



## Policy and Resources Committee

**Date:** THURSDAY, 11 MARCH 2021

**Time:** 1.45 pm

**Venue:** MICROSOFT TEAMS ([https://youtu.be/xX1-c0g\\_UhQ](https://youtu.be/xX1-c0g_UhQ))

**Members:**

Deputy Catherine McGuinness (Chair)	Alderman Vincent Keaveny
Sheriff Christopher Hayward (Deputy Chairman)	Alderman Ian Luder
Deputy Keith Bottomley (Vice- Chairman)	Jeremy Mayhew
Deputy Tom Sleigh (Vice-Chair)	Andrew McMurtrie
Randall Anderson (Ex-Officio Member)	Wendy Mead
Rehana Ameer	Deputy Andrien Meyers
Nicholas Bensted-Smith (Ex- Officio Member)	Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Tijs Broeke	Deputy Alastair Moss (Ex-Officio Member)
Karina Dostalova	Deputy Joyce Nash
Anne Fairweather	The Rt Hon. the Lord Mayor, Alderman William Russell (Ex-Officio Member)
Marianne Fredericks	Alderman Baroness Scotland (Ex-Officio Member)
Alderman Timothy Hailes	Sir Michael Snyder
Deputy Wendy Hyde (Ex-Officio Member)	Deputy James Thomson (Ex-Officio Member)
Deputy Jamie Ingham Clark	Mark Wheatley
Shravan Joshi	Deputy Philip Woodhouse
Deputy Edward Lord	Alderman Sir David Wootton

**Enquiries:** **Gregory Moore**  
[gregory.moore@cityoflondon.gov.uk](mailto:gregory.moore@cityoflondon.gov.uk)

### **Accessing the virtual public meeting**

Members of the public can observe this virtual public meeting at the below link:

[https://youtu.be/xX1-c0g\\_UhQ](https://youtu.be/xX1-c0g_UhQ)

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
**Town Clerk and Chief Executive**

# AGENDA

## 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 held on 18 February 2021.

**For Decision**  
(Pages 1 - 12)

- b) To note the public minutes of the Projects Sub-Committee meeting held on 25 January 2021.

**For Information**  
(Pages 13 - 18)

- c) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 17 February 2021.

**For Information**  
(Pages 19 - 24)

- d) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 2 March 2021.

**For Information**  
(Pages 25 - 28)

4. **COMMITTEE TERMS OF REFERENCE AND COMPOSITIONS**

Report of the Town Clerk.

**For Decision**  
(Pages 29 - 42)

5. **APPOINTMENTS TO THE STATUES WORKING GROUP**

To consider nominations to the Working Group.

**For Decision**

6. **APPOINTMENT TO THE BOARD OF GOVERNORS OF THE MUSEUM OF LONDON**

Report of the Town Clerk.

**For Decision**  
(Pages 43 - 46)

7. **MEETING SCHEDULING**  
Report of the Town Clerk.  
**For Decision**  
(Pages 47 - 50)
8. **GOVERNANCE REVIEW: PLANNING OUTCOMES**  
Report of the Town Clerk.  
**For Decision**  
(Pages 51 - 108)
9. **INTERIM SCHEME OF DELEGATION CHANGES**  
Report of the Town Clerk.  
**For Decision**  
(Pages 109 - 184)
10. **RECOVERY PROMOTIONAL CAMPAIGN**  
Joint report of the Director of Innovation & Growth and the Director of Communications.  
**For Decision**  
(Pages 185 - 200)
11. **COMMUNITY INFRASTRUCTURE LEVY (CIL): EXTENSION OF DEFERRAL OF CIL PAYMENTS DUE TO COVID**  
Report of the Director of Built Environment.  
**For Decision**  
(Pages 201 - 204)
12. **POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**  
Report of the Chamberlain.  
**For Information**  
(Pages 205 - 216)
13. **OFFICER APPOINTMENTS BY COMMITTEE**  
Report of the Director of Human Resources (TO FOLLOW).  
**For Decision**
14. **CITY OF LONDON COVID BUSINESS RECOVERY FUND: INITIAL CONSIDERATIONS**  
Report of the Assistant Town Clerk & Director of Major Projects (TO FOLLOW).  
**For Decision**
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
17. **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.  
**For Decision**

## Part 2 - Non-Public Agenda

### 18. **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 held on 18 February 2021.

**For Decision**  
(Pages 217 - 222)

- b) To note the non-public minutes of the Projects Sub-Committee meeting held on 25 January 2021.

**For Information**  
(Pages 223 - 232)

- c) To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 17 February 2021.

**For Information**  
(Pages 233 - 234)

- d) To note the draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 2 March 2021.

**For Information**  
(Pages 235 - 238)

### 19. **TARGET OPERATING MODEL UPDATE**

Report of the Director of Human Resources.

**For Information**  
(Pages 239 - 254)

### 20. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

**For Information**  
(Pages 255 - 260)

### 21. **CLS & CLSG SATELLITE STRATEGY AND ASSOCIATED FUNDING**

Report of the Bursars of the City of London School and the City of London School for Girls (TO FOLLOW).

**For Decision**

### 22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

## POLICY AND RESOURCES COMMITTEE

Thursday, 18 February 2021

Minutes of the meeting of the Policy and Resources Committee streamed live to <https://www.youtube.com/watch?v=SH03LKj8Z3s> at 1.45pm

### Present

#### Members:

Deputy Catherine McGuinness (Chair)  
Sheriff Christopher Hayward (Deputy Chairman)  
Deputy Keith Bottomley (Vice-Chairman)  
Deputy Tom Sleigh (Vice-Chair)  
Randall Anderson (Ex-Officio Member)  
Rehana Ameer  
Nicholas Bensted-Smith (Ex-Officio Member)  
Tijs Broeke  
Karina Dostalova  
Anne Fairweather  
Marianne Fredericks  
Alderman Timothy Hailes  
Deputy Wendy Hyde (Ex-Officio Member)  
Deputy Jamie Ingham Clark  
Shravan Joshi  
Deputy Edward Lord  
Alderman Vincent Keaveny  
Alderman Ian Luder  
Jeremy Mayhew  
Andrew McMurtrie  
Wendy Mead  
Deputy Andrien Meyers  
Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)  
Sir Michael Snyder  
Deputy James Thomson (Ex-Officio Member)  
Mark Wheatley  
Deputy Philip Woodhouse  
Alderman Sir David Wootton

#### In Attendance:

Caroline Addy	Natasha Lloyd-Owen
John Chapman	Oliver Lodge
Sophie Fernandes	Barbara Newman
Helen Fentimen	Graham Packham
Alderman Alison Gowman	Oliver Sells
Graeme Harrower	Jeremy Simons
Ann Holmes	Deputy John Tomlinson

#### Officers:

John Barradell	- Town Clerk & Chief Executive
Adam Rout	- Mansion House & CCC

Alex Redman	- Town Clerks
Amelia Ehren	- City Bridge Trust
Angela Roach	- Assistant Town Clerk & Director of Members Services
Anne Pietsch	- Comptrollers & City Solicitors
Aqib Hussain	- IT
Bob Roberts	- Communications
Bukola Soyombo	- IT
Caroline Al-Beyerty	- Chamberlains
Chris Bell	- City of London Police
Chris Oldham	- Town Clerks
David Farnsworth	- City Grants Officer & Director of City Bridge Trust
Donald Perry	- Markets and Consumer Protections
Devika Persaud	- Town Clerks
Emma Cunnington	- Town Clerks
Giles French	- Innovation & Growth
Ian Hughes	- Built Environment
Ian Simpson	- HR
Jeremy Blackburn	- Mansion House & CCC
Jon Averbs	- Interim Director of Environment
Joseph Anstee	- Town Clerks
Julie Mayer	- Town Clerks
Karen Atkinson	- Chamberlains
Kate Smith	- Town Clerks
Kerstin Mathias	- Innovation & Growth
Lorraine Brook	- Town Clerks
Matthew Pitt	- Town Clerks
Michael Cogher	- Comptroller & City Solicitor
Nick Bodger	- Innovation & Growth
Nick Kenyon	- Managing Director, Barbican Centre
Nigel Lefton	- Remembrancers
Ola Obadara	- City Surveyor
Oliver Bolton	- Police Authority
Paul Double	- Remembrancer
Paul Wilkinson	- City Surveyor
Paul Wright	- Remembrancers
Peter Kane	- Chamberlain
Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Richard Holt	- Town Clerks
Sadaf Anwar	- Comptrollers & City Solicitors
Sanjay Odedra	- Communications
Simi Shah	- Innovation & Growth
Simon Latham	- Town Clerks
Tim Wilson	- City Bridge Trust

1. **APOLOGIES**

There were no apologies.

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

There were no declarations.

3. **MINUTES**

a) **RESOLVED**, that – the public minutes of the Policy and Resources Committee meeting held on 21 January 2021 be approved, subject to the following changes:-

- **Item (4)** – as the Covid Debrief Paper had been agreed, the resolution should read that “Member-level decision making would be required” and “civil resilience training should be offered to Members”.
- **Item (6)** - Marianne Fredericks had abstained from speaking or taking part in the decision on the statues by virtue of her serving on the Planning and Transportation Committee and did not want to pre-determine any future applications for Listed Building Consent.

**Matters arising:**

Item 6: Tackling Racism Taskforce Final Report

The Chief Commoner challenged the historical accuracy of the reported rebellion of slaves on Beckford’s plantations in Jamaica, which was outlined on page 6 of the minutes. Whilst recognising that this was an accurate recording of the statement made, he disputed, having undertaken his own research, that the historic event was accurate. He reported that his own research had found no evidence of Beckford’s involvement in the rebellion referred to, and one account had suggested he was caring towards his slave workforce. There was a strong challenge by some Members in respect of the comment describing a slave owner as ‘caring’. The Member responded by reiterating his belief that slavery was barbaric but explaining that he was quoting the work that had been used by an historian in terms of describing some slave owners as being more ‘caring’ than others.

The Chair noted that there would be a report later on the agenda to discuss this in more detail, which also proposed that more research would be needed as the work progressed. The Chair stressed the seriousness with which the Policy & Resources Committee views all forms of slavery, which had been evidenced by the firm decision it had taken at its last meeting.

Item 22d: Non-public minutes of the Hospitality Working Party

Following a question, the Chair advised that the March meeting of the Policy and Resources Committee would receive a report in respect of scheduling meetings during the recess periods over Easter, Summer and Christmas. At this stage, it is was not intended for this to cover half-term holidays, given the large number of City Corporation meetings. However, should the number of

meetings reduce as a result of the implementation of the Lisvane review, this could be revisited to allow for a more family-friendly approach.

- b) **RESOLVED**, that – the public minutes of the joint meeting of the Resource Allocation and Efficiency & Performance Sub-Committees held on 21 January 2021 be noted.
- c) **RESOLVED**, that – the public minutes of the Resource Allocation Sub-Committee meeting held on 4 February 2021 be noted.
- d) **RESOLVED**, that – the public minutes of the Public Relations & Economic Development Sub-Committee meeting held on 14 January 2021 be noted.

4. **RESOLUTION FROM THE PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE**

The Committee considered a resolution of the Port Health & Environmental Services Committee. The Chairman of the Port Health & Environmental Services Committee stressed that the resolution did not seek to challenge the Target Operating Model (TOM) savings but was future-focused in terms of the appropriate services required by the Square Mile post pandemic, and sought a balance of funding which the Recovery Task Force was well placed to address. The Chair of the Culture, Heritage and Libraries Committee, speaking in support of the Visitor Strategy, stressed the need for street cleaning and public conveniences to be of a high standard.

**RESOLVED**, that:-

- the Policy and Resources Committee ask the Recovery Task Force to include consideration of services, within their remit, to inform the right provision from a strategic perspective, including any reset/rebalancing of funding to meet the City's future needs.

5. **RESOLUTION FROM THE CAPITAL BUILDINGS COMMITTEE**

The Committee considered a resolution of the Capital Buildings Committee in respect of the annual review of its Terms of Reference, which sought a waiver of Standing Order 29 (2), in order to extend the Chairman's term by one additional year.

The Chair of Policy was of the view that maintaining continuity of leadership on this Committee would be crucial over the next year.

**RESOLVED**, that:-

- it be recommended to the Court of Common Council that the convention of Standing Order 29 (2) be waived in order to allow the Chairman of the Capital Buildings Committee to extend their term by one year into a fourth year. *NB. It was clarified that this change of term would be subject to the annual re-appointment process by the Court of Common Council and the annual election of Chairman in the normal way.*



6. **STREAMLINING GOVERNANCE OF THE NEXT GENERATION FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROJECT**

The Committee considered a report of the Town Clerk in respect of a new Committee for the Next Generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) Project. The Committee noted that the Finance Committee had also approved this report earlier in the week.

**RESOLVED**, that:-

- it be recommended to the Court of Common Council to create a new stand alone, time-limited committee to oversee the FCCRAS project and for the Policy & Resources Committee to pass on its decision-making responsibilities on this project to this new Committee.

7. **FRASER 2.0 REVIEW NEXT STEPS**

The Committee considered a report of the Town Clerk which set out the proposed recommendations and implementation plan from the Fraser 2.0 Report for strengthening the City Corporation's role in navigating the competitive landscape of UK financial and professional services (FPS). The report also outlined the next steps in establishing the Innovation and Growth Advisory Board.

The Chair of Policy thanked the Policy and Resources Committee and the Court of Aldermen for their work on this, which tied in in closely with the competitiveness work within the Governance Review.

**RESOLVED**, that:-

- The recommendations from the Fraser 2.0 report be noted;
- Proposed implementation plan (see Appendix 1) be approved;
- A Competitiveness Strategy for the City of London Corporation be developed; and
- The next steps in the establishment of the Innovation and Growth Advisory Board be approved.

8. **2020/21 PAY POLICY STATEMENT**

The Committee considered a report of the Director of Human Resources in respect of the 2021/22 Pay Policy Statement, setting out the City Corporation's approach to pay for the most senior and junior members of staff for the succeeding financial year.

The Committee had also received a supplementary document in respect of an amendment to paragraph 27 of the report, in respect of the Government's revocation of Public Sector Exit Payment Regulations.

**RESOLVED**, that:-

- the Pay Policy Statement for 2021/22 be agreed and recommended to the Court of Common Council for final approval.

9. **COMMONWEALTH ENTERPRISE AND INVESTMENT COUNCIL**

The Committee considered a joint report of the Remembrancer and the Director of Innovation and Growth which sought approval to continue funding the City

Corporation's support for the Commonwealth Enterprise and Investment Council for the next two years.

**RESOLVED**, that:-

- funding of £20,000 per annum for two years be approved, to be met from the 2021/22 and 2022/23 Policy Initiatives Fund, to support:
  - a) the renewal of the City Corporation's status as a strategic partner of CWEIC (£10,000); and
  - b) the provision of desk space in the Guildhall complex (an assessed equivalent of £10,000).

**10. IMPACT INVESTING INSTITUTE BOARD APPOINTMENT**

The Committee considered a report of the Director of Innovation and Growth in respect of the appointment of a new Board Member to the Impact Investing Institute (III), under the terms of the City Corporation's three-year grant agreement with the Institute.

**RESOLVED**, that:-

- Alderman Robert Hughes- Penney be appointed to the Impact Investing Institute (III) Board, to ensure that the Institute's work continues to be reviewed and supported by a Member with extensive financial services expertise.

**11. CULTURE AND DIVERSITY WORKING GROUP**

The Committee considered a report of the Director of Major Projects, which responded to the recommendations of the Tackling Racism Taskforce, under its Culture workstream, approved at the last meeting. Before the meeting, the Committee had received an alternative set of recommendations in respect of this report, recommending the establishment of a Member/Officer Working Group to look at the statues of Beckford and Cass in more detail.

The Chair acknowledged that, whilst this had been a highly-charged and long-standing debate, the City Corporation's immediate priorities included recovery from the pandemic, competitiveness, climate action and its own programme of reform. It was noted that a similar motion proposed for the next meeting of the Court would be withdrawn, if this report were to be agreed today with the tabled revised recommendations.

The Chair thanked the Co-Chairs of the Tackling Racism Taskforce and the Deputy Chairman of Policy for their work in presenting a set of revised recommendations, which would allow a way forward and more time to evaluate all options, returning to the Court of Common Council with a full recommendation that would avoid division and protect the City Corporation's reputation and heritage as a diverse and inclusive organisation.

The Deputy Chairman endorsed this and applauded the work of the Tackling Racism Taskforce in seeking real and positive changes, and a process that would take account of funding, planning, research, costs and the views of the government. The Deputy Chairman also felt that, ultimately, the will of the Court should prevail in terms of proposals for the Great Hall.

On the proposed composition of this Working Group, there was a point of clarity made that the five vacancies elected by the Policy and Resources Committee could also be filled by Members of the wider Court, rather than just elected from the Policy & Resources Committee. This would enable the Working Party to draw on the Court's wider pool of experience and willingness to serve.

In concluding, the Chair stressed the importance of a balanced and objective Working Party that would not focus on just one statue. It was noted that the Co-Chairs of the Tackling Racism Taskforce did not want to be Members of the Working Group themselves but were keen to engage where appropriate.

The Committee also noted that the Town Clerk was content for two officers to serve on the Working Group and this would be endorsed at the next meeting.

Following the resolution of the Policy and Resources Committee on 21st January and to take this matter forward, it was **RESOLVED**, that:-

- A Statues Member/Officer Working Group of 12 persons be established; comprising 5 members to be elected by the P & R Committee (one of whom should be the Chair of the Culture, Heritage & Libraries Committee) together with a further 5 members elected by the Court of Common Council and 2 Officers.
- That the Terms of Reference of the Statues Working Group be as follows:
  - a) To consider and fully evaluate a wide range of options for addressing concerns relating to the Guildhall statues of William Beckford and Sir John Cass.
  - b) To provide, by the end of September 2021, a full report to the Court setting out the options considered, the evaluations of those options and recommendations to the Court.
- That until the Court has considered the Report of the Statues Working Group, and agreed how to proceed with these statues, no further action be taken nor commitment made in relation to them.

## 12. **ANTI-TERRORISM TRAFFIC REGULATION ORDER REVIEW**

The Committee received a report of the Director of the Built Environment in respect of the Anti-Terrorism Traffic Regulation Order (ATTRO) Review. Due to the large-scale cancellation of events in 2020 due to COVID-19, the ATTRO had not been used at all in the last 12 months, but from a City Police perspective, retaining the permanent ATTRO remained important because it afforded them the ability to react quickly, if the intelligence necessitated it, to protect the public.

**RESOLVED**, that:-

- the report be noted.

## 13. **CITY FUND 2021/22 BUDGET**

The Committee considered a report of the Chamberlain, which presented the overall financial position of the City Fund. Following a question it was confirmed that the Finance Committee had agreed to freeze the business premium, not

increase core Council Tax but to increase Social Care Premium. A Member reported that he felt that not increasing Council Tax was a mistake and would send a negative message to the Government when it came to the Fair Funding Review.

A Member also asked for a tracker to be maintained and reported to this Committee which would help Members to understand progress made by department on savings.

**RESOLVED**, that:-

- the report be noted.

14. **2021/22 CITY'S CASH BUDGETS AND MEDIUM-TERM FINANCIAL PLAN**

The Committee considered a report the of the Chamberlain in respect of the 2021/22 Budget and medium-term financial outlook for City's Cash and Guildhall Administration. It was noted that the report should be read in conjunction with the City Fund and Bridge House Estates Budget reports on this agenda.

**RESOLVED**, that:-

- the report be noted.

15. **BRIDGE HOUSE ESTATES (BHE) (REG. CHARITY NO. 1035628) - REVENUE BUDGET 2021/22 AND MEDIUM-TERM FINANCIAL PLAN**

The Committee considered a report of the Chamberlain which provided an update on the 2020/21 forecast and presented the 2021/22 revenue budget and Medium Term Financial Plan (MTFP), covering 2022/23 – 2024/25, for Bridge House Estates.

**RESOLVED**, that:-

- the report be noted.

16. **REGULATION OF INVESTIGATORY POWERS (RIPA) ACT 2000 UPDATE**

The Committee received a report of the Comptroller and City Solicitor which provided an update on the Regulation of Investigatory Powers (RIPA) Act 2000.

**RESOLVED**, that:-

- the report be noted.

17. **ANNUAL REPORT FOR SOCIAL MOBILITY AND DIGITAL SKILLS STRATEGIES, SOCIAL MOBILITY EMPLOYER INDEX RATING AND STRATEGIC FOCUS FOR 2020-21**

The Committee received a joint report of the Chief Grants Officer and Director of City Bridge Trust, the Director of Innovation and Growth and the Director of Community and Children's Services which presented three pieces of work in support of the Social Mobility and Digital Skills Strategies.

**RESOLVED**, that:-

- the following be noted:
  - i) Progress made in the delivery of both strategies in 2019-20;

- ii) the City Corporation's rating on the Social Mobility Employer Index; and
- iii) the proposed future direction of the strategies.

**18. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY**

The Committee received a report of the Chamberlain which provided the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve, COVID19 Contingency Fund and Brexit Contingency Fund for 2020/21 and future years, with details of expenditure in 2020/21.

**RESOLVED**, that:-

- the report be noted.

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

There were two questions:-

Recovery Task Force

A question was raised concerning the composition, governance arrangements and planned actions of the Recovery Task Force. In response, the Policy Chair updated Members on three key workstreams that were being undertaken to ensure that Members had wider oversight:

1. Recovery Task Force
2. COVID-19 'Recovery From' Officer Group
3. Return to the Office

Specifically in answer to the Member's question, the Policy Chair noted that this Committee had already received reports updating Members on the governance of the Recovery Task Force and at its November meeting, it was agreed that the project would be led by a small core team from Innovation and Growth (IG) and Department of the Built Environment (DBE) supported by departmental working groups and external consultants. The project would be overseen by the Chairs of Policy & Resources and Planning & Transportation Committees, supported by their deputies, officers, and with input from the Lord Mayor. It had also been previously noted that the Task Force would draw on existing material from the Climate Action Strategy, the draft CityPlan 2036, Transport Strategy, London Recharged and other relevant sources.

Chief Commoner

A Member asked a question concerning the role of the Chief Commoner and whether the Chief Commoner was meant to represent all Members of the Court of Common Council. The Member also asked for further detail behind the extension of the current Chief Commoner's term of office from April 2021 to April 2022.

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

There were two items of urgent business:-

### Kalifa Review

The Policy Chair updated Members that the Kalifa Strategic Review would be launched the following week and asked officers to circulate a summary paper to Members of this Committee with more detail.

### Ward Committees

The Chairman of Finance raised an issue where he felt there was an anomaly with ward committees, where current Standing Orders do not allow the Alderman of the Ward to stand when their Common Councillor does not want to for whatever reason. The practice is for this vacancy to instead be opened up to the full Court rather than offered to the Alderman of the Ward, which seems to be counter-productive. He asked for the Policy & Resources Committee to delegate authority to the Town Clerk in consultation with the Chair and Deputy Chairman of Policy & Resources Committee to change the relevant Standing Order and get this agreed at the Court of Common Council meeting in March to get this in place ahead of the next civic year.

The Chairman of the General Purposes Committee of Aldermen then asked for time to consult with Aldermen on this proposal at an informal meeting taking place the following week.

#### **21. 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 of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

#### **22. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy & Resources Committee meeting held on 21 January 2021 were approved as a correct record.
- b) The non-public minutes of the joint meeting of the Resource Allocation and Efficiency & Performance Sub-Committees held on 21 January 2021 were approved as a correct record.
- c) The non-public minutes of the Resource Allocation Sub Committee held on 4 February 2021 was approved as a correct record.

#### **23. CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES (ARCFP) REQUEST FOR FUNDING FOR 2021/2022**

The Committee considered a report of the Chamberlain which sought approval of funding for the proposed one-year Cyclical Works Programme (CWP) for 2021/22.

#### **24. CITY CULTURAL SUPPORT: BARBICAN RENEWAL AND LSO GRANT**

The Committee considered a joint report of City Surveyor and the Managing Director, Barbican Centre, in respect of the Barbican renewal and LSO grant.

25. **MARKET TENANTS AND COVID 19 - PROPOSAL FOR ADDITIONAL SUPPORT**

The Committee considered a joint report of the City Surveyor and the Director of Markets and Consumer Protection in respect of a proposal for additional support for market tenants affected by the COVID-19 pandemic.

26. **BRIDGE HOUSE ESTATE COMMITTEE PROPOSALS**

The Committee considered a joint report of the Town Clerk and Chief Executive and The Chief Grants Officer and Director of City Bridge Trust in respect of the proposed Terms of Reference for a Bridge House Estates Board. Alongside this report, Members received a resolution of the Social Investment Board setting out their views on the proposals.

27. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 3**

The Committee considered a Gateway 6 Outcome Report of the City Surveyor in respect of Phase 3 of the Central Criminal Court Plant Replacement.

28. **CENTRAL CRIMINAL COURT EAST WING GROUND MEZZANINE COOLING AND HEATING REPLACEMENT**

The Committee considered a Gateway 3-4 report of the City Surveyor in respect of the East Wing Ground Mezzanine Cooling and Heating Replacement at the Central Criminal Court.

29. **PROPERTY PROJECTS GROUP (PPG) COVID-19 CAPITAL PROJECTS FUND - UPDATE**

The Committee considered a report of the City Surveyor in respect of the Covid-19 Capital Projects Fund.

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

The Committee received a report of the Town Clerk in respect of a decision taken under delegated authority (Standing Order 41b) since the last meeting of the Committee.

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

Two questions were raised concerning:-

- a) the Chief Commoner's Handbook
- b) TOM Recruitment update.

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

There were no items of urgent business.

**The meeting ended at 3.17 pm**

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Chair

**Contact Officer: Emma Cunnington**  
**[emma.cunnington@cityoflondon.gov.uk](mailto:emma.cunnington@cityoflondon.gov.uk)**



## PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE Monday, 25 January 2021

Minutes of the virtual meeting of the Projects Sub (Policy and Resources) Committee  
held on Monday, 25 January 2021 at 1.45 pm

### Present

#### Members:

Deputy Keith Bottomley (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Rehana Ameer  
Randall Anderson  
Sheriff Christopher Hayward  
Deputy Edward Lord  
Andrew McMurtrie  
Deputy Catherine McGuinness  
Susan Pearson  
John Petrie  
James de Sausmarez  
Deputy Philip Woodhouse

#### Officers:

Peter Lisley	- Assistant Town Clerk
Joseph Anstee	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Nicholas Richmond-Smith	- Chamberlain's Department
Aqib Hussain	- Chamberlain's Department
Dorian Price	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Jonathan Cooper	- City Surveyor's Department
Jessica Lees	- City Surveyor's Department
Joanne Horne	- Community & Children's Services Dept.
Paul Murtagh	- Community & Children's Services Dept.
Simon Cribbens	- Community & Children's Services Dept.
Thomas Newman	- Community & Children's Services Dept.
Leah Coburn	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Leila Ben-Hassel	- Department of the Built Environment
Cecilie Booth	- City of London Police
Gemma White	- City of London Police
Pauline Weaver	- City of London Police

#### 1. APOLOGIES

There were no apologies.

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

Susan Pearson declared a pecuniary interest in Items 7 and 8 – Gateway 6 – Golden Lane Playground Refurbishment and Gateway 1-4 – Golden Lane Area Lighting and Accessibility by virtue of being a resident on Golden Lane. Susan Pearson advised that she had a dispensation to speak, but not vote, on matters relating to housing.

Deputy Jamie Ingham Clark (Deputy Chairman) declared an interest in Item 18 – Gateway 3/4 Issue – St. Lawrence Jewry Church Update by virtue of his position as a Churchwarden and a GCC Member of St. Lawrence Jewry.

3. **GATEWAY APPROVAL PROCESS**

**RESOLVED** – That the Gateway Approval Process be received.

4. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on 17 December 2020 be approved as an accurate record.

5. **PUBLIC ACTIONS**

The Sub Committee received a report of the Town Clerk regarding public actions.

**1/2021/P - Bank Junction Improvements Project Engagement plan to be expanded through contact and ongoing engagement with relevant Ward Members**

The Director of the Built Environment updated the Sub Committee on recent engagement with businesses on the Bank Junction Improvements project. The Sub Committee was advised that further reporting, including next steps and details of the public consultation, would be submitted to the February meeting of the Sub Committee.

Members were keen that the right level of contact and consultation were undertaken, and that challenges were approached in the right way. Whilst Members advised that CEOs and senior contacts should be included in the engagement, technical points may be better directed at a specific officer such as the Head of House Services. The Director of the Built Environment advised that Facilities Management and Heads of Services were contacted where specific answers were required, on matters such as access and servicing, with consultation on wider issues due to follow.

**RESOLVED** – That the public actions list be received.

6. **GATEWAY 5 - BAYNARD HOUSE CAR PARK - VENTILATION & SMOKE CLEARANCE SYSTEM**

The Sub Committee considered a Gateway 5 report of the Director of the Built Environment and the City Surveyor concerning the ventilation system for Baynard House Car Park. The Sub Committee noted some minor clerical errors

on the risk register and clarified that the amount requested for Costed Risk Provision was correct.

**RESOLVED** – That the Projects Sub Committee:

1. Approve the total project sum of £640,777 including fees, surveys, staff costs, and preconstruction activities already expended;
2. Note that funding for this scheme from the On-Street Parking Reserve was approved in principle as part of the 2020/21 annual capital bid round and that draw-down is subject to the further approval of the Resource Allocation Sub and Policy and Resources Committees;
3. Agree that the tender received from the SW Bruce Ltd in the sum of £598,777 is approved and they are appointed to undertake the work;
4. That the Comptroller and City Solicitor enter into a contract with SW Bruce Ltd; and
5. That the risk budget of £65,000 to cover design developments and asbestos, is approved (to be drawn down via delegation to Chief Officer).

7. **GATEWAY 6 - GOLDEN LANE PLAYGROUND REFURBISHMENT**

The Sub Committee considered a Gateway 6 report of the Director of Community and Children's Services regarding the refurbishment of the Golden Lane Estate playground. The Sub Committee noted that there had been some procurement issues during the project, but that these had been resolved and lessons learned. The Chairman advised that the lessons learned could be relayed for use within the Project Management Academy.

**RESOLVED** – That the Projects Sub Committee:

- a) Approve the close-down of the project;
- b) Note the budget adjustment – details of which are set out in the report;
- c) Note the project's final total outturn cost of £337,009; and
- d) Note the use of a Procurement Code Breach waiver to extend the contract sum with Ground Control Ltd for a value of £50,609.

8. **GATEWAY 1-4 - GOLDEN LANE AREA LIGHTING AND ACCESSIBILITY**

The Sub Committee considered a Gateway 1-4 report of the Director of Community and Children's Services concerning the Golden Lane Area Lighting and Accessibility project. The Chairman introduced the item and explained that Gateways 1-4 were presented together as condition surveys had been completed and the works could be tendered as one package. The Chairman also sought reassurance for the Sub Committee on value for money.

The Director of Community and Children's Services advised that there would be a procurement exercise, focussed on specifications, which would ensure value for money. The Director of Community and Children's Services added that fittings would be agreed with the planners in advance, and that it would be ensured that they were in line with Listed Building regulations. The Sub Committee further noted that energy efficiency and cost savings were anticipated as a result of the project.

In response to a question from a Member about lighting issues at the Golden Lane Leisure Centre swimming pool, the Director of Community and Children's Services noted the issue, but advised that this was Estate lighting and would have to be dealt with elsewhere.

**RESOLVED** – That the Projects Sub Committee:

1. Agree that a budget of £15,000 is approved for internal staff costs to reach the next Gateway;
2. Note the project budget of £15,000 (excluding risk);
3. Note the total estimated cost of the project at £500,000 (excluding risk) and that release of funding is subject to the further approval of Resource Allocation Sub and Policy and Resources Committees; and
4. Agree that Option 2 (upgrade existing external lighting provision to energy-efficient modern fittings) is approved to proceed to procurement.

9. **GATEWAY 1-4 - CITY OF LONDON FREEMEN'S SCHOOL REVENUE WORKS PROGRAMME 2021/2022**

The Sub Committee considered a Gateway 1-4 report of the City Surveyor regarding the City of London Freeman's School Revenue Works Programme 2021/22. The Chairman introduced the item and asked officers to confirm the total cost of the project.

The City Surveyor advised that the cost of the project was £829,000, with additional funding required for staff and enabling costs, making a total cost of £851,000. In response to a question from a Member, the City Surveyor confirmed that the project would be funded using the school's reserves.

**RESOLVED** – That the Projects Sub Committee:

1. Agree that a budget of £12,000 is approved to reach the next Gateway;
2. Note the estimated cost of the project is £829,000 (excluding risk);
3. Note the estimated staff cost is £10,000;
4. Agree acceptance of the risk register as per the report; and
5. Agree approval to proceed to Gateway 5.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no items of urgent business.

12. **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 item(s) 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.

<b>Item No.</b>	<b>Paragraph No</b>
13 – 23	3
24 – 25	-

13. **NON-PUBLIC MINUTES**

**RESOLVED** - That the non-public minutes of the meeting held on 17 December 2020 be approved.

14. **NON-PUBLIC ACTIONS**

Members considered a report of the Town Clerk regarding non-public actions.

15. **PROPERTY PROJECTS GROUP - COVID-19 UPDATE**

The City Surveyor provided an COVID-19 update regarding the Property Projects Group.

16. **GATEWAY 5 - ST LAWRENCE JEWRY CHURCH**

The Sub Committee considered a report of the City Surveyor.

17. **GATEWAY 3-4 - CENTRAL CRIMINAL COURT EAST WING GROUND MEZZANINE COOLING AND HEATING REPLACEMENT**

The Sub Committee considered a report of the City Surveyor.

18. **GATEWAY 1-5 - INTERIM ASSESSMENT CENTRE FOR ROUGH SLEEPERS**

The Sub Committee considered a report of the Director of Community and Children's Services.

19. **GATEWAY 5 - CITY'S ESTATE, 98-124 BREWERY ROAD, N7**

The Sub Committee considered a report of the City Surveyor.

20. **GATEWAY 1-4 - CITY OF LONDON SCHOOL - SUMMER WORKS 2021**

The Sub Committee considered a report of the City Surveyor.

21. **GATEWAY 1-4 - CITY OF LONDON SCHOOL FOR GIRLS - SUMMER WORKS 2021**

The Sub Committee considered a report of the City Surveyor.

22. **PORTFOLIO OVERVIEW**

The Sub Committee received a report of the Town Clerk.

a) **Red Report: HR Integrated Time Management and e-Expenses Project**

The Sub Committee received a report of the Commissioner of the City of London Police.

23. **REPORT ON ACTION TAKEN**

The Sub Committee received a report of the Town Clerk.

24. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There was one item of other business.

**The meeting ended at 2.59pm.**

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Chairman

**Contact Officer: Joseph Anstee  
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joseph.anstee@cityoflondon.gov.uk**

## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 17 February 2021

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Virtual Meeting on Wednesday, 17 February 2021 at 10.00 am

### Present

#### Members:

Deputy Catherine McGuinness (Chair)	Alderman Vincent Keaveny
Jeremy Mayhew (Deputy Chairman)	Deputy Edward Lord
Deputy Keith Bottomley	Alderman Ian Luder
Deputy Jamie Ingham Clark	Deputy Tom Sleigh
Anne Fairweather	Sir Michael Snyder
Sheriff Christopher Hayward	Deputy James Thomson
Shravan Joshi	Alderman Sir David Wootton

#### In Attendance

Marianne Fredericks  
Graeme Harrower  
Paul Martinelli  
Alastair Moss  
Barbara Newman  
Oliver Sells  
Deputy John Tomlinson

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- Chamberlains
Bob Roberts	- Director of Communications
Peter Lisley	- Assistant Town Clerk
Angela Roach	- Assistant Town Clerk
Simon Latham	- Town Clerk's Department
Lorraine Brook	- Town Clerks
Aqib Hussain	- IT
Joe Anstee	- Town Clerks
Steven Chandler	- Markets & Consumer Protection
Deborah Cluett	- Comptrollers
Gerald Mehrtens	- Community & Children's Services
Ola Obadara	- City Surveyors
Donald Perry	- Markets & Consumer Protection
Paul Wright	- Deputy Remembrancer
Peter Young	- City Surveyors

1. **APOLOGIES**

Apologies were received by Karina Dostalova.

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

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 4 February 2021 were agreed as a correct record.

4. **GOVERNANCE REVIEW: PLANNING**

The Sub-Committee considered a report of the Town Clerk concerning the governance review in respect of planning.

The Policy Chair thanked the Deputy Chairman of Policy & Resources Committee for his continued work in leading consultation sessions with Members. Members heard how it had become very clear that there was a diverse range of views on how Lisvane's recommendations on planning should be taken forward, and this was less straight-forward than previous issues the Sub-Committee had considered. The Deputy Chairman of Policy & Resources added that planning had been the most challenging of the tranches of Lisvane but urged Members not to delay decisions for action on this, understanding that the Court would need to look at majority rather than unanimity.

The Sub-Committee considered the report across three key areas:

1. The status of the Planning & Transportation Committee and whether it should be ward committee.
  - a. Members heard how the views at the Member consultation sessions were split between those who felt that Planning & Transportation should be a ward committee, and others who felt that planning applications verses strategic and policy matters should be handled differently (in common with other Local Planning Authorities where most applications are taken under delegated authority).
2. The question of establishing smaller panels to consider large applications.
  - a. Members heard how a general view had been taken that no Member should sit on a panel to hear a planning application that affected their ward. There had also been a suggestion that the size of the panel could be between 8-10 Members.
3. The issue around transparency and perceived transparency.
  - a. The Deputy Chairman underlined how the City Corporation had very clear rules about disclosable interests but some Members have argued that there was currently an issue of transparency, particularly for those Members who also sit on the Capital Buildings Committee or Property Investment Board or who may have related professional interests. The Deputy Chairman noted the recent letter from Transparency International and informed



Members that the Planning & Transportation Committee had received those views from the organisation and rejected them.

The Chair of the Planning & Transportation Committee was then invited to address the Sub-Committee. He outlined the leading work that his Committee was undertaking including the work surrounding the Recovery Task Force as well as aligning the built environment with the Climate Action Strategy. He also reported that the Secretary of State had commented that the City of London was a “leading authority”. He also felt that the Local Plan and the Transport Strategy were flagship strategies led by this committee and so it was too important to diminish its status as a ward committee.

Addressing the questions in the paper, he felt that the Committee, currently containing 35 Members, was too large, and that the detailed work should be left to the two Sub-Committees (i.e. Local Plans Sub-Committee and Streets & Walkways Sub-Committee). He also spoke in favour of introducing panels for planning applications to avoid minute detail and complex representations at Grand Committee. Alongside more effective decision, this would allow better advocacy for ward Members. He argued that the ability for a colleague to address a smaller group (i.e. a panel) would be more empowered and effective at the application stage and would enhance the Ward Member advocacy role. He continued to say that in addition, the Ward Member advocacy role would be unfettered. In their advocacy role, Members not on panels could be free to undertake their democratic tasks. Members could shape and refine matters at an early stage and applicants would be wise to work closely with Ward Members.

Finally, the Chair addressed Lord Lisvane’s points on Members of Property Investment Board also sitting on Planning & Transportation Committee. As a leading authority with diverse interests, this had its challenges. Learning from the Holocaust Memorial case, it was suggested that it would be better to withdraw the burden from officers and separate the functions out.

The Deputy Chairman of Planning & Transportation then spoke in favour of Deputy Edward Lord’s email to the Sub-Committee setting out – in practice – what panels could look like ensuring that there was no geographic overlap causing conflict of interest for Members. He also added that Chairs of the panels should be elected via the Grand Committee and Sub Committee and should be rotated in a fair and appropriate manner.

