

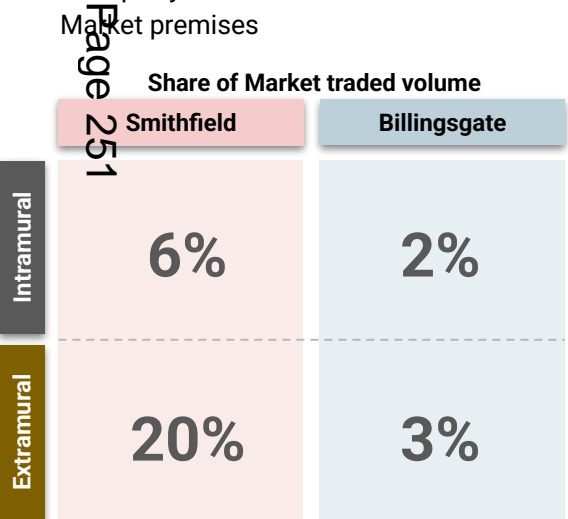
\* Dining establishments include restaurant, pub, cafe, etc. \*\* Institutional buyers include hospital, prison, education, etc.

# A significant part of the Market customer base is formed by other wholesaling groups; reasons for this trade vary and it is more pronounced at Smithfield.

1

**Two types of trade between wholesalers:**

- **Intramural trade:** occurs within the same Market  
(e.g. transactions between Smithfield Trader A and Smithfield Trader B)
- **Extramural trade:** Market traders supplying third-party wholesalers based outside the Market premises



## Trade with 'other wholesalers'

### "Intramural" wholesale trade

- The close proximity of traders within the Markets allows them to **quickly source products from neighbouring traders**, ensuring flexibility and maintaining service levels without external delays
- Traders can **efficiently procure surplus or specialised items** within the Markets, minimising waste and promptly fulfilling customer needs
- Serving as **centralised hubs**, the Markets streamline the delivery, storage, and redistribution of bulk goods like pallets and box meat, enhancing supply chain efficiency

### "Extramural" wholesale trade

- **Secondary wholesalers** engage in extramural trade to **aggregate products from the Markets to serve small businesses** that cannot meet the volume requirements of direct suppliers or Market traders
- By **consolidating deliveries from multiple Traders**, secondary wholesalers offer logistical convenience to smaller food service operators, enabling efficient handling of orders without the need for them to directly engage with the Markets
- Smithfield's higher share of tonnage to other wholesalers reflects the larger volumes of meat traded, the need for further processing handled by intermediaries, and its fragmented customer base of smaller buyers



# Beyond Market Traders, there are a significant number of meat and fish wholesale businesses with strong distribution networks.











1

## Full-service grocery wholesalers as alternatives

Large full-service grocery wholesalers, with **extensive product ranges** and **value added services**, are a preferred choice for **multi-site chain food service establishments** seeking streamlined operations and high-volume sourcing solutions

These wholesalers are increasingly **consolidating to cover a wider range of customers nationally** - e.g. Kitwave acquired two wholesale businesses (Creed and Total Foodservice) in 2024 alone

Further, many large wholesalers are now **building their own or acquiring existing specialised meat and fish wholesale brands** to expand their offerings and appeal to different customer segments






Company*	Revenue	Parent company	Associated specialised wholesalers
	£5,927 M		<i>Black Gate: Premium catering butcher brand in Booker Group</i> 
	£4,193 M		<i>M&amp;J Seafood: Fresh seafood wholesaler acquired by Brake Bros in 2000</i> 
 <small>Greater details of Bidcorp overleaf</small>	£1,424 M		<i>Direct Seafoods: Online wholesaling fishmonger brand in Bidfresh which is a fresh produce wholesaler under Bidcorp</i> 
			<i>Campbell Brothers: Premium catering butcher brand in Bidfresh</i> 

## Meat and fish specialist alternatives

In 2022, there were approximately **~1,900** wholesalers for meat and meat products and around **~1,700** wholesalers for fish, crustaceans, and molluscs across the UK

Among these, some meat and fish specialised wholesalers **operate outside the Markets**, either (i) **associated with full-service grocery wholesalers** or as (ii) **independent businesses**

Non-exhaustive example list of **independent meat and fish specialists**:

Category	Specialist	Description
Meat and poultry		Premium catering butcher for white-table cloth foodservice
		Catering butcher in London
		Meat processor and wholesaler for UK beef
Seafood		One of the largest independent seafood wholesaler in London
		Importer and wholesaler of premium grade seafood

These types of businesses do not rely on the Markets as their main supplier and already serve customers across London and the South East. Hence, they **can accommodate the Markets' clientele, offering viable alternatives** for the Market relocation



# High consolidation in full-service wholesaling and specialised distribution enhances customer reach and supply chains: a case in point with Bidfoods.

1

## A Wholesale subsidiaries under Bidcorp Group

**A**  **Bidfood**  
 Inspired by you Large full-service grocery wholesaler

Further details on the **extensive product range and value-added services** offered by these wholesalers can be found on [page 67](#)

**Supplier** Directly from producers or large primary processors, as they handle substantial order volumes

**Customer** National accounts in the food service industry; require high-volume orders, often consisting of frozen meat and fish products

**B**  **Bidfresh**  
 Fresh food wholesaler

Multiple fresh food wholesale brands were acquired by Bidfresh but continue to trade under their original names to better appeal to local or high-end food service establishments

**Supplier** Directly from producers or large primary processors, leveraging the combined order volume of all brands under Bidfresh

**Customer** National and independent customers in the food service industry; often demand high-quality fresh meat and fish products

## B Meat and Fish specialists under Bidfresh

As part of a large full-service grocery wholesaler, these specialist brands benefit from **streamlined logistics and efficient supply procurement**

However, they often **maintain independent branding**, which is more appealing to **local or high-end food service establishments** seeking smaller volumes or higher-quality fresh meat and fish



**Meat** Campbell Brothers

Premium catering butcher serving UK food service industries from their depots in London and Edinburgh



**Fish** Direct Seafoods

National brand for the 11 fish businesses in Bidfresh including Daily Fish Supplies, Kingfisher, Channel Fisheries, Murrays, etc.



**Fish** Kingfisher, Channel Fisheries

Fresh fish wholesalers strategically located near ports and Brixham fish market



**Fish** Daily Fish Supplies

Seafood wholesaler serving Greater London



In addition to Bidfood's national coverage, Bidfresh brands have a wide geographical reach, enabling them to serve a broader range of customers

# Within the food service industry, independent dining establishments and catering services are the primary customer types of the Markets.

2

Share of traded volume for **dining establishments and hotels\***



Share of traded volume for **catering services**



## Supply chain preferences in dining establishments and hotels

### Chains A

Large chains (or conglomerates) typically **bypass the Markets** by leveraging economies of scale to source directly from **producers or other intermediaries** that can handle large, consistent volumes

For these chains, the Markets might typically serve only an **ad-hoc role**, such as topping up orders or sourcing niche items unavailable through regular suppliers

### Independent

Independent establishments make procurement decisions that are often **chef-driven**, guided by individual preferences and personal relationships with suppliers

The Markets are able to cater to **low-volume orders** typically overlooked by direct suppliers or other wholesalers

## Supply chain preferences in catering services B

- Caterers often handle events with **one-off, ad-hoc requirements for large guest numbers**. This leads to a preference for suppliers that can accommodate high-volume orders on short notice
- **Reliable suppliers** with a **consistent variety** of cuts or fish are essential to accommodate last-minute guest count changes
- Similar to independent dining establishments, most **procurement decisions in smaller catering companies are chef-driven**

The Markets' wholesale model makes them an ideal choice for the **large, ad-hoc orders** common in catering, meeting the specific needs of chefs managing such events

# Alternative full-service wholesale intermediaries provide value-added services to eating-out establishments which may not be fully available through Traders.

## Extensive and comprehensive product range

Alternative intermediaries offer a **broader range of products** beyond fresh meat and fish, including dry pantry goods, dairy, frozen items, and non-food essentials



Extensive product catalogue of Bidfood spanning over 350 pages, showcases their diverse offering

## Value-added support

They **provide additional value** through menu planning tools, expert advice, and nutritional information showing calories and allergens to help restaurants optimise their offerings

**BOOKER** allows customers to create menus by entering an ingredient to instantly get a recipe



offers access to expert chefs and advisors for tailored seafood menu support

## Simplified procurement process

Intermediaries **streamline sourcing** by consolidating ordering, delivery, and invoicing, acting as a **"one-stop shop"** for restaurants

This visual from **brakes** highlights their streamlined procurement process, offering over 9,000 products across diverse categories like meat, seafood, fresh produce, bakery, and supplies



## Shared logistics network

Leveraging shared logistics networks ensures consistent delivery, reduced costs, and efficient distribution

**Best.** Food Logistics UK's largest shared multi-temperature food distribution network, delivering to major chain dining establishments



- These offerings are becoming **increasingly valued by customers** and procurement decision-makers
- Beyond food ingredient supplies, many of these wholesalers also provide non-food goods or catering equipments, further **streamlining procurement**
- Experts suggest a **generational shift**, with younger chefs preferring digital platforms that offer flexible ordering hours and integrated support services within the procurement process

*"...It's a generational shift. Chefs today rarely visit markets to hand-pick ingredients. They want digital solutions that offer **convenience, and transparency** to streamline their operations...there is less need or desire amongst younger generations to press the flesh"*

- Full-service wholesaler #2; Senior Manager

# Strong purchasing power, owing to substantive scale, enables some dining out establishments to go direct to processors and producers.







2A

- For dining establishments with substantial order volumes, **engaging directly with upstream suppliers** such as producers and processors can **streamline supply chains, reduce costs, and ensure greater control over product quality and consistency**
- A prime example of this approach is **J D Wetherspoon**, which sources key ingredients like **meat, fish, potatoes, and burgers directly from producers and processors**
- This direct sourcing not only supports product quality but also allows for more flexibility and responsiveness to customer demand, enabling a more efficient operation across locations

## Case Study

## wetherspoon

- Established in 1979, also known as "Spoons" has grown into one of the most popular pub chains in the country
- As of September 2024, J D Wetherspoon operates **809 pubs across the UK**
- The company has also expanded into hospitality, with **over 50 hotels across the UK and Ireland**

Product	Company	Type	Detail
 Beef steak	 Foyle Food Group	Processor	Supplies British and Irish beef steaks, sourced from Red Tractor and Bord Bia-accredited farms
 Pork Sausage	 Loughnane's of Galway	Producer	Produces sausages using 100% fresh Irish pork, natural ingredients, and traditional Irish recipes
 Fish	 Lyons Seafoods	Processor	One of the top five seafood processing companies in the UK by market share

Whilst inevitably commercials do drive most procurement decisions, some food operations place more emphasis on aspects like provenance and sustainability.

## Non-commercial factors considered when making sourcing decisions



### Ethical and sustainable practices

- Customers prioritise suppliers with ethical practices like organic farming and sustainable fishing
- Certifications such as **Red Tractor Assurance** for meat and **Marine Stewardship Council (MSC)** for seafood ensure high welfare standards, traceability, and responsible sourcing
- They prefer having **direct relationships with producers** to ensure their suppliers uphold these values

*"...Our chefs determine who we should be working with, then the supply chain backfills them by making sure they are the right fit and that all **food safety accreditations and regulations are met...**"*

- Catering #1; top-tier catering company serving London and nearby, specialising in luxury events



### Provenance

- Customers increasingly value suppliers with **clear and traceable origins**, ensuring transparency about where and how ingredients are sourced
- This aligns with growing consumer preferences, as **76% of UK diners** find dishes and ingredients sourced within the UK particularly appealing
- Supporting provenance boosts the **local economy** by contributing to nearby communities and regional producers

*"...We take great pride in providing **full traceability** for our products. Transparency is something our customers increasingly value. Even our most affordable product lines come with this information..."*

- Full-service wholesaler #1, Business Development lead



### Hyper-local supply

- Hyper-local sourcing focuses on **proximity**, prioritising suppliers located close to the establishment
- This trend reflects a combination of **provenance** and **sustainability**, emphasising reduced carbon footprints and responsible consumption
- By sourcing locally, restaurants support **regional economies** while aligning with principles of **sustainability and environmental responsibility**

*"...We keep our supply chains very local...our abattoir is a very small local one nearby, the carcasses are taken to a butcher based in another nearby farm...aside from the butcher the meat goes to local foodservice (pubs and restaurants) who really **value the local and grass-fed produce...**"*

- Farm #7; organic red meat farm in Cumbria

# Caterers form the largest customer groups of the Markets; the level of usage is a function of the caterer's business model and offering.

2B

### Number of enterprises across the UK

- There are significantly **more dining venues** (~101,000) compared to **catering businesses** (~13,000) across the UK, highlighting the larger presence of dining establishments in the food service industry

### Share of Market traded volume\*

- **Catering** businesses account for a significant share (33-47%) of the total traded volume from the Markets, whereas dining venues represent a smaller share (6-13%)

- The market traded volume percentages reflect transactions within the Markets, not the total number of UK enterprises
- Catering businesses, though far fewer in number across the UK than dining establishments, contribute a significantly larger share of the Market's trade
- This highlights a **clear disparity** between the number of enterprises and their dependence on the Markets

## Typical supplier characteristics for catering services

Demand variability	Product range requirements	Logistical convenience
<ul style="list-style-type: none"> <li>• Catering services face <b>ad-hoc demand</b>, often requiring large, bulk orders with fluctuating guest numbers</li> <li>• Requires suppliers capable of managing <b>high-volume orders on short notice</b>, with procurement often finalised days before</li> </ul>	<ul style="list-style-type: none"> <li>• Catering services need a <b>diverse range of ingredients</b> to create custom menus for events</li> <li>• Suppliers must offer a <b>convenient one-stop shop</b> for bulk and varied goods across multiple categories</li> </ul>	<ul style="list-style-type: none"> <li>• Catering services need suppliers capable of <b>on-demand delivery</b>, often to multiple locations</li> <li>• <b>Streamlined logistics</b>, including consolidated delivery and invoicing, are essential to simplify managing large, varied orders</li> </ul>

Given the specific procurement needs of catering industry, combined with non-commercial factors, **wholesalers often emerge as the preferred suppliers of choice**. Bulk ordering allows catering companies to secure **favourable pricing through volume negotiations** while ensuring dependable support to **meet their large-scale and dynamic demands effectively**

70 \* Share of Market traded volume for each Market expressed in different font colours for **Smithfield** and **Billingsgate** Market  
Sources: Office for National Statistics (UK, 2022), Artefact interviews, research and analysis

# While Markets offer a strong proposition to catering companies, other wholesalers are well-positioned to vie for business should change be required.

2B

Based on the procurement needs of catering services, the Markets can stand out as a supplier choice:

## Flexibility for ad-hoc orders

The Markets accommodate **low-volume and last-minute orders**, offering caterers the flexibility needed to handle dynamic and unpredictable event demands

## Direct interaction with traders

Caterers can **build direct relationships with traders**, gaining better deals, priority access to premium stock, and insights into seasonal availability - especially valuable for smaller businesses

## Access to specialty products

The Markets provide **niche cuts and exotic seafood**, making them ideal for caterers designing bespoke menus requiring unique ingredients

## Trader Mitigations

1. **Securing new premises well in advance of 2028/9** - statements from [SMTA](#) and [LFMA](#)
2. **Active communication with stakeholders** to reassure them of their commitment to continued service from modernised, improved locations

While Market Traders may fit the needs of some catering services, certain factors may lead catering businesses to choose suppliers outside the Market, driven by **the advantages other suppliers provide or by their specific preferences:**

The same **unique strengths of large full-service wholesalers that attract restaurants** (extensive product range, streamlined procurement, menu planning support, and shared logistics networks) **also makes them an appealing choice for caterers over the Markets**

## Preference for advanced planning

- **Large-scale ethnic wedding caterers** often prefer **single distributors** to lock in orders in advance, ensuring consistency for pre-selected menus and high guest numbers

## Commitment to sustainability

- **High-end caterers** prioritise suppliers with **traceable supply chains** that align with their focus on **sustainability and ethical practices**

## Alternative solutions

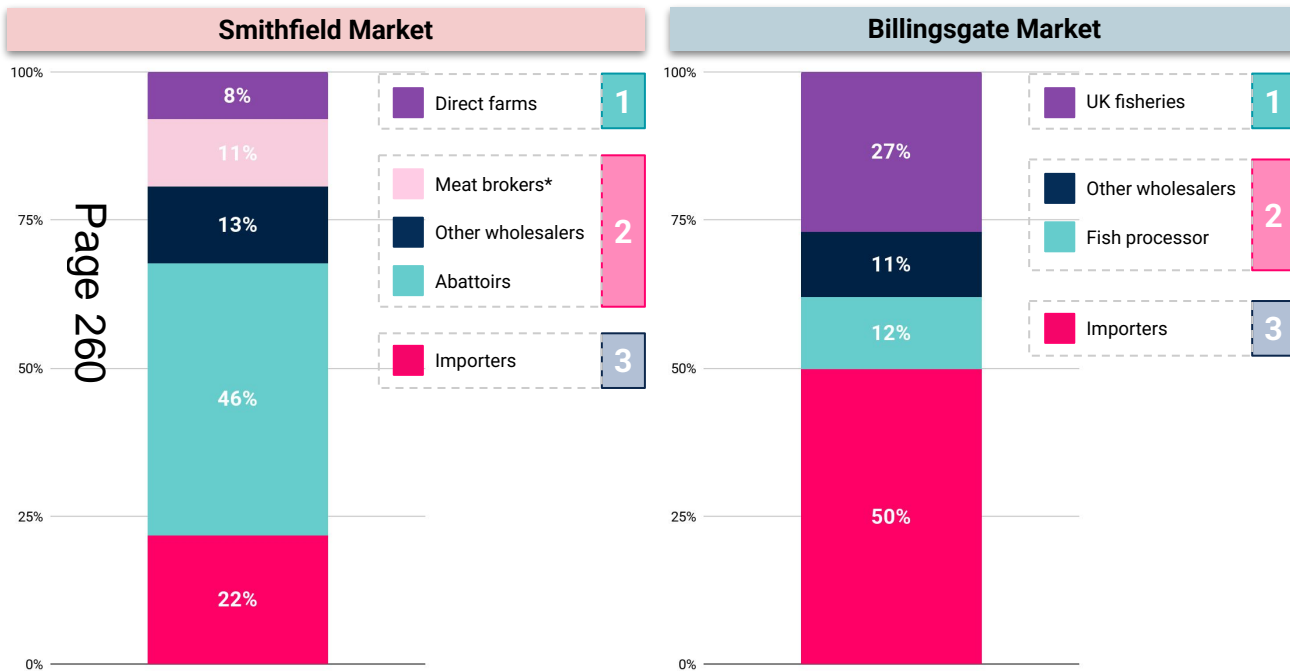
Caterers trading with the Markets can **transition to other wholesalers**, such as the large full-service wholesalers, benefiting from their wide selection of suppliers and low switching costs

For instance, **Booker Group**, the UK's largest meat wholesaler, **reported a 26.7% surge in catering sales in 2022-23**



With respect to the Markets, the upstream supply chain is characterised as more intermediated for meat and more direct for fish.

Supplier Distribution by %, Weighted Tonnage, Survey (2024)<sup>1, 2</sup>



**Smithfields'** supply chain is more fragmented, with a wider range of upstream supplier types **Billingsgate** focuses on **direct sourcing from fisheries and importers**, which suits the perishable nature of seafood and its need for more direct supply chains

- 1 Domestic primary production:** Billingsgate sources heavily direct from UK fisheries based at ports on the coast
- 2 Processors: abattoirs, fish processors Intermediaries: brokers, other wholesalers** For Smithfield, it accounts for 70% of its supplier volume as there are strict regulations on on-farm slaughtering - making this group the dominant supplier
- 3 Importers** The UK is a net importer for both meat and fish, reflected in the high traded tonnage with the Markets

Source: Artefact interviews, research and analysis

1. Artefact 2024 survey of Smithfield trading principals represents c.65-70% of the total declared tonnage for 2023

2. Artefact 2024 survey of Billingsgate trading principals represents c.60-65% of the total declared tonnage for 2023

\* Meat broker follows the definition of food brokers from FSA: (meat brokers) take legal ownership of the food and not physical possession



# Direct supply from UK fisheries via a handful of major ports is a significant medium of supply of fish into Billingsgate.

1

**27%** Share of traded volume from **UK fisheries to Billingsgate Market**

## Illustrative Journey of Fish: From Sea to Market

### Fishing at Sea:

- Fishing vessels in UK waters commonly catch fish such as cod, haddock, mackerel, along with shellfish like scallops

### Landing at Ports:

- Fish are landed at major UK ports like **Grimsby, Brixham, and Newlyn**, where they are immediately sorted and graded
- In 2022, it was estimated that between **60-80% of UK domestic landings are being exported**

### Online Auctions and Sales:

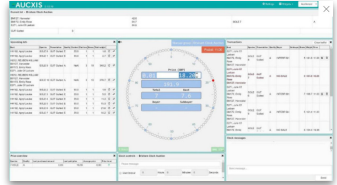
- Fresh fish is increasingly sold via **online auction platforms** e.g. KOSMOS, enabling real-time bidding, rapid distribution to markets like Billingsgate, and improving traceability, transparency, and buyer access

### Storage and Cooling:

- Fish are stored in **temperature-controlled facilities** or iced directly on boats or at ports to ensure freshness during transportation

### Transportation and Distribution:

- Refrigerated transport** delivers fish quickly and in optimal condition to wholesalers, retailers, restaurants, and food service businesses



Screenshot of Brixham Fish Market's online auction through KOSMOS

Direct supply from UK fisheries via ports ensures a shorter supply chain for fish, with **refrigerated articulated lorries** playing a critical role in maintaining freshness during **overnight journeys** from ports to **Billingsgate Market**

The **minimal processing of fish** reflects its perishable nature and the emphasis on delivering it in its freshest form

**2/3** Share of traded volume of **fresh seafood** in Billingsgate Market

**1/3** Share of traded volume of **chilled seafood** in Billingsgate Market

Once at Billingsgate, the **Market functions as a central hub** where incoming fish shipments are **unpacked, sorted, and repackaged** by Market traders to meet their specific customer requirements. This hub functionality facilitates efficient redistribution to customers, ensuring a **seamless flow from fisheries to end customers**

For Smithfield, direct supply from farms is rare; abattoirs and other secondary processors are the largest supplier group and they are scattered nationwide.

2

**8%** Share of traded volume from **UK direct farms** to **Smithfield Market**

**46%** Share of traded volume from **abattoirs** to **Smithfield Market**

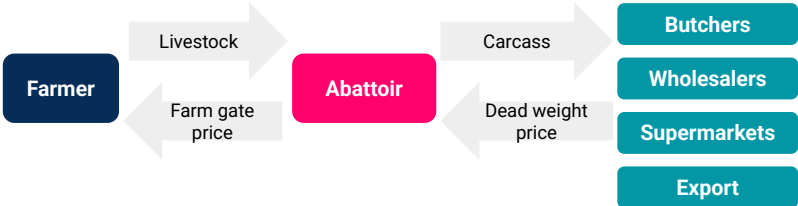
**Regulatory constraints limiting farms as direct suppliers**

**Direct supply from farms to Smithfield is rare**, as strict regulations on on-farm slaughtering mandate inspection and marking at licensed abattoirs

This regulatory framework makes **abattoirs and secondary processors the dominant suppliers to Smithfield**

Smithfield Market **relies on efficient refrigerated transport to connect widely dispersed UK slaughterhouses**  
 Transport companies ensure timely, temperature-controlled deliveries, maintaining safety standards and meeting the demands of Smithfield's traders

**Role of abattoirs in the meat supply chain**



The abattoir slaughters and classifies the livestock based on their conformation (shape) and fat level, using the EUROP grid<sup>1</sup>:

- **Large abattoirs dominate the meat supply chain**, supplying supermarkets with high volumes of consistent, desirable cuts like R4L classification<sup>2</sup> in long term contracts
- In 2021, nearly **90% of beef cattle** and **98% of sheep** were processed by **57 medium or large abattoirs**, respectively, while smaller abattoirs handled only 5.4% of cattle and 0.7% of sheep
- Abattoirs supply **Smithfield** with a mix of products, including some R4L meat, while also redirecting meat that does not meet supermarket standards



*Illustrative map showing the broad geographical spread and distributed nature of slaughterhouses across the UK*

Source: Artefact interviews, research and analysis, Food Standards Agency (FSA) report, Agriculture and Horticulture Development Board, Oxford Sandy and Black Pig Foundation Charity website, Sustainable Food Trust website

1: A classification system for carcasses in the UK, grading conformation (E-P scale) and fat levels (1-5 scale) to predict meat yield, as per EU standards  
 2: A classification based on the EUROP grid, indicating optimal conformation (R) and fat class (4L), highly preferred by supermarkets for its balance of quality and yield

# Existing domestic suppliers serving the Markets anticipate minimal disruption from Traders relocation beyond logistics, where upside gains might be apparent.

1, 2

## Smithfield Suppliers

- Suppliers see **Market relocation** away from congested Central London as **potentially beneficial**, with **reduced transport costs** and **improved accessibility**
- Emphasised the **importance of Traders being located close to each other**, as it enables consolidated deliveries through haulage companies

“...We work through a **haulage contract**, but the **Market's central location creates challenges** like congestion charges. Moving the Market outside central London would be a positive change, with **easier access, lower costs, and fewer delays when unloading** ...”

- Smithfield supplier #1

“...The current setup works because **haulage companies can consolidate deliveries to one location**, making transport efficient and cost-effective. If the Market moves to a satellite model with multiple drop-offs, it would drive up costs and complicate logistics for suppliers...”

