



Policy and Resources Committee

Date: THURSDAY, 3 JUNE 2021

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)
(<https://youtu.be/MCgRdyXCFqY>)

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
Rehana Ameer	Wendy Mead
Nicholas Bensted-Smith (Ex-Officio Member)	Deputy Andrien Meyers
Tijs Broeke	Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Karina Dostalova	Deputy Alastair Moss (Ex-Officio Member)
Anne Fairweather	The Rt Hon. the Lord Mayor,
Marianne Fredericks	Alderman William Russell (Ex-Officio Member)
Tracey Graham (Ex-Officio Member)	Ruby Sayed (Ex-Officio Member)
Alderman Timothy Hailes	Alderman Baroness Scotland (Ex-Officio Member)
Caroline Haines	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

Accessing the virtual public meeting

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

<https://youtu.be/MCgRdyXCFqY>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Town Clerk after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local

Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available online via the City Corporation's webpages.

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 & Resources Committee meeting held on 6 May 2021.

For Decision
(Pages 7 - 14)
 - b) To note the public minutes of the Public Relations and Economic Development Sub-committee meeting held on 29th April 2021.

For Information
(Pages 15 - 18)
 - c) To note the public minutes of the Projects Sub-Committee meeting held on 14 April 2021.

For Information
(Pages 19 - 26)
 - d) To note the public minutes of the Resource Allocation Sub-Committee meeting held on 12 May 2021.

For Information
(Pages 27 - 34)
4. **RESOLUTION OF BRIDGE HOUSE ESTATES BOARD**
To receive a resolution from the Bridge House Estates Board.

For Information
(Pages 35 - 36)
5. **MEMBERS FINANCIAL SUPPORT SCHEME**
Report of the Town Clerk (on behalf of the Financial Assistance Working Party).

For Decision
(Pages 37 - 64)
6. **GOVERNANCE REVIEW: CONSTITUTIONAL ISSUES; THE PRINCIPLE OF WARD COMMITTEES**
Report of the Town Clerk.

For Decision
(Pages 65 - 130)

7. **CITY JUNIOR SCHOOL BOARD OF GOVERNORS PROPOSED TERMS OF REFERENCE**
 Joint report of the Heads, City of London School and City of London School for Girls.

For Decision
(Pages 131 - 140)

8. **LORD MAYOR'S SHOW**
 Report of the Remembrancer.

For Decision
(Pages 141 - 146)

9. **PARTY CONFERENCES 2021**
 Report of the Director of Communications.

For Decision
(Pages 147 - 152)

10. **PROTECT DUTY CONSULTATION RESPONSE**
 Report of the Town Clerk.

For Decision
(Pages 153 - 162)

11. **RECOVERY TASKFORCE POST-LAUNCH ENGAGEMENT AND ACTIVITY**
 Joint report of the Director of Innovation & Growth and the Director of Communications.

For Information
(Pages 163 - 166)

12. **CAPITAL FUNDING UPDATE**
 Report of the Chamberlain.

For Decision
(Pages 167 - 180)

13. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**
 Report of the Chamberlain.

For Information
(Pages 181 - 192)

14. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
 Report of the Town Clerk.

For Information
(Pages 193 - 196)

15. **PUBLIC RELATIONS (& ECONOMIC DEVELOPMENT) SUB-COMMITTEE - FUTURE ARRANGEMENTS**
 Report of the Town Clerk (TO FOLLOW).

For Decision

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

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

18. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

19. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the Policy & Resources Committee meeting held on 6 May 2021.

For Decision
(Pages 197 - 200)

- b) To note the non-public minutes of the Public Relations and Economic Sub-committee meeting held on 29 April 2021.

For Information
(Pages 201 - 202)

- c) To note the non-public minutes of the Projects Sub-Committee meeting held on 14 April 2021.

For Information
(Pages 203 - 206)

- d) To note the non-public minutes of the Culture Mile Working Party held on 1 March 2021

For Information
(Pages 207 - 210)

20. **MARKETS CO-LOCATION PROGRAMME - PROGRESS REPORT AND BUDGET REQUEST**

Joint report of the City Surveyor, Town Clerk and Director of Markets and Consumer Protection.

For Decision
(Pages 211 - 228)

21. **NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information
(Pages 229 - 232)

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

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

POLICY AND RESOURCES COMMITTEE **Thursday, 6 May 2021**

Minutes of the meeting of the Policy and Resources Committee held via Microsoft Teams and live-streamed at <https://youtu.be/4FEH68msL98> on Thursday, 6 May 2021 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chair)
Sheriff Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley (Vice-Chairman)
Deputy Tom Sleigh (Vice-Chair)
Rehana Ameer
Nicholas Bensted-Smith (Ex-Officio Member)
Tijs Broeke
Karina Dostalova
Anne Fairweather
Marianne Fredericks
Alderman Timothy Hailes
Caroline Haines
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)
Deputy Alastair Moss (Ex-Officio Member)
The Rt Hon. the Lord Mayor, Alderman William Russell (Ex-Officio Member)
Sir Michael Snyder
Deputy James Thomson (Ex-Officio Member)
Mark Wheatley
Deputy Philip Woodhouse
Alderman Sir David Wootton
Tracey Graham (Ex-Officio Member)
Ruby Sayed (Ex-Officio Member)

In attendance

Randall Anderson
Helen Fentimen
Graeme Harrower
Alderman Sir Roger Gifford
Ann Holmes
Deputy Barbara Newman

Graham Packham

Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- The Chamberlain
Paul Double	- City Remembrancer
Paul Wilkinson	- City Surveyor
Caroline Al-Beyerty	- Deputy Chamberlain & Financial Services Director
Damian Nussbaum	- Director of Innovation & Growth
Bob Roberts	- Director of Communications
Peter Lisley	- Assistant Town Clerk
Angela Roach	- Assistant Town Clerk
Paul Wright	- Deputy Remembrancer
Nigel Lefton	- Remembrancer's Department
Anne Bamford	- Community & Children's Services Department
Deborah Cluett	- Comptroller and City Solicitor's Department
Mark Jarvis	- Chamberlain's Department
Lisa Moore	- Chamberlain's Department
Nicholas Gill	- City Surveyor's Department
Eugenie de Naurois	- Communications
Sanja Odedra	- Communications
Lorraine Brook	- Town Clerk's Department
Greg Moore	- Town Clerk's Department

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. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court dated 15 April 2021 appointing the Committee and agreeing its Terms of Reference.

4. **ELECTION OF CHAIR**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29.

Deputy Catherine McGuinness, being the only Member expressing willingness to serve, was duly elected for the ensuing year.

Thanking colleagues for their support, the Chair took the opportunity to welcome Caroline Haines, Tracey Graham, and Ruby Sayed to their first meeting of the Committee. She also expressed her gratitude, on behalf of the Committee, to departing Members Randall Anderson and Joyce Nash.

5. **ELECTION OF DEPUTY / VICE CHAIRS**

The Committee proceeded to elect its three Deputy/Vice Chairmen in accordance with Standing Order No. 30.

Deputy Keith Bottomley, Sheriff Christopher Hayward, and Deputy Tom Sleigh all expressed a willingness to serve and, being the only three Members expressing such a willingness, were duly elected for the ensuing year.

The Chair reminded the Committee of the provisions of Standing Order No. 30(8), which provided for herself and the appointed individuals to now determine amongst themselves who would take the statutory Deputy Chairman role for the coming year. However, as it was the last year of her term as Chair, it was the Committee's practice at such times for endorsement of the proposed arrangements to be sought, given the likely implications with respect to succession.

Following a clarification around process, the Committee expressed its unanimous support for the appointment of Sheriff Christopher Hayward as the statutory Deputy Chairman for the ensuing year.

6. **MINUTES**

- a) The public minutes of the meeting of the Policy and Resources Committee meeting held on 8 April 2021 were approved as a correct record.
- b) The public minutes of the Projects Sub-Committee meeting held on 24 March 2021 were noted.

7. **APPOINTMENT OF SUB COMMITTEES, WORKING PARTIES AND REPRESENTATIVES ON OTHER COMMITTEES**

The Committee considered a report of the Town Clerk concerning the appointment of the Committee's sub-committees, working parties and representatives on other committees.

Members noted and agreed the proposal to hold the Outside Bodies Sub-Committee, Ceremonial Working Party, and Members' Diversity Working Party in abeyance for the coming year and make no appointments, in view of the particular circumstances relating to each. Similarly, it was also agreed that the existing memberships should be retained for the Members' Financial Assistance Working Party, the Tackling Racism Task Force, and the Innovation & Growth Advisory Board, given the current status of each body's activity and the benefits of continuity of membership.

With reference to the Public Relations and Economic Development Sub-Committee, Members noted the requirement to remove the "Economic Development" aspects of that Sub-Committee's remit and endorsed the proposal that fuller consideration of its future was warranted. Accordingly, aside from those changes outlined in Appendix D removing the Economic Development aspects, it was agreed the Sub-Committee should be retained as-is for now pending consideration of alternative options at the next meeting.

RESOLVED: That the following be approved:-

1. The appointment, composition and terms of reference of the following sub-committees and working parties be approved for the ensuing year, as set out in the report and accompanying appendices:-
 - Resource Allocation Sub-Committee
 - Projects Sub-Committee
 - Members' Privileges Sub-Committee
 - Hospitality Working Party
 - Culture Mile Working Party
 - Members' Financial Assistance Working Party
 - Tackling Racism Task Force
 - Innovation & Growth Advisory Board
2. That the following of the Committee's sub-committees or working parties be held in abeyance for the coming year:-
 - Outside Bodies Sub-Committee
 - Ceremonial Working Party
 - Members' Diversity Working Party
3. That the Public Relations & Economic Development Sub-Committee be held over for the interim as set out in paragraph 14 and Appendix D, with a report on future options requested.
4. Deputy Keith Bottomley and Deputy Jamie Ingham Clark be appointed as Chairman and Deputy Chairman (respectively) of the Projects Sub-Committee.
5. The following Members be appointed as listed to represent the Committee on each of the following bodies:-
 - **Audit and Risk Management Committee:** Marianne Fredericks
 - **Barbican Centre Board:** Anne Fairweather
 - **Capital Buildings Committee:** Deputy Keith Bottomley, Peter Bennett
 - **Education Board:** *Vacancy*
 - **Freedom Applications Committee:** Jeremy Mayhew
 - **Investment Committee:** Anne Fairweather, Alderman Prem Goyal, Michael Hudson, Shravan Joshi, Dhruv Patel, John Petrie, Deputy Robert Merrett, and Deputy Tom Sleigh.
 - **Corporate Asset Sub-Committee:** Marianne Fredericks, Deputy Edward Lord, *Vacancy*
 - **Projects Sub-Committee:** Caroline Haines, Sheriff Christopher Hayward, Deputy Jamie Ingham Clark, Deputy Philip Woodhouse

- **Informal consultation with the Court of Aldermen and the Finance Committee on Mayoralty and Shrievalty Allowances:**
Deputy Edward Lord

6. That the various appointments to the following bodies be balloted on electronically and that authority be delegated to Town Clerk, in consultation with the Chair and Deputy Chair, to approve appointments on the basis of said electronic ballot process:

- Resource Allocation Sub-Committee
- Culture Mile Working Party
- Economic & Cyber Crime Committee

8. **OPTIONS TO PROMOTE SUPPLIER DIVERSITY**

The Committee considered a report of the Chamberlain which outlined various options to promote diversity in the City Corporation supply chain and recommended the commissioning of a study to inform next steps.

RESOLVED: That Members approve the funding of £30,000 from the 2021/22 Policy Initiative Fund as set out in the report for research on diversity issues and opportunities broken down by categories of spend.

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

The Committee considered a report of the Chamberlain which provided an update on those projects and activities which had 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.

It was clarified that, in respect of the recommendation to transfer £500,000 to the COVID Contingency Fund, the Committee's approval was being sought specifically in respect of £200,000 from the uncommitted 2020/21 carry forward of PIF underspend. The remaining £300,000 was the subject of a separate request to the Finance Committee for monies from that Committee's Contingency Funds.

RESOLVED: That:-

1. The report be received and its content noted.
2. £200,000 from the uncommitted 2020/21 carry forward of PIF underspend be transferred to the COVID Contingency Fund.

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

The Committee received a report of the Town Clerk advising of several actions taken under urgency powers or delegated authority since the last meeting of the Committee.

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

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

There was one question:

Letter from the World Uyghur Congress

A Member made reference to copies of an open letter sent by the UK Director of the World Uyghur Congress to the Lord Mayor and Chair of Policy, which had been circulated to all Members of the Committee. The letter concerned the City Corporation's engagement with the government of the Peoples' Republic of China, with particular reference to the recent Parliamentary debate concerning mistreatment of the Uyghur people, with the Member asking if there was any thought as to an initial response.

Responding, the Chair advised that she would discuss a response with the Lord Mayor but noted that the City Corporation engaged with business partners across the world and throughout the year to promote the City and financial and professional services. In doing so, it was guided by the UK Government on how and when to engage with the Chinese Government and the City would continue to seek guidance from the Foreign, Commonwealth and Development Office on the current status of relations with China. She added that the Foreign Secretary had recently said the UK was looking to form a constructive and calibrated approach to engage with China, including on climate change and being clear on the values that the UK holds, and the City would continue to take the Government's lead.

Through a supplementary question, reference was made to the ESG (Environmental, Social, and Corporate Governance) agenda, of which climate change was a major part, and the ongoing work with the Chinese government on climate change as part of that. It was ventured that human rights was also a significant part of the ESG agenda and, given the serious allegations regarding humanitarian issues discussed in Parliament, the Corporation should seek to use its position to raise concerns in this regard.

Responding, the Chair advised that the City Corporation condemned all human rights abuses around the world, wherever they were found, adding that its Disaster Relief Fund gave funding to relieve human suffering around the world and help vulnerable people affected by major disasters. She noted that it was for the UK Government to take the lead on many of these issues and the City Corporation should only look to intervene on issues that were relevant to the City and where it was in our interests to do so: the economic links between China and the UK supported well over 100,000 British jobs and UK financial service exports to China were worth £930million in 2019. Given the economic importance of these ties, she reiterated that the City would continue to take the UK Government's lead on engaging with China.

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

There were no urgent items.

13. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

14. NON-PUBLIC MINUTES

- a) The non-public minutes of the Projects Sub-Committee meeting held on 24 March 2021 were noted.
- b) The non-public minutes of the Hospitality Working Party (HWP) meeting held on 25 March were noted.

In respect of the specific recommendation set out therein for Policy & Resources Committee's consideration, concerning the longer-term plans relating to the Guildhall Yard and the NHS Test and Trace Centre, Members noted that clarification had been provided in the period since the HWP's last meeting.

15. FUNDING OF EDUCATION BY THE CITY OF LONDON

The Committee considered and approved a joint report of the Chamberlain and Director of Community & Children's Services concerning the City Corporation's funding of education.

16. GREAT ARTHUR HOUSE - SERVICE CHARGE RECOVERY FOR REPLACEMENT OF CURTAIN WALLING

This item was withdrawn.

17. CENTRAL CRIMINAL COURT - EXTERNAL AND INTERNAL FABRIC REPAIRS

The Committee considered and approved a report of the City Surveyor concerning a project to repair and refurbish the Central Criminal Court.

18. REQUEST FOR DELEGATED AUTHORITY: CENTRAL LONDON FORWARD

The Committee considered and approved a report of the Director of Innovation & Growth which sought delegated authority in relation to a funding bid by Central London Forward.

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

There were no questions.

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

There were no urgent items.

The meeting ended at 2.40 pm

Chairman

Contact Officer: Gregory Moore
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gregory.moore@cityoflondon.gov.uk

PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE
Thursday, 29 April 2021

Minutes of the meeting of the Public Relations and Economic Development Sub (Policy & Resources) Committee held at Virtual Public Meeting (Accessible Remotely) on Thursday, 29 April 2021 at 3.00 pm

Present

Members:

Deputy Catherine McGuinness (Chair)
Sheriff Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley
Karina Dostalova
Anne Fairweather
Alderman Prem Goyal
Alderman Timothy Hailes
Deputy Jamie Ingham Clark
Alderman Vincent Keaveny
Deputy Edward Lord
Jeremy Mayhew
Deputy Tom Sleigh
Sir Michael Snyder
Alderman Sir David Wootton

Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk/ Director of Members Services
Chloe Rew	- Town Clerk's Department
Richard Messingham	- Town Clerk's Department
Eugenie de Naurois	- Town Clerk's Department
Sarah Bridgman	- Town Clerk's Department
Sarah Phillips	- Town Clerk's Department
Bob Roberts	- Director of Communications
Paul Double	- City Remembrancer
Paul Wright	- Deputy Remembrancer
Damian Nussbaum	- Director of Innovation & Growth
Giles French	- Innovation & Growth
Jeremy Blackburn	- Mansion House & CCC
Bukola Soyombo	- Chamberlain's Department

Also in attendance:

Sophie Fernandes - Chair, Licensing Committee

1. **APOLOGIES**

Apologies for absence were received from Tijs Broeke.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 4 March 2021 be approved as a correct record.

4. **CORPORATE AFFAIRS UPDATE**

Members received a report of the Director of Communications in respect of the Corporate Affairs Update.

In response to concerns regarding the electoral registration process, Members were informed that this matter was a high priority issue and that the Elections Engagement Manager would be giving an update to the Court of Aldermen the following week.

RESOLVED – that the report be received and its contents noted.

5. **PARLIAMENTARY TEAM UPDATE**

Members received a report of the Remembrancer in respect of the Parliamentary Team Update. With regards to the regulations for local authority meetings, the government's position to date was that there was insufficient parliamentary time to go through primary legislation.

RESOLVED – that the report be received and its contents noted.

6. **RECOVERY WORK**

Chief Officers were heard in respect of Recovery Work. Members expressed concern regarding recent media coverage regarding recovery and the City's plans for office space moving forward. A primary area of concern was the media coverage in relation to plans to increase residences in the City and what spaces these residences will occupy (including current office space and other spaces suitable for conversion). Members were advised that communications plans were in place, and that further engagement was underway with key stakeholders to ensure that the City retained its reputation as a thriving, internationally competitive centre, paying due consideration to both the residential and business communities. In particular opportunities would be found to clarify the predominantly business nature of the City. The Director of Communications emphasised that recovery work was focused on maintaining strong, sustainable recovery for the City and bringing workers and visitors back to the City whilst taking steps to protect public health. This work was being undertaken by the Recovery Taskforce, Business Recovery Fund, promotion of City reopening events, COVID-19 Business Accreditation Scheme and the City of London Recovery advertising and publicity campaign.

7. **FUTURE REMIT OF PRED**

Members and Chief Officers discussed the future remit and form of the sub-committee. It was noted that as a competitiveness advisory board had been established, it would be beneficial for the new committee to focus on public affairs, communications and sports engagement. Members also considered whether the new committee should be a sub-committee or advisory board. Proposed terms of reference would be presented to members ahead of being confirmed.

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

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no urgent items.

10. **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.

11. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 4 March 2021 were approved, subject to one amendment.

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

Questions were raised in respect of recovery.

13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

The meeting ended at 4.30 pm

Chair

Contact Officer: Chloe Rew
chloe.rew@cityoflondon.gov.uk

PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 14 April 2021

Minutes of the meeting of the Projects Sub (Policy and Resources) Committee held at the Guildhall EC2 at 11.00 am

Present

Members:

Deputy Keith Bottomley (Chairman)	Deputy Catherine McGuinness
Deputy Jamie Ingham Clark (Deputy Chairman)	Susan Pearson
Rehana Ameer	John Petrie
Randall Anderson	James de Sausmarez

Officers:

Peter Lisle	- Assistant Town Clerk
Rohit Paul	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Dianne Merrifield	- Chamberlain's Department
Sarah Baker	- Town Clerk's Department
Joseph Anstee	- Town Clerk's Department
Sarah Greenwood	- Community and Children's Services
Paul Monaghan	- Department of the Built Environment
Ola Obadara	- City Surveyor's Department
Brendan Crowley	- City Surveyor's Department
Melissa Richardson	- Town Clerk's Department
Janet Laban	- Department of the Built Environment
Nicholas Richmond-Smith	- Chamberlain's Department
Andy Barnard	- Open Spaces Department
Sarah Williams	- City of London Police

1. APOLOGIES

Apologies for absence were received from Sheriff Christopher Hayward and Andrew McMurtrie.

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

There were no declarations.

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 24 March 2021 are approved as an accurate record.

5. **PUBLIC ACTIONS**

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

Bank Junction Improvements Project

The Director of the Built Environment gave the Sub Committee an update on the preparation of the public consultation on the project, which had launched on 29 March 2021 and was expected to run until 10 May 2021. The Director of the Built Environment advised that the consultation had gone well so far, with over 8000 views and almost 1000 responses so far. Online responses had mostly been from individuals, with organisations generally responding via letters and emails, and around twenty people had signed up for the first of three 'Virtual Town Halls' later that day.

The Chairman reiterated that a breakdown of respondents would be valuable for analysing the results and that it was crucial to do everything to inform as many people as possible about the consultation. A Member added that it was important to make a special effort to reach out to businesses.

RESOLVED - That the public actions list be received.

6. **GATEWAY 4C - TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE**

The Sub Committee considered a Gateway 4c report of the City Surveyor regarding refurbishment of the High Voltage (HV) and Low Voltage (LV) electrical infrastructure at Tower Bridge. The Chairman introduced the item and drew the Sub Committee's attention to the risk and value for money considerations of the project. In response to questions from Members, the City Surveyor advised the Sub Committee on the building management system and the lease of the existing Diesel Generator room, the terms of which could be circulated to Members for oversight.

RESOLVED – That the Projects Sub Committee agree:

1. That a 99-year lease of the existing Diesel Generator room is granted to UKPN for installation of their substation, in order to significantly reduce the risk of power failure to the bridge and to the income generating exhibition;
2. That a project cost increase of £346,000 is approved for a change to the project scope following an opportunity to implement a known HV control system whilst improving the network resilience and future proofing the existing bridge lift system. Please note that this additional budget will be requested as part of the Gateway 5 budget;
3. Note the revised total estimated cost of the project at £6,076,293 (excluding risk) if the change in scope is approved;

4. Note the revised total estimated cost of the project at £8,238,003 (including risk) if the change in scope is approved; and
5. That Option 1 is approved. Option 1 seeks approval for the partial integration of the existing bridge lifting and new HV SCADA systems and approval to grant a 99-year lease for a sub-station to UKPN.

7. GATEWAY 1/2 - CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME

The Sub Committee considered a report of the Director of the Built Environment regarding a Climate Action Strategy programme to develop climate resilient streets and open spaces in the Square Mile. The Chairman introduced the item and advised that funding for the project had been allocated via the Climate Action Strategy and On Street Parking Reserve.

In response to a question from a Member, the Director of the Built Environment advised whilst LB Camden was the only local authority named within the stakeholder engagement plan, engagement with other local authorities through partnership groups, and the stakeholder engagement plan could be updated to reflect this.

RESOLVED – That the Projects Sub Committee:

1. Agree that budget of £320,000 is approved for:
 - Programme framework development (4-year programme)
 - Climate resilience measures catalogue
 - Installation of smart sensors and data protocols for monitoring
 - Opportunity mapping and gap analysis for climate resilience solutions
 - Identification and prioritisation of sites;

This is a capitalised resource against the proceeding capital Works;

2. Note the total estimated cost of the Cool Streets and Greening project at £1.7M for Year 1. The remaining funds will be for installation of resilience measures in priority sites and will be subject to Gateway 3,4 & 5 approvals; and
3. Note that the likely cost range for the Cool Streets & Greening 4-year programme will be an estimated £1.7M per annum over 4 years – Total £6.8M.

8. GATEWAY 2 - BEMS UPGRADE PROJECT-CPG ESTATE - PHASE 1

The Sub Committee considered a report of the City Surveyor regarding a project to upgrade the Building Energy Management System (BEMS). The Chairman introduced the item and advised that funding had been agreed for the project, with drawdown approval through Resource Allocation Sub Committee. In response to a question from a Member, the City Surveyor advised the Sub Committee of the project's dependencies in relation to other Climate Action

Strategy-related projects, and that these dependencies would be managed in order to mitigate related risks.

RESOLVED – That the Projects Sub Committee:

1. Agree that a budget of £16,867 is approved to reach the next Gateway; consisting of £7,442 from City Fund reserves & £9,425 from City Cash reserves;
2. Note the total estimated cost of the project (excluding risk); £823,920;
3. Note the total estimated cost of the project at (including risk); £904,770; and
4. That a Costed Risk Provision of £7,250 is approved (to be drawn down via delegation to Chief Officer in consultation with Chamberlains) to be funded by £4,625 from City Fund reserves and £2,625 City's Cash reserves.

9. **GATEWAY 6 - LIBRARY SELF SERVICE KIOSKS**

The Sub Committee considered a report of the Director of Community and Children's Services regarding the provision of self-service facilities to the public in relation to library services. The Director of Community and Children's Services introduced the report and drew Members' attention to the key points. The Sub Committee noted that the implementation of the project had allowed the libraries to open in a COVID-secure way during 2020. The Chairman then noted positive lessons learned with regards to the procurement strategy undertaken and effective cross-departmental working.

RESOLVED – That the Projects Sub Committee approve the content of the Outcome Report and the closure of the project.

10. **GATEWAY 6 - DESIGN, BUILD, SUPPORT AND HOSTING FOR NEW WEBSITE**

The Sub Committee considered a Gateway 6 report of the Town Clerk regarding the project to develop the new City of London Corporation website. The Chairman introduced the item and although the project had been completed under budget and represented good value for money, there had been some ongoing issues reported with search engine functionality. A Member added that residents were reporting difficulties using the search function, with articles often easier to find using Google.

The Town Clerk advised that whilst Google was always likely to be a more powerful tool than the website's search function, instances of user difficulties could be investigated so that they might be improved. Searches would also improve over time and functionality had improved in comparison to the old website. The Town Clerk further advised that a user survey was currently being undertaken, with numerous engagements having been undertaken as part of the project plan. An ongoing maintenance contract was also in place with the

supplier and the website would be periodically updated in accordance with the existing process.

The Chairman advised that Members would continue to feed in issues as the project was highly-visible and it was important to improve the website wherever possible.

RESOLVED – That the Projects Sub Committee approve closure of the project and note lessons learned.

11. **GATEWAY 6 - CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY (PHASE 1 AND 2)**

The Sub Committee considered a Gateway 6 report of the Director of the Built Environment regarding Phases 1 and 2 of City Streets: Transportation Response to Support COVID-19 Recovery. The Chairman introduced the item and drew Members' attention to the key points. In response to a question from a Member, the Director of the Built Environment advised the Sub Committee of lessons learned during the process of the project, and that officers would continue to monitor and collect data in order to assess trends and behaviours as footfall increased in the City of London following the lifting of restrictions arising from COVID-19.

The Chairman commented that this was a unique project delivered at pace, and noted that Phase 3 of the project was still to come. The Chairman then thanked officers for their work and noted the lessons learned before asking Members to consider the recommendations.

RESOLVED – That the Projects Sub Committee:

- a) Agree that the Covid-19 Phase 1 and 2 transport measures set out in Table 1 in Appendix 2 will be removed after this report is approved. Timings for this will be determined by the Transport and Public Realm Covid-19 Bronze Group in consultation with the Chair of the Planning and Transportation Committee and the Chairman and Deputy Chairman of the Streets and Walkways Sub Committee;
- b) Agree that Covid-19 transportation measures set out in Table 2 in Appendix 2 remain on street (for the short term under the existing temporary traffic orders);
- c) Note that these interventions will move into existing or new programmes (as set out in Table 2 Appendix 2) within the next few months. Within these programmes further assessment of measures for retention is proposed to be undertaken through Spring and early Summer and an assessment of whether these should be retained longer term and promoted through Experimental Traffic Orders is proposed to be reported to Streets and Walkways Sub Committee for approval;
- d) Agree to retain the temporary cycle parking spaces for continued use for cycle parking, dockless bikes and e-scooters until May 2022, as a

minimum, for the reasons set out in the report paragraphs 4.5 to 4.6 below;

- e) Note that a future report will be taken to Planning and Transportation Committee by May 2022, seeking permission to make the cycle and e-scooter parking places permanent or remove as appropriate;
- f) Agree that Phase 1 and 2 of this project can be closed. Final finances as set out in Tables 1 and 2 will be verified and closed. Costs associated with the removal of the measures should recommendation (a) be approved are expected to be and will covered by local risk budgets. No further costs will be incurred following the closure of Phases 1 and 2 of this project; and
- g) Note the lessons learnt in Appendix 3.

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

There were no questions.

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

There were no items of urgent business.

14. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.

Item No.	Paragraph No
15 - 22	3
23 - 24	-
25	3

15. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 24 March 2021 be agreed as a correct record.

16. **NON-PUBLIC ACTIONS**

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

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

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

18. **GATEWAY 5 - BLACKFRIARS BRIDGE PARAPET REFURBISHMENT AND BRIDGE RE-PAINTING**

The Sub Committee considered a report of the Director of the Built Environment.

19. **GATEWAY 5 - BARBICAN EXHIBITION HALLS - ENABLING WORKS**
The Sub Committee considered a report of the City Surveyor.
20. **GATEWAY 5 ISSUE - KENLEY REVIVAL PROJECT**
The Sub Committee considered a report of the Director of Open Spaces.
21. **PORTFOLIO OVERVIEW**
The Sub Committee received a report of the Town Clerk.
22. **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 OF 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 other business.
26. **CONFIDENTIAL MINUTES RESOLVED** – That the confidential minutes of the meeting held on 24 March 2021 be agreed as a correct record.

The meeting closed at 12:02pm.

Chairman

Contact Officer: Joseph Anstee
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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 12 May 2021

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)
Committee held on Wednesday, 12 May 2021 at 3.15 pm

Present

Members:

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

In Attendance

Marianne Fredericks
Deputy Barbara Newman

Officers:

John Barradell	- Town Clerk and Chief Executive
Caroline Al-Beyerty	- Chamberlain
Deborah Cluett	- Comptroller and City Solicitor's Department
Bob Roberts	- Director of Communications
Angela Roach	- Assistant Town Clerk
Nigel Lefton	- Remembrancer's Department
Ola Obadara	- City Surveyor's Department
Bob Warnock	- Open Spaces Department
Gregory Moore	- Town Clerk's Department
Joseph Anstee	- Town Clerk's Department
Dianne Merrifield	- Chamberlain's Department
James Gibson	- Chamberlain's Department

At the outset of the meeting, the Chair welcomed all those in attendance as well as Members of the public watching the meeting. The Chair then welcomed new Member of the Sub Committee Tracey Graham, and thanked outgoing Member of the Sub Committee Alderman Ian Luder for his contributions to the work of the Sub Committee. The Chair then paid tribute to the outgoing Deputy Chairman, Jeremy Mayhew, for his invaluable work during his time as Deputy Chairman of the Sub Committee, before welcoming Deputy Jamie Ingham Clark in his new role as Deputy Chairman.

1. APOLOGIES

Apologies for absence were received from Shravan Joshi.

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

There were no declarations.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 17 March 2021 be agreed as a correct record.

4. **GOVERNANCE REVIEW: CONSTITUTIONAL ISSUES; THE PRINCIPLE OF WARD COMMITTEES**

The Sub Committee considered a report of the Town Clerk concerning the Governance Review in respect of constitutional issues, and the principle of Ward Committees.

The Chair introduced the item and outlined the Sub Committee's current position in the Governance Review process. The Chair recommended taking a holistic approach towards the questions raised by the issues treated in the report, before drawing Members' attention to the recommendations and proposals set out in the report. The Chair then thanked the Deputy Chairman of Policy & Resources Committee for his continued work in leading consultation sessions with Members and invited him to summarise the views raised during sessions on these matters.

The Deputy Chairman of Policy & Resources Committee advised that a key takeaway from the relevant engagement sessions was that Members were not in favour of a total abolition of Ward Committees. He added that he supported taking a holistic approach to these proposals and also that Members should be prepared to make bold and radical decisions, as if the number of constituted bodies was not reduced as an outcome, then the exercise could be considered a failure.

A Member commented that the recommendation within Lord Lisvane's report that the Court of Aldermen and its procedures should not be amended should be reconsidered, and proposed an independent review of the Court of Aldermen, as failing to discharge its responsibilities carried a significant reputational risk. The Chair thanked the Member for raising this point, which would be noted, but advised that it was not within the scope of the report at hand.

The Sub Committee then proceeded to debate the proposals set out in the report.

Section 2, the Corporation

The Sub Committee considered recommendations that the existing Ward structure, the relationship between the Court of Common Council and the Court of Aldermen, and the Livery's role at Common Hall remain unchanged, also noting a recommendation for a more coherent approach with regard to engagement with the Livery as a body.

The Sub Committee discussed these proposals and the following points were made:

- Engagement with the Livery would be most appropriately continued through the Livery Committee, although building relationships was a wider initiative which would be driven by the Court in general and the efforts of individual Members.
- There was a surprising amount of distance and misunderstanding between some Liverymen or Livery Companies and the City of London Corporation which needed addressing, and some Livery Companies did not feel connected.
- Whilst interest varied between Companies, the Livery as a collective was becoming more cohesive in recent times through initiatives such as the pan-Livery activities; however any changes made to existing relationship structures would need to be agreed bilaterally.
- The Livery had a clear historical and traditional role in relation to the City's governance but some Members questioned their modern role in relation to governance. Whilst Companies could be involved if they wanted, they were still effectively private members' clubs, some of which were still not open to all, which was problematic with regards to diversity.
- However, it was generally accepted that the Livery's role was mainly symbolic, and this point was made in Lord Lisvane's report.
- The Livery played a valuable role in education and the charity sector, but their involvement in City of London Corporation governance should be contained to Common Hall. However, Members also encouraged working with the Livery on joint offerings.
- The Livery was a significant part of life in some City Wards and several were making great progress on diversity and representing modern industry.
- The Court of Aldermen was ultimately responsible for the election of the Lord Mayor, with Common Hall performing an advisory role. Whilst Sheriffs were elected by the Livery, this was a unique process and was more democratic than the process of appointing Sheriffs elsewhere.

Arising from the discussion, the Chair proposed that the Sub Committee agree the recommendation that no procedural changes be made, but that closer working and engagement with the Livery as a body should be promoted, and this was agreed.

Section 3, the City the Corporation serves

The Chair advised that there were no substantive recommendations within this section, with the discussion centred on increasing electoral registration numbers, work on which was already in train.