Deputy Edward Lord then gave more detail of his email he had circulated earlier that day which proposed that, geographically, panels would be comprised of ward members with its opposite number. Members were broadly supportive of this proposal.

The following points were then made by Members of the Sub-Committee:-

- The two existing Sub-Committees of Planning & Transportation should stay as they are.
- Alderman should be appointed on the Committee but this fits within the Ward Committee discussion.

- It was important that Members with professional expertise should be utilised on the Planning & Transportation Committee.
- Training should be mandatory.
- Consideration should be given to the accessibility of meetings as most working Members do not have the time or capacity to sit through lengthy meetings.
- There should not be a blanket ban for those who sit on Property Investment Board or Capital Buildings Committee to sit on Planning & Transportation, and the logic for arguing this was deemed “clumsy”.
- If property professionals were to be “banned” from sitting on Planning & Transportation, this would also mean that accountants be banned from Finance Committee and public affairs consultants be banned from Policy & Resources Committee. We have a mechanism to declare conflict of interests under the Code of Conduct and this should be utilised rather than creating a ban.
- Residents would be reassured if there was always a Member representing a residential ward on each panel.
- Introducing panels would help with individual Members’ workload and conscious of the amount of work the Grand Committee was currently demanding on Members’ time.
- Good governance is encouraging those with the right skills to participate in the governance structures.
- We should be very proud of our planning system, which is seen as an exemplar.

The Policy Chair then concluded the discussion by summarising the consensus reached during the debate, as follows:-

- That Planning & Transportation Committee should remain ward committee.
- Smaller panels should be convened to consider planning applications.
- The Grand Committee should be focused on policy and strategy and applications by panels.
- The composition of panels based on their geographic location as set out in Deputy Edward Lord’s email be broadly supported and officers should work up a more detailed proposal on this. This needs to address the issue of quorum on panels.
- The existing Streets & Walkways Sub-Committee and Local Plans Sub-Committee should remain.
- Members should be able to speak on proposals, but those conflicted should not vote.
- Ward Members would have enhanced speaking rights as advocates, and have privileged status over and above members of the public.
- Aldermen should continue to make appointments to the Planning & Transportation Committee.
- An outright ban on Members sitting on Property Investment Board and Planning & Transportation Committee should be avoided.
- Members with property expertise should be allowed and encouraged to sit on the Planning & Transportation Committee.
- Training for Members should be mandatory.

- The perception of transparency was very important and Members should always look to mitigate conflicts, although it was also acknowledged that there was a current smear campaign running, which was rejected by Members of this Sub-Committee.

**RESOLVED**, that:-

- The recommendations from Lord Lisvane’s Governance Review and the feedback from the Members Consultation Sessions be noted.
- A report be submitted to the Policy & Resources Committee proposing the next steps as set out in the summary consensus reached by this Sub-Committee as noted above.

**5. LOCAL IMPLEMENTATION PLAN - TRANSPORT FOR LONDON FUNDED SCHEMES 2020/21**

The Sub-Committee received a report of the Director of the Built Environment concerning the Local Implementation Plan.

**RESOLVED**, that:-

- The report be noted.

**6. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no urgent items of business.

**8. 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.

**Item No.**

10

**Paragraph No.**

3

**9. NON-PUBLIC MINUTES**

The non-public minutes of the Sub-Committee meeting held on 4 February 2021 were approved as a correct record.

**10. PROPERTY PROJECTS GROUP COVID19 CAPITAL PROJECTS FUND**

The Sub-Committee considered a report of the City Surveyor concerning the COVID19 Capital Projects Fund.

**11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There was one item of urgent business:-

- A report of the City Surveyor outlining a proposal to support market tenants affected by COVID19.

**The meeting ended at 10:54**

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Chair

**Contact Officer: Emma Cunnington  
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## RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 2 March 2021

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)  
Committee held at Virtual Meeting on Tuesday, 2 March 2021 at 3.00 pm

### Present

#### Members:

Jeremy Mayhew (Deputy Chairman) - <i>in the Chair</i>	Alderman Vincent Keaveny
Deputy Keith Bottomley	Deputy Edward Lord
Tijs Broeke	Alderman Ian Luder
Deputy Jamie Ingham Clark	Deputy Tom Sleigh
Karina Dostalova	Sir Michael Snyder
Anne Fairweather	Deputy James Thomson
Sheriff Christopher Hayward	Alderman Sir David Wootton
Shravan Joshi	

#### In Attendance

Marianne Fredericks  
Barbara Newman

#### Officers:

John Barradell	- Town Clerk & Chief Executive
Caroline Al-Beyerty	- Deputy Chamberlain
Cecilie Booth	- Chief Operating Officer and Chief Financial Officer, City of London Police
Alistair Cook	- Chamberlains
Emma Cunnington	- Town Clerks
Paul Friend	- City Surveyors
Aqib Hussain	- IT
Simon Latham	- Town Clerks
Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Dianne Merrifield	- Chamberlains
Greg Moore	- Town Clerks
Charlie Pearce	- City of London Police
Angela Roach	- Assistant Town Clerk & Director of Members Services
Bob Roberts	- Director of Communications
Paul Wright	- Deputy Remembrancer
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyors

#### 1. APOLOGIES

Apologies have been received by Deputy Catherine McGuinness.

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

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 17 February 2021 were approved as a correct record.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no items of urgent business.

6. **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.

**Item No.**

8-9

**Paragraph No.**

3

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 17 February were approved as a correct record.

8. **PROPOSAL TO ASSIST CITY OF LONDON OPERATIONAL TENANTS FOR THE MARCH 2021 QUARTER**

The Sub-Committee considered a report of the City Surveyor proposing financial assistance to City of London Corporation operational tenants for the March 2021 quarter.

9. **LOAN FUNDING FOR POLICE CAPITAL PROGRAMME 2021-2025 AND CARRY FORWARD OF 2020/21 LOAN FACILITY**

The Sub-Committee considered a report of the Commissioner of the City of London Police concerning the loan funding for the Police Capital Programme 2021-2025 and carry forwards of 2020/21 loan facility.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no items of urgent business.

**The meeting ended at 3.40 pm**

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Chair

**Contact Officer: Emma Cunnington**  
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<b>Committee:</b>	<b>Date:</b>
Policy and Resources	11 March 2021
<b>Subject:</b> Committee Terms of Reference and Compositions	<b>Public</b>
<b>Report of:</b> Town Clerk <b>Report Author:</b> Greg Moore	<b>For Decision</b>

## Summary

1. The Policy and Resources Committee is responsible for the City Corporation’s governance arrangements, including the composition and terms of reference of the various committees of the Court of Common Council. As a consequence, any material changes need to be considered by this Committee, prior to them being considered by the Court of Common Council as part of the annual “White Paper” process in April of each year. All Committees are required to review their terms of reference on an annual basis.
  
2. It should be noted that a number of substantive amendments or changes have been (or continue to be) progressed through the ongoing Governance Review. Notwithstanding this, a small number of committees have submitted requests for changes for this coming municipal year, either to reflect the reality of the current position, or to address shortfalls in the interim where they have determined that it is not in the interests of good governance to delay.
  
3. With respect to the Policy & Resources Committee’s own terms of reference, an amendment is required to reflect the decision of the Court of Common Council taken in January 2021 concerning the Standards Regime. One of the effects of this decision was to give responsibility to the Members’ Privileges Sub-Committee, on an interim basis, for various elements of the previous Standards Committee’s responsibilities. As Policy & Resources is the parent committee of that sub-committee, these new responsibilities need to be reflected in its terms of reference. A copy of the Committee’s current constitution and revised terms of reference reflecting this is attached at Appendix E.
  
4. This report primarily focuses on the changes suggested by other committees which are of a material nature. The report does not cover minor changes such as the insertion of certain words for greater clarity, or where Committees are altering or introducing staggering arrangements in respect of terms of service (to assist with a managed turnover of membership).
  
5. The following Committees have proposed amendments to their composition, terms of reference and/or governance arrangements of sufficient scope to merit consideration by this Committee.
  - Board of Governors of the City of London Freeman’s School
  - City of London Police Authority Board
  - Culture Heritage & Libraries Committee

The Community & Children's Services Committee is also due to consider a specific proposal in relation to community safety at its meeting on 5 March 2021. The proposal is incorporated within this report for completeness and that Committee's final proposal will be confirmed prior to Members' consideration of this report.

Details of the proposed amendments are set out in the body of this report and in the attached appendices.

### **Recommendations**

6. It is recommended that, subject to any comments made this day, one minor change be made to the terms of reference of this Committee (Appendix E) and that, in respect of other Committees, consideration be given to the following:-
  - amendments to the composition of the City of London Police Authority Board, together with amendments to its terms of reference (Appendix A);
  - a change to the composition of the Board of Governors of the City of London Freeman's School (Appendix B);
  - additions to the Culture, Heritage and Libraries Committee's terms of reference in relation to Aldgate Square and the Blue Plaque Scheme (Appendix C); and
  - a prospective addition to the Terms of Reference of the Community and Children's Services Committee to provide oversight of the new responsibilities of the Director of that service area in relation to public protection (Appendix D).
7. It is also recommended that authority be delegated to the Town Clerk, in conjunction with the Chair and Deputy Chairman, to consider any further changes requested by Committees which might arise unexpectedly in advance of the next meeting, to facilitate their submission to the Court through the White Paper.

## **Main Report**

### **Background**

1. The Policy and Resources Committee is responsible for the City Corporation's governance arrangements which, amongst other things, include committees. Any material changes to committee constitutions or terms of reference therefore need to be considered by this Committee prior to them being considered by the Court of Common Council in April.
2. As far as this Committee is concerned no change has been made to its constitution or terms of reference since they were last considered. Whilst a copy of the Committee's constitution, membership (which is subject to change from 15 April 2021) and terms of reference is attached as Appendix E for consideration, this report focuses on the changes suggested by other committees which are of a material nature. It does not cover minor changes such as the insertion of certain words for greater clarity or to reflect changes to job titles.

### **City of London Police Authority Board**

3. The Police Authority Board is seeking approval for its composition to be expanded such that a further 2 non-voting external members (i.e. non-Members of the Court

of Common Council) are added. It is also seeking additions to reflect its responsibilities in relation to the Policing Plan and National Lead Force status, as well as in respect of the Force's annual budget and capital programme.

4. The requested amendments are set out in Appendix A.

#### **Board of Governors of the City of London Freeman's School**

5. The Board of Governors is requesting an amendment to its composition to reduce the number of Common Council representatives from 12 to 8. This would, in turn, reduce the overall size of the Board to 18 (6 co-optees together with 8 Commoners, 2 Aldermen, and 2 ex-officio Members).
6. In terms of the practicalities of achieving this reduction, there are three current vacancies on the Board which it is proposed would be deleted. The removal of the fourth of the proposed reductions would then be achieved as part of the annual elections cycle (which, for the three independent schools, is at the July meeting of the Court of Common Council), when two of the existing Members' terms are due to expire but only one vacancy would be appointed to.
7. For the sake of completeness, Appendix B sets out the proposed change.

#### **Culture, Heritage & Libraries Committee**

8. The Culture, Heritage & Libraries Committee is proposing two amendments to its Terms of Reference, set out in Appendix C at paragraphs (i) and (j).
9. The first proposal would provide the Committee with responsibility for strategic oversight of the Blue Plaque Scheme, which would be managed on a day-to-day basis through the City Arts Initiative in conjunction with the City Surveyor's department. Decisions would then be ratified by the Committee. Applications to the scheme are currently already managed by the City Surveyor's department; this proposal is intended to provide greater strategic oversight and Member decision-making to the process.
10. The second amendment would grant the Committee responsibility for the public events programme at Aldgate Square, similar to the Committee's current responsibilities in respect of Guildhall Yard. It should be noted that the Community & Children's Services Committee retains separate responsibility for the management of the Aldgate Pavilion.
11. It should also be noted that the Committee agreed to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to consider any further changes to its Terms of Reference including those resulting from the Target Operating Model (TOM). This was with particular reference to sub-section (r) of its Terms of Reference and the appointment of relevant Directors, where it was commented that changes might be needed as a consequence of changes brought about by the TOM. Resolution of this point of clarification will, therefore, be sought via this mechanism to reflect an accurate position once confirmed.

### **Community & Children's Services Committee**

12. Following changes delivered through the new Target Operating Model, the Community Safety Team now falls under the remit of the Director of Community and Children's Services. This will help to ensure a multi-agency approach to public protection and an amendment, set out at Appendix D, has been proposed to the Terms of Reference of the Community and Children's Services Committee to reflect the Community Safety Team's move.

### **Policy and Resources Committee**

13. Amendments are required to reflect the decision of the Court of Common Council taken in January 2021 concerning the Standards Regime. One of the effects of this decision was to give responsibility to the Members' Privileges Sub-Committee, on an interim basis, for various elements of the previous Standards Committee's responsibilities. As Policy & Resources is the parent committee of that sub-committee, these new responsibilities need to be reflected in its terms of reference. A copy of the Committee's current constitution and revised terms of reference reflecting this is attached at Appendix E.
14. It should also be noted that the reference to responsibility for the City's Courts, currently under sub-section 4(p), will be deleted through the White Paper process as the time period approved by the Court is set to expire.

### **Conclusion**

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

### **Appendices: Proposed Amendments to Constitutions / Terms of Reference of:**

- Appendix A – City of London Police Authority Board
- Appendix B – Board of Governors of the City of London Freeman's School
- Appendix C – Culture, Heritage and Libraries Committee
- Appendix D – Community and Children's Services Committee
- Appendix E – Policy and Resources Committee

### **Contact:**

Gregory Moore

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Email: [gregory.moore@cityoflondon.gov.uk](mailto:gregory.moore@cityoflondon.gov.uk)

**CITY OF LONDON POLICE AUTHORITY BOARD**

**Proposed changes to Constitution and Terms of Reference (marked in red text and underlined)**

1. **Constitution**

A non-ward committee consisting of:

- 11 Members elected by the Court of Common Council including:
  - a minimum of one Member who has fewer than five years' service on the Court at the time of their appointment; and,
  - a minimum of two Members whose primary residence is in the City of London;
- 2 non-voting external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Authority Board Membership Scheme
- 2 non-voting external members (i.e. non-Members of the Court of Common Council) appointed in accordance with the terms of the Police Authority Board Membership Scheme, with the disapplication of disqualification criteria 9(b) and 9(c), the requirement to reside or work within the City of London.

*The Chairman and Deputy Chairman to be elected from among Court of Common Council Members of the Board.*

*Effective April 2021, there shall be a maximum continuous service limit of three terms of four years, with immediate past Chairs qualifying for a further four-year term. Service as Chair/Deputy Chair shall not count towards an individual's term limit.*

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2020/21**

- 6 (4) Nicholas Michael Bensted-Smith, J.P.
- 5 (4) Keith David Forbes Bottomley, Deputy
- 12 (4) Alison Jane Gowman, Alderman
- 3 (3) Tijs Broeke
- 3 (3) Emma Edhem, Alderman
- 11 (2) Douglas Barrow
- 6 (2) James Michael Douglas Thomson, Deputy
- 1 (1) Dawn Lindsay Wright, *for three years*
- 1 (1) Munsur Ali
- 1 (1) Caroline Kordai Addy
- 1 (1) Timothy Russell Hailes, J.P., Alderman

Together with two non-City of London Corporation Members:-

Andrew Lentin (*appointed for a four-year term to expire in September 2021*)

Deborah Oliver (*appointed for a four-year term to expire in September 2022*)

4. **Terms of Reference**

To be responsible for:-

- (a) securing an efficient and effective police service in both the City of London and, where so designated by the Home Office, nationally, and holding the Commissioner to account for the exercise of his/her functions and those persons under his/her direction and control;
- (b) agreeing, each year, the objectives in the City of London Policing Plan, which shall have regard to the views of local people, the views of the Commissioner and the Strategic Policing Requirement;
- (c) any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, the Police and Criminal Evidence Act 1984, the Police Acts 1996 (as amended) and 1997, the Criminal Justice and Police Act 2001, the Police Reform Act 2002, the Police Reform and Social Responsibility Act 2011 and any other Act or Acts, Statutory Instruments, Orders in Council, Rules or byelaws etc. from time to time in force, save the appointment of the Commissioner of Police which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council;
- (d) making recommendations to the Court of Common Council regarding the appointment of the Commissioner of the City of London Police;
- (e) to approve the annual budget and capital programme of the Force;
- (f) monitoring and reviewing the Force's performance across a range of equality, diversity and inclusion measures, setting strategic objectives for the Force where appropriate;

- (g) the handling of complaints and the maintenance of standards across the Force;
- (h) monitoring of performance against the City of London Policing Plan, including the Force's strategic priorities as National Lead Force for Economic Crime;
- (i) monitoring of performance of the force in its capacity as National Lead Force for Economic Crime in partnership with the Home Office;
- (j) overseeing and scrutinising the Force's work to prevent and reduce crime in partnership with relevant agencies in the City of London;
- (k) ensuring local community needs are identified, considered and met as effectively as possible, including through the Policing Plan;
- (l) appointing such committees as are considered necessary for the better performance of its duties; and
- (m) To appoint the Chairman of the Police Pensions Board.

**BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL**

**Proposed change to Constitution (marked in red text and underlined)**

1. **Constitution**

A Non-Ward Committee consisting of,

- up to two Aldermen nominated by the Court of Aldermen
- up to 12 8 Commoners 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 following ex-officio Members:-
  - the Chairman of the Board of Governors of City of London School
  - the Chairman of the Board of Governors of City of London School for Girls
- up to six co-opted non-City of London Corporation Governors with skills relevant to the needs of the School.

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

2. **Quorum**

The quorum consists of five Governors, of which not more than one of whom may be co-opted.

Any decision taken by the Board of Governors shall require the agreement of a majority of Common Council Governors present at the meeting and voting.

3. **Membership (until July 2021)**

ALDERMEN

- 1 Robert Picton Seymour Howard
- 2 Bronek Masojada

COMMONERS

- 17 (4) Roger Arthur Holden Chadwick, O.B.E., Deputy
- 8 (4) Hugh Fenton Morris, Deputy
- 2 (2) Tracey Graham *for three years*
- 12 (3) Elizabeth Rogula, Deputy
- 8 (3) Philip Woodhouse, Deputy
- 16 (2) John Alfred Bennett, M.B.E., Deputy
- 2 (2) Kevin Malcolm Everett, Deputy
- 12 (2) Michael Hudson
- 8 (1) Graham David Packham
- Vacancy*
- Vacancy*
- Vacancy*

together with :-

- Nicholas Goddard
- Brian Harris
- Andrew McMillan
- Chris Townsend
- Lady Gillian Yarrow
- Vacancy*

together with the ex-officio Members referred to in paragraph 1 above.

4. **Terms of Reference**

To be responsible for:-

- (a) all School matters;
- (b) the management of the School land and buildings belonging to the City of London Corporation;

(c) the appointment of the Headmaster/Headmistress and, where appropriate, the deputies and the bursar.



**CULTURE, HERITAGE & LIBRARIES COMMITTEE**

**Proposed changes to Terms of Reference (marked in red text and underlined)**

4. **Terms of Reference**

To be responsible for:-

- (a) the City Corporation's activities and services in the fields of culture, heritage and visitors including the development of relevant strategies and policies, reporting to the Court of Common Council as appropriate;
- (b) the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service;
- (c) the management of the Guildhall Art Gallery and all the works of art belonging to the City of London Corporation;
- (d) the management and maintenance and, where appropriate, furnishing the City Information Centre, the Monument, the Roman Villa and Baths (Lower Thames Street) and the visitor and events elements of Tower Bridge;
- (e) matters relating to the City's obligations for its various benefices;
- (f) the upkeep and maintenance of the Lord Mayor's State Coach, the semi-state coaches, the Sheriffs' Chariots and State Harness;
- (g) London's Roman Amphitheatre and the City of London Heritage Gallery (under Guildhall Art Gallery);
- (h) the City of London's Outdoor Arts Programme;
- (i) the City Arts Initiative – approving recommendations for artworks in the public realm and applications to the City's Blue Plaque Scheme;
- (j) the Guildhall Yard Public Programme and Aldgate Square Public Programme (event content only);
- (k) the City of London Police Museum;
- (l) the development and implementation of a strategy for the management of Keats House (registered charity no. 1053381) and all of the books and artefacts comprising the Keats collection, in accordance with the relevant documents governing this charitable activity;
- (m) the management of Guildhall Library Centenary Fund (registered charity no. 206950);
- (n) making recommendations to the Court of Common Council regarding the Cultural Strategy, the Visitor Strategy and other corporate strategies, statements or resolutions relating to any of its functions, following consultation with the Policy & Resources Committee;
- (o) responsibility for the production and publication of the official City of London Pocketbook;
- (p) appointing such Sub-Committees and/or Consultative Committees as are considered necessary for the better performance of its duties including the following areas:-
  - Benefices
  - Keats House
- (q) to be responsible for grants in relation to the 'Inspiring London Through Culture' programme for culture and arts from funds under the Committee's control.
- (r) the appointment of the Directors of Open Spaces, Community and Children's Services and the Assistant Town Clerk and Culture Mile Director (in consultation with the Open Spaces and City Gardens, Community and Children's Services and Establishment Committees).

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**COMMUNITY AND CHILDREN'S SERVICES COMMITTEE**

**Proposed changes to Terms of Reference (marked in red text and underlined)**

4. **Terms of Reference**

To be responsible for:-

- (a) the appointment of the 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
  - ii. Adults' Services
  - iii. Education - to include the nomination/appointment of Local Authority Governors; as appropriate
  - 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 Services
  - vi. 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)
  - vii. Public health - (within the meaning of the Health and Social Care Act 2012), liaison with health services and health scrutiny
  - viii. Safer Communities - in order to reflect a multi-agency approach to public protection, the Chairman or Deputy Chairman of Community & Children's Services Committee be elected Chair of Safer City Strategic Partnership Group (SCSPG), with the Chairman or Deputy Chairman of the Police Authority Board acting as Deputy Chairman
  - ix. Sport/Leisure Activities
  - x. Management of the City of London Almshouses (registered charity no 1005857) - in accordance with the charity's governing instruments
  - xi. 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 Sub-Committee
  - Integrated Commissioning Sub-Committee
  - Homelessness and Rough Sleepers Sub-Committee
- (d) the management of The City of London Corporation Combined Relief of Poverty Charity (registered charity no. 1073660);
- (e) making recommendations to the Education Board on the policy to be adopted for the application of charitable funds from The City of London Corporation Combined Education Charity (registered charity no. 312836) and the City Educational Trust Fund (registered charity no. 290840); 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.

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**POLICY & RESOURCES COMMITTEE**

**Changes to Terms of Reference (marked in red text and underlined)**

4. **Terms of Reference**  
To be responsible for:-
- General**
- (a) considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
  - (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
  - (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
  - (d) the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities, communications strategy and public relations activities;
  - (e) the use of the City's Armorial bearings and the Bridge Mark;
  - (f) the appointment of the City Surveyor (in consultation with the Investment Committee);
  - (g) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
  - (h) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
  - (i) making recommendations to the Court of Common Council in respect of:
    - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
    - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
    - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
    - (iv) the promotion of legislation and, where appropriate, byelaws;
- Resource Allocation**
- (j) determining resource allocation in accordance with the City of London Corporation's strategic policies;
- Corporate Assets**
- (k) (i) determining the overall use of the Guildhall Complex; and
    - (ii) approving overall strategy and policy in respect of the City Corporation's assets;
- Projects**
- (l) scrutiny and oversight of the management of major projects and programmes of work, including considering all proposals for capital and supplementary revenue projects, and determining whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure;
- Hospitality**
- (m) arrangements for the provision of hospitality on behalf of the City of London Corporation;
- Privileges**
- (n) Members' privileges, facilities and development;
- Sustainability**
- (o) strategies and initiatives in relation to sustainability;
- City Courts**
- (p) for a period of five years, from June 2016 to April 2021, to be responsible for oversight of the management of all matters relating to the City Courts;
- Business Improvement Districts**
- (q) responsibility for the functions of the BID Proposer and BID Body (as approved by the Court of Common Council in October 2014);
- Sub-Committees**
- (r) appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-
    - \* Resource Allocation
    - Projects
    - Outside Bodies
    - Public Relations and Economic Development

Courts

†Hospitality

†Members' Privileges *(including such items concerning the standards regime as set out in sub-section (s))*

\* The constitution of the Resource Allocation Sub Committee is set by the Court of Common Council and comprises the Chairman and Deputy Chairmen of the Grand Committee, past Chairmen of the Grand Committee providing that they are Members of the Committee at that time, the Chairman of the General Purposes Committee of Aldermen, the Chairman and Deputy Chairman of the Finance Committee, the Chairman of the Establishment Committee, the Senior Alderman below the Chair and six Members appointed by the Grand Committee.

† the Working Parties or Sub Committees responsible for hospitality and Members' privileges shall be able to report directly to the Court of Common Council and the Chief Commoner able to address reports and respond to matters in the Court associated with these activities.

(s) **Standards and Code of Conduct**

Following the decision of the Court of Common Council on 14 January 2021, the Committee (through its Members' Privileges Sub-Committee) shall have interim responsibility for the following matters, previously under the purview of the Standards Committee, until such time as the Court determines otherwise:-

- (i) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
- (ii) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (iii) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
- (iv) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Establishment Committee;
- (v) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Establishment Committee;
- (vi) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

# Agenda Item 6

<b>Committee(s)</b>	<b>Dated:</b>
Policy and Resources Committee	11 March 2021
<b>Subject:</b> Appointment to the Board of Governors of the Museum of London	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	3a-d.
<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>For Decision</b>
<b>Report author:</b> Kerry Nicholls, Town Clerk's Department	

## Summary

This report sets out the background to the appointment of external candidates to the Board of Governors of the Museum of London and requests that members consider reappointing the Rt Hon the Lord Paul Boateng for a further term as a City of London Corporation Governor of the Museum.

## Recommendation

The Policy and Resources Committee is asked to consider the reappointment of Rt Hon the Lord Paul Boateng to the Board of Governors of the Museum of London for a 12-month term expiring 31 March 2022.

## Main Report

### Background

1. Under the provisions of the Greater London Authority Act 2007, the Greater London Authority and the City of London Corporation each appoints nine Governors to the Board of Governors of the Museum of London. Of the City's nine appointments, six are elected by the Court of Common Council and three are external appointments, one of which is made available to London Councils to make a nomination. The Court of Common Council has delegated authority to the Policy and Resources Committee to appoint external candidates to the Board of Governors of the Museum of London.
2. Following consideration of the Code of Practice of the Board of Governors of the Museum of London by its Audit and Risk Management Committee, the Board of Governors of the Museum of London resolved at its meeting on 6 December 2017 that in order to ensure the regular change of Board members it be requested that the terms of office for all Museum Governors be limited to a maximum of two four-year terms but that in exceptional circumstances and at the discretion of the appointing bodies, a Governor's term of office might be extended beyond eight years. This was agreed by the Policy and Resources Committee at its meeting on

22 February 2018 and the Code of Practice of the Board of Governors of the Museum of London was amended to reflect this.

### **Current Position**

3. Lord Boateng's current appointment to the Board of Governors of the Museum of London concludes on 31 March 2021 when there will be a vacancy for a City of London Corporation appointee to the Board. Lord Boateng was first appointed to the Board of Governors of the Museum on 17 December 2009 for a two-year term. He was subsequently reappointed by the Policy and Resources Committee for two four-year terms on 8 December 2011 and 21 January 2016 and a further 14-month term on 20 February 2020 which was agreed as an exceptional circumstance.
4. In agreeing the reappointment of Lord Boateng at its meeting on 8 December 2011, the Policy and Resources Committee also resolved that to increase accountability, transparency and City involvement in the selection of external Members:
  - All vacancies for external governors be openly advertised in accordance with the Nolan Principles;
  - A short-listing process be undertaken which includes the Director of the Museum of London and the Chair of the Board of Governors;
  - Interviews be conducted by a panel which includes the Director of the Museum of London, the Chair of the Board of Governors, a representative of the Policy and Resources Committee and possibly an independent assessor; and,
  - Nominations continue to be submitted to the Policy and Resources Committee for approval.

Should the reappointment be agreed at this time, the above selection process would not apply to this vacancy.

5. Both the Chair of the Board of Governors of the Museum of London and the Director of the Museum of London are keen to retain Lord Boateng's expertise on the Board of Governors during a time when the COVID-19 pandemic has had a significant impact on Museum operations as well as the development and progression of the New Museum Project. The Chair of the Board of Governors of the Museum of London and the Director of the Museum of London have requested that the Policy and Resources Committee use its discretion to agree Lord Boateng's reappointment to the Board of Governors of the Museum of London for a 12-month term expiring 31 March 2022 due to this exceptional circumstance.
6. Lord Boateng is a Labour Party politician and former Member of Parliament for Brent South (1987-2005). He became the United Kingdom's first mixed-race Cabinet Minister in May 2002 when he was appointed as Chief Secretary to the Treasury. He later served as British High Commissioner to South Africa (2005-2009). Before entering Parliament, Lord Boateng served as Member for Walthamstow on the Greater London Council. In his professional life, Lord Boateng is a qualified barrister specialising in civil rights, having worked as a partner of BM Birnberg & Co. He has served on the Board of the English National Opera (1984-1997) and English Travelling Opera (1993-1997).



7. During his time as a Governor, Lord Boateng has been instrumental in the Museum achieving a £5m Heritage Lottery Fund Stage One grant with the Museum aiming to secure this grant through a successful Stage 2 application in the next few months. Lord Boateng's focus on helping the Museum to diversify and connect with audiences across London has also made a significant contribution to the work of the Museum. The period of the COVID-19 pandemic has had a significant impact on the Museum and the reappointment of Lord Boateng would help ensure stability and continuity of the Board at this time. The proposed 12-month reappointment would also allow time for a robust process to be put in place to recruit an equally effective external Governor with the skills, expertise and profile required for the successful delivery of the Museum and the New Museum Project. If the reappointment is not approved it will be some time before the Museum can make a recommendation to the City of London Corporation and it is preferred that the Board benefit from an active, engaged and diverse Board member rather carry a Governor vacancy.
8. The Town Clerk has consulted with the Chair of the Board of Governors of the Museum of London and the Director of the Museum of London on the current vacancy for a City Corporation-appointed Governor.

### **Conclusion**

9. A vacancy has arisen on the Board of Governors of the Museum of London for a City of London Corporation appointee. Following consultation with relevant parties, members are asked to consider the proposed reappointment of The Rt Hon the Lord Boateng for a further 12-month term expiring 31 March 2022.

### **Appendices**

- None.

### **Kerry Nicholls**

Town Clerk's Department

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<b>Committee:</b>	<b>Dated:</b>
Policy and Resources Committee	11 March 2021
<b>Subject:</b> Easter, summer and Christmas holiday recess periods	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1 and 2</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>£NA</b>
<b>What is the source of Funding?</b>	<b>NA</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>NA</b>
<b>Report of:</b> Town Clerk & Chief Executive	<b>For Decision</b>
<b>Report author:</b> Chris Rumbles	

## Summary

At Policy and Resources Committee on 21<sup>st</sup> January 2021 Members raised their concerns regarding a December meeting of Hospitality Working Party having been convened so close to the Christmas holiday period. Members requested a paper be prepared allowing them to consider the introduction of a formal recess period in the lead up to Christmas, in addition to the ones adhered to for Easter and Summer.

More recently, at the last meeting, reference has been made to whether thought could also be given to avoiding meetings taking place during the school half-term periods as this was also a difficult time for those Members with childcare responsibilities. It was noted that currently the pressure on the corporate calendar was such that this was unlikely to be possible with the current number of Committees, Sub-Committees and Working Parties. However, should the number of meetings reduce as a result of the governance, the issue could be revisited to allow for a more family-friendly approach.

## Recommendation

Members are being asked to:

- Approve the introduction of formal Christmas recess period in addition to those covering the Easter and Summer holidays during which time no formal committee meetings are held as set out in paragraphs 11-13.

## Main Report

### Background

1. At Policy and Resources Committee on 21<sup>st</sup> January 2021, Members raised their concerns regarding the convening of a Hospitality Working Party meeting in December 2020 being too close to the Christmas holiday period.

2. Members proposed a paper be prepared to allow them to consider the option of a formal recess being introduced over the Christmas holiday period during which time no committee meetings are to be held.
3. More recently a Member questioned whether thought could also be given to avoiding the scheduling of formal meetings during the three school half-term periods as they were also a difficult time for those Members with childcare responsibilities. It was noted that the current pressure on the corporate calendar of meetings was such that this was unlikely to be possible with the current number of Committees, Sub-Committees and Working Parties. It should also be noted that this would be further complicated by the fact that all schools and academies set their own term dates so they would vary from school to school. However, should the demands on the calendar of meetings be reduced the issue could be revisited to allow for a more family-friendly approach to scheduling.

### **Current Position**

4. By convention the City Corporation has traditionally not held meetings over the summer from the last week in July until the first week in September.
5. It is customary also to avoid committee meetings over the Easter period.
6. Whilst it has been normal practice for officers to avoid diarising meetings the week before Christmas unless requested to do so, the convention is not as firm as that adopted for the other two seasons.

### **Proposals**

7. This report proposes formalising arrangements to cover an agreed period of recess over the Christmas holiday as well as those already adhered to for the Easter and Summer periods.
8. Members are asked to consider and agree an appropriate period before Christmas and into the new year during which time no committee or working party meetings will be held.
9. Members are also asked to consider the same formal arrangement being applied to the summer and Easter periods to provide clarity for Members and officers moving forward.
10. Set out below are proposals to cover a formal period of recess over the Easter, Summer and Christmas holiday periods during which time no committee meetings will be convened.

### **Easter**

11. No committee meetings to be held during the week immediately preceding and immediately following Easter weekend

### **Summer**

12. No committee meetings to be held during the last week of July until the first full working week in September.

## **Christmas**

13. No committee meetings to be held during the week immediately leading up to the Christmas holiday period until the first full working week in January.

## **Corporate & Strategic Implications**

14. This report has no immediate financial, legal or other implications.

## **Equality Impact Assessment and Public Sector Equality Duty**

15. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions due regard is given to the need to:-

- *eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the 2010 Act;*
- *advance equality of opportunity between people who share a protected characteristic and those who do not; and*
- *foster good relations between people who share a protected characteristic and those who do not;*

16. In advancing equality of opportunity public bodies also need to have due regard to the need:-

- *remove or minimise disadvantages suffered by people due to their protected characteristics;*
- *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.*

An assessment of the people with protected characteristics was recently undertaken (i.e. age, disability, gender transition, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sex orientation). The impact of formally agreeing recess is likely to be positive impact on transparency.

## **Conclusion**

17. This report seeks a steer from Members on how they would like to proceed with committee arrangements over the Easter, Summer and Christmas holiday periods of recess.

## **Chris Rumbles**

Committee and Member Services Officer, Town Clerk's Department

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# Agenda Item 8

<b>Committee:</b>	<b>Date:</b>
Policy and Resource Committee	11 March 2021
<b>Subject:</b> Governance Review: Planning	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	4, 9, 10, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</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> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Lorraine Brook, Town Clerk's	

## Summary

In September 2019, the Policy and Resources Committee proposed the undertaking of a comprehensive Governance Review of the City Corporation. The Committee was conscious that some potentially contentious issues needed to be addressed and that some radical changes may need to be considered. It was, therefore, agreed that the review should be undertaken independently and Robert Rodgers, The Lord Lisvane, was appointed to conduct the Review.

Following the Review's submission, it was determined that the many proposals therein should be considered in a structured and methodical way in the coming period, with Members afforded sufficient time to read and consider the content and implications. It was noted that the recommendations were extensive, and it would be for Members to consider how far they were appropriate, and which should be taken forward. It was also agreed that it would be of the utmost importance to ensure that the process provided for all Members of the Court to continue to have the opportunity to input and comment on the Review.

To that end, a series of informal Member engagement sessions were arranged to afford all Members opportunities to express their views on the various aspects of the Review as they are considered. These would then be fed back to the Resource Allocation Sub-Committee to help inform its initial consideration of specific items and subsequent recommendations to the Policy and Resources Committee.

Engagement sessions have now been held in respect of Section 7 of Lord Lisvane's Review, in relation to Planning. The discussions from those sessions are set out in **appendix 2** of this report. Whilst all Members' views have been anonymised in accordance with normal practice, any endorsements of comments made by others are only recorded once in order to avoid repetition.

Members of the Resource Allocation Sub-Committee subsequently considered the various proposals relating to Section 7 (planning regime considerations) of Lord Lisvane's Review, in the context of Members' observations and reflections at the various informal sessions, at their meeting on 17 February 2021. *(NB - The minutes of that meeting are set out at Item 3(C) on today's agenda and the recording of the meeting is available at the following link: <https://www.youtube.com/watch?v=yS7uE5apzk>).*

Their determinations are now presented to the Policy and Resources Committee for further consideration, prior to any formal submission to the Court (intended for April 2021).

## **Recommendations**

That Members:-

- (i) consider the proposals in relation to Planning made by Lord Lisvane in Section 7 of his Review (**Appendix 1**);
- (ii) note the feedback provided by Members through the informal engagement process (**Appendix 2**);
- (iii) consider the items in respect of the various proposals, as set out in this report and Lord Lisvane's Review, together with the recommendations from the Resource Allocation Sub-Committee (see paragraph 23), as to a way forward; and
- (iv) agree that officers be requested to draft detailed proposals on the establishment of Planning Panels, outlining quorum requirements, terms of reference and suggested revisions to the Planning Protocol etc. ahead of submission to the Policy and Resources Committee in April 2021 for consideration, and with submission thereafter to the Court of Common Council in May 2021.

## **Main Report**

### **Background**

1. In September 2019, the Policy and Resources Committee, proposed the undertaking of a comprehensive Governance Review of the City Corporation. The Committee was conscious that some potentially contentious issues needed to be addressed and that some radical changes may need to be considered. It was, therefore, agreed that the review should be undertaken independently and Robert Rodgers, The Lord Lisvane, was appointed to conduct the Review.
2. The Committee received Lord Lisvane's Review in September 2020 and determined that the many proposals therein should be considered in a structured and methodical way in the coming period, with Members afforded sufficient time to read and consider the content and implications. It was noted that the recommendations were far reaching and wide-ranging and it would be for



Members to consider how far they were appropriate, and which should be taken forward. It was also agreed that it would be of the utmost importance to ensure that the process provided for all Members of the Court to continue to have the opportunity to input and comment on the Review.

3. The Governance Review will affect all aspects of the City Corporation's governance and, consequently, all Members. It is, therefore, imperative that any implementation reflects the view of the Court, and it is likely that all Members will have views on particular elements. Their continued input remains integral and incorporating all Members' views within the next steps of the process will be vital in ensuring that the recommendations which are ultimately put to the Court are viable.
4. To that end, a series of informal Member engagement sessions were arranged to afford all Members opportunities to express their views on the various aspects of the Review as they are considered. These would then be fed back to the Resource Allocation Sub-Committee to help inform its initial consideration of specific items.
5. The subject of the most recent engagement sessions has been Section 7 of the Governance Review, which looks at the City Corporation's structures and systems. It touches on a variety of areas, including making recommendations on general themes on composition, reporting, minute style, etc., as well as the question of which Committees should exist in a new structure, and where methods of operation should be altered.
6. One of the areas of particular focus for this section concerns the Planning and Transportation Committee, which is broadly addressed in **paragraphs 306 to 317** of Lisvane (although it should be noted that there are related comments or proposals elsewhere in Lisvane's report).
7. Following recent discussions in relation to the City Corporation's planning arrangements, the Policy & Resources Committee has determined that this particular sub-section of the Lisvane Review should be brought forward for discussion as a discrete item, with specific engagement sessions (rather than part of the sessions on the committee structure more generally, as had been originally intended).
8. Views are now sought as to the various proposals put forward by Lisvane in relation to this Committee, their implications, and how they might be taken forward.

