

POLICY AND RESOURCES COMMITTEE
Thursday, 21 February 2019

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 21 February 2019 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chairman)
Simon Duckworth (Deputy Chairman)
Christopher Hayward (Vice Chairman)
Randall Anderson (Ex-Officio Member)
Douglas Barrow
Sir Mark Boleat
Deputy Keith Bottomley
Tijs Broeke
Henry Colthurst
Marianne Fredericks
Alderman Tim Hailes
Deputy Jamie Ingham Clark
Deputy Edward Lord
Jeremy Mayhew
Andrew McMurtrie
Deputy Joyce Nash
Graham Packham (Ex-Officio Member)
Alderman William Russell
John Scott (Chief Commoner) (Ex-Officio Member)
Jeremy Simons (Ex-Officio Member)
Sir Michael Snyder
Deputy John Tomlinson
Mark Wheatley
Alderman Sir David Wootton

In attendance:

Deputy Roger Chadwick
Alderman Prem Goyal
Deputy Tom Hoffman

Officers:

Peter Kane	- The Chamberlain
Caroline Al-Beyerty	- Deputy Chamberlain
Chris Bell	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department
Carolyn Dwyer	- Director of the Built Environment
Ian Hughes	- Department of the Built Environment

Bob Roberts	- Director of Communications
Roland Martin	- Headmaster, City of London Freemen's School
Sir Nicholas Kenyon	- Managing Director, Barbican Centre
Giles French	- Assistant Director, Economic Development Office
Anne Bamford	- Department of Community & Children's Services
Marcus Roberts	- Department of Community & Children's Services
Ian Simpson	- Human Resources
Fiona Rawes	- City Bridge Trust
Jeremy Blackburn	- Mansion House
Peter Lisley	- Director of Major Projects
Angela Roach	- Assistant Town Clerk & Director of Member Services
Nick Bodger	- Town Clerk's Department
Emma Cunningham	- Town Clerk's Department
Eugenie de Naurois	- Town Clerk's Department
Sheldon Hind	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Greg Moore	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from The Rt Hon The Lord Mayor Alderman Peter Estlin, Deputy Dr Giles Shilson, and Deputy Tom Sleigh.

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

Deputy Catherine McGuinness declared an interest in Item 22 as a Board Member of London & Partners. The chair was to be taken by Simon Duckworth for consideration of this item.

Tijs Broeke, Simon Duckworth, Alderman Tim Hailes, and Deputy Jamie Ingham Clark all declared an interest in respect of Item 20 as members of the Guild Church Council of St Lawrence Jewry.

John Scott declared an interest in respect of Item 26 as a Board Member of the Museum of London.

3. **MINUTES**

- a) The public minutes of the meeting of the Policy and Resources Committee held on 17 January 2019 were approved.
- b) The draft public minutes of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 were noted.
- c) The draft public minutes of the meeting of the Joint Meeting of the Resource Allocation Sub-Committee and the Efficiency & Performance Sub-Committee held on 17 January 2019 were noted.

- d) The draft public minutes of the meeting of the Projects Sub-Committee held on 18 January 2019 were noted.
- e) The draft public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 8 January 2019 were noted and the recommendation set out on page 24, concerning the Business & Industry Dinner, was considered. It was noted that the Dinner had now been postponed and was no longer taking place in March.

RESOLVED: That the adoption of lounge suit as dress code for the Business & Industry dinner be supported.

- f) The draft public minutes of the meeting of the Public Relations and Economic Development Sub-Committee held on 5 February 2019 were noted.

4. **RESOLUTION FROM THE ESTABLISHMENT COMMITTEE**

The Committee received a resolution from the Establishment Committee concerning nomenclature and the usage of particular designations in relation to committee chairmen.

RECEIVED.

5. **IMPACT OF VOTING SYSTEMS ON DIVERSITY**

The Committee considered a report of the Town Clerk which had been submitted on behalf of the Members' Diversity Working Party. The report asked for consideration to be given to the system by which Members were elected to committees, as well as for the introduction of statistics on ballot papers to help keep diversity at the forefront of Members' minds when voting.

Members noted that the Court had given consideration to voting systems in early 2016 and introduced an Alternative Vote system for elections to single vacancies. The arrangements seemed to be working well and it was agreed that the status quo should be retained.

The Committee supported the proposals outlined in the report relating to the inclusion of statistics on ballot papers in respect of gender and race.