Section 4, the Corporation's Strengths and Weaknesses

The Sub Committee considered recommendations relating to Lord Lisvane's assessment of the City of London Corporation's various strengths and weaknesses. The Chair commented that there were not many specific recommendations with this section, but central issues included a perceived lack

of corporate endeavour and slow decision-making, with relevant advice provided. The Sub Committee noted that the recommended appointment of a Chief Operating Officer had been addressed through the Target Operating Model activity.

The Deputy Chairman commented that Members should give thought to the corporate Scheme of Delegations and consider allowing officers to take more of the minor decisions, as these contributed to the slow pace of decision-making and numbers of committees, so represented an area where Members should be boldest.

A Member commented that there were currently a greater number of Committees than there had been at the start of the Governance Review process and the next stages needed careful thought, as finding agreement on proposals could be difficult.

Section 5, the Court of Common Council

The Sub Committee considered recommendations relating to the operation of the Court of Common Council.

With regards to the number of elected Members, the Chair drew Members' attention to Lord Lisvane's advice that ultimately any consideration as to overall numbers must come after a new governance structure is decided upon, and that therefore no recommendation was made at this time.

The Deputy Chairman of the Policy & Resources Committee commented that the Sub Committee could reflect on the most recently implemented reduction of elected Members, undertaken during the last franchise reform. He added that getting radical change through the Court of Common Council required strong leadership and unity of purpose in order to carry a majority of colleagues.

The Sub Committee then discussed the number of elected Members and Committees, and the following points were made:

- Once reductions had been implemented Members should guard against a return to current numbers of committees, perhaps by way of a requirement to submit business plans to the Policy & Resources Committee for approval before the constitution of any new sub-committees, working parties, or related bodies.
- The City of London Corporation had a wide range of responsibilities, and the breadth of activity required many Members, most of whom had substantial workloads under the current structure. The Sub Committee therefore should not be preoccupied with target numbers.
- Committees and Working Parties should be reduced or rationalised but not so far as to over-delegate and lose Member oversight.
- It was important to maintain a system that was attractive and accessible for Members also working full-time elsewhere.
- Whilst it was important to avoid the proliferation of Working Parties, they had their advantages as formal Committee meeting agendas did not

always facilitate free-flowing discussion. Central approval might not be necessary, but formal policy or guidance may be helpful.

- Changes should be geared towards attracting talent and the best Members and there were a number of aspects to this end which should be looked at together, and not necessarily as part of the Lisvane Review.
- Emergent or reactive action was a product of the nature of constitution, both in the City of London and the wider country. The number of Members and Committees needed regular review but there should not be an undue focus on numbers.
- Several areas of the organisation's activity, such as procurement, had significantly improved since the constitution of a dedicated body, and it should not be assumed that substantive business was best managed through larger committees.
- Focus should be on delivery, with the population to deliver it being secondary.
- A clear distinction should be made between Sub Committees and Working Parties
- Where the constitution of a new body made procedures more efficient then this should always be encouraged.
- A number of bodies consistently carried vacancies.
- Task & Finish Groups should be encouraged in place of Working Parties as they were time-limited, more actions-focussed, and had tighter and more specific remits.

The Chair then summarised the discussion on this section so far and proposed that the Sub Committee accept the recommendation that no change to the number of elected Members be made at this time, whilst noting the views expressed by Members. It was also not recommended that changes to the franchise be sought through primary legislation.

The Chair then drew the Sub Committee's attention to the remaining matters raised within this section of the report, beginning with Diversity, on which there were two recommendations, that that the City of London Corporation should do more to demonstrate diversity in its outwards-facing activities, and that training on diversity issues should be mandatory for Members.

The Sub Committee then discussed these recommendations and the following points were made:

- Some local authorities had a raft of compulsory training for Members, and there ought to be some compulsory training for Members of the Court, which should include Diversity.
- Wherever there were statutory obligations every measure to be taken to ensure they are satisfied.
- Compulsory training was harder to enforce in a non-party political system, but this was a good opportunity to bring it in for particular areas and make other changes, even more so if remuneration was introduced, to which compulsory training could be tied.

- There were various sanctions which could already be applied to Members in the event of refusal to undertake compulsory training.
- It was important for Members to understand the ramifications of their actions and for their advice to be backed-up with an appropriate level of training, as this would be a general assumption made by external observers. However, compulsory training would not necessarily be helpful in achieving this as it would be inherently less appealing.
- Sanctioning Members as a result of refusing compulsory training could raise democratic issues, given that Members are appointed by the electorate.

The Chair summarised the discussion by noting the plurality of views on this matter and suggested that there would be some areas where compulsory training would be necessary. However, in other areas, stronger encouragement stopping short of enforcement would be more appropriate.

The Chair then advised that a proposal on remuneration was due to be presented to the Court of Common Council in due course. The Sub Committee then considered the subsequent recommendations in respect of Standing Orders. The Chair, introducing this item, advised that the Standing Orders would benefit from a refreshing and thorough housekeeping, and hoped that Members would support this irrespective of amendments resulting from the Lisvane Review. The Sub Committee discussed the following aspects of Standing Orders in turn:

Ballots

The Sub Committee noted Lord Lisvane's recommendation for the abolition of all secret ballots and move to open and recorded votes across the board. Members that spoke noted that open and recorded votes took place on decision matters but felt that elections and appointments should continue to be made by secret ballot, as this allowed more freedom and reflected wider electoral process. However, Members were not opposed to increasing transparency by making greater use of recorded votes against Court and Committee decisions.

Motions

The Sub Committee noted recommendations made concerning the number of names required to submit a valid Motion and the ability to withdraw a Motion under discussion (which Lord Lisvane advanced should require the approval of the Court). A Member proposed that in addition to a minimum number of names required to submit a valid Motion, a maximum number of names also be introduced, and this was agreed.

Questions

The Sub Committee noted recommendations to require that questions to be published (obviating the requirement for oral delivery and accompanying speeches, whilst improving transparency), tightening the rules around supplementary questions (a decrease from 2 to 1 supplementary per Member, but increasing the number of Members allowed to ask them from 3 to 6), allowing additional questions (up to six) in relation to Policy Statements, and

dealing with questions not answered within the allotted time through written response.

A Member commented that they did not agree with these recommendations, which they felt would stifle debate. A degree of fluidity was needed on Questions to react to developing situations. A Member responded that they sympathised with this view, whilst noting that Questions was a time-limited part of the agenda. The Member advised encouraging questions in writing, as this was more efficient and produced better answers. However, oral questions needed as much fluidity as they could be afforded.

Members felt that ultimately, promoting debate was healthy, and it was usually sensible and appropriate to follow up on questions in order to generate debate. Members also felt that it was important to avoid discouraging Members from following up on issues on which they felt able to make substantive contributions.

The Chair thanked Members for their points on this matter and commented that the recommendations made by Lisvane did not necessarily compromise these principles, before advising that this matter could be taken away for further consideration. The Chair then invited any further comments on the remaining matters set out, noting that paperless working and Ward Committees would be the subject of further discussion both by the Sub Committee and elsewhere.

The Chair then thanked Members for their contributions and advised that further thoughts or feedback on the Governance Review could be submitted at any time.

RESOLVED, that:-

- a) The recommendations from Lord Lisvane's Governance Review and the feedback from the Members Consultation Sessions be noted; and
- b) 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. **HAMPSTEAD HEATH SWIMMING FACILITIES - SAFETY, ACCESS AND SECURITY IMPROVEMENTS**

The Sub Committee considered a report of the City Surveyor regarding safety, access and security improvements at the Hampstead Heath Swimming Facilities. The Chair introduced the item, noting the importance of the work proposed as part of this project.

RESOLVED – That the Resource Allocation Sub Committee:

1. Agree that a budget of £54,000 (excluding risk) is approved to reach the next Gateway;

2. Note total estimate cost of £697,000 (excluding risk), £755,000 (including £58,000 of costed risk post-mitigation);
 3. Agree that a Costed Risk Provision of £10,000 is approved to reach the next gateway (to be drawn down via delegation to Chief Officer); and
 4. Note that some minor works have had to be delivered already regarding H&S and infrastructure, but these do not change the overall scope, budget or programme of this project as have been funded separately. As detailed in Appendix 1.
6. **REPORT OF ACTION TAKEN**
The Sub Committee received a report of the Town Clerk advising Members of actions taken by the Town Clerk since the last meeting of the Sub Committee, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order No. 41.
- RESOLVED** – That the report be noted.
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
8. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other business.
9. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 17 March 2021 be agreed as a correct record.
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 4.28 pm

Chair

Contact Officer: Joseph Anstee
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To: Policy & Resources Committee

3 June 2021

From: Bridge House Estates Board

4 May 2021

17. REFERENCES TO OTHER GRAND COMMITTEES

The Board considered a report of the Managing Director of Bridge House Estates setting out matters for decision which will support the newly established Bridge House Estates Board in the effective administration and governance of Bridge House Estates (BHE) (charity no. 1035628) consistent with the City Corporation's legal obligations as trustee to administer the charity effectively. To help ensure seamless delivery of BHE's administration, the report proposes that the Board resolves to proactively consult with, and seek the advice of, other Committees of the Court of Common Council, drawing on their experience and expertise, to facilitate delivery of existing workstreams and to better inform the Board's decision-making on certain matters.

RESOLVED – That the Bridge House Estates Board in the discharge of functions for the City Corporation as trustee for Bridge House Estates (charity no. 1035628), and solely in the charity's best interests with a view to supporting the charity's effective administration:

1. Approve the following references to the named Committees of the Court of Common Council:

Policy and Resources Committee

IT IS RESOLVED THAT the Policy & Resources Committee's advice be sought in relation to any existing and on-going Bridge House Estates projects which were previously within the purview of that Committee to assist the Bridge House Estates Board in taking its decisions for the successful delivery of those projects for Bridge House Estates, as appropriate.

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Agenda Item 5

Committee(s) Policy and Resources - for decision Court of Common Council – for decision	Dated: 3 June 2021 22 July 2021
Subject: Members Financial Support Scheme	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	Potentially £937,500
What is the source of Funding?	To be confirmed
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Town Clerk on Behalf of the Financial Assistance Working Party	For Decision
Report author: Angela Roach, Assistant Town Clerk and Director of Members Services	

Summary

1. In July 2020 the Policy and Resources Committee gave support, in principle, to the introduction of an annual, flat rate, allowance based on the City Corporation’s rate for inner-London Weighting which would be easy to claim and would only create a potential tax liability for Members who received the payment. It was envisaged that any new scheme would recompense Members for the duties they undertake on behalf of the City Corporation and that it would enable those who chose not to claim from the scheme to also maintain their status as volunteers.
2. This followed on from the Committee’s aspirations to enhance the diversity of the Court of Common Council and to ensure that prospective candidates for election to the Court are not deterred from standing for election for any reason, including any prohibitive cost. This is a view shared by the Members Diversity Working Party and more recently by the Tackling Racism Taskforce.
3. Since July work has been undertaken by the City Corporation’s tax adviser, RSM, in consultation with the Members Financial Assistance Working Party (MFAWP), to develop a new, non-evidence-based allowance scheme (including the criteria for applying to it). In order to give certainty on the tax and NIC position, the views of HMRC were sought on an initial proposal including the treatment of other elements of the scheme such as the provision of Member’s expenses prior to it being presented for approval.
4. HMRC were unable to confirm that the allowance would not have adverse tax implications for all Members as the MFAWP had hoped. The Working Party therefore

concluded that RSM should revert to its original proposal to update the existing Members Financial Loss Scheme (FLS) and include an element where all Members can claim for the duties they perform if they choose, with only those Members who subsequently benefitted from the scheme being liable for tax.

5. The FLS was previously administered in-house and since its introduction almost 15 years ago, fewer than ten Members have claimed from it. To remove the perceived barrier caused by feelings of awkwardness and, to some extent, embarrassment by those making a claim, the Working Party is of the view that a degree of anonymity should be included in the process. It felt that having a process which dealt with claims on a more confidential basis might encourage more Members to consider whether to apply, though it was accepted that anonymity might not be applicable once a Member benefitted from the scheme. Notwithstanding this, the MFAWP is recommending that the scheme is administered by an external third party to validate the applications received and provide the City Corporation with confirmation that a payment should be made. The appointment of an administrator would be determined in accordance with the City Corporation's procurement policy and the Scheme would be subject to the usual internal auditing practices.
6. It was originally intended that any payment should start after the all-out Common Council elections i.e. from April 2021. However, as a result of the pandemic, the Ward elections are now scheduled to take place in 2022. Nonetheless, the Working Party is keen to see a revised scheme introduced by October 2021 as this would give prospective candidates the security of a scheme being in place from the outset rather than one which was still to be introduced.
7. The FLS has now been updated and has been renamed the Members Financial Support Policy (MFSP). It is divided into two parts. The first retains the previous scheme which enables claims to be made for actual financial loss and the second part is a new section entitled the Extended Member Support Scheme (EMSS) which will enable all Members to claim for duties undertaken if they choose, providing they meet the necessary criteria. The new draft MFSP is attached for your consideration.

Recommendations

8. The Committee is asked to:-
 - i. consider and approve the final draft Members Financial Support Policy including the Extended Members Support Scheme section as set out in the appendix to this report;
 - ii. reconfirm the current policy on claims for travel expenses where expense reimbursement only applies when travelling from Guildhall to undertake City Corporation business;
 - iii. agree that the Scheme should be administered by an external third party who would receive and validate applications before passing to the City Corporation for payment, with the appointment being made in accordance with the City Corporation's procurement policy;

- iv. determine whether Members should have the ability to claim from the Scheme as soon as it is settled, and a scheme administrator is appointed i.e. in October 2021; and
- v. given current financial constraints, the tax and NIC incurred on expenses and other benefits in kind liable to tax and NIC (such as the provision of certain meals, with exception of business meals - or accommodation, with the exception of accommodation provided for the betterment of an office) should no longer be met by the City Corporation;
- vi. agree that notwithstanding desires for anonymity, Internal Audit be given free and unfettered access to information when necessary and decide whether payments should be publicised in aggregate or by named recipients;
- vii. note the potential annual cost of the Extended Member Support element of the Members Financial Support Policy with full take up is £937,500 (not including employer's NIC where payable or the cost of the scheme administrator);
- viii. agree that the cost of the Scheme be split across City Fund and City's Cash on a suitable, allocation criteria, e.g. Committee/Board time, employer's pensions contributions or on the basis on which we split corporate departmental time and consider the options on how this cost should be met;
- ix. subject to approval of the scheme and the implementation date, note that part year costs incurred in the financial year 2021/22, will be funded from one-off contingencies included within the budget that are no longer needed relating to pay. Future costs are to be included in the 2022/23 budget setting and medium-term financial planning
- x. agree to the submission of the Scheme to the Court of Common Council for final approval.

Main Report

Background

9. The Policy and Resources Committee is keen to enhance the diversity of the Court of Common Council and to ensure that prospective candidates for election to the Court are not deterred from standing for election for any reason, including any prohibitive cost. It is a view shared by the Members Diversity Working Party and more recently by the Tackling Racism Taskforce.
10. Last year the Committee gave support, in principle, to the introduction of an annual, flat rate, allowance based on the City Corporation's rate for inner-London Weighting which would not, if implemented and operated correctly, create a tax liability for all Members, irrespective of whether they sought/received the payment. It was envisaged that any new scheme would provide Members with compensation for the City Corporation duties they perform, provide recompense for any adverse impact

these duties had on day-time jobs and one which enabled those Members who chose not to claim from the scheme to also maintain their status as volunteers.

11. Since then, the Members Financial Assistance Working Party (MFAWP), has been working with the City Corporation's tax adviser, RSM, to develop a new, non-evidence-based scheme which included the criteria for applying to it. In order to give certainty on the tax and NIC position, the views of HMRC were sought on the initial proposals for an allowance scheme, including the treatment of other elements such as the provision of Member's expenses prior to it being presented for approval.
12. HMRC were unable to confirm that the introduction of a non-evidence-based allowance scheme would not have tax implications for all Members. The Working Party therefore concluded that it should revert to RSM's original proposal to simply update the current Members Financial Loss Scheme (FLS) and include an element where all Members were able to claim for the City Corporation duties they perform should they wish, with only those Members who claimed and subsequently benefitted from the scheme being liable for tax.
13. Claims would be based on these duties and on other grounds (for example the loss of self-employed income, financial loss for incurring specific expenses etc). Whilst Members would not be required to provide proof of the loss of earnings, which had in the past proved to be overly restrictive, they would be required to make an application and submit receipts for other expenses where necessary.
14. It was originally intended that any scheme should be introduced in time for the all-out Common Council elections i.e. from April 2021 as this would encourage a more diverse range of candidates to stand for election. However, as a result of the pandemic, the Ward elections are now scheduled to take place in 2022. Notwithstanding this, the Working Party is keen to see a revised scheme introduced by October 2021. This would give prospective candidates the security of a scheme being in place from the outset rather than one which was still to be introduced.

Current Position

15. The FLS has now been updated. In revising it, consideration was given to the criteria for applying to the Scheme, how often a claim could be made and whether to continue with the City Corporation's current policy on travel expenses where expenses apply only when travelling from Guildhall to and from the actual business venue. The sum of the maximum annual amount claimable has been increased from £6,710.04 (the London Weighting figure envisaged last year) to £7,500 to take into account the cost of clothing required for City Corporation business and, in particular, its civic events. This follows HMRC's view that meeting the cost of clothing would create tax and NIC charges. Notwithstanding this, RSM have queried this view and a response from HMRC is awaited.
16. Given previous concerns about the narrative and title of the original scheme which focussed on hardship rather than having a more positive tone, the revised scheme has been renamed the Members Financial Support Policy (MFSP). The Policy has been separated into two parts. It retains the actual FLS element that has been in place since 2006 and now it includes a completely new section, the Extended Member Support Scheme (EMSS). It is the EMSS, which will enable all Members to

benefit if they choose, providing they meet the criteria. Entitlement to receive payment would not be automatic and would only arise once an application has been approved. Consideration was given to whether claims should be made on an annual basis, however, the Working Party felt that Members should have the ability to claim on a quarterly basis. The new draft MFSP is attached for your consideration.

17. The FLS was previously administered in-house and since its introduction almost 15 years ago, fewer than ten Members have claimed from it. To remove the perceived barrier caused by feelings of awkwardness and, to some extent, embarrassment by those making a claim, the Working Party is of the view that a degree of anonymity should be included in the process. It felt that dealing with claims on a more confidential basis might encourage more Members to consider whether to apply.
18. The intention is that the administrator will consider whether to reject all or part of a claim if they do not feel it meets the criteria or ask for further details where necessary to establish if it does meet the necessary criteria. The appointment of an administrator would be determined in accordance with the City Corporation's procurement policy.
19. Consideration has also been given to whether there should be any further levels of anonymity and in the interest of transparency and probity, the Working Party is of the view that payments should be publicised in the same way the City Corporation publicises expenses i.e. in aggregate. Notwithstanding this, it was also accepted that it might be expedient to publish recipients by name and the Committee's view is sought on this.
20. The MFSP Scheme will be audited through the City Corporation's internal auditing processes. This process examines the organisation's activities by undertaking independent and objective reviews of activities and assessing their reliability and integrity as well as their compliance with policy and regulations.

Next Steps

21. Subject to the views of the Committee proposals will be submitted to the Court for final approval in July.
22. Support has been given to Special Responsibility Allowances (SRA) being introduced in due course. Once the MFSP is in place and following the implementation of the outcomes of the governance review and the all-out Ward elections further work will be undertaken on SRAs. Therefore, MFSP is likely to be revised to take account of the outcome of any subsequent decision taken in relation to the introduction of SRAs.
23. Overnight accommodation (i.e. rooms not amounting to *living* accommodation, which are owned by the Corporation) attributable to an employee's or officeholder's (which would include paid Members) attendance at their permanent place of work is taxable and liable to NIC as earnings from the employment/office. The only exception to this, is where the employee reimburses the marginal cost of its provision. Further work will need to be undertaken to establish the marginal cost of

providing a room to ensure, for example, that the maintenance costs are included in the rates charged.

Financial Implications

24. Payments under the EMSS in recognition of the time spent and the duties performed are subject to Income Tax and NIC as employment income with the rates being dependent on the Members individual circumstances. Apart from accommodation (for example rooms) and, subject to further consideration and final advice being provided, all other expenses may not be liable to tax and NIC. The provision of living accommodation is classified as a benefit in kind for certain post holders unless an exemption arises. HMRC have announced a change to the rules from April 2021 which may impact those liable for taxation. RSM are working with the City Corporation to identify the implications of this change. Currently the City Corporation completes a form P11D for those posts it considers to be taxable such as the duties of posts such as the Chief Commoner or Chair of Policy and could consider meeting the costs of the tax liability.
25. Given that payment of an allowance and provision of benefits in kind will attract tax and NIC, Members have a personal responsibility to ensure that they comply with any HMRC requirements and may wish to take advice from them or their own tax adviser on the impact of any payment received.
26. In order to enable appropriate deductions to be made through the City Corporation's PAYE, Members would be required to submit information relating to their personal circumstances and would be included on the City Corporation's payroll as 'office holders' for the quarterly payment. Officers have considered the request for an external administrator.
27. The Working Party is keen for the Scheme to be managed by an outsourced provider. The tender process will not be as simple as outsourcing payroll/expense, as this is a specialist financial advisory service. The service is required to review and recommend to the City Corporation whether to pay a Member by reviewing whether the Member qualifies under the schemes and supporting evidence, plus carry out an annual review to ensure the tax returns and P60 stack up to the evidence provided at the outset. Having gone through a similar tender process for outsourcing the scrutiny services for the COVID recovery fund, officers will seek to secure an external provider at a competitive rate.
28. If the Committee agrees to outsource the administration of the scheme. Internal Audit will be asked to consider, before the scheme is finalised/launched, the controls within the process and how the Administrator/City Corporation would operate this. Findings will be presented to the Chamberlain and approved prior to the scheme commencing.
29. The City Corporation has the right to audit the operation of the assessment and 'scheme' and will adhere to relevant laws.
30. If Members are supportive of the new Scheme, there are three funding options:

- As these are elected roles, we could fund all of the assistance from **City Fund**. Other local authorities pay allowances under section 18 of the Local Government and Housing Act 1989 and the Local Authorities (Members' Allowances) (England) Regulations 2003. However, these statutory provisions do not apply to the City Corporation, which means we can create our own scheme using the power of general power of competence in section 1 of the Localism Act 2011 (a power to do anything that individuals generally may do, unless prevented by a pre-existing or other limitation). The allowances paid in local government are supposed to cover all duties, which may include serving on the governing bodies of charities etc. However, as the City Corporation's Members perform much wider roles than those in a typical local authority - e.g. in relation to Bridge House Estates, the independent schools, GSMD, etc. this doesn't seem equitable on the taxpayer.
 - **City's Cash** – we are permitted to fund all the assistance from this source (the City Corporation in its private capacity effectively has the same power an individual has to do anything not prescribed by law). However, this puts strain on one fund and doesn't recognise fair governance costs across funds
 - **Split the cost across City Fund and City's Cash** based on a suitable, allocation criteria, e.g. Committee/Board time, employer's pensions contributions or on the basis on which we split corporate departmental time. This is the Working Party's preferred option.
31. Bridge House Estates is not able to contribute to these costs as this would effectively be a trustee benefit. The general position in charity law is that trustees may be reimbursed proper expenses incurred in running a charity but may not be remunerated for acting as trustee (unless expressly authorised, which is unusual). In the draft Supplemental Royal Charter, the intention is that the City Corporation seeks very limited authorised benefits for Members through their role in acting for the Trustee. This point also applies to the City Corporation's sundry charitable funds.
32. The City Corporation has the right to audit the operation of the assessment and 'scheme' and adherence to relevant laws.
33. For part year costs incurred in the financial year 2021/22, these will be funded from one-off contingencies included within the budget that are no longer needed relating to pay. Future costs are to be included in the 2022/23 budget setting and medium-term financial planning.

Legal Implications

34. As previously advised, the City Corporation is able to use the general power of competence under s.1 of the Localism Act 2011 to fund any proposed payments using City Fund should it so wish. It can also use its private funds i.e. City's Cash for the same purpose. An assistance scheme provided by the authority itself is not a disclosable pecuniary interest and therefore there is nothing to prevent Members from speaking and voting on this proposal.

Equality Impact Assessment and Public Sector Equality Duty

35. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.
36. 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). Whilst the impact of changes to the current FLS is unlikely to be great for people in these groups with higher earnings, there is likely to be a more positive impact for those on lower incomes who wish to stand for civic office. It might also enable them to participate more fully once elected.

Conclusion

37. The Policy and Resources Committee is keen to enhance the diversity of the Court of Common Council and to ensure that prospective candidates for election to the Court are not deterred from standing for election for any reason, including any prohibitive cost. This is a view shared by the Members Diversity Working Party and the Tackling Racism Taskforce. Work has therefore been undertaken to address this by updating the current FLS and including an element where all Members can claim for the City Corporation duties they perform, should they wish, without having an adverse impact on those who do not wish to claim. The revised draft MFSP which includes a new section which extends support for all Members is presented for consideration.

Appendices

- Appendix 1 – Draft Members’ Financial Support Policy

Background Papers:-

9 July 2020 - Report to the Policy and Resources Committee.

8 October 2020, 1 March, 30 April, 12 May 2021– Reports to the Members Financial Assistance Working Party

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Appendix 1: MEMBERS' FINANCIAL SUPPORT POLICY

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Contents

[To be added]

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1. PURPOSE OF DOCUMENT

[To be added]

The purpose of this document is to outline the financial support that is available to Members to assist them in performing their roles. The financial support available is summarised in Sections 2, 3, and 4 below and includes the Financial Support Scheme (covered in Section 3) and the Extended Support Scheme (covered in Section 4).

2. SUMMARY OF THE FINANCIAL SUPPORT AVAILABLE TO MEMBERS TO ASSIST THEM IN PERFORMING THEIR ROLE

2.1 The following financial support is available:

- a. the Corporation will meet the cost of travel expenses (and subsistence where applicable) for Members travelling from their homes, or from the Guildhall, to a business venue at which they are conducting their City Corporation business in accordance with the City Corporation's Business Travel Policy.
- b. Members are entitled to claim expenses associated with the care of children and dependent adults whilst undertaking City Corporation business, for example, for the period of time required to enable attendance at committee meetings, conferences, training, visits and awaydays.
- c. Overnight accommodation is provided to Members free of charge when attending certain early morning or late evening meetings or events e.g. visits to the City Corporation's Markets, a Party Conference which finishes very late at night, hosting or speaking at an early morning or late evening event. This excludes early morning briefings and social events such as Banquets (unless speaking), concerts and ward clubs.
- d. Members can book to use the accommodation when it is not made available under e) in a personal capacity at a subsidised cost. For details of these costs see 1 in Annex 4.
- e. Non-Members e.g. past Lord Mayors, Chief Commoners and Members (providing they previously served a minimum of 10 years on the Court) can also use the rooms. For details of the costs for use of the rooms see 1 in Annex 4. Guests of Members are also able to use the rooms at the non-Member rates.
- f. Members will have access to IT support and any necessary equipment from the City Corporation's internal IT team.

2.2 The tax and NIC treatment of the items highlighted above is summarised at Annex 6.

2.3 In addition to the above, a Financial Support Scheme is available for Members to claim for loss of earnings suffered as a result of carrying out the duties of their role. The criteria for the evidence required to demonstrate a loss of earnings from employed or self-employed income under the Financial Support Scheme is strict.

2.4 Where a Member does not make a claim under the Financial Support Scheme, but nonetheless performs qualifying duties as a Member and/or incurs other costs as a result of performing their qualifying duties as a Member, a claim can be made under the Extended Member Support Scheme instead.

2.5 Details of both the Financial Support Scheme and the Extended Member Support Scheme are outlined below.

3. THE FINANCIAL SUPPORT SCHEME

- 3.1 The Financial Support Scheme (previously titled the Financial Loss Scheme) was made in accordance with the resolution of the Court of Common Council of 13 April 2006.
- 3.1.2 The object of the Financial Support Scheme (hereafter “the Scheme”) is to provide a means of addressing the situation where a Member demonstrably suffers a loss of earnings and, as a result, is likely to incur hardship by virtue of undertaking his/her civic duties.
- 3.1.3 It is the responsibility of the Finance Committee to monitor/scrutinise the Scheme.
- 3.1.4 Where payments are made, the Chamberlain and Town Clerk are required to submit a joint annual report to the Finance Committee setting out the payments made under the Financial Support Scheme during the preceding year.

3.2. Eligibility for the Scheme

- 3.2.1 Subject to the relevant claim form (see Annex 2) being completed at the appropriate time, entitlement to make a claim under the Scheme commences on the date upon which a Member is elected to the Court of Aldermen or the Court of Common Council.
- 3.2.2 The entitlement ceases on the date upon which a Member ceases to be a Member of the Court of Aldermen or the Court of Common Council.

3.3 Qualifying/Non-Qualifying Duties

- 3.3.1 The following are defined as qualifying duties for the purpose of payments under the Scheme:-
- a. attendance at meetings of the Court of Aldermen, Court of Common Council, committees, sub-committees, panels or working groups;
 - b. attendance at any other meeting convened by the Court of Aldermen, Court of Common Council, committee or sub-committee, including call-over meetings, to discuss matters relevant to the discharge of the City of London Corporation’s functions, attendance at any meeting which is an induction training session, seminar, presentation or briefing arranged by Chief Officers of the City of London for Members of a committee, sub-committee, panel or working group to discuss matters relevant to the discharge of the City of London Corporation’s functions;
 - c. attendance at external meetings as a representative of the City of London Corporation where information is available from either the City or the outside body as to the duration of such meetings and where the outside body confirms that it does not operate an allowance scheme of its own;
 - d. attendance at visits, inspections and business events arranged by the City of London Corporation.
- 3.3.2 The following are defined as non-qualifying duties for the purpose of payments under the Scheme:-
- a. constituency work/meetings;
 - b. hospitality events including committee dinners, banquets and receptions;
 - c. service on an outside body which is a charity and where none of the trustees receive payment.

3.4. Definition of Earnings

3.4.1 This Scheme provides that a Member is entitled to payment in respect of any loss of earnings or social security benefits suffered by reason of the performance of his/her duties as a Member.

3.4.2 Earnings are defined as follows:-

a.in the case of employment as an employed earner, any remuneration or profit derived from the employment and includes:-

- any bonus, commission, payment in respect of overtime, royalty or fees;
- any holiday pay, except where payable more than four weeks after the termination of the employment;
- any payment by way of a retainer;
- any statutory sick pay under Part X1 of the Contribution and Benefits Act or statutory maternity pay under Part X11 of the Contributions and Benefits Act;
- any payment in lieu of notice, and any compensation in respect of the absence or inadequacy of any such notice, but only in so far as such payment or compensation represents loss of income.

b.in the case of a Member who is self-employed, an actual quantifiable loss evidenced by the production, annually, of a certificate signed by an accountant. The City of London Corporation will reimburse the reasonable cost of obtaining an accountant's certificate upon the Member completing a claim and producing evidence of the payment.

c. income from a pension.

3.4.3 Examples of the possible circumstances of a claim, the factors to be considered and the evidence required to substantiate the claim are set out in Annex 1.

3.5. Members in receipt of Social Security Benefit

3.5.1 There may be instances when a Member is also in receipt of a Social Security Benefit. In such circumstances, the Member concerned has the same entitlement under this Scheme as any other Member.

3.6. Income Threshold

3.6.1 The Scheme incorporates an income threshold above which payments for Financial Support/hardship will not be paid.

3.6.2 The threshold is set at £50,000

3.7. Rates of Payment

3.7.1 The daily rates of payment are set out under 2 in Annex 4 and are based on those paid to magistrates under the scheme operated by the Courts Service and shall be increased with effect from 1 May each year in line with the magistrates' scheme.

3.7.2 The Scheme incorporates separate daily rates of payment for Financial Support/hardship sustained for duties of up to two hours, four hours and eight hours duration.

3.7.3 The maximum claimable period per week is eight hours.

- 3.7.4 The rates of payment specified under 2 of Annex 4 will apply until the Scheme is amended or replaced, in which case the revised rates of payments will be paid from the date from which the amendment takes effect.

3.8. Administrator

- 3.8.1 The Scheme is administered independently by a third-party administrator (“the Administrator”). Details of who the Administrator is can be found in Appendix 6.
- 3.8.2 The Administrator will consider claims and (where appropriate) request further information from claimants to support a claim.
- 3.8.3 Once a claim has been considered the Administrator will make recommendations to the Corporation on whether the Corporation should approve the claim and make a payment to the Member under the Scheme. The Administrator will also confirm the amount to be paid to the Member.

3.9. Claims

- 3.9.1 Claimants are required to:-
- a. make an annual declaration as to their employment status and annual income;
 - b. submit claims in arrears on a not more frequent basis than quarterly to the scheme Administrator, the quarter end dates are 30 June, 30 September, 30 September and 31 March;
 - c. provide appropriate documentary evidence (e.g. a letter from the claimant’s employer confirming the amounts deducted, payslip showing deductions or an accountant’s certificate if the claimant is self-employed) in support of their claim;
 - d. at the year end, provide a copy of their P60 (if employed) or his/her tax return to confirm eligibility for the previous year.
- 3.9.2 Claims must be made on the appropriate form (see Annex 2) and be submitted to the Town Clerk.
- 3.9.3 Except where so authorised by the Town Clerk, any claim for loss of earnings must be made within three months of the date of the duty to which the claim relates.

3.10. Factors to be considered

- 3.10.1 In considering claims for Financial Support, the Administrator must ensure that the claim is fair and reasonable. Examples of the factors that may be taken into account when considering claims are set out below:-
- a. The loss must be claimed in connection with the performance of a Member’s civic duty.
 - b. There must be a direct link between the loss claimed and the performance of the Member’s qualifying duty. It must be demonstrated that the loss would not have been incurred but for the performance of that Member’s duty.
 - c. The loss must have been incurred personally by the Member and not, for example, by a spouse, partner, other relative or an employer or organisation.
 - d. The loss must be actual rather than future or hypothetical and must be capable of being quantified to the extent that the amount is at least equal to or greater than the actual amount claimed.
- 3.10.2 The Administrator reasonably requires Members to furnish evidence of loss of earnings and the City may determine the sufficiency of the evidence provided.
- a. There must be adequate documentary evidence to support a claim (see Annex 1 for examples).