#### **Lisvane's recommendations**

9. The first substantive references in Lisvane to the Planning and Transportation Committee relate to its size (paragraph 269) and its status as a Ward Committee (paragraphs 270-272).
10. The former suggests that committees in general need to be reduced in terms of membership to between 12 and 15 Members, although in the particular case of Planning it is suggested that a slightly larger number may be needed in order to

cope with the need to provide non-overlapping panels to consider applications. More detail / rationale on this, relating to the panel proposal, is provided at paragraph 309.

11. The latter recommendation, concerning Ward Committees, recommends the general abolition of Ward Committees as presently structured (i.e. a move away from committees with specific representation from each Ward).
12. The substantive recommendations relating to the Committee are set out at paragraphs 306-317. In summary, they propose a more strategic / policy framework-based approach, with greater consideration of applications by officers and thereby greater time afforded to the Committee to consider strategic, substantive or contentious issues. Lisvane also proposes a panel system to determine proposals, together with various other measures intended to mitigate against the perception of bias.

**Lisvane's Recommendations: Planning & Transportation Committee**

13. Beginning at paragraph 306, Lisvane first alludes to the statutory functions of the Planning and Transportation Committee, which are set out at Appendix G of Lisvane (pages 157-158 in the full document). He suggests that these responsibilities should be retained, but with a reduced membership for the committee.
14. Paragraphs 307-308 propose a greater focus on strategy and policy frameworks, enabling officers to determine more applications within these confines and thus affording Members greater opportunity to focus on controversial or strategic matters. They also note the role of the Committee in coming to a dispassionate view based on agreed policy.
15. Paragraphs 309-310 propose the use of a "panel" system to consider applications, with membership drawn on an ad hoc basis from the full committee and excluding any Member whose ward is affected by the proposed application.
16. Paragraphs 311-316 deal with the perception of conflicts, whether that be in relation to the City Corporation's role or the role of individual Members.
17. Paragraph 312 notes the requirements of Regulation 10 of the Town and Country Planning General Regulations 1992, which governs arrangements for taking decisions on planning applications.
18. Paragraphs 313-315 note the additional position set out by the Planning Protocol in relation to service on other City Corporation committees associated with planning applications. Firstly, Lisvane suggests that the current arrangement in relation to declaring service on other committees involved in applications is too lax and the non-requirement to make such a declaration should be amended / removed. He also adds that the current prohibition on affected Members voting should be extended to participation in debate. Members should be aware that this has since been addressed by changes to the Planning Protocol agreed in November 2020.

19. At paragraph 316 Lisvane suggests that any Member serving on the proposed Property Committee (should Members determine to establish one) should not be eligible to serve on the Planning and Transportation Committee.
20. Finally, paragraph 317 recommends no change to the existing two sub-committees of the Planning and Transportation Committee.

### **Consideration and Proposals**

21. Three Member engagement sessions were held in respect of this section of the report, the summary notes of which are appended to this report (**Appendix 2**). Also included within those notes are anonymised comments sent by email following the meetings.
22. Members of the Resource Allocation Sub-Committee were asked at their 17 February 2021 meeting to give consideration to the various recommendations in the context of those discussions and the views expressed by Members of the Court. The minute of the Sub-Committee's discussions is set out at Item 3(C) on the agenda for today's meeting and summarised below.
23. Arising from the Member Engagement session on 8 January 2021 it was evident that there was a divergence of views in respect of potential changes to the existing form, function and structure of the Planning and Transportation Committee and the future decision-making processes in respect of planning matters. Those issues were debated fully by the Resource Allocation Sub-Committee on 17 February 2021 and the following position was determined:

(i) ***Should the Planning & Transportation Committee continue to be a Ward Committee?***

The views expressed at the Member consultation sessions were split between those who felt that the Planning and Transportation Committee should continue be a Ward committee, and others who felt it should not. There was widespread support for the retention of the Planning and Transportation Committee as a Ward committee with a focus on matters of policy and strategy rather than consideration of individual planning applications (see (iii)). Members acknowledged the leading work that the Committee was undertaking around the Recovery Task Force and the Climate Action Strategy, as well as the development of flagship strategies such as the Local Plan and the Transport Strategy which demonstrated that the City of London was a "leading authority".

***Recommendation (a):*** That the Planning and Transportation Committee be retained as a Ward Committee, noting the comments made in paragraph 23(ii) and 23(iii).

(ii) ***Should the size of the Planning & Transportation Committee be reduced?***

Regarding the size of the Committee it was felt that the current membership of 35 Members is too large and that Aldermen should retain appointment

rights. Both aspects shall however have to be further considered in the context of the Member consultation process on Ward Committees. This aspect is relevant to the proposed establishment of Planning Panel as there will need to be enough members on the Planning and Transportation Committee to fill places on the panels (assuming that the panels will be sub-committees of the Planning and Transportation committee).

(iii) ***Should panels be established for consideration of planning applications?***

As at (i), the view of Members in respect of the future role of a Planning and Transportation Committee in determining planning applications was split. However, there was widespread agreement that the current decision-making arrangement meant most Committee time was spent on planning applications leaving insufficient time for the formation and oversight of policy and strategy and the detailed exploration and consideration of other strategic planning, highways and transportation matters.

The following reasons/anticipated outcomes were considered to support the introduction of Planning Panel to consider planning applications:-

- (a) to avoid the exploration of minute detail, lengthy debate and complex representations regarding applications at meetings of the grand committee;
- (b) to enhance the efficiency of decision-making by creating an environment where matters of detail in respect of planning applications can be appropriately explored, debated and finessed;
- (c) to allow better advocacy for Ward Members. For those Members not serving on a panel they would be free to undertake their democratic tasks of representing their wards (unfettered); they would have greater opportunity to shape and refine matters at an early stage; and applicants would be able work closely with Ward Members;
- (d) subject to the form and structure of future panels, residents would be reassured if residential Wards were always represented on a panel; and
- (e) the introduction of panels should reduce the amount of work the grand committee, and its membership, is currently expected to manage.

(iv) ***Suggested form/structure of, and arrangements for Planning Panels:***

- (a) Planning applications shall be considered by geographically defined Planning Panels (as sub-committees of the Planning and Transportation Committee), comprising the grand committee's Members from the Wards in those areas, dealing with those applications in the 'mirror' area.
- (b) The geographical formation would ensure that there is clarity in terms of composition, thus removing the potential risk of the composition of ad hoc Planning Panels becoming contentious, and also removing any conflicts from Members hearing applications in their own Wards, but freeing them up to advocate for their constituents, just as happens on licensing panels.

(c) Suggested format:-

- **West Planning Panel** considers applications for the East of the City (Aldersgate, Bread Street, Castle Baynard, Farringdon Within, Farringdon Without, Queenhithe).
  - **East Planning Panel** considers applications for the West of the City (Aldgate, Billingsgate, Langbourn, Lime Street, Portsoken, Tower).
  - **North Planning Panel** considers applications for the South of the City (Bassishaw, Bishopsgate, Broad Street, Cheap, Coleman Street, Cripplegate).
  - **South Planning Panel** considers applications for the North of the City (Bridge & Bridge Without, Candlewick, Cordwainer, Cornhill, Dowgate, Vintry, Walbrook).
- (d) No Member shall sit on a panel to hear a planning application that affects their Ward.
- (e) The size of the panel should comprise of 8-10 Members, each with an appropriate quorum.
- (f) The amount of time allocated to a Ward Member to make oral representations to a Planning Panel on behalf of stakeholders (either for or against) should be up to a maximum of 10 minutes per Ward Member and with no requirement to “share time” with any other individual seeking to make representation.
- (g) The Chairs of the Planning Panels should be elected via the Grand Committee and shall be rotated in a fair and appropriate manner.

**Recommendation (b):** That –

- (i) Planning Panels (as sub-committees of the Planning and Transportation Committee), comprising the grand committee’s Members from the Wards in those areas, dealing with those applications in the ‘mirror’ area be established; and
- (ii) Noting the points raised at iv (a-g), officers be requested to draft detailed proposals on the establishment of Planning Panels, outlining quorum requirements, terms of reference and suggested revisions to the Planning Protocol etc. ahead of submission to the Policy and Resources Committee and the Planning and Transportation Committee in April 2021 for approval, and with submission thereafter to the Court of Common Council.

**(iii) If so, how should Members be selected for such panels?**

As set out above.

**(iv) Should the two existing sub-committees continue as they are currently?**

**Recommendation (c):** That the detailed work currently delegated to the Local Plans Sub-Committee and Streets and Walkways Sub-Committee remain with those bodies.

**(v) Should Members be able to discuss and/or vote on items relating to their Wards?**

**Recommendation (d):** That no Member shall sit on a Planning Panel to hear a planning application that affects their Ward (but should be free to make representations to a Panel).

**(vi) Should Members be prohibited from serving on both the Planning & Transportation Committee and Property Investment Board?**

It is recognised that, as a leading authority with diverse interests, this can give rise to challenges for the City Corporation and its elected Members. Some Members have expressed concerns about the issue of transparency and perceived transparency, particularly for those Members of the Planning and Transportation Committee who also sit on the Capital Buildings Committee or Property Investment Board or who may have related professional interests. However, the consensus amongst Members is that the City Corporation's clear rules about disclosable interests and Member's Code of Conduct are sufficient to ensure that Members' roles and responsibilities, when serving on different bodies as decision-makers, are appropriate and transparent. The recent amendments to the Planning Protocol also restrict participation in planning decisions where the Member is also a Member of the Committee responsible for promoting the proposals. Members are of the view that a blanket ban is neither necessary nor appropriate given the value of relevant professional expertise that Members bring to their decision-making roles across all committees. Consequently, the declaration of conflict of interests under the Members' Code of Conduct should continue to be utilised wherever necessary.

**Recommendation (e):** That there shall not be an outright ban on Members sitting on both the Property Investment Board and the Planning and Transportation Committee or the Capital Buildings Committee and the Planning and Transportation Committee.

**(vii) Should Members with professional connections or a background or expertise in property serve on the Committee?**

**Recommendation (f):** That there shall not be an outright ban on Members with professional connections or a background or expertise in property serving on the Planning and Transportation Committee as good governance dictates that those Members with the right skills should be encouraged to participate in the governance structures.

***(viii) Should training be mandatory for Members of the committee?***

**Recommendation (g):** That training for all Members of the Planning and Transportation Committee should be mandatory.

**Conclusion**

24. Various proposals have been made by Lord Lisvane in relation to Planning and Transportation Committee and the decision-making process in respect of planning matters, in Section 7 of his Review.
25. Members of the Resource Allocation Sub-Committee have considered his proposals and the attendant implications of any decisions, paying mind to the views of all Members, made through the informal engagement process and set out in the appendices to this report. The Policy and Resources Committee is now asked to consider those proposals.
26. It is intended that any recommendations, subject to points of qualification or clarification, are put to the Court of Common Council at its April 2021 meeting, to facilitate the finalisation and implementation of any new arrangements.
27. In noting that the City Corporation's planning system is an exemplar, it is hoped that the proposed recommendations shall seek to enhance this aspect of the City Corporation's work.
28. It is therefore recommended that:-
  - (i) the recommendations from Lord Lisvane's Governance Review, the feedback from the Members' Consultation Sessions and the summary consensus reached by the Resource Allocation Sub-Committee on 17 February 2021 be noted; and
  - (ii) officers be requested to draft detailed proposals on the establishment of Planning Panels, outlining quorum requirements, terms of reference and suggested revisions to the Planning Protocol etc. ahead of submission to the Policy and Resources Committee in April 2021 for consideration, and with submission thereafter to the Court of Common Council in May 2021; and
  - (iii) the detailed proposals should reflect the following:-
    - a. the Planning and Transportation Committee shall remain a Ward committee which is to be focussed on policy and strategic matters (with existing terms of reference to be revised as necessary);
    - b. the Court of Aldermen shall retain existing appointment rights to the Planning and Transportation Committee (noting the on-going consultation exercise in respect of Ward committees within the context of Lord Lisvane's Review);
    - c. the Planning Panels, comprised on the basis of geographic location be established with effect from May 2021;

- d. the existing Streets and Walkways Sub-Committee and Local Plans Sub-Committee to continue based on their existing terms of reference;
- e. Members shall be able to speak on planning proposals, but those that are conflicted shall not be permitted to vote;
- f. there shall not be an outright ban on Members sitting on both the Property Investment Board and the Planning and Transportation Committee or the Capital Buildings Committee and the Planning and Transportation Committee;
- g. Members with property expertise should not be prohibited from sitting on the Planning and Transportation Committee and on the relevant Planning Panels (noting the usual application of the requirements relating to disclosable pecuniary interests and the Member Code of Conduct); and
- h. training for Members of the Planning and Transportation Committee (and those serving on the Planning Panels) shall be mandatory.

**Appendices:**

- **Appendix 1:** Extract - Governance Review Section 7, Planning
- **Appendix 2:** Notes from relevant Member Engagement Sessions



## 7 Committees

### *The system isn't working*

232. Throughout my Review, the Corporation's Committee system has been a consistent target of strong and widespread criticism – so much so, in fact, that I was surprised that it has survived in its present form. It has become a means in itself rather than a means to an end.

233. In Part 4 I identified three particular problems of the Committee system: the number of Committees; the engagement of multiple committees with a single issue; and the sequencing of meetings of Committees involved, meaning that the convoy moves at the speed of the slowest ship. In this Part of my Report I identify some general issues relating to Committees, and then move on to propose a way in which the talent and expertise of Members could be put to better use, followed by proposals for a radical restructuring.

### *General issues*

#### *Are Members non-executives?*

234. In the course of my Review I was often told that Members, especially in their Committee work, should be regarded as non-execs. I do not agree. In a normal corporate environment, non-executive members sit with executive members, sharing corporate responsibility. But (except in a few cases governed by local rules) the non-execs as a group do not take decisions on their own. In Corporation Committees, on the other hand, the Members do have to take decisions. The key issue is the level at which they engage.

235. There is a temptation to micro-manage; a temptation, moreover, which is too often not resisted. Committees should set policy in their areas; agree (or secure) overall resources; review delivery and risk; and hold Officers to account – but for overall delivery, not for day-to-day activities. **This, combined with the review of delegations which I recommend later in this Report, should rebalance the Member/Officer relationship to the general benefit (and should also allow Committees to do their work with significantly fewer meetings).**

### ***Committee staffs***

236. Earlier I identified the quality of staff as a Corporation strength.<sup>61</sup> The Corporation's Committees are served by highly competent Officers, but I think that **the work of Committees might be better enabled if Committee staff felt empowered to be more pro-active**, guiding Committees to a greater degree, perhaps commissioning papers (with Chair approval) when necessary. If my recommendations on restructuring the system are accepted, they will also have a role in diplomatically assisting Committees to keep to their terms of reference.

237. I am encouraged in this view by having been at one stage responsible for the staffing of House of Commons Select Committees. In that system Clerks, while of course not supplanting the primary role of Members, feel that they have an important complementary (and self-starting) role in contributing to a Committee's effectiveness and success.

### ***Committee reports***

238. I have been impressed by the quality of the reports submitted to Committees. They are authoritative, comprehensive and well – even stylishly – written. But they are often discursive, no doubt with the best of intentions, and this can encourage Committees to lose focus on matters for decision, or indeed to request further reports. **There should be a move to much shorter reports, focused on the single issue at hand, with the matters for decision clearly identified.** If my recommendation that the Corporation should go paperless is accepted, then there will be much less need to provide background; live links to the portal will access the necessary papers, and the concept of a free-standing “for information” paper, of which – as I noted earlier – there were more than 2,000 on agendas in 2018/19, should disappear.

### ***Committee and Court minutes***

239. **There is also scope for streamlining minutes throughout the organisation.** If my recommendation for webcasting all meetings<sup>62</sup> is accepted, there will be a permanent record. Minutes can then adopt the style of the Cabinet Office, focusing on *decisions*, and recording discussion as economically as possible: “in discussion the following main points were made...”

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<sup>61</sup> See paragraph 84.

<sup>62</sup> Paragraph 174.

### *Cancel when necessary*

240. I have been struck by the number of very lightly loaded Committee and Sub-Committee meetings. **When there is little substantive business, Chairs should cancel meetings** (and Committee Clerks should feel free to suggest it).
241. A subset might be a planned reduction in the frequency of meetings, with the use of urgency/Chairman's decision when necessary.<sup>63</sup>

### *Keep to Terms of Reference*

242. This should be obvious. However, terms of reference of committees have developed over time; they show some signs of political compromise; they are sometimes loosely phrased; and there are some overlaps. If my recommendations on restructuring are accepted, **there will need to be a careful revisiting of Committee terms of reference to improve clarity and minimise overlap.**

### *Limit Sub-Committees*

243. Setting up a Sub-Committee has almost become a default setting. But if there is real discipline in Committee business, and a raising of the Member/Officer threshold, then **setting up a Sub-Committee should be very much the exception**, and the system should be greatly simplified thereby.
244. In order to achieve this, I recommend that **there should be no general Committee power to establish Sub-Committees, and that SO 27.1.a should be repealed.** Any genuinely necessary Sub-Committee should be provided for in the terms of reference of the parent Committee (as the Resource Allocation Sub-Committee is to the Policy and Resources Committee). **And there would be merit in sunseting Sub-Committees so that explicit revival would be required if the Sub-Committee concerned were still needed.** I make further recommendations about terms of reference and Sub-Committees in paragraphs 281 and 282 below.

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<sup>63</sup> Under SO 41.

### *Joint meetings*

245. I am told that joint meetings of Committees have proved very useful on occasion, and such meetings may have merit in the restructured system.<sup>64</sup>

### *Member briefing*

246. If the leaner Committee structure which I propose is to realise its full potential, Members will need to have a really good understanding of their own Committee's business. I do not say that this does not happen already; but there are undoubted benefits to be had if all the Members of a Committee have a shared understanding of current developments in their area, and also an insight into the challenges with which Officers are dealing. **So regular briefings, in informal surroundings, not part of a Committee meeting, have a part to play.** This has occasionally happened with existing Committees, but should become a general practice.
247. My proposals will greatly reduce the number of Committee places available; but there will be merit in involving the wider membership of the Court nevertheless. One possibility might be **occasional briefings by individual Committees and their supporting Officers, whereby any Member of the Court can keep up with other Committees' current work and challenges.** This might also encourage the sense of collective effort which is lacking at the moment.

### *Chair training and appraisal*

248. Some may see it as unnecessary or even demeaning, but a professional system requires the best possible approach to chairing, and **periodic training (even if only in the form of a mentoring discussion) should be routine.**
249. For the same reasons, **there should be a light-touch 360-degree appraisal of Chairs; and Chairs should be involved in the appraisal of senior Officers.**

### *Handling vacancies*

250. At the moment vacancies on Committees are re-advertised, sometimes more than once. Vacant Committee places may be much rarer under my proposals, but in any event I recommend that **there should be no re-advertising of Committee vacancies.** A

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<sup>64</sup> See SO 28, and my comments on the drafting of that SO in paragraph 158.

Committee should run with a vacant place which can be filled on a casual basis later if necessary. A Member can easily find out at any time which Committees have vacancies.

### ***Green impact assessments***

251. **I recommend that a “green impact assessment” should accompany every policy or project proposal submitted to Committee.** Other impact assessments are already used (and have been used for Brexit implications) but, given the headline commitment to environmental sustainability in the Corporation’s Corporate Plan, **green impact assessments seem to me to be essential.**

252. Even though environmental awareness should pervade the organisation, **there is much to be said for assigning climate issues, and the Corporation’s response, to a lead Committee.**<sup>65</sup>

### ***Committee not Ward***

253. It is important that Members sitting on Committees should remember that as Committee Members their role is not to represent their Wards but to contribute in a dispassionate way to the Committee’s deliberations and decisions. I deal with Ward Committees in paragraphs 270 to 272 below.

## ***Making best use of the talent***

### ***The challenge***

254. There is a great deal of talent, skill and relevant experience among the Members of the Court of Common Council, but it is not effectively deployed on Committees.

255. This is partly because of the somewhat opaque method of appointment, and partly because of a culture that feels that new Members must serve an extended apprenticeship before getting Committee places that they may particularly want, or for which they are especially fitted or qualified.<sup>66</sup> This may also act as a deterrent to new Members who may have a lot to contribute to the Corporation.

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<sup>65</sup> The Policy and Resources Committee has (Order of Appointment, paragraph 4(o)) sustainability issues as part of its portfolio, but this needs to be framed in rather more prescriptive terms.

<sup>66</sup> I acknowledge that the orders of appointment of certain committees provide that the membership should include a small number of Members with shorter periods of service on the Court; but these provisions as drafted have no link to skills and experience.

### *A Governance and Nominations Committee*

256. I think the time has come for a wholly new approach. **I recommend the establishment of a Governance and Nominations Committee (G&NC), whose task would be to recommend Members for appointment to Committees on the basis of what they could contribute.**
257. As a first step in an appointment round, Members could put in for Committee places, setting out how they were qualified and what they could contribute.<sup>67</sup> The Committee would no doubt also take into account their attendance records at the Committees of which they had been members.
258. The Committee would make recommendations in respect of each Committee, to be decided upon by the Court. To provide a discretionary element, the Committee could recommend as appointable a number larger (by say 20%) than the number of places to be filled.
259. The same procedure could be followed with casual vacancies, or the Committee might be empowered to appoint in such cases without a Court decision.
260. As I observed in respect of the Competitiveness Committee, I am loath to recommend a new Committee while trying to simplify the structure but, as will be clear from later proposals, I have in mind that the Governance and Nominations Committee will absorb functions from elsewhere, so contributing to the overall reduction.
261. I do not make detailed recommendations about the membership of this Committee (although I think the Chief Commoner might be an appropriate *ex officio* member); but to give the Committee's nomination functions authority and credibility, **the membership should reflect the make-up of the Court of Common Council as a whole, rather than being limited to the "usual suspects"**. This does not mean, of course, that a modest number of "usual suspects" will not have a role to play in a total membership of about 15.

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<sup>67</sup> This principle is recognised to a very limited extent in the current arrangements, as for example in the membership of the Capital Buildings Committee of two Court of Common Council Members "with appropriate experience, skills or knowledge", but the principle should operate across the whole system.

262. It may be thought that a Committee of this sort could become unduly influential; but, if applications were open, so also would be the degree to which the Committee discharged its functions objectively and impartially.

263. In paragraph 377 I list responsibilities which should go to the G&NC from Committees which I recommend should be re-organised or abolished.

## *Restructuring*

### *Principles*

264. I have proceeded on the basis that Committees need to align fairly closely to the activities needed to deliver the Corporate Plan. However, I do not think it wise to allow the elements of the Corporate Plan to dictate the Committee structure. Changes in the Plan should not then require changes in Committees.

265. I have rejected the possibility of each Committee having “its own” Chief Officer. Although individual Chief Officers will naturally work more closely with one Committee than with others, to formalise that relationship would be a recipe for creating silos at a time when the priority must be to break down silos and foster a corporate approach.

### *“Grand” and “Service” Committees*

266. I do not see much point in the distinction between Grand Committees and Service Committees, and **I recommend that it is discontinued.** Committees should be simply Committees.

### *Size of Committees*

267. Almost all Committees are much too big. The Committees/Boards listed below are in the order in which they appear in the *Appointment of Committees* document. The numbers of Members of some Committees cannot be definitive, as the orders of appointment contain provisions such “at least” and “not fewer than”.

- Policy and Resources 38
- Finance 39
- Capital Buildings 18

• Investment	27
• Audit and Risk Management	16
• Planning and Transportation	35
• Port Health and Environmental Services	33
• Markets	33
• Police Authority Board	13
• Crime and Disorder Scrutiny	8
• Culture, Heritage and Libraries	35
• Governing Bodies: City of London School	21
City of London Girls' School	21
City of London Freemen's School	22
• Guildhall School of Music and Drama	21
• Education Board	18
• Community and Children's Services	37
• Gresham (City Side)	12
• Establishment	17
• Open Spaces and City Gardens	12
• West Ham Park	15
• Epping Forest and Commons	16
• Hampstead Heath, Highgate Wood and Queen's Park	18
• Freedom Applications	10
• Barbican Residential	21
• Barbican Centre Board	20
• City Bridge Trust	17
• Standards	19
• Standards Appeals	12
• Licensing	15
• Health and Wellbeing Board	13
• Health and Social Care Scrutiny	7
• Local Government Pensions Board	7

268. Committees of 30 Members or more are not really Committees; they are in effect sub-plenaries: debating bodies, not fora for taking decisions. Even the smaller Committees in the list above are unwieldy; and the three Boards of Governors, together with the Boards of the Guildhall School of Music and Drama and of the Barbican Centre, are well above the recommended size for such bodies. I return to this latter point in Part 9 of this Report.



269. **I recommend that Committees should have no more than 15 Members, with an optimum size of between 12 and 15.** It may be that Planning and Transportation may need to be slightly larger in order to cope with the need to provide non-overlapping panels to consider applications.

### ***Ward Committees***

270. I can see no argument for the retention of Ward Committees. I have been told that they are desirable because they give new Members a chance to serve on Committees. I suggest that that clearly indicates that Ward Committees are there to provide a role, not to do a job, and I am not convinced.
271. **I therefore recommend the abolition of all the Ward Committees as Ward Committees: Finance; Planning and Transportation; Port Health and Environmental Services; Markets; Culture, Heritage and Libraries; and Community and Children's Services;** Where their role survives into the new structure, they should be reconstituted as subject Committees of between 12 and 15 Members.
272. This means that **SO 23 should be repealed and SO 24 amended.**

### ***Multiple membership***

273. SO 22 sets a maximum number of Committees on which Member may serve at eight. Moreover, the limit does not apply to additional, *ex officio*, membership of Committees; and it also allows membership of a Committee on which a Member is filling a twice-advertised vacancy to be added above the limit. I find this extraordinary. It also suggests that a Committee's work is not sufficiently valued. Full participation in a Committee's work, taking into account time needed for preparation and for events outside a Committee's formal sittings, should be demanding and will be time-consuming.
274. Setting *ex officio* memberships outside the limit is illogical. Such memberships will usually be because the Member concerned chairs another, relevant, Committee. That should mean more work, not less, if the liaison role is to be carried out effectively.

275. I recommend that

- **no Member should be a member of more than two Committees;**
- **that membership of *one* of the governing bodies of the independent schools and of the Guildhall School of Music and Drama; of the Barbican Centre Board; and of the Police Authority Board should not count against this limit (I later recommend that these Boards should be taken out of the committee structure);**
- ***ex officio* membership of a Committee or Committees should raise the limit to four. It may occasionally be that a single Chair carries with it more than four *ex officio* memberships. In such cases the limit should not apply; and**
- **SO 22 is amended accordingly.**

### ***Service on outside bodies***

276. SO 43 provides that a Member may not serve as a representative of the City Corporation on more than six outside bodies at a time. This does not include *ex officio* appointments. This limit seems high, but on the basis that such membership may not be unduly demanding **I do not recommend a change.**

### ***Chair terms***

277. SO 29 specifies the terms<sup>68</sup> for which a Chair may be held: Policy and Resources, five years; Finance, five years; the Police Authority Board, four years; and other Committees, three years. These seem reasonable, but for consistency **there is a case for making all Chair terms four years.**

### ***Deputy Chairs***

278. Under SO 30.3.a, an immediate past Chair becomes Deputy Chair for the first year of the new Chair. I do not think that this is a good idea, and is certainly not in accordance with current best practice. The new occupant of the Chair needs to start a term afresh

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<sup>68</sup> Expressed in years consecutively.

without the possibly brooding presence of his or her predecessor. Any guidance from experience that may be needed can be drawn upon informally. **I therefore recommend that a Chair ending a term of office should not be eligible to rejoin that Committee during the successor's term of office. The SO will need amendment accordingly.**

### ***Chairs-in-waiting***

279. There is a current practice whereby the Member who is to take the Chair is identified and becomes a Chair-in-waiting for two years. This seems an unnecessarily long time. A year should be long enough.

### ***Member terms***

280. There will be a degree of “institutional churn” as a result of elections, personal preferences and other factors. However, there are examples of Members remaining on Committees for a very long time. **I therefore recommend that the maximum period of service on a Committee should be eight years, with four years to pass before rejoining. *Ex officio* memberships should be excluded from this rule. SO 24 will need to be amended accordingly.**

### ***Committee terms of reference***

281. Under SO 21 Committees are “reconstituted” each year at the first regular meeting of the Court in April. The terms of reference of each Committee are included in the *Appointment of Committees* document. The opportunity is frequently taken by individual Committees to seek amendment of their terms of reference, and such requests are routinely approved. **This seems to me to be a recipe for mission creep and overlap.**

282. **I therefore recommend that:**

- **following the restructuring of the Committee system, the terms of reference of each Committee should be in its own Standing Order;<sup>69</sup> and that**
- **amendment of any set of terms of reference (including a request to establish a Sub-Committee) should be considered by the Court only following a recommendation by the Governance and Nominations Committee.**

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<sup>69</sup> And so not combined with the Order of Appointment.

### *Aldermanic seats*

283. Even though they have their own Court of Aldermen, Aldermen sit as Members of the Court of Common Council, and, depending upon the terms of reference of individual Committees, have seats reserved for them.
284. In order to draw fully upon the resource represented by the Aldermen, **I recommend that there should be no bar, formal or by convention, to an Alderman being Chair of any Committee.**
285. If Aldermen were to be represented *pro rata* in the new Committee structure, they would account for one seat in every five. However, I do not recommend reserved places, which may well vary from Committee to Committee; this will be something for the new Governance and Nominations Committee to consider in making their recommendations.

### ***“Rapporteurs”***

286. In the leaner Committee structure, taking into account the considerable workload that will continue to fall upon Chairs of Committees, there may be a role for *rapporteurs*, in the Continental usage: Members taking the lead on particular subjects within a Committee’s area. This happens to some extent already, but in the context of smaller Committees it may be worth using more extensively.

### ***The new Committee structure***

287. I deal with the current Committees in the order in which they appear in the *Appointment of Committees* document. New Committees appear in the place of a Committee I propose that they should absorb. An annotated list of Committees, reflecting my recommendations, is at Appendix F.

### ***The Policy and Resources Committee***

288. I am aware of a feeling amongst Members that the P&RC has become in effect a Cabinet, even though the formal power to apply “executive arrangements” under Chapter 2 of the Local Government Act 2000 does not apply to the Corporation.

289. Nevertheless, the Corporation needs a co-ordinating Committee to take the lead in pursuing its corporate aims; and that Committee needs to draw together, through the membership of certain Chairs of other Committees, the Corporation's work as a whole. P&RC will need to be much smaller in order to operate effectively and provide a dynamic at the centre of the organisation.
290. I suggest that **the remodelled P&RC should have as *ex officio* members the Chairs of Governance and Nominations (new Committee), Finance, Property (new Committee), Planning and Transportation, Port Health and Environmental Services, the Police Authority Board, Community and Children's Services, and Culture, Heritage and Libraries (to be renamed "Culture");** a total of eight seats out of an ideal of 15.
291. **The Deputy Chairs of Finance and of Investment (which latter Committee in any event I recommend abolishing) should not have seats;** but the Deputy Chair of Finance could deputise for the Chair if necessary.
292. The Lord Mayor should remain as an *ex officio* member, reflecting the importance of drawing Guildhall and Mansion House more closely together, even though the demands of office mean that the incumbent may often not be able to attend.
293. The Chief Commoner has an important role to play in the Corporation more generally, but I do not see that post as a strong contender for *ex officio* membership of the Committee, although the Chief Commoner would be an appropriate *ex officio* member of the Governance and Nominations Committee.
294. **There should not be seats for any Members who have seats in Parliament. This is an historical survival, which should end.**
295. **Residential representation on the Committee should end; it is not an appropriate element for the issues with which P&RC has to deal.** It also institutionalises the confusion between Committee responsibilities and Ward representation.<sup>70</sup>

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<sup>70</sup> See paragraph 253.

296. The system of having three Deputy Chairs of this Committee does not seem to have worked well; it has led to a degree of confusion of roles, and should be discontinued. **One designated Deputy Chair is enough.**

### ***Sub-Committees of P&RC***

297. **The Resource Allocation Sub-Committee should continue.**  
Of the other Sub-Committees:

- **Courts:** this was set up in 2016 and is due to be sunsetted in 2021. **It should be abolished now**, in view of the fact that the General Purposes Committee of the Court of Aldermen is equipped to deal with Courts issues;
- **Hospitality (working party):** as I suggested in paragraph 191, hospitality issues will need to be co-ordinated with the broader competitiveness agenda, and **so should fall to the Competitiveness Committee**, not needing a separate Sub-Committee;
- **Members' Privileges:** this rarely meets, and will naturally **fall to the Governance and Nominations Committee (GNC)**, which should not need a separate Sub-Committee to deal with any business under this head;
- **Outside Bodies:** does not appear to have met since January 2018. It is in any event very lightly loaded and **any residual functions should be transferred to the Governance and Nominations Committee (GNC)**, which should not need to set up a Sub-Committee to discharge them;
- **Projects:** to be taken on by the new **Property Committee**; and
- **Public Relations and Economic Development:** with the establishment of the Competitiveness Committee, **this is unnecessary and should be abolished**;

### ***Finance Committee***

298. I see no need for a separate Investment Committee, especially as this is a Committee which seems to have had a tendency to follow

its own, rather than a corporate line. **Accordingly I recommend folding the Investment Committee into the Finance Committee**, which is perfectly capable of discharging this function (some functions may fall to the Property Committee I recommend below). Of the existing Sub-Committees of the Finance Committee:

- **Corporate Assets:** the business of this Sub-Committee includes some relatively low-level items which might be dealt with under revised delegations to Officers. In any event, its business seems appropriate to be dealt with by the new Property Committee which I recommend. **It need not be retained.**
- **Digital Services:** digital services as a responsibility of a finance committee is a frequent survival in many organisations, but has been overtaken in the modern context. If digital services are not to be the task of a separate Committee (and there are arguments in favour of that solution) **then it should be the responsibility of the G&NC, and will need to be a Sub-Committee of that Committee.**
- **Efficiency and Performance:** I think that this Sub-Committee should struggle to survive, given its very light loading. **It should be absorbed into the Audit and Risk Management Committee;**
- **Finance and Grants Oversight:** I do not think that the level of business warrants the existence of this Sub-Committee, nor its being under the wing of the Finance Committee. **The new Bridge House Estates Committee can fulfil this function;**
- **Procurement:** this Sub-Committee **has a continuing role to play, even though its scrutiny thresholds are much too low.**

299. **The Social Investment Board, at present reporting to the Investment Committee, should be abolished** as its functions will be absorbed by the new Bridge House Estates Committee (see paragraph 369 below).

### ***Property Committee (new Committee)***

300. At the moment there is insufficient co-ordination and oversight, and there is a dilution of decision-making and

accountability across several committees. **I recommend the establishment of a new Property Committee to bring together all the City's property functions**, including the Property Investment Board; the Markets Committee (so far as this needs to be a Committee responsibility in its current form); the Capital Buildings Committee; the Projects Sub-Committee of P&RC; and any residual functions of the Barbican Residential Committee (which I recommend should be abolished).

301. Through subordinate but empowered Project Boards, this Committee should be in a position to ensure tight programme co-ordination and oversight, with the members of those bodies developing a real understanding and knowledge of the projects they are overseeing.

302. There might be an argument for putting the Open Spaces Committee into this new Committee, but I think it is better kept separate, not least as a way of folding in the various Open Spaces and Parks Committees.

### ***Capital Buildings Committee***

303. See the new Property Committee.

### ***Investment Committee***

304. See the Finance Committee.

### ***Audit and Risk Management Committee***

305. There are good governance reasons for having a separate Audit Committee, with which Risk Management normally sits comfortably. **The Committee should take on the responsibilities of the Efficiency and Performance Sub-Committee of the Finance Committee (but without setting up a Sub-Committee to do so).**

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

306. **This should continue with its present responsibilities (but with a sharply reduced membership).** The statutory functions of the Committee are set out in Appendix G.

307. **The planning process will be effective and resilient if the Committee majors on setting a strategic and policy framework.**



Applications are then more easily dealt with by Officers<sup>71</sup>, leaving the Committee to deal with substantial or strategic cases, potential breaches of policy, or contentious issues.

308. It is important to emphasise that the purpose of examining planning proposals is to provide dispassionate assessment and compliance with agreed policies, not to debate on behalf of electors.

309. **Where Member consideration of proposals is required, this should be through small panels. No Member should sit on a panel considering an application in his or her Ward, or which might affect his or her Ward.** It has been suggested to me that there should be standing geographical panels, but I do not agree; there is a risk that such an arrangement can become cosy. The panels should be assembled afresh as required.

310. I am aware of concern that it is harder to maintain absolute propriety in the case of a small planning committee by comparison with a large one. This may possibly be the case; but *ad hoc* panels, with visibility by the Committee, should minimise this risk.

311. I have been asked to consider the possibility of conflict when the Corporation is both the developer and the planning authority, and this may be a convenient place to deal with the issue. I have helpfully been provided with papers for four contentious applications which help expose the issues.

312. Regulation 10 of the Town and Country Planning General Regulations 1992<sup>72</sup> governs arrangements for taking decisions on planning applications. It prohibits the decision being taken by a committee, sub-committee or officer if any of them has any responsibility for the management of any land or building to which the application relates. The Corporation is subject to this requirement.

313. The issue is also covered by the Corporation's Planning Protocol, which forms part of the Code of Governance, and which says: "A Member of the Planning and Transportation Committee who is, at the same time, a member of a City of London Corporation committee responsible for a site or building that is the subject of an

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<sup>71</sup> As 97% of cases are at the moment.

<sup>72</sup> S.I., 1992, No. 1492.

application does not, by that fact, have an interest that is disclosable under the Code of Conduct.”<sup>73</sup>

314. This is in my view too lax. **It does not meet the accepted conduct standard of something which may be *perceived* to give rise to bias, and should be amended or removed.**
315. The Planning Protocol also says that if a Member of the Planning and Transportation Committee is a member of another Committee which is the applicant or which has taken a view on the application, he or she should not participate in the decision on the application.<sup>74</sup> **This should be amplified to include participation in consideration or debate, not merely decision.**
316. The restructuring of Committees is an opportunity to distance the planning function from the proprietorial; **I recommend that no member of the new Property Committee should be eligible for appointment to the Planning and Transportation Committee.** This will not of course entirely remove the possibility of conflict, which may arise in respect of other functions, including Open Spaces, the Schools, the Guildhall School of Music and Drama, the Barbican Centre and the Police Authority Board; but it reduces the possibility of institutionalised conflict.
317. The Committee has two Sub-Committees at the moment: Local Plans and Streets and Walkways. Local Plans is lightly loaded but I do not see a pressing case for its absorption into the main Committee. Streets and Walkways has a useful portfolio of its own.

### ***Port Health and Environmental Services Committee***

318. Apart from reducing its size to the new 12-15 Member norm, I have no other recommendation to make. The Committee’s statutory obligations are set out in Appendix G.

### ***Markets Committee***

319. I acknowledge the strong sense of connection that many members of this Committee feel with the markets and their development; but it is a lightly loaded Committee which meets every two months. Much of the routine business can be left to Officers and

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<sup>73</sup> Paragraph 7(5).