- Smithfield supplier #2

## Billingsgate Suppliers

- Suppliers **anticipate minimal impact from Market relocation**, as haulage companies handle logistics and any changes in transport costs are typically passed on to customers
- Many believe that a move **could present an opportunity for lower haulage expenses**, benefiting traders and suppliers alike, although this is **highly location dependent**

“...We **just load the produce**, and the **haulage companies handle everything** else. The Traders cover the transport costs, so the location of the Market doesn't really affect us. Honestly, if the Market moved further out of London, I think traders might actually benefit from lower haulage costs...”

- Billingsgate supplier #1

“...**We've been told not to worry by the Traders**. We use haulage companies, and they set the prices. It's hard to say exactly how Traders relocating further out of London would affect everyone, but I don't see it being a problem. In fact, it **might even reduce haulage costs**...”

- Billingsgate supplier #2

Since suppliers **rely on temperature-controlled logistics companies** for Market deliveries, and transport costs are typically passed on to customers, **relocation is unlikely to impact the suppliers**; provided the locations of the **new premises are thoughtfully planned to minimise delivery disruptions**



To further mitigate potential challenges, **Market Traders are actively engaging in open dialogue with suppliers** to reassure their commitment to continued trade from improved locations. Additionally, through **joints statements** by **SMTA** and **LFMA**, Traders have publicly **expressed their intent to continue trading** beyond current locations, and to where possible to **relocate collectively**, thereby helping to ensure consolidated operations and smooth logistics at the new premises

# Logistics companies are central to maintaining freshness, quality, and safety of produce arriving at the Markets.

1, 2, 3

## Temperature-controlled logistics in UK

**33%** of the UK freight road transport sector's revenue came from **retailers and wholesalers**

Logistics companies are vital for maintaining product freshness, quality, and safety during **overnight deliveries**

They are involved in both **inbound distribution** from ports / farms and **outbound delivery** to customers, supplementing Traders' own delivery efforts



Examples of temperature-controlled logistics companies serving the Markets

Suppliers to wholesale markets interact **exclusively through haulage and logistics companies**, which act as intermediaries in the supply chain

**Transport costs are passed on to customers, making the physical location of the Markets less critical for suppliers**  
Through the Markets' relocation, the focus will be on traders securing premises that **minimise delivery disruptions by transport companies**

## Current Logistics Situation

### Smithfield Market

- Given the **dispersed nature of domestic suppliers, inbound deliveries to the Market** are typically managed by third-party logistics firms
- The current premises are **increasingly unsuitable for efficient logistics**, with urban pressures such as **pedestrianisation plans for St John Street**, limited parking, and **Congestion Charges** further restricting accessibility for delivery vehicles

### Billingsgate Market

- Given the dominance of **UK fisheries via ports** as the domestic supplier, **refrigerated transport, often articulated lorries**, play a critical role making overnight journeys from the coast
- Once at Billingsgate, the Market functions as a central hub where incoming fish shipments are **unpacked, sorted, and put on ice** awaiting repackaging and outbound transit

## Logistical Opportunities Arising from Relocation of Market Traders

There is a **unified consensus** among traders, customers, and suppliers that **relocation of Market Traders could be beneficial:**

- Addressing logistical challenges of current premises**, especially in the case of Smithfield, with the opportunity to improve accessibility and efficiency of wholesale Markets
- Providing the opportunity to **better accommodate fresh products in modern, fit-for-purpose infrastructure**, e.g. more modern ice-making facilities in case of Billingsgate
- Potentially **reducing transport and delivery costs** with respect to both Markets, subject to final locations selected for post-2028/9

Traders have begun **actively searching for new premises**, with a strong focus on ensuring logistical efficiencies

- Logistics providers are increasingly receiving inquiries from suppliers about the feasibility of delivering to new locations
- These inquiries, driven by Traders, suggest that Traders are actively exploring relocation options while factoring logistical efficiency and service coverage into their decision-making process

*"... We're constantly being asked by suppliers about potential relocation: **If we move here, can you still reach us?** Traders inquire with their suppliers, who in turn consult us for answers..."*  
- Logistics Supervisor, Temperature-controlled logistics company #2

# Importers, with aid of international cold chain, play a key role in terms of Market supply by tonnage traded reflecting the broader UK consumer demand picture.

3

The UK is a net importer of meat and fish to meet domestic demand, addressing seasonal variations in production and ensuring a stable supply  
 The significant share of traded volume for imports at the Markets reflects this dependency

## UK demand for seafood imports

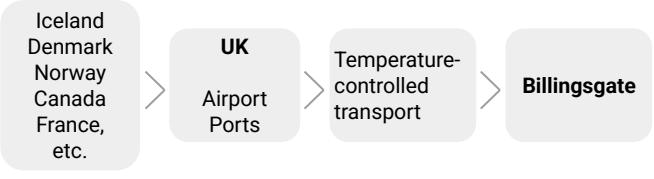
**81%** of the seafood eaten in the UK was imported or farmed outside of UK waters

**Post-Brexit fishing quotas:** limit the supply of UK fish while the demand remains high, increasing the need for imports

**Tariff Sanctions to Russia:** Russia-Ukraine war led to the UK imposing tariffs on Russian goods, but Russian whitefish continues to enter illegally via China, which became the UK's top fish importer by volume in 2022

## Billingsgate import




**50%** Share of traded volume from importers to Billingsgate Market



"...We supply traders in Billingsgate with imported fish, we contract specialist transport companies to deliver to them..."  
 - Fish Importer #1; based in Lincolnshire

## UK demand for meat imports

**Import Share of UK Meat<sup>1</sup>**      **Imported volume**

	<b>36%</b>	653,000 tonnes
	<b>18%</b>	626,000 tonnes
	<b>15%</b>	288,000 tonnes

While pork has the highest import share relative to domestic production, poultry, as the most consumed meat in the UK, also sees significant import volumes

## Smithfield import

**22%** Share of traded volume from importers to Smithfield Market

**Market Traders' data mirrors the UK's import trends**, with poultry-focused traders reporting over 50% of their products sourced from imports, compared to 10–20% import shares for traders dealing primarily with other types of meat. This underscores the differing levels of reliance on imports across various meat types within the UK supply chain

Similar to UK meat and fish producers, **importers primarily engage with the Markets via temperature-controlled logistics companies**

As with domestic suppliers, the relocation of the Markets will require traders to **prioritise premises that minimise delivery disruptions** and maintain seamless transport operations

# Concerns over food security due to closure of the present physical Market sites are likely to be overstated when considered alongside key mitigating factors.

## Re-capping the food security context

Food security is a multifaceted topic, yet its exact meaning is often misunderstood

The UK's Agriculture Act 2020 highlighted five themes that encompass the national food security landscape: (i) Global food availability, (ii) UK food production, (iii) Supply chain resilience, (iv) Household-level food security, (v) Food safety and consumer confidence

During prior discussions of the future of the Markets, the question of food security has arisen, yet the Markets are only able to directly influence 2 of the 5 themes in the 2020 Act

## Household-level food security

### A Dominance of supermarkets in UK household consumption of meat and fish, and their ability to bypass the Markets

- 91-92% of UK meat and fish consumption takes place at the household level, with 77% of consumers purchasing directly from supermarket
- Supermarkets bypass the Markets, contributing 0% to their traded volumes and operating entirely outside the Markets' food supply chain
- Number of independent retailers (fishmongers, butchers) serving household consumption have declined over the past decade as consumers increasingly shift to supermarkets
- Since supermarkets are entirely outside the Markets' supply chain, their ability to meet the UK's meat and fish demand will remain unaffected by the relocation of Market Traders

### B Reduced reliance on Market Traders due to declining meat and fish consumption trends in the UK

- UK per capita meat and fish consumption has declined by 20% and 25% over two decades, driven by dietary shifts and economic pressures like the cost-of-living crisis
- With this trend expected to continue, the declining demand reduces the Markets' significance in household-level food supply, mitigating concerns about their relocation

## Supply chain resilience

### C Traders committed to relocating and upgrading operations for future growth

- Through joint statements by SMTA and LFMA, Traders have publicly expressed their intent to continue trading and where possible to relocate collectively, preserving the Markets' role as a hub for inter- and extramural trade while ensuring logistical efficiencies
- Efforts to secure modern, fit-for-purpose premises are underway well ahead of the end existing leases at current Market premises in 2028/9
- To address any uncertainty, Traders are engaging stakeholders to reaffirm their commitment to continued trade from improved premises
- These measures will enable the Markets to maintain relationships with existing customers and suppliers, ensuring business continuity after relocation

### D Availability of alternative supply channels<sup>1</sup> minimises disruption risks

- Should any participants in the Markets' supply chain face disruption in their relationship with the Traders, alternative meat and fish specialist distributors, along with full-service providers, can ensure continuity through value-added services and a broader product range
- For local retail customers potentially affected by the relocation, there are nearby alternatives that can effectively replace the Markets, offering accessible trading hours and serving their needs
- These alternative channels mitigate potential disruptions, ensuring that supply chain participants retain reliable options for fresh meat and fish procurement

**When considered collectively, these factors effectively help to mitigate any perceived risks to food security**

78 1: Alternative supply channels include local retail shops, independent retailers (butchers, fishmongers), local street market, other meat and fish wholesalers and full-service grocery wholesalers

**5**

## Appendix



Preparation of this report has leveraged extensive information from a broad range of market reports, government statistics and consumer research.

## Market Report

- **IBISWorld report (6)**
  - Food processing UK
  - Processed Meat UK
  - Total meat consumption UK
  - Seafood processing UK
  - Catering services UK
  - Freight Road Transport in the UK
- **Euromonitor International report (2)**
  - Meat in the UK
  - Fish and Seafood in the UK
- **Statistics (2)**
  - Statista
  - Kantar Worldpanel
- **Wholesale market research (2)**
  - Milan Urban Food Policy Pact (MUFPP) report
  - World Union of Wholesale Markets (WUWM) presentation
- **UK Food industry report (6)**
  - Friends of the Earth and Sustain report
  - UKRI report
  - Food Standards Agency report
  - The Food Foundation report
  - Bidfood report
  - Tesco annual report
- **UK Fish industry report (6)**
  - Marine Conservation Society report
  - Seafish report (3)
  - Marine Stewardship Council report
  - WWF Risky Seafood Business report
- **UK Meat industry report (2)**
  - Agriculture and Horticulture Development Board (AHDB) report (2)

## Government Report/Data

- **UK government statistics/report (5)**
  - UK Food Security Report 2021
  - Department for Environment Food and Rural Affairs (DEFRA) Family Food Data
  - DEFRA Animal feed prices
  - DEFRA Agriculture in the UK
  - House of Commons Library; "UK Fisheries Statistics" report (2022)
- **Office for National Statistics (ONS) (3)**
  - Food price inflation data
  - Population estimates for England and Wales
  - Annual Business Survey
- **Foreign government report (1)**
  - Japan Ministry of Agriculture, Forestry and Fisheries (MAFF) Report

## Internal data

- **Billingsgate (7)**
  - Tonnage data (2013-2024)
  - Tenancy schedule data
  - Toll data
  - Chiller daily volume
  - CBRE Footfall data
  - Tenant financial data
  - Premises development plan
- **Smithfield (4)**
  - Tonnage data (2016-2023)
  - CBRE Footfall data
  - Tenancy ownership chart
  - Premises development plan

## Website

- **Wholesale market official website (4)**
  - City of London (2)
  - Melbourne Markets website
  - Mercabarna website
- **Wholesaler official website (5)**
  - Brake website
  - Bidfood website (2)
  - M&J Seafood website
  - Best Food Logistics website
- **Hospitality Chain website (1)**
  - JD Wetherspoon Website
- **Press Article (3)**
  - Financial Times (2)
  - The Guardian
- **Others (8)**
  - World Bank
  - Dictionary of Victorian London
  - Morrisons Corporate website
  - Happycow
  - The Grocer Magazine
  - Food Standards Agency (FSA) website
  - Brixham Fish Market website
  - Sustainable Food Trust website
  - Oxford Sandy and Black Pig Foundation Charity website

## Consumer Research

- **Consumer behaviour survey (4)**
  - YouGov (3)
  - AHDB/YouGov (1)



# In-depth interviews and surveys with Market traders, supply chain participants and industry experts has further facilitated findings (1/2).

## Wholesalers & Traders

### Trader in **Billingsgate Market**

- Trader #1; c.50 yrs experience
- Trader #2; c.30 yrs experience
- Trader #3; c.30 yrs experience
- Trader #4; c.50+ yrs experience
- Trader #5; c.40 yrs experience
- Trader #6; c.40+ yrs experience

*These Traders account for c.60-65% of the 2023 declared tonnage*

### Fish Specialist Wholesaler out of **Billingsgate Market**

- Wholesaler #1; supplies fresh squid across the UK and Europe
- Wholesaler #2; based in Aberdeenshire
- Wholesaler #3; based in Lincolnshire
- Wholesaler #4; based in Greater London

### Full-service Grocery Wholesaler

- Full-service wholesaler #1; Business Development lead
- Full-service wholesaler #2; Senior Manager
- Full-service wholesaler #3; National Sales Manager
- Full-service wholesaler #4; Sales Manager

### Trader in **Smithfield Market**

- Trader #1; c.40+ yrs experience
- Trader #2; c.45+ yrs experience
- Trader #3; c.50+ yrs experience
- Trader #4; c. 50 yrs experience
- Trader #5; c.40 yrs of experience
- Trader #6; c.40+ yrs of experience
- Trader #7; c.50+ yrs of experience

*These Traders account for c.65-70% of the 2023 declared tonnage*

### Meat Specialist Wholesaler out of **Smithfield Market**

- Wholesaler #1; based in Essex
- Wholesaler #2; based in Berkshire
- Wholesaler #3; based in West Midlands

## Production

### UK Fishery

- Fishery #1; present in 7 London farmers' markets
- Fishery #2; present in 8 London farmers' markets
- Fishery #3; Scottish white fish farm
- Fishery #4; Scottish aquaculture company

### Fish Importer

- Importer #1; based in Lincolnshire

### UK Livestock Farm

- Farm #1; sells through meat brokers
- Farm #2; red meat farm
- Farm #3; poultry farm in Somerset
- Farm #4; a pedigree livestock farm in Sussex
- Farm #5; poultry farm in Bedfordshire
- Farm #6; pig farm in Herefordshire
- Farm #7; organic red meat farm in Cumbria

### Meat Importer

- Importer #1; poultry importer from Asia & Europe
- Importer #2; poultry importer from France

## Processing

### Fish Processor

- Processor #1; based in Devon
- Processor #2; based in Aberdeenshire
- Processor #3; based in Suffolk

### Abattoir

- Abattoir #1; based in Cumbria, specialise in cattle and sheep
- Abattoir #2; based in Edinburgh, specialise in cattle
- Abattoir #3; based in Somerset, specialise in sheep and pigs
- Abattoir #4; based in Norfolk, red meat

# In-depth interviews and surveys with Market traders, supply chain participants and industry experts has further facilitated findings (2/2).

## Distribution and Intermediaries

**Meat Buyer:** procurement specialist sourcing meat for fast-food chains

**Meat Broker:** supplies Northamptonshire, Oxfordshire, and South East England

**Temperature-controlled Logistics for the Markets**

- Transport Logistics #1; Senior Operations Executive
- Transport Logistics #2; Logistics Supervisor

## End consumers

**Billingsgate**

- Visitor #1; visits weekly
- Visitor #2; first-time visitor, came to experience the Market after hearing about its closure
- Visitor #3; first visit in 5 years
- Visitor #4; food content creator (500k+ followers), visits occasionally for exotic fish
- Visitor #5; first-time visitor
- Visitor #6; South Asian couple visiting for second time

**Smithfield**

- Visitor #1; occasional visitor to buy for dinner parties

## Internal Stakeholders

**General Managers of the Markets**

- A former manager of Billingsgate Market
- Billingsgate General Manager
- Smithfield General Manager

**Surveyor**

- Surveyor at Billingsgate; c.40 yrs of experience

## Retail

**Fishmonger**

- Fishmonger #1; based in Fife
- Fishmonger #2; based in Kent
- Fishmonger #3; based in Suffolk
- Fishmonger #4; based in South West London
- Fishmonger #5; based in East London

**Butcher**

- Butcher #1; based in Greater London
- Butcher #2; based in Buckinghamshire
- Butcher #3; based in Kent
- Butcher #4; based in Greater London
- Butcher #5; based in Greater London
- Butcher #6; based in Hertfordshire
- Butcher #7; based in East London

**Local retail shop**

- Local shop #1; Asian supermarket chain with in-house butcher and fishmongers, 5 sites
- Local shop #2; leading halal meat retailer with in-house butchers, 27 sites

## Food service industry

**Restaurant**

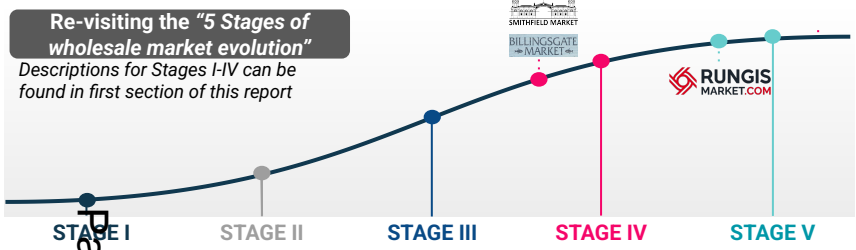
- Chain restaurant #1; seafood restaurant, 8 sites
- Chain restaurant #2; fish & chip restaurant, 2 sites
- Independent restaurant #1; based in Central London
- Independent restaurant #2; based in Central London
- Independent restaurant #3; fish & chip restaurant
- Independent restaurant #4; high-end British cuisine restaurant

**Catering Company**

- Catering #1; top-tier catering company serving London and nearby, specialising in luxury events
- Catering #2; an ethnic-focused catering company

# Stage V wholesale markets are few and far between; Rungis in France serves as a rare example though it has benefitted from very proactive government backing.

This slide serves to further the discussion of themes brought up on page 14 in the first section of this report and focuses specifically on Stage V.



**Re-visiting the "5 Stages of wholesale market evolution"**  
 Descriptions for Stages I-IV can be found in first section of this report

Page 271

### Stage V wholesale market characteristics

- Wholesale markets **regain prominence** by adapting to modern demands
- Markets modernise with warehousing, **e-commerce**, and urban **consolidation**

**1.7M tonnes** Every year, more than 1.7 million tonnes of food products are processed at Rungis

**232 ha.** Rungis covers 232 hectares, larger than the Principality of Monaco

**12,000** Often referred to as a 'city within a city', Rungis employs 12,000+ people in 1,400+ companies

**€1.2 Bn** Estimated initial French government investment in 1960s for establishment

## Rungis: An often cited example of a Stage V wholesale market

**Rungis International Market**, located in the southern suburbs of Paris, is the world's largest wholesale market for fresh products, spanning 234 hectares. It offers a wide range of products, including seafood, meat, fruits, vegetables, dairy, and horticultural items.

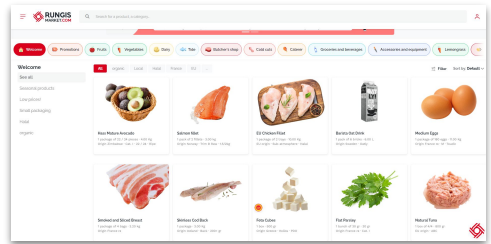
**History and Location:** Originally located in the **Les Halles area of central Paris**, the market dates back to the 10th century. By the mid-20th century, its limited space led to the decision to relocate. In **1969**, Rungis was chosen for its **strategic location** near Orly Airport and its access to major rail and highway networks.

**Operations and Scale:** Rungis handles over **1.7 million tonnes of goods annually**, operating mainly in the early morning from 1 a.m. to 11 a.m. The complex covers **232 hectares (570 acres)**<sup>1</sup>, making it slightly larger than the Principality of Monaco. It supports **12,000+ employees** and accommodates 26,000 vehicles, including 3,000 heavy trucks. The market is equipped with refrigerated storage, loading docks, and logistics networks, facilitating efficient distribution to both local and international clients.

**Governance and Investment:** The French government invested **€1.2 billion** in the 1960s to relocate and develop the market's infrastructure. This included the **construction of cold storage and essential transport links**. The government also oversaw **public-private partnerships** for its ongoing operation. In the 2000s, continued investments focused on **digital systems and sustainability**. The **Rungis 2025 initiative** has committed an **additional €1 billion** to expand the market's infrastructure, improve green logistics, and modernise its operations.



Map of Rungis International Market



Integrated online marketplace of Rungis

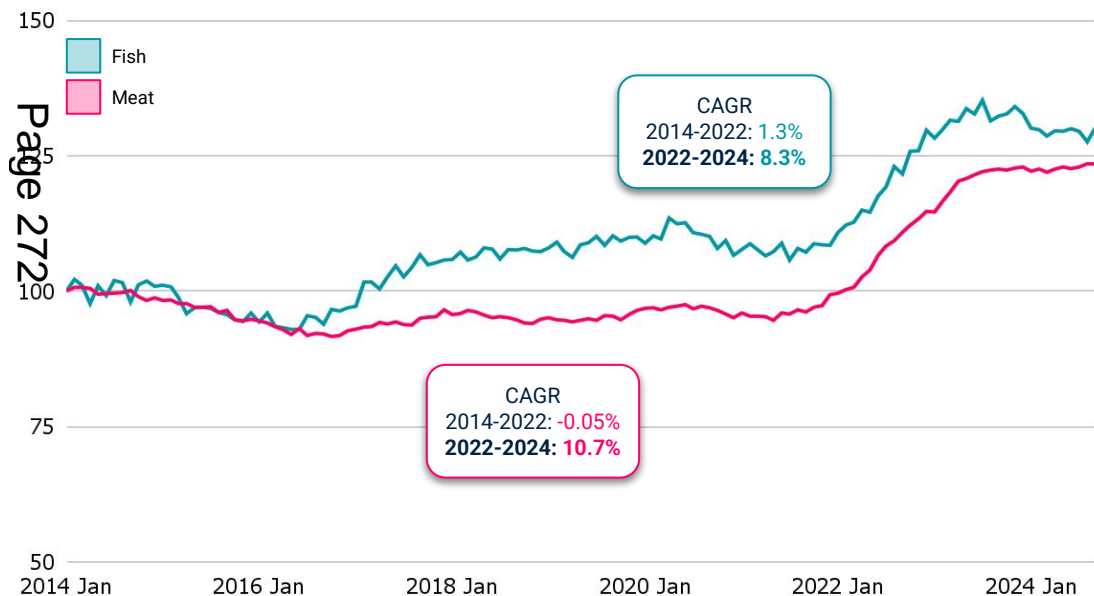
Source: World Union of Wholesale Markets (WUWM), Milan Urban Food Policy Pact (MUFPP) report, Fresh Plaza, Explore Paris, Rungis International, Fruit Net, 1: For context, the previously proposed relocation site in Dagenham covered only 42 acres

# Rising input costs, driven by global factors, lead to higher prices for livestock feed, meat, and seafood, ultimately impacting costs for the end consumer.

This slide serves as a supplement to the insights on [page 51](#), providing additional insights into the cost of living crisis in the UK, with a specific focus on meat and fish prices

## Consumer Price Index (CPI) for Meat and Fish

Monthly from Jan 2014 to Sep 2024, Data indexed Jan 2014



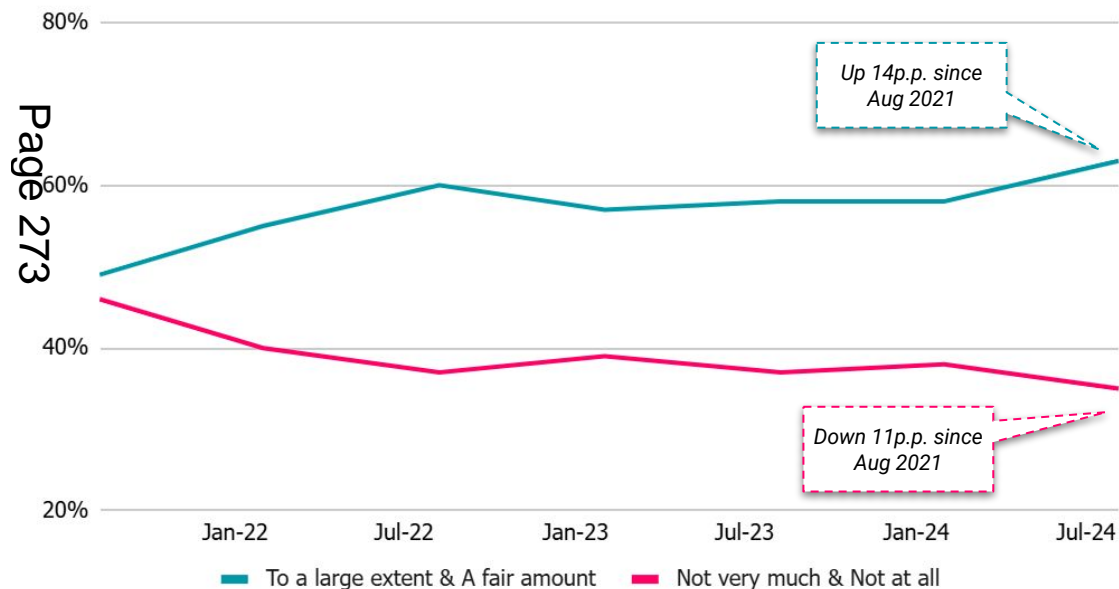
- Russia-Ukraine conflict has increased input costs, particularly affecting the supply and pricing of wheat, a crucial feed ingredient for livestock.
- According to the AHDB, input costs for UK meat farms have surged significantly, with a 54.0% rise for pig farms and 39.0% increase for beef and sheep farms since 2022.
- Input costs such as energy, fuel and feed has also increased for the Seafood industry. For eg: Marine fuel spend in 2022 increased by 75% from 2021.<sup>1</sup>

# Londoners show increased focus on sustainability in food, with over 60% prioritising eco-friendly choices and growing recognition of certifications.