- b. The Administrator will examine the documentary evidence provided. The evidence must be independent and sufficient to enable the senior manager to consider whether the claim is fair and reasonable. The Administrator must be able to quantify the loss. The amount payable should be formally recorded and agreed with the Member concerned.
- c. The documentary evidence may contain sensitive information and to maintain confidentiality it must be retained by the nominated senior manager.
- d. A copy of the decision setting out the amount payable in response to a claim should be passed to the officer responsible for processing claims.

3.10.3 The nature of the normal work carried out by a Member may be taken into account when determining whether a loss has been incurred. It would not be reasonable to expect Members to re-arrange their normal work to avoid incurring a loss, but it is reasonable to expect the City of London and Members to co-operate in ensuring, as far as reasonably possible, that Members' duties and normal work are made as coterminous as possible so as to minimise Financial Support to Members.

3.11. Taxation

3.11.1 In terms of taxation and National Insurance, the treatment of payments for loss of earnings will depend on whether a Member is employed or self-employed.

3.11.2 If the Member is employed, the Member is treated as holding an unpaid office. In these circumstances, Financial Support payments are not considered to be an emolument of the office if they merely compensate an individual for loss of earnings (i.e. the payment does no more than compensate for the lost employment income) and represent "lost employment income".

Therefore, successful claims that have been properly evidenced and represent payment for lost employment income only would not be subject to tax nor National Insurance under PAYE.

"Lost employment income" is the difference between:

- a. the amount of employment income, after deduction of tax and National Insurance contributions (NICs), that the person would have received from their employment for the period during which they carried out duties of the office;

and

- b. the amount of employment income, after deduction of tax and NICs, that they did receive from the employment for that period Where the recipient is self-employed, the amounts received are made for the purpose of filling a hole in the profits of the trade, profession or vocation and are taxable receipts of the business.

3.11.3 If a Member is self-employed on profits he/she derives from carrying on a trade or business, Financial Support payments, which compensate for loss of profit or for the fact that additional business expenses have been incurred, must be brought to account for tax purposes (including VAT).

3.11.4 Members have a personal responsibility to ensure that they comply with HMRC requirements and may wish to take advice from HMRC or their own tax adviser.

3.11.5 Where payments are made, the City of London Corporation is required to submit a return of all self-employed Financial Support payments made annually to HMRC.

3.12. Over-Payment

3.12.1 The City of London Corporation reserves the right to re-claim any over- payment made under the Scheme and, in such circumstances, further claims will not be entertained from the Member concerned until the monies due have been re-paid.

3.13. Suspension

3.13.1 Payments shall not be made to a Member who is suspended.

3.14. Appeal Procedure

3.14.1 Following a determination by the Administrator in relation to a claim, if the Member concerned disputes the decision the first line of appeal is to the Town Clerk in writing

3.14.2 The Town Clerk will consider the circumstances of the claim and, if necessary, seek further justification from the Member concerned. The further justification must be supplied within a reasonable time and prior to a decision being made and any payment authorised.

3.14.3 Should it prove impossible to settle the dispute under the procedure set out in paragraph 13 (2), the matter shall be referred to the Chair and Deputy Chair of the Finance Committee and the Chief Commoner for final determination.

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4. EXTENDED MEMBER SUPPORT SCHEME

The Extended Member Support Scheme (hereafter “the Extended Scheme”) was made in accordance with [\[enter details\]](#).

The Extended Scheme is available (subject to claims being approved) to any Member who:

- a. Does not make a claim under the Members’ Financial Support Scheme (for example because a Member is retired and has no loss of Earnings);
- b. Nonetheless performs qualifying duties as a Member and/or incurs other types of additional costs as a direct result of performing their qualifying duties as a Member

4.1. Eligibility

- 4.1.1 Subject to the relevant claim form being completed (see Annex 4) at the appropriate time, claims under the Extended Scheme can be made from the date upon which a Member [\[is elected to the Court of Aldermen or the Court of Common Council\]](#).
- 4.1.2 Claims cannot be made three months after a Member ceases [\[to be a Member of the Court of Aldermen or the Court of Common Council\]](#).

4.2. Qualifying and non-qualifying duties

- 4.2.1 The following are defined as qualifying duties for the purpose of the Extended Scheme:
 - a. attendance at meetings of the Court of Aldermen, Court of Common Council, committees, sub-committees, panels or working groups;
 - b. attendance at any other meeting convened by the Court of Aldermen, Court of Common Council, committee or sub- committee, including call-over meetings, to discuss matters relevant to the discharge of the City of London Corporation’s functions;
 - c. attendance at any meeting which is an induction training session, seminar, presentation or briefing arranged by Chief Officers of the City of London for Members of a committee, sub- committee, panel or working group to discuss matters relevant to the discharge of the City of London Corporation’s functions;
 - d. attendance at external meetings as a representative of the City of London Corporation where information is available from either the City or the outside body as to the duration of such meetings and where the outside body confirms that it does not operate an allowance scheme of its own;
 - e. attendance at visits, inspections and business events arranged by the City of London Corporation.
- 4.2.2 The following are defined as non-qualifying duties for the purpose of payments under the Extended Scheme:-
 - a. constituency work/meetings;
 - b. hospitality events including committee dinners, banquets and receptions;
 - c. service on an outside body which is a charity and where none of the trustees receive payment.

4.3. Maximum payment under the Extended Scheme

- 4.3.1 Claims under the Extended Scheme are capped at £7,500 payable per annum, payable quarterly in arrears as claims are submitted and approved.

4.4. Claims

- 4.4.1 Claimants are required to:

- a. make claims on the appropriate claim form (see Annex 4) which are submitted to the Administrator in accordance with instructions on the claim form.
- b. submit claims in arrears on a not more frequent basis than quarterly to the scheme Administrator, the quarter end dates are 30 June, 30 September, 31 December, and 31 March;
- c. except where so authorised by the Town Clerk, make claims within three months of the date of the duty to which the claim relates;
- d. provide evidence in support of a claim for additional costs incurred when performing qualifying duties and provide other information about such costs (as highlighted on the claim form).

Entitlement to receive payment is not automatic and only arises once a claim under the Extended Scheme has been submitted, considered, and approved.

4.5. Administrator

- 4.5.1 The Extended Scheme is administered independently by a third-party administrator (“the Administrator”). Details of who the Administrator is can be found in Appendix 6.
- 4.5.2 The administrator will consider claims and (where appropriate) request further information from claimants to support a claim.
- 4.5.3 Once a claim has been considered the Administrator will make recommendations to the Corporation on whether the Corporation should approve the claim and make a payment to the Member under the Extended Scheme. The Administrator will also confirm the amount to be paid to the Member.
- 4.5.4 The Administrator will also confirm how the payment should be treated by the Corporation for income tax and National Insurance purposes and whether the payment will have any wider effect on the tax and National Insurance treatment of other expenses/benefits provided to the Member under the terms of this policy document.
- 4.5.5 The Scheme will be audited through the City Corporation’s internal auditing processes who will have access to claimants’ details as will HM Revenue & Customs following a formal request and any other party required to receive the information by law.

4.6. Factors to be considered

- 4.6.1 In considering claims under the Extended Scheme, the Administrator must ensure that the claim is fair and reasonable.
- 4.6.2 Examples of the factors that may be taken into account when the Administrator considers claims are set out below:-
 - a. The claim must be made in connection with the performance of a Member’s qualifying duties.
 - b. There must be a link between the claim and the performance of the Member’s qualifying duties.
 - c. If the claim includes a claim for a cost incurred by a Member, that cost must be reasonable and have been incurred personally by the Member and not, for example, by a spouse, partner, other relative or an employer or organisation.
 - d. Where possible Members should seek to minimise, any costs incurred when performing their qualifying duties.

4.7 Supporting evidence if additional costs are incurred

- 4.7.1 Where a Member incurs an additional reasonable cost as a result of performing their qualifying duties they should, where possible, provide evidence of the costs incurred.

- 4.7.2 The Administrator may request reasonable evidence to support a claim if it is not initially provided and a Member should endeavour to provide the Administrator with any information the Administrator reasonably requests.
- 4.7.3 Where such evidence cannot be provided, Members must ensure they provide sufficient explanations with their claim.
- 4.7.4 The requirement to provide this information will:
- a. enable the Administrator to make recommendations to the Corporation about whether a claim should be approved;
 - b. enable the Administrator to advise the Corporation as to the income tax and National Insurance treatment of any payment made following a claim being approved. It is possible that the provision of such information could affect the Administrator's view of whether the payment is taxable and liable to National Insurance.

4.8 Income tax and National Insurance

- 4.8.1 The tax and National Insurance treatment of approved payments made under the Extended Scheme may, where the claim includes a claim for additional costs, depend on the nature of the costs incurred and the evidence/level of detail provided by the Member with their claim.
- 4.8.2 As noted above, the tax and National Insurance treatment of payments made following an approved claim will be considered by the Administrator and notified to the Corporation.
- 4.8.3 Any tax and employee's National Insurance due under PAYE will be deducted from the payment when it is made via the payroll. Where a payment liable to tax and Class 1 National Insurance is made under the Extended Scheme, the Member will receive an amount net of any income tax and employee's National Insurance due.
- 4.8.4 Members have a personal responsibility to ensure that they comply with HMRC requirements and may wish to take advice from HMRC or their own tax adviser.
- 4.8.5 Where a payment is made, Members will be provided with a payslip by email showing the amount paid and (where relevant) any tax and National Insurance deducted. Members will also be provided with a form P60 at the end of the tax year.

4.9 Suspension

- 4.9.1 Payments shall not be made to a Member who is suspended.

4.10 Appeal Procedure

- 4.10.1 Following a recommendation by the Administrator in relation to a claim, if the Member concerned disputes the recommendation the first line of appeal is to the Town Clerk in writing.
- 4.10.2 The Town Clerk will consider the circumstances of the claim and, if necessary, seek further justification from the Member concerned. The further justification must be supplied within a reasonable time and prior to a decision being made and any payment authorised.
- 4.10.3 Should it prove impossible to settle the dispute the matter shall be referred to the Chair and Deputy Chair of the Finance Committee and the Chief Commoner for final determination.

ANNEX 1 – CLAIMS UNDER THE FINANCIAL SUPPORT SCHEME – EXAMPLES

Circumstances of Claim	Factors for consideration by the Administrator	Evidence
<p>Members who have wages/salary deducted by their employer for any period they are absent from work whilst performing a civic duty may claim for loss of wages/salary.</p>		<p>Letter from employer or other evidence (eg. pay slip) showing that wages/salary has been deducted.</p>
<p>Self-employed sole practitioner (eg. freelance journalist).</p>	<p>Has work been turned down which had a fixed deadline or which he/she is contracted to do during the period when they are meeting a CoL commitment? Could alternative arrangements outside hours involving the CoL commitment have been made?</p>	<p>Letter from an accountant estimating loss. Details of lost contract or the deadline for completing the work.</p>
<p>A retailer or other trader shuts the business to attend CoL meeting.</p>	<p>Is the business one that operates only in normal daytime working hours? If not, could any loss of profit be made good at other times? If it is, loss of profit but not loss of revenue could be made good to the limits of the Financial Support Scheme.</p>	<p>Accountant's letter showing average daily or half daily profit. Letter to be produced annually, or at other times if circumstances require it (eg. profit could be made seasonally).</p>
<p>Retailer pays somebody to assist so that the business can be kept open.</p>	<p>Is the business one that is normally or necessarily open during hours carrying a CoL commitment? If so, payment could be claimed.</p>	<p>Evidence of payment made.</p>
<p>Member's income is partly or wholly commission.</p>	<p>Any loss in commission normally represents a future or hypothetical loss rather than a direct or actual loss. Not all business contracts will result in commission and appointments may be arranged for other times. However, there may be circumstances in which commission might be claimed (eg. a salesperson working fixed hours in a saleroom might be able to show average commission earned every day).</p>	<p>Documents showing average commission earned on evidence of fixed hours.</p>

<p>Members who have 'care' responsibilities (eg. caring for a child or an elderly relative) may claim for the cost of employing a carer to enable them to perform their civic duties.</p>	<p>The relevant period of time over which cost is incurred is subject to the limits prescribed and must be necessary to enable attendance at CoL business. In cases where it is essential for paid assistance to be for longer, the period of necessary expenditure is the qualifying period for payment.</p>	<p>Declaration that expenditure has been actually and necessarily incurred.</p>
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DRAFT

ANNEX 2 – CLAIM FORM

Members' Financial Support Allowance Scheme

Completed forms should be submitted to the Administrator.

Section A – Personal Details

Title	Initials	Surname
<i>(enter Title)</i>	<i>(enter initials)</i>	<i>(enter Surname)</i>

Declaration

With respect to the claim as detailed in Section B of this form, I have actually and necessarily suffered loss of earnings, which I would have otherwise made, for the purpose of enabling me to perform my duties as a Member of the Court of Aldermen or Court of Common Council.

I declare that the amounts claimed do not exceed those which I am entitled to receive in accordance with the rates prescribed in the City of London Corporation Members' Financial Support Allowance Scheme.

I declare that the above statements are correct.

Except as set out in this form, I have not made, and will not make, any claim under any enactment for Financial Support payment in connection with the duties in respect of which this claim is made.

I am signing that all the information I have provided is accurate.

Signed:

Date:

SECTION B – DETAILS OF CLAIMS FOR MONTH OF (ENTER MONTH)

Claims will be verified against information held by the City of London Corporation and provided by the claimant.

Date of Event	Title of Event [e.g Finance Committee]	Hours Claimed	Financial Support [Self- employed (S) Employed (E)] £	Details of Documentary Evidence Submitted in Support of Claim (copies to be attached)
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				
Total:				

ANNEX 3 – CLAIM FORM

Extended Member Support Scheme

Completed forms should be submitted to the Administrator. Please send the completed claim form with, where your claim includes a claim for additional costs incurred when performing your qualifying duties, supporting evidence to:

[Enter detail]

Section A – Personal Details

Title	Initials	Surname
<i>(enter title)</i>	<i>(enter initials)</i>	<i>(enter Surname)</i>

Declaration

Please tick the box below to confirm that you have performed qualifying duties as a Member of the Court of Aldermen or Court of Common Council in the quarter ended [add date] and all other information provided on this claim is accurate.

Please select, from the drop-down menu below, the meetings you have attended in the quarter.

[Drop down box with choices to be developed and added].

If you have incurred any specific costs during the quarter as a result of performing qualifying duties, please provide details in Section B and, where possible, provide evidence of those costs.

Section B – Additional Costs Incurred

Only to be completed where your claim includes a claim for additional costs incurred and attributable to performing qualifying duties.

Date cost incurred	Please explain what the costs are attributable to [e.g. attendance at Finance Committee meeting etc]	Additional cost incurred £	Details of any evidence submitted in support of claim (copies to be attached)	Please describe why an additional cost has been incurred
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				
<i>(enter details)</i>				

ANNEX 4 – [COSTS, LIMITS AND RATES]

1. Accommodation Costs (2.1 d and 2.1 e)

Members can book to use the accommodation when it is not made available under 2.1 e) in a personal capacity at a subsidised cost of £20 for a single room or £30 for a double.

Non-Members e.g. past Lord Mayors, Chief Commoners and Members (providing they previously served a minimum of 10 years on the Court) can also use the rooms at a cost of £60 for a single room and £95 for a double. Guests of Members are also able to use the rooms at the non-Member rates.

2. Daily rates of payment (3.7)

Rate	£
Gross Rate – Self-employed Members	
Up to two hours	33.74
Up to four hours	67.48
Up to eight hours	134.96
Net Rate – Other Members	
Up to two hours	26.99
Up to four hours	53.98
Up to eight hours	107.97

3. Maximum payment available under the Extended Scheme (4.3.2)

The maximum payment which can be claimed is set at £7,500 per annum from [add year].

ANNEX 5 – TAX AND NIC TREATMENT OF ITEMS IN SECTION 2

Travel expenses (2.1 a)

Where the Corporation meets travel costs (and subsistence where applicable) for Members travelling from their homes, or from the Guildhall, to a business venue at which they are conducting their City Corporation business, this would be exempt from income tax and NIC.

Childcare costs (2.1 b)

[tax treatment TBC]

Accommodation costs (2.1 c, d and e)

[tax treatment TBC]

IT support (2.1 f)

There should not be any tax or NIC implications of Members having access to IT support and any necessary equipment from the City Corporation's internal IT team.

DRAFT

ANNEX6 – ADMINISTRATOR DETAILS

[Details of who the Administrator to be added here]

DRAFT

Agenda Item 6

Committee:	Date:
Policy and Resources Committee	3 June 2021
Subject: Governance Review: Constitutional Issues; the principle of Ward Committees	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Corporate Plan Outcomes 1-12
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk	For Decision
Report author: Greg Moore	

Summary

In September 2020, Lord Lisvane submitted the findings of his review into the City Corporation's governances. Members 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.

Engagement sessions have now been held in respect of Sections 2-5 of the Lisvane Review, in relation to Constitutional Issues. The discussions from those sessions are set out in the appendices to this report.

In addition, it was requested that a specific engagement session be held on Lord Lisvane's recommendation around Ward Committees, contained within Section 7 (paragraphs 270-272) of his Review (with the implication of that decision alluded to more widely elsewhere). The discussion notes from that session are also attached as an appendix to this report.

Members of the Resource Allocation Sub-Committee subsequently considered the various proposals relating to these elements, in the context of Members' observations and reflections at the various informal sessions, at their meeting on 12 May 2021. *(NB*

- The minutes of that meeting are set out at Item 3(D) on today's agenda and the recording of the meeting is available at the following link: <https://www.youtube.com/watch?v=7dCvI3B4bj4>). Their determinations are now presented to the Policy and Resources Committee for further consideration, prior to any formal submission to the Court.

Recommendations

That Members:-

- Note the proposals in relation to Constitutional Issues made by Lord Lisvane in Sections 2-5 of his Review (Appendix 1).
- Note the proposals in relation to Ward Committees made by Lord Lisvane in Section 7, paragraphs 270-272 (Appendix 1).
- Note the feedback provided by Members through the informal engagement process (Appendix 2).
- Consider the items in respect of the aforementioned various proposals, as set out in this report and Lord Lisvane's Review, and make recommendations as to a way forward.

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 all Members as a consequence. 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. During February and March, engagement sessions were held on Lord Lisvane's recommendations within Sections 2-5 of the Governance Review, concerning the Corporation's wider existence and the operation of its key decision-making body, the Court of Common Council.
6. In particular, Sections 2 and 3 of Lord Lisvane's Review look at the Corporation as it exists and the City which it serves, whilst Section 4 then goes on to assess its strengths and weaknesses. Section 5 then looks at the Court of Common Council itself and the overarching Standing Orders which set the framework for the Corporation's decision-making activities.
7. In addition, a further one-off session was held in relation to the principle of Ward Committees' continued existence and Lord Lisvane's specific proposal that they be abolished (Section 7, paragraphs 270-272).
8. Views are now sought as to the various proposals put forward by Lisvane in relation to these sections, their implications, and how they might be taken forward.

Section 2, the Corporation

9. Beginning with Section 2, Lisvane first sets out a concise summary of the history and structure of the City Corporation (beginning at paragraph 28), before making recommendations in respect of three specific areas.
10. Firstly, at paragraphs 47-49 Lisvane considers the Ward structure, recommending that no change be pursued to the existing division into 25 areas.
11. Paragraphs 50-54 look at the relationship between the Court of Common Council and the Court of Aldermen, in which Lisvane notes the current arrangements and advises no amendment.
12. Finally, paragraphs 55-58 concern the relationship with the Livery. Whilst proposing no change in respect of the role of the Livery through Common Hall, Lisvane does advocate for a more coherent approach with regard to engagement with the Livery as a body – perhaps through the Livery Committee or Pan-Livery Initiative. This is with particular reference to the Livery's role in education and charitable activities.
13. Members are asked to consider whether they are content with Lord Lisvane's recommendations that there be no change in respect of the above, whilst also reflecting on his commentary in respect of engagement with the Livery.

Section 3, the City the Corporation serves

14. At Section 3, Lisvane reflects on the City itself. Beginning at paragraph 59 he touches on demography, before turning to the impact of the Covid-19 pandemic and the challenges of the future.

15. The closing commentary to this section then outlines the impact on the Corporation's decision-making, particularly the need for clear-sighted and decisive action, which supports the view that radical changes to the Corporation's overall governance arrangements are required.
16. Members are asked to note Lord Lisvane's commentary and reflect on whether they have any specific observations in relation to them.

Section 4, the Corporation's Strengths and Weaknesses

17. Section 4 expounds on the Corporation's various strengths and weaknesses.
18. Paragraphs 81-90 outline key strengths, including the Corporation's reach, the expertise and skills of its people, its convening power, and its diversity of activity. However, with reference to the latter, Lisvane does raise the question of whether the Corporation should continue to cover quite so diverse a portfolio as it does (a subject which is returned to for greater consideration in Section 9).
19. Paragraphs 91-115 then outline what Lisvane perceives to be the Corporation's weaknesses. These include external perception, lack of corporate endeavour, the multiplicity of committees and blurred lines of responsibility thereof, silo-working, and the local/national tension.
20. His particular recommendations are: at paragraph 91, to get a grip on the perception of "slowness in decision-taking, lack of effective political co-operation, poor lines of accountability, and undeserved benefits"; at paragraph 108, for changes to the business planning process to be implemented; and at paragraph 110 for a Chief Operating Officer to be appointed. This latter recommendation has now been addressed through the Target Operating Model activity.
21. Members are asked to note Lord Lisvane's commentary and consider his particular recommendations in relation to business planning processes (paragraph 108) and associated with greater control over various elements of decision-making and associated facets thereof (paragraph 91).

Section 5, the Court of Common Council

22. Within Section 5, Lord Lisvane considers the operation of the Court of Common Council. The various recommendations are set out below and Members are invited to consider Lord Lisvane's proposals thereon.
23. **Number of Members:** At paragraphs 116-123, Lisvane considers the number of elected Members, ultimately concluding that any consideration as to overall numbers must come after a new governance structure is decided upon (and, therefore, no change be **recommended** at this time).

24. **Franchise:** Paragraphs 124-128 set out Lisvane's views on the franchise, in which he advocates against seeking changes through primary legislation. However, he does **suggest** that making effective participation in elections a condition of Corporation leases on premises occupied by employers might be worth following up on.
25. **Diversity:** Within paragraphs 129-141, Lisvane touches on diversity issues facing the Corporation and references a number of considerations to bear in mind, such as the timing of meetings, mentoring of new Members, and representation amongst senior officers. He makes two specific **recommendations** at paragraphs 139 and 140, which are that the Corporation should do more to demonstrate diversity in its outwards-facing activities, and that training on diversity issues should be mandatory for Members (with appointment to any Committee strictly conditional on compliance).
26. **Remuneration:** The subject of remuneration for Members is covered in paragraphs 142-146, where Lisvane **commends** the proposition and notes that a proposal is due to come to the Court of Common Council in due course.
27. **Standing Orders:** The substantive part of Section 5 relates to Standing Orders and various proposed corrections or improvements (paragraphs 147-165). It is important to note that he observes there will be many others, related to committees and what ultimately emerges from the new committee structure, which will need further consideration and review in due course. However, in summary, Lisvane's **recommendations** in this section are as follows:-
- **Housekeeping** (paragraph 147) – Lisvane observes that Standing Orders have been the product of piecemeal and ad hoc changes over the years, leading to inconsistent / unclear drafting in places. He **recommends**, therefore, a review to undertake a housekeeping / redrafting exercise.
 - **Ballots** (paragraphs 149 and 159) – Lisvane advocates for the abolition of all secret ballots and **recommends** a move to open and recorded votes across the board.
 - **Motions** (paragraphs 150 and 151) – **Recommendations** are made concerning the number of names required to submit a valid Motion and the ability to withdraw a Motion under discussion (which he advances should require the approval of the Court).
 - **Questions** (paragraphs 152-156) – These paragraphs set out **proposals** to require questions to be published (obviating the requirement for oral delivery and accompanying speeches, whilst improving transparency), tightening the rules around supplementary questions (a decrease from 2 to 1 supplementary per Member, but increasing the number of Members allowed to ask them from 3 to 6), allowing additional questions (up to six) in relation to Policy Statements, and dealing with questions not answered within the allotted time through written response.
 - **Setting of Terms of Reference** (paragraph 157) – Lisvane suggests that Standing Order 26 relating to this practice is redundant and should be **deleted**.

- **Joint meetings** (paragraph 158) – It is observed that it the relevant Standing Order is insufficiently clear that it refers to a meeting of two committees and so should be **amended**.
- **Quorum** (paragraphs 160 and 161) – Lisvane recommends the establishment of a general quorum provision for all committees and sub-committees.
- **Voting in Committees** (paragraphs 162 and 163) – The **recommendation** is, in essence, that any Member should be able to call for a recorded vote on any item.
- **Delegations** (paragraph 164) – Whilst Lisvane recommends greater delegations to officers be pursued in general elsewhere in his report, here specifically he makes a particular **allusion** in respect of the need to change the limit for write-offs.
- **Paperless meetings** (paragraphs 165) – A number of suggestions to editing Standing Orders are made to facilitate further proposals at paragraphs 166-174, where Lisvane articulates his view of the necessity of a move to an entirely paperless process and **recommends** this, as well as the continued streaming of meetings into the future.

Section 7, paragraphs 270-272 – Ward Committees

28. One aspect addressed by Lord Lisvane in relation to the current committee structure and recommended for change relates to the operation of Ward Committees.
29. As this issue raised considerable debate during meetings held in February 2021, a further session took place focusing only on the issue of Ward Committees' continued existence in principle and whether Members felt there was greater merit in either the abolition or continued operation of such bodies under a refreshed committee structure (noting that wider structural discussions would follow).
30. Lord Lisvane, in his Review, comments that: "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" (paragraph 253).
31. He contends that he sees no justifiable rationale for the retention of Ward Committees and proposes they be abolished, replaced (where appropriate) with smaller non-Ward Committees of 12-15 Members, and attendant changes required to SOs are also outlined.
32. However, a number of counter-arguments, articulating the various benefits of Ward Committees were advanced at the Member Engagement session, with many arguing for retention. The notes of that session are set out in the appendices to this report.

Consideration and Proposals

33. Members of the Resource Allocation Sub-Committee were asked at their 12 May 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(D) on the agenda for today's meeting and summarised below.
34. Having considered the various recommendations, the Resource Allocation Sub-Committee determined its position as follows:

- **Section 2, the Corporation**

The Sub-Committee agreed the recommendation that no changes be pursued in respect of the various constitutional items set out by Lord Lisvane, but that closer working and engagement with the Livery as a body should be promoted.

- **Section 3, the City the Corporation serves**

The Sub-Committee noted that there were no substantive recommendations within this section, with the discussion centred on increasing electoral registration numbers, work on which was already in train.

- **Section 4, the Corporation's Strengths and Weaknesses**

The Sub-Committee noted the issues raised in this section, including a perceived lack of corporate endeavour and slowness of decision-making. It was also noted that the recommendation to appoint a Chief Operating Officer had been addressed through the Target Operating Model activity.

- **Section 5, the Court of Common Council**

The Sub-Committee agreed to make recommendations relating to the operation of the Court of Common Council as follows:-

- **Number of Members:** Noting Lord Lisvane's advice that consideration as to overall number of Members should come after a new governance structure was decided upon, no recommendation was made at this time.
- **Franchise:** No changes to the franchise should be sought through primary legislation.
- **Diversity:** Members supported the recommendation that the Corporation should do more to demonstrate diversity in its outwards-facing activities. There was no unanimity in respect of the question of mandatory training, with it felt that there might be some areas where compulsory training would be necessary; however, in other areas, stronger encouragement stopping short of enforcement would be more appropriate.
- **Remuneration:** It was noted that a proposal on remuneration was due to be presented to the next meeting of Policy and Resources and thereafter the Court of Common Council.
- **Standing Orders: Housekeeping** (paragraph 147) – It was agreed that Standing Orders would benefit from being refreshed and thorough housekeeping exercise undertaken, particularly given necessary changes

likely to be required as a consequence of decisions about the new committee structure.

- **Ballots and voting in committees:** The Sub-Committee was minded that elections and appointments should continue to be made by secret ballot, as this allows more freedom and reflected wider electoral process. However, Members were not opposed to increasing transparency by making greater use of recorded votes against Court and Committee decisions.
 - **Motions:** The Sub-Committee agreed that, in addition to a minimum number of names required to submit a valid Motion, a maximum number of names also be introduced.
 - **Questions:** Members expressed some concern at proposals which might inhibit the ability to ask questions and it was felt that this matter should be taken away for further consideration as part of the wider Standing Orders review.
 - **Setting of Terms of Reference, Joint meetings, Quorum:** These items could be picked up through the wider housekeeping / review exercise for Standing Orders.
 - **Delegations:** It was noted that Members would need to give thought to the corporate Scheme of Delegations and revising some thresholds, as certain current arrangements contributed to the slow pace of decision-making and numbers of committees required to consider certain matters.
 - **Paperless meetings:** The Sub-Committee noted this would be the subject of separate discussions.
- **Section 7 Ward Committees**

The Sub-Committee noted the strength of feeling in respect of the retention of Ward Committees where appropriate and the value such arrangements provided. Consequently, Lord Lisvane's recommendation to abolish Ward Committees was not supported. However, it would be important as part of the wider consideration to reflect on which committees were best suited as Ward Committees in any new system, noting this would not necessarily be the same ones as we currently so arranged. There had also been some mechanisms that might be explored to reduce the size of ward committees.

Conclusion

33. Various proposals have been made by Lord Lisvane in relation to Constitutional Issues, in Sections 2-5 of his Review, as well as a specific recommendation in respect of Ward Committees in Section 7. Members are now required to consider his proposals and the attendant implications of any decisions, summarised above and set out in the Review. Particular mind should be paid to the views of all Members, made through the informal engagement process and set out in the appendices to this report, when coming to a view.
34. It is intended that any recommendations, subject to points of qualification or clarification, are put to the Policy & Resources Committee for further consideration. Thereafter, proposals are to be submitted to the Court of Common

Council meeting, to facilitate the finalisation and implementation of any new arrangements.

Appendices:

- **Appendix 1:** Extract, Sections 2-5 (Section 2: The Corporation, Section 3: The City which Corporation serves, Section 4: The Corporation's Strengths and Weaknesses, Section 5: The Court of Common Council and Proceedings), and Section 7 paragraphs 270-272 (Ward Committees), Governance Review
- **Appendix 2:** Notes from Member Engagement Sessions.

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The Corporation

28. In this part of my Report I briefly set out the structure and operation of the Corporation. These things may be wearily familiar to many, but for other readers they may provide some helpful context.

The elements of the governance structure

29. The Corporation of the City of London is a corporation by prescription⁵. It is not a local authority but performs many functions similar to “conventional” local authorities elsewhere in the country. The application of primary legislation to the Corporation is always provided for explicitly in statute. The Corporation also discharges a wide range of private and charitable functions.

The City’s **financing** has three sources:

- **The City Fund:** this meets the cost of the City’s local authority, police authority and port health authority work. The Fund generates rental and interest and receives grants from central government in the same way as conventional local authorities, together with a share of business rates and a proportion of council tax (which is very small because of the small residential population). In addition, the City is allowed to retain a small proportion of the business rates paid in the Square Mile (this is known as “the City offset”). Annual City Fund income amounts to £460.48M;⁶
- **City’s Cash:** this is an endowment fund built up over some 800 years, derived from property and investment earnings. It finances the maintenance and conservation of about 11,000 acres of parks and open spaces, the Mayoralty, Smithfield, Billingsgate and Leadenhall Markets, the City’s three independent schools and the Guildhall School of Music and Drama, all at no cost to the public finances. The current value of City’s Cash is £2,669.8M;⁷ and

⁵ By Charter of 1608; a statute of 1690 declared that the Mayor, Commonalty and Citizens should “remain, continue and be and prescribe to be a body corporate and politick in re, facto et nomine”.

⁶ 2020/2021 budget figures.

⁷ As at 31st March 2019.

- **Bridge House Estates:** an ancient charity whose primary object is the maintenance of five of the bridges which cross the Thames into the City⁸, but which also has significant grant-giving powers through the City Bridge Trust.

30. The City has three governance elements: the Court of Common Council, the Court of Aldermen, and the Livery, acting through Common Hall.
31. The **Court of Common Council** has 100 Members, elected every four years⁹ on a franchise with two elements: residential and business. I consider the franchise in paragraphs 124 to 128. The great majority of Members, whatever their personal political standpoints, sit as independents. The duty to allocate seats to political groups under the Local Government and Housing Act 1989 does not apply to the Corporation.¹⁰The 25 Aldermen are also Members of the Court of Common Council.
32. The Court normally meets nine times a year in formal session and is presided over by the Lord Mayor. It conducts the majority of its business through an extraordinarily large number of committees, foremost among which is the Policy and Resources Committee. A list of Committees and related bodies is at Appendix E.) The Chair of Policy and Resources (CPR) has a function which in local government generally would be discharged by the Leader – normally the leader of the largest political party. The Corporation does not apply the “executive arrangements” under the Local Government Act 2000 which provide for cabinet governance, but the membership of the Policy and Resources Committee has something in common with a cabinet, with the CPR as akin to a non-executive Leader.
33. The Corporation voluntarily applies the access to meetings rules under the Local Government Act 1972, as amended (a presumption that meetings and papers are publicly accessible unless statutory criteria for confidentiality are judged to apply). This is laudable in the interests of transparency but is not appropriate across all the Corporation’s functions (for example, the meetings of governing

⁸ London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and the Millennium Footbridge.

⁹ The next elections, due in 2021, may be deferred to 2022 in consequence of the pandemic.

¹⁰ Section 15 of the 1989 Act applies to “relevant authorities” as defined in section 21. Those authorities are those specified in paragraph 1 of Schedule 2 to the Act, which relies upon the section 21 definitions but excludes the Common Council of the Corporation of London (together with the Council of the Isles of Scilly).

bodies of the Corporation's independent schools). I return to the issue in paragraph 542.