<sup>74</sup> Paragraph 10.

the consolidation project will fall to the new Property Committee. **I recommend that it should be abolished.**

### ***Police Authority Board***

320. I deal with the Police Authority Board in Part 9.

### ***Crime and Disorder Scrutiny Committee***

321. The Police and Justice Act 2006 requires relevant authorities (which includes the Corporation) to have a “crime and disorder committee” to “review or scrutinise decisions made, or other action taken...in discharge...of crime and disorder functions” and “to make reports or recommendations to the local authority with respect to the discharge of those functions”.<sup>75</sup>

322. The Act allows the Common Council itself to act as the Crime and Disorder Scrutiny Committee, but this would not be a practical arrangement, and it has never done so. However, the Committee appointed by the Corporation to comply with its duties under the Act has met only once, on 7<sup>th</sup> July 2016, some ten years after the statutory duty was imposed; and it has not met since.

323. **As it is a statutory requirement to have such a Committee I can hardly recommend its abolition, but this situation perhaps calls for some re-examination.**

### ***Culture, Heritage and Libraries Committee***

324. **I suggest that the somewhat tautologous title is simplified to “Culture Committee”.**

325. The Committee has only one Sub-Committee: the rather niche Benefices Sub-Committee. **I see no reason to change its status.**

326. I have been urged to put the Barbican Centre Board under the wing of the Culture Committee, but I make a different recommendation in Part 9.

327. **The Keats House Consultative Committee should be treated in the same way as the bodies covered by the Open Spaces Committee (see paragraphs 341 to 348) and the separate existence of the Consultative Committee ended.**

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<sup>75</sup> Section 19.

362. I was glad to find that a Corporate Charities Review is in progress.<sup>81</sup> It seems to be focused in exactly the right way, and I therefore make no further comment on the broader issue, but now turn to the specifics of the City Bridge Trust Committee and Bridge House Estates.

### ***The Committee and Bridge House Estates***

363. The Committee is charged with administering the Bridge House Estates charity.<sup>82</sup> The charity's primary purpose is to maintain five bridges across the Thames; surplus income may be used for more general purposes within Greater London – the “ancillary object”.

364. This charity is a so-called *cy-près* scheme; that is, one which allows the wishes of a donor or donors to a charity to be carried out even if the original purpose of the gift has failed. The Charity Commission has the power to apply the *cy-près* doctrine as appropriate.

365. The Bridge House Estates (BHE) charity is a very large one – in terms of asset valuation, the seventh largest in the UK, and its governing documents are complex, originating over a period of more than seven centuries.

366. Unfortunately its governance exhibits all the weaknesses of charity governance referred to in paragraphs 359 and 360 above, and represents serious legal and reputational risks. No fewer than 19 Corporation Committees and other bodies impinge upon the charity in some way.

367. I have been presented with a proposal that would address these weaknesses. It would create a Bridge House Estates Committee (BHEC) replacing the City Bridge Trust Committee, and exercising management and control of BHE. The Corporation would remain the charity Trustee with overall responsibility, and certain high-level decisions would be taken by the Court of Common Council.

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<sup>81</sup> The charities within scope of Phase One of the review, generally where the Trustee is the Corporation acting through the Court of Common Council, are listed in Appendix H.

<sup>82</sup> Charity No. 1035628, in accordance with a Scheme made by the Charity Commissioners on 9<sup>th</sup> February 1995 (as amended) and brought into effect by the Charities (The Bridge House Estates) Order 1995.

368. Crucially, this arrangement would remove the complex involvement of multiple Committees entirely, and leave the management of the charity in the hands of the BHEC.
369. The proposal envisages the BHEC being supported by five Sub-Committees: Bridge Management; Grants; <sup>83</sup> Finance; Investment; and Audit and Risk. This is more than ideally I would like to see, and it might be that the finance function could be discharged by the main Committee. The responsibilities of the Social Investment Board, which I earlier recommended should be abolished,<sup>84</sup> would be vested in one of the Sub-Committees, probably Grants.
370. A key element of the new arrangements will be the opportunity to have a properly constituted and empowered (and accountable) charity board. Best practice suggests that such a board should have no more than 12 members. Those who are Members of the Court of Common Council should be nominated by the Governance and Nominations Committee, taking into account the mix of skills required by the Board. Given the risk of re-introducing the conflict problem, it would be best to have no *ex officio* places.
371. The remaining members of the Committee would be external co-opted members, recruited by due process, again to contribute to the appropriate mix of skills.
372. **I recommend that this proposal should be urgently pursued, to lead to the creation of a Bridge House Estates Committee; and that the City Bridge Trust Committee should be abolished.**

### ***The Standards Committee and the Standards Appeals Committee***

373. In the next Part of the Report I consider the standards regime, and conclude that the Standards Committee (and with it the Standards Appeals Committee) should be abolished and replaced with a new system.

### ***Licensing Committee***

374. This is a statutory Committee, responsible for the Corporation's licensing functions under a number of legislative

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<sup>83</sup> Termed the Trust Sub-Committee in the proposal.

<sup>84</sup> See paragraph 299.

**which Committees should of course be fully involved) and more detailed matters which are more appropriately left to Officers.**

383. One good example is SO 52 relating to write-offs, where decisions are for Committees to take, and where the limits are set extraordinarily low, any write-off of more than £10,000 having to be approved by the Finance Committee. A limit of £3,500 per term for the writing-off of school fees seems very low; but if my recommendations are implemented, such decisions will be for Boards of Governors to take.
384. There will in any need to be a different approach to the institutions whose freeing from the Committee structure I recommend. There the approach will have to be to set financial envelopes and broad principles for the purchase of services, but with the processes determined locally.
385. **Any review of delegations should be repeated at regular intervals, both as to financial limits, but also to ensure that delegations remain appropriate in the light of the changing operations of the Corporation and its Committees.**

# APPENDIX G

## CITY OF LONDON COMMITTEES: STATUTORY REQUIREMENTS

[As at February 2020]

### **Board of Governors of the Guildhall School of Music and Drama**

- Operates under a separate Instrument and Articles of Government in accordance with section 29 of the Further and Higher Education Act 1992.

### **Police Authority Board**

Statutory functions:

- Responsible for any powers and duties vested in the Court of Common Council as police authority for the City of London by virtue of the City of London Police Act 1839, and other relevant legislation (save the appointment of the Commissioner of Police, which by virtue of Section 3 of the City of London Police Act 1839 remains the responsibility of the Common Council).

### **Planning and Transportation Committee**

Statutory functions:

- Responsible for all functions of the City as local planning authority.
- All functions of the Common Council as local highway, traffic, walkway and parking authority (other than in respect of powers expressly delegated to another committee) and the improvement of other open land under S.4 of the City of London (Various Powers) Act 1952.
- All functions under part II of the City of London (Various Powers) Act 1967 including declaration, alteration and discontinuance of City Walkway.
- All functions relating to the construction, maintenance and repair of sewers in the City, including public sewers (on behalf of Thames Water under an agency arrangement).
- All functions of Common Council as Lead Local Flood Authority in relation to the Flood and Water Management Act 2010.

- All functions relating to street naming and numbering under the London Building Acts (Amendment) Act 1939.
- All functions relating to building control under the Building Act 1984, Building Regulations 2000-10 and London Building Acts 1930-82.
- The setting of building control charges under the Building (Local Authority Charges) Regulations 2010.
- Response to and resolution of dangerous structures under the London Building Acts (Amendment) Act 1939.
- All functions relating to the Local Land Charges Act 1975.

### **Port Health and Environmental Services Committee**

Statutory functions:

- Responsible for all the City of London Corporation's environmental health, port health, animal health, consumer protection, licensing (with the exception of those which are in the province of another Committee), public conveniences, street cleansing, refuse collection and disposal, the street trading enforcement functions in the London Local Authorities Act 1990 including any decision as to whether the s.101 arrangements should be discontinued, and cemetery and crematorium functions.
- The implementation of those sections of any Acts of Parliament and/or European legislation which direct that the local authority take action in respect of those duties listed at above.

### **Culture, Heritage and Libraries Committee**

Statutory functions:

- the management of the City's libraries and archives, including its functions as a library authority in accordance with the Public Libraries and Museums Act 1964 and all other powers and provisions relating thereto by providing an effective and efficient library service.

### **Community and Children's Services Committee**

Membership:

- Two to five elected parent governor representatives required by law (can only vote in relation to education functions).



**Governance Review: Member Engagement Sessions**  
**Planning: Session 1**  
**8 January 2021**

**Present**

Sheriff Christopher Hayward (in the Chair)	Vivienne Littlechild
Munsur Ali	Natasha Lloyd-Owen
Rehana Ameer	Oliver Lodge
Randall Anderson	Deputy Edward Lord
Matthew Bell	Alderman & Sheriff Professor Michael Mainelli
Deputy John Bennett	Paul Martinelli
Peter Bennett	Alderman Bronek Masojada
Deputy Keith Bottomley	Jeremy Mayhew
Henry Colthurst	Deputy Brian Mooney
Karina Dostalova	Hugh Morris
Deputy David Bradshaw	Deputy Alastair Moss
Peter Dunphy	Graham Packham
Mary Durcan	Alderman Sir Andrew Parmley
Alderman Emma Edhem	Susan Pearson
John Edwards	Judith Pleasance
Deputy Kevin Everett	Deputy Henry Pollard
Anne Fairweather	Jason Pritchard
Helen Fentimen	Elizabeth Rogula
Sophie Fernandes	Ruby Sayed
Marianne Fredericks	John Scott
Alderman Alison Gowman	Jeremy Simons
Tracey Graham	Deputy Tom Sleigh
Graeme Harrower	Sir Michael Snyder
Deputy Tom Hoffman	Deputy James Thomson
Michael Hudson	James Tumbridge
Alderman Robert Hughes-Penney	Mark Wheatley
Deputy Jamie Ingham Clark	Alderman Sir David Wootton
Shravan Joshi	Dawn Wright

**Introduction**

Sheriff Hayward, in the Chair, opened the meeting and thanked Members for joining today's session. He then introduced the session, setting out the process for Member consultation on relevant aspects of the review, with documents to inform the consultation session having been circulated in advance. Sheriff Hayward then summarised the references and recommendations with Lord Lisvane's review regarding the Planning & Transportation Committee.

Prior to debating the recommendations set out by Lord Lisvane, a Member spoke to raise general observations on the recommendations and the Planning & Transportation Committee:

- The Member was attending in order to listen to Members' views, but advised of their broad agreement with the proposals within the Lisvane review, recognising that there were several issues relating to the Committee's governance and format which needed to be addressed.
- The Member added that they endorsed Lisvane's recognition of the important roles of the Local Plans and Streets & Walkways Sub Committees and recommendation that they remain as they are.

### **Recommendations: Members' Comments and Observations**

Members then proceeded to debate the various recommendations.

#### Paragraphs 267 - 272: Size of Committees and Ward Committee Status

- Several Members registered their agreement with reducing the size of the Committee in general terms.
- Some Members commented that the size of Committees and whether Ward Committees were retained needed to be discussed at a general level before considering an appropriate size and arrangement for the Planning & Transportation Committee.
- A Member added further to this that they felt the size of the Court of Common Council should be reduced, as there were too many Common Councillors.
- It was observed that, in terms of numbers, the Committee was significantly bigger than the Planning Committees at other London Local Authorities; however, another Member responded that, when comparing the size of the Planning Committee to other authorities' Planning Committees as a proportion of the Council membership, the size of the City's Committee was in keeping with others.
- A number of Members spoke against reducing the size of the Committee or removing its Ward Committee status, arguing in support of retaining a larger Committee. They cited the benefits of a larger committee, such as better oversight, diversity of comment and perspective, protection against bias, more legitimate decisions, and more challenges during the decision-making process. It was also suggested that a larger committee provided a significant bulwark against corruption or the perception thereof, as it was more difficult to influence.
- A Member argued that the size of the Committee was not the root of the perceived inefficiencies in its operation and that the nature of reporting to the Committee and the division of labour between the Grand Committee and its Sub Committees should be given fundamental reconsideration.
- Several Members were open to the idea of reducing the size of the Committee in some way whilst retaining it as a Ward Committee; for instance, perhaps

through the Court of Aldermen relinquishing its appointment rights to the Committee, or by merging Ward representation.

- However, others also spoke against the removal of Aldermen from the Committee, arguing that Aldermen played an important role on the Committee and an integral role within their Wards; it was also a crucial learning opportunity for prospective Mayoral candidates.
- A Member argued that the Committee could be reduced to as little as 12 Members and still operate with a satisfactory level of Ward representation, with some imagination or creativity applied to shared representation.
- A Member stressed that Planning Committees elsewhere were also structured on a party-political basis, as well as by Wards. This affected proportions, allocations and the overall size.
- Several individuals advanced the view that, as the Planning & Transportation Committee affected all Wards, and had the greatest effect on residents, it must be retained as a Ward Committee; however, others commented that there was a fundamental problem with Ward arrangements, in that they gave Members the perception that they should only or primarily be representing their own Ward, when they should, in fact, be considering applications in accordance with planning principles.
- A Member who had past experience chairing Ward Committees reflected on the challenges in corralling Members to constructive debate. It was also observed that the current arrangements could be burdensome on smaller Wards, albeit this was to some degree a consequence of having small Wards in the first place.
- Several Members made comparisons to the Licensing Committee and arrangements for Licensing (Hearing) Sub Committees, arguing that these arrangements could be used in the Planning context. In particular, they noted that Members could not sit on Licensing (Hearing) Sub Committee panels where the licensing application related to a premises within that Member's Ward, which seemed a good basis by which to operate.
- It was also suggested that Members had ample opportunity to use their voice or represent their Ward by speaking on a planning application in their capacity as a Ward Member and not necessarily sitting on the relevant committee.
- Several Members spoke in support of the idea that Members should not be able to vote on applications relating to their own Ward. Some suggested that they could be allowed to speak on such items, but not vote.
- One Member cited the arrangements for Barbican Residential Committee in comparison, wherein Members of the Committee that were residents of the Barbican Estate could not vote on certain issues. This principle was well-adhered to, and resident Members were still allowed to speak on these issues.

- A Member commented that a former Policy & Resources Committee Chairman had previously proposed that the Committee cease to be a Ward Committee, and that a Panel system be introduced, but these proposals had been decided against.
- However, a number of Members spoke in favour of Ward Committee arrangements, whether that be in general or specific to the Planning & Transportation Committee, or with some reform to the existing arrangements.
- A Member advised that they agreed with the recommendations of the Lisvane review, apart from his points on Ward Committees, and advised that they had misgivings about the abolition of Ward Committees generally.
- A Member argued that issues that arose with constituents in most if not all Wards were usually related to Planning & Transportation Committee matters, and constituents wanted to know what was going on, and what Members intended to do about it. Consequently, if Members were not able to have a direct influence, it would be problematic.
- Another Member responded that it was right to say Planning matters were a top concern for voters but that they disagreed with the conclusions drawn, as Ward Members were specifically and deliberately not involved with applications in their own Ward at other local authorities, and thus did not have a direct influence as a matter of course.
- A Member suggested that the Wards be bundled together in categories, such as Residential or Business, to allow for allocation or appointment and a smaller committee (or to select panels).
- A Member commented that they were open to greater use of the Sub Committees and Panels, but if this were the case then the Grand Committee should remain as a Ward Committee.
- Another Member advised that they would support keeping a large Grand Committee, with Ward Committee arrangements, but suggested small reforms such as pairing some Wards together, and having fewer two-seat Wards, in order to reduce the size of the Committee.
- A Member commented that Lord Lisvane's proposal for a Governance & Nominations Committee and stricter Committee limits would rectify a number of issues on the Planning & Transportation and other Committees, but added their doubt that these measures would be implemented.

Paragraphs 306 - 317: Planning & Transportation Committee

*General Observations*

- It was recognised that perceived problems with the existing arrangements were split between views that the issue was the format and running of Committee meetings, and those who felt it was a question of constitution and structural arrangements.
- A number of Members raised concerns about the current format of meetings and gave their views as to the reasons for this and suggestions to improve in this area.
- There were also concerns regarding the cumulative effect of small changes, with Members stressing that any reforms had to be targeted, congruous and well-evidenced. A Member commented that they felt there was an issue with silo working which would be exacerbated if matters were not considered in the round.
- Members observed that recent meetings were running well over time, as Members felt obliged to contribute, and that there was often a ‘concertina’ effect on the consideration of items as time went on during a meeting, with items receiving progressively less attention.
- It was suggested that there was a distinct division within meetings wherein there was a group of Members determined to refuse all applications, and a group of Members determined to approve all applications.
- A Member remarked that the Committee was currently the subject of much concern, particularly amongst residents. Whilst this might be unfair or unjustified it was, nevertheless, the case; therefore, reforms should be seen through that prism.
- A Member commented that the current workload for Committee Members was an issue for working Members, and that site visits or non-Committee meetings were difficult to attend. The Member added that they thought it was incorrect to suggest Members were obliged to take on a certain level of workload when joining the Committee and reflected on their democratic right to represent their constituents to the best of their ability.
- However, Members also spoke in defence of the Committee’s existing arrangements. Members noted that Lord Lisvane had less to say about the Planning & Transportation Committee than a number of other Committees. A Member also commented that they did not feel the Lisvane proposals revealed significant issues with the Committee or provided strong reasons for abandoning the existing arrangements.
- Whilst it was broadly recognised that there were some issues with the running of the Committee, several Members argued that these often arose from the depth of understanding, scrutiny and engagement of committed Members.
- A Member added that they feared losing oversight and governance on detailed applications, which should be detailed, with good discussion and scrutiny.

- Further comments were made suggest keeping detail and for information reports, and that more of the heavy lifting could be pushed onto the Sub Committees.
- It was commented that Members needed to avoid pitting people against each other and find common ground, as the shared goal was a thriving City of London.
- In addition to this, it was suggested that the balance of demand was likely to change going forward and Members were urged not to be restrictive in their reforms. A Member added that the Local Plan was a tool of the City's own making and should be adaptable and changed as circumstances required.
- Another Member stressed the importance of considering residents more, arguing that Ward Members should be involved more and at an earlier stage of the planning application process.
- Another Member suggested that applications particularly relevant to residents could be considered at specially convened afternoon meetings.
- Several Members cited a recent report by Transparency International, suggesting that the report could be used in guiding reforms, or that the Committee move to become fully compliant with its recommendations.
- A Member proposed that the City of London Corporation should extend its publishing of records of meetings to include officer-level meetings and non-Committee meetings.
- It was observed that criticism of Local Authority Planning Committees was fairly widespread, and that a number of common criticisms applied to the City of London Corporation, so should be addressed.
- A Member commented that the Committee should consider separating out consideration of applications from other business.
- A Member advised that they felt the overall manner of recommendations could lead to further centralisation of power amongst a core of certain Members, which needed to be prevented.
- As a general comment, a Member proposed that an outgoing Chairman should drop off the Committee for a period following their term.
- It was also commented that the Planning & Transportation Committee might also benefit from more connection with the Port Health & Environmental Services Committee.

*Panel System and changes to Ward arrangements at Committee*

- Several Members spoke in support of Lord Lisvane's recommendation on the introduction of small Panels. A Member commented that this was common practice at other local authorities for the consideration of applications.

- Members observed that the Licensing Committee provided a good model for Panel working and could be used to solve the issues of Ward Members and affected Wards. Members could also get involved at an earlier stage.
- A Member commented that Panels could be utilised to undertake more detailed work, freeing up the Grand Committee for more strategic and policy work. The Member added that the introduction of a Panel system could be revisited after other governance changes had been implemented.
- There were also reservations expressed about Panels, with Members cognisant of the limitations or potential issues of a Panel system. Several Members highlighted the process of Panel selection as potentially problematic, and that this would need to be carefully thought through, and clear on appointments and constraints that would be represented on panels.
- Another Member commented that the arguments for the introduction of a Panel system were largely based on efficiency, but the extent of their efficiency was dependent on implementation, adding that there were many ways to implement a Panel system.
- A Member felt that a flawed implementation of a Panel system for City of London planning applications would carry a significant risk of reputational damage. The Member added that it was likely to lead to more appeals in any case.
- A Member cautioned that it would be easier to sway decisions on small Panels, and decisions would be more predictable based on which Members were on a given Panel.
- It was observed that a Panel system bestowed significant power on the person selecting the Panel and their selection would effectively make the decision in some cases. This would be more open to corruption.
- A Member commented that there might also be issues with randomly selected or pre-selected Panels, as they may not be appropriate for the items which they are due to consider. The Member added that there would therefore need to be mechanisms to change Panels as required.
- A Member argued that a majority of the current Committee represented Business Wards and, consequently, they felt that some Members saw their role as supporting office developments. The Member added that they felt this kind of unfair decision would continue under a Panel system, but without the same level of scrutiny.
- As a general comment on a Panel system, a Member commented that they felt Panels of four Members would be too small, and Panels of sixteen would be too big.
- It was observed that Licensing Members must be fully trained before they can sit on Licensing (Hearing) Sub Committee Panels. This was beneficial in the

Licensing context and should be applied to Planning & Transportation Committee Panels.

### *Conflicts of Interest / Committee Cross-over*

- Members discussed several connected issues relating to the constitution of the Committee: Members that had professional connections to the property or planning industries, Members who were also Members of the Property Investment Board, or other/future property-based Committees, and requirements relating to knowledge or expertise.
- It was noted the City of London Corporation was subject to Regulation 10 of the Town and Country Planning General Regulations 1992, paragraph 312-313, which prohibited decisions being taken by a committee, sub-committee or officer if any of them has any responsibility for the management of any land or building to which the application relates.
- It was also noted that Lord Lisvane had made a strong recommendation regarding the establishment of a Governance and Nominations Committee, which would be charged with mitigating against these issues.
- Several Members spoke in favour of prohibiting Members from serving on both the Planning & Transportation Committee and the Property Investment Board, or a prospective Property Committee.
- A Member commented that they were open to such a rule, but stressed that it needed to be carefully considered, questioning the amount of conflict there actually was between the respective bodies.
- Further to this, another Member advised that it was very rarely that the Property Investment Board considered matters directly relevant to City Planning applications; therefore, a blanket ban would be clumsy.
- Some Members were of the view that there was value in having Members on both committees given expertise and cross-over of knowledge.
- Further to this point, a Member argued that the biggest issue for electors was the involvement of Members with any development interests serving on the Planning & Transportation Committee, adding that this was a more significant issue of conflict than the Property Investment Board. The Member posited that if one's livelihood depended on developments taking place then it naturally invited questions as to their independence, whether this was justified or not.
- A Member added that there was a perception of partiality within the planning industry and they felt it was unlikely that property professionals would not have vested interests. However, the Member felt that Lord Lisvane's recommendations would increase the involvement of property professionals in the Committee's work.



- Some Members expressed reluctance to exclude property professionals but were clear that any perception of conflict or other issues should require individuals to recuse themselves, adding that existing arrangements could be strengthened in order to improve perception in this regard.
- A number of Members spoke in support of those Members with professional connections or a background or expertise serving on the Committee, on the basis that this was a valuable strength and should not be considered an issue. It was observed that many Members of the Court had backgrounds, knowledge and experience in property, and this should be used rather than actively excluded.
- Members commented that there was no history of improper behaviour and that there was a Standards regime in place to act should there ever be. Members with property expertise had always been observed as acting appropriately, and as long as appropriate safeguards against bribery or corruption were in place, disqualifications on the basis of expertise should not be necessary.
- A Member reported that the Planning system was inherently vulnerable to corruption, but they had never observed any hint of corruption during their time on the Court.
- Other Members registered their reluctance to introduce bars to Committee membership in a blanket way, as relevant issues could be dealt with via other mechanisms, like not allowing particular Members to vote on particular items. A Member added that disqualifications on the basis of interests were already covered well under the existing arrangements.
- A Member reported their concern about Lord Lisvane's suggestions in respect of qualifications or credentials, as the perspective of a layman Member was equally valuable in discharging the Committee's functions. The Member added that a Members' ability to ask questions was more important than expertise.

### **Close**

Sheriff Hayward, in the Chair, then thanked Members for their attendance and contributions, and advised that two further sessions had been scheduled, which Members present could also attend if they wished to contribute more. Members were also encouraged to make further representations via email.

### **Additional Comments Received**

During the session, the following additional comments / points of clarification were made using the chat bar, as follows:

- A Member observed a contradiction between the desire for more transparency and many of the other recommendations made, i.e. a move to a non-Ward Committee and greater delegation. They also expressed concern about treatment of City heritage generally in the planning context.

- It was suggested that it was normal in every other planning authority for the majority of Wards to not be represented on the Planning Committee, arguing that Members represented their Ward by checking applications as they arise and making representations, as with licensing applications.
- A proposal was made to bundle wards into groupings of not less than six councillors on the “local authority” committees and then allow Wards to nominate substitute Members. Such a mechanism could provide for a committee of 12 Members and with a resultant but modest increase in overall bias towards residential wards (which tended to have more Members), excluding Aldermen, Members of property-related committees, and giving no vote to a Member on any application in their merged Ward area.
- It was commented that all Ward Members should be advised of planning inquiries and applications submitted at the earliest stage so they were fully aware of developments in their area.
- Echoing comments in relation to a large committee combatting the possibility of corruption, a Member suggested that similar arguments held in respect of bias, with the best way to dilute bias being to have a large committee/panel. The greater the number on the panel the greater the dilution for bias.
- A Member commented to counter a suggestion that some Members either opposed or supported every application that came before them, noting that opposition to several recent applications had been based on breach of planning policies.
- In support of a panel system to consider applications, a Member suggested panel membership be drawn on an ad hoc basis from the full committee. Such a panel should include any Member whose Ward was affected by the proposed application as observers, providing them an opportunity to share their views but not have voting rights. The Panel should not be fixed, but instead should have Members included on a rotational basis to ensure transparency and better representation. Finally, they argued that officers could provide technical expertise so there was no need to rely on Members with property experience, commenting that the important thing was to evaluate the application as per the national policy, the relevant local plan, and other supplementary planning documents. The role of the panel was to ensure that full scrutiny has been done in evaluating and deciding an application.

**Governance Review: Member Engagement Sessions**  
**Planning: Session 2**  
**18 January 2021**

**Notes of Discussion**

**Present**

Sheriff Christopher Hayward (in the Chair)	Deputy Edward Lord
Mark Bostock	Alderman Ian Luder
Deputy Keith Bottomley	Andy Mayer
Deputy David Bradshaw	Deputy Catherine McGuinness
Deputy Roger Chadwick	Deputy Brian Mooney
Karina Dostalova	Deputy Alastair Moss
Mary Durcan	Barbara Newman
Alderman Emma Edhem	Susan Pearson
John Edwards	Judith Pleasance
Helen Fentimen	William Pimlott
Marianne Fredericks	Deputy Elizabeth Rogula
Alderman Sir Roger Gifford	Oliver Sells
Alderman David Graves	Deputy Tom Sleigh
Graeme Harrower	Deputy John Tomlinson
Ann Holmes	Mark Wheatley
Natasha Lloyd-Owen	Deputy Philip Woodhouse

**Introduction**

Sheriff Hayward, in the Chair, opened the meeting and thanked Members for joining today's session. He then introduced the session, setting out the process for Member consultation on relevant aspects of the review, with documents to inform the consultation session having been circulated in advance. Sheriff Hayward then summarised the references and recommendations with Lord Lisvane's review regarding the Planning & Transportation Committee.

Prior to debating the recommendations set out by Lord Lisvane, a Member made reference to an email circulated to all Members earlier that day, in which they suggested there were legal flaws in the basis of the proposal that the Planning Committee should cease to be a Ward Committee (ref: Lisvane para. 309), whilst also observing in relation to the Planning Protocol (ref: Lisvane paras 315-316). They encouraged Members to read the passage quoted in that email from the Nolan report, together with the Transparency International report referred to.

Another Member also spoke to raise general observations on the recommendations and the Planning & Transportation Committee, suggesting that any new approach needed to be responsive to the needs of all those who used the system (whether they be applicants, objectors, or others), agile and able to take decisions quickly

where necessary, and that its decisions must have the necessary democratic legitimacy.

### **Recommendations: Members' Comments and Observations**

Members then proceeded to debate the various recommendations.

#### Ward Committee status (paragraphs 269-272)

- Members articulated a wide range of opinions in respect of the continued benefits or disbenefits of Planning & Transportation remaining a Ward Committee.
- Some Members commented on the ineffective nature of such a large committee, reflecting on the significant instances of repetition and the inefficient nature of debate and decision-making as a consequence. The effective use of smaller decision-making panels as utilised across the country by other local authorities would allow for more responsive, focused, and detailed consideration of proposals, whilst also freeing up time at the grand committee level for more thoughtful scrutiny in relation to key strategic and policy items.
- Others argued that the retention of the Ward Committee format was of vital importance in ensuring the ability of elected Members to represent adequately the concerns of their constituents. The fundamentally different nature of the City as opposed to other local authority areas was highlighted, with Members observing that Ward representatives were familiar with the prospective local impacts of planning proposals in a way that Members from other parts of the City would not be.
- In relation to comments around the size of the committee necessitated by the Ward arrangements, the suggestion was made that short meetings were not necessarily desirable or a mark of efficiency, as they might curtail legitimate democratic debate; equally, it was posited that lengthy meetings were not indicative of democratic process being followed, as they might exclude many Members with less available time. A suggestion was made that more effective agenda management could be employed, with it also commented that time at meetings was often taken up with debate about process or other matters, rather than the substance of applications or strategic matters.
- Several individuals highlighted the benefits of the Ward Committee system in allowing Members to serve on committees close to voters' concerns and in taking into account the non-party political make-up of the Court. It was also suggested that a smaller non-Ward committee could make it very difficult for some Members to be elected to committees where their voters wished to be represented and that such a step could, therefore, be considered undemocratic.
- Concerns about the current size of the committee were also disputed by a Member, with it suggested that average attendance was around 25 which,

given the peculiar context and circumstances of the City, represented a reasonable number of participants.

- An argument was also advanced that it would be better to consider first the general principle of whether Ward Committees should exist at all and the criteria by which their use should be determined. Following this, individual decisions as to whether specific committees, including Planning, should be Ward or non-Ward Committees could be taken.

#### Strategic / Policy Framework Focus, Delegation (paragraphs 307-308)

- Several Members agreed with the proposal that there was a need for the grand committee to focus more on key questions of policy and strategy observing that, at present, most of the meeting time was taken up by consideration of applications, which meant there was little time to consider the bigger picture items which were crucial in setting the framework by which applications were considered and the future of the City was determined.
- The suggestion was made that the retention of Ward Committee status would be helpful for such a committee which was focused more on macro-level strategic issues, noting that there was a clear interest for all Wards in these items.
- A Member commented that consideration of increased delegation to officers was also sensible, to allow for the committee to focus more effectively on strategic matters.

#### Panel System (paragraphs 309-310)

- Several Members spoke in favour of the introduction of a panel system being introduced, particularly underneath a grand committee focused on the strategic and policy matters. They reflected on their successful use at the majority of other local authorities and the additional focus to applications they could provide, as well as being structured in such a way as to ensure their memberships could be free of any prospective conflict of interest.
- The suggestion was also made that major applications above a certain threshold could also be reserved for the grand committee.
- Other Members were firmly opposed to the establishment of panels, arguing that such an arrangement risked disenfranchising residential members. In particular, there were significant concerns that any geographically-based approach would mean local Members, who knew and understood the impact of proposed developments, were left without a voice. It was urged that such an approach not be adopted and, if it were, that site visits be mandated at a minimum.
- Advocates of the panel approach commented that this system would not preclude ward Members from representing their electorate, as they would still be able to make representations to ensure constituents' voices were

heard and, at the grand committee level, residents' views could also be fed into strategic aspect of the process. However, it was argued that it was inappropriate for Members from affected Wards to serve on panels deciding on applications, given the clear conflict of interest. The example of the Licensing Committee was suggested as a useful model to consider, with it ventured that the establishment of panels with no obvious interest or stake went to heart of questions of transparency and integrity.

- Other Members disputed the suggestion that they should not be able to participate in processes relating to matters that were of key importance to residents in their Ward, arguing that this was undemocratic and risked residents losing all faith in the planning process representing their interests fairly.
- A Member also observed that there was a difference between representing a Ward and living in it when it came to questions of potential conflict and this should be considered carefully. The differing nature of the City in relation to the types of application considered was also highlighted in this context, with it observed that there was a difference between a panel considering a series of homogeneous applications to do with minor local extensions or buildings, and the building of an extremely large office development.
- It was also observed that some Members from “business” Wards lived in “residential” Wards in the City, complicating the picture. The varying size and geography of Wards was an added complication, as in some cases it would seem unwise to prevent someone who lived at one extreme of a particular Ward from participating in debate on an application in the far end, yet not on applications in adjacent Wards which were closer geographically in reality.
- An argument was made that, if panels were to be adopted, then careful consideration must be given to their composition and how they were selected. The suggestion was made that there should be certain contingent factors to reflect the makeup of grand committee, perhaps utilising a sort of rota system to ensure a minimum number of residential members and to ensure everyone had a fair chance to serve. It was observed that, in every other local authority, councillors were all residential ward representatives; the business / residential distinction was a creation of the City itself and thus direct comparators with others needed to be made in that context.
- It was also commented that, should there be any move to a panel system, it would extremely important to ensure resident Members were provided with additional time to speak at the application stage, or were involved at an earlier stage in the process, with it noted that there must be a way permitted to allow local representatives to contribute. The fundamental democratic importance of allowing Members to represent their constituents was emphasised.

### Perceptions of Conflicts / Transparency (paragraph 311-316)

- A Member highlighted recent discontent in respect of a particular planning application in respect of the City's interests. They observed that the question of potential conflict when the City Corporation was owner or developer as well as planning authority was a hugely important issue and needed to be addressed.
- A number of individuals commented on the growing lack of faith in the City's planning processes amongst residents, emphasising the importance of addressing this.
- Support was expressed for the recommendations at paragraph 316 in respect of those sitting on property committees not being eligible to serve on Planning, as well as the principle that those who served on any service committee which was the originator of a planning application also being prohibited from participation in consideration of that application.
- Several Members urged that colleagues read the Transparency International report which made a series of recommendations in relation to planning decisions and managing the perception of bias, including through prohibiting those with professional background in the property sector serving on the Planning Committee. Some Members expressed concerns around the potential loss of expertise this might risk, as well as the practical complexities in distinguishing the type of involvement with the sector or to what degree this would need to be to reach the threshold where service was barred.
- The importance of training for Members on the committee was stressed, with it argued this should be mandatory as it was in certain other authorities. It was also suggested that training would be a way of ensuring any individual Member had the requisite skills and knowledge, thereby mitigating concerns against a lack of expertise elsewhere; equally, officers' expertise should be relied upon if needed.
- Several Members stressed that the system needed to be, and be seen to be, fair, open and transparent for all participants. Robust protocols and policies would be important to this end. A Member added that this was particularly true given that there was no recourse for appeal, unlike with the licensing process where one could appeal to a magistrate.

#### **Close**

Sheriff Hayward thanked Members for their many contributions, adding that any additional points Members wished to make by email following the meeting would be welcomed.

### **Additional Comments received after the Engagement Session meetings**

Following the meeting, the following additional comments / points of clarification were submitted by Members who had either been in attendance and wished to make additional points, or who had not been able to attend due to personal circumstances and wished for their views to be recorded:

- Several Members wrote to express their strong support for Planning remaining a Ward Committee and opposed any move away from this. In particular, they commented on the value of Ward Committees in ensuring all Members participate in committees and that all views and parts of the City were reflected in the Corporation's work, including planning.
- One Member also expressed their opposition to the introduction of any sort of panel system, while another indicated that they would not be opposed to such an arrangement provided that the parent committee was retained as a Ward Committee.
- It was argued that the Ward Committee system was an important safeguard for the delivery of planning decisions, ensuring views were heard from across the range of activities and interests in the Square Mile, whilst at the same time reflecting the national importance of its business constituents, so that there was an appropriate balance between business and residential views in decision-making. Whilst accepting there was room within the present Ward-based Planning committee to improve efficiency, and that Panels could be a part of that, any move to replace the former with the latter was unjustified and would jeopardise the existing safeguards for the business City essential to its success.
- In relation to the size of the committee, a Member cautioned against comparing directly with other authorities, observing that they were able to maintain smaller committees due to their party-political arrangements. The Corporation's independent arrangements across 25 Wards meant that this would not be practicable in the City and a reduction in size would result in a substantial disconnect from residents and their concerns.
- One Member stressed the importance in any new arrangement of consulting with residents about applications which might affect them and allowing the relevant Ward Members to be involved and to make representations. They suggested that the involvement of Members could be facilitated by allowing them to speak at a Planning meeting to make representations, as was common in the City and elsewhere, and supported the overall principle that Members should not have an interest in a decision being made.
- A Member suggested that the Licensing Committee provided a good model for a reformed Planning Committee and commented that they were unaware of any other Local Authority not having a panel system for applications, with the main committee dealing with policy and other matters. They were, therefore, minded that a panel system for applications with a grand committee for policy / strategy was the right way to proceed.
- Another Member agreed that having separate panels for planning applications addressed most of the problems currently faced by the Planning Committee,



with it observed that the Committee had significant additional business in addition to considering applications and the time currently spent on applications meant that insufficient attention and scrutiny was devoted to other important matters.

- It was felt that retaining a fairly large Planning Committee would have benefits as it would ease the creation of panels and widen participation and input into other business.
- Some concerns were expressed regarding the designation of “residential”, with it observed that many Wards did not have this designation but still had significant resident populations. Members who served in such Wards well understood resident priorities, particularly where they were also City residents themselves, and so if some committee or panel places were to be reserved for resident members, I think these should be for City resident members and not exclusively for members who represent designated 'residential wards'.
- One Member commented on the volume of paperwork at Planning meetings and recommended the mandatory use of the “mod.gov” app by Members, so as to move to a paperless arrangement. They articulated the various benefits of the app, including accessibility and easy location of particular elements of reports, and also argued against the compression of reports into a shortened or overly summarised format, arguing that any such approach would inevitably reflect the bias of the author / editor.
- With reference to concerns expressed by some around those with expertise and engagement in the property sector serving, one Member argued that such individuals’ participation should be considered a strength rather than a weakness. They observed that the City benefited from the expertise of Members that other authorities did not enjoy and advocated for transparency and recusal where there is conflict being the best system, suggesting that one should not be precluded from participation based on professional connections.
- Another Member expressed similar views, echoing the belief that individual Members should not be precluded from planning committee membership because of any professional or business involvement or involvement with other committees. They suggested that, if there was a conflict of interest, the individual should be responsible for declaring it and absenting themselves, with no further involvement in the decision-making process. In the case of a panel decision, they suggested that the application being within the Member’s Ward should preclude participation.
- Other Members queried the logic of preventing experienced Members serving on Planning when there was, throughout Lisvane, an overarching commentary around the need to use Members’ skills and experience to maximum effect. It was observed that there were several talented and experienced Members whose service to both Planning and Property committees was essential to their effective functioning; there had never been a case of improper behaviour by any Member in this regard so far as they were aware and they, therefore, opposed proposals to limit cross-membership of these committees.

- A Member stressed the need to recognise the City was of national and international importance as a financial and business centre. To maintain its pre-eminence, the City must be able to evolve and evolution required change in business terms and in the physical environment. Planning decisions and Transportation policies were key deliverables by the City Corporation, fundamental to business' ability to change. The City business vote was unique in the UK and was both a reflection of the importance of City trade and a critical factor in its growth and success; decisions taken which impacted on the business City must be seen in this national context and not constrained by parochial concerns.