This slide serves as a supplement to the analysis on [page 50](#), offering further insights into dietary choice trends

## Impact of Environmental Sustainability on Food Choices in London

In %, YouGov Survey (2024)

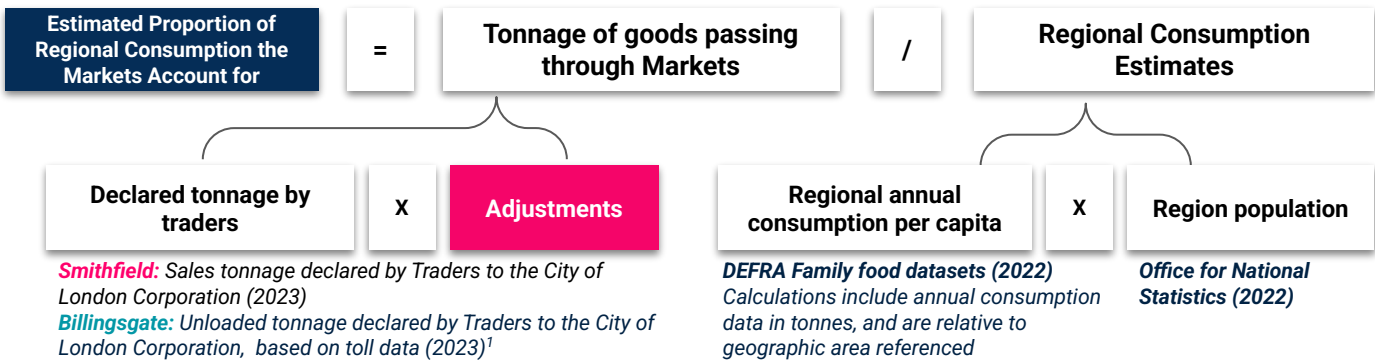


- Almost 2 out of 3 people in London now consider environmental sustainability in their food choices
- The percentage of Londoners prioritising sustainability in food decisions has steadily risen from 49% to 63%
- As more consumers recognise sustainability certifications (such as Red Tractor Certified Standard for meat and Marine Stewardship Council for fish), an increasing number of producers and processors are obtaining them
- Those indicating that sustainability plays little to no role in their food choices has dropped by 11% to 35% in Aug 2024

# Methodology and data adjustments for estimating contribution of Smithfield and Billingsgate Markets to UK and regional consumption.

This slide serve as an accompaniment and explain the methodology utilised to calculate the figures laid out on page 17 of the first section of this report

- This analysis aims to **quantify the role of Smithfield and Billingsgate markets in meeting UK consumption**, drawing on data from Trader surveys, City of London data, and carefully considered assumptions
  - **Adjustments** were applied to calculate the tonnage passing through the markets that reaches end consumers in each region, avoiding inflated figures through careful adjustments
  - These proportions **could decrease further** while considering additional factors, such as traders supplying customers in London or the South East, whose products may **ultimately serve consumers outside these regions** (e.g. a catering company in London primarily supplying events in Manchester)
  - While precise assumptions for such adjustments are complex, the current figures reflect a **conservative estimate of the markets' regional impact**
- Accordingly, we estimate that today Smithfield and Billingsgate account for ~3% UK-wide consumption and ~9% of South East and Greater London consumption**



- Adjustments**
1. **Regional distribution adjustments**
    - Accounted for the percentage of tonnage allocated to domestic consumers and refined it for specific regions
  2. **Intertrade adjustments\***
    - Excluded tonnage from "other wholesalers" involved in intertrade to avoid double counting
  3. **Exclusion of non-meat or non-fish products**
  4. **Waste adjustments**
    - Customer-level waste: Tonnage sold to customers but did not reach end consumers
    - Market-level waste\*\*: unloaded tonnage not sold in the market
  5. **Exclusion of alternative market routes (e.g. pet food)**

<sup>1</sup>: The Billingsgate analysis uses incomplete data, with no frozen fish volumes reported since 2018. For 2023, total fish volume combines fresh fish data from LFMA (London Fish Merchants Association) and an estimated frozen fish volume  
 \* Not applicable for Billingsgate Market, as unloaded toll data is recorded pre-trade and excludes intertrade volumes  
 \*\* Only applicable for Billingsgate Market as Smithfield Market tonnage data is based on sales data

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REPORT END.



## City of London Corporation Committee Report

<b>Committee(s):</b> Planning and Transportation – For information Policy and Resources – For decision	<b>Dated:</b> 21 January 2025 13 February 2025
<b>Subject:</b> <b>Modernising Planning Committees – Government Consultation</b>	<b>Public report:</b> For decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>provides statutory duties</b></li> </ul>	This report relates to the statutory planning function
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	
<b>Report of:</b>	Katie Stewart – Executive Director, Environment
<b>Report author:</b>	Alex Storey – Planning Policy Officer

### Summary

On the 9<sup>th</sup> December 2024 the Government published a planning reform working paper titled modernising planning committees. The paper includes initial ideas and shows the Government’s direction of travel: they are thinking of introducing a national scheme of delegation and ‘strategic development committees’ to supplement standard planning committees.

Officers have drafted a response to the working paper (see appendix 1), and this committee report provides a brief discussion. It is proposed that the consultation response reflects the successful operation of the City Corporation’s Planning Application Sub-Committee against the performance criteria set out by the Government, and the unique nature of development in the City, and suggests ways in which the reforms could be altered to allow the City Corporation’s committee to continue to function effectively.

## Recommendation

Members of the Planning and Transportation Committee are asked to consider and provide comments on the consultation response at Appendix 1.

Members of the Policy and Resources Committee are asked to:

- consider the comments of the Planning and Transportation Committee
- approve the consultation response at Appendix 1.

## Main Report

### Background

1. On the 9<sup>th</sup> December the Government published a working paper on ‘modernising planning committees.’ The general direction of travel indicated in this paper is that the Government would like to streamline the committee process by clarifying the types of applications that should be decided by committee, and by introducing ‘strategic development committees’ that would specialise in the largest, ‘strategic’ applications that require long term engagement by the LPA and elected members.
2. Any changes would require secondary legislation following the passage of the Planning and Infrastructure Bill, which is due to be introduced to Parliament early this year, and would be fully consulted on in the normal way. The working paper invites views on the Government’s initial ideas.
3. The Government is considering a national scheme of delegation to ensure that the number and type of applications that are determined by committee is consistent across LPAs. The Government also wants the national scheme of delegation to empower professional planners to make more decisions, especially on applications that are in compliance with the development plan when read as a whole, or on post-permission matters where the principle of development was accepted in an outline application.
4. This is in the context of some planning committees refusing development on allocated sites, or reserved matters applications on large masterplan sites, against officer advice, only for this to be overturned at appeal and costs awarded against the Local Planning Authority.
5. Alongside a national scheme of delegation, the working paper introduces the idea of ‘strategic development committees’. The Government envisages these to be smaller committees of three to five members but acknowledges that where these are already in operation, they often have seven to nine members.
6. All development that is classed as ‘strategic’ would be considered by the strategic development committee.

## **Current Position**

7. The Planning Applications Sub-Committee (PASC) currently decides applications that are not delegated to officers. The membership of the PASC is the same as the full Planning and Transportation Committee.
8. The current scheme of delegation states that all applications are delegated to officers subject to the 'decision being in accordance with policy, not being of broad interest and there being no more than 9 planning objections.'
9. The Government is clearly targeting LPA's that have a record of refusing development on weak, spurious or illegitimate planning grounds, especially where the site has been allocated in the local plan or is subject to an outline consent, contrary to officer recommendations. This is not the case for the City Corporation; since December 2022, 32 applications<sup>1</sup> have been decided by the Planning Applications Sub-Committee. Of these, officers have recommended 31 for approval and one for refusal.

## **Proposals**

10. On the two major ideas in the working paper – a national scheme of delegation, and strategic development committees – a discussion is below. For the full consultation response please refer to Appendix 1.

### *National Scheme of Delegation*

11. The working paper offers three options for how a national scheme of delegation could work:
  - All applications that comply with the development plan are delegated to officers (option 1)
  - All applications are delegated by default, except for departures from the development plan that are recommended for approval, and for applications by the LPA itself (option 2)
  - All applications are delegated by default, with a prescriptive list of exemptions (eg major residential development not on an allocated site, development that is subject to an Environmental Impact Assessment, development proposals that have received a specified number of objections, etc) (option 3)
12. The City Corporation's current scheme of delegation is similar to option three, although the exemptions are different to the Government's suggestions. Most applications are delegated by default, with only those that do not comply with the development plan or being of 'broad interest' sent to committee.

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<sup>1</sup> Listed building consents that accompany a full application have been discounted

13. Since the current committee structure is thought to work well and this is close to option three, this will be fed back to the Government in the City Corporation's response.
14. It is noted that two of the three options presented rely on the concept of 'compliance with the development plan', and the Government identifies a potential hybrid system where the first stage is whether an application complies with the development plan.
15. At paragraph 13 of the working paper the Government notes that a 'judgement on compliance with the development plan may be complex and need some careful consideration, particularly where an application may not fully meet a specific policy'. Given the emphasis on an officer judgement on accordance with the development plan, clear guidance and processes should be produced by the Government if this framework is taken forward.
16. This would also have a specific impact in the City as it receives several high profile and nationally important applications per year, that often are judged to be in accordance with the development plan. In some of the Government's scenarios these would automatically be approved by officers despite their significance potentially warranting a committee decision.
17. With regards to objections, it is noted that the Government's working paper takes a negative view of having a threshold of objections that would trigger a decision by committee. The Government sees any threshold as an incentive to organised local opposition to meet whatever threshold is set. While the City Corporation usually does not frequently encounter large and organised opposition groups, the removal of this trigger should be carefully considered in light of the additional pressure placed on a judgement of compliance with the development plan. An objection threshold is one potential way to assess the significance of a proposal, even if officers judge it to comply with the development plan.

#### *Strategic Development Committees*

18. The Government is seeking views on requiring LPAs to establish smaller, dedicated committees to focus only on strategic development. These would operate in addition to the main planning committee, although any national scheme of delegation would not apply. Every application that is classed as 'strategic' would be sent to the strategic development committee.
19. The use of strategic development committees may be suitable for some local authorities that are bringing forward a New Town, major urban extension or London Plan Opportunity Area.
20. However, the PASC already operates in a quasi-strategic manner. Only the very largest applications normally go to sub-committee.

21. Therefore, for strategic development committees to be effective the threshold for a 'strategic' application must be carefully set, and given the differential scales and types of development in different places, it should not be set nationally. The criteria for referral to the Mayor of London is a good precedent as it contains specific thresholds for the City of London, distinct from central London and the rest of London<sup>2</sup>. The City of London specific thresholds are:
- floorspace of more than 100,000 sqm
  - height of more than 150 metres
22. It is also noted by officers that the City Corporation does not process the type of applications the working paper suggests a strategic development committee is designed to decide. Due to the relatively small size of all development plots, the City Corporation rarely receives outline applications, and all development is usually brought forward as a single phase, often as a single building. Therefore, the long term strategic oversight that is needed for a new town, urban extension or masterplan does not occur in the City.
23. The City's unique circumstances mean that a strategic development committee is unlikely to have any benefits, especially since the current PASC already works efficiently. In fact, if the threshold is set poorly it may result in a higher volume of applications going to committee, with all of these being decided by the strategic committee. This would protract the decision making process, delay development, and have the opposite effect to the Government's intentions.
24. Consequently, officers are of the opinion that a strategic development committee should not be mandatory if the LPA can demonstrate the effectiveness of its standard planning committee. If the Government proceeds with mandatory strategic development committees, the City of London should have its own threshold for a 'strategic' application, in line with the referral criteria to the Mayor of London. Alternatively, areas subject to a Spatial Development Strategy should be exempt, given that this already provides a layer of strategic insight, with the Mayor of London having the power to call in applications for determination.

#### *Mandatory training*

25. The working paper also seeks views on the introduction of nationwide, mandatory training for planning committee members.
26. The City Corporation provides both in-house and Planning Advisory Service training to planning committee members, and so supports the principle of training for members.

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<sup>2</sup> [The Town and Country Planning \(Mayor of London\) Order 2008](#)

27. A consistent, nationwide scheme of training is supported by the City Corporation, provided this reflects local circumstances and governance arrangements.

### **Corporate & Strategic Implications**

Strategic implications – The planning committee makes decisions on high profile applications that have economic, social and environmental impacts. Its work cuts across several corporate plan objectives including Dynamic Economic Growth, Leading Sustainable Environment and Vibrant Thriving Destination.

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – none

Equalities implications – none

Climate implications – none

Security implications – none

### **Conclusion**

28. The Government has published a working paper that indicates a direction of travel for planning committees. The Government would like to introduce a national scheme of delegation, small 'strategic development committees', and mandatory training for committee members.

29. The City Corporation believes its planning committee works well, with 94% of decisions being taken in line with officer recommendations.

30. Therefore, while these reforms would likely improve decision making at many committees, they should be carefully applied to ensure that well-functioning committees are not disrupted.

31. It is noted that due to the unique nature of the City, some of the ideas proposed would result in additional applications being decided at committee, the opposite of the Government's intentions. Several additional ideas have been suggested that would ensure any reforms work well in the City context. These are:

- Exempting planning committees that are demonstrably effective and make sound decisions in line with planning policy and law
- To ensure a national scheme of delegation includes some 'safety valves' that cause an application to go to committee even if officers identify compliance with the development plan
- Using the GLA referral criteria to define 'strategic development' in London

- Exempting LPAs from setting up a strategic development committee if they are subject to a Spatial Development Strategy (such as the London Plan).

## **Appendices**

Appendix 1 – Modernising Planning Committees: Consultation Response

Appendix 2 – Planning Reform Working Paper: Modernising Planning Committees

### **Alex Storey**

Planning Policy Officer

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## **Appendix 1 – Modernising Planning Committee Consultation Response**

### **Do you think this package of reforms would help to improve decision making by planning committees?**

While the City Corporation appreciates the concerns of Government, we have concerns that the reforms as proposed could undermine the successful operation of those local authorities where a successful balance is being struck between determining applications speedily and predictably, and ensuring decisions on the most high-profile and strategically-significant schemes are given appropriate consideration by elected officials.

The City of London Corporation operates an effective and efficient planning committee. Since December 2022, 32 applications have been decided by committee<sup>1</sup>. Of these, officers recommended 31 for approval and one for refusal. The planning committee refused three: one in line with the officer recommendation and two against officer recommendations. 94% of applications were decided in line with officers' recommendation. The City Corporation considers this to be evidence that the planning committee works well and is not the type of committee that the government is targeting with these reforms.

The City Corporation is unique in both its governance structure and in the type of planning applications it regularly deals with, and its planning committee is set up in response to both these factors. Some of the reforms suggested are already used by the City Corporation, for example all decisions are delegated unless a departure from the development plan is identified (or they are of broad interest or an objection threshold is met).

As detailed in response to the following questions, the blanket application of reforms could have perverse impacts on the City Corporation, including more applications going to committee. Consequently, the City Corporation thinks there should be some mechanism that allows well-functioning planning committee to maintain their current structure. Alternatively, the reforms could apply only to those LPA's that are failing on a specific set of metrics the Government would like to target (for example: rate of decisions against officer recommendations, approvals on allocated sites, reserved matters approvals, number of minor applications refused at committee).

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<sup>1</sup> Listed building consents that accompany a full application have been discounted

**Do you have views on which of the options we have set out in regards to national schemes of delegation would be most effective? Are there any aspects which could be improved?**

The City of London Corporation operates an efficient planning committee that rarely overturns an officer recommendation, and when it does so it has legitimate and robust planning reasons for its decision. Since December 2022, 32 applications have been determined by committee, and only two have overturned the officer's recommendation (in both cases a decision to refuse against an officer recommendation to approve). Both applications raised significant planning concerns and are good examples of a planning committee's ability to decide finely balanced planning judgements.

The City Corporation's current scheme of delegation is similar to option three, although the exemptions are different to the government's suggestions. Most applications are delegated by default, with only those that do not comply with the development plan, being of 'broad interest', or gaining more than nine objections being sent to committee.

It is noted that two of the three options presented rely on the concept of 'compliance with the development plan', and the Government identifies a potential hybrid system where the first stage is whether an application complies with the development plan. The working paper recognises that the judgement on compliance with the development plan is often complex, particularly where a specific policy may not be fully met, or some policies are out of date.

Case law is clear that the legal phrase of 'in accordance with the development plan' does not mean that every policy is rigidly met in full. Policies often pull in different directions, and it is a matter of planning judgement for the decision maker. The relevant test is whether the application accords with the development plan when read as a whole. Again, this is the approach the City Corporation currently uses, and is one of the triggers for an application to go to committee.

Given this emphasis on an officer judgement on accordance with the development plan, clear guidance and processes should be produced by MHCLG if this framework is taken forward. This system works at the City Corporation partly because officers are trusted to make planning judgements, but also because there are two additional provisions in the scheme of delegation that trigger a decision by committee. If the only way for an application to reach committee is for officers to identify it as a departure from the development plan, there needs to be clear guidance on how this should be applied and considered, in order to avoid situations where there is extensive debate and efforts to influence judgement on this matter.

This would also have a specific impact in the City as it receives several high profile and nationally important applications per year, that often are judged to be in accordance with the development plan. In some of the Government's scenarios these would automatically be approved by officers despite their significance potentially warranting a committee determination. The role of strategic development committees is noted, however, due to the unique circumstances of the City Corporation they are unlikely to be a panacea.

Overall, the City Corporation's model is a good example of how option three could work. It is agreed that a departure from the development plan is a useful starting point to trigger a decision by committee, albeit with clear and up to date guidance on how this judgement is made with regard to the plan as a whole. However, there should also be the potential for some other provision, or 'safety valves' to account for local circumstances. This could be as generic as the 'broad interest' used in the City Corporation's scheme of delegation.

**We could take a hybrid approach to any of the options listed. Do you think, for instance, we should introduce a size threshold for applications to go to committees, or delegate all reserved matters applications?**

There should exist the potential to create 'safety valves' that allow for applications to go to committee even if compliance with the plan is identified. As stated in response to the previous question, a planning judgment on accordance with the development plan is an appropriate first criteria for deciding if an application should be decided by committee. The subsequent options listed in the working paper would, in most cases, be redundant due to an officer's identification of compliance with the development plan

There should be some possibility of an application appearing at committee, even if officers identify compliance with the development plan. This is because a planning judgement call is subjective, and in some cases, it can be a finely balanced decision that may benefit from determination by committee.

A hybrid approach could allow for this. By default all applications that comply with the development plan are delegated, and then there are additional 'safety valves' that allow for a committee decision, even if compliance is identified. The City Corporation scheme of delegation allows for any application of 'broad interest' to go to committee. Broad interest is a generic term but works well in a City context . There is a risk to being overly prescriptive since planning is a context driven and subjective activity.

This is particularly important if the direction of travel with regards to objections is maintained (see question below).

**Are there advantages in giving further consideration to a model based on objections?**

It is noted that the working paper takes a negative view of having a threshold of objections that would trigger a decision by committee. While the City Corporation usually does not usually encounter large and organised opposition groups, the removal of this trigger should be carefully considered in light of the additional pressure placed on a judgement of compliance with the development plan. An objection threshold is one potential way to assess the significance of a proposal, even if officers judge it to comply with the development plan.

While it is agreed that any threshold will encourage objectors to meet whatever threshold is set, objections can still be material considerations. There are ways to reduce the importance of objections

without removing them entirely. One option could be to set an objection threshold for major applications only, therefore enabling small developments that sometimes generate severe local opposition but have negligible wider impacts to avoid a committee debate. This would also support SMEs who often develop small sites.

**Do you agree that targeted planning committees for strategic development could facilitate better decision making?**

The planning committee at the City Corporation already operates in a quasi-strategic manner. Given the average size of the proposals the City Corporation receives, only the very largest go to committee. Therefore, for strategic development committees to be effective the threshold for a 'strategic' application must be carefully set and take into account the geographic variation in type and scale of development. It should not be set nationally. The criteria for referral to the Mayor of London is a good precedent as it contains specific thresholds for the City of London, distinct from central London and the rest of London.

It is also noted that the City Corporation does not process the type of applications the working paper suggests a strategic development committee is designed to decide. Due to the relatively small size of all development plots, the City Corporation rarely receives outline applications, and all development is usually brought forward as a single phase, often as a single building. Therefore, the long term strategic oversight that is needed for a new town, urban extension or masterplan does not occur in the City.

The City's unique circumstances mean that a strategic development committee is unlikely to have any benefits, especially since the current planning committee already works efficiently. In fact, if the threshold is set poorly it may result in a higher volume of applications going to committee, with all of these being decided by the strategic committee. This would protract the decision making process for additional applications, delay development, and have the opposite effect to the Government intentions. Consequently, the City Corporation is of the opinion that a strategic development committee should not be mandatory if the LPA can demonstrate the effectiveness of its standard planning committee. If the Government proceeds with mandatory strategic development committees, the City of London should have its own threshold for a 'strategic' application, in line with the referral criteria to the Mayor of London.

Another option could be to exempt LPAs from the strategic development committee requirement if they are subject to a Spatial Development Strategy. In London, applications of potential strategic importance are already referred to the Mayor of London, who assesses the strategic implications of the proposal. Therefore, there is already a layer of strategic oversight, managed by the authority that specializes in strategic development across London. The Mayor has the power to call in strategic applications. This potentially renders the type of strategic development committee envisaged in the working paper unnecessary in London.

**Do you have a view on the size of these targeted committees?**

The City Corporation does not have substantive comments on the size of a strategic development committee, although it believes that other factors such as commitment, training and engagement are potentially more likely factors that would influence consistent decision-making more than the size of the committee.

The City Corporation is in a unique position where most of its elected members are already politically independent. Its committee includes members with a broad range of expertise in matters related to or that effect planning and the built environment. This likely contributes to the efficiency and quality of committee decisions at the City Corporation.

**How should we define strategic developments?**

As highlighted in response to the earlier question, the definition of 'strategic' is crucially important. A poor definition would lead to more applications being decided by committee given the volume of large and very large applications the City Corporation receives. At the very least the definition of strategic development should be decided in line with the strategic geographies of each area. This would likely mean that each city region has its own definition, as well as other strategic clusters such as the Oxford-Cambridge arc, or regional blocks.

The City Corporation views the criteria for referral to the Mayor of London as a good example of how this could work, especially since this includes different thresholds for different parts of London (the city of London, central London, outside central London).

**Do you think the approach to mandatory training is the right one?**

The City Corporation provides both in house and Planning Advisory Service training to planning committee members. It also runs a continuous program of training on new and evolving planning matters. Therefore, the City Corporation welcomes the Government's thoughts on mandatory training and would support an official, nationwide training provider.

Extending training to more in depth planning matters would also be beneficial, particularly where this relates to new requirements (for example Biodiversity Net Gain). There could be a system of mandatory basic training and then a series of further modules that elected members can do if they wish, with regard to the specific issues that commonly occur in their area.

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*The Government is committed to getting Britain building again. This paper forms part of a series of working papers on different aspects of planning reform, designed to inform further policy development in collaboration with the wider sector.*

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## Summary

This paper invites views on models for a national scheme of delegation, which the Government has committed to introduce to support better decision making in the planning system. It proposes three possible options, designed to facilitate faster delivery of the quality homes and places that our communities need, by bringing greater standardisation over the operation of committees, in turn to give greater certainty to applicants.

In addition, the Government is interested in views on the creation of smaller targeted planning committees specifically for strategic development, as well as the introduction of a mandatory requirement for training for planning committee members.

All three reforms would require changes to primary legislation through the Planning and Infrastructure Bill. A series of questions are posed at the end of the paper, to inform discussions with the sector before determining whether any of these proposals are taken forward.

## Introduction

1. Planning is principally a local activity, because decisions about what to build and where should be shaped by local communities and reflect the views of local residents. That is why the Government is determined to ensure every area has an up-to-date local plan developed through resident engagement, and it is why we believe that planning committees have an integral role in providing local democratic oversight of planning decisions. It is however vital that in exercising that democratic oversight, planning committees operate as effectively as possible, focusing on those applications which require member input and not revisiting the same decisions. That is why, as part of the King's Speech, we announced that we will modernise the way planning committees operate to best deliver for communities and support much needed development.
2. The Government also wants to make sure that skilled planning officers in local authorities are given the appropriate amount of trust and empowerment. Over the last quarter of a decade, there has been an increased focus on delegating decisions to officers, with

committees now usually focusing on the largest or most controversial applications: 96% of decisions were made by officers in Q2 2024 compared to 75% in 2000. However, the number and type of applications committees consider still varies widely between local planning authorities. Some committee decisions are made not in accordance with material planning considerations, while some committees revisit developments which have already been considered by elected members through the local plan process – which can cause unnecessary delays, cost, and uncertainty. Furthermore, to ensure that planning professionals are fully supported in their role and their skills and experience are put to best use there is a strong case for allowing them to resolve more applications more quickly, in service of residents and businesses.

3. Most planning committees, which comprise a number of elected councillors, make well considered and fair decisions most of the time. However, there remain a number of issues with how committees operate that we want to address.
  - a. First, many local schemes of delegation do not provide full clarity on whether or not an application will go to committee, which can cause uncertainty for developers.
  - b. Second, too much time is spent considering applications which are compliant with the local plan or applications for post-permission matters, especially where the development would be on an allocated site and where there are clear policy requirements for the site in the local plan. This delays decisions on schemes which have already been considered through the local plans process, wasting the time of councillors, applicants and delaying good outcomes for places and for communities.
  - c. Third, in some of these instances the development is rejected against officer advice only to be overturned on appeal, delaying appropriate development and wasting taxpayers' money.
  - d. Fourth, there can be insufficient understanding among all committee members of planning principles and law, inhibiting their ability to make decisions in line with these principles and law, in turn making these decisions more vulnerable to being overturned on appeal.
  - e. Fifth, there is a lack of transparency of committee decisions and their consequences – especially if a committee refuses an application and there is a successful appeal with costs awarded against the local planning authority.
4. Box 1 below provides examples of schemes where the development proposal was on an allocated site and in line with policy expectations, but the committee refused the application against officer advice and the subsequent appeal was upheld, creating delays for all.