34. The Localism Act 2011 requires the Corporation, in common with conventional local authorities, to have “arrangements” to secure high standards of conduct on the part of Members and co-opted Members. In the City, this requirement was met by the establishment of a Standards Committee and associated machinery. I think it is fair to say that this has not been a happy experience, and I recommend alternative arrangements in Part 8 of this Report.
35. There is no retirement age for Common Councillors.
36. **Aldermen** are senior elected Members of the Corporation (one for each Ward, by convention elected every six years), who may go on to serve as Sheriff and Lord Mayor. They have a close relationship with the Central Criminal Court (The Old Bailey) acting on a monthly duty rota. They frequently represent the Lord Mayor at functions and events.
37. Aldermen are an integral part of the Court of Common Council, but they also sit as the Court of Aldermen, presided over by the Lord Mayor. The Court of Aldermen makes the final choice of Lord Mayor from the two candidates nominated by Common Hall each September.
38. The Court of Aldermen has two Standing Committees: Privileges and General Purposes, of which all Aldermen are members. By convention the retirement age for Aldermen is 70, reflecting an historic link with the Magistracy.
39. **The Livery**, acting through Common Hall, consists of the Livery¹¹ of the 110 City Livery Companies. Originally attendance at Common Hall was open to all Freemen, but was limited to the Livery in 1475. The current Common Hall register of voters contains 25,949 names.
40. **The Lord Mayor** is the first Citizen of the City, and in the Square Mile subordinate only to the Sovereign. He or she presides over the Court of Common Council, the Court of Aldermen, and Common Hall. The Lord Mayor is a major player on the national and

¹¹ Liverymen and Liverywomen are a level above that of Freemen and Freewomen, by decision of the Court of their Company. They are so called because they are “clothed” upon joining the Livery, originally with a distinctive robe which denoted the trade or craft of that Company. Until the Reform Act of 1832 the Livery elected the four Members of Parliament for the City of London.

international stage, promoting the interest and standing of the City as a world centre of financial and professional business services. He or she has a significant ambassadorial role, taking the City's case worldwide to governments, businesses and influencers of all sorts. I consider the role further in Part 6.

41. The Lord Mayor is assisted by the **Sheriffs** who are, like the Lord Mayor, elected every year by the Livery at Common Hall. One Sheriff is the "Aldermanic Sheriff" who is an elected Alderman, and one is a "non-Aldermanic Sheriff".¹²
42. The City is organised into sub-divisions called **Wards**, which are listed in Appendix C, together with the number of Common Councillors elected for each Ward. As noted above, one Alderman is elected for each Ward.
43. The original number of 24 Wards was increased by the division of Farringdon into two Wards in 1394 and the addition of Bridge Ward Without in 1550. The number now stands at 25. **Wardmotes**, presided over by the Alderman for that Ward, are held annually and provide an opportunity for voters to question their local Members. Every fourth year the Wardmote is also the occasion for the election of Members of the Common Council.

The History

44. No examination of the Corporation and its governance can ignore the extraordinary historical tapestry which has led to the 21st-Century Corporation. By Charter of 1067 William the Conqueror (William I if you prefer) confirmed the rights and privileges enjoyed by the Citizens of London under Edward the Confessor. Their unification into a commune or corporation had Royal approval in 1191 and led in 1189 to the appointment of a Mayor as their presiding officer. The 1215 Magna Carta confirmed all the ancient liberties and free customs of the City.¹³
45. The Sheriffs (successors of the pre-Conquest portreeves) were by a Charter of 1199 to be elected by the Citizens of London.

¹² There are occasionally two Aldermanic Sheriffs.

¹³ Clause IX: *Civitas Londinie habeat omnes antiquas libertates et liberas consuetudines suas.*

46. By 1346 a recognisable authority of Mayor, Aldermen and Council had emerged. It had already (in 1341, confirmed by Parliament in 1377) secured the power to amend its own constitution.

My review of these elements

Wards

47. I have been urged to recommend a radical reshaping of the Ward structure, combining Wards to create divisions roughly similar in size (and, of course, just as energetically urged to do no such thing). The question to be asked is: what would that reshaping actually achieve?
48. Although, as I noted in paragraph 43, there has been modest adjustment of the Wards over the centuries, I am reluctant to recommend interference with a structure with which most people are content, and which has the patina of long usage.
49. Accordingly, **I recommend that there should be no change in the Ward structure.** Ward Committees of Common Council, on the other hand, are a different matter, and I return to them in paragraph 270.

The Court of Common Council and the Court of Aldermen

50. Arguments have been deployed in favour of dissolving the Court of Aldermen. If they are part of the Court of Common Council, so the case runs, why should there be any distinction? Again, the examination question is: what would be achieved?
51. The Court of Aldermen has its own particular roles, especially in proposing candidates for the offices of Lord Mayor and Sheriffs. As a Court containing a number of former Lord Mayors, the Court of Aldermen is a resource of experience and expertise for the Corporation as a whole.
52. It is also an “alternative voice” which would not be heard were Aldermen to be simply Members of Common Council and not Members of their own Court.
53. I have considered whether there might be merit in building upon the different existences of the Court of Common Council and the Court of Aldermen, for example by introducing a formal bicameralism,

perhaps in considering Acts of Common Council. I conclude that this would introduce a procedural complexity to no good purpose.

54. I therefore **recommend that there should be no change in the separate existence of the Court of Common Council and the Court of Aldermen, nor in their relationship one to the other.**¹⁴

The Livery

55. Even though I am a Liveryman, and a Great Twelve Past Master, I cannot help concluding that in some respects the role of the Livery directly *in the corporate governance* of the City has been a little oversold. For example, and speaking from experience, Members of the Livery are largely passive participants at the essentially theatrical occasions at which the Lord Mayor and Sheriffs¹⁵ are elected. **I therefore recommend no change in the mainly symbolic role of the Livery acting through Common Hall.** I return to the matter of the election, or I would rather say selection, of the Lord Mayor and Sheriffs in Part 6.
56. The broader role of the Livery is another matter entirely. The role of the Livery Companies in educational and charitable activity is centuries old, but its range and reach has never been greater, and the work of the Companies is a huge asset for the City. Not only do their schools and academies educate and care for many thousands of young people, but their almshouses shelter and support the elderly and vulnerable, and their charities reach into every part of life where charitable giving can affect social cohesion, quality of life, wellbeing and opportunities.
57. The way in which the Livery Companies responded to the COVID-19 pandemic was emblematic of their approach: from providing meals for health and other key workers (an initiative in which 31 Companies were involved) to their schools and academies making personal protective equipment (PPE) on a large scale, despite the operational challenges imposed by the pandemic. In addition, the Companies provided financial and other support through their charities to a range of people affected by the pandemic.

¹⁴ I note that this was not the view of the 1854 Royal Commission, which recommended the abolition of the Court of Aldermen: *Report of the Commissioners appointed to inquire into the state of the Corporation of London, 1854*, page xii. The formal absorption of the Court of Aldermen into the Court of Common Council would probably require the authorisation of legislation, or a Royal Charter.

¹⁵ And certain other Officers.

58. Livery Companies are rightly proud of their independence, but I expect that this sort of collective effort will have a greater role in the future life of the City and more widely. The Pan-Livery Initiative, developed some three years ago as a move in this direction, has the potential to play a larger part; and the Livery Committee¹⁶ may need to play a more active role in linking the Livery more closely with the wider endeavours of the City.

¹⁶ The Livery Committee is a Committee of Common Hall rather than of the Court of Common Council. I have taken it to lie outside the scope of my Review.

3

The City which the Corporation serves

Demography

59. From the 16th century to the middle of the 19th century the population of the City was fairly constant at around 125,000.¹⁷ Changes in patterns of industry and retail distribution, and improvements in affordable transport, principally the railway boom, meant that commuting into the City became an ever more practical option.
60. So the commuting population continued to grow, while the residential population became minuscule by comparison. The figures which follow are of course pre-pandemic, but illustrate the character of the City up to March this year.
61. The residential population stands at about 7,500¹⁸; there are 7,137 electors on the electoral register for the City.¹⁹
62. The City accounted for 522,000 jobs, or 10% of London's total workforce, and 1 in 59 of all workers in Great Britain.²⁰ Financial, professional and business services were the largest employers in the City, employing 374,000 people. "Tech services"²¹ was the fastest growing sector, and in 2018 grew by 11% in terms of total employment.
63. The workforce in the City was young – 61% aged between 22 and 39; highly skilled – 70% employed in highly-skilled jobs²². 28% were of black, Asian or minority ethnic origin.²³ 61% of City workers were UK-born; 15% came from the EEA, and 24% from the rest of the world.²⁴

¹⁷ In 1801 the population was 128,833; and in 1851, 129,128. See Report of the 1854 Royal Commission, page vii.

¹⁸ *Corporate Plan 2018-2023*.

¹⁹ Report for the Policy and Resources Committee, 9 July 2020, *COVID-19 implications – possible postponement of the City Wide Elections in March 2021*, paragraph 14.

²⁰ Corporation website, January 2020.

²¹ Information and communication.

²² Professional or technical occupations, or managers and directors. Source: Annual Population Survey, Workplace Analysis, 2019.

²³ ONS 2018 figure, published 2019.

²⁴ Corporation website, January 2020.

64. The City's contribution to the economy is very significant, amounting to £69 billion in gross value added in 2018, or 15% of the figure for London as a whole, and 4% of the figure for the UK.
65. In 2019 there were 23,890 businesses in the City. 99% of those were SMEs; the apparent disparity is accounted for by the large firms being very large – 280 businesses with more than 250 employees accounted for 50% of the City's jobs.²⁵

COVID-19

The pandemic

66. The coronavirus pandemic has affected every part of our national life, fundamentally changing patterns of work and imposing immense economic and financial strains.
67. The Corporation has played its part in responding to the crisis. The Town Clerk and Chief Executive chaired the Strategic Co-ordination Group (SCG) charged with the London-wide response, and Officers at all levels have been involved in supporting the SCG and its Transition Management Group successor from 13th July, as well as the over-arching London Recovery Board, which brings together the Mayor of London and the London Councils.
68. Members, led by the Chair of Policy and Resources, have been active in the City's response, and Ward Members have played their part in supporting residential communities under strain as a result of the sweeping restrictions.

The effects

69. The future is uncertain to say the least, in terms of infection rates, the geographical distribution of new cases, and Government restrictions aimed at containing the pandemic.
70. The Corporation has already suffered considerably. The businesses for which it is directly responsible – notably the Barbican Centre, the three fee-paying schools, the Guildhall School of Music and Drama, the wholesale food markets, and the Museum of London²⁶ have been severely affected. The loss of income will have a significant effect upon the Corporation's budget.

²⁵ *ibid.*

²⁶ A joint responsibility with the Greater London Authority.

71. In the longer term there will be some effect – it is probably too early to predict how severe – on the Corporation’s rental income of some £100M a year on a property investment portfolio of about £4 billion.
72. In turn, this may impact upon the major capital projects to which the Corporation is committed: a new Courts building, a new integrated food market, a new building for the Museum of London in Smithfield General Market, and – perhaps more speculatively – a new concert hall.
73. The Corporation’s wider responsibilities, supporting and enhancing the City as a pre-eminent world centre of financial, professional and business services, will be even more challenging. The working population of the City fell by as much as 90% during the pandemic, and there will need to be a major effort to get businesses operating as normally as possible in the Square Mile, and to get those businesses to encourage their workers to return.
74. Expectations of future working patterns can be no more than speculative, and will remain so for some time. One possibility is that, even if there are large-scale returns to business premises, there will still be significant working from home, perhaps for one or two days a week. The reliability and capability of the technology is likely to improve markedly. But as convenient and necessary as remote working has been for many, it has also reminded us of the essential need for human interaction in person rather than on a screen.
75. The City has remarkable resilience and adaptability, and confidence in its response to the pandemic is encouraging. A poll carried out between 5th and 10th July 2020 by FTI Consulting for the Corporation tested the intentions of 506 leading global investors with €850 billion of assets under management. It found that 99% were keen to invest in the City, with 79% actively doing so at the moment.
76. In the poll – the first of its kind since the COVID-19 outbreak – the City scored highly in terms of global connectivity and as a hub for business, and for its built environment and fostering of innovation. It was also favourably viewed (by 85% of the businesses polled) by comparison with other major financial centres in its ability to instil confidence in employees to return to work when the pandemic has been contained.

77. However, 72% of respondents wanted to see the development of a plan to prevent a recurrence of pandemic disease in order for them to look more favourably upon the City in their investment decisions. The Corporation is already addressing this, but achieving it will be challenging.
- 78. In the near and medium term the demands which the pandemic will continue to place upon the Corporation's governance, in terms of the need for clear-sighted analysis and decisive action, will be considerable.**
- 79. Brexit, on whatever departure (and regulatory) terms are finally agreed, is a further area of uncertainty. So too is the political leadership of the United States, and the powerful but enigmatic role played by China. Even so soon after a General Election there are uncertainties at home: "a mood of radical, disruptive thinking at the centre".²⁷**
- 80. My recommendations would have been radical had the pandemic not occurred, but the challenges which the Corporation faces and will face, and the need for swift and effective decision-making, have confirmed me in a radical approach to governance reform.**

²⁷ *Financial and professional services: strengthening the effectiveness of the City of London Corporation*; a Review by Sir Simon Fraser and Flint Global [subsequently, Fraser Report], Introduction.

4

The Corporation's strengths and weaknesses

Strengths

Reach and resonance

81. Detractors of the Corporation and the City are apt to characterise it simply as “a small, rich borough”. Nothing could be further from the truth. The City is a unique and powerful player on the world stage. The Lord Mayor is not only an ambassador but a “door-opener” to the highest levels of business and government all over the world, and the Chair of Policy and Resources is also a key figure. People who matter know about the City and respect it.

The Corporation's people

82. The Common Councillors, and the Aldermen, are people among whom there is evident love for and loyalty to the City and its success. There is also a powerful ethos of public service. This is drawn upon in arguments against Members being paid; that they give their services voluntarily. This has some merit; but the downside is that there are implications for the perception of the Corporation, and especially of its diversity and inclusiveness.²⁸

83. The Corporation's Members possess an enviable resource of expertise, ability and skills to put at the service of the City. But the Corporation could be very much more effective in using this resource to the City's benefit, as I consider in Part 7.

84. In my experience the City's officials are of a very high quality: motivated, expert and well led. Working for the Corporation of the City of London is seen as a good career move by many in public service, and this reputation is a valuable asset.

The long-term view

85. During its long history, the City has shown itself good at taking the long-term view; for example, in making financial, charitable and educational dispositions designed to last for centuries. This is a great strength, and lends to the Corporation's affairs a grounding and proportionality which is welcome. But it as easily gives rise to a false

²⁸ See paragraphs 129ff.

sense of security. As I show in this Report, the long-term view needs to be combined with the innovation, speed and agility necessary to address some pressing challenges. I strongly endorse Sir Simon Fraser’s judgement that “The Corporation’s history and tradition are a strength, but it is now essential and urgent to balance this with a more forward-looking image, energy and ethos”.²⁹

Convening power

86. The City has an extraordinary ability to bring the prominent and powerful together. This is for a number of reasons: perceived mutual benefit; the making of connections; the gathering of intelligence. But this convening power is lifted to another plane by the grandeur and pageantry which it is able to deploy. The Royal Commission of 1854 spoke of “decent hospitality and splendour”³⁰ and this remains an important element in the City’s ability to convene and impress. In addition, the conferring of Freedom by Special Nomination, or as Honorary Freedom, is a mark of high distinction.

Agglomeration (“clustering”)

87. This inelegantly but effectively describes the City’s huge geographical advantage. Key people and key institutions are either within the Square Mile, or not far away. The pandemic has diluted this a little, and it is to be hoped only temporarily, but it is a powerful factor in the City’s effectiveness.

Richness of texture

88. The Corporation is responsible for a bewildering extent and variety of activities. It delivers cultural, environmental, planning, and highways services; children’s services and adult social care; public health; and housing. But it is also responsible for a major Courts complex; for the maintenance of five bridges; for Port of London port health; for 11,000 acres of open space and parks in and around London; for three wholesale markets; for three independent secondary schools and a maintained primary school; for ten academies;³¹ for one of the world’s leading conservatoires and one of its great cultural centres; for a library, art gallery, and archives; and for its own police force.

²⁹ Fraser Report, page 7.

³⁰ Page xxxii.

³¹ Two are co-sponsored: The City Academy, Hackney, is co-sponsored with KPMG and the City of London Academy Islington is co-sponsored with City University.

89. In one sense this recalls the famous observation of the 1960 Royal Commission on Local Government: “If we were to be strictly logical we should recommend the amalgamation of the City and Westminster. But logic has its limits and the position of the City lies outside them”.³² However, it also indicates the extraordinary opportunities for business and educational cross-fertilisation; for enhancing the experiences of all for whom the Corporation is responsible or who come into contact with the City; and for demonstrating that the whole is so much more than the sum of the parts.

90. Nevertheless, **the number and variety of activities and responsibilities must prompt the question of whether everything needs to be owned by the Corporation; and, if it does, whether everything needs to be run by the Corporation.** I return to this issue in Part 9.

Weaknesses

The perception of the Corporation

91. However it may be viewed from within, outside perceptions of the Corporation are often not complimentary. It is seen as secretive and lacking transparency, with many of its ways of doing business lamentably out of date. It is too often described as “an old boys’ club”, a reflection upon its diversity in terms of age, sex and ethnic origin. Criticisms of the Corporation’s slowness in decision-taking, lack of effective political co-operation, poor lines of accountability, and undeserved benefits, have real force. **These are all things that the Corporation needs to grip.**

A lack of corporate endeavour

92. This has been an overwhelming impression during my Review. I do not say that Members do not understand the need for it, nor that they do not wish to achieve it. However, it has to be accepted that developing and delivering resilient and effective corporate policy at any time, let alone in the present difficulties, requires muscular and disciplined organisation of business.

³² Cmnd. 1164, October 1960, paragraph 935.

93. In my discussion with the Resource Allocation Sub-Committee I described it as “an obsession with the clockwork to the exclusion of actually using the clock to tell the time”.

94. There are many reasons for this, and I explore some of them in more detail below.

Slow transaction of business

95. It used to be said of Spain under the rule of Philip II that “if Death came from Madrid, we would be immortal.” The complexity and slowness of decision-making within the Corporation is extraordinary. It is not too much to describe it as sclerotic.

Multiplicity of Committees

96. There are some 130 Committees, Sub-Committees and similar bodies listed on the Corporation’s website.³³ Some of these are so specialised or single-purpose as to be insulated from the broader work of the Corporation, but a significant number are not, and clearly feel that they have a role to play in most types of Corporation business.

97. In Part 7 of this Report I recommend a wholesale reorganisation of Committees to align their identity and structures more closely to the Corporation’s needs. I also deal with numbers of Members, terms of office of Members and Chairs, and power to appoint sub-committees, as well as some other issues.

Multiple involvement of Committees

98. A practice has grown up of referring business to multiple committees for information – and even to multiple committees for decision. Committees may believe that an item sent to them for information actually engages their substantive responsibilities, and so start contributing to a decision. This obscures the picture further.

99. An inevitable result is to slow down or even stop the process of consideration. The extent of “multiple engagement” is alarming – I have come across items of business which appeared on the agendas of no fewer than 15 Committees or Sub-Committees.

100. A further result is that Members may be unclear about what their role is in respect of a particular item of business: are they

³³ See Appendix E.

deciding it, contributing to a decision or simply noting it? There is a limit to how far Committee staffs can guide Members if they are getting little help from a creaking structure.

101. A casualty of this way of doing business is of course accountability, both in terms of the Court of Common Council having a clear picture of the genesis of a proposal, and who is really responsible for it, and for the public to be able to follow the process of coming to the decision.

Sequencing of Committees

102. Another problem arises when the programmes of Committees concerned do not mesh. Proposal X may be thought to need clearance from Committees A, B and C. A is meeting this month, but B not till next month when it has too heavy an agenda to be sure of dealing with the proposal, and C should have dealt with it this month but was inoperative. Proposal X is thus already running into the sand.
103. In addition, the period of time covered by multiple consideration means that reports for Committees need to be written much further in advance than should be necessary: a factor in the overall slowness of the process.
104. The simplification I recommend in Part 7 should dramatically reduce multiple engagement and problems of sequencing.

Silos

105. If corporate policies are to be developed and delivered effectively, Committees and Members need a common understanding of, and support for, what is to be achieved. This may require compromises in the interests of the larger aspiration, but above all a shared awareness and a willingness to co-operate.
106. I have come across a number of instances where this has been emphatically not the case, and even where there has been an unwillingness to share information with other Committees. This is another factor in poor and slow decision-making.
107. One phenomenon observed by many is that of Members who are keen to espouse some pet project, and are advocates for it on the subject Committee concerned. But on another Committee – perhaps with a finance function, the same Members become hawkish about

such projects. This too can make business difficult to handle effectively.

108. I was surprised to find that Departments did not see each others' business plans in draft in order to co-ordinate them. **This needs to change.**
109. In this connection, I was also surprised to find that there is no Chief Operating Officer among the senior Officers. They each have a Departmental responsibility. The Town Clerk and Chief Executive is the only senior individual who can look across the organisation and its collective operation; but his job is very demanding and heavily loaded.
110. A Chief Operating Officer, dealing with cross-cutting issues, could also be charged with integration of policy advice and – vitally – fostering corporate behaviours. He or she would be in the central staff, reporting to the Town Clerk and Chief Executive, but would also have a close relationship with the Chair of Policy and Resources, one of whose aims is more co-ordinated and corporate behaviour. **I so recommend.**

A non-party Court

111. As I noted in paragraph 31, the vast majority of Members of the Court of Common Council, whatever their personal political standpoints, sit as independents. I have heard it described as “an organisation run by 125 individuals”.
112. This means that there are no Whips. Enoch Powell once said that “a Parliament without Whips is like a city without sewers”. Although Whips in democratic institutions, over many decades, have had a poor press, their operation makes it easier to identify issues, coalesce support, and deliver outcomes, which is valuable.
113. But an inevitable result of individual independence in the Court of Common Council is a level of unpredictability, and of shifting coalitions of support, which can make it hard to deliver outcomes. In turn this can mean something of a hand-to-mouth existence, with a loss of certainty which can be damaging. This is not to devalue independence of view in any way, and I have no easy answer to suggest. It may be that the fostering of the sense of corporate endeavour I mentioned earlier will tend to change the culture.

114. There is one possible advantage of majority independence which I should record for the sake of completeness. It is no bad thing to have a Court of Common Council which does not bear a party label which may from time to time differ from that of the government of the day.

The local/national tension

115. Members of course have a duty to represent their constituents. But the tiny size of those constituencies³⁴ (their Wards) means that very small pressure groups may have a disproportionate effect. And a tension arises when a major proposal which, it may be argued, could be to the great benefit of the City, and of UKplc, is opposed on the grounds that a very small number of constituents might not like it. Again, there are no easy answers. Members must use their judgement; but it is a tension that is worth identifying. Again, a more corporate approach should help to set matters in proportion.

³⁴ At the last elections in 2017 a total of 4,779 votes were cast. This includes business votes.

5

The Court of Common Council and Proceedings

Number of Common Councillors

116. Over the centuries, the number of Common Councillors (previously “Common Councilmen”) has broadly reflected the population of the City. In 1285 it was 40, and 96 a century later. By 1826 it had reached 240, but was reduced to 206 and then to 159 by 1964, and 130 as a result of decisions in 1973. As part of the negotiations on the Bill for the City of London (Ward Elections) Act 2002 the number was further reduced to 100.
117. Unsurprisingly, there is a wide range of views on future numbers. On the one hand, having 100 Common Councillors for so small an electoral base is seen as bizarre, and contributing to a negative view of the Corporation.
118. On the other side of the argument, it is said that the number of activities for which the Corporation has to find participants and representatives justifies having so many Common Councillors.
119. Concerns have been expressed to me that a change in numbers now might risk destabilising that settlement. I am not wholly convinced by this, but I accept that putting the issue into play at the wrong time might have unwelcome results, even though the change can be effected by Act of Common Council and does not require other legislation.
120. My conclusion is that the question is asked the wrong way round: it is not simply “how many Common Councillors should we have” but “how many do we need to operate the institution effectively?”
121. The restructuring of the Committee system, including the dramatic reduction in the panoply of Sub Committees, Consultative Groups and Working Groups which I recommend, will mean that significantly fewer Common Councillors are needed to operate it.
122. But that of course requires the Corporation to accept my recommendations. **Accordingly, until that structure is settled for**

the longer term there is little point in taking a view on the number of Common Councillors. If there is a marked reduction in future, I expect that to be driven by those structural considerations. As to the democratic mandate, even a very much smaller number of Common Councillors will be sufficient to discharge it.

123. I see the number of Aldermen as a different issue. If the number of Common Councillors is reduced then the Aldermen will *pro rata* form a larger proportion of the Court of Common Council. However, they are elected one to a Ward, and if the Wards are to remain unchanged then there would have to be some combination of Wards for electoral purposes. But I do not see this issue as relevant at the moment.

The Franchise

124. The unique franchise applying to elections to the Court of Common Council is prescribed by the City of London (Ward Elections) Act 2002. The Act defines a “qualifying body” – in effect, an employer within the Square Mile. That qualifying body may appoint voters: one for a workforce of up to five, plus one for every five thereafter, up to 50. For a workforce larger than 50, a voter may be appointed for each subsequent 50. A qualifying body must ensure that so far as possible its appointments reflect the composition of the workforce. There is a “requirement of connection” by employment within the City, either for the previous year, or for an aggregate of five years (or ten years if the voter has worked for more than one employer).

125. At the next elections, probably now in March 2022 as a result of the pandemic, the electorate is likely to be a little more than 20,000, split 1/3 residents and 2/3 business. In 2017 144 candidates contested 100 Common Council seats; for 26 seats a candidate was returned unopposed. Electorates in each Ward ranged from 237 voters to 3,031 voters.

126. This system has its determined critics: on the basis of the unacceptability of *appointing* voters in any circumstances; on some odd results of the eligibility rules (for example, all the members of a barristers’ chambers qualifying, but a relatively low proportion of the employees of a large company); and on the extent to which employers in the Square Mile involve their employees with the system.

127. The Corporation already makes efforts to contact employers to improve participation in the electoral process, and it may be that more could be done in this respect. It has been suggested to me that effective participation could be made a condition of Corporation leases on premises occupied by employers, and **this would be worth following up when occasion offers.**
128. However so far as the franchise itself is concerned – and I recognise that this may be a disappointment to some – I make no recommendations. I said in paragraph 25 that I was avoiding recommendations that would involve primary legislation. As I remember very well the events surrounding the passage of the Bill for the 2002 Act, I do not think that this is something upon which the Corporation would be keen to embark.

Diversity

129. I noted in paragraph 91 that a perceived lack of diversity is a reputational issue for the Corporation.
130. “Diversity” is too often seen only in terms of sex and ethnicity, but it is important to remember that the Equality Act 2010 prescribes nine “protected characteristics” to the treatment of which the Act applies. They are: age, disability, gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief, sex, and sexual orientation.³⁵
131. However, in terms of public perception, sex and ethnicity are the most evident elements of diversity. Of Common Councillors, 26% are women and some 7% are BAME; on the Court of Aldermen the figures are 16% and some 4% respectively.
132. There is clearly some way to go for the Court of Common Council more closely to reflect the City community which it serves. Of workers in the City, 34% are women (although for the country at large, the figure is 51%³⁶). As I noted in paragraph 63, 28% of the City’s workforce are BAME.³⁷ The Corporation is aiming for 30% of candidates at the next elections³⁸ to be women, and 15% to be BAME.

³⁵ Equality Act 2010, section 4.

³⁶ From the 2011 Census: the latest figures available from gov.uk

³⁷ 2018 figure.

³⁸ As already noted, these may be delayed from 2021 to 2022.

133. So far as Officers are concerned, the Corporation is aiming for 45% of senior positions to be occupied by women by 2023.
134. There are of course ways in which an institution can become more diverse as well as by reference to the protected characteristics. More younger people on the Court (recalling that nearly two-thirds of City workers are aged between 22 and 39), and more diversity of background, would be to the benefit of the Corporation.
135. Easier said than done, of course. The encouragement of colleagues and influencers, the value of the role that the Corporation is seen to fulfil, and a modern and inclusive way of doing business, will all have a part to play, as would a system of mentors to support and brief new Members.
136. So too will Corporation working patterns that fit easily with day jobs. Senior people, even though their jobs may be demanding, tend to have some control over their schedules. Those who are less senior, or who are limited by shifts or opening hours, may find it harder to do so.
137. The timing of Committees is a good example. At the moment they tend to be grouped in mid- to late morning, or mid-afternoon. Earlier morning meetings, or early evening meetings, might be more attractive to those who are limited by working or caring responsibilities. And early evening meetings are in any event sensible for meetings which may affect residents.
138. The Corporation is to be commended on setting up the Tackling Racism Taskforce, addressing one aspect of diversity – but a particularly pressing one in current circumstances; and I was grateful for a useful meeting with the Co-Chairs, Andrien Meyers and Caroline Addy.
139. It has been suggested to me that the Corporation is perhaps missing a trick in not ensuring that those taking part in its outward-facing activities need to include those who by their presence can demonstrate diversity within the Corporation. **I think this is a good point, and should be pursued.**
140. **Whatever approaches are taken, there is one respect in which the Corporation needs to display best practice, and that is professional training in diversity being undertaken and**

periodically refreshed. This is already required of Officers.³⁹ For Members, without Whips to deliver, I recommend that appointment to any Committee should be strictly conditional on compliance.

141. For the sake of completeness I should mention the question of age. I am aware of criticisms that Common Councillors stay on the Court for too long (and the conventional retirement age for Aldermen is 70). However, as age is one of the protected characteristics I make no comment.

Pay for Members

142. The question of whether or not Members should be paid has been a subject of debate for some time. In favour of payment it is argued that it might encourage a wider range of people to stand for election, especially those in employment rather than retired; and that the payment of an allowance is normal in local authorities. Against payment it is said that it would be against the Corporation's ethos of voluntary service; and that a parallel with local authorities is misplaced.

143. In 2006 a Members' Financial Loss Scheme (FLS) was introduced. This scheme, which paralleled that applicable to the Magistracy, was essentially to provide that those who suffered financial loss as a direct result of their civic duties should be compensated to some degree. It had disadvantages: there was an element of embarrassment in making application; and it was seen as a hardship scheme rather than as an enabler. As fewer than ten Members applied to the scheme in the 14 years of its existence, it was doubtful whether it was fulfilling its intended purpose.

144. A proposal has now been developed⁴⁰ to introduce an annual flat-rate allowance, based on the Corporation's rate for inner-London weighting, presently £6,710.04. Expenses for travel, subsistence and caring responsibilities would be retained; a payment of £500 to meet the cost of formal clothing would be payable following election or re-election; and reasonable costs of the hire of premises for Ward

³⁹ Mandatory courses for Officers are: Equality Analysis (for managers); Unconscious Bias; Equality Awareness. Additional training which is not mandatory but which is highly recommended: Transgender Awareness; and "Equally Yours" (an introductory course).

⁴⁰ By the Members' Financial Assistance Working Party, set up by the Policy and Resources Committee in March 2018.

surgeries would be met. Tax and National Insurance contributions on benefits in kind and the clothing allowance would in principle be met by the Corporation. Members would not be required to take the allowances if they did not wish to do so.

145. This proposal was approved by the Policy and Resources Committee, and is likely to be submitted to the Court of Common Council in the Autumn. I think it may increase the diversity which I have advocated, and so I commend it. At this stage I make no alternative suggestion.

Pay for Chairs

146. Chairs of active and heavily loaded Committees take on a great deal of work for no remuneration. The Chair of the Policy and Resources Committee is an especially notable example. I found no evidence, however, that the lack of pay for Chairs is proving a deterrent; but this may be a matter to be reconsidered at some stage.

Standing Orders of Common Council

General

147. The Standing Orders of the Court of Common Council unsurprisingly bear signs of having accreted over a long period. They are in places over-drafted, and have some duplications and superfluties (as well as an endemic confusion between “will” and “shall”). **The Standing Orders would benefit from a thorough housekeeping/drafting exercise. I should be happy to undertake this at a later stage should the Corporation wish it.**

Standing Orders as they apply to proceedings

148. In this section I consider the Standing Orders (SOs) *seriatim*, and make suggestions for substantive amendment. This does not include the drafting exercise referred to above. **I do not include all the amendments to SOs relating to Committees, because they will require substantial amendment as a result of my recommendations on the Committee structure in Part 7.**

149. The Ballots provided for under **SO 10** take place in secret. I do not think that this is appropriate, and it is at odds with the openness that the Corporation should be seeking; its alleged secretiveness is a frequent ground of criticism. I understand the view that a secret ballot

removes political pressure,⁴¹ but it also allows groups to operate below the radar and not to take responsibility for their group activity. **I therefore recommend that SO 10 be amended to provide for open and recorded ballots, just as Divisions under SO 14 are open and recorded.**

150. **SO 12.2** requires that, with certain exceptions, Notices of Motion shall be signed by not fewer than 10 Members. It falls to be considered whether this provision should be in order to demonstrate minimum support – a bar that must be surmounted – or the use of “at least ten” should properly allow the gathering of a great many signatures as a means of advocacy. I do not offer a view, but it may be worth giving the matter thought. “Not less and not more than ten” would be an easy fix – but perhaps with the latter figure rather larger to prevent sabotage by the withdrawal of names.
151. I believe **SO 12.5** to be defective – or perhaps misdirected – in that it allows a Motion actually under debate to be withdrawn by the Mover and Seconder at any time. However, by that stage the Motion is in the possession of the Court, and **I recommend that the permission of the Court should be required for its withdrawal.**
152. Having observed meetings of the Court, I suggest that the provisions of **SO 13** relating to questions might be tightened up. First, in asking the question there is a tendency for the questioner to be discursive, in effect making a speech. **I recommend that the text of each oral question should be on the Agenda, so that it does not have to be put orally.** The questioner, of course, has the chance to expand – within limits – in asking the supplementary. Public notice of the questions to be asked given in that way would be a small but useful improvement in transparency.
153. **SO 13.5**, allowing Members to ask no more than three questions at any meeting of the Court, **seems to me to be unduly generous. One would surely be enough, especially as the SO limit excludes supplementaries.**
154. Similarly, there is an argument for **changing the provision in SO 13.6 to allow six Members to ask one supplementary each**

⁴¹ I am well aware of the provisions in the House of Commons for secret ballots for posts including the Speaker (SO No 1B), the Deputy Speakers (SO No 2A) and Chairs of certain Select Committees (SO No 122B) – indeed, I was involved in their introduction. But those provisions operate in a heavily Whipped environment, and the considerations are very different.

rather than three Members each being given a ration of two, and might make better use of the 40 minutes allowed.