## **Governance Review: Member Engagement Sessions**

### **Planning: Session 3**

**28 January 2021**

### **Notes of Discussion**

#### **Present**

Sheriff Christopher Hayward (in the Chair)	Jeremy Mayhew
Randall Anderson	Deputy Alastair Moss
Adrian Bastow	Benjamin Murphy
Mark Bostock	Barbara Newman
Deputy David Bradshaw	Susan Pearson
Deputy Roger Chadwick	Judith Pleasance
Mary Durcan	Henry Pollard
John Edwards	James de Sausmarez
Marianne Fredericks	Oliver Sells
Graeme Harrower	Deputy Tom Sleigh
Ann Holmes	Sir Michael Snyder
Wendy Hyde	Deputy John Tomlinson
Jamie Ingham Clark	Deputy Philip Woodhouse
Natasha Lloyd-Owen	Alderman Sir David Wootton

#### **Introduction**

Sheriff Hayward, in the Chair, opened the meeting and thanked Members for joining today's session. He then introduced the discussion, setting out the process for Member consultation on relevant aspects of the review, with documents to inform the consultation session having been circulated in advance. Sheriff Hayward then summarised the references and recommendations with Lord Lisvane's review regarding the Planning & Transportation Committee.

#### **Recommendations: Members' Comments and Observations**

- A wide range of opinions in relation to the advantages and disadvantages of Planning & Transportation remaining a Ward Committee were articulated. Several Members agreed with the recommendation of the Lisvane report that the current size of the committee was much too large. The view was put forward that Ward Committees were not an efficient way of taking decisions and that smaller panels should take decisions and report directly to an overall Grand Committee. In this way, transparency and democratic legitimacy would be preserved. Members made reference to significant recent instances of repetition of views during debate at meetings, rendering such debate ineffective and hampering decision-making in consequence. Subject to effective deployment, smaller decision-making panels would allow for a more responsive and focused consideration of proposals. In turn the grand committee would be

provided the opportunity for detailed and thorough scrutiny in relation to key strategic and policy items.

- It was proposed that certain key factors should be employed in order to inform the makeup of a grand committee: the use of a rota system to ensure no positions remained permanent, a minimum number of residential members to be maintained and ensuring that all Members had an appropriate opportunity to serve on the committee.
- One Member observed that this issue had become a dominant part of the consultation process, particularly with regard to the manner in which any prospective smaller panels may be selected, given that the recommendation in the Lisvane advised against geographical selection or permanent membership. Another Member noted, however, that geographical selection could be valuable and posited that the City could be divided into three areas from which to select Members for panels, with no Member determining an application in their own area.
- Another Member proposed that a panel of five Members should be drawn from a grand committee in order to consider applications, with two of the five Members being Ward Members. The nature of the City as being fundamentally different to other local authorities was emphasised – appointments in other local authorities were political, whilst the City’s appointments were not – with Members observing that Ward representatives were familiar with the intricacies involved in the applications in their wards and the prospective local impacts of planning proposals in a way that Members from other parts of the City were not.
- Other Members however argued in favour of the retention of the Ward Committee format, without panels, with the view expressed that this was of vital importance in ensuring the ability of elected Members to represent the concerns of residents appropriately. The argument was put forward that any restriction on Members’ ability to carry out this function lacked democratic legitimacy and risked residents losing faith in the planning process representing their interests fairly.
- Another Member underlined that the ultimate responsibility of the City, as a key global business and financial centre, was to businesses operating in the Square Mile. In response, comment was made that the Local Plan existed in order to ensure, amongst other issues, both residents and businesses were represented adequately and that this should be the basis upon which preparation work relied.
- Another Member voiced their agreement for the ‘panels’ approach and emphasised that the size and shape of the current, large committee was not tenable. Several Members agreed that the debate tended to be dominated by a small number of vocal members which had the effect of making other members feel excluded. Additionally, other important agenda items were then subject to less scrutiny than warranted due to time pressure. As a result, therefore, the scheduling of a greater number of meetings would lead to no greater efficiency in terms of the decision-making process. A further Member

spoke in agreement with this view, noting that most Members who were in paid employment during the day were unable to commit one half day per fortnight to Planning meetings.

- Alternatively, another Member suggested that short meetings were not necessarily evidence of efficiency and could have the undesirable effect of curtailing legitimate democratic debate. Some Members felt, given the average attendance at Planning meetings was approximately 25 Members, that this represented a reasonable number of participants given the unique circumstances of the City.
- An argument was made that it would be better to consider first the general principle of whether Ward Committees should exist at a macro level. Several Members agreed that decision-making was less effective when conducted by Members who had been in a meeting lasting several hours. Comment was made that the two-hour time limit for meetings designated under Standing Orders was ineffective and failed to regulate impracticably long meetings as intended.
- The argument for separate Committees for strategic and policy items, and separate panels for planning applications, was reiterated. The suggestion was also made that major applications above a certain threshold could also be reserved for the grand committee.
- A Member voiced opposition to these comments and expressed the view that the length of Planning meetings altered naturally over time, with meetings being scheduled in order to meet demand. The same Member commented that the idea of 'calling-in' applications would generate too many problems and reiterated that that transparency and fairness must remain central to the process.

### **Close**

Sheriff Hayward thanked Members for their many contributions, adding that any additional points Members wished to make by email following the meeting would be welcomed.

### ***Additional Comments received after the Engagement Session meetings***

Following the meeting, the following additional comments / points of clarification were submitted by Members who had either been in attendance and wished to make additional points, or who had not been able to attend due to personal circumstances and wished for their views to be recorded:

- Several Members wrote to express their strong support for Planning remaining a Ward Committee and opposed any move away from this. In particular, they commented on the value of Ward Committees in ensuring the process was deemed fair by applicants, objectors and members of the public.

- Regarding size, a Member added that the current number was not problematic but that Wards which do not contribute a Member should not be substituted by others to make up numbers.
- Several Members wrote to strongly oppose the introduction of panels, with some stating their reason as panel Members being difficult to select without perception of bias or considerable ongoing effort in individual panel selection. One Member however did express that the suggestion of panels may become a viable option with further consideration as to its practicality. If this were to occur, they felt that panels should not be composed of any Members with connections to the professional planning or development community due to perceived bias.
- A Member referenced others' views that a similar approach to that of the Licensing Committee would be beneficial and argued that in their experience this did not address concerns over excessive duration of meetings. They also argued that the content was variable in nature to that of Licensing and therefore this approach would not be appropriate for Planning.
- A Member felt that, due to the Corporation's organisation being non-party political, comparison with other London Boroughs and their organisation was irrelevant. This was supported by another Member who felt that the Corporation's differences should be celebrated and not compared. They went on to add that, as councillor numbers in other London Boroughs were lower than those of the City, the Planning Committee was not disproportionately large if comparing to others.
- It was expressed by some Members that while the current organisation of the committee was best, substantive and contentious applications should be considered in specifically convened meetings. It was added by one Member that this would also help address any concerns over workload burdens of serving on the committee as Members would be able to give apologies if they had nothing to add to the discussion on that particular application.
- Several Members agreed that transparency was a critical issue and stressed that this needed to be addressed. A Member added that they felt the current system lacked democratic legitimacy and that reform must focus on empowering residents and workers, and not further limiting scrutiny. Another Member felt that in particular there was a lack of confidence amongst residents as to the impartiality of the current system.
- One Member suggested this should be achieved by requiring Members to declare any interests for planning applications subject to decision. Several Members agreed with the recommendations to restrict participation in Planning committee for those who sat on committees responsible for City Corporation properties and those who had City professional property interests.
- One Member highlighted that perceived and actual bias were different and as such should be treated differently. They argued that perceived bias was most at risk of becoming actual bias in smaller panels.
- One Member circulated a letter sent to the Lord Mayor, Policy Chair and Town Clerk about the extent to which the City Corporation's planning process complies with good practice by Transparency International. They highlighted

that while the letter advised the City of London was meeting good practice, it suggested more improvement was needed in some areas. They argued that previous decisions of Members not to address this had resulted in reputational risk for the Corporation and they advised that this be considered alongside the Lisvane Review. They highlighted that Lisvane's recommendations to restrict Members of property committees from sitting on the Planning committee aligned with Transparency International's recommendations, while the introduction of panels or reducing the size of the Planning committee did not.

- A Member commented that Lisvane had an undue focus on efficiency at the expense of democracy. Given the independent structure of the Court and the particular importance attached by many voters to planning issues it was, in their view, essential to retain the Ward structure. It was also considered to be the best way of resolving the linked issues of perception of bias/increased potential for corruption.
- With regard to the efficiency of the Committee, it was suggested that this could be improved by holding shorter meetings which were dedicated to applications from specific areas e.g. City East and City West, an approach recently adopted by the Police. Other meetings could then be devoted to general issues or specific applications of huge importance. It was noted however that these changes might lead to more pressure on the Chairman - already a testing and critical role. Consequently, it was suggested that a second Deputy post could be created, with the added benefit of serving as a useful training ground for a future Chairman.
- A Member commented that in general, residents and workers had common interests and therefore they strongly opposed attempts to create a division. They noted however that there needed to be far more sensitivity to planning applications particularly close to significant clusters of residents e.g. Barbican, Golden Lane and Middlesex Street. It was suggested that, in these areas particularly, tensions were exacerbated by consistent raising of heights and increased massing. Many residents felt that the City Corporation's approach to planning matters did not reflect a commitment to residents. To reduce anguish, it was suggested that there should be restrictions on developments bordering cluster areas.

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<b>Committee</b>	<b>Date</b>
Policy & Resources Committee <i>(For Decision)</i> Court of Common Council <i>(For Decision)</i>	11 March 2021 Urgency
<b>Subject</b>	<b>Public</b>
City of London Corporation Scheme of Delegations to Officers	
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	The Scheme underpins operational ways of working which impact delivery of the Corporate plan
<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 & Chief Executive	<b>For Decision</b>
<b>Report Author</b>	
Amanda Mays, Programme Director Target Operating Model	

## Summary

This paper contains a proposal relating to interim amendments to the City of London Corporation’s Scheme of Delegations to Officers.

The proposals are to reflect the roles and structure agreed at the Court of Common Council on the 3 December 2020. An update to the Scheme is required to ensure that the delegations are assigned appropriately to the new the newly appointed Tier 1 Leadership. This is to enable them to carry out the day to day management of all services and for the discharge of specific statutory and non-statutory functions, from the 1 April 2021.

No change is proposed to the delegations themselves other than who has responsibility for them from 1 April 2021 – a ‘lift and shift’ approach. Further minor amendments will be required following the development of lower levels of the Organisation Structure, which is planned to be completed through FY21/22.

## Recommendations

Policy and Resources Committee are recommended to:

- i. Accept the proposals as outlined for onward approval at the Court of Common Council.
- ii. Delegate minor amendments to the Scheme of Delegations to the Town Clerk and Chief Executive whilst structures are developed and implemented throughout the next 12 months

- iii. To note that a full update to the Scheme for approval to be brought back to the Policy and Resources Committee no later than March 2022.

## **Main Report**

### **Background**

1. In December 2020 the Court of Common Council approved a new Tier 1 structure for the City Corporation. This therefore means the current Scheme of Delegations to Officers requires updating.
2. This report is not requesting amendments to the delegations, as written, but the officer to whom they are delegated to, in order to ensure alignment with the new Tier 1 operating model.
3. New Tier 1 Chief Officers are being appointed and it is essential they understand the delegations afforded to them to enable them to carry out the day to day management of all services and for the discharge of specific statutory and non-statutory functions, from the 1 April 2021. The revision is also required to ensure there is no ambiguity in accountabilities across our Tier 1 leadership.
4. The principle applied is that all delegations are to the Town Clerk and Chief Executive and to Tier 1 Leaders. Tier 1 Leaders will then delegate as required to ensure that the requirements of the delegations can be met by appropriately skilled and qualified individuals.

### **Current position**

5. The current Scheme of Delegations to Officers can be seen here:  
<https://corpoflondon.sharepoint.com/sites/Intranet/Shared%20Documents/Committee%20and%20Members%20Services/scheme-of-delegations-covid-emergency-measures.pdf#search=delegations>
6. It is noted that the Scheme was last approved in full on the 18 July 2019 and updated in April 2020 to reflect emergency measures as a result of the Covid pandemic. Further temporary amendments were confirmed in November 2020.

### **Options**

7. The Scheme of Delegations cannot be fully updated until all the structures have been approved and implemented as it contains specific delegations to other, generally Tier 2, officers. There is therefore an option to keep the Scheme as is and then update the Scheme later in the year when this is known. This is not recommended as the new Tier 1 Leaders need to understand the delegations afforded to them to enable them to carry out the day to day management of all services and for the discharge of specific statutory and non-statutory functions, from April 2021.

8. Consideration has also been given to delay updating the Scheme in full to include any changes to the Tier 1 Leaders delegations, which may arise from the outcome of the Lisvane Review. Again, this is not recommended for the reason outlined in paragraph 7 but will be required. It is recommended that this be completed by the end of March 2022.
9. The proposal in this report is to proceed with amendments to reflect the changes to Tier 1 structure that are required now, to request delegation for the Town Clerk and Chief Executive to make other minor amendments where necessary, and to provide a full report of all required changes to Committee, no later than March 2022. An example of a minor amendment that may be required relate to where Tier 2 roles are named and are subject to change. This will not include any amendments to the delegations as stated, only to the roles they are delegated to.

### **Proposals**

10. Proposed amendments to the Scheme of Delegations are listed below:
  - a. The nomenclature to be updated throughout
  - b. Delegations to other Officers to be updated
  - c. To represent the move in functions across Tier 1 Leaders, such as culture to Innovation and Growth and the Cemetery and Crematorium to Environment.
11. An amended proposed version can be seen at Appendix 1.

### **Next steps**

12. If the Policy and Resources Committee approve the amendments to the Scheme the next step will be to seek approval at the Court of Common Council.
13. The Scheme, once approved, will then be shared with Tier 1 Leaders, as well as those impacted, so that the Scheme is understood and used in practice.
14. A full review of the Scheme to be proposed by the end of March 2022.

### **Corporate & Strategic Implications**

15. Strategic Implications – The changes proposed will ensure clarity of delegated tasks to Officers in line with the new Operating Model.
16. Financial, Resource, Equalities, Security, Climate and Risk Implications – none
17. Legal Implications – The legislative list previously included under the Director of Markets and Consumer Protection has been reviewed and now split

between the Chief Operating Officer (Markets Director) and the Executive Director, Environment.

## **Conclusion**

18. An updated Scheme of Delegations is necessary to support the new Tier 1 Leaders in the City Corporation from the 1 April 2021. Changes are necessary due to the new operating model and the proposal is an interim measure whilst changes continue to be made. An updated proposal to be brought back to the Committee no later than 31 March 2022.

## **Background Papers**

[City of London Corporation Scheme of Delegations to Officers](#)

## **Appendices**

1. Proposed Scheme of Delegations

## Scheme of Delegations to Officers

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# **Scheme of Delegations to Officers**

## **The General Conditions of Delegations**

### **Overall Delegations to Officers**

The Court of Common Council has agreed the principle that authority should be delegated to Chief Officers (and their nominated Deputies or Assistants) for carrying out the day-to-day management of all services and for the discharge of specific statutory and non-statutory functions.

All delegations to officers are subject to any statutory provisions which apply; the exclusion of any matters which remain for decision by the Court and/or any Committee unless specifically delegated to a particular officer; and accountability to the Court and/or any Committee in respect of decisions made under delegated authority.

All delegations to officers in accordance with the general powers detailed below are to be exercised in consultation with the relevant Chief Officers where appropriate and shall be deemed to be exercisable in relation to the City of London Corporation in any of its legal capacities unless otherwise specified or the context indicates otherwise.

### **Day-to-Day Management**

Chief Officers (and their nominated Deputies or Assistants) are authorised to implement agreed policies and to act on the City of London Corporation's behalf in the discharge of its statutory and non-statutory functions and to exercise powers in relation to the day-to-day management of the service area for which they are responsible. (Day-to-day management should include those items which have been recognised as such by past practice or by specific decision/resolution, or where the Town Clerk, in consultation with the Chief Officers, agrees is ancillary to or analogous with matters accepted as being within the scope of day-to-day business exercisable by officers.) This includes authority to:

- a. appoint and manage staff in accordance with agreed policies and procedures, except in respect of appointments and dismissals in relation to posts graded H and above and where this scheme of delegation indicates otherwise;
- b. undertake staff re-organisation in accordance with agreed policies and procedures and within budget limitations;
- c. place orders and enter into contracts for the supply of goods and services in line with the Public Contracts Regulations 2015 and the City of London Corporation's Procurement Code, Parts 1 and 2 and to authorise or incur any other expenditure for which provision has been made in the appropriate budget or capital programme subject to limits set out in Standing Orders and Financial Regulations and subject to these not being in conflict with existing contracts;



- d. Manage any physical assets, including land and buildings for which the relevant Chief Officer is responsible, subject always to the advice of the City Surveyor and Executive Director Property and any relevant policies and strategies in relation to property asset management.

## **Limitations**

1. Any exercise of delegated powers by officers shall:
  - a. comply with the City of London Corporation's Standing Orders, Financial Regulations, Project Procedure and the Procurement Code, Parts 1 and 2;
  - b. have regard to any agreed policies, objectives and service standards including any management directions;
  - c. have regard to the overall management and co-ordination of the work of the City Corporation and the achievement of corporate standards;
  - d. not authorise expenditure except in accordance with approved revenue estimates or capital programmes;
  - e. not involve a new policy or extend an existing policy of the City Corporation (except where the Town Clerk and Chief Executive is acting in accordance with urgency powers);
  - f. be in accordance with any existing approved scheme or direction of the City Corporation, its Committees or Sub-Committees; and
  - g. be the subject of prior consultations with the appropriate professional or technical officers of the City Corporation where technical and/or professional considerations are concerned which are not within the province of the Chief Officer.
2. Any delegation to a Chief Officer may be exercised by any officer authorised by the Chief Officer either generally or specifically for the purpose (except where restrictions exist in employment policies). The Town Clerk may exercise any function delegated to a Chief Officer at his discretion.
3. All delegation is without prejudice to the jurisdiction of the City of London Corporation or of the relevant Committee or Sub-Committee. Any officer may refer a matter to a Committee or Sub-Committee in lieu of exercising delegated powers.
4. Subject to the foregoing conditions and to any special conditions which may have been or may in future be applied in respect of particular matters Chief Officers will be expected to make such decisions and to initiate such action as they deem

necessary in the interests of the efficient running of their departments and the services which they administer.

5. Within their terms of delegation any reference to a statutory provision shall be deemed to refer to any statutory re-enactment or amendment of the provision.

The following powers are delegated to Chief Officers:

#### **Expenditure**

6. To incur revenue and capital expenditure and enter into commitments on behalf of the City of London Corporation where appropriate provision has been included in either the revenue or capital estimates, subject to compliance with Standing Orders, Financial Regulations, the Project Procedure and Procurement Code.
7. To authorise virement of local risk budgets in accordance with Financial Regulations, subject to the approval of the Chamberlain and Chief Financial Officer.

#### **Contracts**

8. To approve contracts that are exempt from the Procurement Code, as referenced in the Corporate Competitive Procurement Exemption Policy which outlines the exemption relationship, subject to:
  - a. A £1,000,000 upper threshold;
  - b. A reporting procedure being put into place;
  - c. Officers maintaining adequate documentation, recording the detailed checks undertaken to support the approval of the contractual situation ;
  - d. Officers being required to sign a declaration that they have no personal connection with the contractors.
9. To sign contracts, in accordance with established procedures in Standing Orders, where the signature of the Comptroller and City Solicitor is not required.

#### **Property**

10. Subject to the prior advice of the City Surveyor and Executive Director Property, to deal with the day to day management and maintenance of all facilities under their control where specific functions have not been delegated to another officer.

#### **Surplus Equipment**

11. To dispose of surplus or obsolete vehicles, plant, apparatus, furniture, office or other books and equipment subject to any requirements laid down by the City of London Procurement Service (CLPS).

#### **Casual Lettings**

12. Subject to the prior advice of the City Surveyor and Executive Director Property, to approve the casual or occasional use of land, premises or equipment under the control of the department.

#### **Access to Information**

13. To act as proper officer for the purpose of identifying background papers for reports written by the department. In the case of joint reports this role will be discharged by the Senior Officer.

#### **Health and Safety**

14. To be responsible for ensuring, so far as is reasonably practical, the health and safety of everyone who may be affected by the work and activities of the department.

15. To comply with the City of London Corporation's Health and Safety Policy, delegating this responsibility as appropriate in accordance with the Policy.

## **EMPLOYMENT MATTERS**

**UNLESS OTHERWISE SPECIFIED, RELATES TO CITY OF LONDON CORPORATION EMPLOYEES OTHER THAN TEACHERS AT THE CITY SCHOOLS. POLICE OFFICERS ARE ALSO EXCLUDED.**

**THE EMPLOYMENT POLICIES AND PROCEDURES IN THE EMPLOYEE HANDBOOK AND THE HEALTH AND SAFETY POLICY SET OUT WHAT AUTHORITIES CAN BE EXERCISED IN RELATION TO EMPLOYEES. THIS SECTION SUMMARISES THOSE DELEGATIONS AND REFERENCES THE POLICIES AND PROCEDURES UNDER WHICH THE MOST UP TO DATE INFORMATION IS CONTAINED. IT ALSO SETS OUT DELEGATIONS NOT COVERED BY SPECIFIC POLICIES OR PROCEDURES.**

**THE EXERCISING OF ANY DELEGATION IS SUBJECT TO THE FINANCIAL IMPLICATIONS BEING CONTAINED WITHIN THE APPROPRIATE EXISTING LOCAL OR CENTRAL RISK BUDGETS.**

### **SECTION 1 – CHIEF OFFICER ACTING ALONE**

#### **Posts**

16. To create and delete posts up to and including Grade H subject to adherence to the Job Evaluation scheme, agreed policies and procedures in the Employee Handbook regarding the creation and deletion of posts and guidance agreed by Establishment Committee in relation to restructures.
17. To approve submissions to Corporate HR of requests for re-evaluation of a post under the Job Evaluation Scheme.
18. Determine which posts are 'sensitive posts' for the purpose of defining Politically Restricted Posts and make a recommendation to the Standards Committee if a request for an exemption is made.

#### **Appointment of Staff**

19. To appoint casual and agency workers and temporary staff subject to appropriate use of these types of workers in line with legal and corporate requirements and procedures and within local risk budget. To appoint to existing and new posts on a permanent or fixed basis in line with the recruitment and selection policy and guidelines in the Employee Handbook and subject to any approval process in place at the time.
20. Chief Officers may also:
  - a. apply variable clauses to the contract from the pre-approved corporate list;
  - b. appoint, progress and reward employees on the appropriate scale point in accordance with the Pay Progression Policy;

- c. authorise acting up arrangements and associated allowances in accordance with the Acting Up Policy.
21. To determine appointment of a candidate or continued employment of an employee, with advice from the corporate Disclosure and Barring Service Lead Signatory, in cases where any potentially relevant risks are identified in accordance with the Disclosure and Barring Policy.

### **Terms, Conditions and Allowances (Contractual or Non-Contractual)**

22. Chief Officers can for new appointments or in line with existing individual contracts:
- a. Fix the working hours of posts provided they are in compliance with the Working Time Regulations.
  - b. Authorise appropriate contract hours or overtime and unsocial hours working payments in accordance with the Employee Handbook.
  - c. Authorise movement through an agreed career grade scheme.
23. To determine flexible working, job sharing and home working requests in line with statutory and policy requirements contained in the Employee Handbook.
24. To authorise official travel (and costs) by employees in accordance with the Business Travel Scheme.
25. To approve allowances in relation to travel and meal, relocation, motor vehicle and cycle; loans in relation to car, motorcycle and bicycles and payment of professional fees/annual subscriptions provided they are in accordance with the provisions and criteria set out in the Employee Handbook.
26. To authorise payment of First Aid Allowance to appropriate qualified employees if the need for them to provide first aid cover is not part of their job description.
27. To deal with matters of conduct, capability, probation, attendance, employee grievances and other associated employment matters in conjunction with the Executive Director of Human Resources as required and in accordance with the relevant HR policies and procedures in the Employee Handbook. To deal with formal employee appeals against decisions apart from those reserved for the Staff Appeal Committee.

### **Leave**

28. To authorise special leave for compassionate, emergency, dependents and other special leave with pay of up to 5 days per annum, following the guidelines found in the Employee Handbook.

29. To authorise participation in public duties; non-regular forces; reservists' voluntary mobilisation; volunteering and training and development in accordance with the special leave provision in the Employee Handbook.
30. To approve unpaid leave whether or not additional costs are incurred for cover in accordance with the Employee Handbook.
31. To approve the carry-over of more than 5 days annual leave up to the end of March the following year (unless related to maternity or sickness in accordance with those schemes).
32. To approve leave arrangements in relation to maternity, paternity, adoption and parental leave, in line with statutory requirements and guidance in the Employee Handbook.
33. To approve Career Break requests in line with the policy in the Employee Handbook.

### **Development**

34. To authorise the attendance of officers at conferences, meetings and seminars in the UK to acquaint the employee with current developments associated with their work and in connection with training and development, and also attendance at overseas events in accordance with the Business Travel Scheme.
35. To approve secondments to external bodies in the UK or internationally and/or to other Departments of the City of London Corporation in line with HR guidance.
36. To authorise time off for attendance at learning and development events and costs in support of learning and development as set out in the Employee Handbook special leave provisions.

### **Benefits**

37. Agree whether a post can be covered by the Flexitime Scheme for posts up to and including Grade F and to determine the flexitime workplace arrangements in accordance with the scheme.
38. Approve Long Service award gifts for eligible employees in accordance with the long service award scheme.

## **Section 2 – Delegations to Chief Officers subject to Notification to the Executive Director of HR**

39. To authorise selection of candidates to Senior Management posts of Grade I and above. The process must involve a Selection Panel including the Executive Director of HR as set out in the Recruitment and Selection Policy.
40. To re-designate posts up to and including Grade H where it can be shown there are no grading implications. For professional posts there must be consultation with and approval by the Head of Professional Service.
41. To approve retirement with unreduced benefits under Regulation 31 ('85-year rule') where there is no cost.

## **Section 3 – Delegation to Chief Officers in Agreement with the Executive Director of HR**

42. To authorise the dismissal of employees on grounds of permanent ill health and any associated early release of pension for such employees and ex-employees in accordance with the relevant provisions.
43. To authorise special leave for compassionate, emergency, dependents and other special leave with pay for between 6 and 10 days per annum subject to adherence to Special Leave Policy guidelines in the Employee Handbook. Any extensions beyond 10 days require the approval of the Executive Director of HR in consultation with the Chairman and Deputy Chairman of the Establishment Committee.
44. In exceptional circumstances to authorise payment in lieu of the balance of annual leave (above the statutory amount which must be taken in any year) that could not be taken by the end of March of the following year due to work requirements. Payment will only be for the year preceding the year in question.
45. To authorise severance terms/settlements following advice from the Comptroller and City Solicitor as appropriate.
46. To authorise sick pay extensions beyond contractual entitlement for posts grade H and below. Grade I and above must also be agreed with the Chairman and Deputy Chairman of the Establishment Committee.
47. To set career grade structures and criteria for relevant posts.
48. To waive reductions to pension benefits in cases of early retirement or flexible retirement with the agreement of the Chamberlain and Chief Financial Officer.

#### **Section 4 – Delegation to Chief Officers in Agreement with other Authorities**

49. To authorise honoraria payments up to the value of £5,000, for posts Grade H and below with approval from the Market Forces Supplement Board (being a group of officers appointed from time to time by the Town Clerk for the purpose). Payments over £5,000 and of any value for grades I and above must go to the Market Forces Supplement Board and Establishment Committee.
  
50. To authorise payments of Market Forces Supplements with the approval of the Market Forces Board up to the maximum values of outlined in the Pay Progression Policy within the Employee Handbook. Payments over these maximum values must go to the Market Forces Board and Establishment Committee. Cases must have a business case with current and relevant market information and will be subject to review and reauthorisation for their continuation.
  
51. To authorise moderated incremental progression, accelerated increments and discretionary bonus/recognition payments (up to grade J) under the contribution pay scheme in line with the expected distribution and with the agreement of the Market Forces Supplement Board.
  
52. To authorise redundancy for posts below grade I. Associated payments and capital costs for release of pension to be approved by the Executive Director of HR and Chairman and Deputy Chairman of the Establishment Committee in accordance with the relevant policies in the Employee Handbook and pension regulations. Grade I and above must go to Establishment Committee for approval. Settlements agreements must be issued via the Executive Director of HR where any enhancement payments are agreed.



## **TOWN CLERK AND CHIEF EXECUTIVE**

The following powers are delegated to the Town Clerk and Chief Executive:

### **Operational**

1. To act as head of the paid service for the City of London Corporation.
2. To co-ordinate the development and implementation of corporate policy and strategy, and to act as the principal adviser to the Court of Common Council and its committees thereon.
3. To deal with disciplinary matters, grievances and other employment matters other than those which are the responsibility of Chief Officers in the management of their departments.
4. To be responsible for investigating complaints against the City of London Corporation from members of the public in accordance with the Corporate Complaints Procedure.
5. To be responsible for the administration of the oath or declaration of office to the Lord Mayor, Aldermen and Sheriffs, and every other person admitted to any corporate office.
6. To be responsible for ensuring the City of London Corporation discharges its functions and duties as part of the authority's local arrangements under the Civil Contingencies Act 2004.
7. To be responsible for the making of all unopposed highway stopping up orders under Sections 247 and 257 of the Town and Country Planning Act 1990, as amended by Section 270 and Schedule 22 of the Greater London Authority Act 1999, pursuant to Section 101 of the Local Government Act of 1972.
8. Issue contracts of employment for Chief Officers.
9. Suspension, and management of disciplinary, capability and complaints procedures for Chief Officers in line with Chief Officer procedures.
10. In the City of London Corporation's capacity as a local authority, police authority or port health authority, to:
  - a. consider any application for exemption from political restriction that is made to him in respect of any post by the post holder;
  - b. where appropriate, give directions requiring the City of London Corporation to include a post in the list of politically restricted posts that it maintains in accordance with the provisions of the Local Government and Housing Act 1989.

### **Elections**

11. To issue all precepts to the several wards for the election of the Ward Members and officers, and to the different companies of the City to assemble in Common Hall, whether for elections or other purposes; and to issue all other precepts that may be required to the several wards and companies of the City. To receive the returns to such precepts, and also to the wardmote indentures, and the returns of the annual election of Ward Members and officers.
12. To act as Electoral Registration Officer pursuant to the Representation of the People Act 1983.
13. To superintend, under the Sheriffs, the conduct of polls at elections in Common Hall.
14. To prepare the lists of the respective Aldermen and others in nomination for Lord Mayor, Sheriffs, and annual Officers elected by the Livery. To draw up their proceedings at such elections, and such other proceedings as may be transacted at any meeting of the Livery in the Common Hall. To issue the precepts for holding the said Common Halls and to record the proceedings thereof.

#### **Proper Officer**

15. To act as the Proper Officer for the Rent Act 1977 (as amended by the Housing Act 1980).

#### **Culture and Libraries Functions**

16. To be responsible for the London Metropolitan Archives, Guildhall and City Business Libraries, Guildhall Art Gallery, London's Roman Amphitheatre, Billingsgate Roman House and Baths and the City of London Police Museum.
17. To approve loans in to and out of the premises named above for exhibitions and/or display
18. To revise all fees and charges, including admission fees, with the discretion to reduce or waive such fees and charges in appropriate circumstances, for the premises named above
19. To authorise the siting of donation boxes on the premises named above.
20. To be responsible for the management and staffing of the City of London Police Museum

#### **City Information Centre**

21. To be responsible for the City Information Centre (CIC) and to approve new products and services supplied by external suppliers for sale by CIC staff or through third party concessionaires (e.g. the Foreign Exchange).

22. To approve fees and licensing arrangements for window and racking space to third party concessionaires for advertising or promotional purposes or to waive such fees as appropriate.
23. To authorise the siting of donation boxes on City Information Centre premises

### **Outdoor Events Programme**

24. To approve programmatic content for the public events schedule in Guildhall Yard, in consultation with the Remembrancer and Chief Commoner in instances where reputational (or other) risk is anticipated.
25. To approve programmatic content for the outdoor arts programme replacing the City of London Festival

### **Cultural and Visitor Strategies**

26. To approve activities, work programmes and publishing in support of the City's Cultural and Visitor Strategies
27. Approve financial, in-kind and collaborative partnerships to deliver the City's Cultural and Visitor Strategies

### **Delegations to other Officers**

28. The following authority is also delegated to the officers indicated to be exercised either:
  - a. at the direction of the Town Clerk and Chief Executive or
  - b. in the absence of the Town Clerk and Chief Executive
  - a. Items 16 – 27 above are delegated to Executive Director, Innovation and Growth
  - b. This item is delegated to the Chief Operating Officer - to act in consultation with any relevant Chairman and Deputy Chairman in cases where urgent decisions may be required as provided for in Standing Order No. 41 and also in cases (whether under Standing Order No. 41 or otherwise) where action may be taken under authority delegated by a committee.
  - c. The following authority is delegated to the Managing Director, Bridge House Estates - to act in consultation with any relevant Chairman and Deputy Chairman in cases where urgent decisions may be required as provided for in Standing Order No. 41, in respect of Bridge House Estates and/or any other charity in which the City of London Corporation has a material interest, and also in cases (whether under Standing Order 41 or otherwise) where action may be taken under authority delegated by a Committee in respect of Bridge House Estates.

## **CHAMBERLAIN AND CHIEF FINANCIAL OFFICER**

The following powers are delegated to the Chamberlain and Chief Financial Officer :

### **Operational**

1. To be the officer responsible for the conduct of the City of London Corporation's financial affairs and, in particular, to be the proper officer for the purpose of Section 6 of the Local Government Housing Act 1989.
2. In consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub-Committee to authorise the carry forward of unspent balances within the revenue budgets.
3. To authorise all virements within locally controlled budgets.
4. To exercise such powers as may from time to time be delegated to him through the Treasury Policy Statement.
5. To authorise the payment of precepts, levies and contributions to the national non-domestic rates pool.
6. To operate market force supplements for Chamberlain and Chief Financial Officer's Department staff within the set maximums.
7. To determine the financing of capital expenditure.
8. To deal with and agree claims received under the Riot (Damages) Act, 1886.
9. To, temporarily, as an emergency response to the Covid-19 pandemic, write off all debts due to the City of London Corporation which are irrecoverable of up to £100,000 (Head of Revenues) and of up to £500,000 (Chamberlain and Chief Financial Officer ), with any amount in excess of £500,000 to be submitted to Finance Committee for approval. Finance Committee to receive a report for information on any write-offs over £25,000.
10. To write off all unclaimed credit amounts.
11. To, temporarily, as an emergency response to the Covid -19 pandemic, authorise the granting of discretionary rate relief under section 47 and section 49 of the Local Government Finance Act 1988 up to £25,000 per annum, and to determine and award all business grant payments under the government support schemes (Head of Revenues).
12. To agree (Local Government Finance Act 1988) Section 44A Allowances (empty rate relief on partly occupied properties).
13. To agree minor amendments to the ordinance of City Companies and Livery Companies in consultation with the Chairman of the General Purposes Committee of Aldermen.

14. To act as Head of Profession for Finance, with the right to issue technical standards and guidance in respect of such matters for use throughout the City of London Corporation and to be consulted on staffing arrangements for any of those functions within other Departments.

15. To carry out all functions in relation to Trophy Tax.

16. To sign grant claims and other returns on behalf of the City of London Corporation.

**Delegations to other Officers**

17. The following authorities are also delegated to the Officers identified to be exercised either

- a. at the direction of the Chamberlain and Chief Financial Officer; or,
- b. in the absence of the Chamberlain and Chief Financial Officer

Deputy Chamberlain and Chief Financial Officer - Items 5, 9-12, and 14

Deputy Director, Financial Services	}	
Corporate Treasurer	}	Items 5, 15 and 16

Head of Revenues - Items 9 (Up to £100,000), 10 (Up to £5,000), 11 and 12

## **COMMISSIONER FOR THE CITY OF LONDON POLICE**

The following powers are delegated to the Commissioner of Police for the City of London. The Commissioner also discharges all functions vested in the office of Commissioner by virtue of the common law and relevant legislation in force from time to time.

### **Human Resources**

1. To authorise the variation of staff numbers and structures (both Police Officers and civilian staff) provided that the costs can be contained within the Police estimates.
2. In respect of civilian staff to authorise, subject to the agreement of the City of London Corporation's Executive Director of HR, variations in terms and conditions of employment, other than basic pay, leave, sick pay and other core terms.
3. To authorise minor amendments, by prior agreement with the City of London Corporation Executive Director of HR, to HR policies to take account of the policing environment.
4. To authorise the provision of occupational health services to civilian staff, in line with the shared service provided with the City of London Corporation's occupational health officer.
5. To authorise the purchase of training for civilian staff from the City of London Corporation's Training Section.
6. To exercise powers of direction and control in respect of Police (civilian) staff for operational purposes.

### **Finance**

7. To authorise virements between all heads in the Policing Plan budget (with the exception of capital financing and support costs) subject to prior consultation with the Chamberlain and Chief Financial Officer wherever a transfer of resources is proposed from a non-staffing to a staffing budget.
8. To make annual grants to the Force Athletic and Sports Club.

### **City of London Police Museum**

9. To be responsible for the management of the museum collection.

### **Delegations to other Officers**

10. The following powers are delegated to the Assistant Commissioner of the City of London Police:

Authority to act and to enter into arrangements in relation to:

- a. The supply of goods and services in respect of which a charge is made to the recipient;
- b. Sponsorship, including gifts and donations.

## **COMPTROLLER AND CITY SOLICITOR**

The following powers are delegated to the Comptroller and City Solicitor:

1. To attest the City of London Corporation's Seal.
2. To act as Vice Chamberlain and Chief Financial Officer.
3. To sign contracts (and similar documents where intended to have legal binding effect) on behalf of the City of London Corporation, either in his own name or on behalf of the City of London Corporation, where any required authority or approval of a sub-Committee, Committee or of the Court of Common Council (or Court of Aldermen) has been obtained, or where such authority has been delegated to another officer of the City of London Corporation and that officer has requested or instructed the Comptroller and City Solicitor to do so.
4. To issue, defend, settle or participate in any legal proceedings, prosecution, inquiry, procedures or documentation where such action is necessary to give effect to the decisions of the City of London Corporation, or in any case where the Comptroller and City Solicitor considers that such action is necessary to protect the City of London Corporation's interests.
5. To instruct counsel, witnesses, experts and external solicitors as appropriate.
6. To authorise officers to appear on behalf of the City of London Corporation in proceedings in the magistrates' courts, pursuant to Section 223 of the Local Government Act 1972.
7. To act as Monitoring Officer pursuant to section 5 of the Local Government and Housing Act 1989.
8. To act as Data Protection Officer pursuant to Article 37 of the General Data Protection Regulation (EU) 2016/679 and Section 69 of the Data Protection Act 2018.



## **CHIEF OPERATING OFFICER**

The following powers are delegated to the Chief Operating Officer.

### **EMPLOYEE SERVICES**

1. To act as Head of Profession for IS and Procurement, with the right to issue technical standards and guidance in respect of such matters for use throughout the City of London Corporation and to be consulted on staffing arrangements for any of those functions within other Departments.
2. To authorise the suspension of pension contributions.
3. To give approvals in respect of contract delegated lettings and waivers in accordance with the Procurement Code, Part 1, including waivers up to £50,000.

### **MARKETS**

4. To agree the assignment of standard form tenancies.
5. To grant tenancies at will to suitably qualified applicants in a standard form previously approved by the Comptroller and City Solicitor.