RESOLVED: That:-

- The existing voting systems for the election of Members to City of London Corporation Committees be retained;
- Statistics of committees' breakdown in terms of gender and race be added to ballot papers to help keep diversity at the forefront of Members' minds.

6. **TARGETS FOR MEMBER REPRESENTATION BY 2021 AND 2025 AND VOLUNTARY MEMBERS' DIVERSITY CHARTER**

The Committee considered a report of the Town Clerk which had been submitted on behalf of the Members' Diversity Working Party. The report recommended the introduction of targets for representation on the Court of Common Council, as well as the introduction of a voluntary Members' Diversity Charter.

Members noted that a revised page 46 had been tabled, which set out corrected figures at table 5.

A number of Members spoke to express significant concerns in respect of the various targets associated with age, in particular as set out at table 3, observing that they could be perceived to constitute age discrimination. The particular age ranges and cut-off points were queried, together with the practical application of the target age ranges. Concern was also expressed as to the perceived benefits of targets associate with age, with a number of Members observing that those within certain age ranges were likely to have professional or personal commitments which would prohibit extensive time commitment, whereas those from older groups would likely have more capacity to contribute time to public life.

Several Members spoke in support of the introduction of targets, arguing that it would be an important statement of intent. Members also stressed that, without targets for measurement, there would be no driver for action to be taken; it was noted that the independent Members of the Diversity Working Party had been particularly robust in respect of this recommendation. The importance of the Court reflecting the City constituency more closely was also highlighted.

Members expressed concern at the use of the word “target”, arguing that “aspiration” would be preferable. It was stressed that it was a matter for the electorate to determine whom they wished to elect and the City Corporation should, therefore, not be seen in any way to tell people whom they should vote for; the use of the word “aspiration” would assist in avoiding any confusion in this area.

Members also debated the proposed Diversity Charter, with several highlighting issues with the wording of the various clauses as currently drafted. In particular, there was concern around the application of clause two (concerning photographs), the omission of reference to both ethnicity and capability within clause four, and the requirements associated with clause six. Following debate, Members indicated support for the principle of a Charter but agreed that further work needed to be undertaken in respect of clarifying certain aspects and revising the content to address concerns raised.

It was suggested that the Working Party be asked to revisit the recommendations and report back accordingly. However, a number of Members expressed concern that not agreeing the proposals, or adding further delay to the process, would serve to blunt the efficacy of the Working Party’s suite of recommendations, thereby significantly hampering efforts to improve the City Corporation’s approach to Member Diversity more widely. It was therefore agreed that the Town Clerk should be asked to re-draft the report for the next meeting, reflecting and addressing the comments raised by the Committee, thereby minimising any delay.

RESOLVED: That the Town Clerk be asked to re-draft the report for the next meeting of the Committee, reflecting the comments and concerns raised by Members.

7. POLICE AUTHORITY GOVERNANCE

The Committee received a report of the Town Clerk which outlined steps being taken to enhance the role of the Police Authority function within the City of London Corporation.

RESOLVED: That the report be received and its content noted.

8. PHILANTHROPY STRATEGY

The Committee considered as report of the Chief Grants Officer & Director of The City Bridge Trust seeking approval for an implementation plan for the previously approved Philanthropy Strategy.

RESOLVED: That:-

- The proposed change to the strategic framework set out in paragraphs 11-12 of the report be approved; and
- The implementation plan set out in the Appendix to the report be endorsed.

9. HOUSING STRATEGY

The Committee considered a report of the Director of Community & Children's Services seeking approval for a new City of London Corporation housing strategy – 'Healthy homes; vibrant communities – Our housing strategy for 2019-23'. The strategy set out the City Corporation's vision for housing, and provided a high-level summary of outcomes and activities as a focus for prioritisation, oversight and accountability.

RESOLVED: That approval be given to the new Housing Strategy, 'Healthy homes; vibrant communities – Our housing strategy for 2019-23', as set out at the appendix to the report.

10. DRAFT PAY POLICY STATEMENT 2019/20

The Committee considered a report of the Director of Human Resources setting out the draft Pay Policy Statement for 2019/20.

A Member, also the Chair of the Establishment Committee, highlighted concerns that the definition of "senior management" used within the statement was inconsistent with that specified by the Localism Act. It was subsequently agreed that authority should be delegated to the Town Clerk, in conjunction with the Chair and Deputy Chairman, to agree the final statement for submission to the Court.