155. The provision in **SO 13.10** for questions not dealt with at one meeting to be deferred to the next is a recipe for making the Court's agenda stale. **The default setting should be that a question not answered orally is responded to in writing.** If the Member wishes, he or she can of course withdraw the question for that meeting and resubmit it for the next meeting – possibly in an updated form.
156. As throughout this Report I stress the need for the Court and its Committees to engage with the corporate agenda and aims, it will not be surprising **that I recommend a more generous allowance of questions – perhaps six – under SO 13.11**, in which Members are able to question the Chair of the Policy and Resources Committee on the Chair's statement about “the key policy and strategic issues affecting the City and the work of the City of London Corporation”.
157. SO 26: “Each Committee will have Terms of Reference approved by the Court” seems pointless. Was its motivation the possibility that the Court might approve the establishment of a Committee with no terms of reference? That seems highly unlikely, and in any event the matter is in the hands of the Court. **I recommend that SO 26 is repealed.**
158. SO 28 deals with a “Joint Committee” but appears misconceived. I take it from the text that this was intended to refer to joint meetings of two pre-existing Committees rather than the creation of a new body, but that is not what the SO says. **It should be amended to refer to joint meetings.**
159. My observations on secret ballots under SO 10 apply with equal force to **SOs 29.6, 30.7 and 30.8. All should be amended to provide for open and recorded ballots.**
160. **SO 36** deals with quorum but, I suggest, in an over-complicated way. Rather than an annual setting of quorums by the Court, **there should be a general quorum provision** which can be notwithstanding by Court decision should there be particular factors relating to one Committee. A norm might be a quorum of one-third of the Members (rounding up or down as necessary).

161. I note that the quorum for all Sub-Committees is set by SO 27.2, at three Members, but strangely without any reference to the number of Members on the Sub-Committee concerned. **A general quorum provision (again, perhaps one-third) should apply also to Sub-Committees, and a version of the Committee quorum should apply to joint meetings of Committees, with both, or all, participating Committees required to be quorate for the meeting to be quorate.**
162. I believe that the drafting (or intent) of **SO 38**, relating to decisions in Committee, is open to criticism. If there is a vote, the only names recorded are those of Members “dissenting from a majority decision”. This means that a Member who is recorded as attending the meeting, but who may have left by the time a vote is taken, is deduced to be in the majority, which may not be the case. **The names of all Members voting in Divisions in Committee should be recorded.**
163. In Committee (and certainly in the smaller Committees which I recommend) **it should be possible for a single Member to call for a Division, and to have the names of those voting to be recorded.**⁴² It is important to allow a recorded voice to a minority, however small.
164. I deal with delegations in Part 7 of this Report. If my recommendations are accepted, amendment of the writing-off limits in **SO 52** will be needed.
165. The move to paperless working which I recommend below will require the repeal of **SOs 9.1 and 17.1 and the amendment of SOs 20.1 and 46.2.** I take it that by an *eiusdem generis* interpretation the provisions relating to “papers being sent” as in **SOs 6.2 and 34.4** will apply unamended to electronic copy, as will the references to “copy” and the rights of access to “documents” in **SO 45.**

Going paperless

166. The Corporation’s Corporate Plan 2018-23 has as its Outcome 9:
 “We are digitally and physically well-connected and responsive. We will:
- champion and facilitate a world-leading digital experience.

⁴² I note that the Policy and Resources Committee rejected this proposed change on 6 July 2017.

- b. develop and trial smart innovations...”

167. The Corporation is responsible for the Square Mile in which digital information is the norm, and the speed of electronic communication is taken for granted.

168. **It may be initially uncomfortable for some, but I do not see how entirely paperless Corporation business can be delayed any longer.** The advantages include:

- significant savings;
- speed of communication of information and working documents;
- an end to the routine circulation of expensively printed Committee documents “for information”. In 2018/19 *over 2,000 items* taken in Committee and Sub-Committee were simply for information. All the documents can be made available via a portal, and links inserted in reports where necessary;
- a clear public demonstration of the Corporation’s green credentials (the 2018-23 Corporate Plan champions sustainability and promises environmental stewardship in use of resources); and
- bringing greater credibility to the Corporation’s engagement with players for whom paperless is already the norm.

169. Careful preparation will of course be needed, in the procurement of some of the very capable document-handling software that is available, and proper training.

170. **But when the Corporation is ready to go it must be decisive. If the last printed circulation is on a Friday then on Monday the Corporation must be paperless. If going paperless is still a matter of individual choice then it will fail, and the advantages I outlined above will not be secured.**

171. I leave it to the Corporation to decide whether this Report should be made available in hard copy, or only electronically.
172. There are other ways in which the use of technology can be extended. From 4th April 2020 local authorities have been able to hold remote meetings under The Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) Regulations 2020⁴³. At present the provisions apply until 7th May 2021, but that will obviously be dependent upon the containment of the pandemic.
173. These Regulations will apply to relevant parts of the Corporation's activities, but of course it will be open to the Corporation to have equivalent provision for its other activities if it wishes. This might be helpful for meetings involving people outside the Corporation.
174. Whatever the future of remote participation, **a sensible use of video technology would be to stream all meetings of Corporation committees and Sub-Committees for access within Guildhall (or webcast more widely, as preferred)**. Officers could then monitor the progress of Committee business and attend for items for which they were needed, rather than having to be present for an entire session, with savings of time and money. I am told that this could be done for a one-off cost of £100,000, with modest annual costs thereafter.

⁴³ S.I., 2020, No 392. See also Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings)(England and Wales) (Amendment) Regulations 2020 (S.I., 2020, No. 808.

Committees

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.

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.**

Governance Review: Member Engagement Sessions
Constitutional Issues: Session 1
10 February 2021

Present

Sheriff Christopher Hayward (in the Chair)	Shravan Joshi
George Abrahams	Alderwoman Susan Langley
Munsur Ali	Oliver Lodge
Rehana Ameer	Deputy Edward Lord
Randall Anderson	Alderman Ian Luder
Doug Barrow	Alderman & Sheriff Professor Michael Mainelli
Deputy John Bennett	Andy Mayer
Peter Bennett	Jeremy Mayhew
Deputy Keith Bottomley	Catherine McGuinness
Deputy Roger Chadwick	Wendy Mead
James de Sausmarez	Deputy Robert Merrett
Karina Dostalova	Deputy Brian Mooney
Simon Duckworth	Benjamin Murphy
Mary Durcan	Deputy Barbara Newman
Alderman Emma Edhem	Graham Packham
John Edwards	Susan Pearson
Helen Fentimen	Judith Pleasance
Sophie Fernandes	Deputy Henry Pollard
Marianne Fredericks	Deputy Elizabeth Rogula
Alderman John Garbutt	John Scott
Alderman Sir Roger Gifford	Oliver Sells
Alderman Alison Gowman	Deputy Dr Giles Shilson
Tracey Graham	Jeremy Simons
Alderman David Graves	Deputy Tom Sleigh
Caroline Haines	Sir Michael Snyder
Stephen Haines	Deputy John Tomlinson
Graeme Harrower	Mark Wheatley
Deputy Tom Hoffman	Deputy Philip Woodhouse
Ann Holmes	Alderman Sir David Wootton
Deputy Wendy Hyde	Dawn Wright
Deputy Jamie Ingham Clark	

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 Corporation's wider existence and the operation of the Court of Common Council.

Recommendations: Members' Comments and Observations

Members then proceeded to debate the various recommendations.

Section 2: The Corporation

- A Member claimed that Lord Lisvane's Report was not objective and started from the position that the City Corporation was overall a good thing. They suggested instead that the 1854 Review was a more suitable report and offered more logical conclusions based upon evidence. In suggesting this, they highlighted a variety of recommendations made in this review which addressed the structure of the Corporation including the method of the Lord Mayor's election being carried out by the Court, the Court of Aldermen being abolished, the number of wards reduced to 12-16 and the abolishment of Common Hall with a reduction in control of the Livery. They argued that whilst these recommendations were not followed at the time, they should now be considered. Another Member highlighted that the City Corporation had changed considerably since then, particularly its membership and role in promoting the City internationally.
- One Member argued that this section of the report suffered from Lord Lisvane's failure to recognise the relationship between the Lord Mayor, the Chair of Policy and Resources, the Court of Aldermen and the Court of Common Council and was deeply divisive.
- Several Members raised the question of whether the ward structure and ward committees should continue in current form and were supportive of an open review of this by all Members.
- Some Members were in favour of amending the number of wards, stating that the current situation was not practical for efficient operation. Others spoke in favour of reviewing the ward boundaries and the number of Members allocated to each ward.
- One Member expressed appreciation for the ward system by arguing there was value in retaining this historic and unique element of the Corporation.
- One Member was supportive of changing the rights of wards to appoint Members to committees as they felt that having committees with numbers in excess of 15 was not sensible for decision making.
- Several Members argued that the Aldermanic system relating to wards was not in need of review, with one Member stating that they were a critical component of the overall decision-making structure.

Section 3: The City the Corporation serves

- Several Members expressed concern over the low number of registered voters within the City with several arguing that this should be a priority in the coming year.
- One Member highlighted that voter registration numbers (both business and residential voters) were previously routinely low but that this may continue to worsen as a result of the pandemic.

- Several Members agreed and added that this problem could pose a threat to the Court’s democratic legitimacy. Whilst there was some agreement amongst Members that there was currently a democratic gap, it was suggested that the pursuit of legislative changes could have far-reaching consequences and ramifications for the longevity of the organisation. Consequently, there was general agreement that such matters had to be considered carefully, and in consultation with the Law Officers.
- It was clarified that Policy and Resources Committee were already aware of and addressing the issue of the electoral roll. The Committee previously made a commitment to increase the number and quality of the electoral roll with the appointment of a new postholder to help increase registration.
- Several Members made comments referencing finding a new way of enlisting voters and allowing those who live and/or work in the City the appropriate opportunity to have their views heard. One Member suggested that some of the responsibility to encourage people to vote should fall to Members not just officers.

Section 4: The Corporation’s Strengths and Weaknesses

- Regarding streamlining committees, one Member recognised this as a requirement but argued that the breadth of work that the Corporation was involved in was complex and mechanisms and processes should be put in place to enable Members to make informed decisions. It was for this reason that reports provided to committees for information should be retained.
- One Member was in favour of modernising and simplifying processes to allow for more timely decision making, stating that accountability and clarity about lines of decision making should be more concise.
- Another Member agreed and urged the review and subsequent changing of the scheme of delegations to be radical in order to reduce committee decision making time. They added that often Members could become engrossed in minor issues and more flexibility was required.
- Support was expressed for the recommended appointment of a Chief Operating Officer, which was now being implemented through the Target Operating Model (TOM) process.
- A Member felt that some traditions reflected badly on the Court such as the twice annual recognition of newly announced honours for Members. They argued that this should be more understated, and that Members should be outward rather than inward looking.
- Another felt that the Corporation’s uniqueness should be celebrated as a strength due to the value in its history.
- Another Member added that there was difficulty in balancing tradition and history with being modern and reflective of current times but that this must be achieved. They felt that the perception of many was that the Corporation was outdated, remaining ancient in its processes. They referenced the Black Lives Matter movement of 2020 and the need for the Corporation to

acknowledge its history in relation to this, but to also reflect on what was no longer relevant and take action, avoiding token or aesthetic gestures.

- Several Members agreed that the City Corporation must focus on the long-term view and the aim for the next 10-20 years. One Member argued that the Lisvane Review had provided the current generation of Members with an opportunity to shape this. Although it was also suggested that thought should be given more widely to the sustainability of City Corporation in its current form and not the constitutional operation.

Section 5: The Court of Common Council

- Several Members raised the point of a reduction in the number of Court of Common Council Members. One Member agreed with Lord Lisvane's approach in focusing on the number of Members required for effective management of the organisation. Another agreed, acknowledging that the current number of Members may be viewed as inappropriate by some but highlighted the importance of balancing the requirements of governing local authority responsibilities, a variety of educational and charitable trusteeships, and the broader business outreach. The number of elected Members had to be sufficient to delivering outcomes across the different and diverse activities of the City Corporation.
- One Member suggested that the number of Members should only be considered once the number of committees had been rationalised. Another agreed, stating that the size of such committees would also directly impact the number of Members required. They spoke in favour of smaller committees to ensure efficiency, claiming that many Chairmen had struggled with larger committees since moving to the virtual environment.
- One Member spoke of their contribution to the Review in respect of their feelings that the number of elected Members and committees should be reduced and their hopes that this could be restructured in time for the 2022 and 2025 elections.
- Alternatively, a Member suggested that increasing the number of Members would aid in increasing the diversity of the Court.
- Regarding the franchise, a Member spoke in favour of exploring City Corporation leases to encourage voter participation but acknowledged that doing so may prove problematic. Other Members were supportive of other methods including the introduction of electronic voting, simplified electronic registration, email communications and a reduction in postage and door-to-door canvassing exercises. It was argued that many major corporations already had these mechanisms in place so implementation should be possible and, due to the business community largely using electronic communication methods, the City Corporation should seek to do the same. Combining wards for electoral purposes was also suggested.
- Several Members spoke about the timing of meetings with some favouring an individual approach where committees could consider times based upon their membership's preferences and availability; and respecting personal

circumstances. However, some Members felt there was a need for consistency across the Court.

- It was argued that allowing flexibility in timings of meetings would help attract diverse Members, for example holding meetings at a lunch time would allow those who are restricted by work commitments to attend more easily in their allocated breaks. Some workers preferred evening meetings while some younger Members with families may find evening meetings inconvenient. It was highlighted that a range of timings could be considered to maximise attendance at meetings. Some Members supported the position that timing should remain at the discretion of committees, but others favoured a consistent approach.
- Regarding compulsory training for Members, a Member agreed that doing so would be acceptable only if it were of the highest standard as they were concerned that it could be counter-productive.
- A large number spoke in favour of a paperless approach with reasons including financial savings, sustainability and reduced staff labour. One Member felt that the provision of Corporation devices should be available on condition of paper-free compliance only. Another suggested that Members should be able to print their own papers if they felt it to be necessary.
- One Member highlighted that the pandemic had allowed them, and likely others, to become much less reliant on paper but that chairing a meeting was sometimes more difficult with electronic papers.
- Members were informed that the Barbican Centre Board was expected in March to consider approval of moving to digital only agenda packs.
- However, it was highlighted that accessibility on an individual basis must be considered, with a blanket requirement for electronic working having the potential to prevent participation and therefore reduce the possibility of diversity amongst Members. A flexible approach was therefore favoured.
- Several also expressed support for hybrid working arguing that it allowed for more participation by those with demanding work/external commitments. They hoped that legislative changes could be made to enable this to continue post-pandemic.
- Regarding questions to the Court, one Member felt that many questions could be adequately addressed in writing removing the need for response in session while another Member disagreed, expressing concern that only allowing pre-submission of questions would encourage debate outside of the meeting and therefore invite scrutiny about the transparency of the Court.
- The topic of diversity was discussed by several Members with a recognition that this should be considered in advance of the 2022 Ward elections.
- While agreeing that diversity was important, a Member expressed concern that the Review suggested addressing this based on aesthetics and argued that the focus should be on attracting a broad range of Members based on skills, experience and one's ability to fulfil the role.
- A number of Members commented on the importance of having an impact in the future through a blended and collaborative approach to accessibility onto

the Court and as effective decision-makers. Another Member commented on the need to demonstrate the Court's purpose, value, strategy and outcomes much like a commercial entity would be required to do.

- Several Members commented on the opportunities and responsibilities arising from the Review to allow the Court to take a more strategic approach to decision-making; to improve the existing governance framework (without necessarily adopting a completely radical approach); and to demonstrate a clear justification for the City Corporation's continuing existence and relevance.
- Several Members felt that the more strategic issues were the priority ahead of any detailed consideration of the organisation's structure and governance processes.
- With regard to the role of Members and efficiency of decision making, it was suggested that there needed to be a clearer definition of what a committee member's role was: what the committee did/could do, the role of the Chairman and the role of officers. Clarity about those different roles and responsibilities was felt to be important, as was having a clearer schedule of delegated authorities that clarified the role of the Executive vs the Non-Executive.
- With reference to the nature of the organisation, there was some confusion regarding the terminology that was used. Whilst nothing that the matter was complex, it was suggested that if the City Corporation was not a local authority (despite having some local authority powers), use of the term led to confusion amongst stakeholders.

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. It was clarified that comments made in the chat box would be reflected in the notes.

Additional Comments received after the Engagement Session meeting

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:

- With reference to paragraphs 55-58 of Lord Lisvane's report and the suggestion that there should be a more coherent approach with regard to engagement with the Livery as a body, a Member commented that the Livery comprised of independent constituted bodies, many with their own Royal Charters, and whilst the City may wish to change the way it relates to these companies, the Review did not extend to the Livery. Consequently, it would be difficult for the Livery Committee to simply take directives from the City Corporation and execute them without consultation and due process on their own part.

- A Member expressed support for the comments made at the meeting opposing the recommendation in Lord Lisvane’s report that the Planning Committee should cease to be a Ward committee and be significantly reduced in size, and that planning applications should be determined by small panels.
- A Member reiterated some of the points made in his submission to Lord Lisvane during the Review, summarised as follows:-

The Committee system

- Fully supportive of the committee system. Whilst not always efficient it is both more democratic and consensual, allowing a wide range of views and opinions to be debated and considered. It provides a much greater degree of scrutiny and transparency than a cabinet structure.
- There are too many committees and too many new sub-committees, working parties, task forces and member groups. Does greater focus and member involvement assist in achieving results? It was suggested that there should be fewer, smaller committees and less overlap of decision making by committees.
- Too many papers are sent to multiple committees. The Town Clerk’s department expend too much time and effort servicing the committees. There is however a need for a balanced approach. Committees need to make decisions, to challenge officers, to ensure value for money is achieved and to make choices, sometimes difficult choices, when resources are limited. The aim should be to provide excellent services to the public at large.
- Effective decision-making requires papers to be written in a simple and concise style. A balance should be sought in the amount of information presented to members. There should be fewer papers circulated for information and for that are, they should be “asterisked”, i.e. taken without debate unless by exception.
- With reference to the City Corporation’s organisational structure, it was suggested that a better alignment between the senior management team and committees would reduce the time spent by officers attending meetings.

Election of Members to Committees

- Ward committees are a good idea, but they can be unwieldy with, for example, 32 members on a typical ward committee. Consideration should be given to the compulsory “pairing” of wards with between 2 and 4 members, with a single committee member for wards with five or more members. Including two aldermen, this would reduce the size of the typical ward committee from 32 to 18.
- Some non-ward committees are more “popular” with elected members than others. There is a growing tendency for members to seek election of those committees that are perceived to be useful in advancing a political career, and to shun committees that either involve considerable responsibility (for example school governorships or

particularly “busy” committees) or involve travel outside the square mile (to the City’s open spaces). We should be discerning, not only on what is considered by P&R, but also ensuring appropriate member participation.

Open Spaces Committees

- Formulating a new structure for the various Open Spaces Committees presents a challenge due to the amount of “external” consultation and partnership working with local communities across the Greater London area and beyond. The provisions of various open spaces Acts, and Statutory Instruments determine memberships of some committees. Non-City people are full committee members on most of the Open Spaces Committees, each with a representative role for a particular open space, or in some cases several open spaces.
- It was suggested that it would not be viable for a Chair of a single committee with responsibility for all the open spaces to undertake the current level of local engagement which was required due to work involved through consultative groups, working parties, forums, interest groups and other local committees.
- It was suggested by a Member that there should not be a reduction in the number of non-City people on open spaces related bodies as the City could be perceived as becoming increasingly remote and out of touch with local people and their aspirations. This may result in significant reputational damage.

Court of Common Council

- With a more streamlined committee structure it should be possible to reduce the size of the Court of Common Council. This requires a sufficiency of members to adequately populate the committees and various outside bodies where the City has a right of nomination. Outside bodies include the governing bodies of schools and higher educational establishments, local advisory board of schools that share a governing body, charities and trusts. A methodology for achieving a reduction of the Court of Common Council to 80 commoners by 2025 (and Aldermen to 16 by 2027), based on 16 wards, is available. This methodology reflects the suggested pairing of wards and then an amalgamation of some further wards which would then be renamed.
- The proposed approach raises some questions in respect of the potential implications of a smaller Aldermanic Court and the “pool” for advancement to the Mayoralty. In addition, a reduction in the number of wards may require Primary Legislation.
- This slimmer Common Council would maintain the historic nature of the ward system, with its traditions of connections to its local area, for example with churches, livery companies and particular business sectors. There should be sufficient experience and commitment from

amongst a smaller cadre of members for the committee system to operate efficiently. It is perhaps the nearest thing we have to a truly democratic process operating at the local level in the UK.

- Whilst not in favour of a general scheme of allowances for elected members, a Member recognised that for some, and to improve member diversity, it was necessary to have some form of remuneration (on an optional basis).

Governance Review: Member Engagement Sessions
Constitutional Issues: Session 2
25 February 2021

Present

Sheriff Christopher Hayward (in the Chair)	Alderman Nicholas Lyons
Randall Anderson	Alderman & Sheriff Professor Michael Mainelli
Alexander Barr	Jeremy Mayhew
Peter Bennett	Catherine McGuinness
Deputy David Bradshaw	Deputy Robert Merrett
Henry Colthurst	Hugh Morris
Graeme Doshi-Smith	Deputy Barbara Newman
Mary Durcan	Alderman Sir Andrew Parmley
Alderman Emma Edhem	Judith Pleasance
Helen Fentimen	Deputy Henry Pollard
Sophie Fernandes	Ruby Sayed
Marianne Fredericks	John Scott
Alderman Alison Gowman	Ian Seaton
Alderman David Graves	Oliver Sells
Alderman Timothy Hailes	Jeremy Simons
Deputy Tom Hoffmann	Deputy Tom Sleigh
Michael Hudson	Sir Michael Snyder
Deputy Jamie Ingham Clark	Alderman Sir David Wootton
Alderman Ian Luder	

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 Corporation's wider existence and the operation of the Court of Common Council.

Recommendations: Members' Comments and Observations

Members then proceeded to debate the various recommendations.

Section 2: The Corporation

- Regarding ward committees, one Member felt that ward committees should remain for those that were responsible for local authority functions. They were however supportive of reducing numbers of those on some committees such as Planning and Transportation.
- One Member highlighted that often smaller wards struggled with appointing a Member to serve on a ward committee and suggested that the relevant Alderman should be eligible to represent the ward in such instances.

- One Member raised concerns about the involvement of Common Hall and the Livery in the election of the Lord Mayor and how this may be perceived. They did however highlight that changes to such practices would require primary legislation to be amended.
- Another Member felt that the Livery should take a more active role in encouraging suitable people with experience in the City to stand for the role of Non-Aldermanic Sheriff. It was clarified that the Livery Committee were looking to address this with the introduction of a panel to manage the appointment.
- Discussion took place surrounding the relationship between the Court of Common Council and the Court of Aldermen. Several Members felt that there was a divide between the two bodies with different protocols applied to the two, varying gowns worn and even a physical separation in the layout of the Court. It was highlighted that Aldermen were also seated on the dais, at a higher elevation to Members, although another Member added that some officers also sat on the dais. One Member suggested that this issue could be eased by seating the Aldermen alongside the Members in their wards. Others did not feel it was a problem, with one arguing that it followed protocols of other ceremonial occasions such as the State Opening of Parliament where roles dictated positioning in the room.
- Several Members felt that many Members were unsure of the work that the Aldermen undertook and that the two bodies should become more aligned in their work. It was suggested that minutes and papers associated with meeting of the Court of Aldermen's standing committees should be accessible to Members of the Court of Common Council to enhance transparency.
- It was highlighted that this issue had already been recognised and that active discussion was taking place surrounding how to ensure the Court was well informed of the Court of Aldermen's activities.
- One Member argued that the Court of Aldermen's work should focus on promoting financial and professional services within the City.
- Similarly, a Member added that they would like to know more about the work of the Livery and its relationship with both Courts.
- Members discussed the work of the Livery towards City initiatives including that related to the schools and education and were supportive of more collaboration between the two. One Member felt that one difficulty of their work was that the Livery were not purely London based.
- It was suggested that the Livery would be more empowered to engage with the City if they were provided with funding from the City Corporation. One Member argued that this would not be possible until consideration had been given as to the source of the funding. Another suggested that the Livery could be invited to approach the City Corporation with costing proposals.

Section 4: The Corporation's Strengths and Weaknesses

- Members were in agreement that efficiency was important to the success of the City Corporation and that improvements could be made to current systems of decision making. It was recognised that the Lisvane Review offered Members a suitable opportunity to consider this process.
- One Member felt that the City Corporation's systems were historically bureaucratic. Another Member highlighted that despite this, they felt that the overall quality of decision making in the Corporation was high.
- Regarding reports being submitted to multiple committees, several Members were supportive of introducing a limit to expedite decision making. One Member recognised the benefits of reducing the number of committees involved but disagreed with such a limit. Another agreed, raising concerns that committees which were affected but not consulted may become disgruntled. It was added that reducing the number of committees consulted would require consensus from all those involved. One Member felt that it was sensible for multiple committees to be involved if issues were related to budgets.
- It was suggested that an annual business calendar could be established, outlining when particular issues and strategies would be considered, enabling all Members to be aware of such decisions informally. This would reduce the need for 'for information' reports to be considered by multiple committees.
- The introduction of term limits for all committees was suggested as another way to address committee efficiency, with Members citing this practice being adopted by the Barbican Centre Board, the Audit and Risk Management Committee and the Police Authority Board.
- Members discussed the Scheme of Delegations and the need for changes to be made to increase committee efficiency. Several Members felt that officers should be granted enhanced delegated authority, outside of Committee, with the support of Members. One Member agreed that radical change was needed to alter public perception of the City Corporation's slow decision making, adding that other local authorities had higher levels of delegation. However, another Member expressed concern that lowering Member oversight may increase risk.
- It was highlighted that some committees, such as the Planning and Transportation and the Licensing Committee, already made effective use of delegations to officers. Another Member felt that this needed to be adopted by other committees to reduce unnecessary burden on committee members.
- Some suggested that central and service committees should be considered separately on this matter and more differentiation made between City Cash and local authority funded committees. Other Members were against this, stating that doing so may generate greater scrutiny and a risk of abolition. Members however felt that the importance of the City Corporation's local authority functions must be recognised, particularly in risk oversight.
- One Member highlighted that the issue of transparency had been raised in several committees previously but that sufficient actions to address this had not yet been taken.

- One Member suggested that this could be aided by using Members' names in minutes. Another agreed adding that this would allow for greater accountability. They felt that the practice did not differ wildly from current practice where comments were contributed to the Chair or Deputy Chair and that a trial could be beneficial.
- However, other Members disagreed arguing that this practice would complicate the minute taking process and result in a lack of succinctness. One Member felt that minutes should be brief, recording decisions taken only. It was also highlighted that, with the introduction of livestreaming, members of the public were able to witness any contributors first-hand. Other Members were concerned that this practice could lead to political grandstanding. One Member suggested that recorded votes could be offered on exception for particularly controversial items and that minutes should record when Members leave a meeting.

Section 5: The Court of Common Council

- Several Members agreed that the number of committees could be reduced. However, one Member argued that there was not an issue with the number of committees, but with the number of Members on committees.
- One Member felt that the number of Members of the Court of Common Council should be reduced to 75.
- One Member was in favour of all the proposed amendments to the Standing Orders, including the use of e-papers. Another expressed concern that the Standing Orders precluded knowledge and thus welcomed a review.
- One Member felt that Court proceedings should focus on reaching a motion and therefore address questions before beginning any debate.
- Several Members were supportive of introducing limits to questions at Court with some suggesting a limit of 30 words, no statements being permitted as questions, and limiting the number of questions permitted for one Member to ask. This would allow more questions and supplementary questions to be asked in the time allocated at Court. It was felt that answers were often also lengthy and suggested that officers answer any possible supplementary questions in their first response or that Members respond in writing after the meeting.
- Regarding diversity, one Member felt that the Court was not currently representative of London and would benefit from greater diversity of class and industry. Several Members agreed that the diversity of the Court should not be based on appearances, but on ensuring a variety of skills and experience were available to ensure efficiency.
- One Member added that lack of remuneration of Members acted as a barrier to people standing for election to the Court, particularly for those who were financially disadvantaged. It was highlighted that the Financial Assistance Working Party was meeting in the near future to discuss this, following the Tackling Racism Taskforce recommendations.

- One Member felt that the constitutional issues could not be fully addressed before considering Lord Lisvane's recommendations surrounding the committee structure.

Close

Sheriff Hayward, in the Chair, then thanked Members for their attendance and contributions. Members were also encouraged to make further representations via email. It was clarified that comments made in the chat box would be reflected in the notes.

Governance Review: Member Engagement Sessions
Constitutional Issues: Session 3
26 February 2021

Present

Sheriff Christopher Hayward (in the Chair)	Deputy Edward Lord
Munsur Ali	Catherine McGuinness
Randall Anderson	Alderman Sir Andrew Parmley
Nicholas Bensted-Smith	Susan Pearson
Simon Duckworth	Deputy Henry Pollard
Marianne Fredericks	Deputy Elizabeth Rogula
Caroline Haines	Deputy Tom Sleigh
Ann Holmes	Deputy Philip Woodhouse
Natasha Lloyd-Owen	Alderman Sir David Wootton

Introduction

Sheriff Hayward, in the Chair, opened the meeting and thanked Members for joining the third session focusing on constitutional issues. He then set 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 Corporation's wider existence and the operation of the Court of Common Council.

Recommendations: Members' Comments and Observations

Members then proceeded to debate the various recommendations.

Section 2: The Corporation

- Several Members raised the question of whether the ward structure and ward committees should continue in current form and were supportive of an open review of this by all Members.
- Some Members were in favour of amending the number of wards and ward boundaries stating that, despite being a recognised part of the Corporation's history and traditions, the current situation was not practical for efficient operation.
- One Member expressed concern that the number of Members allocated to each ward led to an imbalance between wards.
- An argument was made that ward committees were no longer required as Members were able to attend any Committee of the Court, if they had an interest. It was felt that committees should consist of those with the most relevant skills and experience.
- Another Member argued that ward committees allowed all Members to contribute to work of the Corporation beyond the Court. They added that the electorate expected Members to do so.
- One Member felt that either boundaries must be reviewed, or ward committees must be abolished. Another suggested that Members and

Aldermen could represent more than one ward, to reduce numbers on ward committees.

- It was highlighted that doing so may require legislative changes, although several Members appreciated that they were unaware of the exact requirements and how such changes could be made. One Member felt that decisions should not be based on whether legislation needed amending but that all Members should be made aware of the requirements.
- Some Members highlighted that wards often struggled to appoint a Member to serve on a ward committee. One Member suggested that the relevant Alderman should be eligible to represent the ward in such instances before the seat was offered out more widely
- Discussion took place surrounding the importance of the Court of Aldermen in electing a Lord Mayor, with one Member suggesting this was the main reason for its existence and size. One Member highlighted that reducing the Court of Aldermen would reduce the number of candidates to consider for progression to the office of Lord Mayor.
- It was expressed that diversity in the Mayoralty was directly impacted by the historic lack of diversity on the Court of Aldermen. One Member suggested that the Lord Mayor could be selected from the Court of Common Council instead. Another agreed, adding that this would allow those with skills and experience most suited to the role of High Office to be selected.
- One Member took the opportunity to highlight that the Court of Aldermen were already aware of and considering the issue of age limits, which often prohibited new talent from joining the Court. It was suggested that the same age limit should also apply to the Court of Common Council.

Section 3: The City the Corporation serves

- One Member highlighted that in considering changes Members must consider their responsibilities to represent the electorate as a priority. Another agreed, adding that the electorate was already well represented with more elected councillors than other local authorities in the UK.
- Regarding Lord Lisvane's approach to the Review, one Member agreed that radical change was required.

Section 4: The Corporation's Strengths and Weaknesses

- Several Members agreed that some traditions reflected badly on the Court and might discourage engagement by the public. These included the role of the Lord Mayor, the recognition of newly announced honours for Members, committee structures and the perception of internal politics.
- Another argued that this was often due to the perception of the public not matching the reality.
- In reference to the negative perception of the process of becoming Lord Mayor, one Member argued that progression to this role was similar to an individual becoming the Chair of the Policy and Resources Committee.

- One Member added that the City Corporation’s unique history interested many but highlighted that it was important to ensure that this did not impact its effectiveness. It was felt that a balance between tradition and relevance must be sought.

Section 5: The Court of Common Council

- Several Members raised the point of a reduction in the number of Common Councillors. One Member agreed with Lord Lisvane’s approach in focusing on the number of Members required for effective management of the organisation. Another argued that numbers should remain unchanged as a reduction would limit the range of skills and experience across the Court and its Committees. Another agreed, adding that a reduction in the overall number of Members would place additional burdens on those serving on committees as there would be fewer Members to undertake the work of the Court.
- Discussion took place regarding diversity of Members. One Member explained that cultural diversity was often incorrectly associated with financial viability and that having external Members greatly benefitted committees because of the different cultural experience they often provided.
- Regarding the voluntary nature of being a Common Councillor, several Members expressed concern at the amount of time required of the role and the financial and practical implications of this. The difficulties for those working full time and how the introduction of evening meetings would be welcome were highlighted.
- Another Member expressed concern that offering remuneration to Members would require a review of the number elected to the Court. They also suggested that a detailed process would be required to consider the level of remuneration and its justification.

Close

Sheriff Hayward, in the Chair, then thanked Members for their attendance and contributions, and advised that one further session 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. It was clarified that comments made in the chat box would be reflected in the notes.

Additional Comments received after the Engagement Session meeting

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:

- One Member felt that training for Members was essential to aid debate and decision making in order to competently represent their electorate.