### **HUMAN RESOURCES**

6. To prepare, authorise and execute Settlement Agreements on termination of employment.
7. To authorise increases to:
  - a. the Teachers' salary scale effective from 1 September each year in line with the School Teachers Review Body recommendation once this has been approved for state sector teachers;
  - b. the lump sum allowance for new qualified teachers taking up their first teaching position, based on the annual increase in the RPI (all items published in March each year);
  - c. Coroner's and Judge's salaries on receipt of Circular from NJC;
  - d. City of London Corporation Special Supplement and salary increases for Occupational Health Manager in line with increases promulgated by the Royal College of Nursing for Occupational Health Nursing employees.
8. To authorise increases in allowances payable to employees in accordance with statute and agreed pay policy and other Employee Handbook provisions.
9. To approve the selection process for and authorise the appointment of recruitment advertising agency and search and select agencies as appropriate.

10. To re-designate posts Grade I and above where it can be shown there are no grading implications. Reference to Town Clerk or Service Committee where appropriate.
11. To authorise the application of discretions in relation to Pensions benefits (including flexible retirement and release of pension on compassionate grounds) in line with the agreed discretions and delegations of the Establishment Committee (set out in the Policy Statement on the use of Employer's Discretions that Apply to Employees of the City of London).
12. In consultation with the Chairman and Deputy Chairman of the Establishment Committee, to authorise:
  - e. exceptional payment of private diagnostic medical costs up to £5,000, where there is a business benefit, and legal fees up to £5,000 for individual employees in cases connected with their work in which we support their position;
  - f. compassionate leave for 16 or more working days or where any request for compassionate leave is outside policy guidelines;
  - g. extending lodging allowances and other disturbance payments beyond 52 weeks.
13. In consultation with Chief Officers and the Chairman and Deputy Chairman of the Establishment Committee to authorise sick pay extensions beyond normal contractual entitlement for grade I and above.

### **Delegations to other Officers**

14. The following authorities are also delegated to the Officers identified to be exercised either
  - a. at the direction of the Chief Operating Officer ; or,
  - b. in the absence of the Chief Operating Officer

Commercial Director - Items 1 and 3

Chief Information Officer - Item 1

Markets Director, Superintendents of Billingsgate Market, Smithfield Market and New Spitalfields Market - Items 4 and 5

Executive Director of Human Resources – Items 6 to 13

### **Legislative**

15. To authorise duly appointed officers to act under any enactments, regulations or orders relating to the functions within the purview of the Committee and Department, including as detailed below.

*The Chief Operating Officer and any staff authorised by him are indemnified against all claims made against them including awards of damages and costs arising out of acts done by them in the bona fide discharge or purported discharge of such functions.*

	<b>Legislation</b>	<b>Delegated Function</b>
1.	Health Act 2006	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices

## **CITY SURVEYOR AND EXECUTIVE DIRECTOR PROPERTY**

The following powers are delegated to the City Surveyor and Executive Director Property:

### **Operational**

1. To act in accordance with the general powers detailed below, and in consultation with the relevant Chief Officer, in relation to all property owned by the City of London Corporation in any of its legal capacities.

### **Property Management**

2. To act in respect of:-
  - a. all lettings, including lease renewals, with an annual rent of up to and including £500,000 per annum exclusive which are for a term of 25 years or less, providing the terms are at or above market value;
  - b. all quarterly tenancies, dilapidations, tenancies at will, licences, easements, wayleaves, Rights of Light, crane oversail, hoarding licences and similar arrangements;
  - c. to negotiate and agree all rent reviews, including nil increase reviews, except where the increase is in excess of £250,000 per annum exclusive;

and to report all such cases to the Property Investment Board on a quarterly basis.

3. To negotiate terms and accept surrenders of leases where the rent is less than £200,000 per annum and where the premium is no more than £400,000;
4. To act in respect of a change in the identity of a tenant after terms have been approved by Committee, subject to there being no other material change in the terms and the financial covenant being no less strong;
5. To agree minor variations to the terms of ground lease restructurings, disposals, acquisitions and other complex transactions, together with leases being taken by the City of London Corporation as tenant and granted by the City of London Corporation as landlord, where the main terms have been approved by Committee and where the variations are necessary to complete the transaction expediently, such delegated authority to be exercised in consultation with the Comptroller and City Solicitor and the Chamberlain and Chief Financial Officer on financial matters and after taking legal advice from the Comptroller and City Solicitor;
6. To act in respect of any variation to the terms of any existing Lease, Tenancy, Licence or other agreement relating to property which do not affect the duration of, or income from such Lease, Tenancy or Licence by either:

- a. More than 10% of the income over the duration of the Lease, Tenancy or Licence, or
  - b. Where a premium of no more than £1,000,000 is payable to the relevant estate.
7. For all locations where the City of London Corporation is freeholder and the land is proposed to be redeveloped, subject to a Planning Agreement under Section 106 of the Town and Country Planning Act 1990 to:
- a. make it a condition of any freehold or leasehold disposal that the freeholder or leaseholder is required to enter into planning obligations on like terms with the Planning Agreement; and
  - b. consent to the City of London Corporation's land being bound by the planning obligations in the Planning Agreement.
8. To review periodically all operational and corporate property assets and to make recommendations to the Corporate Asset Sub-Committee for their better utilisation and improved efficiency, disposal or acquisition.
9. To approve licences for works, scaffolding, demolition or other works pursuant to or necessary for the implementation of an existing Committee approval.
10. To deal with party wall matters including being the Appointing Officer to make such appointments as are required in Section 20 of the Party Wall etc. Act 1996.

### **Property Maintenance**

11. To be responsible for the maintenance and upkeep of property owned by the City of London Corporation other than within the remit of the Community and Children Services Committee.
12. To approve schemes for refurbishment or re-development of up to £1,000,000 per scheme / per property, for investment properties, with funding either from the relevant sales pool, providing the sales pool is in credit with sufficient funds to cover the total cost of the scheme, or from other appropriate sources agreed with the Chamberlain and Chief Financial Officer .

### **Blue Plaque Scheme**

13. Accept and determine applications for Blue Plaques.
14. To deal with the replacement of damaged plaques and authorise the erection of replacement plaques in different locations using altered wording if, in the opinion of the City Surveyor and Executive Director Property (taking into account evidence supplied by the Director of Culture, Heritage and Libraries) a different

location or different wording would be more accurate or otherwise more appropriate.

15. Approve reasonable third-party professional fees up to £2,500 plus VAT from the City Surveyor and Executive Director Property's Blue Plaques budget; and,
16. Enter into formal licence agreements with building owners for the erection of Blue Plaques.

### **Capital Projects (whilst adhering to the City's Procurement Code)**

17. To appoint consultants for feasibility studies.
18. To seek pre-commencement consultancy or professional advice.
19. To seek cost advice.
20. To seek the advice of contractors on buildings surveys and measured surveys.
21. To drawdown on the costed risk register to an agreed limit.

### **Delegations to other Officers**

22. The above-mentioned authorities are also delegated to the Officers identified to be exercised either:
  - a. at the direction of the City Surveyor and Executive Director Property; or
  - b. in the absence of the City Surveyor and Executive Director Property
    - Investment Property Director
    - Corporate Property Director
    - Operations Director; or
    - Property Projects Director or their nominated Assistant Director
23. The following specific authority is delegated to Nicholas Gill (Investment Property Director) or his appointed deputies to exercise asset management functions as agent for the Trustee of the Bridge House Estates.
24. To appoint an independent valuer on behalf of the Lord Mayor of the City of London pursuant to section 13(2) of the City of London (Various Powers Act) 1948 and/or section 9(2) of the City of London (Various Powers Act) 1948.

### **Delegations in Emergency**

25. To carry out all necessary repair works to bridge and other structures in an emergency. To take all appropriate actions in an emergency to resolve Health and Safety property matters.

## **EXECUTIVE DIRECTOR OF COMMUNITY AND CHILDREN'S SERVICES**

Key functions delegated to the Executive Director of Community and Children's Services (DCCS) include, but are not limited to:

### **Services for Children**

1. To be the City of London Corporation's statutory Executive Director of Children's Services under section 18 of the Children Act 2004.
2. To carry out the functions of the City of London Corporation as a Children's Services Authority including those functions referred to in Schedule 2 of the Children Act 1989, Section 18 of the Children Act 2004 and the Adoption and Children Act 2002(as amended from time to time), including:
  - a. education functions conferred on or exercisable by the authority including the functions of the Corporation relating to child employment and the youth service, and functions relating to adult learning and further education, set out in Section 18(3) of the Children Act 2004 (as amended from time to time);
  - b. functions conferred on or exercisable by the authority which are social services functions (within the meaning of the Local Authority Social Services Act 1970 (c. 42)), so far as those functions relate to children;
  - c. the functions conferred on the authority under sections 23C to 24D of the Children Act 1989 (After care arrangements etc.) (c. 41) (so far as not falling within paragraph (b));
  - d. the functions conferred on the authority under sections 10 to 12, 12C, 12D and 17A of the Children Act 2004.
  - e. any functions exercisable by the authority under section 75 of the National Health Service Act 2006 on behalf of an NHS body (within the meaning of those sections), so far as those functions relate to children; and
  - f. the functions conferred on the authority under Part 1 of the Childcare Act 2006 in relation to Early Years;
  - g. the functions conferred on the authority under any new or amended legislation in relation to education or children's social care.
3. To carry out the functions of the City of London Corporation under section 31 of the Health Act 1999 (as amended from time to time) so far as those functions relate to children.
4. To arrange the use of Sir John Cass School premises for adult education classes, youth work and other after-school activities.

5. To submit responses to consultative documents issued by HM Government and its agencies relating to functions affecting children exercisable by the City of London Corporation whether in our local authority or general corporate capacity, subject to appropriate consultation with the Chairman and Deputy Chairman of the responsible Committee

### **Adult Services**

6. To be the City of London Corporation's Statutory Director of Adult Social Services under section 6(A1) of the Local Authority Social Services Act 1970 as amended by section 18(1) of the Children Act 2004.
7. To carry out the functions of the City of London Corporation in relation to Adult Social Services and Social Care including all social services functions under the Local Authority Social Services Act 1970 and the National Health Service and Community Care Act 1990 (as amended from time to time) so far as they relate to adults.
8. To be the principal point of contact for the conduct of business with the health service sector and carry out the functions of the City of London Corporation under the Health Act 1999 and any other health legislation (as amended from time to time) so far as these functions relate to adults.

### **Adult Skills and Learning**

9. To manage and run the apprenticeship service.
10. To prepare and submit funding bids to the Skills funding agency and other sources as appropriate.
11. To enter into partnerships with businesses and educational institutions on behalf of the apprenticeship scheme and skills and training.
12. To participate in regional and sub-regional programmes to enhance skills and learning.
13. To determine fees for adult education, youth and early years/out of school provision.

### **Housing**

14. To act on behalf of the City Corporation in its capacity as a local housing authority on all matters relating to the City Corporation's functions under the provisions of housing legislation, which include but are not limited to:
  - a. determining the strategic management and direction for Housing operational services;
  - b. exercising the functions as Housing Authority in accordance with the Housing Strategy and other relevant housing policies and plans;



- c. exercising the functions in respect of the preparation and development of appropriate strategies and plans, including those relating to housing investment, social tenancy, tenancy related matters, leaseholders and allocations;
  - d. undertaking the periodic reviews of housing needs and conditions within the City;
  - e. preparing and reviewing an Asset Management Strategy for consideration by Members;
  - f. maintaining the Housing Revenue Account in accordance with proper practices;
  - g. discharging of all functions and responsibilities in relation to the City Corporation's housing stock;
  - h. incurring housing repair and improvement expenditure within budget levels and the programmed maintenance of City dwellings, garages and estates;
  - i. incurring expenditure on adaptations to dwellings for people with disabilities within the approved budgets;
  - j. securing effective housing and neighbourhood management including the management of the City Corporation's housing properties, housing estates and ancillary amenities, including rent collection, recovery of arrears and debit control;
  - k. undertaking statutory and general consultations on housing matters with tenants, leaseholders and others;
  - l. exercising the powers relating to securing possession of the City dwellings, demotion orders, eviction of secure tenants, introductory tenants, non-secure tenants and licensees in accordance with City Corporation's policy;
  - m. attending the Barbican Residents' Association meetings and discharging functions as set out in the agreed terms of reference of that Committee.
15. To institute proceedings and enforcement remedies in relation to part 1-6 of the Anti-Social Behaviour, Crime and Policing Act 2014.

### **Homelessness**

16. To act on behalf of the City Corporation all matters relating to the City Corporation's functions and duties under the provisions of homelessness legislation (and relevant parts of housing legislation), which include but are not limited to:

- a. determining the strategic management and direction for homelessness services;
- b. exercising the functions in accordance with the Homelessness Strategy and other relevant policies and plans relating to homelessness and rough sleeping;
- c. exercising the functions in accordance with legislation to discharge statutory duties in response to homelessness legislation
- d. exercising the functions in respect of the preparation and development of appropriate strategies and plans;
- e. undertaking the periodic reviews of homelessness and rough sleeping needs and service provision within the City;
- f. incurring expenditure on emergency interim accommodation within budget levels;
- g. incurring expenditure on commissioned services within budget levels;
- h. securing effective preventative, outreach and assessment services for homelessness and rough sleeping services;
- i. undertaking statutory and general consultations on homelessness matters.

### **Barbican Estate**

17. In relation to the Barbican Estate:

- a. to approve lettings and sales between Committee meetings;
- b. to authorise sale prices at or above consultant values;
- c. to approve sales of residential property on the Estate;
- d. to approve assignments, sub-tenancies and tenancies at will to suitably qualified applicants between Committee meetings;
- e. to authorise signage on private areas of the Estate;
- f. to approve the occupation of accommodation by Estate Office staff in and around the Barbican;
- g. to approve the occupation of accommodation managed by the Barbican Estate to other City of London Corporation Departments.

18. To approve, where appropriate, filming and photography on the Estate.

19. To agree commercial rent levels in consultation with the City Surveyor and Executive Director Property, subject to reporting to the Barbican Residential Committee.
20. To approve valuations of flats submitted by consultant valuers.
21. To appoint consultants in accordance with Standing Orders.

**Commercial Property (within the Housing Revenue Account, the Barbican Housing Estate and Portsoken Pavilion Café)**

22. To approve all new lettings of commercial property at market value for a term of 15 years or less, with a minimum of five yearly upward only rent reviews. Such lettings to accord with the relevant approved commercial estate strategy.
23. To conclude all commercial property rent reviews, except where:
  - a. It is proposed that the rent is reduced;
  - b. the review is determined more than 12 months after the review date unless either (a) interest is payable on the reviewed sum, or (b) the matter has been referred for determination by a third party and has been so determined.
24. To approve all lease renewals of commercial property, where the lease is renewed by negotiation or where the lessee is entitled to renewal in accordance with Part II of the Landlord and Tenant Act 1954. Such renewal will be at market value for a term of 15 years or less, with a minimum of five yearly upwards only rent reviews.
25. To negotiate terms and accept surrenders of commercial leases where the level of income is maintained by the simultaneous grant of a new letting to either the existing or a new tenant.
26. To approve the grant of short-term periodic tenancies, tenancies at will, licenses, easements, and wayleaves in respect of cables, cranes, scaffolding and hoardings and similar arrangements of a non-permanent and determinable nature, other than those involving capital payments totalling in excess of £10,000.
27. To deal with Rights of Light and Party Wall matters and other items of a similar nature, including those where, in the opinion of the Director capital payments are not considered appropriate or the quantum of such payments has been determined by external advice.
28. To authorise formal minor amendments to any lease, tenancy, licence or other agreement relating to property which does not in the opinion of the Director materially affect the duration of, or income from such agreements.

(NB. The definition of 'market value', as referred to above, is as stated in the RICS Appraisal and Valuation Standards (7<sup>th</sup> edition) – Practice Statement 33:

*'The estimated amount for which a property, or space within a property, should lease on the date of valuation between a willing lessor and a willing lessee on appropriate lease terms in an arms-length transaction, after proper marketing wherein the parties had each acted knowledgeably, prudently and without compulsion. Whenever Market Rent is provided the 'appropriate lease terms' which it reflects should also be stated.'*)

### **Proper Officer**

29. To act as the Proper Officer for the London City Registration District (Registration of Births, Deaths, Marriages, etc.) pursuant to Section 29 of the Local Government Act 1972.

30. To act as the Proper Officer for the Rent Act 1977 (as amended by the Housing Act 1980).

### **Public Health**

31. To discharge the responsibilities for public health within The City of London in accordance with the requirements of the Health and Social Care Act 2012 and the NHS Act 2006.

32. To manage the City Corporation's Public Health functions (where these are not specially delegated to other Chief Officers).

33. Exercising the functions in planning for, and responding to, emergencies that present a risk to public health.

34. To cooperate with the police, the probation service and prison service to assess the risks posed by violent or sexual offenders.

35. To provide the City Corporation's public health response as a 'responsible authority' under the Licensing Act.

36. To develop and maintain the Joint Strategic Needs Assessment for the City of London and to discharge the responsibilities for research in relation to public health and wellbeing.

37. To produce an annual public health report.

### **Community Libraries – Barbican, Artizan and Shoe Lane**

38. To approve loans of library material to outside exhibitions.

39. To agree discounts of up to 50% to individual loan fees.

40. To waive loan fees in appropriate circumstances.

41. To negotiate the administrative fees to be charged in respect of scholarly loans.

42. To make promotional offers involving the waiving of charges for the library service.
43. To review charges, with discretion to reduce or waive such fees in appropriate circumstances
44. To negotiate and approve delivery of paid for services to third parties that are outside of statutory duties

### **Miscellaneous**

45. To enter into Commissioning arrangements for the provision of any of the functions of the Director of Community and Children's Services in so far as this is compatible with the general conditions of delegations.
46. To consider representations from persons seeking access to their files under the Data Protection Act 2018, and to grant such access as appropriate.

### **Delegations to other Officers**

47. The following authorities are also delegated to the Officers as appropriate to the relevant skills and experience of each to be exercised either.
  - a. at the direction of the Executive Director of Community and Children's Services; or,
  - b. in the absence of the Executive Director of Community and Children's Services

Strategic Director, Education, Culture and Skills – adult skills and learning  
Assistant Director People – services for children and adults  
Assistant Director, Commissioning and Partnerships – miscellaneous and other items relating to commissioning of services  
Assistant Director, Barbican Estate and Property Services – housing, Barbican Estate and commercial property  
Director of Public Health – public health  
Head of Barbican and Community Libraries – community libraries

## **EXECUTIVE DIRECTOR, ENVIRONMENT**

The following general powers are delegated to the Executive Director, Environment:-

### **Authorisations**

1. To authorise duly appointed officers to act under any enactments, regulations or orders relating to the functions within the purview of the Committee and of the Department.
2. To sign the necessary warrants of authorisation for the above officers.

### **Charges**

3. Setting miscellaneous hourly-based charges subject to agreement with the Chamberlain and Chief Financial Officer .

## **TRANSPORTATION AND PUBLIC REALM**

4. To implement, waive or vary charges relating to traffic management and /or the Public Highway and/or pipe subways such as parking dispensations, private apparatus in the highway, temporary road closures and traffic orders, scaffolding hoarding and fencing licenses, and charges for pipe subways (including under S.73 of the London Local Authorities Act 2007).
5. To grant permission or consent with or without conditions or refusing to grant permission or consent as the case may be with respect to applications made to the City of London Corporation.
  - a. under Part II of the Road Traffic Act 1991, relating to dispensations from, or the temporary suspension of, waiting and loading regulations or parking places regulations made in accordance with the Road Traffic Regulation Act 1984;
  - b. under Section 7 of the City of London (Various Powers) Act 1973, relating to new buildings;
6. To sign appropriate notices indicating that consent or refusal has been given, as the case may be under (a) above.
7. To sign and serve notices or granting of consents under the Highways Act 1980, City of London (Various Powers) Act 1900 and the City of London Sewers Act 1848 relating to the management and maintenance of streets within the City.
8. To exercise powers under the Road Traffic Regulation Act 1984 in respect of temporary traffic orders.
9. To issue notices and, as necessary discharge the City of London Corporation's obligations under Part III of the New Roads and Street Works Act 1991, relating

to the co-ordination and execution of street works by public utility companies and other licensed operators.

10. To enter into agreement with companies and statutory companies to allow the placement of plant within the pipe subways inherited from the Greater London Council in accordance with the London County Council (General Powers) Act 1958 and to determine applications for consent to place electricity substations in the street pursuant to the Electricity Act 1989.
11. To enter into agreements with other traffic authorities to jointly exercise the City's traffic order making functions or to delegate those functions to them in accordance with S.101 Local Government Act 1972.
12. To enter into agreements with other highway authorities under section 8 of the Highways Act 1980.

### **WATER AND SEWERS**

13. The requisition of sewers under Sections 98 to 101 inclusive of the Water Industry Act 1991 (relating to the powers to exercise and discharge the functions of the Undertaker within the City to adopt sewers).
14. The adoption of sewers under Sections 102 to 105 inclusive of the Water Industry Act 1991 (relating to the powers to exercise and discharge the functions of the Undertaker within the City to adopt sewers).
15. To authorise and/or approve works under Section 112 of the Water Industry Act 1991 (relating to the power to exercise and discharge the requirements of the Undertaker within the City).
16. The closure or restriction of sewers under Section 116 of the Water Industry Act 1991, relating to the powers to exercise and discharge the functions of the Undertaker within the City to close or restrict the use of a public sewer.
17. The alteration or removal of pipes or apparatus of the Undertaker under Section 185 of the Water Industry Act 1991, relating to the power to exercise and discharge the functions of the Undertaker within the City to alter or remove any relevant pipe or apparatus.

### **HIGHWAYS AND TRANSPORT**

18. To make all Traffic Orders under sections 6, 9, 10, 23 and 45 of the Road Traffic Regulation Act 1984, and to make modifications to or to revoke any experimental Traffic Regulation Order (following consultation with the Commissioner of Police for the City of London) where deemed necessary in the interests of safety, convenience or the expeditious movement of traffic.
19. To exercise powers under Part V of the Highways Act 1980 dealing with highway improvements.
20. To make representation or lodge objection, as appropriate, to applications for a Public Service Vehicle Operator's Licence, under Section 14A of the Public

Passenger Vehicles Act 1981 or for a London Local Service Licence, under section 186 of the Greater London Authority Act 1999 and authorising in writing the appropriate officers in his Department to put forward objection or recommendation on behalf of the City of London Corporation at any Inquiry or Appeal arising out of an application for either of the recited licences.

21. To agree details of railway works in the City of London under the Transport and Works Act 1992.
22. Determining applications for consent to the demolition of works under any part of a street under Section 5(1) of the Greater London Council (General Powers) Act 1986 and service of notices requiring a person who has demolished works or caused such works to be demolished without consent to deal with them as specified.
23. Giving notice of consent to statutory undertakers under section 5(3) of the Greater London Council (General Powers) Act 1986.
24. Determining applications for consent to the erection or placement of any wall, barrier or obstruction under section 6(1) of the Greater London Council (General Powers) Act 1986 and service of notices requiring a person who has erected any such wall, barrier or obstruction or caused any such wall, barrier or obstruction to be erected without consent to remove the wall, barrier or obstruction.
25. Giving notice of consent to statutory undertakers under section 6(3) of the Greater London Council (General Powers) Act 1986.
26. Determining applications for consent to infilling any vault, cellar, underground room or storage area under a street under section 7(1) of the Greater London Council (General Powers) Act 1986 and service of notices requiring a person who has undertaken infilling or caused infilling to be undertaken without consent to remove the infilled material or to alter or deal with it as specified.
27. Giving notice of consent to statutory undertakers under section 7(3) of the Greater London Council (General Powers) Act 1986.
28. Approval of plans, sections and specifications relating to certain retaining walls and consultation with Transport for London under section 8(2) of the Greater London Council (General Powers) Act 1986.
29. Service of notices requiring the execution of works to obviate danger under section 8(4) of the Greater London Council (General Powers) Act 1986.
30. Determining whether to comply with a request by Transport for London under section 8(5) of the Greater London Council (General Powers) Act 1986.
31. Executing works under section 9(4) of the Greater London Council (General Powers) Act 1986 and recovering the expenses reasonably incurred in so doing, including instituting proceedings for the recovery of expenses.



32. Giving effect to any order of a court under section 302 of the Public Health Act 1936 (as applied by section 9(3) of the Greater London Council (General Powers) Act 1986).
33. Approval of plans, sections and specifications relating to retaining walls near streets under section 167(2) of the Highways Act 1980.
34. Consultation with Transport for London under section 167(2) of the Highways Act 1980.
35. Service of notices requiring the execution of works to obviate danger under section 167(5) of the Highways Act 1980.
36. Determining whether to comply with a request by Transport for London under section 167(6) of the Highways Act 1980.
37. Executing works under section 290(6) of the Public Health Act 1936 (as applied by section 167(7) of the Highways Act 1980) and recovering the expenses reasonably incurred in so doing, including instituting proceedings for the recovery of expenses.
38. Giving effect to any order of a court under section 302 of the Public Health Act 1936 (as applied by 167(8) of the Highways Act 1980).
39. Determining applications for licences for the construction of bridges over highways under section 176(1) of the Highways Act 1980, including the imposition of terms and conditions.
40. Determining whether the removal or alteration of a bridge is necessary or desirable in connection with the carrying out of improvements to a highway under section 176(4) of the Highways Act 1980 and enforcing the requirement to remove or alter the bridge.
41. Determining applications for licences for the construction, alteration and use of buildings over highways under section 177(1) of the Highways Act 1980, including the imposition of terms and conditions.
42. Recovering any sum payable under section 177(3) of the Highways Act 1980.
43. Executing works and providing facilities under section 177(5) of the Highways Act 1980 and recovering expenses incurred in so doing.
44. Declaring any term or condition to be necessary for the purpose of securing the safety of persons using the highway or of preventing interference with traffic thereon under section 177(6) of the Highways Act 1980.
45. Service of notices requiring the demolition of buildings or the making of alterations under section 177(7) of the Highways Act 1980 where a building has been constructed or altered in contravention of section 177(1). Service of notices requiring the execution of works or the taking of steps as are necessary to secure

compliance with terms or conditions of a licence under section 177(8) of the Highways Act 1980.

46. If notices under section 177(7) or (8) are not complied with, demolishing buildings, executing works or taking such steps as are necessary and recovering expenses incurred in so doing under section 177(9) of the Highways Act 1980.
47. Disposing of materials under section 177(10) of the Highways Act 1980.
48. Consenting to the fixing or placing of any overhead beam, rail, pipe, cable, wire or other similar apparatus over, along or across a highway under section 178(1) of the Highways Act 1980 and attaching terms and conditions.
49. Consenting to the construction of works under a street and service of notices requiring the removal or alteration of works or dealing with works constructed without consent under section 179(1) of the Highways Act 1980.
50. Removing, altering or dealing with works under section 179(4) of the Highways Act 1980 and recovering expenses incurred in so doing.
51. Giving notice of consent to public utility undertakers under section 179(5) of the Highways Act 1980.
52. Determining applications for consenting to the making of openings in the footway of a street as an entrance to a cellar or vault thereunder under section 180(1) of the Highways Act 1980 and requiring the provision of doors or coverings or directing the manner of construction and the materials.
53. Consenting to the carrying out of works in a street to provide means for the admission of air or light under section 180(2) of the Highways Act 1980 and imposing requirements as to the construction of the works.
54. Giving notice to public utility undertakers under section 180(5) of the Highways Act 1980.
55. Serving notices and causing any thing as respects which there has been default to be repaired or put into good condition under section 180(7) of the Highways Act 1980 and recovering expenses incurred in so doing.
56. To be responsible for all functions under the Traffic Management Act 2004 and Regulations made thereunder that relate to the City of London as a local highway and local traffic authority.
57. To agree consents for temporary highway activities pursuant to the Crossrail Act 2008.
58. To exercise through Civil Enforcement amongst other things, parking management and parking enforcement functions, under the Road Traffic Regulations Act 1984, the Road Traffic Act 1991, the London Local Authorities Acts 1995 - 2012 (LLAA), and the Traffic Management Act 2004 (TMA).

## **CITY WALKWAY**

59. Publication and display of notices of the passing of a resolution declaring a city walkway under section 6(2) of the City of London (Various Powers) Act 1967.
60. Publication and display of notices of the passing of a resolution altering or discontinuing a city walkway under section 6(5) of the City of London (Various Powers) Act 1967.
61. Agreeing or authorising the entering into of an agreement in respect of responsibility for paving, repairing, draining, cleansing or lighting any city walkway or any exemption from liability for non-repair of the surface of a city walkway under section 9(1) of the City of London (Various Powers) Act 1967.
62. Agreeing or authorising the entering into of an agreement relating to any changes in ownership of materials placed by the Corporation on or in any building or land in pursuance of the Corporation's functions under section 9 of the City of London (Various Powers) Act 1967.
63. Agreeing or authorising the entering into of an agreement relating to any changes in duties to provide and maintain support for city walkways or parts of city walkways under section 10(1) of the City of London (Various Powers) Act 1967.
64. Instituting civil proceedings for an injunction to prevent any breach of the duty or to secure compliance with the duty to provide and maintain support for a city walkway or any part of a city walkway under section 10(2) of the City of London (Various Powers) Act 1967.
65. Service of notices requiring the carrying out of works required to prevent danger or inconvenience to persons on a city walkway or works required for the improvement of a city walkway under section 11(1) of the City of London (Various Powers) Act 1967.
66. Approving or refusing to approve the carrying out of alternative works under section 11(3) of the City of London (Various Powers) Act 1967.
67. Carrying out works under section 11(5) of the City of London (Various Powers) Act 1967 and recovering the expenses reasonably incurred in so doing, including instituting proceedings for the recovery of expenses.
68. If any question arises whether the withholding of a consent is unreasonable, determining whether to require referral to an arbitrator under section 11(6) of the City of London (Various Powers) Act 1967 and agreeing to the appointment of the arbitrator.
69. Restricting or prohibiting temporarily pedestrian access along and the use of a city walkway or any part of a city walkway under section 11A of the City of London (Various Powers) Act 1967, including determining the extent of the restriction or prohibition and the imposition of conditions and exceptions considered necessary.

70. Affixing to a building drainage apparatus under section 15(1) of the City of London (Various Powers) Act 1967.
71. Applying to the Mayor's and City of London Court for the affixing of drainage apparatus without the consent of the owner of the building under section 15(2) of the City of London (Various Powers) Act 1967 where consent is considered to unreasonably withheld.
72. Removing drainage apparatus in compliance with a notice served on the Corporation and applying to the Mayor's and City of London Court for the annulment of notices to remove drainage apparatus under section 15(3) of the City of London (Various Powers) Act 1967 where the requirement is considered reasonable.
73. Temporarily removing drainage apparatus necessary during any reconstruction or repair of a building under section 15(4) of the City of London (Various Powers) Act 1967.
74. Altering, removing, repairing and maintaining drainage apparatus under section 15(5) of the City of London (Various Powers) Act 1967.
75. Paying compensation under section 16(5) of the City of London (Various Powers) Act 1967 to the owner of a building who suffers damage by, or in consequence of, the affixing, altering, removing repairing or maintaining of any drainage apparatus.
76. Giving undertakings as to the use to which land or a right in, on, over or under land or any part thereof to be compulsorily acquired will be put under section 17(3) of the City of London (Various Powers) Act 1967.
77. Determining applications for consent to the placing or maintaining in or over a city walkway or any part thereof anything for the use, convenience or entertainment of members of the public, or otherwise for the benefit of the public, or for the improvement of amenities, or for decorative purposes, or to the use of any part of a city walkway temporarily for the purpose of any exhibition or entertainment under section 18(1) of the City of London (Various Powers) Act 1967 including the imposition of conditions.
78. Withdrawing consent or varying or adding to any conditions subject to which a consent has been given under section 18(3) of the City of London (Various Powers) Act 1967.
79. Requiring the removal of things in respect of which consent was given, removing such things and recovering the expenses incurred in so doing where a condition of consent is contravened under section 18(4) of the City of London (Various Powers) Act 1967.

## **CEMETRY AND CREMATORIUM**

80. To extinguish Exclusive Rights of Burial in a grave that has not been used for over 75 years,

81. To refund fees paid by City of London Corporation employees and Members of the Common Council or their close relatives' burial or alternatively cremation.
82. Setting of contract conditions and burial and cremation fees, in conjunction with the Comptroller and City Solicitor.
83. To enforce the Byelaws and offences under the Local Authorities Cemeteries Order 1977 and Cremation Act 1902 relating to the Cemetery and Crematorium subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor, and to the result of any such prosecution being reported to the Port Health and Environmental Services Committee.
84. To authorise individual officers to enforce the Byelaws appertaining to the Cemetery and Crematorium, subject to and decision to institute proceedings being taken in accordance with 31 above.
85. To grant licences following consultation with the City Surveyor and Executive Director Property and City Solicitor, for:
  - x. Sale of refreshments
  - y. filming and commercial photography
86. To deal with the sale of forestry produce by private treaty.

## **PORT HEALTH AND PUBLIC PROTECTION**

87. To increase current charge rates for products of animal origin annually in line with inflation.
88. To enter into a Service Level Agreement with the Health Protection Agency and agree minor amendments from time to time if required.
89. To set miscellaneous hourly-based charges subject to agreement with the Chamberlain and Chief Financial Officer .

## **OPEN SPACES**

### **Strategic**

90. To submit responses, having consulted where appropriate, on behalf of the Open Spaces and City Gardens Committee to initiatives and consultative documents issued by the Government and its agencies.
91. To institute or become involved in legal proceedings in consultation with the Comptroller and City Solicitor where deemed appropriate, to protect or preserve, enhance or secure the interests of the City of London Corporation in relation to its open spaces.

### **Operational**

## **Burnham Beeches and City Commons**

92. To take any action to protect or preserve the Beeches/Commons and to report to the Epping Forest and Commons Committee, as appropriate.
93. To issue all necessary licences, franchises and consents relating to The Beeches/Commons where a precedent has already been set and where the Epping Forest and Commons Committee have not indicated that they wish to consider any further applications.
94. To seek and obtain all requisite licences and consents required in connection with Beeches/Commons lands, activities or entertainments.
95. To enforce the Byelaws and Public Spaces Protection Orders relating to the Beeches/Commons subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor and to the result of any such prosecution being reported to the Epping Forest and Commons Committee.
96. To authorise individual officers to enforce the Byelaws appertaining to the Beeches/Commons subject to any decision to institute proceedings being taken in accordance with paragraph (5) above.
97. To authorise individual officers to issue Fixed Penalty Notices.
98. To grant licences following consultation with the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:
  - a. Sale of refreshments
  - b. Filming and commercial photography
  - c. Events and entertainments
  - d. Driving and parking vehicles
  - e. Other licences arising from the City of London Corporation (Open Spaces) Act 2018
99. To grant minor wayleaves and licences in consultation with the City Surveyor and Executive Director Property.
100. To let out recreational facilities in accordance with the current approved scale of charges.
101. To deal with the sale of agricultural and forestry produce by private treaty.

## **Epping Forest**

102. To take any action to protect or preserve the Forest, and to report to the Epping Forest and Commons Committee, as appropriate.
103. To authorise individual officers to enforce the Byelaws relating to the Forest, subject to any decision to institute legal proceedings for any offence being made

in consultation with the Comptroller and City Solicitor, if appropriate, and to the result of any such prosecution being reported to the Epping Forest and Commons Committee.

104. To institute proceedings in Magistrates' courts under the Epping Forest Act 1878 (as amended) Section 87 of the Environmental Protection Act 1990, Section 9 of the City of London (Various Powers) Act 1971 and Section 7(6) of the City of London (Various Powers) Act 1977.
105. To close, re-open and vary designated ways pursuant to Section 9(4) of the City of London (Various Powers) Act 1961.
106. To deal with the sale of Forest produce by private treaty.
107. To grant licences following consultation with the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:-
  - f. sale of refreshments;
  - g. filming and commercial photography;
  - h. circus and fairs;
  - i. flying model aircraft;
  - j. driving and parking vehicles;
  - k. camping;
  - l. events and entertainments.
108. To let out recreational facilities in accordance with the current approved scale of charges.
109. To grant minor way-leaves and licences.
110. To fix fees for the sale of Forest produce and to fix licence fees for ice cream vans and other small scale refreshment facilities in the Forest.

### **Hampstead Heath, Highgate Wood and Queen's Park**

111. To act to protect or preserve Hampstead Heath, Highgate Wood and Queen's Park and to report to the Hampstead Heath, Highgate Wood and Queen's Park Committee, as appropriate.
112. To issue all necessary licences, franchises and consents relating to Hampstead Heath, Highgate Wood and Queen's Park where a precedent has already been set and where the Hampstead Heath, Highgate Wood and Queen's Park have not indicated that they wish to consider any further applications.
113. To seek and obtain all requisite licences and consents required in connection with Hampstead Heath lands, Highgate Wood and Queen's Park, activities or entertainments.
114. To enforce the Byelaws relating to Hampstead Heath, Highgate Wood and Queen's Park subject to any decision relating to the institution of legal

proceedings being made in consultation with the Comptroller and City Solicitor and to the result of any such prosecution being reported to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

115. To authorise individual officers to enforce the Byelaws appertaining to the Hampstead Heath Grounds, Highgate Wood and Queen's Park subject to any decision to institute proceedings being taken in accordance with paragraph 23 above.
116. To grant licences following consultation with the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:
  - m. sale of refreshments
  - n. filming and commercial photography
  - o. circus and fairs
  - p. driving and parking vehicles
  - q. events and entertainments
  - r. other licences arising from the City of London Corporation (Open Spaces) Act 2018
117. To grant minor wayleaves and licences.
118. To let out recreational facilities in accordance with the current approved scale of charges.
119. To liaise with Historic England pursuant to the provision of any agreement in this regard between the City of London Corporation and Historic England.
120. To deal with the sale of agricultural and forestry produce by private treaty.

### **City Gardens and West Ham Park**

121. To take any action to protect or preserve West Ham Park and the City Gardens, and to report to the Open Spaces and City Gardens Committee or the West Ham Park Committee, as appropriate.
122. To issue all necessary licences, franchises and consents relating to the City Gardens and West Ham Park where a precedent has already been set and where the West Ham Park Committee or the Open Spaces and City Gardens Committee have not indicated that they wish to consider any further applications.
123. To seek and obtain all requisite licences and consents required in connection with West Ham Park and City Gardens lands, activities or entertainments.
124. To enforce the Byelaws relating to West Ham Park and the City Gardens subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor, and to the result of any such prosecution being reported to the Open Spaces and City Gardens Committee or the West Ham Park Committee, as appropriate.



125. To authorise individual officers to enforce the Byelaws appertaining to West Ham Park and to the City Gardens, subject to any decision to institute proceedings being taken in accordance with paragraph 33 above.
126. To grant licences following consultation with the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:-
- s. sale of refreshments
  - t. filming and commercial photography
  - u. events and entertainments
  - v. driving and parking vehicles
  - w. other licences arising from the City of London Corporation (Open Spaces) Act 2018
127. To grant minor wayleaves and licences.
128. To let out recreational facilities in accordance with the current approved scale of charges.

### **Tower Bridge and the Monument**

129. To approve lettings of premises at Tower Bridge subject to the hire charges being within the levels approved by the Culture, Heritage and Libraries Committee.
130. To negotiate and agree non-fee-based benefits for Tower Bridge in respect of large budget productions.
131. To exercise powers under Section 29 of the Corporation of London Tower Bridge Act 1885 and Section 11 of the City of London (Various Powers) Act 1971 for the opening of Tower Bridge for the navigation of vessels on the River Thames
132. To negotiate and agree costs of sales and discounts in relation to the retail businesses being conducted at Tower Bridge Exhibition and the Monument.
133. To liaise with Historic England pursuant to the provisions of any agreement between the City of London Corporation and Historic England relating to matters affecting Tower Bridge and the Monument.