**BOX 1: EXAMPLES OF SUCCESSFUL APPEALS TO REFUSALS BY PLANNING COMMITTEES**

**Mixed use development on a vacant brownfield site in London.** This site was allocated in the Local Plan for residential and educational use. In Autumn 2021, an application for planning permission was submitted for a development on the site consisting of approx. 120 residential apartments and a special school for 90 pupils. Planning officers recommended to the planning committee in Summer 2022 that planning permission should be granted. The planning committee decided to refuse it. An appeal was made by the applicant and the Inspector, in early 2024, agreed the appeal should be upheld and granted permission. (London Borough)

**Residential development on allocated greenfield site in Northern England.** The site was allocated in the Local Plan for residential use. In Autumn 2022 an application for planning permission was submitted for a development of approx. 100 dwellings on the site. Planning officers recommended to the planning committee that the application be approved in Autumn 2023. The planning committee decided to refuse it. An appeal was made by the applicant and the Inspector, in Summer 2024, agreed the appeal should be upheld and granted permission. (Northern Borough Council).

**Residential development on allocated greenfield site in East of England.** The site was allocated in the Local Plan for residential use for c.500 dwellings, with the potential to increase to maintain 5-Year Housing Land Supply. In Spring 2020 an application was submitted for development of approx. 660 dwellings on site. Planning officers recommended to the planning committee that the application be approved in Summer 2021. The planning committee decided to refuse it. An appeal was made by the applicant and the Inspector, in Spring 2022, agreed that the appeal should be upheld and granted permission. (East of England District Council).

**Our objectives**

5. We want to encourage better quality development that is aligned with local development plans, facilitates the speedy delivery of the quality homes and places that our communities need, and gives applicants the reassurance that in more instances their application will be considered by professional officers and determined in a timely manner. This will allow committees and the elected representatives that sit on them to focus their resources on contentious development not aligned with the development plan where local democratic oversight is required. This approach will empower planning professionals to make sound planning decisions on those cases aligned with the development plan and give greater certainty to developers and communities as to how development will be scrutinised by their local planning authority.
6. Tackling these issues means providing greater certainty to applicants that good-quality schemes aligned with the development plan will be approved in a timely manner – while still ensuring that residents know non-compliant or speculative schemes that depart from the development plan will be subject to appropriate democratic scrutiny. In delivering on that objective, we want to:

- a. encourage developers to submit good quality applications which are compliant with plan policies;
- b. allow planning committees to focus their resources on complex or contentious development where local democratic oversight is required and a balanced planning judgement is made;
- c. ensure planning committee members get the training and support they need to fulfil their duties effectively; and
- d. empower planning professionals to make sound planning decisions on those cases aligned with the development plan.

## Our proposals

7. In order to meet these objectives, we are proposing action on three fronts:
  - a. **a national scheme of delegation** – bringing clarity and consistency to everyone about which applications get decided by officers and which by committees;
  - b. **dedicated committees for strategic development** – allowing a dedicated and small group of councillors to dedicate energy to the most significant projects; and
  - c. **training for committee members** – requiring that councillors undertake appropriate training before they can form part of a planning committee.

## National scheme of delegation

8. Under local government law, planning decisions by a local authority must be a committee function, and not a function of the executive. Section 101 of the Local Government Act 1972 provides broad powers for the discharge of committee functions, by either a committee, sub-committee or delegation to an officer. Every council has its own scheme of delegation to identify the circumstances where planning decisions are taken by the planning committee rather than delegated to officers. There are currently no powers for the Secretary of State to set a national standard scheme of delegation for planning committees.
9. We want to change this and establish a national scheme of delegation which will provide a standardised, consistent approach to delegation of decisions in all local planning authorities, recognising where sites have already had democratic approval through the local plan process. We think a national scheme of delegation will make the system easier to navigate and assist in making it more transparent to users and the public. In designing this scheme, we want to work extensively with the sector. As a first step, we have developed several options for early consideration and discussion, which range from resting on a judgement about compliance with the development plan to hard rules based on the type of application. We have also set out a potential hybrid approach at the end of this section, which may combine the best elements of these different options. Box 2 provides a summary of how these options would play out with three illustrative examples.

*Option 1 – Delegation where an application complies with development plan*

10. The first option aims to ensure that planning committees do not spend their time considering planning applications which comply with the development plan. It would require the delegation of decisions to officers where an application for planning permission complies with the development plan – for instance, when the application is for development on an allocated site in line with plan policies or in line with a design guide. Local authority members will have already considered and approved the policies and site allocations in the relevant authority's local plan, on which residents will also have been consulted, and should be confident that professional officers can make decisions on applications which comply with the plan.
11. Where an application for planning permission does not comply with the development plan, it would be for the local planning authority to determine what is appropriate in their area, in the same way that they do currently. A planning committee would not need to consider all applications which did not comply; these could be delegated to officers if the local planning authority so wished.
12. This approach would apply to other types of applications such as reserved matter approvals, discharge of conditions or other special consents. For instance, where applications were made for reserved matters for an outline planning permission, and these applications were compliant with the development plan, these would be delegated to officers, but if they were a departure from the Plan they could be considered by the planning committee.
13. The judgement on compliance with the development plan may be complex and need some careful consideration of the issues, particularly where an application may not fully meet a specific policy which, for instance, could be outdated or there is no up-to-date local plan. We are keen to seek views on how compliance with the development plan could be defined in a clear enough way for both applicants and local planning authorities to determine when an application should or should not be caught by this requirement, including how any published site allocations' development plan document or supplementary planning document should be part of this assessment. In particular, there are already two relevant terms in planning law – 'in accordance with the development plan' and 'departure from the development plan' – which could be used and on which we would welcome views. We are also interested in views on whether there should be different approaches depending on whether a local planning authority has an up to date local plan or not. Where a plan is out of date, and the presumption applies, there will need to be clarity too on how an officer assesses compliance with the development plan.
14. We are also interested in views on who should make this judgement and what information should be provided to justify it. One option could be for the officer's report determining an application which complies with the development plan to confirm that this application

must be delegated to an officer. The report itself should include any assessment of the application against development plan policies which would provide a justification.

*Option 2 – Delegation as default with exceptions for departures from the development plan*

15. Our second option is that a national scheme of delegation should operate by exception, specifically that all applications should be delegated to officers unless specific circumstances apply. This could mean all applications must be delegated to officers unless:
  - a. the application is a departure from the development plan and is recommended by officers for approval; or
  - b. the application has been submitted by the local planning authority, its members or officers.
  
16. This approach would allow for greater delegation to officers of all application types. It sets a hard definition of criteria which must be met for an application to be decided by the planning committee. Its key benefit would be that committees would focus on only those applications which depart from the development plan and officers consider suitable for approval, as well as ensuring for propriety reasons that decisions involving the local planning authority are made transparently.
  
17. There are two aspects of this approach that we are conscious need specific consideration.
  - a. First, it would mean the committee must decide all such 'specific circumstance' applications, and the number of those applications could be significant, especially in large local planning authorities where some applications involving a departure from the development plan may be readily acceptable. This could lead to undesirable pressures on committee business. This could potentially be addressed by giving discretion to the chair of the planning committee to delegate decisions on specific applications back to officers.
  
  - b. Second, it would lead to officers determining applications for locally sensitive or controversial small-scale development where planning merits are finely balanced in terms of the development plan, and historically officers have looked to the committee to make the final decision. Examples include the development of a community asset, changes to a high profile listed building, or the use of an open space. One way of addressing this could be to create a further 'specific circumstance' category, where the head of planning and chair of the planning committee agree for the committee to consider an application by exception. However, this 'specific circumstance' may bring too much discretion back into the national scheme of delegation, and so not provide the intended certainty. Local discretion could, for instance, see ward councillors lobby to secure committee scrutiny of particular developments, even if they do not depart from the

development plan.

*Option 3 – Delegation as default with a prescriptive list of exceptions*

18. The third option would again require all applications to be delegated to officers. However, under this model, the national scheme of delegation would set out a prescriptive list of application types to be determined by committees to provide certainty to applicants from the start.
19. This approach does not focus on whether an application complies or generally departs from the development plan, but replaces it with a more specific approach linked to key common tests in national policy and development plans to provide greater clarity and consistency to applicants.
20. As an illustration, the list of circumstances where a committee could consider an application could include the following circumstances.
  - a. All applications for planning permission must be delegated to officers unless the application is:
    - i. for major residential or commercial development not on an allocated site;
    - ii. for an allocated site and the proposals depart from the policy in the local or neighbourhood plan for that site;
    - iii. for land on the Green Belt which engages the exceptional circumstances test in the NPPF;
    - iv. for development subject to Environmental Impact Assessment or which is likely to have a significant impact on a habitats site;
    - v. for development that would cause substantial harm to a designated heritage asset and there could be exceptional reasons for its approval;
    - vi. submitted by a local planning authority, its members or officers; or
    - vii. subject to over a specified number of objections.
  - b. All applications for other planning consents and approvals must be delegated to officers unless, for applications for listed building consent, the application was for works which would cause substantial harm to a listed building and there could be exceptional reasons for its approval.
21. This option would be the most prescriptive to set centrally. It would have the benefit of providing greater clarity on those application types which must be considered by planning committees in a way that is wholly consistent across the country, providing the greatest certainty to applicants. It would however leave little room for local interpretation, and a common list of required committee applications may miss significant local variations in application types, for example, where there is a particularly controversial listed building

consent application. It would also not provide for as clear a link between compliance with the development plan and the scheme of delegation, reducing the incentives for developers to comply.

22. In relation to the objection threshold, while there are some attractions to this approach, namely that it would more explicitly link an application going to committee with the level of concern it has caused locally, it risks incentivising organised opposition to development in order to meet whatever threshold is set. The Government is therefore less inclined to pursue this but is keen to consider views on it as part of further work on the national scheme of delegation.

## **BOX 2: ILLUSTRATIVE CASE STUDIES OF THE DIFFERENT OPTIONS**

### **Case Studies**

- I. A major development proposal for 100 dwellings complies with the local plan site allocation and policy requirements, including on design, open space and affordable housing provision. Officers have recommended approval.
- II. A minor development proposal for a change of use from a pub to a community centre. There are no specific site allocations in relation to the pub in the local plan, but there is a local plan policy which states that pubs must be protected from development resulting in a change of use or loss of the pub. In exceptional circumstances, development proposals resulting in the loss of a pub will only be permitted where there is no market demand for the pub use. Officers have recommended approval.
- III. A minor development proposal on a windfall site for the demolition of a small office unit and replacement with seven residential dwellings. The site is not allocated for residential use in the local plan, but officers have recommended the proposal for approval.

### **Result under Option 1**

- I. This would automatically be delegated to officers.
- II. As this is not in line with the local plan policy, it would be up to the discretion of the local planning authority to decide whether the application should go to committee in line with their local scheme of delegation (in relation to applications not in accordance with the development plan.)
- III. As this is not in accordance with the local plan, it would be up to the discretion of the local planning authority to decide whether the application should go to committee in line with their local scheme of delegation (in relation to applications not in accordance with the development plan).

### **Result under Option 2**

- I. This would be delegated to officers by default.
- II. Because this is a departure from the development plan and is recommended for approval by officers, this would go to committee.
- III. Because this is a departure from the development plan and is recommended for approval by officers, this would go to committee.

### **Result under Option 3**

- I. This would be delegated to officers by default.
- II. Because this is a departure from the development plan and is recommended for approval by officers, this would go to committee.
- III. Because this is a minor development proposal this application would be delegated to officers.

### *A hybrid approach*

23. The three options outlined above are not mutually exclusive, and it may be that the best approach is in fact one that blends different elements. One potential hybrid option would combine three components:
- a. first, applications which comply with development plan would be delegated, as per option one;
  - b. second, *all* reserved matters applications would be delegated, reflecting the fact that the principle of permission had been achieved and so giving greater certainty for post-permission matters; and
  - c. third, *all* applications for residential development below a certain size would be delegated, for instance using the non-major development threshold of ten units for residential development and 1,000 square meters for non-residential – recognising that consideration would need to be given to the operation of a threshold that works for all areas across the country.
24. Such a hybrid approach could help further focus the efforts of planning committees on the most significant applications, avoid committees looking repeatedly at the same scheme, and support small and medium enterprise (SME) builders.

### **Dedicated committees for strategic development**

25. Many areas of England have strategic development opportunities, often identified in local plans, which will bring long term change to an area. These include individual large scale development proposals, as well as Area Action Plans and proposals for urban extensions. Such strategic development opportunities are often in key locations with significant potential for new housing, jobs and infrastructure. In London, for instance, there are opportunity areas identified in the London Plan, and as part of our wider strategic planning reforms we expect over time more spatial development strategies to identify similar opportunities in their areas.
26. Planning permission for this kind of strategic development is often secured from the outline planning permission following considerable engagement with the local planning authority, and there is significant ongoing consenting on substantive matters as the development evolves. In some instances, development may come forward piecemeal from independent developers, requiring strategic oversight to deliver the vision for the area. This type of strategic development, which will impact on the long-term future of a location, will always be considered by elected members, and not subject to the general approach being proposed for a national scheme of delegation. Such strategic development requires longer term engagement by committee members and can involve consideration of many technical planning matters.



27. There are already successful examples across England of ‘Strategic Planning Committees’ which reflect the ambitions for a targeted focus on strategic development. These include the Ebbsfleet Development Corporation, which was established in 2015 to assist in the development of 15,000 new homes around the HS1 hub. Its planning committee comprises up to eight members, focuses on the strategic development of the Garden City and supports timely decision making in accordance with the plan for the area.
28. We want to test views on requiring local planning authorities to establish smaller, dedicated committees focused only on strategic development where there is such development planned in their area. Such committees would take ownership of strategic development applications and build expertise using local knowledge and understanding of planning issues. These committees would operate in addition to the main planning committee and would focus only on those developments that are critical to supporting local economic development and local housing need, providing long term focus and consistency for the most important schemes.
29. These committees could deal directly with, and have detailed knowledge of, specified strategic development opportunities. They could consider complex issues such as Section 106 agreements, and subsequent post-permission matters such as approval of design codes or reserved matters for key later phases. This could provide for a clearer and more direct decision-making process for developments of critical importance to the growth and economy of an area, while retaining local democratic oversight for such decisions.
30. In addition to their general benefit, there are two specific considerations.
- a. **The appropriate size of these committees.** We think there are considerable benefits in having a small committee of knowledgeable members who can have informed discussions about the strategic development, while recognising that as a committee there will need to be political balance reflecting the overall composition of the local authority. Several strategic development committees have seven to nine members, but we are keen to explore whether three to five members would give adequate scope for careful consideration of all matters.
  - b. **What constitutes strategic development in an area.** One approach could be for the local planning authority to decide what is a strategic development having regard to statutory guidance from the Secretary of State. Another approach could be to define strategic development in regulations based on development thresholds – for example, 500 units for residential development or 50,000 square meters for non-residential.
31. We are also interested in views on whether these focussed committees should include, in addition to elected members, independent expert members who have professional expertise in, for example, regeneration, planning and design. This approach has been taken

at the Old Oak and Park Royal Development Corporation which consists of four independent members, and four elected councillors from the three Boroughs within its area.

32. We do not anticipate that all local planning authorities would need to stand up such a committee, as it would only be required where strategic development was being proposed.

### **Mandatory training for planning committee members**

33. Finally, it is important that planning committee members are sufficiently trained in planning matters before they make decisions. Planning is a complex area – drawing on regulations, caselaw, and policy requirements – and it is important that planning committees which are undertaking a regulatory function are able to make robust decisions. Unfortunately, there are still too many decisions being made where the planning justification is weak, and the decision is overturned on appeal, creating delays and uncertainty.
34. Many local planning authorities in England already train their members, and there is good take-up of the membership training offered by the Planning Advisory Service. However, the approach to membership training is inconsistent and varies across the country. It is also unusual for a regulatory function as complex as planning not to require core training for key decision makers: in other regulatory environments, it would be seen to be a pre-requisite. For instance, in Scotland, elected members who sit on licensing boards are required to undertake mandatory training before they can take up a position on the board. In England, while the Licensing Act 2003 does not specifically include provisions for mandatory training of members, it strongly recommends that such members receive proper training to ensure they understand the complexities of licensing law and policy.
35. We are therefore, considering introducing mandatory training for planning committees to ensure members understand key planning principles, propriety, and new planning issues so that decision making is better informed and decisions are more robust. Specifically, we would require all members of planning committees, together with other key decision makers such as the Mayor of London, to undertake certified training before they could sit on a planning committee and be involved in the decision-making process. This would involve prohibiting members who have not undertaken the training from making decisions.
36. We envisage the training would cover at least the key principles of planning including, but not limited to, planning legislation, the role of the development plan and national planning policy, the planning application process, enforcement, and the code of conduct for planning committees. We are also keen to explore whether the training should be further extended to more in-depth planning matters and the effective operation of a planning committee. In considering the scope of the mandatory training, there is a balance to be struck between

requiring a comprehensive package of training and the practical need to ensure committees can continue to make timely decisions, especially following local elections and the appointment of new members to the committee.

37. We also envisage that the mandatory training and certification would be principally provided online, and to do this, the Government would procure a provider to prepare the training programme. If a decision is made to proceed with mandatory member training, the Government would provide resource for training under the new burdens doctrine. We are interested in how local planning authorities currently provide training for their members and will work with the sector on the detail of any training programme.

38. We are also interested in views on other ways in which we can further professionalise committees, including, for example, the production of a professional code of practice.

### **Conclusion and areas for further work**

39. We may take forward any or all of the above proposals, each of which would require primary legislation through the Planning and Infrastructure Bill. Should proposals set out in this working paper be taken forward, they would be the subject of further detailed consultation in the normal way – in particular where necessary to underpin secondary legislation following passage of the Planning and Infrastructure Bill.

40. In addition, the Government is clear that greater transparency of information on decision making is necessary to build reform. We will therefore be asking local planning authorities through our planning statistics returns to provide us with data on decision making in relation to planning committees, and in particular where refusals have been made against officer recommendation. We will also look to collect data from the Planning Inspectorate on where these applications have been overturned at appeal stage, and the costs awarded as a result.

41. We would welcome views on the options set out in this paper, and in particular on the following questions.

- a. Do you think this package of reforms would help to improve decision making by planning committees?
- b. Do you have views on which of the options we have set out in regards to national schemes of delegation would be most effective? Are there any aspects which could be improved?
- c. We could take a hybrid approach to any of the options listed. Do you think, for instance, we should introduce a size threshold for applications to go to committees, or delegate all reserved matters applications?

- d. Are there advantages in giving further consideration to a model based on objections?
- e. Do you agree that targeted planning committees for strategic development could facilitate better decision making?
- f. Do you have a view on the size of these targeted committees?
- g. How should we define strategic developments?
- h. Do you think the approach to mandatory training is the right one?

# Agenda Item 13

<b>Committee(s):</b> Resource Allocation Sub Committee Policy & Resources Committee	<b>Date</b> 3 <sup>rd</sup> February 2025 13 <sup>th</sup> February 2025
<b>Subject:</b> Capital Funding Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	The schemes for which funding is now requested span across a range of corporate outcomes
<b>For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?</b>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£7.4m
<b>What is the source of Funding?</b>	£6.7m - City Fund, £0.6m City Estate £0.1 CBF
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes
<b>Report of:</b> The Chamberlain	<b>For Decision</b>
<b>Report author:</b> Yasin Razaq, Capital and Projects Manager	

## Summary

The purpose of this report is for Members to consider release (following gateway approvals) to allow schemes to progress.

Members are reminded of the two-step funding mechanism for capital funding

- Firstly, within available funding, 'in principle' approval to the highest priority bids is sought and appropriate provisions are set aside in the annual capital and revenue budgets within the MTFPs.
- Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, Members are asked to confirm that these schemes remain a priority for which funding should be released at this time.

Members need to consider release (following gateway approvals) to allow schemes to progress.

Release of £7.4m to allow progression of six schemes summarised in Table 1 'Project Funding Requests' is now requested.

## Recommendations

Resource Allocation Sub Committee Members and Policy & Resources Committee are requested:

- (i) To review the schemes summarised in Table 1 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) To agree the release of up to £7.4m for the schemes progressing to the next Gateway in Table 1 from City Fund £6.7m ( £6.5m from OSPR) and £0.6m from City Estate. The CBF element will be approved separately through delegation to the CBF director.

## Main Report

### Background

1. Schemes have been approved in principle through the annual capital budget setting process and, where appropriate, the CIL and OSPR quarterly approvals but they are subject to a drawdown approval when the funding is required to progress.
2. The scope of this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or CBF<sup>1</sup>. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes *are excluded*, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.

### Current Position

3. The total amount of funding available to draw down for approved schemes is £118m shown in Appendix 1.

### Current Requests for the Release of Funding

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<sup>1</sup> Contributions from City Bridge Foundation are limited to its share of corporate schemes such as works to the Guildhall Complex or corporate IT systems and are subject to the specific approval of the City Bridge Foundation

4. There are six schemes with 'in principle' funding approved that have progressed through the gateways, for which release of up to £7.4m is requested:

Table 1 Project Funding Requests

<b>Table 2: Project Funding Requests</b>	<b>Gateway</b>	<b>CIL/OSPR</b>	<b>City Fund £m</b>	<b>City's Estate £m</b>	<b>City Bridge Foundation £m</b>	<b>Total £m</b>
<b>Funding to progress to the next gateway</b>						
East Poultry Avenue Canopy Remedial Repair Works	GW2-GW5			0.600		0.600
Car Parks Fire and Health Safety Actions –CCTV		OSPR	0.191			0.191
Pedestrian Priority	GW5	OSPR	1.300			1.300
Outdoor Fitness Equipment at Old Waterman's Walk	GW2-GW5	OSPR	0.091			0.091
St Pauls Gyrotory	GW5	OSPR	4.900			4.900
Future Network Programme	GW4b		0.200	0.134	0.010	0.344
			6.682	0.734	0.010	7.426

5. Further details of the individual schemes are provided in Appendix 2 attached.
6. In accordance with step two of the capital funding mechanism, Members are required to approve the funding drawdown for these schemes
7. Funding for these schemes can be met from the provisions set aside from City Fund £6.7m OSPR and £0.7m from City Estate and £0.1m from CBF

## Conclusion

8. Members are requested to:

1) Review the above, with members are asked to approve the funding drawdowns for the schemes in Table 1 that are included in the Medium Term Financial Plan.

## Appendices

Appendix 1 - Approved Bids

Appendix 2 - Requests for Release of Funding – Scheme Details

## Background Papers

**Yasin Razaq**

Capital & Projects Manager

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Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocatio n £'m	Release of Funding Previousl y agreed	Release of Funding now requeste d
Finsbury Circus Garden Re-instatement	2.558	0.000	0.000	2.558	2.542	
Barbican and Golden Lane Healthy Streets	0.250			0.250	0.223	
Car Park - Hampstead Heath, East Heath Car Park Resurface	0.000	0.415	0.000	0.415	0.387	
Chingford Golf Course Development Project	0.000	0.075	0.000	0.075	-	
Outdoor Fitness Equipment	0.091			0.091		0.091
DCCS - Social Care Case Management System	0.144	-	-	0.144	-	
Spitalfields Flats Fire Door Safety	0.146	0.000	0.000	0.146	-	
CHB - IT LAN Support to Replace Freedom Contract	0.096	0.043	0.011	0.150	-	
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.090	0.100	0.010	0.200	-	
CHB - Libraries IT Refresh	0.220			0.220	-	
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)	0.250	-	-	0.250	-	
OS Epping Forest - COVID-19 Path Restoration Project	-	0.250	-	0.250	-	
Guildhall - Great Hall - Internal Stonework Overhaul	0.000	2.000	0.000	2.000	1.740	
Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system	0.280	-	-	0.280	-	
Barbican Replacement of Art Gallery Chiller	0.300	0.000	0.000	0.300	0.018	
Guildhall event spaces - Audio & Visual replacement / upgrade	0.000	0.330	0.000	0.330	0.045	
Smithfield Market - Glass Canopy Overhaul	-	0.300	-	0.300	-	
Mansion House - essential roof repairs	-	0.330	-	0.330	-	
Guildhall School - Safe technical access and working at height - Silk Street Theatre	-	0.345	-	0.345	-	
SVY - Energy Reduction Programme – Phase 2	0.194	0.181		0.375	-	
BBC - Barbican Centre - Catering Block Extraction	0.400			0.400	0.024	
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.800			6.800	6.422	
Car Parks Fire and Health Safety Actions - Fire Doors, Lighting and CCTV system replacement	9.240	3.604	0.277	0.400		0.191

Structural - West Ham Park Playground Refurbishment	0.000	1.279	0.000	1.279	0.863	
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.565		2.565	2.136	
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.460	-	0.460	-	
St Paul's Cathedral External Re-lighting	1.160	-	-	1.160	0.665	
SVY - Smithfield Condenser Pipework Replacement		0.564		0.564	-	
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600	-	
Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial Works	-	0.600	-	0.600	-	0.6
Enhancing Cheapside	1.000			1.000	0.330	
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.683			0.683	-	
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.700		0.700	-	
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.900			0.900	0.191	
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.440	0.489	0.049	0.978	0.165	
Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (top-up)		1.150		1.150	0.250	
SVY - Denton Pier and Pontoon Overhaul Works	1.000			1.000	0.050	
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.000	-	-	1.000	-	
Smithfield Car Park - Ceiling Coating and Damp Works		1.050		1.050	-	
DBE - Public Realm Security Programme	1.238			1.238	0.027	
Car Park - London Wall Joints and Waterproofing	2.000	0.000	0.000	2.000	0.783	
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.397	0.000	0.000	1.397	0.145	
OSD - Climate Action Strategy		2.120		2.120	0.795	
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.930	0.495	0.075	1.500	0.118	
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.000		2.000	0.355	

Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.750	-	1.750	-	
Vision Zero Programme	2.400			2.400	0.275	
Public Switched Telephone Network (PSTN) Replacement	1.375	0.925	0.200	2.500	0.250	
DBE - Public Realm (Pedestrian Priority)	8.400			8.400	6.034	1.3
Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.500	-	-	2.500	-	
Guildhall Yard - Refurbishment/ Replacement of Paviments	0.000	3.000	0.000	3.000	-	
Barbican Exhibition Halls	5.000	0.000	0.000	5.000	1.548	
SVY - Climate Resilience Measures	4.000	0.000		4.000	-	
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.340			4.340	-	
Structural - Lindsey Street Bridge Strengthening	5.000	0.000	0.000	5.000	0.030	
Transforming Fleet Street	9.000			9.000	0.565	
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	14.800	11.700	1.300	27.800	19.100	
Network Contract - Support and Refresh	5.365	3.608	0.278	9.250	0.535	0.344
St Paul's Gyratory	13.950	-	-	13.950	4.500	4.9
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.827	0.000	0.000	13.827	2.417	
Smithfield Area Public Realm and Transportation	12.000			12.000	0.370	
St. Paul's Gyratory Transformation Project	13.900			13.900	2.226	
	148.664	43.027	2.200	181.170	56.124	7.426

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## Appendix 2

### Requests for Release of Funding – Scheme Details

The following provides details of the four schemes for which approval to release funding of £7.4m is now sought, as summarised in Table 1 of the main report.