Governance Review: Member Engagement Session
Ward Committees
2 March 2021

Present

Sheriff Christopher Hayward (in the Chair)	Alderman Robert Howard
Caroline Addy	Michael Hudson
Randall Anderson	Deputy Wendy Hyde
Deputy John Bennett	Deputy Jamie Ingham Clark
Peter Bennett	Shravan Joshi
Mark Bostock	Alderman Alastair King
Deputy Keith Bottomley	Natasha Lloyd-Owen
Deputy David Bradshaw	Deputy Edward Lord
Tijs Broeke	Alderman Ian Luder
Tom Clementi	Alderman Nicholas Lyons
Henry Colthurst	Alderman & Sheriff Professor Michael Mainelli
James De Sausmarez	Catherine McGuinness
Mary Durcan	Wendy Mead
John Edwards	Deputy Robert Merrett
Alderman Sir Peter Estlin	Hugh Morris
Anne Fairweather	Deputy Barbara Newman
Helen Fentimen	Alderman Sir Andrew Parmley
Sophie Fernandes	Deputy Henry Pollard
Marianne Fredericks	John Scott
Alderman Sir Roger Gifford	Oliver Sells
Alderman Alison Gowman	Deputy Tom Sleigh
Tracey Graham	Sir Michael Snyder
Alderman David Graves	Deputy James Thomson
Alderman Tim Hailes	Deputy John Tomlinson
Stephen Haines	Mark Wheatley
Graeme Harrower	Alderman Sir David Wootton
Deputy Tom Hoffman	Dawn Wright
Ann Holmes	

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 operation of Ward committees.

Recommendations: Members' Comments and Observations

Members then proceeded to debate the various recommendations relating to ward committees.

Alternatives to the ward committee system

- There was unanimous agreement that Lord Lisvane's proposed Nominations and Governance Committee, for the purpose of selecting and appointing Members to serve on committees, should not be established for a number of reasons.
 - It was felt by many that the committee would not be democratic, or at the least would not be perceived to be democratic by the electorate.
 - There were too many complications and unknowns in its operation such as which Members would be appointed to the committee and what the committee would achieve.
 - Some felt that the City Corporation did not need the committee to identify the best applicants to serve on any committee.
 - One Member felt that introducing the committee would add unnecessary complications and processes to the structure of the City Corporation, hindering efficiency of the Court and the understanding of this structure by external stakeholders.
 - One Member argued that such a body may conflict with the Policy and Resources Committee.
- One Member suggested that instead of ward committees, Members could introduce a system in which Members were able to speak at any meeting that the Member had relevant information to share. This would enable Members to represent their wards on relevant issues where necessary. Another Member opposed this suggestion, raising their concerns that allowing Members to do so would slow down decision-making. One Member agreed with the proposal but felt that Members should instead be notified of relevant issues and invited to speak at the meeting rather than any Member being able to contribute to any meeting they wished.
- It was highlighted that by abolishing ward committees, alongside other recommendations such as limiting the number of committees a Member could serve on at any one time, Lord Lisvane's recommendation for smaller committees could be achieved.

Retain or abolish the ward committee system

- Support was expressed by the majority of those present to retain Ward committees as a principle for the following reasons:
 - It was felt that abolishing ward committees may be undemocratic and cause committees to lack transparency. One Member added that they felt the Review placed a greater importance on efficiency rather than democracy. Several Members highlighted that residents within the City often felt disenfranchised and it was felt that an abolition of ward

committees would amplify this. Members should therefore consider the view of such residents and any potential reputational risk.

- Several Members agreed that ward committees offered a fair representation of all electors on key issues that affected all wards.
- A Member explained that some viewed ward committees as encouraging conflicts of interest but argued that the City's Members' Code of Conduct meant that this could always be avoided.
- One Member felt that the system avoided one Member from being able to serve on too many committees, preventing others from being able to serve.
- There was a consensus that efforts should be made to ensure those with the most suitable skills and experience served on relevant committees. In light of this, one Member argued that, while some perceive ward committees as hindering this, the ward nomination system allowed this to happen. They highlighted that Members could take the opportunity to learn any relevant knowledge or skills required to serve on a particular committee. Another agreed, arguing that competence should not be a prerequisite of standing for a position on a committee.
- In reaction to the argument that ward committees slowed the decision-making process, one Member argued that this was not the case.
- Many Members agreed that ward committees allowed all Members the opportunity to serve on a committee. One Member added, with several agreeing, that Members serving on committees in addition to the Court was a vital element of the City Corporation's culture. Another highlighted their own struggles and the difficulties of standing for election to a committee. Ward committees allowed Members to become familiar with other Members of the Court and the committee system. Another Member agreed, highlighting the importance of the system in allowing them to become involved in larger grand committees as a new Member. They argued that the system was more inclusive and allowed greater diversity on committees.
- It was argued by some that the current system worked adequately in the past and therefore did not require amendments.
- Some felt that the alternatives were not viable options at this time.
- Despite this, some difficulties associated with ward committees were highlighted.
 - One Member felt that chairing ward committees could sometimes prove challenging.
 - In small wards, there can be a risk of overload and over representation of one Member on several committees.
 - As Lord Lisvane recognised, some committees suffered from large memberships and it could prove difficult to reduce numbers while retaining the ward committee system. This could, it was suggested, hinder quick and effective decision making.

- One Member felt that ward committees did not necessarily ensure democracy.

Possible changes to the ward committee system

- While overall support was expressed by those present to retain ward committees as a principle, there was also widespread agreement that some changes should be made to the existing form and number of ward committees and appointments.
- Suggested changes to the ward committee system included:
 - It was recognised by several Members that committees currently suffered from having large memberships and that efforts could be made to amend the system to allow smaller memberships. However some did not feel this was problematic, with one Member arguing that challenges in chairing ward committees were not due to their size.
 - One suggestion that was supported by several Members was that of formal pairing of smaller wards. It was added that some arrangements for pairing wards already existed. Some disagreed with this approach, arguing that smaller wards were able to accommodate all appointments. One Member wanted to avoid any prejudice against smaller wards.
 - One Member suggested that an annual rotation of membership could be introduced across the wards to reduce ward committee memberships. Another was not in favour of this, adding that some committee work was complicated and rotation would reduce efficiency and consistency.
 - Another suggestion to reduce numbers, without affecting representation of all wards, was to end the practice of larger wards being allocated multiple places on a committee.
 - Members discussed the issue of vacancies on committees due to wards not nominating a Member to represent them. There was agreement that should a vacancy occur for this reason, it should not be filled through other means.
- Many Members commented on whether some committees should or should not be ward committees:
 - One Member argued that the ward committee structure should be used for all local authority activities.
 - Several Members agreed that both the Finance and Planning and Transportation Committees should remain as ward committees.
 - Several Members argued in favour of the Culture, Heritage and Libraries Committee remaining as a ward committee, while one felt this was unnecessary.
 - Regarding the Port Health and Environmental Services Committee, some Members felt that there was insufficient reasoning for it to remain a ward committee while others argued that it should remain a ward committee as its remit covered a wide range of matters, such as refuse collection and environmental issues, which affect all wards. One

Member felt that it was useful for committees such as these to retain a large membership as different Members were able to focus on specific areas of interest to ensure a wide oversight. However, another argued that this could be said in respect of all City Corporation committees.

- Several Members felt that there was little need for the Community and Children's Services Committee to be a ward committee as there was limited relevance for those representing business wards. However, a majority disagreed, arguing that it was beneficial for both business and residential ward Members to be involved as the committee's remit covered issues that affected all wards, such as homelessness and libraries.
- One Member suggested that the Markets Committee should remain a ward committee as otherwise it would become difficult to manage the wide range of business that the markets encompass, negatively impacting its effectiveness. However, a majority were in favour of it being elected by the Court. One Member highlighted this should happen from April 2022 due to the markets' relocation programme.
- A suggestion was made for the Policy and Resources Committee to become a ward committee due to the significance of the decisions made by the committee with relevance to all wards in the City. They felt that a wider representation of the Court was required. Others disagreed arguing that the Court should remain responsible for appointments as it was an executive decision-making body for the Court. One Member raised concerns that if it were to become a ward committee, the committee would become solely occupied by Ward Deputies. They highlighted that similar suggestions had been made in the past but that had not been pursued.
- One Member suggested an alternative option for the Policy and Resources Committee in that its composition should consist of the Chairs of all committees and Members who were elected to cover specific areas such as diversity or climate change. Another Member clarified that some Chairs already were either ex officio or full Members of the committee but recognised that it may be worth further exploration.
- One Member suggested that the Licensing Committee should become a ward committee as its issues affected the whole City. Another Member disagreed, arguing that there were difficulties in doing so due to membership restrictions determined by legislation. They did however agree that this could be explored, should it be the will of the Court.
- Several Members agreed that a case could be made for the Open Spaces Committee to become a ward committee as they felt all Members had an interest in the City's open spaces.

Other

The following additional comments were made:

- One Member highlighted that the City Corporation consisted of a large number of committees and Members.
- Several Members felt that other issues were more important when addressing the efficiency of committees including greater delegation to officers, reports being submitted to multiple committees and the number of committees.
- One Member felt that before considering the ward committee structure, the number of Common Councillors must be reviewed.
- Throughout the session there was discussion regarding business and residential wards and their involvement on ward committees. Some felt that some committees did not need to be ward committees, suggesting that either business or residential wards were not affected by the work of these. Many disagreed with this notion, arguing that Members should not focus on the division between the two. It was highlighted that often a mix of business and residential representation was important to the effectiveness of committees. One Member clarified that often those representing business wards also lived within the City.

Close

Sheriff Hayward, in the Chair, thanked Members for their attendance and contributions, and encouraged Members to make further representations via email should they have anything further to add. It was clarified that comments made in the chat box would be reflected in the notes.

Additional Comments received after the Engagement Session meeting

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 agreed that the ward committee structure should be retained but that small changes may be necessary, including the review of whether specific committees should be ward committees. The system allows new Members to be introduced to the committee structure and practices and ensures that they are able to become involved in the work of the Corporation's committees without requiring election.
- One Member expressed support for a pairing approach for wards.
- There was further agreement that the proposed Nominations Committee would not be preferable as it would be perceived as undemocratic.
- Those who submitted thoughts agreed that Members dividing residential and business wards was unhelpful. They felt that all Members had an interest in the success of the City, whether their involvement was through work or residence.
- One Member was open to the possibility of Open Spaces becoming a ward committee.
- One Member was opposed to the suggestion of the Policy and Resources Committee becoming a ward committee as it would result in only Ward

Deputies serving. They felt that this would exclude newer Members and hinder the diversity of the committee.

- One Member felt that current arrangements regarding members speaking at any committee, through permission of the Chair only, should be left unchanged.
- One Member explained that if the assumption was that ward committees existed due to all wards having an interest in the issues of that committee then either all or none of the City Corporation's committees should be ward committees.
- Other issues raised during the session that were supported by email submissions included the importance of focusing on addressing the need for reports to be submitted to multiple committees and its impact on decision-making, the suggestion that the number of Common Councillors should be addressed before reviewing ward committees, and the principle that committee memberships should be reduced in order to improve efficiency.

Comments from the previous Constitutional Issues engagement sessions, on the subject of Ward Committees

Session 1

- Several Members raised the question of whether the ward structure and ward committees should continue in current form and were supportive of an open review of this by all Members.
- Some Members were in favour of amending the number of wards, stating that the current situation was not practical for efficient operation. Others spoke in favour of reviewing the ward boundaries and the number of Members allocated to each ward.
- One Member expressed appreciation for the ward system by arguing there was value in retaining this historic and unique element of the Corporation.
- One Member was supportive of changing the rights of wards to appoint Members to committees as they felt that having committees with numbers in excess of 15 was not sensible for decision making.
- Several Members argued that the Aldermanic system relating to wards was not in need of review, with one Member stating that they were a critical component of the overall decision-making structure.
- A Member expressed support for the comments made at the session 1 meeting opposing the recommendation in Lord Lisvane's report that the Planning and Transportation Committee should cease to be a ward committee and be significantly reduced in size, and that planning applications should be determined by small panels.

Session 2

- Regarding ward committees, one Member felt that ward committees should remain for those that were responsible for local authority functions. They were however supportive of reducing numbers of those on some committees such as Planning and Transportation.

- One Member highlighted that often smaller wards struggled with appointing a Member to serve on a ward committee and suggested that the relevant Alderman should be eligible to represent the ward in such instances.

Session 3

- Several Members raised the question of whether the ward structure and ward committees should continue in current form and were supportive of an open review of this by all Members.
- Some Members were in favour of amending the number of wards and ward boundaries stating that, despite being a recognised part of the Corporation's history and traditions, the current situation was not practical for efficient operation.
- One Member expressed concern that the number of Members allocated to each ward led to an imbalance between wards.
- An argument was made that ward committees were no longer required as Members were able to attend any Committee of the Court, if they had an interest. It was felt that committees should consist of those with the most relevant skills and experience.
- Another Member argued that ward committees allowed all Members to contribute to work of the City Corporation beyond the Court. They added that the electorate expected Members to do so.
- One Member felt that either boundaries must be reviewed, or ward committees must be abolished. Another suggested that Members and Aldermen could represent more than one ward, to reduce numbers on ward committees.
- It was highlighted that doing so may require legislative changes, although several Members appreciated that they were unaware of the exact requirements and how such changes could be made. One Member felt that decisions should not be based on whether legislation needed amending but that all Members should be made aware of the requirements.
- Some Members highlighted that often wards struggled with appointing a Member to serve on a ward committee. One Member suggested that the relevant Alderman should be eligible to represent the ward in such instances.

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Agenda Item 7

	Dates:
City of London School Board of Governors	Urgency
City of London School for Girls Board of Governors	Urgency
Policy and Resources Committee	3 June 2021
Court of Common Council	17 June 2021
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 4, 8, 10
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Subject: City Junior School Board of Governors proposed Terms of Reference	Public
Report of: The Head, City of London School The Head, City of London School for Girls	For Decision
Report authors: Charles Griffiths, Bursar	

Summary

At present the proposed City Junior School (CJS) project is governed jointly by the Boards of both the City of London School for Girls (CLSG) and City of London School (CLS), although both Schools have agreed to establish an informal working group titled 'Project EDWIN committee' to discuss operational matters relating to City Junior School.

In early discussions on the CJS, the Boards of CLSG and CLS asked that a distinct Board of Governors be created to govern the City Junior School, given the immediate need to make timely decisions as the School project is rapidly developing. Following consultation with the Town Clerk, and Comptroller and City Solicitor, it is proposed that a request to create a new Grand Committee comprising the 'Board of Governors of the City Junior School' be submitted to the Court of Common Council. This new Board will govern the City Junior School and comprise Members and co-opted Governors from the existing Boards of CLSG and CLS.

This report provides a draft for the Terms of Reference for a proposed Board of Governors of the City Junior School for decision.

Recommendations

The Boards of Governors of the City of London School and City of London School for Girls and the Policy and Resources Committee are invited to:

- Agree in principle to the creation of a Board of Governors of the City Junior School;
- Agree that the draft Terms of Reference as detailed in Appendix 3 of this report, be submitted for consideration by the Court of Common Council; and
- Agree the respective revised Terms of Reference of the Board of Governors of the City of London School and Board of Governors of the City of London School for Girls, which includes the oversight of the City Junior School.

Main Report

Main Report

1. A co-educational junior school operated jointly by CLS and CLSG and acting as a feeder school for both senior schools, is being developed on a site in Gray's Inn. Finances have been agreed among various committees and the City Surveyor's Department has worked with the landlord at Gray's Inn to secure a lease on a former educational facility which is available for long-term lease. The Heads of Terms have been approved by the Court of Common Council. The lease will commence from September 2021 and the School will open for pupils from September 2022. The initial announcement of the school's opening was made by CLS and CLSG on 12 May 2021 to allow the admissions process to begin. Expressions of interest are progressing well.
2. To date all significant decisions have been made jointly by reporting separately to the Boards of Governors of CLS and CLSG, however this governance structure is likely to prove too onerous and inappropriate as the junior school project progresses. Once the junior school is open and operational, it will also require a stable governance and leadership structure that is able to meet its individual needs and show the necessary level of detailed oversight for inspection purposes.
3. Following consultation with the Boards of CLSG and CLS, the Town Clerk and Comptroller and City Solicitor, it is proposed that a new Committee, the 'Board of Governors of the City Junior School', be established by the Court of Common Council to govern City Junior School.
4. City Junior School is expected to develop into a significant school with 300 pupils on its own site, which will require a separate Department for Education (DfE) license and can be expected to be subject to Independent Schools Inspectorate (ISI) inspection in its own right. As such the ISI will require a clear and accountable, independent governance structure for the junior school. At the same time City Junior School will be linked to both CLS and CLSG financially, operationally and in feeding pupils to the senior schools. As such the terms of reference of the Board of City Junior School should reflect both this linkage to the two senior schools while offering operational independence.

5. To accommodate this structure it is proposed that a Board of Governors be established as a Committee by the Court of Common Council, made up of a majority of Common Councilors with voting rights, and complemented by a number of external, co-opted Governors also with voting rights, bringing additional skills relevant to an independent junior school. The Board's terms of reference would cover all School matters, but given the School's establishment as a satellite of CLS and CLSG, and reliance on these two senior schools as a financial backstop, certain governance matters would be reserved for the Boards of CLS and CLSG. These would include matters relating to (i) City Junior School financial strategy, which might have a material impact on the finances of CLS or CLSG, (ii) membership of the City Junior School Board of Governors, and (iii) other matters which might have a significant impact on CLSG and CLS.
6. The members of the Board of Governors of the City Junior School would be selected by CLSG and CLS Board of Governors (3 appointments each). The Chair and Deputy Chair to then be appointed from and by the Board of Governors of the City Junior School. The Board will also include co-opted governors with specialist experience relevant to the needs of the school. Details of the terms of reference for CLSG and CLS are set out in the appendices, and in appendix 3 a draft of the proposed terms of reference for the City Junior School are also set out.

Options

7. Members may choose to either: recommend the creation of a new decision making body that is able to take ownership of governance on behalf of the City Junior School; or, leave governance arrangements as they are (i.e. all matters to be reported separately to both the Board of Governors of CLS and CLSG).
8. If agreed, it is recommended that the revisions to the Terms of Reference of the Board of Governors of CLS and CLSG, to reflect their oversight of City Junior School (as proposed in Appendices 1 and 2), be submitted for approval also. Proposed additions have been underlined.

Proposal(s)

9. In light of the requirements of the ISI outlined above, it is recommended that a new decision-making, governing body be established for the City Junior School, in the form of a Grand Committee of the Court of Common Council.

Corporate & Strategic Implications - None

Financial and resource implications - Financing for CJS has been agreed via a loan from the City. It is acknowledged that there will be resource implications for the Town Clerk's Department as a separate Grand Committee is being proposed and will need to be supported accordingly. Other resource implications include the need to staff the junior school's leadership and governance structure, which is currently being handled by CLSG and CLS staff, but in due course will be separately resourced and budgets have been agreed for this.

Legal implications – The Corporation has the necessary powers, in its private “City’s Cash” capacity, to establish the junior school and to determine its governance arrangements.

Risk implications – these have been noted in previous Board papers and largely comprise risks associated with expanding CLSG’s existing junior school on a new site.

Equalities implications - None

Climate implications – City Surveyors are undertaking the building works in-line with the necessary environmental considerations.

Security implications - None

10. **Conclusion** – Governors and Members are asked to consider this report and agree to the proposed establishment of the City Junior School Board of Governors based on the terms of reference detailed in appendix 3.

Appendix 1 – CLS Board of Governors Terms of Reference

Appendix 2 – CLSG Board of Governors Terms of Reference

Appendix 3 – Proposed City Junior School Draft Terms of Reference

Contacts

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Appendix 1

Terms of Reference for the Board of Governors of the City of London School

1. Constitution

A Non-Ward Committee consisting of,

- one Alderman nominated by the Court of Aldermen
- up to 10 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 for Girls
 - the Chairman of the Board of Governors of City of London Freeman's School
- up to eight co-opted non-City of London Corporation Governors with experience relevant to the Board

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

2. Quorum

The quorum consists of any five Common Council Governors.

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

Vincent Thomas Keaveny

COMMONERS

Alexander Robertson Martin Barr

Keith David Forbes Bottomley, Deputy

Timothy Levene

Edward Lord, O.B.E., J.P., Deputy

Ian Christopher Norman Seaton

James Michael Douglas Thomson, Deputy

Marianne Bernadette Fredericks

Dominic Gerard Christian

Caroline Wilma Haines

Vacancy

together with:-

Lesley Cartmell

Rosie Gill

John Claughton

Andrew Jones

Ronel Lehmann

Lord Levene of Portsoken

Paul Madden

Vacancy

together with four Members to be appointed this day and 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 Head and, where appropriate, the deputies and the Bursar; and
- (d) oversight of the policy, strategic and financial management of the City Junior School.

Appendix 2

Terms of Reference for the Board of Governors of the City of London School for Girls

1. Constitution

A Non-Ward Committee consisting of,

- up to two Aldermen nominated by the Court of Aldermen
- up to 12 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 Freeman's School
- up to six co-opted non-City of London Corporation Governors with experience relevant to the Board

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

2. Quorum

The quorum consists of any five Common Council Governors.

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

Robert Howard

Prem Goyal, O.B.E., J.P.

COMMONERS

Mary Durcan *for two years*

Clare James, Deputy

Dhruv Patel, O.B.E., *for three years*

Peter Gordon Bennett *for three years*

Mark Bostock *for three years*

Nicholas Michael Bensted-Smith, J.P.

Randall Keith Anderson

Tom Hoffman, M.B.E., Deputy

Rehana Banu Ameer

Shravan Jashvantraï Joshi
Richard David Regan, O.B.E., Deputy
Vacancy

together with :-

Prof. Anna Abulafia
Dr. Stephanie Ellington
Mary Ireland
Elizabeth Phillips
Vacancy
Vacancy

together with the ex-officio Members referred to in paragraph 1 above and four Members to be appointed this day.

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 Head and, where appropriate, the deputies and the bursar; and
- (d) oversight of the policy, strategic and financial management of the City Junior School.

Appendix 3 Proposed Terms of Reference for the City Junior School

1. Constitution

A Non-Ward Committee consisting of up to 14 Governors, comprising

- up to 3 Members of the Court of Common Council elected from and by the Board of Governors of the City of London School
- up to 3 Members of the Court of Common Council elected from and by the Board of Governors of the City of London School for Girls
- the following ex-officio Members:-
 - the Chair of the Board of Governors of City of London School
 - the Chair of the Board of Governors of City of London School for Girls
- up to 4 co-opted non-City of London Corporation Governors with experience relevant to the Board, 2 co-opted from each of the Boards of City of London School for Girls and City of London School.
- up to 2 external members as co-opted non-City of London Corporation Governors with experience relevant to the Board.

The Chair and Deputy Chair shall be elected by the membership of the Board. Only Governors from the Court of Common Council Members will be eligible to serve as Chair and Deputy Chair.

All Governors will have voting rights.

2. Quorum

The quorum consists of any three Common Council Governors and one External Governor; at least one of whom must be an elected representative of the Board of Governors of the City of London School and another one of whom must be an elected representative of the Board of Governors of the City of London School for Girls.

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 (from May 2021 until December 2022)

COMMONERS

3 Members to be appointed from and by the Board of Governors of the City of London School

3 Members to be appointed from and by the Board of Governors of the City of London School for Girls

together with 6 co-opted Governors

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

4. **Terms of Reference**

To be responsible for:-

- (a) all School matters, with the exception of matters relating to
 - (i) City Junior School financial strategy, which might have a material impact on the finances of CLS or CLSG;
 - (ii) membership of this Board of Governors; and
 - (iii) significant strategic importance;which must all be signed off by the Board of Governors of the City of London School and the Board of Governors of the City of London School for Girls.

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

- (e) the appointment of the Head and, where appropriate, the deputies and the bursar.

Agenda Item 8

Committee(s): Policy and Resources Committee Finance Committee General Purposes Committee of Aldermen	Dated: 3 June 2021 15 June 2021 July 2021(date tbc)
Subject: Lord Mayor's Show	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Corporate Plan outcomes 3b, 4a, 8a,10d and 10e
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£210,000
What is the source of Funding?	City's Cash Finance Contingency
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: City Remembrancer	For Decision
Report author:	

Summary

This report seeks approval for financial support to be provided to the Lord Mayor's Show.

Substitute funding is sought by means of an ongoing payment to the Lord Mayor's Show Limited to reflect the services which have previously been paid from City Corporation departments' local risk budgets in the joint delivery of the annual civic event. The contributing departments are no longer able to fund these services as an unexpected result of the last spending round and the income derived from the Show is not able to meet their cost. Funding is therefore being sought from City's Cash Finance Contingency in respect of a sum of £210,000 for the 2021 Lord Mayor's Show. If the recommendations are agreed, a further report on the mechanism for future payments will be brought forward.

The COVID-19 pandemic resulted in cancellation of last year's Show and depletion of the reserves built up by the Lord Mayor's Show Limited from surpluses in previous years. Underwriting by the City Corporation on a contingent basis is sought for this year's and any future Show were a deficit to arise. Additional promotion of the Show and increased income is planned, with surpluses generated by the Show being transferred from the Lord Mayor's Show Limited to the City Corporation in future years once a small reserve is established.

Recommendation(s)

Members are asked to approve:

- (a) In principle funding by means of an ongoing payment to the Lord Mayor's Show Limited to reflect services hitherto paid for from local risk budgets principally by the Department of the Built Environment, the Town Clerk (Communications) and the City Surveyor, in support of the Lord Mayor's

Show, to be used exclusively to meet the costs of those services. For the 2021 Show, assuming it proceeds in its customary form, the total funding need in the current financial year would be approximately £210,000 and a payment of this amount would be made out of City's Cash Finance Contingency. If agreed in principle, a further report would be provided setting out the proposed payment mechanism for future years;

- (b) In the exceptional circumstances of this year, underwriting of potential losses in the operation of this year's Show (and any losses from a future Show were they to arise), noting that surpluses in delivery of the Show in future years will be transferred by the Lord Mayor's Show Limited to the City Corporation once a reserve of approximately £30,000 is established; and
- (c) The appointment of the Chairman of the Finance Committee to the Board of the Lord Mayor's Show Limited, the Board of the company and the General Purposes Committee of Aldermen having agreed the appointment, as a prerequisite for this Committee agreeing to the funding arrangement set out in this report.

Main Report

Background

1. The Lord Mayor's Show can be traced back to King John's Charter of 1215, which granted to the City the right annually to choose the City's Mayor on condition that the person chosen would be presented to the monarch at Westminster to pledge allegiance. The journey from the City to Westminster grew into a civic procession by the fourteenth century and by the early sixteenth century it had become a day of public celebration and entertainment. With rare exceptions, including for the Plague in the seventeenth century and last year because of the Covid-19 public health restrictions, the Show has taken place for over 800 years. The presentation and swearing in of the Lord Mayor before Her Majesty's Judges (but not the Lord Mayor's Show itself) is now regulated by Act of Parliament and takes place on the second Saturday in November.
2. The current Lord Mayor's Show is a vibrant event, with 7,000 participants, some 140 floats and over 20 marching bands, that attracts half a million people to watch the procession as it travels the three miles from Mansion House to the Royal Courts of Justice on the Strand and then back. It is broadcast by the BBC with a domestic television audience of two million.
3. The Lord Mayor's Show is administered by the Lord Mayor's Show Limited (Company Reg. No. 04800489), a company established in 2003 to provide oversight of the Show, with a Board comprising the Lord Mayor, Aldermen and the Remembrancer. The development of the programme and management of the day-to-day operation of each year's Show is carried out on behalf of the company by the Pageantmaster. In the Pageantmaster's absence this responsibility would devolve to the City Remembrancer. The company is a named insured body on the City Corporation's insurance policies and is administered with the support of central

support departments. Delivery of the Show involves, in addition to the Pageantmaster, a wide range of City Corporation departments, principally DBE (Highways), Town Clerk's (Communications) and City Surveyor. The City of London Police and external bodies such as TfL, Westminster City Council and the emergency services are also involved.

Current Position

4. Given the long history of the Show in continuing to take place despite disruption caused by war or other social concerns, the view was taken last year to continue to plan and prepare for a Show in 2020 for as long as possible. As the result of the likelihood of a worsening public health situation in Autumn, at the beginning of September the 2020 Show was cancelled, with the resulting loss of all the income for that Show.
5. The financial consequence of the cancellation has been to deplete more or less in their entirety the reserves held by the Lord Mayor's Show Limited, built up over a number of years. These were sufficient to enable all incurred costs for the 2020 Show to be met. As a result, for a Show to take place this year, financial security needs to be established in an environment in which uncertainty exists over its precise form and hence the income to be derived from it, and for future years it is necessary for the Show's finances to be placed on a secure basis.
6. Income for each Lord Mayor's Show is obtained largely from fees paid by participants. It is broadly sufficient to meet the direct costs of the Show and make a small surplus, but not the costs of services provided by City Corporation departments in supporting the Show's delivery. This is on the basis that, for the time being at least, additional attractions introduced in recent years including the 'engagement zones', a bespoke Lord Mayor's Show Illuminated River installation, and an evening event at Tower Bridge, will not take place. This also assumes that there is no firework display, an event which has in any case become more difficult to deliver given the heightened security situation.
7. Logistical support given by DBE, Town Clerk's and City Surveyor's departments comprises:
 - a. Highways and associated functions including road closures, parked vehicle removals, route stewarding (crowd management), pedestrian barrier supply and street furniture removal;
 - b. Street cleansing and public conveniences;
 - c. Additional security requirements and traffic stewarding responsibilities (transferred from the City of London Police in 2019);
 - d. Communications support for advertising of the Show, in the form of leaflets, posters and photography;
 - e. Provision of State and semi-State Coaches;
 - f. Security at Guildhall on the day of the Show.
8. The contributing departments are no longer able to fund these services as an unexpected result of the last spending round. In previous years, much of the costs for the services was absorbed within departments' local risk budgets. Security costs were met for a time out of specially allocated funds. In addition, for a short

period costs were in part funded from monies that had been put aside for a fireworks display but which was not used following the cancellation of the display as a result of security concerns. The fireworks funding has now ended and it is no longer possible for the relevant services to be provided without specific budgetary adjustments. For the 2021 Show, these are estimated as £99,600 in respect of DBE costs, £26,000 in respect of Town Clerk's (Communications) costs and £71,500 relating to the City Surveyor's costs. An additional £10,000 relates to sums previously paid out of Remembrancer's Office and Mansion House budgets and recharged to the Lord Mayor's Show Limited. This amounts in total to slightly under £210,000.

9. The current objective is for this year's Show to take place in a manner as close as possible to the traditional style of the Show, subject to any Covid-19 related public health restrictions then applying. This may be seen as part of the City Corporation's desire for the business and cultural life of the City to resume as soon as conditions permit, and reflects the recognition that this may require a broad programme of activity promoted by the City Corporation to stimulate the revival of the City together with the initiatives set out in the City Corporation's report on 'London Recharged', the establishment of the Covid Recovery Fund, and the five-year action plan 'The Square Mile: Future City'.
10. The justification for establishing the finances of the Lord Mayor's Show on a secure footing for the long-term rests on the cultural, social and economic value of the Show to the City, London and the country. The Show has a central place in the City's cultural heritage, reinforcing social identity and civic pride. It offers unique opportunities for engagement with the City's heritage for City workers, residents and visitors. The public character of the spectacle, and the range and diversity of participation, leads to a positive impact in building social capital and community cohesion. The substantial contribution made to the Show by the armed forces reflects the City Corporation's commitment as a signatory of the Armed Forces Covenant and an Employer Recognition Scheme Gold Award Winner, recognising its support to armed forces personnel across the organisation and in the community. The use of carriages in the procession supplied by the Royal Mews is illustrative of the City's historic links with the Crown.
11. The success of the Show is partly derived from a long-standing and constructive relationship with the BBC. Live televising of the Show with broadcasting to a large domestic and international audience gives it a high public profile and provides the Show with major reach beyond the City and London. This enables the Show to make a significant contribution to the achievement of Corporate Plan objectives, in particular, providing access to world-class heritage, culture and events, and promoting the City as an attractive and accessible place to live, work and visit.
12. The Show also has the potential to operate as a soft power tool, bringing people together and building connections. An example of this is the Chair of Policy's hosting of diplomats on the morning of the Show. In direct economic terms, the Show has an impact in terms of bringing people into the City, drawing the attention of a wider audience in the UK and internationally, with benefits for job creation and tourism. The cultural and historic attraction of the City is a key element in attracting talented individuals to London and the UK.

Proposals

13. It is proposed that the City Corporation renews its support for the Lord Mayor's Show in the context of the City Corporation's general support for the City's recovery following the pandemic and in the future in order to maintain one of the most distinctive elements in the City's cultural heritage. This would take the form of ensuring that the costs of the services provided by City Corporation departments out of local risk budgets are fully met, and by underwriting losses that may arise from the Lord Mayor's Show this year and in any future year.
14. For the financial year 2021/22, in order to meet the costs of departmental services provided for this year's Show a payment of £210,000 out of City's Cash Finance Contingency would be made to the Lord Mayor's Show Limited to enable the costs to be reimbursed. Further consideration would be given to the source of funding to meet these costs in future years.
15. The aim for this year's Show is to produce a surplus or at least break even as in previous years. It is recognised that in the current exceptional circumstances it is possible that there will be fewer floatholders taking part, or other issues may arise which will mean the Show can only take place in a reduced format. The latest budget suggests a deficit for this year's Show of just under £100,000 compared to a surplus for the 2019/20 Show of £77,000, but every effort is being made to take advantage of the recent progress in overcoming the pandemic and expand the number of floatholders taking part.
16. For this year's Show to continue, and to provide a secure base for future Shows, it is proposed that the City Corporation underwrites losses arising from the Lord Mayor's Show should there be a shortfall in any year. To date since the formation of the Lord Mayor's Show Limited no loss has been recorded. In recognition of this potential support, and the cost of services provided by City Corporation departments, surplus income from Shows in future years would be transferred to the City Corporation once a modest reserve of approximately £30,000 has been built up. The Lord Mayor's Show Limited will examine ways to take advantage of further commercial opportunities to increase income from the Show. It is envisaged that the Show in future years would aim to expand inclusion and diversity, and extend innovation in its delivery, while retaining its traditional, ceremonial character. The offer of support would be made on the basis of the Board's agreement to the Chairman of the Finance Committee becoming a director of the company.

Corporate & Strategic Implications

Strategic implications – in support of relevant Corporate Plan outcomes to provide access to world-class heritage and events, bring communities together, and promote the City and London as an attractive place to live, work and visit.

Resource/financial implications – none at this stage.