### **Keats House and Ten Keats Grove**

134. To grant licences following consultation with the City Surveyor and Executive Director Property and City Solicitor, for:
- Sale of refreshments
  - Filming and commercial photography
  - Events and entertainments
135. To grant minor wayleaves and licences

### **TOWN PLANNING**

## **A: Development Management**

136. To determine applications for outline, full and temporary planning permission under Part III of the Town and Country Planning Act 1990 subject to the decisions being in accordance with policy, not being of broad interest and there being no more than 4 planning objections.
137. To make non-material changes to planning permission pursuant to Section 96A of the Town and Country Planning Act 1990.
138. To determine applications for Listed Building Consent under the Planning (Listed Buildings and Conservation Areas) Act 1990; subject to the applications not being of broad interest and there being no more than 4 relevant objections.
139. To advise the Secretary of State for Communities and Local Government of what decision the City of London Corporation would have made on its own applications for listed building consent if it had been able to determine them subject to the same criteria as 99.
140. To determine submissions pursuant to the approval of conditions, under the Town and Country Planning Act 1990 and the Planning (Listed Buildings Conservation Areas) Act 1990 and in relation to clauses set out in approved Section 106 Agreements.
141. To make minor changes to conditions in respect of planning permissions, listed building consents and conservation area consents which have been conditionally approved by the Planning and Transportation Committee.
142. To determine applications for planning permission, listed building consent and conservation area consent to replace an extant permission/consent granted on or before 1<sup>st</sup> October 2010, for development which has not already begun with a new permission/consent subject to a new time limit pursuant to Article 20 of the Town and Country Planning (Development Management Procedure) Order 2015 and Regulation 3 of the Planning (Listed Buildings and Conservation Areas) Regulations 1990 and provided no more than 4 planning objections have been received.
143. To determine applications for Certificates of Lawfulness of existing and proposed use or development in accordance with sections 191 and 192 of the Town and Country Planning Act 1990.
144. To determine applications for Advertisement Consent pursuant to Regulations 12, 13, 14, 15 and 16 of the Town and Country Planning (Control of Advertisements) (England) Regulations 2007.
145. To determine applications for prior approval under the Town and Country Planning (General Permitted Development) Order 2015.

146. To make observations in respect of planning and related applications submitted to other Boroughs, where the City of London Corporation's views have been sought and which do not raise wider City issues.
147. To serve notices under Article 5 of the Town and Country Planning (Development Management Procedure) Order 2015.
148. To determine the particulars and evidence to be supplied by an applicant for planning permission pursuant to section 62 of the Town and Country Planning Act 1990.
149. To serve Planning Contravention Notices under Section 171C of the Town and Country Planning Act 1990.
150. To issue and serve Enforcement Notices under Section 172 of the Town and Country Planning Act 1990 and Section 38 of the Planning (Listed Buildings and Conservation Areas) Act 1990.
151. To issue a letter of assurance under Section 172A of the Town and Country Planning Act 1990.
152. To serve notices under Section 215 of the Town and Country Planning Act 1990.
153. To serve Breach of Condition Notices under Section 187A of the Town and Country Planning Act 1990.
154. To decline to determine a retrospective application for planning permission under Section 70C of the Town and Country Planning Act 1990.
155. To seek information as to interests in land under Section 330 of the Town and Country Planning Act 1990, and as applied by Section 89 of the Planning (Listed Buildings and Conservation Areas Act) 1990, and Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.
156. To institute proceedings pursuant to Section 224 of the Town and Country Planning Act 1990.
157. To serve Notice of Intention to remove or obliterate placards and posters pursuant to Section 225 of the Town and Country Planning Act 1990.
158. To agree minor variations to agreements pursuant to sections 106 and 106A of the Town and Country Planning Act 1990 and to authorise section 106 covenants in respect of planning applications (and where the planning application is such that it may be determined by the Chief Officer (or other appropriate officer authorised by them) under this Scheme of Delegation.
159. To agree minor variations to agreements pursuant to section 278 of the Highways Act 1980.

160. To make payments to other parties where required by the terms of an agreement made under section 106 of the Town and Country Planning Act 1990 or section 278 of the Highways Act 1980.
161. To determine City Community Infrastructure Levy contributions pursuant to the Community Infrastructure Levy Regulations 2010 (as amended).
162. To pass Community Infrastructure Levy contributions to other parties pursuant to section 216A of the Planning Act 2008 and regulations made thereunder.
163. To determine applications to discharge requirements and approve details pursuant to the Thames Tideway Development Consent Order and other similar Development Consent Orders, and to discharge conditions and approve details pursuant to deemed planning permission granted by Transport and Works Act Orders and statutes in respect of infrastructure projects subject to the applications being in accordance with policy, not being of broad interest, and there being no more than 4 planning objections.
164. To authorise the entering into of Planning Performance Agreements and Memoranda of Understanding under S111 of the Local Government Act 1972 and Part 1 of the Localism Act 2011 and making charges for discretionary planning services under S93 of the Local Government Act 2003

#### **B: Trees**

165. To authorise works, including their removal, to trees in Conservation Areas and works in relation to a tree the subject of a Tree Preservation Order (T.P.O.).
166. To determine applications made under sections 206 (2) and 213 (2) of the Town and Country Planning Act 1990, to dispense with the duty to plant replacement trees.

#### **C: Churches**

167. To respond to consultation made under the provisions of the Mission and Pastoral Measure 2011, the Faculty Jurisdiction Rules 2000 and 2013, the Care of Churches and Ecclesiastical Jurisdiction Measure 1991, the Care of Cathedrals Measure 2011 and the Code of Practice relating to exempted denominations procedures agreed by the Secretary of State.
168. The City of London Corporation's functions under the City of London (St. Paul's Cathedral Preservation) Act 1935.

#### **D: Environmental Impact**

169. To carry out the following functions under the Town and Country Planning (Environmental Impact Assessment) Regulations 2011 (as amended):
  - c. formulating "screening opinions" under Regulation 5;

- d. requiring developers to submit an environmental statement to validate an application under Regulation 10;
- e. formulating “scoping opinions” under Regulation 13;
- f. providing relevant information to developers who propose to prepare an environmental statement under the provisions of Regulation 15 (4);
- g. requiring the submission of further information pursuant to regulation 22;
- h. requiring the local authority to submit an environmental statement in respect of applications for local authority development under Regulation 25;
- i. formulating a “screening opinion” in matters of planning enforcement under Regulation 32.

#### **E: Crossrail**

170. To agree Crossrail contributions, agree viability assessments and instruct the Comptroller and City Solicitor to secure any necessary planning obligations in respect of Crossrail contributions pursuant to Section 106 of the Town and Country Planning Act 1990.
171. To make payments of Crossrail contributions received by the City of London Corporation to the Mayor and/or Transport for London on the basis of the Implementation Protocol between the Mayor, Transport for London and the local planning authorities, subject to such payments being agreed by the Chamberlain and Chief Financial Officer .

#### **F: Local Plans, Naming and Numbering**

172. To carry out sustainability appraisal of Local Development Documents under Section 19(5) of the Planning and Compulsory Purchase Act 2004 and to exercise functions under the Environmental Assessment of Plans and Programmes Regulations 2004 including carrying out strategic environmental assessment (including assessments under the Habitats Directive (Council Directive 92/43/EEC)), preparing, publishing and consulting upon screening reports, scoping reports, sustainability commentaries and sustainability appraisal reports.
173. To carry out public consultation in the preparation of Local Development Documents in accordance with the Statement of Community Involvement and the duty cooperate in Section 33A of the Planning and Compulsory Purchase Act 2004.
174. To carry out surveys under Section 13 of the Planning and Compulsory Purchase Act 2004.

175. To provide any documents necessary to support consultations on Local Development Documents and submission of Local Plans.
176. To prepare and publish monitoring reports on an annual basis in accordance with Section 35 of the Planning and Compulsory Purchase Act 2004.
177. To make observations on consultation documents issued by central and local government, statutory bodies etc., where the observations are in accordance with the City's general policy position.
178. To carry out public consultation in the preparation of the Community Infrastructure Levy, in accordance with the Community Infrastructure Levy Regulations 2010 (as amended) and the Statement of Community Involvement.
179. To exercise powers under the London Building Acts (Amendment) Act 1939 – Part II relating to street naming and numbering of property.

### **G: Land Charges**

180. To maintain a register and index of Local Land Charges pursuant to section 3 of the Local Land Charges Act 1975, including the amendment and cancellation of registrations pursuant to the Local Land Charges Rules 1975 and to set search fees pursuant to Section 8 of the Local Land Charges Act 1975 and Section 150 of the Local Government and Housing Act 1989 and relevant Rules and Regulations made there under.
181. To make searches and issue search certificates pursuant to section 9 of the Local Land Charges Act 1975.

### **H: Lead Local Flood Authority**

182. To exercise the City's functions as Lead Local Flood Authority in relation to the Flood and Water Management Act 2010 (other than the function delegated to the City Surveyor and Executive Director Property).

### **DISTRICT SURVEYOR**

183. To grant permission or consent, with or without conditions or, refuse to grant permission or consent, as the case may be, with respect to applications made to the City of London Corporation under the London Building Acts 1930-1982, The Building Act 1984 and The Building Regulations 2010 (as amended).
184. To sign and serve any notices required to be given by the City of London Corporation under the London Building Acts (Amendment) Act 1939, Part VII, Section 62 relating to dangerous structures within the City of London.
185. To exercise the City's Lead Local Flood Authority function as a statutory consultee to the local planning authority on surface water drainage issues.
186. To sign and serve any notices and consents required to be given by the City of London Corporation under the London Building Acts (Amendment) Act 1939,

Part IV, Section 30 relating to special and temporary structures etc. erected within the City of London.

187. In accordance with the Party Wall etc Act 1996, Section 10 (8) select the third surveyor if required to do so.

### **Delegations to other Officers**

188. The following authorities are also delegated to the Officers identified to be exercised either:

- a. at the direction of the Executive Director, Environment; or,
- b. in the absence of the Executive Director, Environment.

Transportation and Public Realm Director	- Items 4-96
Assistant Director (Highways) and 58	- Items 5-17 and 56, 57
Assistant Director (City Transportation)	- Item 18
Superintendent and Registrar of the City of London Cemetery and Crematorium	- Items 80 - 86
Port Health and Public Protection Director	- Items 87-89
Open Spaces Director	- Items 90 -135
Superintendent of The Commons	- Items 92 -101
Superintendent of Epping Forest	- Items 102 - 110
Superintendent of Hampstead Heath, Highgate Wood and Queen's Park	- Items 111 - 120
Superintendent of (City) Parks and Gardens	- Items 121 - 128
Head of Tower Bridge	- Items 129 – 135
Chief Planning and Development Director	- Items 136 – 182
Assistant Directors (Development), then to the Policy and Performance Director	- Items 136 – 171 and Paragraph 194
Policy and Performance Director, then to the Assistant Director (Policy), then to the Chief Planning Officer and Development Director	- Items 171 – 182
District Surveyor and the Assistant District Surveyors	- Items 183 - 187

### **Institution of Proceedings**

189. The institution of proceedings and other enforcement remedies in respect of offences under the Environmental Protection Act 1990, Part II, Part III and Part IV.

190. To institute proceedings and other enforcement remedies in respect of the Health Act 2006, section 6, 7, 8, 9 and 10.

191. To institute proceedings and other enforcement remedies in respect of offences under the Refuse Disposal (Amenity) Act. 1978.

192. To institute proceedings and other enforcement remedies in respect of offences under the City of London (Various Powers) Act 1987.
193. To institute proceedings and enforcement remedies in relation to part VI of the Anti-Social Behaviours Act 2003.
194. To institute proceedings and enforcement remedies in relation to Part I-IV of the Anti-Social Behaviour, Crime and Policing Act 2014
195. To serve notices and institute enforcement remedies in relation to the Town and Country Planning Act 1990 sections 225A- 225K.
196. To institute proceedings in relation to Regulation of Investigatory Powers Act 2000.
197. To institute proceedings in relation to Control of Pollution Act 1974.
198. To issue notices under section 6 London Local Authorities Act 2004 (abandoned vehicles).
199. To institute proceedings in relation to the Environment Act 1995.
200. To institute proceedings in relation to the London Local Authorities Act 1995.
201. To institute proceedings in relation to the London Local Authorities and Transport for London Act 2003.
202. To institute proceedings and other enforcement remedies in sections 34,38,38A,38B and 38C in respect of street trading offences under the London Local Authorities Act 1990 as amended and authorise duly appointed officers to act under that enactment.
203. To institute proceedings in relation to the Local Government (Miscellaneous Provisions) Act 1976.
204. To institute proceedings in relation to the Highways Act 1980.
205. To institute proceedings in relation to the Greater London Council (General Powers) Act 1986.

### **Statutory Authorities**

206. Officers of the department are authorised to exercise the following powers in accordance with the responsibilities of the post:
  - j. Sections 178(1), 196A(1), 196B, 209(1), 214B(1) and (3), 214C, 219(1) and 225, 324 and 325 of the Town and Country Planning Act 1990 (as amended);
  - k. Sections 42(1), 88(2), (3), (4) and (5) and 88(A) of the Planning (Listed Buildings and Conservation Areas) Act 1990 (as amended);



I. Sections 36 and 36A of the Hazardous Substances Act 1990.

**Legislative**

207. To authorise duly appointed officers to act under any enactments, regulations or orders relating to the functions within the purview of the Committee and Department, including as detailed below.

*The Executive Director, Environment and any staff authorised by him are indemnified against all claims made against them including awards of damages and costs arising out of acts done by them in the bona fide discharge or purported discharge of such functions.*

	<b>Legislation</b>	<b>Delegated Function</b>
1.	Accommodations Agencies Act 1953	Institution of Proceedings and other enforcement methods
2.	Administration of Justice Act 1970	Institution of Proceedings and other enforcement methods
3.	Agriculture Act 1970 (as amended)	a. Institution of Proceedings and other enforcement methods b. Section 67 – to enforce this part of the Act within the respective area; and the health authority of the Port of London shall have the like duty as respects the district of the Port of London
4.	Agricultural Produce (Grading and Marking) Act 1928 Agricultural Produce (Grading and Marking) Amendment Act 1931	Institution of Proceedings and other enforcement methods
5.	Animal Boarding Establishment Act 1963	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers to carry out inspections c. Granting of Licences
6.	Animal Health Act 1981 including all Orders and Regulations made thereunder	a. Institution of Proceedings and other enforcement methods b. Section 52(1) – Appointment of Inspectors and other Officers as required for the execution and enforcement of the Act
7.	Animal Health and Welfare Act 1984	Institution of Proceedings and other enforcement methods.

	<b>Legislation</b>	<b>Delegated Function</b>
8.	Animal Welfare Act 2006	a. Institution of Proceedings and other enforcement methods b. Section 51 – Appointment of Inspectors and other Officers as required c. Service of Notices under Section 10
9.	Anti-Social Behaviour Act 2003	a. Institution of Proceedings and other enforcement methods b. Section 48 – Issue of Notices c. Section 43 – Issue of FPN's d. Authorisation of Officers
10.	Breeding of Dogs Acts 1973 (as amended) and 1991. Including any regulations made thereunder and Breeding and Sale of Dogs (Welfare) Act 1999 (amendment to the 1973 Act)	a. Institution of Proceedings and other enforcement methods b. Section 2 – Authorisation of Officers c. The Granting of Licences d. Setting of Fees
11.	Building Act 1984 Including all Orders and Regulations made thereunder	a. Institution of Proceedings and other enforcement methods b. Section 126 – Authorisation of Officers c. Part 1 and Schedule 3 – Granting all authorisations and consents and issuing of notices
12.	Cancer Act 1939	Institution of Proceedings and other enforcement methods
13.	Children and Young Persons Act 1933 (as amended by Protection of Children (Tobacco) Act 1986	Institution of Proceedings and other enforcement methods
14.	Children and Young Persons (Protection from Tobacco) Act 1991 Including all Orders and Regulations made thereunder	Institution of Proceedings and other enforcement methods
15.	Christmas Day (Trading) Act 2004	a. Institution of Proceedings and other enforcement methods b. Section 3(2) – Appointment of Inspectors c. Section 2(1) – Granting of Consents
16.	City of London Sewers Act 1848 (as amended in 1851 and 1897)	a. Powers of Inspection under Sections 70 and 71

	<b>Legislation</b>	<b>Delegated Function</b>
		b. Issuing of notices Sections 61 and 75
17.	City of London (Various Powers) Act 1954 – Section 4	Institution of Proceedings and other enforcement methods
18.	City of London (Various Powers) Act 1971 – Section 3	Institution of Proceedings and other enforcement methods
19.	City of London (Various Powers) Act 1973	To exercise the power to dispense with or relax any requirement of a sanitation byelaw
20.	City of London (Various Powers) Act 1977	Authorisation of Officers under Section 22
21.	City of London (Various Powers) Act 1987 – Part 3	a. Grant and renewal of annual licences b. Institution of Proceedings and other enforcement methods c. Section 26 – Designation of areas
22.	Clean Air Act 1993 Including any Regulations made thereunder	a. Institution of Proceedings and other enforcement methods b. Section 56 - Authorisation of Officers c. Sections 24, 36 and 58 - Serving of notices d. Section 15 - Granting of approvals e. Section 35 – Powers of entry
23.	Clean Neighbourhoods and Environment Act 2005	a. Power to make dog control orders b. Issue Fixed Penalty Notices c. Setting the level of fees d. Authorisation of Officers
24.	Companies Act 2006 Including any regulations made thereunder	Institution of Proceedings and other enforcement methods
25.	Consumer Credit Act 1974 Including any regulations made thereunder	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers under Sections 162 and 164
26.	Consumer Protection Act 1987 Including any regulations made thereunder	a. Institution of Proceedings and other enforcement methods

	<b>Legislation</b>	<b>Delegated Function</b>
		<ul style="list-style-type: none"> <li>b. Authorisation of Officers under Sections 28 and 29</li> <li>c. Part 2 – Serving of Notices</li> </ul>
27.	Control of Pollution Act 1974	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods.</li> <li>b. Part 3 and Section 93 – serving of notices</li> </ul>
28.	Copyright Designs and Patents Act 1988	Institution of Proceedings and other enforcement methods
29.	Courts and Legal Services Act 1990	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers under Section 106(6)</li> </ul>
30.	Criminal Justice Act 1988	Institution of Proceedings and other enforcement methods
31.	Criminal Justice and Public Order Act 1994	Institution of Proceedings and other enforcement methods
32.	Dangerous Wild Animals Act 1976	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Section 3 – Authorisation to carry out inspections</li> <li>c. Section 1 – Granting of Licences</li> </ul>
33.	Education Reform Act 1988	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers under Section 215</li> </ul>
34.	Enterprise Act 2002	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers</li> <li>c. Serving of Notices</li> <li>d. Applying for Orders</li> </ul>
35.	Environment Act 1995	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers</li> </ul>
36.	Environment Protection Act 1990 (Part 3)	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers</li> <li>c. Issuing Notices</li> </ul>

	<b>Legislation</b>	<b>Delegated Function</b>
37.	Estate Agents Act 1979	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issuing Notices
38.	European Communities Act 1972	Institution of legal proceedings, granting of authorisations/permissions, issuing of notices and authorisation of Officers in respect of regulations made under the provisions of S.2(2) European Communities Act 1972 insofar as they apply to the Common Council of the City of London in its capacity as a local authority, weights and measures authority, food authority or port health authority.
39.	Explosives Act 1875 – Section 69	Discharge of duties
40.	Fair Trading Act 1973	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
41.	Farm and Garden Chemicals Act 1967	Institution of Proceedings and other enforcement methods
42.	Fireworks Act 2003	Institution of Proceedings and other enforcement methods
43.	Food and Environmental Protection Act 1985	Institution of Proceedings and other enforcement methods
44.	Food Safety Act 1990	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices d. Appointment of Public Analysts for the City of London Corporation acting as a Food Authority and/or a Port Health Authority
45.	Forgery and Counterfeiting Act 1981	Institution of Proceedings and other enforcement methods
46.	Fraud Act 2006	Institution of Proceedings and other enforcement methods
47.	Gambling Act 2005	a. Institution of Proceedings and other enforcement methods

	<b>Legislation</b>	<b>Delegated Function</b>
		<ul style="list-style-type: none"> <li>b. Authorisation of Officers</li> <li>c. Granting applications, variations and transfers of premises licences</li> <li>d. Granting provisional statements</li> <li>e. Endorsement of temporary use notices</li> <li>f. Issuing club gaming permits</li> <li>g. Issuing of club machine permits</li> <li>h. Granting and renewing family entertainment centre permits; Licensed Premises Gaming Machine permits; Prize Gaming permits</li> </ul>
48.	Greater London Council (General Powers) Act 1967	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Issue of Certificates of Registration</li> </ul>
49.	Greater London Council (General Powers) Act 1981	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers</li> <li>c. Issue of Notices</li> </ul>
50.	Greater London Council (General Powers) Act 1984, Part 6	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers</li> <li>c. Granting of refusing registration</li> </ul>
51.	Hallmarking Act 1973	Institution of Proceedings and other enforcement methods
52.	Health Act 2006	<ul style="list-style-type: none"> <li>d. Institution of Proceedings and other enforcement methods</li> <li>e. Authorisation of Officers</li> <li>f. Issue of Notices</li> </ul>
53.	Health and Safety at Work Act 1974 Including any Regulations made thereunder	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Appointment of Inspectors</li> <li>c. Issue of notices</li> </ul>
54.	House to House Collections Act 1939 (Regulations 1947)	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Granting of Licences</li> </ul>
55.	Housing Act 1985	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Issue of Notices</li> </ul>

	<b>Legislation</b>	<b>Delegated Function</b>
		c. Granting of Licences
56.	Housing Act 2004	a. Institution of Proceedings and other enforcement methods b. Issue of Notices c. Authorisation of Officers d. Power to make Orders e. Exercising the licensing functions
57.	Insolvency Act 1986	Institution of Proceedings and other enforcement methods
58.	Intoxicating Substances (Supply) Act 1985	Institution of Proceedings and other enforcement methods
59.	Knives Act 1997	Institution of Proceedings and other enforcement methods
60.	Legal Services Act 2007	Institution of Proceedings and other enforcement methods
61.	Licensing Act 2003 Various provisions relating to granting or refusal or enforcement	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting premises licences, variations to premises licenses and transferring premises licences d. Issuing provisional statements e. Granting club premises certificates, and variations to club premises certificates f. Issue of Notices g. Renewal of personal licences h. Determining representations
62.	Local Government (Miscellaneous Provisions) Act 1976	a. Institution of Proceedings and other enforcement methods b. Issue of Notices
63.	Local Government (Miscellaneous Provisions) Act 1982	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting of registrations
64.	London County Council (General Powers) Act 1920 – Part 4	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers

	<b>Legislation</b>	<b>Delegated Function</b>
65.	London Local Authorities Act 1990	a. Institution of Proceedings and other enforcement remedies in sections 34, 38, 38A, 38B, and 38C in respect of street trading offences b. Authorisation of Officers c. Granting, renewing, revoking or varying of licences under Part 3
66.	London Local Authorities Act 2007	Institution of Proceedings and other enforcement methods
67.	Malicious Communications Act 1988	Institution of Proceedings and other enforcement methods
68.	Medicines Act 1968 Including any Regulations and Orders made thereunder	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
69.	Motorcycle Noise Act 1987	Institution of Proceedings and other enforcement methods
70.	National Lottery ETC Act 1993	Institution of Proceedings and other enforcement methods
71.	Noise Act 1996	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices
72.	Olympic Symbol etc. (Protection) Act 1995	Institution of Proceedings and other enforcement methods
73.	Performing Animals (Regulation) Act 1925	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
74.	Pet Animal Act 1951	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Granting of Licences
75.	Poisons Act 1972	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
76.	Pollution Prevention and Control Act 1999 and the Environmental Permitting (England and Wales) Regulations 2010	a. Institution of Proceedings and other enforcement methods b. Undertaking of functions relating to permits



	<b>Legislation</b>	<b>Delegated Function</b>
		c. Carrying out of Enforcement Actions d. Authorisation of Officers under Regulation 32 of the 2010 Regulations
77.	Prevention of Damage by Pests Act 1949	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices
78.	Prices Acts 1974	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
79.	Property Misdemeanors Act 1991	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
80.	Protection against Cruel Tethering Act 1988	Institution of Proceedings and other enforcement methods
81.	Protection from Harassment Act 1997	Institution of Proceedings and other enforcement methods
82.	Public Health (Control of Disease) Act 1984	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Power to make Orders d. Applying to Courts for Closure Orders
83.	Public Health (Aircraft) Regulations 1979	Authorisation of Officers
84.	Public Health (Ships) Regulations 1979	Authorisation of Officers
85.	Public Health Act 1936	a. Institution of Proceedings and other enforcement methods b. Issue of Notices
86.	Public Health Act 1961	Issue of Notices
87.	Riding Establishments Acts 1964 and 1970	a. Institution of Proceedings and other enforcement methods b. Granting of Licences and provisional Licences
88.	Road Traffic Act 1988 Including any Regulations made thereunder	Institution of Proceedings and other enforcement methods

	<b>Legislation</b>	<b>Delegated Function</b>
89.	Scrap Metal Dealers Act 1964	a. Institution of Proceedings and other enforcement methods b. Authorisation of suitable Officers
90.	Site Waste Management Plan Regulations 2008	a. Institution of Proceedings b. Issue of Notices and Authorisation of Officers
91.	Solicitors Act 1974	a. Institution of Proceedings and other enforcement methods b. Powers of Entry
92.	Sunbeds (Regulation) Act 2010	a. Institution of Proceedings and other enforcement methods b. Powers of Entry
93.	Sunday Trading Act 1994	a. Institution of Proceedings and other enforcement methods b. Appointment of Inspectors c. Consents
94.	Tobacco Advertising and Promotion Act 2002	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
95.	Trade Descriptions Act 1968	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers
96.	Trade Marks Act 1994	Institution of Proceedings and other enforcement methods
97.	Unsolicited Goods and Services Act 1971	Institution of Proceedings and other enforcement methods
98.	Video Recordings Act 1984	Institution of Proceedings and other enforcement methods
99.	Water Industry Act 1991	a. Institution of Proceedings and other enforcement methods b. Authorisation of Officers c. Issue of Notices and Notifications d. Granting of Consents
100.	Weights and Measures Act 1985	a. Institution of Proceedings and other enforcement methods b. Power to appoint Inspectors

	<b>Legislation</b>	<b>Delegated Function</b>
101.	Zoo Licensing Act 1981	<ul style="list-style-type: none"> <li>a. Institution of Proceedings and other enforcement methods</li> <li>b. Authorisation of Officers</li> <li>c. Granting, renewing, revoking, alteration and transferring of licenses</li> <li>d. Making zoo closure directions</li> </ul>
102.	City of London (Various Powers) Act 1987 (as amended by the City of London (Various Powers) Act 2013)	<ul style="list-style-type: none"> <li>a. To issue temporary street trading licences under the provisions of S.11A of the Act;</li> <li>b. To authorise officers of the Department of Markets and Public Protection and the Department of the Built Environment to exercise the power of seizure under S.16A of the Act;</li> <li>c. To authorise disposal order applications under the provisions of S.16G of the Act</li> </ul>
103.	Scrap Metal Dealers Act 2013	<ul style="list-style-type: none"> <li>a. To authorise proceedings under S.1 of the Act;</li> <li>b. To issue and renew licences under S.3 of the Act;</li> <li>c. To issue notices and apply for closure orders under the provisions of S.9 and Schedule 2 of the Act;</li> </ul>
104.	Anti-Social Behaviour, Crime and Policing Act 2014	<ul style="list-style-type: none"> <li>a. To institute proceedings and enforcement remedies in relation to parts 1-6</li> </ul>
105	Consumer Rights Act 2015	Authorisation of officers under Schedule 5 of the Act
106	Enterprise and Regulatory Reform Act 2013 including the Redress Schemes for Lettings Agency Work (Requirement to Belong to a Scheme etc) (England) Order 2014	<ul style="list-style-type: none"> <li>a Institution of Proceedings and other enforcement remedies in respect of the offence under Sections 83-88 of the Act</li> <li>b Authorisation of Officers</li> </ul>
107	Highways Act 1980	<ul style="list-style-type: none"> <li>a Granting of permissions or Consent with or without conditions or refuse to grant permissions or consent as the case may be and issuing the appropriate notices under the provisions of Part VIIA of the Act relating to the provision of amenities on certain highways.</li> <li>b Issue of enforcement notices under the provisions of Section 115K of the Act (Tables, chairs and other street furniture)</li> </ul>

## **HEAD TEACHER, CITY OF LONDON FREEMEN'S SCHOOL**

The following matters are delegated to the Head Teacher:

Operational

1. The letting of school premises in consultation with the City Surveyor and Executive Director Property.

Human Resources

### **Creation of Posts**

2. In relation to Teaching Staff:

- a. to create posts below the level of Head of Department, provided that they are funded from the approved budget and adhere to City of London Corporation salary structure, terms and conditions for teachers. To be reported to Board of Governors through the Education and Personnel Sub-Committee for information; and
- b. to seek Governor approval for new posts including and above the level of Head of Department; and
- c. to approve additional responsibilities, provided that they are funded from the approved budget. (Proposed scale increments of 2 points and above require prior agreement with the Executive Director of HR to ensure consistency across the 3 Schools). To be reported to Board of Governors through the Education and Personnel Sub-Committee for information.

### **Appointments**

3. To appoint the Deputy Head and Bursar, with final selection in consultation with Chairman and Deputy Chairman of the Board of Governors;
4. To appoint the Academic Deputy Head, Heads of Section and Heads of Departments;
5. To appoint Teachers;
6. To approve overlapping of employment in a post, provided it can be funded from an approved budget.

### **Employment policies, procedures and contracts**

7. To issue such documentation to teachers – in consultation with Corporate HR .

### **Salary Structure and Increases**

8. To approve responsibility allowances, provided they can be funded from approved budget. Proposed scale increments of 2 points and above for additional responsibilities require agreement of the Executive Director of HR to ensure consistency across three Schools. To be reported to Board of Governors through the Education and Personnel Sub-Committee for information.
9. To approve recruitment increment subject to prior consultation with the Executive Director of HR (additional increment/part increment can be awarded if there are demonstrable problems in recruitment or retention for a particular teaching post). To be reported to Board of Governors through the Education and Personnel Sub-Committee for information.

### **Leave of Absence**

10. To approve paid work during term-time, in accordance with policy agreed by the Board of Governors;
11. To approve compassionate leave in line with the School's policy;
12. To approve unpaid leave whether or not additional costs are incurred for cover, provided it can be funded from approved budget.

### **Termination of Employment**

13. To give notice of redundancy in consultation with the Executive Director of HR and adherence to City of London Corporation policy on teacher redundancy and with the approval of the Board of Governors and Establishment Committee.

### **Dismissal**

14. To dismiss the Deputy Head, Second Deputy Head, Heads of Section and Bursar, in consultation with Chairman and Deputy Chairman of the Board of Governors following consultation with the HR Business Partner for the School.
15. To dismiss Heads of Department, Teachers and, on occasions, members of the non-teaching staff, dependent on grade.

### **Suspension**

16. To suspend the Deputy Head, Second Deputy Head, Heads of Section, Bursar, Heads of Department, Teachers, Teachers and, on occasions, members of the non-teaching staff, dependent on grade following consultation with the HR Business Partner for the School.
17. In relation to Non-Teaching Staff, with the exception of the Bursar:
  - d. to approve dismissal only following consultation with the HR Business Partner;
  - e. to approve suspension, following consultation with the HR Business Partner.

## **HEAD TEACHER, CITY OF LONDON SCHOOL**

The following matters are delegated to the Head:

### **Operational**

1. The letting of school premises in consultation with the City Surveyor and Executive Director Property.

### **Human Resources**

In relation to **Staff:**

#### **Creation of Posts**

2. To make appointments below that of Deputy Head (i.e. the Second Master) provided that they are funded from the approved budget and can be funded on an on-going basis and adhere to City of London Corporation salary structure, terms and conditions for teachers. To be reported to Board of Governors for information.
3. To approve additional responsibilities, provided that they are funded from the approved budget and can be funded on an on-going basis. To be reported to Board of Governors for information.

#### **Appointments**

4. To appoint a Deputy Head (Senior Deputy Head), with final selection in consultation with Chairman and Deputy Chairman of the Board of Governors.
5. To appoint all other Teachers and Members of the support staff.
6. To approve overlapping of employment in a post, provided it can be funded from approved budget.

#### **Employment policies, procedures and contracts**

7. To issue such documentation to teachers – in consultation with Corporate HR.

#### **Salary Structure and increases**

8. To approve responsibility allowances, provided they can be funded from approved budget and can be funded on on-going basis. To be reported to Board of Governors for information.
9. To approve recruitment increments subject to prior consultation with the Executive Director of HR (additional increment/part increment can be awarded if there are demonstrable problems in recruitment or retention for a particular teaching post). To be reported to Board of Governors for information.

### **Leave of Absence**

10. To approve paid work during term-time, in accordance with policy agreed by the Board of Governors.
11. To approve unpaid leave whether or not additional costs are incurred for cover, provided can be funded from approved budget.

### **Termination of Employment**

12. To give notice of redundancy in consultation with the Executive Director of HR and adherence to City of London Corporation policy on teacher or support staff redundancy and with the approval of the Board of Governors and Establishment Committee.

### **Dismissal**

13. To dismiss or suspend Deputy Head (the Second Master), in consultation with Chairman and Deputy Chairman of the Board of Governors following consultation with the Executive Director of HR;
14. To dismiss or suspend all other members of staff, following consultation with the Executive Director of HR.

## **HEAD TEACHER, CITY OF LONDON SCHOOL FOR GIRLS**

The following matters are delegated to the Head Teacher:

Operational

1. The letting of school premises in consultation with the City Surveyor and Executive Director Property.

### **Human Resources**

2. In relation to **Teaching Staff**:

#### **Creation of Posts**

3. To make appointments below the level of Head of Department, provided that they are funded from the approved budget and don't commit to increase the level of ongoing expenditure on teachers' salary costs for future years and adhere to City of London Corporation salary structure, terms and conditions for teachers. To be reported to Board of Governors for information.
4. To approve additional responsibilities, provided that they are funded from the approved budget and don't commit to an increase in the overall level of ongoing expenditure on teachers' salary costs for future years. To be reported to Board of Governors for information.

#### **Appointments**

5. To appoint the Deputy Heads, Director of Studies and other members of the Senior Management Team', with final selection in consultation with the Chairman and Deputy Chairman of the Board of Governors or their appointed representatives.
6. To appoint Heads of Departments, Assistant Heads of Section and Teachers.
7. To approve overlapping of employment in a post, provided it can be funded from approved budget and does not increase the overall level of expenditure on teachers' salary costs for future.
8. To appoint casual agency staff and temporary staff for up to one year, subject to adequate provision within the temporary staffing contingency fund.
9. To permit the extension of posts and employment contracts of administrative/support staff, provided funding is met from the approved budget and also give consideration to the impact on future budgets, in consultation with the Executive Director of HR and the Pay Office. To be reported to Board of Governors for information.

#### **Employment policies, procedures and contracts**

10. To issue such documentation to teachers – in consultation with Corporate HR.



11. To issue to administrative/support staff, subject to consultation with HR and recognised Unions.

### **Salary Structure and Increases**

12. To approve responsibility allowances, provided can be funded from approved budget and provided this does not result in an increase in the overall level of expenditure on teachers' salary costs for future years. To be reported to Board of Governors for information.
13. To approve recruitment increment subject to prior consultation with the Executive Director of HR (additional increment/part increment can be awarded if there are demonstrable problems in recruitment or retention for a particular teaching post). To be reported to Board of Governors for information.

### **Payments**

14. To approve extensions of payments beyond 26 weeks and up to 52 weeks, in consultation with the Executive Director of HR.
15. To approve payment of the Lump Sum Allowance for Newly Qualified Teachers, in accordance with the policy approved by Establishment Committee.

### **Leave of Absence**

16. To approve paid work during term-time, in accordance with policy agreed by Board of Governors.
17. To approve unpaid leave whether or not additional costs are incurred for cover, provided can be funded from approved budget and does not result in an increase in the overall level of teachers' salary costs for future years.
18. To approve compassionate leave with pay for between 1-5 working days, in accordance with the policy agreed by Establishment Committee.
19. To approve compassionate leave with pay for between 6-10 working days, in consultation with the Executive Director of HR.

### **Termination of Employment**

20. To give notice of redundancy in consultation with HR and adherence to City of London Corporation policy on teacher redundancy and with the approval of the Board of Governors and Establishment Committee.
21. To approve voluntary early retirements without enhancement and not due to redundancy or in the interests of efficiency, subject to consultation with the Executive Director of HR and approval of Teachers Pensions.

22. To approve early retirements on the grounds of ill health where supported by the Occupational Health Manager, subject to consultation with the Executive Director of HR.

### **Dismissal**

23. To dismiss the Director of Studies, in consultation with the Chairman and Deputy Chairman of the Board of Governors and the Executive Director of HR.

24. To dismiss Heads of Department, Teachers and administrative/support staff, following consultation with the Executive Director of HR.

### **Suspension**

25. To suspend the Director of Studies, in consultation with the Chairman and Deputy Chairman of the Board of Governors and the Executive Director of HR.

26. To suspend Heads of Department, Teachers and administrative/support staff, following consultation with the Executive Director of HR.

27. In relation to **Administrative Staff**:

- a. to approve dismissal only following consultation with the Executive Director of HR;
- b. to approve suspension, following consultation with the Executive Director of HR.

## **PRINCIPAL – THE GUILDHALL SCHOOL OF MUSIC and DRAMA**

Consistent with the resolution of the Court of Common Council in December 2005, the Principal has all the powers necessary to execute the Financial Memorandum with the Office for Students (OfS) delegated to them.

Further, under the terms of the Guildhall School of Music and Drama Instrument and Articles of Government, the following powers are delegated to the Principal:

1. To make such decisions and to initiate such action as they deem necessary in the interests of the efficient running of the Institution and the services provided by the Institution.
2. To make proposals to the Board of Governors about the education character and mission of the Institution and to implement the decisions of the Board of Governors.
3. The appointment, assignment, appraisal and dismissal of staff.
4. The maintenance of student discipline and the suspension or expulsion of students on disciplinary grounds in accordance with the procedures relating thereto in force from time to time and the implementation of decisions to expel students for academic reasons.
5. To incur revenue and capital expenditure and enter into commitments of behalf of the City of London Corporation where appropriate provision has been included in either the revenue or capital estimates, subject to compliance with Standing Orders.
6. To act as Chief Accounting Officer for Office for Students (OfS).

**DEPUTY TOWN CLERK AND CHIEF EXECUTIVE**

**REMEMBRANCER**

**MANAGING DIRECTOR – BARBICAN CENTRE**

The Deputy Town Clerk and Chief Executive, Remembrancer and the Managing Director of the Barbican Centre do not have any powers delegated to them other than those general delegations that apply to all Chief Officers.