RESOLVED: That authority be delegated to the Town Clerk, in conjunction with the Chair and Deputy Chairman, to agree the draft Pay Policy Statement 2019/20 (subject to clarification about the use of the term "senior management") for onwards submission to the Court of Common Council.

11. REFOCUSING ELEMENTS OF ECONOMIC DEVELOPMENT OFFICE'S RESPONSIBLE BUSINESS ACTIVITY USING AN ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) APPROACH

The Committee considered a report of the Director of Economic Development proposing that the Economic Development Office change its approach by evolving the work of the Innovation, Inclusion and Growth team from corporate social responsibility (a corporate reputation metric), to an Environmental, Social and Governance (ESG) approach (an investment metric that channels finance to more sustainable business).

RESOLVED: That:-

1. The proposed change in approach within the Economic Development Office to 'Support a thriving economy' by encouraging growth that is responsible, sustainable and inclusive be approved.
2. It be noted that any staffing or HR implications of the proposed change in approach would be brought to the Establishment Committee as soon as possible.

12. CITY OF LONDON CORPORATION PARTICIPATION AT THE WORLD ECONOMIC FORUM ANNUAL MEETING AT DAVOS

The Committee received a report of the Director of Economic Development concerning the Policy Chair and Lord Mayor's attendance at the 49th World Economic Forum (WEF) Annual Meeting in Davos, Switzerland.

RESOLVED: That the report be received and its content noted.

13. ANTI-TERRORISM TRAFFIC REGULATION ORDER: 2018 REVIEW

The Committee received a report of the Director of the Built Environment which set out the annual review of the use of the City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO).

Members noted that the ATTRO was used on very few occasions and was subject to close scrutiny in each instance to ensure that the usage was justified. Following a suggestion at a recent meeting of the Police Committee concerning ongoing approval, the Committee agreed that it would be prudent to reconsider and approve the ATTRO and associated arrangements every third year.

RESOLVED: That:-

1. The usage of the ATTRO over the past year be noted.
2. The intention to resubmit the ATTRO arrangements for approval every three years be noted.

14. TRANSITION TO ZERO EMISSIONS FLEET

The Committee considered a joint report of the Chamberlain and the Director of the Built Environment proposing the adoption of a policy which would require departments to opt for the cleanest possible vehicle or other solution, in line with operational need, technology availability, and best value.

RESOLVED: That approval be given to the adoption of a new policy which requires departments to apply the following priority order to decision-making, when an existing vehicle is non-compliant with air quality regulations or comes to the operational end of life:

1. not replace the vehicle and cover operational requirements with other available vehicles
2. swap the vehicle with a low emission equivalent currently being used outside the ULEZ 2019 Central Charging Zone (Square Mile)
3. replace or retrofit the vehicle with the cleanest possible alternative that:
 - a) meets operational need
 - b) applies the following hierarchy:
 - i) Full electric
 - ii) Plug-in hybrid
 - iii) Petrol hybrid (regenerative braking)
 - iv) Petrol
 - v) (Euro 6/ VI) Diesel
 - c) utilises sufficiently reliable technology and
 - d) constitutes best value for money within the vehicle class.

15. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain updating on projects and activities that had received Policy Initiatives Funding and funding from the Committee's contingency or Brexit contingency funds.

RESOLVED: That the report be received and its content noted.

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

There were no questions.

17. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Item 27b was considered in public session.

Capital and Supplementary Revenue Project Funding – Fundamental Review and Interim Revised Prioritisation Process

The Committee considered a report of the Chamberlain which set out proposals relating to a fundamental review of capital and supplementary revenue spending.

Members queried the scope of the review, specifically with reference to the prospective inclusion of previously approved major projects. The Chamberlain suggested that their inclusion could provide an opportunity for valuable additional scrutiny, potentially allowing for rephrasing or similar. Members expressed significant disquiet at this suggestion, observing that the Court had already approved budgets and specific governance arrangements for the new Courts and Police Accommodation project, as well as the Museum of London project, with significant volumes of work already underway. Commitments had been made and project timescales were extremely tight; there was no option for re-phasing without significant cost implications, failing to provide the City Police with requisite accommodation, or breaching commitments to Government and

external parties. The Capital Buildings Committee had been specifically created to provide scrutiny and manage these projects and would be providing robust challenge throughout; it was urged that the Committee be left to undertake this task accordingly. The Director of Major Projects also spoke to urge against the creation of any parallel processes for approval or scrutiny.