#### East Canopy Remedial Repair Works, GW2-GW5, £600k

These works are considered to be essential to ensure that the East Poultry Avenue canopy is safe – the report states that with the application of the identified remedial works to the canopy elements and the application of protective coatings canopy structure will be restored and its life expectancy extended, the canopy structure is expected to have at least a further 10 years of life. The 600k is funded from City Estate.

#### Car Parks Fire and Health Safety Actions – CCTV system replacement £191k

Drawdown CCTV replacements Baynard House and Tower Hill Car park for £191k funded by OSPR.

This was part of the £400k Car Parks Fire and Health Safety Actions – Fire Doors, Lighting and CCTV system replacement bid which approved as part of the Q2 OSPR bids for in 23/24.

This has gone through the procurement procedure as opposed to the Gateway process.

#### Outdoor Fitness Equipment at Old Waterman's Walk, GW2-GW5, £90.5K

A project to install outdoor fitness equipment at Old Waterman's Walk in the City of London to transform an underused grey space into a community-friendly hub for exercise. This will help to deliver on priorities set out in the Sports Strategy that commits to activating our streets and public spaces to encourage physical activity.

£33K of OSPR is required for the feasibility and design work and preparation of detailed cost estimates and approvals. Survey work to understand the ground conditions needs to be commissioned and officer time establishing the land ownership of the subsurface and any structural or legal agreements that are required needs to be undertaken.

The next report would be GW3/4/5 where a request to release the reaming funding would be sought

The total estimate for the project is £90.5K, for which OSPR was approved by P&R in December through the 2024 Q2 CIL and OSPR bids paper.

### Pedestrian Priority Programme GW5 £1.3m

Programme implementing pedestrian priority schemes at various locations in the Square Mile to enhance comfort, safety and accessibility for people walking and wheeling, contributing to the objectives of the Transport Strategy and the Climate Action Strategy.

This report covers the Cheapside project which consists of a bus gate traffic restriction east of Bread Street and associated public realm improvements.

This is a request for £1.3m of OSPR taking the overall drawdown to £7.4m against the total budget £8.55m. This budget is all OSPR funding apart from £150k of S106.

### St. Paul's Gyrotory Transformation Project – Phase 1 GW5 £4.9m

The project will transform the St Paul's gyratory. Largely unchanged since the 1970s, the designs will reorganise the traffic-dominated streets to create a new public space, introduce safer walking and cycling routes, and retain access for buses and motor-vehicles. Closing the southern section of King Edward Street to traffic enables the City to create Greyfriars Square, a new, 3,000-square-metre public space in the heart of the Square Mile.

The project will be built in two phases. Phase 1 will improve streets to the south of the Museum of London 'rotunda' roundabout, starting in 2025 and completed by 2027. Phase 2 will improve the Museum of London roundabout to be programmed at the same time as the Museum of London/Bastion House is redeveloped.

The GW5 request of £4.9m of OSPR funding relates to changes to the highway layout within the Phase 1 area. This would take the project budget to £9.4m, with total estimated cost of the whole project between £17.5 - £19.5m. The project has funding of £11m from OSPR and £2.9m from CIL, with remaining amount expected to be funded through S106/S278.

A separate Gateway 5 report relating the design of Greyfriars Square will be brought to Members later in 2025.

### Future Network Programme GW4b £0.344k

The current City of London Corporation and City of London Police network was implemented in 2017 based on a traditional Local Area Network (LAN) and Wide Area Network (WAN) approach using Multiprotocol Labelling Switch (MPLS) technology. Whilst this technology is still supported, the Network hardware is ageing, and the requirements of the organisation have evolved to a point where there is no longer a cohesive approach to networking across the organisation.

The programme will include the replacement and upgrade of the network hardware across all 120 existing COL, and 12 COLP buildings, and 110 CCTV sites delivered through the Secure City Programme.

Approve an additional draw down of £344k from approved funds to allow the programme to progress to Gateway 5. This involves a £200k contribution from City Fund, City Estate £134k and £10k from CBF. Previously £535K has been requested, the current estimate for the project is £9.24m excluding risk.

**13/02/2025**

**P&R Delegated Authority**

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# Agenda Item 14

<b>Committee(s):</b> Policy and Resources Committee - For Decision	<b>Dated:</b> 13/02/2025
<b>Subject:</b> CIL and OSPR Capital Bids (Quarter 3 - 2024/25)	<b>Public</b>
<b>This proposal:</b> <ul style="list-style-type: none"> <li>- delivers Corporate Plan 2024-29 outcomes</li> <li>- provides statutory duties</li> </ul>	<p>The proposals in this report will help to deliver:</p> <ul style="list-style-type: none"> <li>• Leading sustainable environment</li> <li>• Vibrant thriving destination</li> <li>• Providing excellent services</li> <li>• Flourishing public spaces</li> </ul> <p>Providing street cleansing and highways maintenance functions are statutory duties.</p>
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes - subject to decisions agreed, ring-fenced monies held will be committed to future approvals
<b>If so, how much?</b>	£4,004,000 OSPR up to 2028/29; £653,000 per annum in subsequent years,
<b>What is the source of Funding?</b>	City Fund (OSPR) and
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>Yes</b>
<b>Report of:</b> Katie Stewart, Executive Director, Environment, and Caroline Al-Beyerty, Chamberlain	<b>For Decision</b>
<b>Report author:</b> Rob McNicol, Assistant Director – planning policy & strategy	

## Summary

Resource Allocation Sub-Committee and Policy and Resources Committee are asked to consider bids for allocation from the City's On-Street Parking Reserves (OSPR). Bids for the infrastructure projects listed in this report have been received and are put before Members for consideration for funding in financial years 2024/25 to 2028/29.

For OSPR funding within City Fund four bids were received. One bid that was received is to be considered under the non-public section of the meetings. All three bids – for the Moorgate corridor, highways contract funding allocation uplift and street cleansing

resources annual contractual uplift – are recommended to be funded from OSPR. These bids have been considered by the Priorities Board on 14<sup>th</sup> November 2024 and are all recommended for approval.

### **Recommendation(s)**

Members are asked to:

- Recommend and approve (Policy and Resources Committee (P&R)) the following allocations:
  - £1,500,000 for the Moorgate corridor (OSPR)
  - £300,000 for the highways contract funding allocation uplift (OSPR) in 2025/26 and ongoing on an annual basis
  - £245,000 for the street cleansing resources annual contractual uplift (OSPR) in 2025/26, and £353,000 in 2026/27, continued on an ongoing basis in subsequent years.

## Main Report

### Background

#### CIL funding criteria and prioritisation

1. The Community Infrastructure Levy (CIL) Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. National Planning Practice Guidance provides that “Local authorities must spend the levy on infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support the development.”
2. “Infrastructure” is defined by Section 216 of the Planning Act 2008 to include:
  - roads and other transport facilities.
  - flood defences.
  - schools and other educational facilities.
  - medical facilities.
  - sporting and recreational facilities; and
  - open spaces.
3. To be allocated funding, CIL bids will therefore need to fund projects that are (a) a type of infrastructure, and (b) needed to support the wider development of the Square Mile. Projects are categorised into one of three priorities:
  - **Critical:**  
Lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.
  - **Essential:**  
Development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.
  - **Important:**  
Development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised, and some adverse impacts accepted.

#### OSPR funding criteria

4. The On Street Parking Reserve (OSPR) has a very limited remit for allocation as set out in Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended) and the London Local Authorities and Transport for London Act 2003 set out in the report.

Quarterly bids received

5. Bids for the City CIL and OSPR were invited from departments in October 2024, informed by information held by the Chamberlains' department regarding funding availability. Four bids were received which are detailed in this report and summarised in Table 3 below.
6. Members are asked to review the four bids for OSPR funding against the OSPR funding priorities summarised in this report and detailed in Appendix 1.
7. The Indicative costs of agreed schemes will then be incorporated into medium term financial forecasts to assess financial impact in the context of each City Corporation fund.
8. Any approved bids will be required to go through City of London Corporation's gateway process before progressing to the next stage.

**Current Position**

9. At the start of financial year 2024/25, the City Corporation held an opening balance of £17.9m in General City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%).
10. Further CIL income of £58.6m is projected up to 2028/29 as shown in Table 1 below. Currently for 2024/25 onwards a further £57.5m has been committed to several approved schemes leaving an unallocated balance of £19m. These allocations mean that available funding is at its lowest in 2026/27, with up to £5.085m available up to the end of that year, once the contingency has been factored in. (This includes assumed allocation of funding for two CIL-funded projects – Golden Lane Leisure Centre and de-installation of Sculpture in the City – which have been recommended for approval by RASC and approved by Policy & Resources Committee on 12<sup>th</sup> December 2024.)

**Table 1 - General CIL Financial Summary:**

	Prior Years	2024/25	2025/26	2026/27	2027/28	2028/29 / Later Years	TOTAL
	Actual/Approved	Forecast	Forecast	Forecast	Forecast	Forecast	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>TOTAL INCOME (80% CIL - General Pot)</b>	(78,121)	(13,302)	(10,738)	(11,123)	(11,521)	(11,934)	(136,739)

<b>TOTAL OF CAPITAL, SRP</b>	<b>60,199</b>	<b>18,174</b>	<b>13,237</b>	<b>11,589</b>	<b>4,300</b>	<b>5,200</b>	<b>112,699</b>
<b>Contingency</b>	<b>0</b>	<b>0</b>	<b>2,500</b>	<b>2,500</b>	<b>0</b>	<b>0</b>	<b>5,000</b>
<b>DEFICIT/(SURPLUS) Brought Forward @ 1st April</b>		<b>(17,922)</b>	<b>(13,050)</b>	<b>(8,051)</b>	<b>(5,085)</b>	<b>(12,306)</b>	<b>(19,040)</b>
<b>DEFICIT/(SURPLUS) Carried Forward @ 31st March</b>	<b>(17,922)</b>	<b>(13,050)</b>	<b>(8,051)</b>	<b>(5,085)</b>	<b>(12,306)</b>	<b>(19,040)</b>	
( ) = income or in hand balance							

11. As of 6<sup>th</sup> November 2024, the City held an opening balance for 2024/25 of £58.6m in OSPR. Further OSPR surplus monies of £51.6m are projected up to 2028/29, as shown in Table 2 below. Currently for 2024/25 onwards, £97.4m has been committed to approved schemes, therefore unallocated funding of £12.8m (forecast until 2028/29) is still available to be allocated to new schemes.

**Table 2 - OSPR Financial Summary:**

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	TOTAL
-	- Actual	Forecast	Forecast	Forecast	Forecast	Forecast	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Expenditure</b> - salaries, enforcement contract, other running expenses	2,771	4,022	4,095	4,218	4,344	4,475	23,925
<b>Income</b> - PCN's, parking meters, suspended bays, dispensations	(12,991)	(13,987)	(14,037)	(14,458)	(14,892)	(15,339)	(85,704)
<b>NET REVENUE SURPLUS GENERATED IN YEAR</b>	<b>(10,220)</b>	<b>(9,965)</b>	<b>(9,942)</b>	<b>(10,240)</b>	<b>(10,547)</b>	<b>(10,864)</b>	<b>(61,779)</b>
<b>TOTAL OF CAPITAL, SRP &amp; REVENUE COMMITMENTS</b>	<b>7,085</b>	<b>14,233</b>	<b>13,280</b>	<b>5,440</b>	<b>2,766</b>	<b>2,783</b>	<b>45,588</b>
<b>TOTAL BIDS (AGREED BY PRIORITIES BOARD)</b>	<b>725</b>	<b>15,084</b>	<b>11,827</b>	<b>8,276</b>	<b>3,602</b>	<b>4,221</b>	<b>43,734</b>
<b>TOTAL CAPITAL BIDS &amp; MAJOR SCHEME DEPENDENCIES AND ON-HOLD</b>	<b>0</b>	<b>2,638</b>	<b>5,145</b>	<b>2,300</b>	<b>5,797</b>	<b>0</b>	<b>15,880</b>
<b>DEFICIT/(SURPLUS) Brought Forward @ 1st April</b>	<b>(56,218)</b>	<b>(58,628)</b>	<b>(36,639)</b>	<b>(16,329)</b>	<b>(10,553)</b>	<b>(8,936)</b>	
<b>DEFICIT/(SURPLUS) Carried Forward @ 31st March</b>	<b>(58,628)</b>	<b>(36,639)</b>	<b>(16,329)</b>	<b>(10,553)</b>	<b>(8,936)</b>	<b>(12,796)</b>	

12. It should be noted that these figures are based on projected future income levels and will need to be reviewed regularly. Additionally, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one financial year. Phasing of schemes will be crucial to avoid this happening. Officers are of the view that a sufficient contingency is retained unallocated across all years to minimise the risk of a deficit position. A contingency in CIL funds of approximately £5m would be roughly equivalent to a 25% reduction in forecast CIL income for the next two consecutive years.

### Bid Summary – OSPR Bids

13. Table 3 below summarises the bids received against the criterion set out in Appendix 1 for OSPR funding. Further details in relation to each bid is set out in Appendix 2.

**Table 3 – OSPR Project Bids - Quarter 3 (2024/25):**

Proposed Bid	OSPR requested £	Funding Priority
Moorgate Corridor	£1,500,000	OSPR - environmental improvements projects
Highways Contract Funding Allocation Uplift	£1,200,000 (up to 2028/29)	OSPR - environmental improvements projects
Street Cleansing Resources Annual Contractual Uplift	£1,304,000 (up to 2028/29)	OSPR - environmental improvements projects
<b>Total</b>	<b>£4,004,000</b> <b>(up to 2028/29)</b>	

### Bid Summary

- Moorgate Corridor (north of London Wall)
14. The project will deliver walking, wheeling, and cycling improvements along the Moorgate corridor between London Wall and Ropemaker Street. The design links with planned developer funded works outside 101 Moorgate, the City funded junction improvement works at the junction of Moorgate and Ropemaker Street, the City funded works at Finsbury Circus western arm and a jointly funded signalised pedestrian crossing between Finsbury Circus and Moorgate Station entrance. This bid would tie in the remaining sections of street to give a whole corridor approach look and feel.

15. The bid seeks £1,500,000 from OSPR (excluding the section that is covered by 101 Moorgate as a S278 project, fully funded at £380,000, which will go ahead regardless of the outcome of this BID).

16. Funding for the project would broadly be required as follows:

Detailed design development stage

**2025/26:** Q1 £25k, Q2 £25k, Q3 £25k, Q4 25K

Construction package and implementation stage

**2026/27:** Q1 £75k, Q2 £150k, Q3 £250k, Q4 £350k

**2027/28:** Q1 £575k

#### Highways Contract Funding Allocation Uplift

17. Funding from OSPR has been used for many years to reinvest back into highway maintenance work. The original £2m per annum was increased to account for rising contract costs and was set at £2.6m for the current year.

18. This bid seeks an additional £300,000 pa (from 2025/26 and ongoing in subsequent years) to ensure future best practice and mandatory requirements for the highway, accounting for inflationary pressures in the contract.

#### Street Cleansing Resources Annual Contractual Uplift

19. In 2023/24, it was agreed to apply £1.057M per annum from OSPR towards street cleansing costs, following previous agreed service cuts. This funding did not account for inflationary pressures, particularly relating to staffing costs, and therefore a further bid for OSPR to cover these is being made.

20. This bid seeks £245,000 from OSPR for 2025/26 and £353,000 from OSPR for 2026/27, continued on an ongoing basis in subsequent years.

### **Financial Implications**

21. The projects recommended for approval would result in the following expenditure from OSPR:

- 2024/25: £25,000
- 2025/26: £1,070,000
- 2026/27: £1,478,000
- 2027/28: £1,228,000
- 2028/29: £653,000 (continued in subsequent years)

22. OSPR currently has forecast available unallocated funds of £12.8m up to 2028/29. If the bids were to receive full funding requested, this would reduce the OSPR available balance to £8.3m for the period up to 2028/29.
23. It should be noted that these figures are based on future income levels that are projections and will need to be refined each year. Furthermore, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one year, so phasing of schemes will be crucial to avoid this happening.
24. In relation to the use of capital receipts, whilst any investment property disposal does have a revenue impact on the medium-term financial plan (MTFP), these properties have already been assumed to be disposed of within the MTFP so this approach will not place additional pressure onto the City Fund MTFP than that already built in.

### **Legal implications**

25. The proposed projects have been considered against the criteria for the use of OSPR and are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003.

### **Risk Implications**

26. None

### **Equalities Impact**

27. There are no direct equalities implications associated with the proposals within this report. Individual projects can have a positive or negative impact on equalities and each project will undertake an Equalities Impact Assessment as part of the project procedure, so that the equalities implications of the decisions to progress the projects are fully understood.

### **Conclusion**

28. The requests for OSPR meet the funding priorities and are in accordance with the applicable legislation.
29. Members are requested to approve the allocation of OSPR to the three bids in this report and the reallocation of existing and future capital receipts.



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**Appendices**

Appendix 1 – Funding Criteria

Appendix 2 – Detailed Bid Criteria

## Appendix 1 - Funding Criteria

1. For all bids irrespective of funding sources, the Priorities Board will take account of the extent to which projects support delivery of the Corporation's strategies and initiatives, including the '*Climate Action Strategy - City of London*' and '*Destination City*'. Bids should set out how the project would support the relevant strategic objectives.

### CIL

2. The Community Infrastructure Levy Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. National Planning Practice Guidance provides that "Local authorities must spend the levy on infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support the development." "Infrastructure" is defined by Section 216 of the Planning Act 2008 to include (a) roads and other transport facilities; (b) flood defences; (c) schools and other educational facilities; (d) medical facilities; (e) sporting and recreational facilities; and (f) open spaces.
3. Priorities for CIL allocations are set out in the City Corporation's Infrastructure Delivery Plan - March 2024 (IDP) and are to be applied by the Priorities Board when recommending infrastructure projects.

The **CIL** funding priorities are categorised as follows:

- **Critical:**  
Lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.
  - **Essential:**  
Development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.
  - **Important:**  
Development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised, and some adverse impacts accepted.
4. There are therefore two main tests that any project needs to meet to be eligible for CIL.

**Test 1:** Is the project a type of infrastructure?

The national Planning Practice Guidance states that:

“The levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities (for further details, see section 216(2) of the Planning Act 2008, and CIL Regulation 59, as amended by the 2012 and 2013 Regulations). This definition allows the levy to be used to fund a very broad range of facilities such as play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities.”

Infrastructure of the sort envisaged by the legislation would normally serve a clear public benefit rather than being a purely private concern. Commercial ventures – such as shopping centres or offices – would not normally be considered infrastructure (for the purposes of CIL). Private housing does not fall within the definition of infrastructure. The CIL legislation also prevents the use of CIL for affordable housing.

**Test 2:** Is the infrastructure needed to support the development of the area?

The national Planning Practice Guidance states that:

“Local authorities must spend the levy on infrastructure needed to support the development of their area.”

CIL-funded projects must therefore be necessary to support development of the area. This is a crucial test; CIL funding cannot be used to fund schemes that would not be necessary to support development. It is unlikely that projects that are seeking to maintain or repair existing infrastructure would meet this test.

This second test is reflected in the CIL funding priorities (see “CIL funding priorities”, above).

Note: both Test 1 and Test 2 must be met for any project that is seeking CIL funding.

## **OSPR**

5. On Street Parking Reserve has a very limited remit for allocation as set out in Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended) and the London Local Authorities and Transport for London Act 2003 set out in the report.

The **OSPR** funding priorities are identified in legislation, which provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes: -

- a. making good to the City Fund any deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
- b. meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;
- c. the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
- d. if it appears to the City that provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely: -
  - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
  - the purposes of a highway improvement project in the City;
  - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
  - for an “environmental improvement” in the City;
- e. Meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor’s Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and
- f. making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.

## **Appendix 2 – Details of Bids**

### **OSPR Bids**

#### **2. Moorgate Corridor**

Moorgate (north of London Wall)

The project will deliver walking, wheeling, and cycling improvements along the Moorgate corridor between London Wall and Ropemaker Street. The design links with planned developer funded works outside 101 Moorgate, the City funded junction improvement works at the junction of Moorgate / Ropemaker Street, the City funded works at Finsbury Circus western arm and a jointly funded signalised pedestrian crossing between Finsbury Circus and Moorgate Station entrance. This bid would tie in the remaining sections of street to give a whole corridor approach look and feel.

The footways along Moorgate will accommodate increased footfall from the Elizabeth Line and is part of the key walking and wheeling routes from Moorgate station towards the City Cluster and Bank. Moorgate is part of the core cycle network proposed in the Transport Strategy, linking Cycleways 1 and 4. The footway widening outside 101 Moorgate is funded by the developer and will be starting on site in Q1 2025.

Project outcomes:

- Improved accessibility with wider pavements improving the comfort of people walking and wheeling, new crossings and shorter crossing distances
- Enhanced cycle infrastructure with continuous cycle lanes

Project commencement – May 2025

Project completion – June 2027

The project supports the following priorities:

This project will support the following Transport Strategy outcomes:

- 1) The square Mile's streets are great places to walk, wheel and spend time
- 2) Street Space is used more efficiently and effectively
- 3) The Square Mile is accessible to all
- 4) People using our streets and public spaces are safe and feel safe
- 5) improve the experience of riding cycles and scooters in the City

The proposals will provide wider pavements improving accessibility, rebalancing carriageway space to provide for this and for safer cycling contributing to all of the above outcomes.

Supports Destination City by improving the arrival experience of visitors from the station, and Crossrail station exits, improving access to the City institutions such as the Barbican Centre and to Finsbury Circus Gardens. It will improve the quality of the public realm on

one of the City's primary streets and help link with the other improvements in the area that we are making.

Supports the Climate Action Strategy by improving the infrastructure that supports sustainable modes of transport

Supports SME's by improving the public realm on Moorgate, allowing for greater footfall in the area.

Residents as well as workers and visitors will enjoy the benefits of wider pavements on Moorgate as it will improve the experience of walking, wheeling and cycling on this street.

This project would complete the corridor and link the other planned and active projects on Moorfield's, Finsbury Circus Western arm, Finsbury Circus Gardens, Finsbury Circus access improvements and Ropemaker Street Junction improvements together as a whole, which contribute to the Vibrant Thriving Destination and Flourishing Public Spaces Corporate Plan outcomes

The project is at Gateway 4

Project budget - £1,500,000

Spend Profile:

**2025/26** - Detailed Design Development Stage

Q1 25k, Q2 25k, Q3 25k, Q4 25k

**2026/27** - Construction Package and Implementation Stage

Q1 75k, Q2 150k Q3 250k Q4 350k

**2027/28** - Q1 575k

### **3. Highways Contract Funding Allocation Uplift**

For many years, funding from parking tickets and parking bays has been reinvested back into in highway maintenance to underpin that service via the OSPR. Originally set at £2m pa, that contribution was increased to account for the new term contract costs, rising to £2.6m pa for this current year. In order to maintain the City's streets and footways to a consistently high standard, a further uplift must now be considered to account for additional inflationary pressures in that contract. In particular, the data suggests the number of highway defects are starting to rise as insufficient funding is available to address them, and electrical costs, particularly in the vicinity of the Barbican Estate are similarly rising beyond existing budgets. An additional funding bid is therefore requested to address this issue and to meet our statutory obligations.

Project Commencement – Apr 2025

Project Completion – Ongoing (month/year)

Highway maintenance function to ensure future best practice and mandatory requirements for the highway. Ensuring the footways and carriageway remain accessible to all. Parking reserve monies can be used for highway maintenance and management purposes.

Ensure compliance and alignment with the Transport strategy and mandatory highway requirements.

Ensure we provide well maintained and well-lit spaces to promote walking and sustainable travel for all.

The infrastructure would support all the elements mentioned including transport strategy, wayfinding, designation city and climate action strategy.

Lighting and transport strategies would be supported.

Project budget – £300,000pa (OSPR)

Spend Profile:

£300,000pa (annual revenue cost – ongoing)

#### **4. Street Cleansing Resources Annual Contractual Uplift (OSPR)**

In FY 21/22 PHES Committee agreed service cuts to the value of £1.025M mainly focussed on street cleansing resources and loss-making public conveniences. These savings were made during covid, and it was anticipated and accepted that some erosion in the levels of service would result from this reduced budget envelope.

Members subsequently raised concerns that without additional resource, the service could not deliver the quality required to support the City's strong recovery from the pandemic, particularly at evenings and weekends.