# Agenda Item 10

<b>Committee(s):</b> Policy & Resources Committee - For decision	<b>Dated:</b> 11 March 2021
<b>Subject:</b> Recovery Promotional Campaign	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	7, 8 and 10
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£250,000 (for phase 1)
<b>What is the source of Funding?</b>	Covid Contingency Fund
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes
<b>Report of:</b> Director of Innovation & Growth, Director of Communications and Head of Relationships at Mansion House	<b>For Decision</b>
<b>Report author:</b> Julie Chappell, Projects Director IG	

## Summary

Minimal footfall in the Square Mile has left many businesses struggling. Once it is safer, workers, residents and business visitors will lead the return. The speed and volume of the return will be vital to the Square Mile's retail, culture and hospitality recovery.

There is an urgent need for the City Corporation to lead, prepare and launch a large scale and sustained promotional campaign. The core purpose of the campaign will be to entice workers back to the Square Mile sooner and give people compelling reasons to return frequently. Residents and business visitors will also be targeted by the campaign.

The campaign will be resourced, designed and delivered by the City Corporation in partnership with business and London stakeholders who will also benefit from the activity.

The promotional activity will be delivered across digital, broadcast and print media. It will be data and content driven and engineered to drive real-world success metrics such as footfall, which in turn will drive economic benefit for businesses most under threat.

## Recommendations

Members are asked to:

- Approve the City of London recovery promotional campaign core purpose and success metrics
- Approve the phase 1 budget of £250k to be met from the COVID Contingency in order to launch the recovery campaign by spring/summer 2021

## Main Report

### Background

1. The Square Mile faces challenges to recover and rebound. Major firms feel increasingly comfortable having staff work from home, their need for office space may reduce or radically change. Businesses in sectors under threat such as culture, hospitality and retail may not recover quickly enough, and the City of London's offer will be greatly diminished. The City Corporation has a very strong interest in doing all it can to help in speeding, and deepening, the return.
2. Strengthening the City of London's vibrant and thriving offer is a key part of the overall economic recovery plan. Without it, the Square Mile is a less attractive place to do business, to invest in and for highly mobile talent. As well as hospitality, retail, wellbeing and leisure activities, enabling business engagement will be key.
3. Data indicates ways of working are likely to change long-term. The UK had the highest rate of home working compared with employees in France, Germany, Italy and Spain during the pandemic at 3.1 days per week. After a year of remote working, across Europe, workers' desire to return to their physical workplaces full time has fallen. A recent survey of FTSE and S&P 500 hiring managers shows 40% of firms' biggest concern is the reduction of innovation and collaboration if employees continue to work remotely in the long-term.
4. There is confidence in the City's ability to adapt and evolve. The recent City of London Corporation report London Recharged: Our Vision For London In 2025 set out an inspiring picture of what a revitalised London could become. We are now building on that with a plan focused on the Square Mile through the Recovery Task Force. Kick starting the recovery and getting people back to the Square Mile will be vital to achieving the vision.
5. We are monitoring what other global cities are doing to develop their attractiveness as destinations. Amsterdam has implemented a 'circular tourism strategy' focussing on sustainably, the environment and dispersal away from the centre to other regions. Berlin is focussing on tourism sustainability, the environment, product innovation and diversity. Businesses in Paris will benefit from national government financial assistance in the form of grants, investment and tax breaks. The Mayor of Paris has also accelerated plans for greening key locations in the city.

6. The Mayor of London recently announced £5m of funding during 2021 to aid the recovery of the London economy. We will be working closely with the GLA on these plans. Tourism and transport will feature prominently in the marketing activity, however return to office is yet to be scoped, making the City Corporation's timely promotional activity aimed at workers, even more important.
7. Workers, residents and business visitors are the most likely to return to the Square Mile first. Bringing these audiences back sooner and more frequently will kick start the recovery of the City of London's offer and inspire others, such as leisure visitors, to follow.
8. We will accelerate the pace and scale of the recovery by launching a promotional campaign designed to:
  - a. Provide trusted information and reassurance which will encourage workers and business visitors to return to the Square Mile as soon as they are permitted.
  - b. Give people compelling reasons to return frequently and participate more.
  - c. Be in line with and reinforce the City Corporation's wider messaging and corporate vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK.

### **Current Position**

9. London's reputation as the world's leading financial hub is being challenged in some media reports. We should we be doing all we can to encourage workers to come back to offices safely and frequently.
10. Our recommended course of action is to support the City's offer with a promotional campaign aimed at workers, residents and business visitors. Act decisively and in partnership with business to kick start the recovery and drive footfall in the Square Mile which in turn will give retail, hospitality and cultural businesses the confidence to open sooner, innovate and adapt to the new normal.

### **Proposals**

11. Lead and launch a promotional campaign aimed at key audience groups - workers, residents and business visitors - collaborating with and tailored by City businesses. Partnerships, access to audiences, value in kind and match funding from City business and others will be vital to ensure success and we will aim for a ratio of 1:1 in terms of value. The outline here is for the first phase of the work; we will report back to Members on its impact and if/how to build on this success for further work. In parallel, we are also looking at what needs to be done to support the global attractiveness of financial and professional services, and tech, and will revert to Members.

12. The recovery campaign will be highly targeted and at sufficient scale to drive measurable results i.e. footfall, resulting in economic benefit for businesses in the Square Mile.

13. The promotional campaign would:

- Reassure workers and help them to plan their return by providing or signposting trusted information.
- Drive footfall by giving people compelling and timely reasons to participate and return frequently.
  - To connect and do business, experience what's new and different in culture, retail and hospitality
  - Explore renewed urban environments
  - Try new ways of working
  - Attend unmissable events and experiences such as Mansion House Reopening Week.
- Be in line and in support of the City Corporation's wider messaging and corporate vision of a vibrant and thriving City supporting a diverse and sustainable London within a globally successful UK.

14. The campaign will promote innovation, inclusivity and sustainability themes, which will run through content areas such as:

- Culture and entertainment
- Unique 'money cannot buy' experiences
- Retail and hospitality
- Lifestyle and wellness
- Social interaction and networking
- Renewed urban environments
- New ways of working and behaviour patterns
- Sustainable ways of moving around the City
- Innovative business networking and events

15. Compelling and timely City Corporation owned and third-party events will be vital for the success of the campaign and provide reasons to act. Treasured traditional events will be joined on the calendar by unexpected happenings, presenting the Square Mile in new ways. NB many events are TBC due to unknowns such as future social distancing rules, permissions and funding.

16. A number of business programmes will strengthen the City Corporation's support for innovation, for example, we are supporting the next iteration of the Digital Sandbox pilot. The Digital Sandbox supports our offer as a vibrant innovation hub, providing a place for business and technology to collaborate across the FPS ecosystem. With its unique features and synthetic data, the sandbox is a novel way of addressing current challenges in digital innovation. Innovation & Growth will continue to support this initiative in its next phase, bringing together industry and encouraging advances in technology development and adoption.



17. All messaging in the campaign will be signed off in the normal manner by the Communications Team to ensure it is in line with wider corporate messaging
18. It is proposed that the funding of £250,000 is met from the Committee's COVID Contingency Fund and charged to City's Cash. There is currently an uncommitted balance of £772,776 within the non-ringfenced City Cash element of the COVID Contingency. Some of this spend will be incurred in 2021/22 and in line with how other contingencies are managed any unspent funds for this bid at the end of 2020/21 will be rolled into 2021/22.

### **Corporate & Strategic Implications**

19. Strategic implications – This project aligns to points 7, 8 and 10 of the Corporate Plan. We are a global hub for innovation in finance and professional services, commerce and culture. (7). The Square Mile's vibrant offer is key to the attraction and retention of businesses and workers and business visitors are vital to the vibrant offer's sustainability.
20. We have access to the skills and talent we need. (8)  
As well as career opportunities, domestic and global workers (talent) are attracted to the Square Mile by the vibrant offer.
21. We inspire enterprise, excellence, creativity and collaboration. (10)  
A rich ecosystem, economic activity and overall vibrancy create the conditions for innovation and collaboration and creativity
22. Financial implications – cost of the project; potential losses to Corporation income if we don't accelerate the rate of return.
23. Resource implications – set up a cross-Corporation team to deliver effectively.
24. Risk implications – significant reputational damage if the Corporation does not act to accelerate the recovery.

### **Conclusion**

25. The City of London's offer will be one of the most visible indicators of recovery. Investing in a sustained campaign aligned to launch with the reopening of the Square Mile, to bring workers and business visitors back sooner will enable a higher probability of a speedy and strong recovery.

### **Appendices**

Appendix 1: Vibrant Offer Campaign Slides

Damian Nussbaum, Director IG  
Bob Roberts, Director Comms  
Jeremy Blackburn, Head of Relationships

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# Recovery Task Force Vibrant Offer Promotional Campaign

March 2021



## RTF critical mission

*Ensure the Square Mile is **the world's most innovative, inclusive and sustainable business eco-system**, an attractive place to invest, work, live and visit.*



## Problem statement

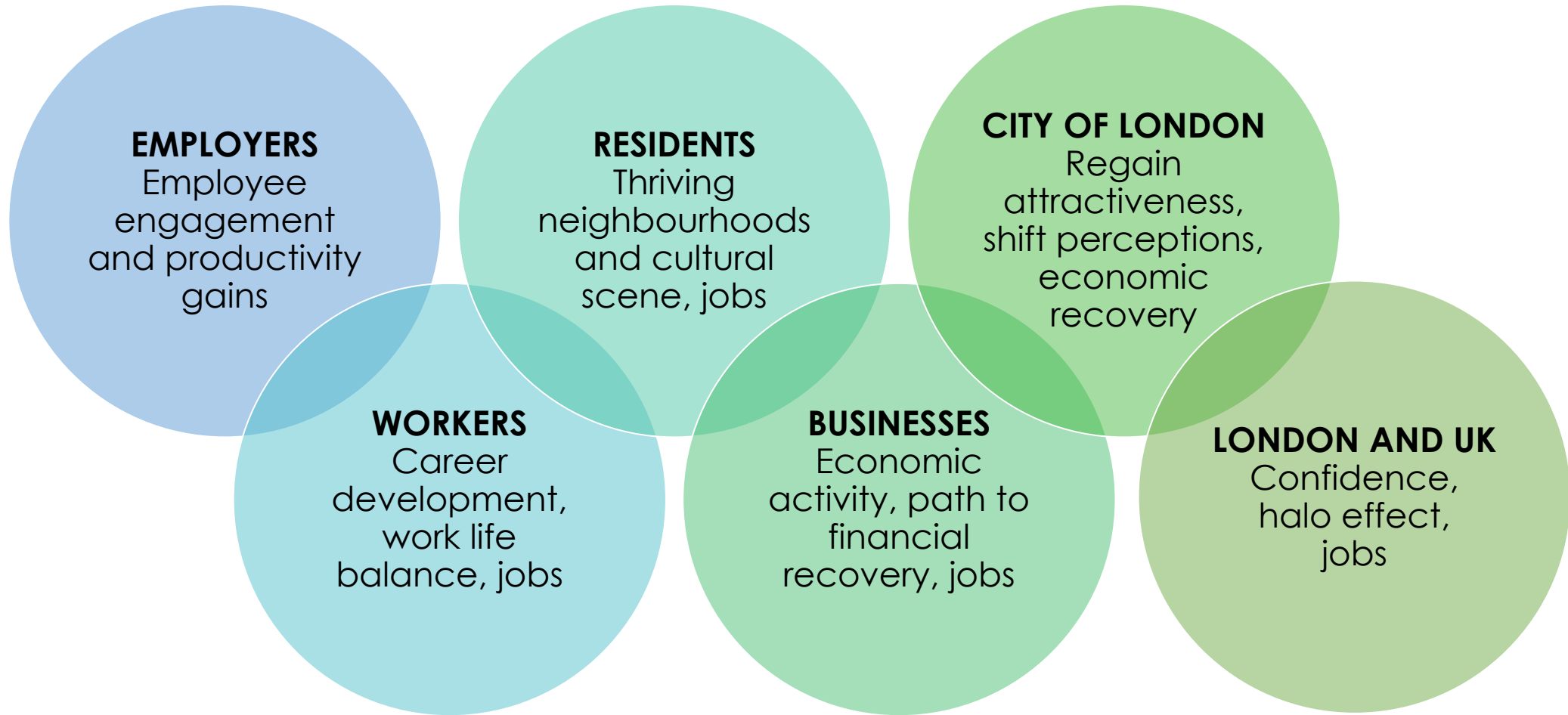
There is scepticism about the Square Mile's vibrant and thriving offer, and whether it will recover and rebound.

If major firms feel increasingly comfortable having staff work from home, their need for office space will diminish or radically change. The perception is that the days of the Square Mile as a magnet for investment and talent might be over.

Businesses in sectors under threat such as culture, hospitality and retail will not recover and the City's vibrant and thriving offer will be greatly diminished.

# Vibrant offer - benefits for key audience groups

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# The promotional campaign will drive awareness and participation in City's renewed vibrant and thriving offer

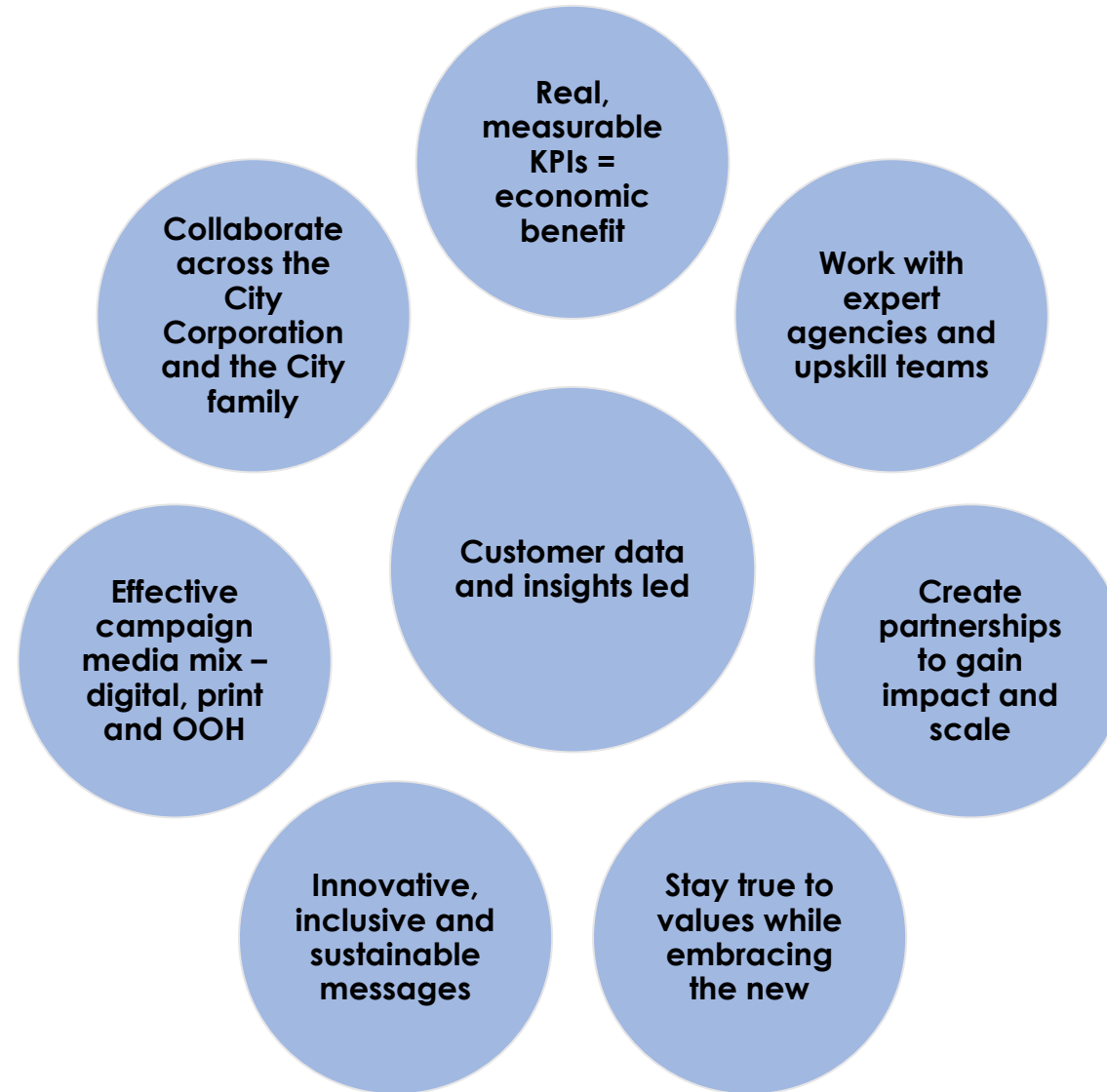
Launch a sustained, cohesive and targeted campaign that will motivate businesses, workers and residents to return to the Square Mile. Inspire people to participate in the City's offer sooner and more often - and encourage others to join them. The campaign will be a City Corporation collaboration in partnership with business.

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# Campaign principles







# Priority audience segments – campaign phase 1



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NB Domestic and international leisure visitors will be targeted in phase 2

# Campaign customer journey – from building confidence to creating economic benefit

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Design the measurement methodology around qual and quant data, using existing metrics to create the economic benefit model

# Validated campaign themes will underpin content and messaging



Themes to be tested with key audience groups at key points as relevance may change as the situation develops



# Work with the City family and partners to animate the city with a calendar of unmissable events and experiences (\*TBC)

OPENING WEEK  
WELCOME –  
MANSION HOUSE

CITY FAMILY  
EVENTS AND  
FESTIVALS

LORD MAYOR'S  
PARADE

PLANNED  
SEASONAL  
CELEBRATIONS

OUTDOOR EVENTS  
E.G. VILLAGE FETE,  
COMMUNITY  
CELEBRATIONS

EXPERIENTIAL  
EVENTS – CULTURE,  
FOOD AND DRINK

SCREENINGS IN  
ICONIC  
LOCATIONS

OPEN HOUSE,  
HIDDEN CITY, 24/7  
City

CHARITY FUN  
RUNS/BIKE RIDES

CULTURE ON THE  
STREETS, MUSIC,  
THEATRE

OUTDOOR  
LEARNING AND  
CLASSES

CHRISTMAS AND  
NEW YEAR

\*Illustrations of the types of events that may take place, pending Government guidelines, permissions and funding

<b>Committee(s):</b> Policy & Resources Committee	<b>Date(s):</b> 11/03/2021
<b>Subject:</b> Community Infrastructure Levy: Extension of Deferral of CIL Payments due to Covid	<b>Public</b>
<b>Report of:</b> Director of the Built Environment	<b>For Decision</b>
<b>Report author:</b> Peter Shadbolt, Department of the Built Environment	

## Summary

At its meeting on 9 July 2020, the Policy & Resources Committee agreed to the introduction of a time-limited amendment to the City Community Infrastructure Levy phasing policy. This amendment also applies to the Mayoral CIL. The amendment allowed development commencing between 9 July 2020 and 1 February 2021 to defer payment of CIL monies until 1 April 2021. It is now necessary to consider whether the time limited deferral of payment should lapse or be extended.

The expectation in July 2020 was that national Covid restrictions would have been eased by April 2021, with the City's economy on a path to recovery from the pandemic. The continuation of Covid restrictions and depressed levels of activity in the City indicate a continuing need to provide support to the City's development industry and businesses to assist in the recovery from Covid. An extension of the policy to allow the deferral of CIL payments until 31 July 2021 is therefore proposed.

## Recommendation(s)

Members are asked to:

- Agree a time limited extension to the Community Infrastructure Levy phasing policy until 31 July 2021, as set out in paragraphs 5-8 of this report.

## Main Report

### Background

1. In May 2020, the Government published revised Covid-19 guidance for the Community Infrastructure Levy (CIL), allowing smaller developers to defer CIL payments. This was set out in revised regulations that remain in force until 31 July 2021.
2. At its meeting on 9 July 2020, the Policy & Resources Committee agreed to the introduction of a time-limited amendment to the City of London's CIL phasing policy, applicable to all CIL liable development in the City and contributions collected by the City Corporation on behalf of the Mayor of London. The amendment allowed development commencing between 9 July 2020 and 1 February 2021 to defer payment of CIL monies until 1 April 2021.

### **Current Position**

3. Since the revised City CIL phasing policy came into effect in July 2020, only one request to defer a payment of £128,000 has been received. Two other schemes have commenced since July 2020 and one is due to commence in March. The developers involved have not requested deferral on the combined CIL liability for these schemes of £5.1m.
4. Under Policy & Resources Committee decision, the time-limited deferral of CIL payments will lapse unless the policy is renewed or revised. The time limitation was from 9 July 2020 until 1 February 2021, with payments due 60 days later on 1 April 2021. At the time of the Committee's decision in July 2020, it was expected that Covid movement and trading restrictions would have been lifted by April 2021 and that business activity in the City would be recovering, removing the need to consider further deferral of CIL payments. However, there remains significant uncertainty over when and how quickly current Covid restrictions will be lifted and economic activity in the City of London remains at low levels.

### **Proposals**

5. Extending the CIL phasing policy to allow developers to continue to defer CIL payments would give a clear signal to the development industry, investors, City occupiers, workers and residents, that the City Corporation is seeking to support City businesses at a difficult time. It could also help to further encourage planning and development activity such that the City can benefit from the anticipated upturn in economic and business activity once restrictions are lifted.
6. It is proposed that the time-limited changes to the CIL phasing policy be extended to align with national regulations for CIL payments to smaller developers. This would mean that, for schemes commencing before 31 July 2021:
  - CIL charges under £500,000 – payment in full will be due within 60 days after 31 July 2021;
  - CIL charges above £500,000 – payment of 50% of charge within 60 days after 31 July 2021, payment of the remainder within 240 days of 31 July 2021.
7. For schemes which have already commenced and for which CIL payments are due, the City Corporation would not apply late payment surcharges for the period up to 29 September 2021.
8. The proposed extension of the CIL phasing policy will again be time limited, until 31 July 2021, at which point the pre-July 2020 instalment policy terms would be reinstated, or an alternative instalment policy considered subject to the economic circumstances at that time.

### **Corporate & Strategic Implications**

9. The proposed change would be in alignment with the Corporate Plan strategic aim of supporting a thriving economy and the City Corporation's support for businesses during the Covid-19 pandemic.
10. Between October and December 2020, the City Corporation consulted on changes to s106 planning obligations, including financial obligations on developers outside of CIL requirements. The Planning & Transportation

Committee have yet to consider the outcome of this consultation, but a decision to further defer CIL payments will be a consideration in that Committee's determination.

### **Financial Implications**

11. The deferral of CIL payments previously agreed by this Committee has resulted in the deferral of £128,000 of CIL monies due, and a potential deferral of a further £87,000. Other schemes incurring CIL payments of over £5m have commenced with no request to defer CIL payment. The proposed extension of CIL phasing outlined in this report will potentially result in a temporary reduction in future CIL payments to the City Corporation for a period of 6 months, but may allow schemes to commence in this period which may otherwise have not commenced until later in 2021.

### **Conclusion**

12. In July 2020, the Policy & Resources Committee agreed a time limited change to the CIL payment policy, allowing payment to be deferred until 1 April 2021, to support the continuation of development through and after the Covid pandemic. This deferral aligned with the direction of national regulatory changes.

13. The time limited changes to CIL payments came to an end in February 2021. This report seeks approval to extend the deferral of CIL payments further to 31 July 2021, with payments then due a minimum of 60 days later from 29 September 2021.

### **Appendices**

None

### **Background Papers**

Report to Policy & Resources Committee 9 July 2020: Community Infrastructure Levy: Changes to Instalment Policy

### **Peter Shadbolt**

Assistant Director (Planning Policy)

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<b>Committee:</b> Policy and Resources	<b>Date:</b> 11 March 2021
<b>Subject:</b> Policy and Resources Contingency/Discretionary Funds	<b>Public</b>
<b>Report of:</b> Chamberlain	<b>For Information</b>
<b>Report author:</b> Laura Tuckey	

## Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund for 2020/21 and future years with details of expenditure in 2020/21. The balances remaining for these Funds for 2020/21 and beyond are shown in the Table below.

Fund	2020/21 Balance Remaining after Approved Bids £	2021/22 Balance Remaining after Approved Bids £	2022/23 Balance Remaining after Approved Bids £	2023/24 Balance Remaining after Approved Bids £
Policy Initiative Fund	527,082	756,365	970,000	1,000,000
Policy & Resources Contingency	57,719	282,000	300,000	300,000
Policy & Resources Project Reserve	328,000	0	0	0
COVID19 Contingency	972,046	600,000*	0	0

\*Subject to budget approval at March Court of Common Council

## Recommendations

Members are asked to:

- Note the report and contents of the schedules.
- Decide if any unallocated balances on your Committee's PIF and Contingency Fund should be carried forward into 2021/22.
- Agree to roll forward the COVID Contingency Fund into 2021/22 due to the ongoing pandemic and the need to rapidly respond.

## Main Report

### Background

1. The purpose of the Policy Initiatives Fund (PIF) is to allow the Committee to respond swiftly and effectively with funding for projects and initiatives identified during the year which support the City Corporation's overall aims and objectives.

2. The current process for identifying which items should sit within the PIF are if they fall under the below criteria:
  - Items that relate to a specific initiative i.e. research.
  - Sponsorship/funding for bodies which have initiatives that support the City's overall objectives; and
  - Membership of high-profile national think tanks.
3. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£650k) for one off allocations, with the option to 'top up' the multiyear allocation from the balance if members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
4. PIF bids need to include a measurable success/benefits criterion in the report so that the successful bids can then be reviewed to see what the outcomes are and if the works/activities meet the objectives of the PIF. These measures will be used to review PIF bids on a six-monthly basis. This review will aide members in evaluating the effectiveness/benefits of PIF bids supported works/activities which can be taken into consideration when approving similar works/activities in the future.
5. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities. If the Department requires funding for the same works/activities again at a later date, it is suggested that they re-bid for the funding. If there is a legitimate reason, out of the Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
6. The Committee Contingency Fund is used to fund unforeseen items of expenditure when no specific provision exists within the Policy Committee's budget such as hosting one-off events.
7. The Committee's Project Reserve is a limited reserve which has been established from funds moved from the Projects Sub Committee Contingency Fund as approved in May 2019's Policy and Resources Committee. This reserve of £450,000 from the Project Sub Committee is not an annual Contingency but a one-off sum. It is suggested that this reserve is used for project type spend.
8. The COVID19 Contingency Fund is a time limited fund established to meet any unforeseen items of expenditure due to the COVID19 virus such as; to enact contingency planning arrangements, support unforeseen expenditure required to support service community which cannot be met from local budgets and to support/implement guidance issued by the government where there is no other

compensating source of funding. The Town Clerk and Chamberlain have delegated authority to approve bids to this fund that are under £250,000.

9. The Brexit Contingency Fund was a time limited fund established to meet any unforeseen items of expenditure due to the UK leaving the EU such as; communicating the interests of the City, helping mitigate the risks identified in the Corporate Risk Register or managing any urgent unforeseen issues arising from Brexit. As per Policy and Resource's decision unspent sums have been rolled into the COVID Contingency.

### Current Position

10. Appendices 1 to 3 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1), your Committee's Contingency (Appendix 2), and the Policy & Resources Project Reserve (Appendix 3). Bids against the COVID19 Contingency Fund (Appendix 4) has either been approved by the Town Clerk and Chamberlain under delegated authority or by this Committee.
11. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Committee's Project Reserve and COVID19 Contingency for 2020/21 are shown in the Table below.

<b>Fund</b>	<b>2020/21 Opening Balance</b>	<b>2020/21 Approved Bids</b>	<b>2020/21 Balance Remaining after 2020/21 Approved Bids</b>	<b>2020/21 Pending Bids</b>	<b>2020/21 Balance Remaining after 2020/21 Pending Bids</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Policy Initiative Fund	1,969,348	(1,442,266)	527,082	0	527,082
Policy & Resources Contingency	664,569	(606,850)	57,719	0	57,719
Policy & Resources Project Reserve	420,000	(92,000)	328,000	0	328,000
COVID19 Contingency	2,152,546	(1,180,500)	972,046	(445,000)	527,046

12. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda.

	2020/21	2021/22	2022/23	2023/24
Balance remaining of Multiyear PIF allocation	£71,365	£243,365	£340,000	£350,000

13. Members are asked to decide on whether any uncommitted balances on the PIF or Committee Contingency Fund should be carried forward into 2021/22 as has historically occurred or to not roll forward any uncommitted balances into 2021/22. The table below shows the current level of uncommitted funds in 2020/21. The budget and uncommitted spend for 2021/22 onwards for the PIF is shown in Appendix 1 and for the Committee's Contingency in Appendix 2.

14. It is recommended to members that the uncommitted balance of the COVID Contingency Fund is rolled forward into 2021/22 due to the ongoing pandemic and potential need for related spend. The uncommitted balance of the COVID Contingency Fund can be found in the table below.

Fund	Current Uncommitted 2020/21 Balance
Policy Initiative Fund	£527,082
Policy & Resources Contingency	£57,719
Policy & Resources Project Reserves	£328,000
COVID19 Contingency	£972,046
<b>Total</b>	<b>£1,884,847</b>

## Corporate & Strategic Implications

15. Although each PIF application has to be judged on its merits, it can be assumed that they may be helping towards contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments as per the corporate plan.

16. Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.

## Appendices

- Appendix 1 – PIF 2020/21 and Future Years
- Appendix 2 – P&R Contingency 2020/21 and Future Years
- Appendix 3 – P&R Project Reserve 2020/21
- Appendix 4 – COVID19 Contingency 2020/21

## Laura Tuckey

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## Policy and Resources Committee - Policy Initiative Fund

Budget	2020/21	2021/22	2022/23	2023/24
Initial budget	£ 1,250,000	£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2019/20	£ 437,248	£ -	£ -	£ -
Unspent balances deferred from 2019/20	£ 239,631	£ -	£ -	£ -
Unspent balances in 2019/20 returned to Fund	£ 42,469	£ -	£ -	£ -
<b>Revised Budget</b>	<b>£ 1,969,348</b>	<b>£ 1,200,000</b>	<b>£ 1,200,000</b>	<b>£ 1,200,000</b>

Date	Name	2020/21 Bid	2020/21 Actual	2021/22 Bid	2022/23 Bid	2023/24 Bid
07/07/16	London Councils Summit	£ 16,000	£ -			
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation (CSFI)	£ 6,635	£ 6,635	£ 6,635		
22/02/18	Continued Sponsorship to support Innovate Finance	£ 250,000	£ 187,500			
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	£ 11,000	£ 11,000			
03/05/18	Saudi Arabia Vision 2030, Public Investment Fund and Financial Services	£ 27,487	£ -			
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 77,899	£ 1,560			
07/06/18	Social Mobility: Sponsorship of the Social Mobility Employer Index	£ 15,573	£ 15,573			
05/07/18	Events Partnership with The Strand Group, King's College London	£ 35,787	£ -			
17/01/19	Sponsorship of the CPS Margaret Thatcher Conference on Britain & America	£ 4,475	£ -			
17/01/19	Sponsorship of Children's Book with Guy Fox History Project Ltd	£ 2,885	£ -			
21/02/19	London and Partners: domestic promotion of London	£ 87,000	£ 12,000	£ -		
14/03/19	Think Tank Review and Memberships 2019-20	£ 8,025	£ 8,025			
04/07/19	Recognition of Women: a City Response	£ 23,000	£ -			
23/10/19	Renewal of CWEIC Strategic Partnership	£ 30,000	£ 10,000			
23/01/20	Sponsorship of New Local Govt Network 'Community Mobilisation' Project	£ 12,500	£ 12,500			
20/02/20	Future.Now - Application for Funding	£ -	£ -	£ 17,000		
20/02/20	Secretariat of Standing International Forum of Commercial Courts	£ 60,000	£ 60,000			
20/02/20	Tokyo 2020 Games	£ 40,000	£ -			
19/03/20	London Messaging Research	£ 40,000	£ -			
16/04/2020	Sponsorship of London 2050 Project	£ 21,500	£ 20,000			
16/04/20	Sheltered Employment Programme - Corporate Catering at the Guildhall Offices	£ 90,000	£ -	£ 90,000		
11/06/20	British Foreign Policy Group	£ 35,000	£ -			
Urgency	Supplementary City Premium Grant to Academies	£ 330,000	£ 330,000			
Urgency	Additional Innovate Finance	£ 100,000	£ 50,000			
24/09/20	Commitment to UN Sustainable Development Goals	£ 10,000	£ -	£ 10,000	£ 10,000	
Urgency	Report on UK Legal Services	£ 7,500	£ 7,500			
19/11/20	Recovery Task Force: Placemaking for a world-leading Square Mile	£ 100,000				
21/01/21	Support for Innovate Finance			£ 250,000	£ 250,000	£ 250,000
21/01/21	Green Horizon Summit Evaluation & COP26 Preparations			£ 100,000		
18/02/21	Commonwealth Enterprise and Investment Council			£ 20,000	£ 20,000	
	<b>Total Allocations</b>	<b>£ 1,442,266</b>	<b>£ 732,293</b>	<b>£ 493,635</b>	<b>£ 280,000</b>	<b>£ 250,000</b>
	<b>Balance Remaining</b>	<b>£ 527,082</b>		<b>£ 706,365</b>	<b>£ 920,000</b>	<b>£ 950,000</b>

Bids for Committee's Approval: 11 March 2021

- Standing International Forum of Commercial Courts	-	50,000	50,000	-
	-	-	-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 527,082</b>	<b>£ 656,365</b>	<b>£ 870,000</b>	<b>£ 950,000</b>

	Multi Year PIF Bids	2020/21 Bid	2021/22 Bid	2022/23 Bid	2023/24 Bid
	<b>Multi Year PIF Allocation</b>	<b>£ 600,000</b>	<b>£ 600,000</b>	<b>£ 600,000</b>	<b>£ 600,000</b>
07/07/16	London Councils Summit	£ 16,000			
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation	£ 6,635	£ 6,635		
22/02/18	Continued Sponsorship to support Innovate Finance	£ 250,000			
15/03/18	Match Funding from The Honourable Irish Society to the National Citizenship Scheme	£ 11,000			
07/06/18	City of London Corporation - Engagement with Strategy World Economic Forum (WEF)	£ 38,000			
21/02/19	London and Partners: domestic promotion of London	£ 87,000	£ -		
23/10/19	Renewal of CWEIC Strategic Partnership	£ 20,000			
16/04/20	Sheltered Employment Programme - Corporate Catering at Guildhall Offices	£ 90,000	£ 90,000		
24/09/20	Commitment to UN Sustainable Development Goals	£ 10,000	£ 10,000	£ 10,000	
21/01/21	Support for Innovate Finance		£ 250,000	£ 250,000	£ 250,000
18/02/21	Commonwealth Enterprise and Investment Council		£ 20,000	£ 20,000	
	<b>Multi Year PIF Allocation Balance</b>	<b>£ 71,365</b>	<b>£ 243,365</b>	<b>£ 340,000</b>	<b>£ 350,000</b>

Bids for Committee's Approval: 11 March 2021

- Standing International Forum of Commercial Courts	-	50,000	50,000	-
	-	-	-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 71,365</b>	<b>£ 193,365</b>	<b>£ 290,000</b>	<b>£ 350,000</b>

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## Policy and Resources Committee - Contingency

Budget	2020/21		2021/22	2022/23
Initial Budget	£ 300,000		£ 300,000	£ 300,000
Uncommitted balance brought forward from 2019/20	£ 233,753		£ -	£ -
Unspent balances deferred from 2019/20	£ 129,850		£ -	£ -
Unspent balances in 2019/20 returned to Fund	£ 966		£ -	£ -
<b>Revised Budget</b>	<b>£ 664,569</b>		<b>£ 300,000</b>	<b>£ 300,000</b>

Date	Name	2020/21 Bid	2020/21 Actual	2021/22 Bid	2022/23 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -
17/11/16	Police Arboretum Memorial Fundraising Dinner	£ 30,000	£ -	£ -	£ -
04/10/18	Beech Street Transformation Project	£ 55,000	£ -	£ -	£ -
12/12/19	Administrative, consultancy and support fees associated with governance review activities	£ 25,000	£ 25,000.00	£ -	£ -
20/02/20	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 127,000	£ 355.00	£ -	£ -
19/11/20	Census 2021	£ -	£ -	£ 18,000	£ -
10/12/20	Mobilisation of Climate Action	£ 200,000	£ -	£ -	£ -
10/12/20	Electoral Registration Campaign Manager	£ 150,000	£ 1,060.00	£ -	£ -
	<b>Total Allocations</b>	<b>£ 606,850</b>	<b>£ 26,415.00</b>	<b>£ 18,000</b>	<b>£ -</b>
	<b>Balance Remaining</b>	<b>£ 57,719</b>		<b>£ 282,000</b>	<b>£ 300,000</b>

Bids for Committee's Approval: **11 March 2021**

-	-	-	-
-	-	-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 57,719</b>	<b>£ 282,000</b>	<b>£ 300,000</b>

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## Policy and Resources Committee Project Reserve: 2020/21

Budget	2020/21
Initial Budget	£ 450,000
Less: Allocation spent in 2019/20	-£ 30,000
<b>Revised Budget</b>	<b>£ 420,000</b>

Date	Name	2020/21 Bid	2020/21 Actual
30/07/20	Project Management Academy	£ 77,000	£ 66,421.77
	<b>Total Allocations</b>	<b>£ 77,000</b>	<b>£ 66,421.77</b>
	<b>Balance Remaining</b>	<b>£ 343,000</b>	

Bids for Committee's Approval: **11 March 2021**

-	-
-	-
<b>Total Balance if pending bids are approved</b>	<b>£ 343,000</b>

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## Policy & Resources Committee - COVID Contingency 2020/21

Budget	2020/21
Initial Budget	£ 1,500,000
Funding moved from Brexit funding - City Fund	£ 239,270
Funding moved from Brexit Funding - City's Cash	£ 413,276
Additional allocation ringfenced for GSMD	£ 600,000
<b>Revised Budget</b>	<b>£ 2,752,546</b>

Date	Name	2020/21 Bids
03/04/20	SMTA Rates Bill	£ 67,000
21/04/20	COLPAI - CCTV	£ 41,000
17/04/20	Support the Mortality Management Group	£ 27,000
24/04/20	Direct Access Server Replacement + Additional Server	£ 37,000
06/05/20	PPE Purchasing	£ 4,000
11/05/20	CoLP IT Resilience	£ 263,000
28/05/20	Open Spaces PPE and HSE	£ 65,000
09/06/20	Using Public Transport and Social Distancing - Face Coverings	£ 25,000
24/06/20	CoL IT - Remote Working upgrades and expenses	£ 81,000
09/07/20	City of London Academies Trust Funding Request for Summer Provision 2020/21	£ 70,000
08/07/20	Everyone In - Rough Sleeping Response	£ 261,000
27/07/20	Brakespear Mortuary	£ 44,000
05/10/20	Public Health Communications Officer	£ 50,000
19/11/20	Communications with Residents	£ 28,000
10/12/20	Dedicated City Corporation News Hub on City AM	£ 45,000
21/12/20	Dedicated strategic support on social care to the Chief Executive of Ealing	£ 8,500
22/01/21	Letter drops to City residents	£ 24,000
10/02/21	Public Health Communications Officer extended	£ 40,000
	<b>Total Allocations</b>	<b>£ 1,180,500</b>
	Non ringfenced balance (City's Cash)	£ 772,776
	Non ringfenced balance (City Fund)	£ 199,270
	GSMD ringfenced balance (City's Cash)	£ 600,000
	<b>Total Balance Remaining</b>	<b>£ 1,572,046</b>

### Bids for Committee's Approval: 11 March 2021

Laptops required for new starters and replacing broken devices to the end of March 2021	195,000
Recovery Promotional Campaign	250,000
<b>Total Balance if pending bids are approved</b>	<b>£ 1,127,046</b>

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