It was clarified that, of the four major projects the City Corporation was considering, only two (the Combined Courts / Police Accommodation Project and the Museum of London Relocation) had been approved and funded. Both the Centre for Music and Markets Relocation projects were still subject to further decision-making and budget approvals.

Following debate, it was agreed that those major projects which had already been approved and funded by the Court should be excluded from the fundamental review process.

RESOLVED: That approval be granted for a special meeting of the Resource Allocation Sub-Committee to take place in March, using the criteria outlined at paragraph 24 of the report and excluding those major projects already approved and funded by the Court, to scrutinise capital and supplementary revenue project funding bids and prioritise resources.

18. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) 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 1 of Schedule 12A of the Local Government Act.

Item No.	Paragraph No.
19a – 27a	3
30	2, 3

19. NON-PUBLIC MINUTES

- a) The non-public minutes of the meeting of the Policy and Resources Committee held on 17 January 2019 were approved.
- b) The draft non-public minutes of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 were noted.
- c) The draft non-public minutes of the Joint Meeting of the Resource Allocation Sub Committee and Efficiency and Performance Sub Committee held on 17 January 2019 were noted.
- d) The non-public minutes of the Projects Sub-Committee meeting held on 18 January 2019 were noted.
- e) The draft minutes of the Housing Delivery Programme Working Group meeting held on 23 January 2019 were noted.

- f) The draft minutes of the Hospitality Working Party meeting held on 24 January 2019 were noted.

Members considered two recommendations relating to the provision of hospitality and expressed support for events to mark both Pride Flag Raising and the transfer of the “Aids since the 80s” archive collection to the London Metropolitan Archives.

- g) The draft non-public minutes of the Public Relations and Economic Development Sub-Committee meeting held on 5 February 2019 were noted.

20. **ST LAWRENCE JEWRY TRIPARTITE EXTENSION**

The Committee considered and approved a report of the Town Clerk concerning St Lawrence Jewry and grant arrangements associated with the existing Memorandum of Understanding.

21. **CITY OF LONDON ADVERTISING: CITY A.M. AND CITY MATTERS**

The Committee considered and approved a report of the Director of Communications concerning advertising arrangements in City AM and City Matters.

22. **LONDON AND PARTNERS: DOMESTIC PROMOTION OF LONDON**

Simon Duckworth took the chair for consideration of this item, with Deputy Catherine McGuinness withdrawing from discussion.

The Committee considered a report of the Director of Major Projects in relation to support for a campaign for the domestic promotion of London.

23. **CITY'S WHOLESALE MARKETS - CONSOLIDATION PROGRAMME**

The Committee considered and approved a report of the City Surveyor concerning the Markets Consolidation Programme.

24. **CITY OF LONDON FREEMEN'S SCHOOL MASTERPLAN**

The Committee considered a report of the Headmaster of the City of London Freemen's School concerning a proposed development programme at the School.

RESOLVED: With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Committee agreed at this point to extend the meeting by up to fifteen minutes.

25. **FUNDING FOR FUTURE LONDON FOUNDATION**

The Committee considered and approved a report of the Director of Community & Children's Services concerning the re-profiling of a funding commitment.

26. **MUSEUM OF LONDON ENABLING PROJECTS - REVISED BUDGET ENVELOPE**

The Committee considered and approved a report of the City Surveyor proposing a revised budget envelope and transfer of responsibility for a series of enabling projects.

27a. OVERALL FINANCIAL POSITION AND MEDIUM TERM FINANCIAL PLAN

The Committee received a report of the Chamberlain setting out the City's overall financial position and medium term financial plan.

**27b. CAPITAL AND SUPPLEMENTARY REVENUE PROJECT FUNDING -
FUNDAMENTAL REVIEW AND INTERIM REVISED PRIORITISATION
PROCESS**

This item had been considered in public session at Item 17.

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

There were no questions.

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

There were three urgent items, concerning cross-London engagement, international engagement, and an informal oversight group for the Centre for Music project.

30. CONFIDENTIAL MINUTE

The draft confidential minute of the meeting of the Resource Allocation Sub-Committee held on 17 January 2019 was noted.

The meeting ended at 4.00 pm

Chairman

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