Legal implications - none

Risk implications - none

Equalities implications – none

Climate implications - none

Security implications - none

Conclusion

17. This paper recommends the approval in principle of:

- a. meeting the costs of the services provided for the Lord Mayor's Show by City Corporation departments by means of an ongoing payment to the Lord Mayor's Show Limited. The services are provided principally by DBE, the Town Clerk and the City Surveyor each year in support of the Lord Mayor's Show. It is estimated that, on the assumption that the Show is able to proceed on a near-normal basis consistent with any Covid-19 restrictions, the funding required would amount in this financial year to approximately £210,000 to be made out of City's Cash Finance Contingency. The specific funding mechanism for future years would be the subject of a further report;
- b. underwriting potential losses arising from the delivery of this year's Show in the current exceptional circumstances arising from the pandemic, and any losses, were they to occur, in future years, noting that surpluses arising in future years will be transferred by the Lord Mayor's Show Ltd to the City Corporation once a reserve of approximately £30,000 is established; and
- c. the Chairman of the Finance Committee becoming a director of the Lord Mayor's Show Limited, with the agreement of the Board of the company and the General Purposes Committee of Aldermen.

Background Papers:

Report on the Lord Mayor's Show Arrangements made to the General Purposes Committee of Aldermen and the Policy & Resources Committee on 2 and 4 July 2019 respectively.

Contact

Paul Double

City Remembrancer

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Agenda Item 9

Committee(s): Policy and Resources Committee	Dated: 03/06/2021
Subject: Party Conferences 2021	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Corporate Plan outcomes 2-10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	Local budget
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Bob Roberts, Director of Communications	For Decision
Report author: Eugenie de Naurois, Head of Corporate Affairs	

Summary

The City of London Corporation delivers a programme of engagement at the annual Liberal Democrat, Labour, Conservative, Scottish National Party (SNP) and Green party conferences.

Members and officers attend these party conferences on behalf of the City Corporation, representing the organisation through attendance at City Corporation organised events, fringe events, bilateral meetings with political and business representatives and other networking opportunities.

This report asks members to support the recommendation that the City Corporation attendance and events return to the pre-pandemic format, subject to the public health situation and associated government guidance.

This report also provides a summary of events to be hosted by the City Corporation which we would welcome feedback on.

Recommendation(s)

Members are asked:

- To **agree** that City Corporation attendance and events at this year's party conferences remain unchanged and return to the pre-pandemic format, subject to the public health situation and associated government guidance.
- To **note** the planned format for this year's party conference events.

Main Report

Background

1. The City of London Corporation attends annual political party conferences, including the Conservative, Green, Labour, Liberal Democrat and SNP party conferences.
2. The City Corporation organises and sponsors both public and private events at Conservative, Labour and Liberal Democrat party conferences. The City Corporation has hosted events at the SNP conference in recent years and has also attended the Green party conference in an observer capacity.
3. The purpose of the City Corporation's activities at party conferences is to deliver a programme of strategic engagement on issues of importance to the organisation with relevant politicians, policymakers and business figures.
4. City Corporation activities are considered on a yearly basis to adapt to its own priorities and the current political and socio-economic environment. However, traditionally the City Corporation organises:
 - a. An invitation-only roundtable in partnership with a think tank at the Conservative, Labour, Liberal Democrat and SNP party conferences. This roundtable is chaired by the Policy Chair and two Members of PRED are invited to attend at the discretion of the Policy Chair.
 - b. An invitation-only dinner hosting between 50-120 people at Conservative, Labour and Liberal Democrat conference. The dinners bring together key local, regional and national political representatives, businesses, think tanks and academics. The Policy Chair gives a keynote speech as well as a political external guest.
 - c. An additional open fringe event in partnership with a think tank at the conference of the party in government.
5. In 2020, due to the COVID-19 pandemic, all of the party conferences were held online. The City Corporation hosted its roundtables and open fringe events virtually. Given the format of the conferences it was not possible to hold any dinners.

Current Position

6. Whilst COVID-19 case numbers are currently low, the vaccine rollout is progressing well and the roadmap to coming out of lockdown continues to be on track, there remains a level of uncertainty about whether large scale events can be held without social distancing later in the year.
7. With this in mind, political parties have taken different approaches to the 2021 party conference season. The Liberal Democrats have announced their conference will be wholly online again this autumn, while both Conservatives

and Labour are expecting to hold their conferences in person. However, the conference preparations of those parties are delayed in comparison to a normal year. No announcements have yet been made in relation to the SNP and Green conferences.

Options

8. The Corporate Affairs Team considered two avenues in relation to the City Corporation's presence at party conferences in Autumn 2021.
9. On the assumption that public health guidelines and the review of social distancing allow for large scale events to take place after 21st June and thus that conferences take place physically, we recommend that the City Corporation work towards the same attendance and format of events as the years prior to the pandemic. Our roundtables and open fringe events would take place in person, and we would hold our usual dinners.
10. If Members do not agree with this approach, the alternative option is to reduce Member and officer attendance to the Policy Chair, Deputies and Vice Chairs, supported by the Corporate Affairs Team. Our roundtables and open fringe event would take place in person but we would either hold smaller dinners or no dinners at all. A lower attendance would also contribute to reducing the costs associated with Party Conference activity by £60-£70K approximately.
11. At the time of writing, the Corporate Affairs Team is taking soundings from external stakeholders to understand their own plans and this will help to ensure City Corporation attendance is proportionate to the overall attendance at the conferences.
12. Both options remain dependent on public health guidelines in the Autumn and the political parties maintaining their decision to hold their conferences in person. Should a decision be taken later to move all the conferences online, the City Corporation will seek to replicate its participation virtually, similarly to 2020, but with more experience.

Proposals

13. Members may wish to know the proposed format of events for the party conferences this Autumn, should the recommended option be approved.
14. Liberal Democrat Party Conference, 17-20 September 2021, Online
 - The Liberal Democrats have announced that they will be holding their Autumn conference online.
 - Plan: To host a private roundtable in partnership with a think tank, covering a policy area of relevance to the City Corporation.
15. Labour Party Conference, 25-29 September 2021, Brighton

- The Labour Party have announced *‘they hope to meet in person but will work in line with the government restrictions at the time’*.
- Plan: To host a private roundtable in partnership with a think tank, covering a policy area of relevance to the City Corporation. To host a sit-down dinner of approximately 80 attendees with a select and focused guest list from the business, political and policy related sectors. To explore a possible partnership for the sit-down dinner.

16. Conservative Party Conference, 3-6 October 2021, Manchester

- The Conservative Party has not made a formal announcement at the time of writing regarding how it will hold its conference but contacts at our partners confirm that plans are being made for it to be held physically.
- Plan: To host a private roundtable in partnership with a think tank, covering a policy area of relevance to the City Corporation. To host an open fringe event with a think tank, covering a policy area of relevance to the City Corporation. To host a sit-down dinner of approximately 120 attendees with a select and focused guest list from the business, political and policy related sectors. To explore a possible partnership for the sit-down dinner.

17. Scottish National Party Conference, dates and location, TBC

- Plan: To host a private roundtable in partnership with a think tank and/or sectoral organisation, covering a policy area of relevance to the City Corporation. To explore partnership with TCUK, as was the case in 2020 and 2018.

18. Green Party Conference, dates and location, TBC

- Plan: To attend the conference and not organise any events.

19. Suggested format of events if the recommended option is not approved

- The proposed format is as above with either smaller dinners if attendance is in-person, the suggestion being approximately 20 guests, or no dinners at all, if attendance is virtual or dinners are considered inappropriate due to the public health situation and associated government guidelines.

Key Data

None

Corporate & Strategic Implications

Strategic implications

20. Engaging with political stakeholders, organising events associated with the party political conferences and working with the thinktanks and other third-party

organisations to produce events and associated policy reports provides an opportunity for the City Corporation to engage with key audiences on important global, national and local government issues and to demonstrate the Corporation's involvement in relevant debates. Sponsorship and political engagement would also help deliver outcomes 2 – 10 of the 2018-23 Corporate Plan.

Financial implications

21. The Corporate Affairs Team has an established budget for all party conference and engagement related activity. Any sponsorship of ad-hoc policy projects is currently funded via the Policy Initiatives Fund according to decisions of the Policy and Resources Committee.

Resource implications

None

Legal implications

None

Risk implications

None

Equalities implications

None

Climate implications

None

Security implications

None

Conclusion

22. Members are asked to agree that the City of London Corporation's attendance and events at the 2021 party conferences return to the pre-pandemic format and note the planned programme of engagement.

Appendices

None

Background Papers

None

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Committee(s)	Dated:
Policy & Resources Committee – For Decision Planning & Transportation Committee – For Decision	3 June 2021 29 June 2021
Subject: Protect Duty Consultation Response	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk & Chief Executive	For Decision
Report authors: Ian Hughes (Deputy Director), Transportation & Public Realm	

Summary

In the context of the high and continuing threat from terrorism in the UK towards publicly accessible crowded spaces, the Government are undertaking a public consultation towards a Protect Duty that would better define, guide & regulate the role of owners, operators and responsible bodies protecting crowded spaces from terrorist attack.

Alongside the broad objective of creating an improved culture of security awareness, the consultation is largely focused on considering how to ensure venues consider and manage the risk to their premises, and how those responsible for public spaces can better work together to address the threat of terrorist attack.

The City Corporation is well placed as a venue operator in its own right and as Highway Authority for most of the Square Mile to respond positively towards the consultation. Given the significant work done since 2017 to review & refine the way it approaches counter terrorism, the City will be able to provide examples of best practice covering structural governance, how to create a security-minded culture and the steps necessary to make physical security improvements to the public realm.

Using that experience as well as the City’s role as health & safety regulator, the City will also seek to raise concerns as to how such a Duty can remain proportionate in terms of resources, cost & risk management and how it would be enforced.

The consultation ends on 2 July, so to enable officers to finalise a response with an appropriate degree of Member oversight, it is recommended that Members delegate the City Corporation’s final response to the Comptroller & City Solicitor in consultation with your respective Chairmen & Deputy Chairmen.

Recommendation(s)

Members are recommended to:

- Note the consultation objectives and City Corporation responses outlined in this report;
- Delegate the detailed consultation response to the Comptroller & City Solicitor in consultation with the Chairmen & Deputy Chairmen of the Policy & Resources and Planning & Transportation Committees.

Main Report

Background

1. Recent years have seen an increase in terrorist attacks in publicly accessible locations across the UK and Europe, with the City of London itself being the target of terrorist planning & attack on more than one occasion.
2. In its 2019 manifesto, the Government committed itself to improving the safety and security of public venues in the context of counter terrorism, and in February this year, the Home Office launched a public consultation regarding a new 'Protect Duty' addressing roles & responsibilities for protective security & preparedness at publicly accessible locations across the UK.
3. This was against the background of recent inquests relating to terrorist attacks in London and Manchester, as well as calls for new legislation to make it a legal requirement for those responsible for such locations to consider the risk of a terrorist attack and to take appropriate steps to protect the public.
4. It is clearly appropriate for the City Corporation to respond to that consultation in its capacity as venue operator and highway authority, and for Members to have sight of, and approve, that response.
5. The closing date for this consultation is 2 July, but given the timelines for Committee and the need to approve the response from an officer perspective through the Senior Security Board, this report seeks to provide Members with a background understanding of the issues and the City Corporation's outline position. It then recommends the final response to the consultation be delegated to the Comptroller & City Solicitor in consultation with your Chairmen & Deputy Chairmen.
6. Otherwise, to note that the City Police provide both the City Corporation and the wider City community with professional support and advice via their Counter Terrorism Security Advisors (CTSAs). As such the City Police will be undertaking their own consultation response, with officers from both organisations liaising accordingly to ensure their respective responses are aligned.

Consultation Objectives

7. The consultation is intended to consider how the various responsible bodies can work together to develop proportionate measures to improve public security, and how such bodies are ready & prepared to take appropriate action were a terrorist attack to happen.
8. The Government appreciates that some organisations already implement security plans, training & awareness for staff and simple physical countermeasures. However, in the absence of existing legislation to clearly define some of these roles & responsibilities, the Government is concerned there is a lack certainty as to whether security considerations are being undertaken or addressed by all the appropriate bodies.
9. The consultation therefore seeks to consider what could be done to improve this position through 'reasonable and not overly burdensome security measures'. It is mindful of the impact legislative change can have, but the consultation stresses this should be balanced against the need to ensure that public safety & security is effectively considered.
10. As a result, the consultation seeks to consider four themes:
 - To whom (or where) should the legislation apply?
 - What should be the requirements?
 - How should compliance work?
 - How should government best support and work with partners?
11. The consultation also contains three specific proposals related to the potential introduction of a Protect Duty:
 - The Duty should apply to large organisations (employing 250 staff or more) that operate at publicly accessible locations
 - The Duty should apply to owners / operators of publicly accessible venues with a capacity of 100 persons or more
 - A Protect Duty should be used to improve security considerations and outcomes at public spaces

Consultation Response

12. The consultation is targeted at organisations, businesses, local authorities and public bodies who own or operate a publicly accessible location. In the context of the City Corporation, such locations include sporting, entertainment & meeting venues, high streets, schools & universities, medical centres, places of worship, government offices, transport hubs, parks, public squares and other open spaces.
13. Given its wide operational remit in the Square Mile and beyond, the City Corporation has a direct responsibility or partnership role in managing, regulating or licensing a considerable number of such locations, but for the purposes of the response to the consultation, it is intended to focus on two

areas, namely the City Corporation as venue owner / operator and the City Corporation as highway authority.

Security Culture

14. For large organisations, the consultation suggests organisational structures should be in place to enable the delivery of policy, planning & operational processes aligned with business needs and the legislative requirements. As part of this it specifically highlights the need for staff training & awareness, with the need for ongoing professional development for those in specialist security roles.
15. More broadly, the consultation also seeks to consider whether the Duty should include requirements for partnership working between responsible parties to ensure better public protection and organisational preparedness. It also seeks to identify ways to improve guidance and support to those who might be required to hold aspects of the new Duty.
16. The City is well placed to respond to this aspect of the consultation having learned lessons from past terrorist incidents in the Square Mile and beyond. In 2017, the City undertook a major review of its governance and culture around how it considered and sought to mitigate the risk from terrorist attack, and as a result, several new security focused cross-department multi-agency boards were introduced.
17. These boards are coordinated to deliver a collaborative approach across the organisation, embedding a better understanding of threat & risk management and enhancing our existing working partnerships with the City Police and other key stakeholders such as Transport for London.
18. Five such Boards now work together to deliver this approach (see Appendix 1), namely:
 - Senior Security Board to provide strategic governance & oversight
 - Public Realm Security Advisory Board to consider terrorist threat, risk and mitigation as it relates to public highway areas in the Square Mile
 - Security Advisory Board to undertake the same role for City-managed premises
 - HR Advisory Board to consider the City's obligations towards its staff in the context of security eg Action Counters Terrorism e-learning
 - Digital Security Board to consider cyber threats to the organisation
19. This integrated approach has delivered a security-aware culture across the organisation with a greater understanding and acceptance of responsibilities, requirements and priorities. Combining a joined-up approach with a robustness of process has delivered key improvements to the way the City addresses the risk of terrorism towards its staff, its venues and the public at large.
20. Part of that process has been to strengthen its partnership working with the City Police, Transport for London, key City commercial & cultural stakeholders

and the security services to draw in additional expertise at a strategic, tactical and operational level.

21. As a result, the Coroner for the Inquest into the London Bridge terrorist attack recognised the City's improved structure & governance, noting in particular the creation of the Public Realm Security Advisory Board with TfL and the City Police as key members.
22. However, in acknowledging the steps the City Corporation had taken, he was unsure as to what extent this had been mirrored across the country. This is addressed within the current consultation as there remains a concern that for those authorities not previously confronted by such issues, the appreciation and management of these risks is not well understood.

Venues

23. In terms of venues, the consultation suggests that counter terrorism responsibilities should adopt a similar approach to fire safety, namely that owners & operators have clear responsibilities for the control and ownership of their venues and can use appropriate systems & processes to mitigate risk. Similarly, the capacity of the venue could be used as an indicator of the level of legislative obligation, once again similar to existing fire safety legislation.
24. Given that most large venues already have such measures in place for anti-social behaviour reasons, the consultation envisages that for many organisations & venues, such requirements would simply require changes to existing systems & processes at nil or low cost.
25. There is however a degree of difference between measures necessary to address anti-social behaviour and those necessary to prevent harm from individuals motivated towards direct violence to others, and this is likely to be a significant consideration in understanding the additional measures necessary to proportionately address this risk.
26. Nevertheless, the City intends to support such proposals as a realistic and appropriate extension of the current legislative responsibilities for venue management, provided risk assessments & mitigation measures remain proportionate to the venue, its environment and the nature of the terrorist threat at the time.
27. The City intends to suggest that the recommendations could go further to consider the needs for coordination and agreement of security measures between duty-holders at events. The Fishmongers Hall inquest has highlighted how lack of communication and information sharing between a venue and event organisers can present vulnerabilities at venues.

Public Highway

28. The current terrorist threat can often appear random in nature given the increase in the number of attacks in public spaces that have no clear boundaries or well-defined entrance or exit points.

29. Such locations are often vulnerable to low sophistication methodologies such as knife attacks or the use of vehicles as weapons, and although difficult to combat, the Government wants to consider how it can do more to work with responsible parties to consider & achieve appropriate security measures in these types of public spaces.
30. The consultation points out that any publicly accessible location is a potential target, and seeks to consider:
 - How responsibilities for public spaces could be established
 - What would be reasonable & appropriate to expect of those responsible for public spaces to improve security
 - The potential role of legislation in addressing these issues.
31. As it stands, roles & responsibilities for counter terrorist protection in such spaces are unclear, particularly with regards to public highway. Highway Authorities have certain responsibilities to maintain these areas for road safety, slips, trips & falls etc, and must also be mindful of the need to consider crime, disorder and counter terrorism in the discharge of their statutory duties.
32. However, there is no clear and direct legal obligation for any one particular organisation to address the risk of terrorist attack, which implicitly acknowledges the difficulty in taking on such an obligation for areas that cannot be managed like a venue.
33. That is not to say Highway Authorities fail to address this issue, but as noted earlier in the context of the Inquest to the London Bridge attack, the extent to which these issues are understood & considered across the UK is highly variable. Equally an expectation to consider, assess and mitigate risk against every type of terrorist attack for every busy street and crowded space in the UK is unlikely to be realistic.
34. This issue is further complicated by the multi-agency jigsaw of local government. Any change to existing legislation would also need to clarify the obligations towards local authorities, highway authorities, private land / structure owners and two-tier authorities outside London.
35. Nevertheless, the City Corporation fully supports the ambition of raising awareness of the need to take into account counter terrorism measures when considering public realm design. The success of the Public Realm Board in delivering an innovative, joined up & holistic approach with the support of key stakeholders has been integral to the City's strategy. It has delivered a series of proportionate, buildable and affordable solutions that better protect the public without overwhelming the 'look & feel' of the City's public realm.
36. However, implicit behind the need for such a Board was the recognition of a gap in approach that had not been addressed through the use of other forums such as Community Safety Partnerships, Business Improvement Districts, Local Resilience Forums etc.
37. In taking this step to proactively consider the City's crowded spaces, the City Corporation also recognised the public's expectation that it needed to do all it reasonably could to keep the public safe, particularly in a part of the UK

uniquely at risk given its role in the UK economy. This will be a key piece of learning the City will be including in its response to the consultation.

Regulation & Enforcement

38. The consultation suggests compliance with the above requirements would be demonstrated by providing assurance that the various threat & risk impacts have been considered and appropriate mitigations taken forward. It foresees a light touch inspection & enforcement model with compliance assessed remotely and / or through an appropriate third-party agency.
39. It also suggests that a new offence would be created for non-compliance, with organisations fined for persistently failing to take reasonable steps to reduce the potential impact of attack.
40. However, the consultation lacks clarity on who will take responsibility for ensuring compliance with these requirements. It is our understanding that the City Police would not be sufficiently resourced to undertake this duty for all potential risk owners, particularly as they expect a significant increase in demand for their CTSA guidance as a result of the Protect Duty in any case.
41. If a wider enforcement agency is envisaged, the same resourcing concerns would apply and it would need sufficient technical competencies to determine enforcement outcomes, but based on experience of similar Health & Safety legislation by the City's Commercial Environmental Health team, the value of inspection typically demands a local context in order to make robust, defensible and proportionate decisions.
42. The consultation also fails to address how an offence under the Protect Duty might sit alongside a legal failure or criminal sanction in the event of a terrorist incident, and given that some organisations such as leisure venue chains can exist across diverse geographical locations, there needs to be clarity on how those organisations can receive consistent advice and inspection.

Strategic Implications

43. A key objective of the Protect Duty is to drive forward an improved culture of security, where owners / operators can undertake informed security considerations and implement reasonable & proportionate security measures to deliver broader improved security outcomes.
44. As noted earlier, the steps the City Corporation has taken in the last four years to address these issues in the Square Mile would suggest it is well placed to respond to any change to Government legislation in this area. This aligns to the City's Corporate Plan of ensuring the public are safe and feel safe, with the City being able to positively support the Home Office and other government agencies in terms of shaping the Protect Duty to ensure it's effective in meeting this objective.

45. Alongside sharing the positive outcomes, the City is also well placed to balance this with concerns regarding the ability of local government in particular to meet the financial implications of the Protect Duty should these be significant without additional central government support.

Financial & Resource implications

46. The consultation seems to suggest that most of these legislative obligations could be met at little or no cost. However it does accept that some security measures would require more significant mitigation requirements such as implementing appropriate access control or reducing the risk of 'vehicle as a weapon' attack.
47. As the City has found through its recent Cross-Cutting Programme to protect its key buildings and the on-going Public Realm Security Programme to protect on-street crowded spaces, significant funding is typically needed to plan, design and implement some of these measures.
48. The City identified funding to deliver these measures via a combination of its City Cash reserves, CIL and the on-street parking reserve, but identifying further funding from these sources would need to be considered in the context of the City's wider funding position and its resource allocation process.
49. On the wider front, such sources of funding may not be available to other organisations across the UK, and concerns regarding the additional financial burden of any new obligations have been raised with the Government during the consultation engagement so far. The consultation itself is silent on whether additional government funding would be made available for this purpose, but the City intends to raise this issue in its response.

Legal & Risk implications

50. The City Corporation would clearly seek to comply with whatever additional responsibilities might arise from the consultation and any subsequent legislative changes. Adapting existing fire risk management approaches towards security seems proportionate in terms of venues, but establishing a Protect Duty for all public highway throughout the UK when any location can potentially be subject to an attack is clearly more challenging and would represent a step change in governance of such spaces.
51. In that context, the City has already taken reasonably practicable and proportionate measures to deliver enhanced security protection to its priority crowded places under its existing governance, process and funding. However, not every street can be protected from every type of terrorist threat, which makes the identification and prioritisation of locations in conjunction with advice from the City Police crucial to managing & mitigating these risks.

Equalities & Climate Implications

52. None.

Proposal

53. In summary, it is proposed to respond to the consultation along the following lines based on the City's recent experience:
- The City is supportive of measures to create and enhance the security culture of organisations across the UK and is able to share examples of Best Practice to assist in that process.
 - The City is supportive of the proposals to include proportionate counter terrorism obligations for venue owners / operators above a certain size.
 - The City is supportive of Government seeking to clarify roles & responsibilities for protecting outdoor crowded spaces and is able to share examples of Best Practice of how to facilitate a coordinated and holistic approach to such a challenge.
 - The City will reiterate that the impact & outcome of the proposed Protect Duty should be proportionate, and that it should be mindful of the potential additional cost burden on those likely to take on additional responsibilities.
 - The City will also raise concerns regarding the need for clarity on the regulation & enforcement process based on its parallel experience of current Health & Safety legislation.

Conclusion

54. The City is well placed to respond to the Government's consultation on the Protect Duty. Given its position at the heart of London and the UK's economy, the City Corporation has had to address the threat of terrorist attack throughout much of its recent history, allowing it to place the current threat in the context of its continuing commitment to keep those who live, work and visit the City safe from harm.

Appendices

- Appendix 1 – City Corporation Security Governance

Report author:

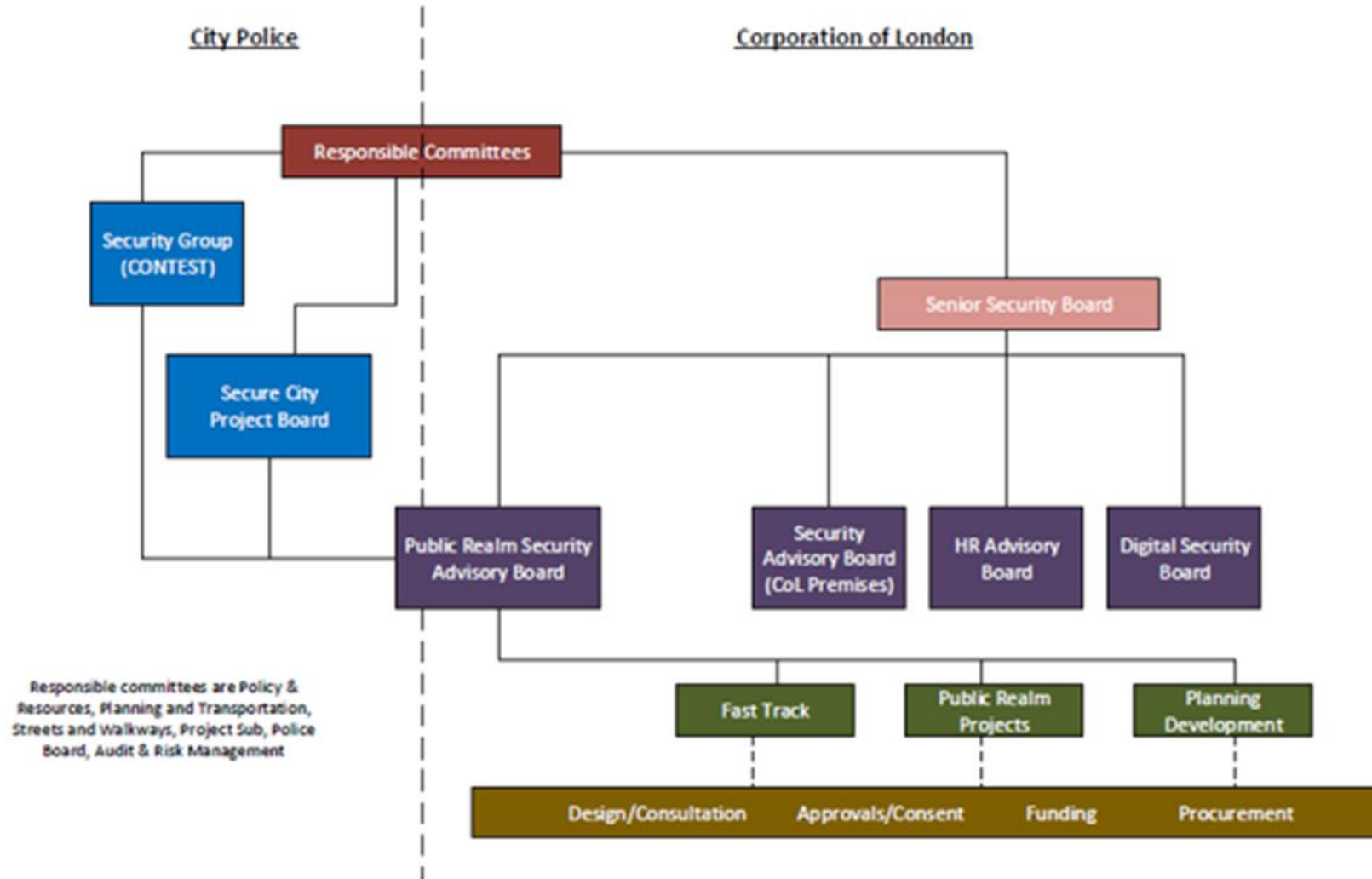
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Appendix 1 – City Corporation Security Governance



Committee(s): Policy & Resources Committee	Dated: 3 June 2021
Subject: Recovery Taskforce post-launch engagement and activity	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1-12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Damian Nussbaum, Director of Innovation & Growth Bob Roberts, Director of Communications	For Information
Report author: Sanjay Odedra, Head of Media (Financial Services)	

City's Corporate Plan

Contribute to a flourishing society

1. *People are safe and feel safe.*
2. *People enjoy good health and wellbeing.*
3. *People have equal opportunities to enrich their lives and reach their full potential.*
4. *Communities are cohesive and have the facilities they need.*

Support a thriving economy

5. *Businesses are trusted and socially and environmentally responsible.*
6. *We have the world's best legal and regulatory framework and access to global markets.*
7. *We are a global hub for innovation in finance and professional services, commerce and culture.*
8. *We have access to the skills and talent we need.*

Shape outstanding environments

9. *We are digitally and physically well-connected and responsive.*
10. *We inspire enterprise, excellence, creativity and collaboration.*
11. *We have clean air, land and water and a thriving and sustainable natural environment.*
12. *Our spaces are secure, resilient and well-maintained*

Summary

After the launch of the Recovery Task Force there was concern at some media reports focusing too much on residential development in the City.

Members were advised communications plans were in place, and that further engagement was underway with key stakeholders to ensure that the City retained its reputation as a thriving, internationally competitive business centre

Members asked for a report back on that work.

This report sets out some of that work and some of the feedback that has been received following the launch.

Recommendation(s)

Members are asked to note this report.

Main Report

Background

- The Recovery Taskforce (RTF) was established following approval by the Policy & Resources Committee and Planning & Transportation Committee in late November 2020.
- The governance arrangements were confirmed in the report: “Members will be engaged informally while the blueprint is being drafted. The final report will be brought to the Policy & Resources and Planning & Transportation Committee for approval.”
- The RTF reported draft recommendations to both the Policy & Resources and Planning & Transportation Committees in January 2021, before a summary of the final recommendations were approved in April 2021.
- Briefings were held with Chairs of other relevant Committees in January and March 2021 - Policing, Finance, Property Investment Board, Culture, Heritage & Libraries, Open Spaces, Community and Children’s Services.
- The final report – The Square Mile: Future City – was published on 27 April 2021. Almost 400 people joined the virtual launch event held in partnership with Bloomberg, while there 1,600-page views of the report on website on the first day alone and direct digital mail was sent to over 2,500 contacts.

Current Position

Action Following Launch

Following the initial launch, a wide range of activity has been undertaken across the Recovery Taskforce’s mission to ensure the Square Mile is the world’s most innovative, inclusive and sustainable business ecosystem as well as an attractive place to work, live, learn and visit.

- **Media engagement**
 - The following activity has been undertaken to reposition the RTF in the media:
 - 4 May – The Financial Times published a joint letter from Policy Chair and Planning and Transportation Chair on RTF and City offices.
 - 4 May – Lord Mayor column on RTF published in City AM.
 - 7 May – Planning and Transportation Chair column on RTF submitted to Property Week.
 - 8 May – Policy Chair interview on RTF with New London Architecture published.
 - 11 May – Policy Chair column published in City AM on future of the City and RTF.

- 12 May – Policy Chair column on RTF published in City Matters.
 - 17 May – On London publish an article correcting the record on the City Corporation’s position on offices and residential development.
- Related media activity has also sought to reinforce the RTF messaging and confidence in the City office market. This includes a news release issued on new CGI images of the future City skyline (6 May) and a news release issued on polling of global institutional investors looking at their perceptions of London (5 May).
- Since the RTF launch, a total of 63 articles have so far been published in domestic and international media covering the final report. The overwhelming majority of this coverage has been positive and supportive of the wide-ranging recommendations outlined.
- **Stakeholder engagement**
 - The Policy Chair and Planning & Transportation Chair wrote to the Director of the City Property Association, who in turn shared the letter with their members in an e-newsletter with a copy of the report.
 - All senior level engagement by the LM and CPR with City of London based institutions has included discussions on the RTF priorities.
 - The following key audiences have also been briefed:
 - 5 May – City No 1 Breakfast by CPR.
 - 7 May – Presentation on RTF to the Council of Heart of the City. CPR attended, IG presented. Council members include major City of London occupiers.
 - 14 May – Presentation and seminar for New London Architecture (NLA). CPR speaking and IG presenting. Audience of property companies, developers, investors and architects / engineers.
 - The Strategic Relationship Management team in IG is continuing its regular engagement with major City based firms and institutions.
 - As part of the effort to support a return of people to the City, IG and CPAT are engaging with the Top 200 firms (by employee numbers) in the Square Mile to be interviewed about their return plans. This RTF and its priorities have informed the discussions.
 - IG and DBE discussed the report at a meeting on 12 May with Land Securities Group.
 - Letters sent to trade associations that attend our regular roundtables to clarify our position.
- **Political engagement**
 - The Policy Chair and Planning and Transportation Chair have written to the Minister for London, City Minister and Shadow City Minister as well as London Councils and Central London Forward to highlight the report. The RTF messaging was also included in letters going to London politicians newly elected and re-elected following the 6th May elections.
 - IG has separately agreed to brief the MP for the Cities of London and Westminster on the RTF.

- CPR is due to speak at an Industry and Parliament Trust event in early June.
- **Feedback**
 - The report and our subsequent engagement have been positively received by stakeholders.
 - A senior figure from New London Architecture said “the general consensus is that the City is once again leading the way”, while a major British property developer welcomed the joint letter to the FT for “expressing confidence that I know is shared by many developers and occupiers.”
 - A leading cultural campaigner also said that he was “very impressed/inspired by the Future City report.”

Corporate & Strategic Implications

- The RTF supports the City Corporation’s vision of a ‘vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK’ and its aim to ‘contribute to a flourishing society, shape outstanding environments and support a thriving economy’. It supports the City of London Corporation to deliver key outcomes across the Corporate Plan for 2018-23.
- Engagement with key business, political and media stakeholders since the RTF launch has focused on reinforcing its key messages and correcting the narrative. This is important to maintain awareness of our recovery plans and ensure confidence in them.

Conclusion

Members are asked to note the activity and engagement outlined above.

Appendices

None

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Committee(s): Resource Allocation Sub Committee Policy and Resources Committee	Date(s): 26 May 2021 3 June 2021
Subject: Capital Funding Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	The schemes for which funding is now requested span across a range of corporate outcomes
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£2.93m
What is the source of Funding?	£371k OSPR, £1.691m City Fund Capital Reserves, £868k City's Cash Reserves.
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The Chamberlain	For Decision
Report author: Dianne Merrifield, Group Accountant	

Summary

This report follows on from previous papers on capital prioritisation and the 2020/21 and 2021/22 rounds of annual capital bids.