In 22/23 Environment were successful with a funding bid resource support totalling £1.057m per annum which included the delivery of enhanced staffing and resource levels (£950k per annum) and focussed primarily on the areas which were subject to the largest reduction in resources following previous service cuts - evenings and weekends. These resources were aimed at improving street cleanliness standards to support the City's ambitions around Destination City. The funding also provided a dedicated internal

staffing resource (£62k per annum) to lead on data analysis, communications and business engagement.

The funding was also be used to operate and maintain 4 uri-lifts in the City (£45k per annum) which specifically looked to address issues around ASB related to the nighttime economy.

In addition to the service reintroduction, this previous year's bid provided £356k towards the gap between centrally funded inflationary uplift of 3% and contractually required full inflationary uplift paid to Veolia, linked to RPI.

The reintroduction of this resource has been a success, performance has been monitored and reports provided to the relevant committees to demonstrate its impact. The previous funding allocation did not allow for ongoing inflationary uplifts as these are calculated on an annual basis as they are affected by City of London staff pay rises and RPI. In order to meet this inflationary uplift and continue to deliver the high levels of expected service delivery, an uplift of £245k is required for 2025/26 and a further £108k (making £353k in total) for 2026/27. This consolidated allocation would create funding certainty for the contract through to the expiry of the initial contract term with Veolia in 2027.

This figure is a maximum amount based on a 5% uplift to City of London A to C staff salaries. It should be noted that this figure has been used to estimate what the most significant funding impact on the OSPR could be. It is our understanding that the City of London have offered a 3% increase and Unions are requesting a 5.6% increase. The exact amount to be drawn down will be dependent on this figure and will be calculated once this has been agreed.

This fits under Environmental Improvements, specifically:

"Improving or maintaining the appearance or amenity of roads, land in the vicinity of roads or open land or water to which the general public has access".

Revenue funding for highway and cleansing maintenance operations.

This revenue funding will seek to maintain and enhance the appearance of streets and the cleansing standards within the City of London.

This will support Proposal 37 of the Transport Strategy:

"Ensure street cleansing regimes support the provision of a world-class public realm".

This approach was endorsed by Port Health & Environmental Services Committee on 14<sup>th</sup> November 2023.

In addition to this it supports priorities in the following way:

- **Destination City** - Ensuring the City has clean, well-maintained streets is essential to



- creating and an Environment and place which people want to visit
- **Green City/CAS** - Sustainably managing street litter
- **Tech City** - The cleansing service is data rich and uses technology to ensure the services are optimised
- **Residents & SME's** - Providing clean streets for residents and SMEs is an essential function of the City of London

Corporate Plan Priorities:

- \* We have clear air, land and water and a thriving sustainable natural environment
- \* Our spaces are secure resilient and well maintained

Project Commencement – Apr 2025

Project Completion – Ongoing

Gateway - None

Project Budget – £598,000

Spend Profile – 2025/26 - £245k, 2026/27 - £343k (and continued each year thereafter)

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## City of London Corporation Committee Report

<b>Committee(s):</b>  Civic Affairs Sub-Committee – For Decision Policy and Resources Committee – For decision	<b>Dated:</b>  29/01/2025 13/02/2025
<b>Subject:</b>  <b>Members’ Bedroom Policy</b>	<b>Public report:</b>  For Decision
<b>This proposal:</b>  <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Providing excellent services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Town Clerk
<b>Report author:</b>	Chris Rumbles

### Summary

This report presents an updated Members’ Bedroom Policy for approval. Policy and Resources Committee were due to consider an updated Members’ Bedroom Policy at their meeting on 16 November 2023, following a recommendation of Civic Affairs Sub-Committee.

Proposed updates to the policy at the time covered a range of areas including an updated booking procedure, restrictions on block bookings, dealing with and responding to complaints and allegations of misuse, dealing with outstanding invoices, usage and providing clarity relating to official / non-official usage, eligibility criteria and providing information on an ‘Approved list of users’ that had previously been identified as users of the bedrooms in addition to Members.

Proposals relating to a revised and updated charging structure to be applied for use of the bedrooms had also been included. Following a number of questions and concerns having been raised regarding the level of increase in charges proposed, the impacts of these on Members being able to fully carry out their duties as elected Members, potential social mobility and equality impacts the proposed increase in

charges would present, Policy and Resources Committee agreed to withdraw the item from the agenda.

This has resulted in a number of routine and straightforward administrative and procedural proposals that had originally been included having since fallen away and not having been implemented. This report is now looking to address those areas that have fallen away and is seeking approval of an updated Members' Bedroom Policy (Appendix 1) with these additional elements now included.

## **Recommendation(s)**

Members are asked to:

- Approve the updated Members' Bedroom Rules and Eligibility Policy document at Appendix 1.

## **Main Report**

### **Background**

1. In July 2023, Civic Affairs Sub-Committee considered a report of the Town Clerk relating to a Members' Bedroom Policy and revisions to the booking terms, eligibility criteria, rules and pricing and put forward a recommendation to Policy and Resources Committee thereon. This had been in response to a number of queries that had previously been raised by Members seeking clarity regarding various aspects of the policy.
2. It was agreed that the existing policy remained largely appropriate, but with a number of areas having been highlighted as requiring further consideration and revision.
3. Issues previously raised related to providing clarity around official and non-official usage, the eligibility criteria and those permitted to stay in the bedrooms e.g., Masters and Livery clerks and with the potential of bedrooms only being made available to external guests during a period of low usage.
4. An appropriate level of charges to be applied to the bedrooms had also been part of Civic Affairs Sub-Committee's consideration of the Members' Bedroom Policy and their recommendation to Policy and Resources Committee. Prior to Policy and Resources Committee's consideration of the item, a number of concerns had been raised regarding the level of increase to the bedroom charges proposed, the impacts that would result from the proposed increase in charges in allowing Members to be able to fully carry out their roles as elected Members, along with social mobility and equality impacts it presented. Policy and Resources Committee agreed to withdraw the item from the agenda.
5. The withdrawal of this item has resulted in a number of routine and straightforward administrative and procedural changes that had been put forward for inclusion in an updated policy having since fallen away and not having been implemented. This report is seeking Policy and Resources Committee's approval

of an updated Members' Bedroom Booking Terms and Eligibility Policy (Appendix 1).

### **Current Position**

6. The Bedroom Rules and Eligibility criteria have not been changed since a review that was undertaken in 2014. It is now deemed appropriate to consider issues relating to appropriate use of the bedrooms, including official and non-official usage, an approved list of users, the booking procedure, dealing with complaints, misuse and outstanding invoices.

### Official / Non-Official usage

7. Members had previously been mindful of a need to ensure appropriate usage criteria was being applied to all bookings and with the criteria around official and non-official usage needing to be clear.
8. There is currently no charge levied for overnight accommodation where the stay is deemed to be for official business. The following criteria is currently being applied for 'official usage' and 'non-official usage'.
  - *No charge will be levied for 'official usage' where –*
    - a) *A Member needs to attend early (i.e., before 8:30 am) official City Corporation engagements such as Market visits.*
    - b) *A Member is representing the City Corporation at an official event (e.g., a Party Conference) which finishes late at night, i.e., 10:30pm or later.*
    - c) *A Member is hosting or speaking at an early morning event and therefore needs to be certain of being on time.*
    - d) *A Member is hosting a dinner or speaking on behalf of the City Corporation at a major evening event.*
  - *Members will be charged for 'non-official usage' when they use the accommodation as detailed below:*
    - a) *When attending morning discussion meetings – but are not hosting or speaking.*
    - b) *When attending Banquets and dinners unless hosting/chairing a reception committee.*
    - c) *When attending social events e.g., concerts at the Barbican.*
    - d) *When attending Ward Club or Livery events unless they have a speaking role and are representing the Corporation.*
9. The existing criteria around 'official' and 'non-official' usage is deemed to remain appropriate as it is currently set out, but with there being recognition of a need to ensure the usage category is being made clear at the time of booking and applied accordingly.

10. Providing clarity regarding the booking procedure is proposed for inclusion within the Bedroom Rules and Eligibility Policy whereby a Member will be required to complete a light touch booking form at the time of their booking clearly detailing their name, purpose of booking e.g., 'Official Use' or 'Non-official Use' and indicating how the stay would constitute 'official usage', if this is the case. No room booking will be allowed without a booking form being completed and confirmation of usage being provided at the time of booking.
11. This will provide sufficient information to the Attendant to assess each booking request to ensure it is in line with the agreed Bedroom Rules and Eligibility Policy. Where a Member refuses to provide usage information at the time of their booking, the Attendant must clearly state that a booking will not be allowed without providing this information. Any issue that may arise as a result of this, can be referred to the Chief Commoner, Chair of Civic Affairs Sub-Committee and Town Clerk for their further consideration and review.

#### Approved list of users

12. In addition to Members, there is a list of non-Members who are identified as approved users and so are entitled to use the bedrooms, viz: -
  - Past Lord Mayors
  - Past Chief Commoners
  - Past Members who have served for a minimum of 8 years on the Court of Common Council
  - Senior Officers of the City Corporation and others who are detained on City Corporation related business
  - Senior CoL Police Officers (identified as the Chief Officer Team)
  - Masters of Livery Companies (for the period they are in office)
  - Clerks (currently in office) of Livery Companies
  - Immediate Past Masters of Livery Companies (when deputising for the Master)
  - The Honourable The Irish Society
  - Members' Guests
13. Members had previously questioned the eligibility criteria and those being permitted to stay in the bedrooms e.g., Masters and Livery Clerks and any impact this was having on availability of the bedrooms for Members' usage. It had been suggested that bedrooms might only be made available to certain external guests during periods of low usage.
14. Having reviewed occupancy levels, this has shown that the bedrooms are very rarely at full occupancy levels; also, the Bedroom Rules and Eligibility make it quite clear that priority is to be given to Members at all times over any Officers, non-Members or external guests.

15. Usage data has shown that the bedrooms are primarily used by Members and Officers, with very few external users. Use of the bedrooms by external users does not appear to be an issue that requires addressing; if anything, there would appear to be the potential to look at expanding usage of the bedrooms, but this is not being proposed at this point and it is recommended leaving the usage criteria and list of approved users as it currently stands.

#### Booking Procedure and Usage

16. An issue that several Members had previously queried was “block bookings” and for how long an individual Member is able to book a room and stay.

17. Members had previously indicated a desire to stop block bookings for extended stays, with there being a restriction placed on the maximum stay a Member would be able to book at any one time and there being a maximum number of ‘non-official usage’ overnight stays allowed during a calendar month.

18. It is therefore proposed that at the time of booking a maximum of two consecutive overnight stays be permitted at any one time, other than where the stay is for ‘Official Use’, with there also being a maximum of up to six weekday overnight stays for ‘Non-official Use’ being allowed during a calendar month. Block bookings will not be permitted as standard, with Members only being able to book a bedroom for a maximum of two consecutive days, other than where an overnight stay is needed for ‘Official Use’ and with this needing to be clearly detailed as part of the booking process.

19. Where a Member books multiple rooms for the same time and date, the first room will be charged at the Member rate with all other rooms being charged at the Non-Member rate.

20. It is recognised that there may on occasions be exceptional circumstances in which to allow a booking outside of the rules set out within the Members’ Bedrooms Booking Terms and Eligibility Policy. It is proposed that any such requests shall be referred to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Town Clerk who will make a final determination on whether to allow the booking and an appropriate charge relating to usage. There will be no right of appeal of the decision reached.

#### Complaints, behaviour and misuse

21. The policy includes provision regarding behaviour confirming that *“those using the rooms must not use them in a way that could potentially cause embarrassment to the City of London Corporation, create a nuisance or misuse the facilities provided and always leave the bedroom in a respectful condition.”*

22. There is, however, no detail specified as to what this might constitute in practice, nor any indication as to who might make an assessment as to whether this provision has been breached, and what penalties might be imposed. Similarly,

the policy is silent on the question of payment and at what point outstanding invoices should preclude further bookings.

23. It would seem prudent to consider making provision for such a situation to ensure common understanding of process, in the event it is needed. The absence of any articulated process can make it challenging for the Chief Commoner of the day and relevant officers; users may have legitimate complaints and yet there is no process by which they might clearly be raised, escalated, and managed.
24. It is proposed that any allegation of misuse will be reported to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Town Clerk who will make a determination over any claim of misuse and decide on an appropriate course of action. A proposed course of action may include, but not be limited to, suspension of use of the bedrooms for such a period as they see fit. There will be no right of appeal of the decision reached.

#### Outstanding invoices

25. In the event that invoices remain unsettled for a period exceeding two quarterly periods, it is proposed that no further bookings will be allowed from the Member in question; the Member will be prohibited from making any further bookings until the debt is cleared.
26. In the event of any dispute over outstanding payment of invoices, it is proposed that these be referred to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Town Clerk who will make a determination. There will be no right of appeal of the decision reached.

#### Communications Plan

27. It is proposed that changes be implemented by 20<sup>th</sup> March 2025. This will allow for the updated policy to be clearly communicated to all new and returning Members following the all-out City-wide elections being held in March 2025.
28. To ensure these changes are communicated widely to all Members, a range of communications will be provided including a notice being placed in the Members' Briefing, reference to the changes being included in the Chief Commoner's monthly note out to all Members, Town Clerk to provide all new and returning Members with an updated copy of the Members' Bedroom Rules and Eligibility Policy document and with it also being provided to all Members as standard as part of the booking process.

#### **Proposals**

29. Members are being asked to consider and endorse the range of areas presented in this report relating to the Members' bedroom eligibility booking criteria, terms of usage and approve changes for inclusion in an updated Bedroom Rules and Eligibility Policy document.



## **Corporate & Strategic Implications**

**Strategic implications** – Members are provided with a level of access to bedrooms that is necessary to allow them to undertake their range of duties as elected Members working in support of the six outcomes in the Corporate Plan and the overall strategic direction of the City Corporation.

**Financial implications** – None.

**Resource implications** - There will be no additional resourcing implications, with bedroom bookings and management of these maintained through existing resources.

**Legal implications** – none.

**Risk implications** – none.

**Equalities implications** – An accessible room has been designed for disabled guests, allowing wheelchair access and accessibility for all.

**Climate implications** - Guildhall is part of the City Corporation's Operational Property Estate and operates in accordance with a number of workstreams as part of the City Corporation's Climate Action Strategy.

**Security implications** – None

## **Conclusion**

30. Members are being asked to consider and approve changes to the Members' Bedroom Rules and Eligibility Policy for inclusion in an updated document for implementation by 20<sup>th</sup> March 2025.

## **Appendices**

- Appendix 1 – Updated Members' Bedrooms Booking Terms and Eligibility Policy

## **Background Papers**

Members Bedroom Policy Report (Civic Affairs Sub-Committee 25/10/2023 / Policy and Resources Committee 16/11/2023)

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## Appendix 1 - Members' Bedrooms Booking Terms and Eligibility

Members are able to book bedrooms two calendar months in advance of the date of stay.

Non-Members are only able to book a bedroom one month in advance of the date of stay.

Chief Officers are also able to book a bedroom one month in advance of the date of stay.

At the time of booking, Members and Officers must specify whether the stay is for official City business, in which case the room is free of charge. All Members will be required to complete a bedroom booking form at the time of booking detailing their name, purpose of booking e.g. 'Official Use' or 'Non-official Use' and indicating how the stay would constitute 'Official Use', where appropriate. No bedroom booking will be allowed without providing this information at the time of booking.

### -Official / Non-official Use

No charge will be levied to attend an official City Corporation engagement where –

- a) A Member needs to attend early (i.e. before 8:30 am) official City Corporation engagements such as Market visits.
- b) A Member is representing the City at an official event (e.g. a Party Conference) which finishes very late at night, i.e. 10:30pm or later.
- c) A Member is hosting or speaking at an early morning event and therefore needs to be certain of being on time.
- d) A Member is hosting a dinner or speaking on behalf of the Corporation at a major evening event.

Members will be charged when they use the accommodation as detailed below:

- a) When attending morning discussion meetings – but are not hosting or speaking.
- b) When attending Banquets and dinners unless hosting/chairing a reception committee.
- c) When attending social events e.g. concerts at the Barbican.
- d) When attending Ward Club or Livery events unless they have a speaking role and are representing the Corporation.

Any queries relating to the booking procedure and 'official use' will be referred to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Town Clerk, and Deputy Chairman of Civic Affairs Sub-Committee. It is recognised that there will on occasions be exceptional circumstances outside of these rules this policy where a bedroom will be required and it would be appropriate to allow free use. In these circumstances, discretion will be given to the Chair and Deputy Chairman of Civic Affairs Sub-Committee and Chief Commoner, in consultation with the Town Clerk, to consider the request and determine an appropriate charge relating to usage. There will be no right of appeal to the decision reached.

Members always have priority for the Bedrooms. Should a Member require a bedroom, any Officers or non-Members who are booked in will be asked to stand down from their booking if the Member requests the room one week prior to the date of the booking\*.

On the occasion of large City events, such as a State Banquet or large committee dinner, all of the bedrooms are to be kept for the exclusive use of Members. Priority is given to Members wishing to stay, as opposed to those who only want to use the facilities for changing.

Block bookings are not permitted as standard, with Members being able to book a bedroom for a maximum of two consecutive days at the time of booking, other than where an overnight stay is needed for 'Official Use' and with this requirement will need to be clearly detailed during the booking process. A maximum of up to six weekday overnight stays will be permitted during any single calendar month for non-official usage.

If a small double room is requested but only a double is available, the occupier will be charged at the small double rate \*

Where a Member books multiple rooms for the same time and date, the first room will be charged at the Member rate with all other rooms being charged at the Non-Member rate.

#### City Corporation Staff Usage

The following staff are also entitled to book bedrooms as follows

#### No levy charged

<u>Senior Officers of the Corporation</u>	<ul style="list-style-type: none"> <li><u>to attend early (i.e. before 8:30 am) official City Corporation engagements such as Market visits.</u></li> <li><u>representing the City at an official event which finishes very late at night, i.e. 10:30pm or later.</u></li> </ul>
<u>Senior CoL Police Officers</u>	
<u>CoL Officers</u>	<u>when detained on Corporation related business; such as overnight works or audits</u>

Senior Officers of the Corporation and Senior CoL Police Officers may book 1 personal overnight stay per calendar month which will be charged at Non Member Rate/

In addition to Members and CoL Officers, the following are entitled to use the Bedrooms at the appropriate rate;

<u>Past Lord Mayors</u>	<u>Member Rate</u>
<u>Past Chief Commoners</u>	<u>Member Rate</u>
<u>Masters of Liveries Companies</u>	<u>Non Member Rate</u>
<u>Immediate Past Masters, when deputising</u>	<u>Non Member rate</u>
<u>Clerks of Livery Companies</u>	<u>Non Member Rate</u>
<u>Past Members, with min 8years on Court</u>	<u>Member Rate</u>
<u>The Honourable Irish Society</u>	<u>Member Rate</u>
<u>Member's Guests</u>	<u>Member Rate (Non Member if 2<sup>nd</sup> room)</u>

[Other users are to be determined upon the approval of the current Chief Commoner](#)

## BEHAVIOUR

Those using the rooms must not use them in a way that could potentially cause embarrassment to the City of London Corporation, create a nuisance or misuse the facilities provided and always leave the bedroom in a respectful condition.

Any allegation of misuse will be reported to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Town Clerk who will make a determination over any claim of misuse and decide on an appropriate course of action. A proposed course of action may include, but not be limited to, suspension of use of the bedrooms for such a period as they see fit. There will be no right of appeal of the decision reached.

### Outstanding invoices

In the event that invoices remain unsettled for a period exceeding two quarterly periods, no further bookings will be allowed; the Member will be prohibited from making any further bookings until the debt is cleared.

In the event of any dispute over outstanding payment of invoices, these will be referred to the Chair of Civic Affairs Sub-Committee, Chief Commoner and Town Clerk who will make a determination. There will be no right of appeal of the decision reached.

## FIRE SAFETY

All members / users must return their bedroom keys to Guildhall Security at West Wing reception before leaving the building. At no point must they retain the bedroom key upon their person when leaving the Guildhall site. This is to assist Guildhall Security with the fire evacuation process and to ensure Members / Col Staff are safely out of the building. This arrangement is also to ensure that the London Fire Brigade are not unnecessarily sent into a “burning building” to look for people who have left the complex.

If the fire alarm activates between the hours of 9am and 4.30 pm hours Monday – Friday Members are required to assemble at **Aldermanbury Square**. Outside of these hours Members should assemble in the **Guildhall Yard**.

## SMOKING

Smoking is not allowed in any of the rooms and this includes leaning out of the windows in any rooms to smoke.

## PETS

Pets are not allowed to stay in any of the bookable bedrooms.

## FORCE MAJEURE

Except where otherwise expressly stated in these booking conditions, we regret we cannot accept liability or pay any compensation where the performance or prompt performance of our contractual obligations is prevented or affected by or you otherwise suffer any damage

or loss as a result of “force majeure”. In these Booking Conditions, “force majeure” means any event which we or the COL in question could not, even with all due care, foresee or avoid. Such events may include war or threat of war, riot, civil strife, terrorist activity or actual threatened terrorist activity, industrial dispute, natural or nuclear disaster, adverse weather conditions, fire and all similar events outside our control

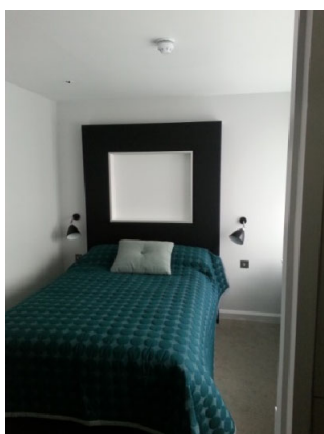
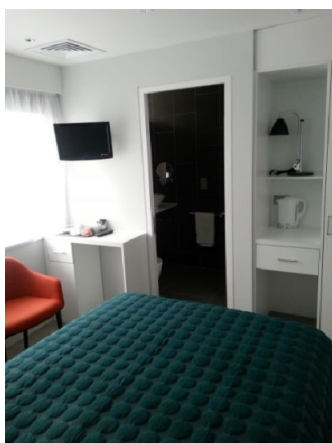
#### AVAILABLE ROOMS AND FACILITIES

Bedrooms 2 – 9 are all available for Members and eligible guests.

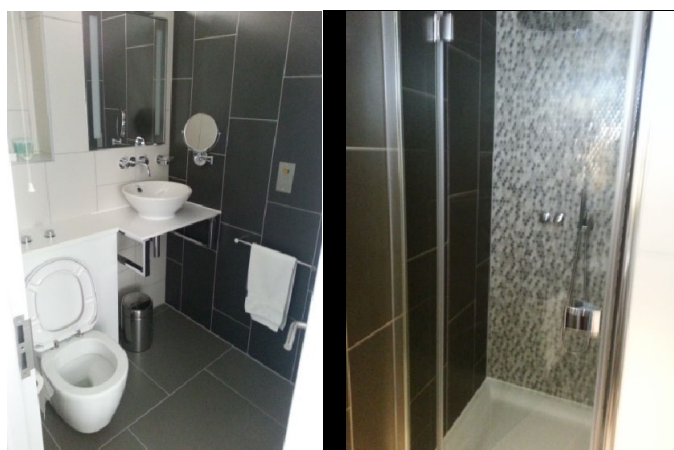
Bedroom 2 is an accessible room designed for disabled guests. The doorframe is wider than all of the other rooms to allow a wheelchair to fit comfortably through.

Bedrooms 3 and 4 are small double rooms.

Bedrooms 5, 6, 7, 8 and 9 are all double rooms.



All rooms have en suite facilities.



#### UNAVAILABLE ROOMS

The Chief Commoner and the Chairman of the Policy & Resources Committee both have flats on Level 4 and these are not to be booked out under any circumstances.

(Bedroom 1 was merged with the Policy Chair's flat in 2019.)

<b>PRICES</b>			
<b>Smaller Double room</b>	£16.67	£3.33	£20.00
<b>Double room</b>	£25.00	£5.00	£30.00

<b>Non-Members</b>	<b>Price</b>	<b>VAT</b>	<b>Total</b>
<b>Small Double room</b>	£50.00	£10.00	£60.00
<b>Double room</b>	£79.17	£15.83	£95.00

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<b>Committee(s):</b> Communications and Corporate Affairs Sub Committee – For Decision Policy and Resources Committee – For Decision	<b>Dated:</b> 5 February 2025  13 February 2025
<b>Subject:</b> Political Party Conferences 2024/2025	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides business enabling functions.</li> </ul>	Dynamic Economic Growth
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£0
<b>What is the source of Funding?</b>	Not applicable
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	No
<b>Report of:</b>	Paul Wright, The Remembrancer & Dionne Corradine, Chief Strategy Officer
<b>Report author:</b>	Kristy Sandino - Interim Director of Strategic Communications & External Affairs

## Summary

This report details a summary of the City of London Corporation programme and engagement at all the main political party conferences in 2024 and proposes plans for 2025. This programme of work was led by the Corporate Affairs Team, with input from the Remembrancer and Innovation and Growth teams.

A targeted and planned presence at the party conferences is an important opportunity for the City Corporation to build understanding of the scale, value and impact of its work across the financial and professional services (FPS) sector, across London and the wider UK.

Given the number of key stakeholders present at conferences, they provide significant opportunities for promoting our strategic priorities as an organisation, including policy recommendations in major City Corporation reports. They are also an important way of cementing and building relationships with key political figures at many levels, as well as business and industry stakeholders, and political media. This ensures the City Corporation is increasing its reach, maintaining and building its reputation and profile with target audiences.

The overarching 2024 conference objective was to build on the success of previous years in developing understanding across the political spectrum of the City

Corporation's unique convening power with business and the key supporting and partnership role the City Corporation plays in delivering economic growth for the nation.

Overall, party conferences remain a significant opportunity for the City Corporation to highlight the breadth and impact of its work, build profile by participating in debates on issues affecting the sector and the country, and focus on relationship building for the City – both now and for the future. In this context, there remains a clear case for investment in the City Corporation's party conference activity. However, the exact composition of activity and how budget is deployed should be considered for future years.

At the November 2024 meeting of Communications and Corporate Affairs Sub-committee, Members held a discussion on several issues relating to the 2025 Party Conference programme, including: Member and officer delegation size, the format of events, business day passes, and costs associated with the overall conference programme. Officers were asked to come back to the Sub-committee with further recommendations for consideration.

It was agreed that the number of Business Day passes could be reduced from two passes to one pass at each of the conferences for the Policy Chairman. It was also agreed that the number and format of events at each conference could be bespoke to each conference, with Members indicating they felt that the party of Government could warrant a greater number of events in the programme, and Members in attendance. Officers were asked to return to the Sub-committee with further recommendations, outlined below.

## **Recommendations**

Members are asked to:

- Note the initial summary of 2024 activity.
- Approve the following proposals for 2025 party conference programme:
  - One fringe event and an additional event (reception) at Liberal Democrat Conference
  - One fringe event and an additional event (dinner) at the Conservative Party Conference (HM Official Opposition)
  - Two fringe events and an additional event (dinner) at Labour Party Conference (Party of Government)
  - Officer monitoring any party conference where the party has more than 10 MPs.
  - Member attendance at party conference will be considered for any party with more than 20 MPs.
- To approve a change to the Member and officer delegation travelling to party conferences, whereby:
  - The Policy Chairman and four (4) additional Members selected through an Expression of Interest process for the parties in Opposition.

Selected Members will be eligible for a two-day commercial guest party conference pass.

- No change to the Member delegation size for the Party in Government's conference. All Members of the Communications and Corporate Affairs Sub Committee are invited to attend as City Corporation representatives and are eligible for a two-day commercial guest party conference pass.
- A business case is provided to the Policy Chairman and the Chair of Communications and Corporate Affairs Sub Committee for proposed officer attendance at conference.
- Approve that one (1) Business Day pass is secured for the Policy Chairman use at each conference in 2025.
- Approve that Members attending party conference should travel second class on train journeys less than 2 hours.

## **Main Report**

### **Background**

1. The City of London Corporation has attended the major party conferences every year since 1994, with the level of involvement and visibility (and numbers of attendees) increasing over time. Traditionally, Members of the Communications and Corporate Affairs Sub Committee are invited to attend the Liberal Democrat, Labour and Conservative party conferences, with the Policy Chairman additionally attending the Scottish National Party (SNP) conference in previous years. It was agreed at the November 2023 Communications and Corporate Affairs Sub Committee that the Policy Chairman would not attend the 2024.
2. The party conferences provide an important opportunity for City Corporation Members and officers to engage with the most relevant stakeholders across the political spectrum, to communicate our key messages and to build relationships with other influential conference attendees.
3. Led by the Corporate Affairs Team, the City Corporation increased its party conference activity for 2023 by adding an additional fringe event at Labour Party Conference, who were then in Opposition, holding City Corporation private roundtables, panel open fringe events and dinners at the conferences of the Conservative and Labour conferences, as well as a private roundtable and dinner at the Liberal Democrat dinner. This approach was continued in 2024 as the programme had been planned prior to the General Election being called.
4. A significant portion of the Corporate Affairs Team budget is used to organise the party conference activity and facilitate the political engagement of the Policy Chairman, whilst ensuring in the current model that a growing number of Members can also participate.
5. In addition to the cost of the additional Business Day tickets, costs across the conference have gone up year on year. Additional funding provided by Policy & Resources enabled us to deliver our 2024 programme; however cost saving measures are necessary as the Corporate Affairs Team Budget is a set amount and has not been adjusted for inflation in recent years.

## Current Position

### Fringe Events

6. The Corporate Affairs Team led, secured and delivered five fringe events across the conferences. All were felt to be successful in hitting City Corporation objectives.
  - a. Roundtable at Liberal Democrat party conference titled "*How can we fund the transition to Net Zero?*" with Social Market Foundation. The politician in attendance was Wera Hobhouse MP.
  - b. A roundtable at Labour party conference titled "*How can financial and professional services create economic growth throughout the UK?*" with Labour Together. The politician in attendance was James Murray MP, a Treasury Minister.
  - c. An open fringe panel at Labour party conference titled "*Driving inclusive, green prosperity: A New Trade Strategy for the UK*" with IPPR. The politician in attendance was Liam Byrne MP, new Chair of the Business and Trade Select Committee.
  - d. A roundtable at Conservative party conference titled "*Growing professional and financial services around the UK: what's next?*" with Onward. The politician in attendance was Oliver Dowden MP.
  - e. An open fringe panel at Conservative party conference titled "*The UK's place in the World*" with the Centre for Policy Studies. The politician in attendance was Gareth Davies MP.
7. While the Corporate Affairs Team aims to secure partnership deals tied to other activity across the year where possible, the cost of partnerships with think tanks, particularly where fringes take place within the secure zone, has significantly increased. To ensure a high calibre of politician attendance, it was decided to only hold events in the secure zone at Labour Conference this year. As the cost the party charges for space within the secure zone has also increased, it means that in some instances, the costs of City Corporation fringe events doubled between 2022 and 2024.
8. Our choice of partnerships secured us quality political engagement despite the difficulty of securing MPs generally across party conferences this year. The Corporate Affairs Team was able to cover the additional costs associated due to the additional funding secured for enhanced political engagement; however without this funding, partnering with certain think tanks, such as Labour Together, would have been outside of our annual budget envelope.
9. It is of the utmost importance that the City Corporation party conference presence continue to deliver value for money and ensure the success of future events. Given the general election outcome and the possibility of this Government being in place for four years, it is recommended that the City Corporation proceed with the following programme for 2025:
  - a. One fringe event and an additional event (reception) at Liberal Democrat Conference

- b. One fringe event and an additional event (dinner) at the Conservative Party Conference (HM Official Opposition)
  - c. Two fringe events and an additional event (dinner) at Labour Party Conference
  - d. Officer monitoring of Scottish National Party Conference and any political party with more than 10 MPs.
  - e. Member attendance will be considered for any party with more than 20 MPs.
  - f. This proposed programme represents one less event than occurred in the 2024 programme, decreasing our engagement at Conservative Party Conference. This was the approach in the past, will afford us some cost savings, and can be reviewed again in the year preceding a general election, or dependent on political environment.
10. There are additional political parties across the UK with some taking a decision to hold conferences. It is recommended that Officers monitor other party conferences with 10 MPs or more that may take place in 2025.

### **Political & Industry Dinners**

11. The City Corporation dinners at party conference continue to provide an important platform for communicating our key messages and demonstrating the pivotal role the City Corporation plays in convening the sector and the City audience together.
12. The Corporate Affairs Team worked with Members, Innovation and Growth and other departments to curate and maintain a high calibre of attendees and confirm an influential, interesting external speaker for each event.
13. The Corporate Affairs Team usually aims to have 50 attendees at Liberal Democrat Party Conference dinner, and 100 at each Labour and Conservative. This year, due to extremely high demand at Labour, this was increased to 130 (with an additional waiting list). There was a total of approximately 80 guests at the City Corporation dinner at Conservative Party Conference.
14. The City Corporation's dinner at Liberal Democrat party conference was attended by approximately 45 people. The guest speaker was Sarah Olney MP, who was the current Treasury, Business and Industrial Strategy spokesperson.
15. The City Corporation's dinner at Labour party conference was attended by approximately 130 guests made up of MPs, Assembly Members, London councillors, senior journalists and political editors, and business representatives. Following a speech from the Policy Chairman, the keynote speaker was Chief Secretary to the Treasury, Darren Jones MP. The calibre of guests this year at Labour Conference was extremely high, particularly as the Party did not host a Business Dinner on the same evening.
16. The City Corporation's dinner at Conservative party conference was attended by approximately 80 guests. Following a speech from the Policy Chairman, the keynote speaker former MP Robert Buckland KC. Despite the Conservative Party holding a Business Dinner on the Monday night, in direct competition with our

dinner, and overall lower attendance at Conservative Party Conference, there was still strong representation at the City Corporation dinner.

17. To confirm in-demand venues and hotels, the Corporate Affairs Team typically selects and confirms the venues and hotel rooms by the end of the calendar year the year prior to conference (i.e. December 2024 for 2025 conference season).
18. In 2024, for the first time, the Corporate Affairs team utilised the CRM system that is based in Innovation and Growth to introduce efficiencies. This was a helpful tool in deploying invitations and monitoring uptake. It is noted that Innovation and Growth Officers lent their time and support to assist the Corporate Affairs Team, demonstrating successful collaboration across the two teams.
19. There are several learnings to be factored into the creation of guestlists for next year, such as consulting with Members of the Communications and Corporate Affairs Sub-committee on the guestlist ahead of deploying invitations.
20. Feedback from the dinners has been overwhelmingly positive, with various commentary and responses from external stakeholders about the value that attendees found in attending and the calibre of speaker.
21. Following discussion at the Communications and Corporate Affairs Sub Committee in November 2024, the Corporate Affairs team has proposed for 2025 that the evening event at Liberal Democrat Party Conference is a networking reception.
22. Following a successful dinner at Labour Party conference in 2024, and as the Party of Government, the Corporate Affairs team proposes that the evening event remains a dinner, with the format of the event being maximised for networking opportunities.
23. Following a successful dinner at Conservative Party conference in 2024, and as HM's Official opposition, the Corporate Affairs team proposes that the evening event remains a dinner, with the format of the event being maximised for networking opportunities.

### **Media Impact**

24. Working closely with the Media Team, it was an objective for 2024 to achieve strong media impact and coverage.
25. The Policy Chairman shared social media posts on X (formerly known as Twitter) and LinkedIn with various politicians following City Corporation events at the conference.
26. Taking a proactive approach to media scheduling, the Policy Chairman featured in a live radio and television interview on Bloomberg TV and Radio and CNBC. He was also quoted in the Independent, The Guardian, PR Week, Swissinfo and Investing.com.

### **Member and Officer Attendance**

27. As agreed by the then-PRED Sub Committee in 2017, all Members of the Communications and Corporate Affairs Sub Committee have been invited to attend party conferences as City Corporation representatives and are therefore eligible for a two-day commercial guest party conference pass, with the cost being met from the party conference budget.
28. The intention of Member attendance is for them to represent the City Corporation, and use their experience, connections and knowledge, across the range of conference events, not only at the City Corporation's hosted events. Members play a key role as representatives, speakers and hosts at the Corporation's party conference activities.
29. In light of inflation, think tank partnership costs, hotel costs and conferences pass costs have all increased. The Corporate Affairs Team communicated during the City's budget process that it expected overall costs to rise 10 – 20 per cent due to inflation and the final budget confirmed this estimate.
30. The City Corporation Member delegation has steadily increased in size in recent years and is traditionally larger in size than other stakeholder groups at conference. The final delegation numbers are listed below for 2024.
  - a) This year's Liberal Democrat party conference was held in Brighton from 15<sup>th</sup> – 17<sup>th</sup> September. A total of five (5) Members of the Communications and Corporate Affairs Sub Committee attended the conference (6 Member passes purchased).
  - b) This year's Labour party conference was held in Liverpool from 22<sup>nd</sup> – 25<sup>th</sup> September. A total of 10 Members of the Communications and Corporate Affairs Sub Committee attended the conference.
  - c) This year's Conservative party conference was held in Birmingham from 29<sup>th</sup> September – 2<sup>nd</sup> October. A total of 6 Members of the Communications and Corporate Affairs Sub Committee attended the conference (8 member passes purchased).
31. Following the Communications and Corporate Affairs Sub-committee in November 2024, Members indicated that the party of Government could be treated differently to the opposition parties. Therefore, officers propose that an Expression of Interest approach is taken for all party conferences besides the Party of Government. This would entail the below Member Delegation and process:
  - a) Chairman and four (4) additional Members selected through an Expression of Interest process.
    - i. Those interested in attending would be asked to provide a short Expression of Interest (maximum 500 words) demonstrating suitability for attendance at each party conference.
    - ii. The proposed applications process would be as follows:
      1. The opportunity to join the delegation will be advertised to the Communications and Corporate Affairs Committee.
      2. Those wishing to apply are asked to submit expressions of interest, setting out relevant experience / skills against the relevant criteria.
      3. Applications are reviewed by an assessment panel (comprised of the Chairman, Deputy Chairman, Vice Chairs and Chairman of

Communications and Corporate Affairs Sub-committee) supported with advice from Officers.

4. Policy Leadership and the Chairman of the Communications and Corporate Affairs Sub-committee take a final decision with an assessment of the process undertaken presented back to Committee at the next Sub-committee meeting.
32. For the party in government, it is proposed that all Members of the Communications and Corporate Affairs Sub Committee are invited to attend. This is to ensure that there is a Member host on each table, and to ensure maximised engagement opportunities.
33. As is the current process, it is suggested that all Members of Policy & Resources Committee are invited to attend the dinners at each party conference, at their own cost, should they be at Conference. Select senior officers will also be invited to attend the dinners at party conference.
34. Last year, Business Day passes were purchased for the Policy Chairman and a senior Officer for the Liberal Democrat Party Conference, Labour Party Conference and the Conservative Party Conference. It is recommended that one (1) pass is secured for the Policy Chairman use at each conference in 2025.
35. Officer attendance is necessary to support the delivery of the overall party conference programme, as well as to support the Policy Chairman. Last year, for the first time, additional teams beyond the Corporate Affairs team and Remembrancers requested their officers were accredited. The Corporate Affairs Team will undertake a review with the aim to decrease pass costs for Officers for 2025. We will provide a business case outlining the proposal for officer attendance for conference season, outlining what their role is, to be presented to the Policy Chairman and Chair of the Communications and Corporate Affairs Sub Committee. In previous years, the majority of officers in attendance have also had a conference pass, this will also be reviewed with only officers that absolutely require a pass securing one.
36. A measurement tool to ensure value for money will be developed for the 2025/2026 conference season.
37. In an effort to manage costs, it is proposed that Members should book second-class travel on train journeys shorter than two hours.

### **Corporate & Strategic Implications**

38. Strategic implications – Engaging with political stakeholders, organising events associated with the party political conferences and working with think tanks and other third-party organisations to produce events and associated policy reports provides an opportunity for the City Corporation to engage with key audiences on important global, national and local government issues and to demonstrate the City Corporation's involvement in relevant debates. Sponsorship and political engagement would will also help deliver the six outcomes of the new Corporate Plan.
39. Financial implications - The Corporate Affairs Team has an established budget for party conference and engagement related activity. Any sponsorship of ad-hoc



policy projects is currently funded via the Policy Initiatives Fund according to decisions of the Policy and Resources Committee.

Resource implications – None

Legal implications – None

Risk implications – None

Equalities implications – None

Climate implications – None

Security implications – None

## **Conclusion**

40. The purpose of the City Corporation's activities at party conferences is to deliver a programme of strategic engagement on issues of importance to the organisation with relevant politicians, policymakers and business figures and the political media. City Corporation party conference activity is a significant part of the Policy Chairman's political engagement and City Corporation advocacy and provides an excellent opportunity for Members and officers to meet many political contacts in one place. It also is a way for politicians and key stakeholders to build an understanding of the City Corporation and our strategic priorities. In 2024, with the potential for a high influx of new MPs, this awareness raising exercise is critical.
41. Members are asked to note the assessment of the City Corporation's involvement at the 2024 party conferences.
42. Members are asked to make a decision on proposals for 2025 party conference programme and agree the approach to size of Member delegation to recommend to Policy and Resources.

## **Appendices**

None

Kristy Sandino

Interim Director, Strategic Communications and External Affairs

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<b>Committee(s):</b> Corporate Services Committee Policy and Resources Committee Court of Common Council	<b>Dated:</b> 12 February 2024 13 February 2024 6 March 2024
<b>Subject:</b> 2024/25 Pay Policy Statement	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Chief People Officer	<b>For Decision</b>
<b>Report author:</b> Chris Fagan, Head of Reward and Benefits	

## Summary

The City of London Corporation is required to publish a ‘Pay Policy Statement’ to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by ‘a resolution of the authority’, which in the City of London Corporation’s case is the Court of Common Council.

These Statements have been produced annually since 2012/13 and are considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by the Court of Common Council before the end of March each year.

The report outlines the reasons for this statement, the draft Pay Policy Statement for 2025/26 is attached as Appendix 1.

It is noted that this Pay Policy Statement will need to be reviewed, amended and resubmitted through the same process to reflect any changes to our pay policy and pay approaches in relation to the deliverables of the Ambition 25. To meet the statutory requirements and timescale, we are required to bring this version forward to reflect the actual position at this time.

## Recommendation(s)

Members (of CSC and P&R) are asked to review and agree the Pay Policy Statement for 2025/26 and recommend it be submitted to the next Policy and Resources Committee on 13 February 2024, for agreement and forwarding to the Court of Common Council.

## Main Report

### Background

1. The Localism Act 2011 (Chapter 8) requires the City of London Corporation to prepare and publish a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council, by March before the financial year to which it relates. The Statement may (again by resolution of the authority) be subsequently amended after the beginning of the financial year and as soon as is reasonably practicable after its approval or amendment, the Statement must be published on the authority's website.
2. In the City Corporation's case, it is a "*relevant authority*" only in its capacity as a local authority. However, and in general, the City has not distinguished in its Pay Policy Statements its local-authority capacities from any of its other undertakings, other than where these are specifically excluded from the remit of the 2011 Act.
3. Statements must incorporate the requirements of the legislation and associated guidance and be updated as relevant City of London pay approaches or policies change. These include:
  - Section 38(2) Statements must set out the authority's policies for the financial year relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of its chief officers and the remuneration of any other employees.
  - Section 38(3) says that the Statements must state the definition of "lowest-paid" employee adopted by the authority and its reasons for adopting that definition.
  - Section 38(4) says that the Statements must include the authority's policies relating to:
    - the level and elements of remuneration for each chief officer;
    - remuneration of chief officers on recruitment;
    - increases and additions to remuneration for each chief officer;
    - the use of performance-related pay and bonuses for chief officers;
    - the approach to the payment of chief officers when they cease to be employed; and
    - the publication of and access to information relating to chief officers' remuneration.
4. The definition of "Chief Officers" given in the Localism Act (under section 43(2)) is that of the Local Government and Housing Act 1989. This incorporates the latter Act's definitions of both "Chief Officers" and "Deputy Chief Officers". This is a much wider definition than the conventional definition of "Chief Officer". As such the statement must include pay policy for both Senior Management Grades and the main City of London salary scales.

5. It should be noted that Pay Policy Statements are not a “statement on pay policies”, but rather a narrowly defined legislative requirement spelling out clearly and transparently certain specified current pay practices. As such they are required to be an “as is” statement, providing an accurate statement of practice at the time of publication, rather than a prediction of what will or may happen over the succeeding 12 months.
6. The aim of the Localism Act is that authorities should be open, transparent, and accountable to local taxpayers. Pay Policy Statements should set out the authority’s approach to issues relating to the pay of its workforce, and to the pay of its “Chief Officers” and the pay of its lowest paid employees.
7. The Act’s provisions do not supersede the City Corporation’s autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

### **Current Position - City of London Pay Policy Statement 2025/26**

8. A draft Pay Policy Statement for 2025/26 is attached.
9. This is required to be considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by Common Council. Common Council approval is required before the end of March of the preceding financial year, so these are therefore presented to this Committee now to ensure that the March deadline for full approval can be met.
10. The Pay Policy Statement will need to be subsequently amended to reflect the deliverables and implementation of Ambition 25 expected during the financial year. This will require a new statement to reflect the agreed changes to our pay policy and approach. That new version will need to follow the same approval process as above.

### **Conclusion**

11. To meet the requirements of the Localism Act, the City Corporation must agree and publish a Pay Policy Statement before each financial year. This report introduces for approval the draft Statement for 2025/26 and recommends its forwarding to the Policy & Resources Committee and Court of Common Council for the further necessary approvals.

### **Corporate & Strategic Implications**

12. Strategic implications – None.

13. Financial implications – None

14. Resource implications – None

15. Legal implications – This report sets out the requirements of the Localism Act 2011. The draft Pay Policy Statement for 2025/26 is produced in accordance with these requirements. Approval of the Pay Policy Statement by the Court of Common Council by 31 March 2025 will satisfy the obligation in section 39 for the statement to be approved before the end of the 31 March immediately preceding the financial year to which it relates.

16. Risk implications – A failure to offer a competitive reward package could hamper the Corporations ability to recruit and retain talent.

17. Equalities implications – An Equality Impact Assessment has not been completed as no major change to the policy is proposed by this report.

18. Climate implications - None

19. Security implications – None

## **Appendices**

Appendix 1: Draft Pay Policy Statement 2025/26

Chris Fagan, Head of Reward and Benefits

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# CITY OF LONDON CORPORATION PAY POLICY STATEMENT 2025-2026

## 1. Introduction and Scope

### 1.1. Legislation

- 1.1.1. The Localism Act (2011) requires local authorities to produce a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2025-2026.
- 1.1.2. The Government guidance to the Act (which has statutory effect) requires the Pay Policy Statement to refer to policies in relation to remuneration (including bonuses; performance pay); severance payments; staff leaving the authority, senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority.
- 1.1.3. The Act's provisions do not supersede the City of London Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice, recognising and rewarding the contributions of staff. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets

### 1.2. Scope:

- 1.2.1. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of work of the City of London Corporation is carried out in this capacity or funded from public resources. As well as having statutory local authority functions, the Corporation undertakes public functions, such as those of a police authority and of a port health authority and has private and charitable functions which are outside the scope of the Act. In keeping with the spirit of openness and transparency, this Statement does not distinguish between information which applies to the City of London Corporation as a local authority and that which applies to it in any of its other capacities.
- 1.2.2. The Act excludes police authorities from its remit, so the Statement does not include information about Police Officers. It is noted that all Police Officer pay scales are nationally determined and as such do not form part of local Pay Policy.
- 1.2.3. The provisions in the Act do not apply to the staff of local authority schools and teaching staff are outside the scope of the pay policy statement. While the City of London Corporation does not directly manage local authority schools, it does run independent schools. The statement in general follows the Government Guidance and leaves teaching staff outside of its scope.

## **2. Background and Governance Arrangements**

- 2.1. Pay, terms and conditions of service are negotiated locally, in consultation with the Corporation's recognised trade unions and employee representatives. These are supplemented by a range of policies and guidance relating to tangible pay terms, to help ensure the fair and consistent application of these principles to all employees.
- 2.2. The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Corporate Services Committee has delegated this to its Senior Remuneration Sub-Committee.

## **3. Definitions**

- 3.1. The pay policy statement must set out policy relating to the remuneration of its Chief Officers, the remuneration of its lowest-paid employees, and the relationship between the remuneration of its chief officers, and the remuneration of its employees who are not chief officers. This should include a definition of the "lowest paid employees" adopted by the authority for the purposes of the statement, and the rationale for adopting that definition.

### **3.2. Chief Officers (and Deputy Chief Officers)**

- 3.2.1. The act [43(2)] identifies Chief Officers as defined under the Local Government & Housing Act 1989, and inclusive of Deputy Chief Officers. Under this definition, some Chief Officer and most Deputy Chief Officer roles, will be paid within the A-J grade range. Chief Officers while mainly within the Senior Management Grade (SMG), occasionally may be paid within the A-J grades, although likely only within the top 2 or 3 grades. Deputy Chief Officers may be paid across the whole of Grades A-J, although in practice these are likely to fall within Grades F and above.
- 3.2.2. The distinctions between Senior Management Grade pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement. Appendix A, details more fully the arrangements in place for those on the Senior Management Grade. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is Market Forces Supplements.
- 3.2.3. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are also set out in the relevant sections of this Statement. These apply equally to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay "at risk" to be earned back each year. Progression through grades is subject to performance. Contribution Payments, when in operation, for any Chief Officer or Deputy Chief Officer are only available to those at the top of their Grades, through performance appraisal, and payments are not consolidated into base pay – so must be earned again through performance in future years.



### **3.3. Lowest Paid Employees**

- 3.3.1. The City of London Corporation is an accredited Real Living Wage Employer. As such we commit to pay all workers the 'Real Living Wage' as a minimum rate of pay. For most of the workforce this is the London Living Wage (£13.85 per hour with effect from 23<sup>rd</sup> October 2024; £12.60 outside London). The London Living Wage is also used as the basis to determine the rates of pay for Level 2 Apprentices within the organisation (Level 3 Apprentice pay is set at London Living Wage, plus two percent). Our lowest graded employees are in Grade A as determined by the outcomes of the Job Evaluation process.

## **4. Pay Determination**

### **4.1. Pay Structures**

- 4.1.1. The pay and grading structure (established in 2007) consists of two main pay grades. The main body of City of London Corporation employees are paid on a Grade structure of 10 Grades (Grades A-J) [Appendix B], with the most senior posts paid on a range within a Senior Management Grade (SMG) [Appendix A]. Posts are allocated to the grade based on job evaluation of the role, using the Corporation's own job evaluation scheme, to ensure equal and fair pay to people in those roles.
- 4.1.2. New posts and any existing posts that change the level of responsibility required, are evaluated, and ranked under the Job Evaluation scheme. The scheme, its application, the scoring and how scores relate to Grades are published so staff can be assured that the process is fair and transparent. There is also an appeal mechanism agreed with the recognised trade unions and staff representatives.
- 4.1.3. There are some structural variations in the pay structure for roles on Grades A-J. Those who manage or supervise other workers on the same evaluated grade as their own, are on 'Plus Grades' which pay 2 increments more than the substantive Grade. Those who hold a residential post, have a separate pay scale which pay 4 increments less than the non-residential scale.
- 4.1.4. Some roles within the corporation sit outside of this pay structure, due to the need to keep their terms in line with their profession. These include: Teachers; Police Officers; Coroners; Judges; and also those protected by TUPE. Apprentices also have separate pay arrangements as outlined in paragraph 3.3.1.