Members are reminded of the two-step funding mechanism via the annual capital process:

- Firstly, within available funding, 'in principle' approval to the highest priority bids is sought and appropriate provisions are set aside in the annual capital and revenue budgets and the MTFPs.
- Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, RASC are asked to confirm that these schemes remain a priority for which funding should be released at this time.

This stage 2 release of funding is the subject of this report.

The approved annual capital bids for 2020/21 total £85m of which £21.957m has been approved for draw down to date. A schedule of the current 2020/21 allocations is included in Appendix 1 for information. The second annual bid round for 2021/22 has granted in principle funding approval to bids with a total value of £83.5m of which £3.6m has been approved for draw down to date. A schedule of the current 2021/22 allocations is included in Appendix 2 for information.

Release of £2.93m to allow progression of seven schemes summarised in Table 1 (para 11) is now proposed. The funding for these schemes can be met from the provisions set aside from the reserves of City Fund and City's Cash: £371k from the On-Street Parking Reserve, £1.691k from City Fund capital reserves and £868k from City's Cash reserves.

Members will recall that financial disciplines currently in place include that central project funding may be withdrawn for schemes that slip by more than one year. Therefore, a report detailing any unallocated central funding provisions will be brought to committee for review before the summer recess.

Recommendations

Members are requested -

- (i) To review the schemes summarised in Table 1 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time.
- (ii) To agree the release of up to £2.93m for the schemes in Table 1 from the reserves of City Fund and City's Cash, subject to the required gateway approvals.
- (iii) To note that in order to maintain sound financial discipline a review of unallocated central project funding provisions will be brought to Members before the summer recess.

Main Report

Background

1. As part of the fundamental review, Members agreed the necessity for effective prioritisation of capital and SRP projects, with central funding allocated in a measured way. This has been achieved via the annual capital bid process which applies prioritisation criteria to ensure that corporate objectives are met and schemes are affordable.
2. The following criteria against which capital and supplementary revenue projects are assessed have been agreed as:
 - i. Must be an essential scheme (Health and Safety or Statutory Compliance, Fully/substantially reimbursable, Major Renewal of Income Generating Asset, Spend to Save with a payback period < 5 years.)
 - ii. Must address a risk on the Corporate Risk register; or the following items that would otherwise be escalated to the corporate risk register:
 - a. Replacement of critical end of life components for core services;
 - b. Schemes required to deliver high priority policies; and
 - c. Schemes with a high reputational impact.
 - iii. Must have a sound business case, clearly demonstrating the negative impact of the scheme not going ahead, i.e. penalty costs or loss of income, where these are material.

The above criteria were used as the basis for prioritising the annual capital bids.

3. The scope of schemes subject to this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or Bridge House Estates*. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes *are excluded*, as well as schemes wholly funded from external grants, and tenant/ developer contributions e.g. under S278 agreements and S106 deposits.

*Contributions from Bridge House Estates are limited to its share of corporate schemes such as works to the Guildhall Complex or corporate IT systems.

4. Members are reminded of the two-step funding mechanism via the annual capital process.
 - Firstly, 'in principle' approval to the highest priority bids within available funding is sought and appropriate provisions are set aside in the annual capital and revenue budgets and the MTFPs.
 - Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, RASC are asked to confirm that these schemes remain a priority for which funding should be released at this time.

Current Position

5. For the financial year 2020/21, Members approved £85m new capital bids across the three main funds. To date, £21.957m has been drawn down to allow 33 of the 2020/21 capital bid-funded schemes to be progressed. A schedule of the current 2020/21 allocations is included in Appendix 1 for information.
6. Members have also agreed 'in principle' funding of a further £83.5m across the three main funds for the 2021/22 new bids and to date drawdown of £3.6m has been approved in respect of 3 schemes. A schedule of the 2021/22 allocations is included in Appendix 2 for information.
7. In addition to sums set aside for new bids, there are also some remaining provisions for schemes previously agreed for progression outside of the fundamental review.

Proposals for Release of Funding

8. There are two schemes arising from the 2020/21 round of new bids and five schemes from the 2021/22 new bids that have (or are being) progressed through the gateways, for which release of £2.93m is now requested, as summarised in Table 1.

Table 1: Project Funding Requests		Next Gate-way	City Fund	City's Cash	Total
			£m	£m	£m
<u>In principle Funding via 2020/21 New Bids</u>					
(i)	Assessment Centre for Rough Sleepers	G 5	0.788		0.788
(ii)	High Support Hostel for Rough Sleepers - fit-out costs	G 5	0.355		0.355
<u>In principle Funding via 2021/22 New Bids</u>					
(iii)	Barbican Estate Fire Doors	G3/4	0.275		0.275
(iv)	BEMS* Upgrades to next gateway	G3/4	0.017	0.007	0.024
	Advance approval to support PSDS prog.	G3/4/5	0.256	0.171	0.427
(v)	CAS** Carbon Removals Year 1	G 5		0.465	0.465
	Open Spaces Future Phases	G3/4		0.225	0.225
(vi)	CAS** Cool Streets and Greening	G3/4	0.320		0.320
(vii)	CAS** Pedestrian Priority Programme	G3/4	0.051		0.051
Total Requested for Release of Funding			2.062	0.868	2.930
*	<i>BEMS: Building Energy Management System</i>				
**	<i>CAS: Climate Action Strategy</i>				

Further details of the individual schemes are provided in Appendix 3 attached.

9. In accordance with step two of the capital funding mechanism, Members will wish to confirm that these schemes remain a priority for funding to be released at this time particularly in the context of the current financial climate.
10. The funding for these schemes can be met from the existing provisions set aside from the relevant reserves of City Fund and City's Cash as set out in Table 1, which were agreed via the 2020/21 and 2021/22 annual capital bids.

Financial Discipline

11. Members will recall that financial disciplines currently in place allow for central project funding to be withdrawn for schemes that slip by more than one year unless an exceptional case is agreed by the Resource Allocation Sub Committee. Therefore, it is intended to undertake a review to identify any schemes which have not been progressed from the funding agreed as part of the fundamental review and 2020/21 annual capital bid round. This will ensure that funding is available to direct to the highest priority areas.

Conclusion

12. Requests for the release of £2.93m to allow seven schemes to progress are set out in Table 1 (see paragraph 9 and appendix 3).

13. The funding for these schemes can be met from the existing provisions set aside from the relevant reserves of City Fund and City's Cash as set out in Table 1, which were agreed via the 2020/21 and 2021/22 annual capital bids.
14. Funding for these schemes can be met from the provisions set aside from reserves: £371k from the On-Street Parking Reserve, £1.691m from City Fund capital reserves and £868k from City's Cash reserves.
15. Members will recall that financial disciplines currently in place include that central project funding may be withdrawn for schemes that slip by more than one year. Therefore, a report detailing any unallocated central funding provisions will be brought to committee for review before the summer recess.

Appendices

Appendix 1– 2020/21 Approved Bids

Appendix 2 - 2021/22 Approved Bids

Appendix 3 – Requests for Release of Funding – Scheme Details

Background Papers

- Annual Capital Prioritisation Report, 12 December 2019 (Non-Public).
- Prioritisation of Remaining 2020/21 Annual Capital Bids (Deferred from December 2019 Meeting), 23 January 2020 (Non-Public)
- Re-prioritisation of 2020/21 Approved Capital Bids, 18 September 2020 (Non-Public)
- Capital Funding – Prioritisation of 2021/22 Annual Capital Bids – Stage 2 Proposals, 10 December 2020 (Public)

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Group Accountant, Capital

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Approved Bids 2020/21							THIS REPORT	
Project Name	City Fund £'m	City's Cash £'m	BHE £'m	Total Funding Allocation £'m	Funding Allocation After Re- prioritisation	Release of	Release of	
						Funding Previously agreed	Funding now requested	
Critical End of Life Replacement								
Barbican Replacement of Art Gallery Chiller	0.300	-	-	0.300	0.300	0.018	-	
Car Park - London Wall Joints and Waterproofing	2.000	-	-	2.000	2.000	-	-	
Car Park - Hampstead Heath, East Heath Car Park Resurface	-	0.415	-	0.415	0.415	0.387	-	
Central Criminal Court - Replacement for Heating, Cooling and Electrics for the East Wing Mezzanine including the sheriff's apartments.	1.000	-	-	1.000	1.000	1.000	-	
Finsbury Circus Garden Re-instatement	2.558	-	-	2.558	2.558	-	-	
Guildhall - North and East Wing Steam Generator replacement – including Art Gallery	0.744	0.396	0.060	1.200	1.200	0.107	-	
Guildhall - West Wing - Space Cooling - Chiller Plant & Cooling Tower Replacement	1.860	0.990	0.150	3.000	3.000	0.174	-	
Guildhall event spaces - Audio & Visual replacement / upgrade	-	0.330	-	0.330	0.330	0.045	-	
Guildhall Yard - Refurbishment/ Replacement of Paviments	-	3.000	-	3.000	3.000	-	-	
I.T - Computer Equipment rooms (CER) Uninterrupted Power Supplies (UPS)Upgrades and Replacements	0.090	0.100	0.010	0.200	0.200	0.200	-	
I.T - Essential Computer (Servers) operating system refresh programme	0.068	0.075	0.008	0.151	0.095	0.095	-	
I.T - Personal device replacement (Laptops, Desktops and tablet/mobile device)	1.013	1.125	0.112	2.250	2.250	2.250	-	
I.T - Rationalisation of Financials, HR & Payroll Systems	2.654	2.949	0.295	5.898	6.768	0.554	-	
I.T - Telephony replacement	0.873	0.343	0.034	1.250	0.500	-	-	
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.397	-	-	1.397	1.397	0.145	-	
Oracle Property Management System Replacement	0.713	0.380	0.058	1.151	1.151	0.620	-	
Structural - Lindsey Street Bridge Strengthening	5.000	-	-	5.000	5.000	0.030	-	
Structural - Dominant House Footbridge	1.025	-	-	1.025	1.025	-	-	
Structural - West Ham Park Playground Refurbishment	-	1.279	-	1.279	1.279	0.863	-	
Fully or substantially reimbursable								
Barbican Turret John Wesley High Walk	0.043	-	-	0.043	0.043	0.043	-	
Chingford Golf Course Development Project	-	0.075	-	0.075	0.075	-	-	
High Profile Policy Initiative								
Bank Junction Transformation (All Change at Bank)	4.000	-	-	4.000	4.000	4.000	-	
Culture Mile Implementation Phase 1 incl CM experiments and Culture Mile Spine	0.580	-	-	0.580	0.580	0.580	-	
I.T - Smarter working for Members and Officers	0.113	0.125	0.013	0.251	0.185	0.185	-	
Rough Sleeping - assessment hub	1.000	-	-	1.000	1.000	-	0.788	
Rough Sleeping High Support Hostel - Option 3	0.500	-	-	0.500	0.500	-	0.355	
Secure City Programme	15.852	-	-	15.852	15.852	4.116	-	
Statutory Compliance/Health and Safety								
Barbican Exhibition Halls	5.000	-	-	5.000	1.549	1.548	-	
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.827	-	-	13.827	13.827	1.517	-	
Covid19 Phase 3 Transportation Response*	-	-	-	-	0.568	0.568	-	
City of London Primary Academy Islington (COLPAI) temporary site	-	0.300	-	0.300	0.583	0.583	-	
Golden Lane Lighting and Accessibility	0.500	-	-	0.500	0.500	0.500	-	
Guildhall - Great Hall - Internal Stonework Overhaul	-	2.000	-	2.000	2.000	0.025	-	
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.930	0.495	0.075	1.500	1.500	0.118	-	
I.T - Critical Security Works agreed by the DSSC	0.112	0.125	0.013	0.250	0.250	0.250	-	
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.090	0.100	0.010	0.200	0.200	-	-	
Confined and Dangerous Spaces - Barbican Centre	2.000	-	-	2.000	2.000	0.098	-	
Confined and Dangerous Spaces - GSMD	-	0.400	-	0.400	0.400	0.019	-	
Fire Safety - Car Park London Wall - Ventilation, electrics, lighting and fire alarm works	1.370	-	-	1.370	1.370	0.250	-	
Fire Safety - Works in car parks	1.032	-	-	1.032	1.032	0.699	-	
Fire Safety - Frobisher Crescent, Barbican Estate (compartmentation)	0.550	-	-	0.550	0.550	0.800	-	
Fire Safety - Smithfield sprinkler head replacement and fire door replacement.	-	0.150	-	0.150	0.150	0.020	-	
Queen's Park Public Toilet Rebuild	-	0.380	-	0.380	-	-	-	
Spitalfields Flats Fire Door Safety	0.146	-	-	0.146	0.146	-	-	
Spend to save with a payback < 5 years								
Energy programme of lighting and M&E upgrade works (Phase 1)	0.440	0.489	0.049	0.978	0.978	0.050	-	
I.T - GDPR Compliance Project Unstructured data	0.112	0.125	0.013	0.250	-	-	-	
Wanstead Flats Artificial Grass Pitches (spend to save > 5 years)	-	-	-	-	1.700	-	-	
The Monument Visitor Centre	-	2.500	-	2.500	-	-	-	
Total Approved Funding Bids	69.492	18.646	0.900	89.038	85.006	21.957	1.143	

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Approved Bids 2021/22							THIS REPORT
Project Name	City Fund £'m	City's		Total Funding Allocation £'m	Release of Funding Previously agreed	Release of Funding now requested	
		Cash £'m	BHE £'m				
Critical End of Life Replacement							
OSD - Tower Hill Play Area Replacement Project	0.120			0.120			
SVY - BEMS Upgrade Project-CPG Estate – Phase 1	0.507	0.375	0.022	0.904		0.451	
SVY - Smithfield Condenser Pipework Replacement		0.564		0.564			
CHB - IT SD WAN /MPLS replacement	0.320	0.145	0.035	0.500			
CHB - IT LAN Support to Replace Freedom Contract	0.096	0.043	0.011	0.150			
CHB - Libraries IT Refresh	0.220			0.220			
BBC - Barbican Centre - Catering Block Extraction	0.400			0.400			
High Profile Policy Initiative							
DBE - Secure City Programme Year 2	4.739			4.739	1.400		
SVY - Guildhall Complex Masterplan - initial feasibility and design work		0.350		0.350			
Statutory Compliance/Health and Safety							
DCCS - Fire Doors Barbican Estate	20.000			20.000		0.275	
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.565		2.565	2.136		
SVY - Denton Pier and Pontoon Overhaul Works	1.000			1.000			
OSD - Hampstead Heath Swimming Facilities - Safety, Access and Security Improvements		0.755		0.755	0.064		
DBE - Public Realm Security Programme	1.238			1.238			
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.900			0.900			
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.683			0.683			
MAN - Central Criminal Court Cell Area Ducting and Extract System Balancing	1.000			1.000			
SVY - Riverbank House, Swan Lane - repairs to toreshore river defence	0.500			0.500			
CHB - Public Services Network replacement	0.064	0.029	0.007	0.100			
GSMD - Guildhall School - Silk Street Ventilation Heating and Cooling		2.000		2.000			
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600			
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.700		0.700			
CHB - IT Security	0.192	0.087	0.021	0.300			
Spend to save with a payback < 5 years							
SVY - Energy Reduction Programme – Phase 2	0.194	0.181		0.375			
Sub-Total - Bids Fulfilling the Funding Criteria excluding	32.173	8.394	0.096	40.663	3.600	0.726	
Climate Action :							
DBE - Public Realm (Pedestrian Priority)	6.050			6.050		0.051	
OSD - Climate Action Strategy		2.120		2.120		0.690	
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.800			6.800		0.320	
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.340			4.340			
SVY - Energy Efficiency / Net Zero Carbon - Investment Estate - Strategic Estate City Fund	0.000			-			
SVY - Climate Resilience Measures	4.000	0.000		4.000			
SVY - Climate Action Strategy Projects CPG Operational Properties	11.723	7.138	0.649	19.510			
Sub-Total - Climate Action	32.913	9.258	0.649	42.820	0.000	1.061	
Total Bids Fulfilling the Funding Criteria	65.086	17.652	0.745	83.483	3.600	1.787	

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Requests for Release of Funding – Scheme Details

The following provides details of the schemes for which approval to release central funding is now sought, as summarised in Table 1 of the main report.

- (i) Assessment Centre for Rough Sleepers – release of £788k to deliver the scheme
 - This project is to establish a rapid assessment centre to provide referral, emergency accommodation and access to specialist help to support rough sleepers in the City.
 - The 'in principal' funding from central City Fund resources was agreed as part of the 2020/21 capital bids to support the high profile Strategic Rough Sleeping Growth Programme.
 - The request is for the release of up to £788k (including risk) of which £86k is required to reach the next gateway, the remainder being subject to the approval of the Gateway 5 authority to start work report (delegated to Chief Officer).

- (ii) High Support Hostel for Rough Sleepers – release of up to £355k to meet fit-out costs
 - This project is related to the establishment of a High Support Hostel located in the LB of Southwark for those rough sleepers who have complex needs.
 - The 'in principal' funding from central City Fund resources was agreed as part of the 2020/21 capital bids to support the high profile Strategic Rough Sleeping Growth Programme. The provision of a bespoke facility offers a more sustainable source of longer term and is some 50% cheaper than the current solution in Carter Lane.
 - The request is for the release of up to £355k of funding for the fit-out of the premises by the service provider, of which £5k relates to costs of assessing and monitoring the works, the remainder being subject to the Gateway 5 approval by Chief Officer.

- (iii) Barbican Estate Fire Doors - £275k now requested to reach the next Gateway
 - This is a programme of works to replace all fire-rated doors (including any associated panel surrounds, fanlight windows, refuse cupboards and intake cupboards) within the residential blocks of the Barbican Estate to ensure they meet the requirements of the current building regulations in relation to fire safety.
 - The request is for the release of £275k of central funding for consultant fees and staff costs to develop the scheme to Gateway 3/4.
 - The 'in principle' funding for this scheme from City Fund central resources was agreed as part of the 2021/22 annual capital bids on health and safety grounds.
 - It should be noted that ordinarily long lessees make significant contributions towards the cost of works to the estate. However, in this instance these are works of improvement, and therefore under the terms of the leases, recovery of costs from Barbican Estate leaseholders is not possible.

- (iv) Building Energy Management System (BEMS) Upgrade Phase 1 - release of up to £451k requested
- This project is to upgrade the obsolete Building Energy Management Systems at the London Metropolitan Archives, Guildhall Yard East and Walbrook Wharf which will also contribute towards energy savings targets.
 - This request for release of funding is two-fold:
 - release of up to £24k to develop options for consideration at the next gateway
 - advance approval to the release of up to £427k to allow the Guildhall Yard East works to be fast-tracked as they are a dependency for the progression of the PSDS project which has a very challenging delivery timetable.
 - 'In principal' funding from a mixture of City Fund and City's Cash central resources was agreed as part of the 2021/22 annual capital bid round due to the essential nature of these end of life assets.
- (v) Climate Action Strategy: Carbon Removals Project – release of up to £690k to deliver Phase 1 works and to undertake feasibility studies for future phases
- This project will deliver a range of land management activities across the Open Spaces to increase carbon sequestration, ecosystem services and biodiversity to include arable reversion, tree planting, woodland and tree management and other activities.
 - This request for release of funding is two-fold:
 - up to £465k (including risk) to deliver Year 1 works on previously identified sites (quick wins), with full release subject to the approval of the Gateway 5 report under delegation to Chief Officer,
 - up to £225k to undertake feasibility studies to identify further opportunities for carbon sequestration to be delivered through later phases of the project.
 - 'In principle' funding from central City's Cash resources was agreed as part of the 2021/22 Climate Action capital bids.
- (vi) Climate Action Strategy: Cool Streets and Greening – £320k now requested to reach the next Gateway
- This is a programme of works to develop climate resilient streets and open spaces in the square mile.
 - The request is for the release of £320k to progress the year 1 plan for implementing climate resilience measures on between 4 and 7 pilot sites
 - 'In principle' funding from central City Fund resources (On-Street Parking Reserve) was agreed as part of the 2021/22 Climate Action capital bids.
- (vii) Climate Action Strategy: Pedestrian Priority Programme – £51k to reach the next gateway
- This is a three-year programme to implement pedestrian priority and pavement widening schemes across the square mile to enhance the comfort and safety of people walking. The Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050.
 - The request is for the release of up to 51k towards the cost of surveys etc required to develop year 1 street designs for consideration at the next gateway.

- 'In principal' funding from City Fund central resources (On Street Parking Reserve) was agreed as part of the 2021/22 Climate Action Capital Bids.

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Committee: Policy and Resources	Date: 03 June 2021
Subject: Policy and Resources Contingency/Discretionary Funds	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Corporate Plan outcomes 1-12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	As indicated
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Information
Report author: 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 2021/22 and future years with details of expenditure in 2021/22. The balances remaining for these Funds for 2021/22 and beyond are shown in the Table below.

Fund	2021/22 Balance Remaining after Approved Bids £	2022/23 Balance Remaining after Approved Bids £	2023/24 Balance Remaining after Approved Bids £
Policy Initiative Fund	420,807	687,000	717,000
Policy and Resources Contingency	282,719	300,000	300,000
Policy & Resources Project Reserve	343,000	0	0
COVID19 Contingency	1,176,546	0	0

Recommendations

Members are asked to:

- Note the report and contents of the schedules.

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. The initial amount transferred to this reserve totalled £450,000 from the Project Sub Committee, this 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.

Current Position

9. 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.
10. The balances that are currently available in the Policy Initiatives Fund, Committee Contingency Fund, Committee's Project Reserve and COVID Contingency for 2021/22 are shown in the Table below.

Fund	2021/22 Opening Balance £	2021/22 Approved Bids £	2021/22 Balance Remaining after 2021/22 Approved Bids £	2021/22 Pending Bids £	2021/22 Balance Remaining after 2021/22 Pending Bids £
Policy Initiative Fund	2,004,555	(1,583,748)	420,807	0	420,807
Policy and Resources Contingency	684,214	(401,495)	282,719	0	282,719
Policy and Resources Project Reserve	353,578	10,578	343,000	0	343,000
COVID19 Contingency	1,579,546	(403,000)	1,176,546	0	1,176,546

11. 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.

	2021/22	2022/23	2023/24
Balance remaining of Multiyear PIF allocation	£0	£87,000	£117,000

Corporate & Strategic Implications

12. 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.
13. 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 2021/22 and Future Years
- Appendix 2 – P&R Contingency 2021/22 and Future Years
- Appendix 3 – P&R Project Reserve 2021/22
- Appendix 4 – COVID19 Contingency 2021/22

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Policy and Resources Committee - Policy Initiative Fund 2021/22 to 2023/24

Budget	2021/22	2022/23	2023/24
Initial budget	£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2020/21	£ 527,082	£ -	£ -
Unspent balances deferred from 2020/21	£ 447,113	£ -	£ -
Unspent balances in 2020/21 returned to Fund	£ 30,360	£ -	£ -
Transferring Budget to Covid Contingency - (Agreed by P&R Cttee: 06 May 21)	-£ 200,000	£ -	£ -
Revised Budget	£ 2,004,555	£ 1,200,000	£ 1,200,000

Date	Name	2021/22 Bid	2021/22 Actual	2022/23 Bid	2023/24 Bid
07/07/16	London Councils Summit	£ 16,000	£ 15,563		
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation (CSFI)	£ 6,635	£ -		
22/02/18	Sponsorship of Wincott Awards	£ 4,000	£ -		
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)	£ 76,339	£ -		
05/07/18	Events Partnership with The Strand Group, King's College London	£ 35,787	£ -		
21/02/19	London and Partners: domestic promotion of London	£ 75,000	£ -		
17/10/19	City Week 2020 Event Sponsorship	£ 25,000	£ -		
20/02/20	Future.Now - Application for Funding	£ 17,000	£ -		
20/02/20	Tokyo 2020 Games	£ 40,000	£ 3,934		
19/03/20	London Messaging Research	£ 40,000	£ -		
16/04/20	Sponsorship of London 2050 Project	£ 1,500	£ -		
16/04/20	Sheltered Employment Programme - Corporate Catering at the Guildhall Offices	£ 180,000	£ -		
11/06/20	British Foreign Policy Group	£ 35,000	£ -		
24/09/20	Commitment to UN Sustainable Development Goals	£ 20,000	£ 550	£ 10,000	
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: Renewal of Strategic Partnership	£ 20,000	£ 10,000	£ 20,000	
Urgency	AiIB Membership	£ 184,000	£ -	£ 183,000	£ 183,000
08/04/21	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000	£ 50,000	£ 50,000
08/04/21	COVID Recovery Campaign	£ 300,000			
Urgency	London Tourism Recovery Marketing	£ 50,000			
06/05/21	Options to Promote Supplier Diversity	£ 30,000			
	Total Allocations	£ 1,583,748	£ 80,047	£ 513,000	£ 483,000
	Balance Remaining	£ 420,807		£ 687,000	£ 717,000

Bids for Committee's Approval: 03 June 2021

Total Balance if pending bids are approved

£ 420,807	£ 687,000	£ 717,000
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Multi Year PIF Bids		2021/22 Bid	2022/23 Bid	2023/24 Bid
Multi Year PIF Allocation		£ 610,635	£ 600,000	£ 600,000
16/11/17	Proposed Grant to retain the Centre for the Study of Financial Innovation	£ 6,635		
16/04/20	Sheltered Employment Programme - Corporate Catering at Guildhall Offices	£ 90,000		
24/09/20	Commitment to UN Sustainable Development Goals	£ 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 - Renew of Partnership	£ 20,000	£ 20,000	
Urgency	AiIB Membership	£ 184,000	£ 183,000	£ 183,000
08/04/21	Standing International Forum of Commercial Courts	£ 50,000	£ 50,000	£ 50,000
	Total Multi Year Allocations	£ 610,635	£ 513,000	£ 483,000
	Multi Year PIF Allocation Balance	£ -	£ 87,000	£ 117,000

Bids for Committee's Approval: 03 June 2021

Total Balance if pending bids are approved

£ -	£ 87,000	£ 117,000
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Policy and Resources Committee - Contingency 2021/22 to 2023/24

Budget	2021/22		2022/23	2023/24
Initial Budget	£ 300,000		£ 300,000	£ 300,000
Uncommitted balance brought forward from 2020/21	£ 719		£ -	£ -
Unspent balances deferred from 2020/21	£ 383,495		£ -	£ -
Unspent balances in 2020/21 returned to Fund	£ -		£ -	£ -
Revised Budget	£ 684,214		£ 300,000	£ 300,000

Date	Name	2021/22 Bid	2021/22 Actual	2022/23 Bid	2023/24 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 19,850	£ -	£ -	£ -
17/11/16	Police Arboretum Memorial Fundraising Dinner	£ 30,000	£ -	£ -	£ -
20/02/20	Common Council Elections in March 2021 - funding a high-profile advertising campaign	£ 126,645	£ -	£ -	£ -
19/11/20	Census 2021	£ 18,000	£ -	£ -	£ -
10/12/20	Electoral Registration Campaign Manager	£ 150,000	£ 25,291.01	£ -	£ -
Urgency	Smithfield Negotiations - Mediation Fees	£ 57,000	£ -	£ -	£ -
	Total Allocations	£ 401,495	£ 25,291.01	£ -	£ -
	Balance Remaining	£ 282,719		£ 300,000	£ 300,000

Bids for Committee's Approval: **03 June 2021**

-		-	-	-
-		-	-	-
Total Balance if pending bids are approved		£ 282,719		£ 300,000 £ 300,000

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Policy and Resources Committee Project Reserve: 2021/22

Budget	2021/22
Initial Budget	£ 450,000
Less: 2019/20 spend	-£ 30,000
Less: 2020/21 spend	-£ 66,422
Revised Budget	£ 353,578

Date	Name	2021/22 Bid	2021/22 Actual
30/07/20	Project Management Academy	£ 10,578	£ -
	Total Allocations	£ 10,578	£ -
	Balance Remaining	£ 343,000	

Bids for Committee's Approval: **03 June 2021**

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Total Balance if pending bids are approved

£ 343,000

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Policy & Resources Committee - COVID Contingency 2020/21 - 2021/22

Budget	2020/21	2021/22
Initial Budget	£ 1,500,000	
Funding moved from Brexit funding - City Fund	£ 239,270	
Funding moved from Brexit Funding - City's Cash	£ 413,276	
Uncommitted funding carried forward from 2020/21 - City Fund		£ 85,000
Uncommitted funding carried forward from 2020/21 - City's Cash		£ 394,546
Additional allocation ringfenced for GSMD subject to CCC approval		£ 600,000
Funding transferred from PIF & Finance Contingency		£ 500,000
Revised Budget	£ 2,152,546	£ 1,579,546

Date	Name	2020/21 Bids	2021/22 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	£ 32,000	£ 12,000
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	£ 9,000	
22/01/21	Letter drops to City residents	£ 24,000	
10/02/21	Public Health Communications Officer extended		£ 40,000
18/03/21	Dedicated City Corporation News Hub on City AM		£ 45,000
11/03/21	Recovery Promotional Campaign		£ 250,000
19/03/21	Covering the cost of Hands-Face-Space COVID19 Campaign Materials	£ 13,000	
26/03/21	Contributions towards Pan London Mortality Wace 1 Costs	£ 16,000	
31/03/21	Mental Health & Well Being support to Academies	£ 320,000	
31/03/21	Laptops required for new starters and replacing broken devices	£ 195,000	
13/04/21	Temporary Communication sLead		£ 40,000
13/04/21	Letter drops to Residents: May & June		£ 16,000
	Total Allocations	£ 1,673,000	£ 403,000
	Non ringfenced balance (City's Cash)		£ 576,546
	Non ringfenced balance (City Fund)		£ -
	GSMD ringfenced balance (City's Cash)		£ 600,000
	Total Balance Remaining		£ 1,176,546

Bids pending Town Clerks Approval: **03 June 2021**

Total Balance if pending bids are approved

£ 1,176,546

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Committee: Policy & Resources Committee – for information	Date: 03 June 2021
Subject: Decisions taken under delegated authority or urgency powers	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	See Background Reports
Does this proposal require extra revenue and/or capital spending?	See Background Reports
If so, how much?	See Background Reports
What is the source of Funding?	See Background Reports
Has this Funding Source been agreed with the Chamberlain’s Department?	See Background Reports
Report of: Town Clerk	For Information
Report author: Chris Rumbles, Town Clerk’s Department	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) since the last meeting.

Recommendation

That Members note the actions taken since the last meeting of the Committee.

Main Report

1. Since the last meeting of the Committee, approval has been given under urgency procedures or delegated authority arrangements, pursuant to Standing Order No. 41, as follows: -

Urgent Decision: Covid-19 Business Recovery Fund – Extension to closing date for applications to 30 June 2021.

2. At its meeting on 11 March 2021, Policy and Resources Committee approved outline criteria for a new City of London Corporation COVID-19 Business Recovery Fund grant scheme. A detailed scheme criteria was subsequently developed, with Policy and Resources Committee approving a final scheme criteria at its meeting on 8 April 2021.
3. The guiding principles being that the scheme should seek to support those businesses which contribute to the City’s vibrancy at street level and directly provide services to returning City Workers and residents, with the scheme seeking to support those businesses that can evidence, through the grant

application process, a likelihood with support that they have a reasonable chance to survive beyond the short term.

4. Approval of the scheme included a formal launch on 12th April 2021 with applications closing on 11 June 2021. Subsequently, a proposal came forward that consideration be given to extending the scheme deadline and applications closing date to 30 June 2021 in an effort to support any businesses that are not planning on reopening until 21st June 2021 and thereby affording them an opportunity to apply to the scheme.
5. The intention being to include information on an extension of the scheme within the next edition of the Ward Newsletters, due to be distributed mid-June. This would then provide an additional opportunity to promote further and encourage businesses to apply and also ensure the City Corporation is able to maximise the support it can offer to businesses through the scheme.
6. An urgent decision was required to allow information regarding a scheme extension to be included in the Ward Newsletters which are scheduled to be circulated mid-June and to meet the deadline for inclusion within this publication.
7. An urgent decision was sought and obtained to extend the Covid-19 Business Recovery Grant scheme deadline for applications until 30 June 2021, with a change to the qualifying date from 20 March 2020 to 5 November 2020.

Delegated Decision: Crossrail Art Project

8. On 22 March 2019, Projects Sub-committee agreed the inclusion of the Liverpool Street Artworks into the Crossrail Reinstatement Works Programme, subject to the release of funding for those artworks being agreed by the Town Clerk, in consultation with the Chair and Deputy Chairman of Policy and Resources committee. This arrangement reflected the fact that all matters relating to the Crossrail Art Programme and the City of London Corporation's funding had been dealt with solely by the policy and Resources Committee since the organisation's commitment to the Art Programme was agreed in 2016.
9. On 6 June 2019, it was further agreed (by Policy and Resources Committee) that the City of London Corporation, as principal funder of the Art Programme, would enter into agreements with the two artists for the Liverpool Street Station Artworks, noting that funding would be transferred to the City Corporation by Crossrail in order to fund these two fixed price contracts.

10. Funding for release of the first of these (the Moorgate Artwork) was received in November 2019 and the artwork remains in storage until the installation space is clear (expected mid-2022)
11. The City Corporation has now completed its agreements in relation to the delivery of the Broadgate Artwork and funding has been transferred to the City Corporation in order to deliver the artworks. The first stage payments to the artist are now due with approval required for the release of funds to make this payment.
12. Delegated approval was sought and granted to:
- The release of up to £1,488,781 funding for the fabrication and installation of the Crossrail Art Programme's Broadgate Artwork, in accordance with the legal agreements entered into by the City of London Corporation following the Policy and Resources decision of 6 June 2019 to enter into those agreements;
 - Note that, in accordance with the 6 June 2019 Policy and Resources decision, the City has entered into its agreements in respect of fabrication and installation of the Liverpool Street Artworks;
 - Noted that the Moorgate Artwork has been successfully fabricated and is expected to be installed by mid-2022; and
 - Note that, in accordance with the commitments which the City of London Corporation has given in relation to the close down of the Crossrail Art Foundation, the remaining core funding within the Charity's Bank account will shortly be transferred to the City of London Corporation to meet these costs with the balance to be applied to maintenance of the two artworks we have agreed to care for
13. In accordance with Standing Order 41 (a) and 41 (b), Members are asked to note the recent decisions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman.
14. Copies of background papers concerning this decision are available from Chris Rumbles on request.

Contact:

Chris Rumbles

Tel 020 7332 1405

Christopher.rumbles@cityoflondon.gov.uk

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