### **4.2. Recruitment and Appointment**

- 4.2.1. Individual appointment is normally to the minimum pay point of the grade range, unless there is a good business case for an individual to receive a higher starting salary. Such as where a successful applicant's existing salary falls within the post's pay range, the employee is normally appointed to the nearest point on the scale which is higher than their existing salary. Where the existing salary is higher than the range, they are normally appointed to the top point of the relevant pay scale.

- 4.2.2. For posts where the salary is Grade I or the packages is £100,000 or more, the following approvals are required:
- (i) in respect of all new posts; new appointments to existing posts; or where existing posts are changed permanently (i.e. subject to re-evaluation) the Court of Common Council (via the Corporate Services Committee);
  - (ii) in respect of all existing posts, subject to temporary changes in pay (e.g. honorarium, or a Market Forces Supplement) that take them over the £100k threshold, as delegated from Court of Common Council to Corporate Services Committee.

### 4.3. Pay Progression

- 4.3.1. All employees are eligible for incremental increases within the grade structure, until they reach the top increment of the grade. Pay progression is linked to performance measured through appraisal over the year 1 April - 31 March. In recent years, this policy has been waived, such that failure to progress incrementally has been by exception (i.e. confirmation of poor performance) rather than through confirmation of performance.
- 4.3.2. **Grades A-C** are the lowest Grades in the City of London Corporation. Grade A is a single increment; Grades B and C each have 6 increments, and progression through each Grade can be achieved by annual incremental progression, subject to satisfactory performance.
- 4.3.3. **Grades D-J** Grades D to J have 6 increments each. Progression through each Grade can be achieved by annual incremental progression, subject to performance.
- 4.3.4. **Senior Management Grade:** Consist of 6 increments arranged around the 'datum point'. Any pay progression for SMG roles, is subject to regular review of performance by the Manager/Town Clerk, considering their personal contribution, their service performance, and the success of the organisation. Recommendations are considered by the Senior Remuneration Sub-Committee.
- 4.3.5. Staff on all these grades may also be entitled to pay increases through the annual pay award process. The pay scale values are subject to annual review, taking into account a range of internal and external factors (e.g. inflation; cost of living; affordability; pay settlements elsewhere; etc.) and through discussions with recognised trade unions and employee representatives.
- 4.3.6. Apprentices: Are paid on spot point grade linked to the 'Real' Living Wage as set by the Living Wage Foundation. As such there is no Pay Progression available other than through the regular review of the Living Wage rate by the Foundation.

### 4.4. Performance Pay

- 4.4.1. Individuals in roles on the grading structure may also, when in operation, be able to access certain performance payments.
- 4.4.2. **Grades A-C** may have access to a 'Recognition Award' scheme where employees at the top of their grade have the opportunity, if they have undertaken exceptional

work, to be considered for a Recognition Award. The value of the award is within a range up to a maximum level set corporately each year (£500 when last applied). Recognition awards were last applied in October 2023, with the Contribution Pay scheme (see 4.4.3) applied to all grades A-J and SMG equally in 2024.

- 4.4.3. **Grades D-J and SMG** at the top of their grade may be eligible for “Contribution Payments”. Those individuals who achieve the highest standards of performance and contribution, can receive a one-off non-consolidated Contribution Payment of up to 6% of basic pay depending on the assessed level of contribution over the previous year. In years when these payments are in operation, achievement is determined by appraisal over the 1 April - 31 March period. The payments are not contractual and are therefore made at the employer’s discretion. The scheme may be varied within these parameters to suit pertinent issues at that time.
- 4.4.4. The scheme was not applied from October 2020 to October 2023. In 2024, the Contribution Payment was made to all eligible employees, except where performance or other formal processes were in place, at a default level of 1.5% of basic pay.
- 4.4.5. **Commercial Arrangements:** A separate performance-payment scheme is in place for a specific group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grade and their success in meeting certain performance targets. The employees involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.

## 5. Additional Pay Determination

- 5.1.1. In addition to basic salary, roles may receive additional payments to reflect the location, nature and or market conditions relevant to the role. Such payments may include:

### 5.2. London Weighting:

- 5.2.1. All graded staff are paid a London Weighting allowance, to assist them with the higher cost of living and working in London. The value of the allowance varies depending on where they are based (inner or outer London) and whether they are supplied by the employer with residential accommodation necessary for the purposes of fulfilling the duties of their job. In 2022, a ‘London Weighting Supplement’ was introduced for employees in spine point 1038 upwards, including SMG employees. The current levels of London Weighting Allowance and London Weighting Supplement are provided on the Grading Structure [Appendix B].

### 5.3. Market Force Supplements

- 5.3.1. There will be times where the external pay market for certain roles will exceed the local grade pay range. This can result in difficulties in both recruiting and retaining a suitably qualified and skilled workforce to key roles within the organisation. The use of market force supplements (MFS) can help to bridge the pay gap, to help attract, recruit and retain such talent.

- 5.3.2. Market Force Supplements can be applied to roles in Grades A-J. Any request must be based on a robust analysis and supported by analysis of market data. This helps to ensure that the resulting differential in pay is fully justified for equal pay purposes (material factors defence). All MFS are subject to Chief Officer; MFS Board; or Committee Chairs approval, dependent on the value proposed, and its proportion of base pay (detailed in guidance). All market force supplement payments are kept under regular review.

#### **5.4. London Living Wage Supplement**

- 5.4.1. The City of London Corporation is an accredited Living Wage employer. We apply the 'Real Living Wage', set externally by the Living Wage Foundation, as our minimum rate of pay for all directly employed staff, including Apprentices, some Casual staff and some agency workers. Those based in London will receive the London Living Wage, It is our policy that Real Living Wage increases should be applied to affected employees and other workers from the date of any increased announcement, which in 2024 was on 23 October 2024.

#### **5.5. Additional Duties**

- 5.5.1. There will be occasion where, due to service needs, employees at any grade will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example working to a higher-level role; or undertaking additional responsibilities). Payment for these extra duties will be considered under the Acting Up Policy and Honorarium guidance.

#### **5.6. Other Additional Allowances and Enhancements**

- 5.6.1. The City of London Corporation utilises additional allowances and enhancements to reflect and recompense for other responsibilities; duties; working patterns and working time. The eligibility to these enhancements varies dependent on the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the relevant policies, guidance and/or minutes of committee decisions. These are kept under review, to ensure they support the ambitions of the Corporation and changing legislation. Examples include policies and practices relating to overtime and unsocial hours; standby arrangements; first aid allowances etc.

### **6. Termination of Employment**

- 6.1. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the cases outlined in Section 6 below.

#### **6.2. Payment in lieu of notice**

- 6.2.1. There is no contractual right to payment in lieu of notice. In exceptional circumstances, where it is beneficial to the service's operational needs, payment in lieu of notice may be made to employees on the termination of their contracts.

### **6.3. Retirement**

- 6.3.1. Staff who contribute to the Local Government Pension Scheme (LGPS) and who retire from age 55 onwards are able to elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the LGPS Scheme.
- 6.3.2. Unreduced benefits are payable if retirement is from Normal Pension Age (NPA). NPA is linked to the State Pension Age, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.
- 6.3.3. The Local Government Pension Scheme also provides for applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade. It has in general been the City of London Corporation policy to agree to such requests only where there are clear financial or operational advantages to the organisation.

### **6.4. Redundancy**

- 6.4.1. Employees made redundant are entitled to receive redundancy pay as set out in legislation. Using the statutory 'ready reckoner' to determine the statutory entitlement in weeks, the City of London Corporation currently bases the calculation of redundancy pay on 1.5 x actual salary x statutory weeks.
- 6.4.2. This scheme may be amended from time to time subject to Member approval. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on the Corporation's website.

### **6.5. Settlement of potential claims**

- 6.5.1. There may on very rare occasions be circumstances where it is necessary to consider termination payments outside of those listed above, to avoid or settle a legal claim and reduce the risk of costs following an employee's departure from employment. Such instances may be settled by way of a settlement agreement paying due regard to the Special Severance Guidance issued by the Government, and where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor, Chief People Officer and Chamberlain & Chief Financial Officer.
- 6.5.2. The amount to be paid in such instances may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management

Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairs of Policy & Resources and Corporate Services Committees and legal advice that it would be lawful, proper and reasonable to pay it.

## **6.6. Re-employment**

- 6.6.1. Applications for employment from staff who have retired or been made redundant from the City of London Corporation, or another authority will be considered in accordance with the Corporation's normal recruitment policy.

## **7. Publication of information relating to remuneration**

### **7.1. Transparency:**

- 7.1.1. The City Corporation will publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government. These are published in the Annual Statement of Accounts, under the Notes to the Comprehensive Income and Expenditure Statement; part 9: Remuneration and Exit Oackages of Employees.

### **7.2. Pay Gap Reporting:**

- 7.2.1. The City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The annual City of London Corporation Pay Gap Report has been widened to consider other non-statutory pay gaps (e.g. Ethnicity Pay Gap; Disability Pay Gap) and this is published on the Corporation's website, in line with statutory timescales.

### **7.3. Pay Policy Statement:**

- 7.3.1. This statement will be published on the Corporation's website. It may only be amended during the year by resolution of the Court of Common Council. Any amendments will also be published on the Corporation's public website.

### **7.4. Pay Ratio Multiple:**

- 7.4.1. As part of the Local Government Transparency Code, we publish our 'Pay Ratio', defined as the ratio between the highest paid and the median earning figure of the workforce in scope, this results in a ratio for the City of London Corporation, that can be compared with other organisations. We also choose to publish the ratio between the highest paid and lowest paid permanent staff.
- 7.4.2. As at December 2024, these ratios were:

- Highest paid: Lowest Paid Permanent Staff, 1:12 (1:11 in Dec 23)
- Highest paid: Median Earnings Figure, 1:6 (1:6 in Dec 23)

A. Moss  
Chair, Corporate Services Committee

F. Keelson-Anfu  
Deputy Chair, Corporate Services Committee

January 2025

## Appendix A: Senior Management Grade (SMG)

1. The Senior Management Grade comprises of the most senior roles in the organisation, as determined by Job Evaluation. Posts are those which are the professional lead for a significant area of City Corporation business, directing the function to meet corporate strategic goals, and professionally determining the construction those strategic goals.
2. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the 'datum point' for the salary range.
3. The City Corporation subscribes to salary benchmarking services, which provide information on both public and private-sector comparator jobs. General practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m. Each post is allocated an individual salary range within the SMG pay range around the 'datum' point on the SMG scale. The range minimum is 2 increments below the datum point and range maximum as 3 increments above the datum point.
4. The range for any role may also be reviewed when new SMG posts are created, or the duties and responsibilities of posts or other external factors relevant to their pay and reward have changed. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.
5. Thereafter, the Town Clerk & Chief Executive may recommend salary progression for SMG posts (other than in relation to their own) within the individual salary band (and up to the maximum) and in accordance with relevant reward policies, which will be considered by the Senior Remuneration Sub-Committee. Any changes to the individual salary bands for SMG posts will be approved by the Senior Remuneration Sub-Committee. Any payment above the maximum, as with other Contribution Payments, would not be consolidated into basic salary, and would not form part of contractual pay for subsequent years.
6. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

<b>Contribution Level</b>	<b>Salary Change</b>
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

7. As outlined in para 4.3, normal practice on progression through Grades or Contribution Payments for eligible staff has been waived since 2020. SMG staff not



on the top of their range have received incremental progression through their individual pay scales. As detailed, Contribution Payments were made to those at the top of their scales in 2024 for the first time since 2019.

8. In respect of the Town Clerk & Chief Executive, the post's salary and any Contribution Payments that may be due to its holder are determined by the Senior Remuneration Sub-Committee. The Sub-Committee is advised by an Appraisal Panel comprising the Chairs of the Policy & Resources Committee, Corporate Services Committee, Finance Committee and General Purposes Committee of Aldermen. The Appraisal Panel set the Town Clerk's annual objectives and review performance against those objectives, receiving a report from the Chair of the Policy & Resources Committee who conducts the annual appraisal meeting with the Town Clerk. The Sub-Committee and Appraisal Panel are supported by the Chief People Officer, together with any appropriate external advisers.
9. The current Senior Management pay range and the range of SMG roles are attached. Appendix A.

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**City of London Corporation Annual Pay Scales  
Senior Management Grades**



**Spinal Point      WEF  
                         01/07/2024**

1	£	94,020	Assistant Town Clerk and Exec Dir of Governance and Member Services
2	£	96,780	
3	£	99,680	
4	£	102,640	
5	£	105,680	
6	£	108,800	
7	£	112,050	
8	£	115,380	Executive Director & Private Secretary to Lord Mayor
9	£	118,790	
10	£	122,320	Exec Dir & Private Secretary to Chair Policy & Resources
11	£	125,970	
12	£	129,730	Managing Director City Bridge Foundation
13	£	133,540	
14	£	137,550	Executive Director of Corporate Communications
15	£	141,630	
16	£	145,880	Executive Director Innovation and Growth
17	£	150,200	
18	£	154,690	Deputy Town Clerk
19	£	159,280	
20	£	164,010	Executive Director Children and Community Services
21	£	168,890	
22	£	173,930	Chief Strategy Officer
23	£	179,090	
24	£	184,490	Chief People Officer & Executive Director of Human Resources
25	£	189,960	
26	£	195,650	Principal of Guildhall School of Music and Drama
27	£	201,490	
28	£	207,470	Remembrancer
29	£	213,680	
30	£	220,050	City Surveyor
31	£	226,640	
32	£	233,400	Executive Director Built Environment
33	£	240,370	
34	£	247,520	Chief Executive Officer Barbican
35	£	254,950	
36	£	262,560	Chamberlain and Chief Financial Officer
37	£	270,410	
38	£	278,450	Comptroller & City Solicitor and Deputy Chief Executive
39	£	286,790	

All Grades Spine Points are plus £6,910 London Weighting; and £200 London Weighting Supplement

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Appendix B

Non-Residential Salary Rates from 01 July 2024									
London Weighting		N/A		£6,710		£4,020			
LW Supplement**		N/A		£200		£120			
Non Residential Grading Structure	SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*		
	1009	£22,330	£12.23	£29,040	£15.91	£26,350	£14.43		
	1010	£22,830	£12.50	£29,540	£16.18	£26,850	£14.71		
	1011	£23,550	£12.90	£30,260	£16.58	£27,570	£15.10		
	1012	£23,890	£13.09	£30,600	£16.76	£27,910	£15.29		
<b>A</b>	<b>B</b>	1013	£24,410	£13.37	£31,120	£17.05	£28,430	£15.57	
		1014	£24,980	£13.68	£31,690	£17.36	£29,000	£15.89	
	<b>A+</b>	<b>B+</b>	1015	£25,560	£14.00	£32,270	£17.68	£29,580	£16.20
			1016	£26,190	£14.35	£32,900	£18.02	£30,210	£16.55
			1017	£26,780	£14.67	£33,490	£18.35	£30,800	£16.87
			1018	£27,470	£15.05	£34,180	£18.72	£31,490	£17.25
			1019	£28,080	£15.38	£34,790	£19.06	£32,100	£17.58
			1020	£28,760	£15.75	£35,470	£19.43	£32,780	£17.96
			1021	£29,480	£16.15	£36,190	£19.83	£33,500	£18.35
	<b>C</b>		1022	£30,190	£16.54	£36,900	£20.21	£34,210	£18.74
			1023	£30,930	£16.94	£37,640	£20.62	£34,950	£19.15
		<b>C+</b>	1024	£31,710	£17.37	£38,420	£21.05	£35,730	£19.57
			1025	£32,470	£17.79	£39,180	£21.46	£36,490	£19.99
			1026	£33,290	£18.24	£40,000	£21.91	£37,310	£20.44
			1027	£34,140	£18.70	£40,850	£22.38	£38,160	£20.90
			1028	£35,000	£19.17	£41,710	£22.85	£39,020	£21.38
			1029	£35,850	£19.64	£42,560	£23.32	£39,870	£21.84
		<b>D</b>	1030	£36,040	£19.74	£42,750	£23.42	£40,060	£21.95
			1031	£36,930	£20.23	£43,640	£23.91	£40,950	£22.43
		<b>D+</b>	1032	£37,910	£20.77	£44,620	£24.44	£41,930	£22.97
			1033	£38,880	£21.30	£45,590	£24.98	£42,900	£23.50
			1034	£39,890	£21.85	£46,600	£25.53	£43,910	£24.06
<b>E</b>			1035	£40,910	£22.41	£47,620	£26.09	£44,930	£24.61
			1036	£41,970	£22.99	£48,680	£26.67	£45,990	£25.20
		<b>E+</b>	1037	£43,020	£23.57	£49,730	£27.24	£47,040	£25.77
			1038	£43,940	£24.07	£50,850	£27.86	£48,080	£26.34
			1039	£45,190	£24.76	£52,100	£28.54	£49,330	£27.03
			1040	£46,400	£25.42	£53,310	£29.21	£50,540	£27.69
			1041	£47,690	£26.13	£54,600	£29.91	£51,830	£28.40
			1042	£48,960	£26.82	£55,870	£30.61	£53,100	£29.09
		<b>F</b>	1043	£50,330	£27.57	£57,240	£31.36	£54,470	£29.84
			1044	£51,710	£28.33	£58,620	£32.12	£55,850	£30.60
		<b>F+</b>	1045	£53,180	£29.13	£60,090	£32.92	£57,320	£31.40
			1046	£54,620	£29.92	£61,530	£33.71	£58,760	£32.19
			1047	£56,120	£30.75	£63,030	£34.53	£60,260	£33.01
			1048	£57,700	£31.61	£64,610	£35.40	£61,840	£33.88
<b>G</b>			1049	£59,280	£32.48	£66,190	£36.26	£63,420	£34.75
			1050	£60,980	£33.41	£67,890	£37.20	£65,120	£35.68
		<b>G+</b>	1051	£62,640	£34.32	£69,550	£38.10	£66,780	£36.59
			1052	£64,420	£35.29	£71,330	£39.08	£68,560	£37.56
			1053	£66,220	£36.28	£73,130	£40.07	£70,360	£38.55
		<b>H</b>	1054	£68,100	£37.31	£75,010	£41.10	£72,240	£39.58
			1055	£70,000	£38.35	£76,910	£42.14	£74,140	£40.62
		<b>H+</b>	1056	£71,960	£39.43	£78,870	£43.21	£76,100	£41.69
			1057	£74,000	£40.54	£80,910	£44.33	£78,140	£42.81
			1058	£76,090	£41.69	£83,000	£45.47	£80,230	£43.96
<b>I</b>			1059	£78,260	£42.88	£85,170	£46.66	£82,400	£45.15
			1060	£80,460	£44.08	£87,370	£47.87	£84,600	£46.35
		<b>I+</b>	1061	£82,800	£45.36	£89,710	£49.15	£86,940	£47.63
			1062	£85,270	£46.72	£92,180	£50.50	£89,410	£48.99
			1063	£87,790	£48.10	£94,700	£51.89	£91,930	£50.37
			1064	£90,400	£49.53	£97,310	£53.32	£94,540	£51.80
		<b>J</b>	1065	£93,090	£51.00	£100,000	£54.79	£97,230	£53.27
			1066	£95,850	£52.52	£102,760	£56.30	£99,990	£54.78
		<b>J+</b>	1067	£98,710	£54.08	£105,620	£57.87	£102,850	£56.35
			1068	£101,670	£55.70	£108,580	£59.49	£105,810	£57.97
			1069	£104,640	£57.33	£111,550	£61.12	£108,780	£59.60
			1070	£107,760	£59.04	£114,670	£62.83	£111,900	£61.31
			1071	£110,920	£60.77	£117,830	£64.56	£115,060	£63.04
			1072	£114,280	£62.64	£121,140	£66.40	£118,420	£64.88

\*Hourly Rates are approximate and provided for information purposes only

\*\*London Weighting Supplement from Pay Point SCP1038 and above

Residential Salary Rates from 01 July 2024

Residential Grading Structure		SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*
London Weighting		N/A			£5,970		£3,620	
LW Supplement**		N/A			£180		£110	
<b>A</b>	<b>B</b>	1009	£22,330	£12.23	£28,300	£15.50	£25,950	£14.21
		1010	£22,830	£12.50	£28,800	£15.78	£26,450	£14.49
<b>A+</b>	<b>B+</b>	1011	£23,550	£12.90	£29,520	£16.17	£27,170	£14.88
		1012	£23,890	£13.09	£29,860	£16.36	£27,510	£15.07
		1013	£24,410	£13.37	£30,380	£16.64	£28,030	£15.35
		1014	£24,980	£13.68	£30,950	£16.95	£28,600	£15.67
		1015	£25,560	£14.00	£31,530	£17.27	£29,180	£15.98
		1016	£26,190	£14.35	£32,160	£17.62	£29,810	£16.33
		1017	£26,780	£14.67	£32,750	£17.94	£30,400	£16.65
<b>C</b>		1018	£27,470	£15.05	£33,440	£18.32	£31,090	£17.03
		1019	£28,080	£15.38	£34,050	£18.65	£31,700	£17.36
	<b>C+</b>	1020	£28,760	£15.75	£34,730	£19.03	£32,380	£17.74
		1021	£29,480	£16.15	£35,450	£19.42	£33,100	£18.13
		1022	£30,190	£16.54	£36,160	£19.81	£33,810	£18.52
		1023	£30,930	£16.94	£36,900	£20.21	£34,550	£18.93
		1024	£31,710	£17.37	£37,680	£20.64	£35,330	£19.35
		1025	£32,470	£17.79	£38,440	£21.06	£36,090	£19.77
	<b>D</b>	1026	£33,290	£18.24	£39,260	£21.51	£36,910	£20.22
		1027	£34,140	£18.70	£40,110	£21.97	£37,760	£20.69
	<b>D+</b>	1028	£35,000	£19.17	£40,970	£22.44	£38,620	£21.16
		1029	£35,850	£19.64	£41,820	£22.91	£39,470	£21.62
		1030	£36,040	£19.74	£42,010	£23.01	£39,660	£21.73
<b>E</b>		1031	£36,930	£20.23	£42,900	£23.50	£40,550	£22.21
		1032	£37,910	£20.77	£43,880	£24.04	£41,530	£22.75
	<b>E+</b>	1033	£38,880	£21.30	£44,850	£24.57	£42,500	£23.28
		1034	£39,890	£21.85	£45,860	£25.12	£43,510	£23.84
		1035	£40,910	£22.41	£46,880	£25.68	£44,530	£24.40
		1036	£41,970	£22.99	£47,940	£26.26	£45,590	£24.98
		1037	£43,020	£23.57	£48,990	£26.84	£46,640	£25.55
		1038	£43,940	£24.07	£50,090	£27.44	£47,670	£26.12
	<b>F</b>	1039	£45,190	£24.76	£51,340	£28.13	£48,920	£26.80
		1040	£46,400	£25.42	£52,550	£28.79	£50,130	£27.46
	<b>F+</b>	1041	£47,690	£26.13	£53,840	£29.50	£51,420	£28.17
		1042	£48,960	£26.82	£55,110	£30.19	£52,690	£28.87
		1043	£50,330	£27.57	£56,480	£30.94	£54,060	£29.62
		1044	£51,710	£28.33	£57,860	£31.70	£55,440	£30.37
<b>G</b>		1045	£53,180	£29.13	£59,330	£32.50	£56,910	£31.18
		1046	£54,620	£29.92	£60,770	£33.29	£58,350	£31.97
	<b>G+</b>	1047	£56,120	£30.75	£62,270	£34.12	£59,850	£32.79
		1048	£57,700	£31.61	£63,850	£34.98	£61,430	£33.66
		1049	£59,280	£32.48	£65,430	£35.85	£63,010	£34.52
	<b>H</b>	1050	£60,980	£33.41	£67,130	£36.78	£64,710	£35.45
		1051	£62,640	£34.32	£68,790	£37.69	£66,370	£36.36
	<b>H+</b>	1052	£64,420	£35.29	£70,570	£38.66	£68,150	£37.34
		1053	£66,220	£36.28	£72,370	£39.65	£69,950	£38.32
		1054	£68,100	£37.31	£74,250	£40.68	£71,830	£39.35
<b>I</b>		1055	£70,000	£38.35	£76,150	£41.72	£73,730	£40.40
		1056	£71,960	£39.43	£78,110	£42.80	£75,690	£41.47
	<b>I+</b>	1057	£74,000	£40.54	£80,150	£43.91	£77,730	£42.59
		1058	£76,090	£41.69	£82,240	£45.06	£79,820	£43.73
		1059	£78,260	£42.88	£84,410	£46.25	£81,990	£44.92
		1060	£80,460	£44.08	£86,610	£47.45	£84,190	£46.13
	<b>J</b>	1061	£82,800	£45.36	£88,950	£48.73	£86,530	£47.41
		1062	£85,270	£46.72	£91,420	£50.09	£89,000	£48.76
	<b>J+</b>	1063	£87,790	£48.10	£93,940	£51.47	£91,520	£50.14
		1064	£90,400	£49.53	£96,550	£52.90	£94,130	£51.57
		1065	£93,090	£51.00	£99,240	£54.37	£96,820	£53.05
		1066	£95,850	£52.52	£102,000	£55.89	£99,580	£54.56
		1067	£98,710	£54.08	£104,860	£57.45	£102,440	£56.13
		1068	£101,670	£55.70	£107,820	£59.07	£105,400	£57.75
		1069	£104,640	£57.33	£110,790	£60.70	£108,370	£59.38
		1070	£107,760	£59.04	£113,910	£62.41	£111,490	£61.09
		1071	£110,920	£60.77	£117,070	£64.14	£114,650	£62.82
		1072	£114,280	£62.61	£120,280	£65.88	£118,010	£64.66

\*Hourly Rates are approximate and provided for information purposes only

\*\*London Weighting Supplement from Pay Point SCP1038 and above

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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