



Policy and Resources Committee

Date: THURSDAY, 17 MARCH 2022
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Catherine McGuinness (Chair)	The Rt Hon. The Lord Mayor Vincent Thomas Keaveny (Ex-Officio)
Christopher Hayward (Deputy Chairman)	Alderman Ian Luder
Deputy Keith Bottomley (Vice-Chairman)	Alderman & Sheriff Nicholas Lyons
Deputy Tom Sleigh (Vice-Chair)	Jeremy Mayhew
Rehana Ameer	Andrew McMurtrie
Nicholas Bensted-Smith (Ex-Officio)	Wendy Mead
Tijs Broeke	Deputy Andrien Meyers
Mary Durcan	Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Anne Fairweather	Deputy Alastair Moss (Ex-Officio)
Marianne Fredericks	Ruby Sayed (Ex-Officio)
Tracey Graham (Ex-Officio)	Alderman Baroness Scotland (Ex-Officio)
Alderman Timothy Hailes	Sir Michael Snyder
Caroline Haines	Deputy James Thomson (Ex-Officio)
Deputy Wendy Hyde (Ex-Officio)	Mark Wheatley
Deputy Jamie Ingham Clark	Deputy Philip Woodhouse
Shravan Joshi	Alderman Sir David Wootton
Deputy Edward Lord	

Enquiries: Polly Dunn
polly.dunn@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/fHh4JcSltkU>

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

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AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting held on 17 February 2022 (Pages 7 - 20)
- b) To note the draft public minutes of the Resource Allocation Sub-Committee meeting held on 3 February 2022 (Pages 21 - 24)
- c) To note the draft public minutes of the Projects Sub-Committee meeting held on 17 February 2022 (Pages 25 - 40)

4. **SUB-COMMITTEE TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 41 - 72)

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

Report of the Chamberlain.

For Decision
(Pages 73 - 74)

6. **BARBICAN PODIUM WORKS - GOVERNANCE ARRANGEMENTS**

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

For Decision
(Pages 75 - 84)

7. **CAPITAL FUNDING UPDATE - REQUEST FOR DELEGATED AUTHORITY**

Report of the Chamberlain.

For Decision
(Pages 85 - 86)

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
10. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

11. **NON-PUBLIC MINUTES**
To consider non-public minutes of meetings as follows:-
 - a) To agree the non-public minutes of the Policy and Resources Committee meeting held on 17 February 2022 (Pages 87 - 92)
 - b) To note the draft non-public minutes of the Projects Sub-Committee meeting held on 17 February 2022 (Pages 93 - 100)
 - c) To note the draft non-public minutes of the Resources Allocation Sub-Committee meeting held on 3 February 2022 (Pages 101 - 104)
12. **CITY HOSPITALITY COST GUIDELINES 2022/23**
Report of the Remembrancer.

For Decision
(Pages 105 - 110)
13. **GUILDHALL CHARGING REVIEW**
Joint report of the Remembrancer and Chamberlain.

For Decision
(Pages 111 - 122)
14. **CHIEF INVESTMENT STRATEGY OFFICER**
Report of the Chamberlain.

For Information
(Pages 123 - 128)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

Part 3 - Confidential Agenda – circulated separately

17. **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the Policy and Resources Committee meeting held on 17 February 2022.

For Decision

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POLICY AND RESOURCES COMMITTEE

Thursday, 17 February 2022

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 17 February 2022 at 1.45 pm and available to view at <https://www.youtube.com/watch?v=OSsM1d5HBWo>

Present

Members:

Deputy Catherine McGuinness (Chair)
Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley (Vice-Chairman)
Deputy Tom Sleigh (Vice-Chair)
Rehana Ameer
Nicholas Bensted-Smith (Ex-Officio Member)
Mary Durcan
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 Ian Luder
Alderman & Sheriff Nicholas Lyons
Jeremy Mayhew
Andrew McMurtrie
Deputy Andrien Meyers
Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Deputy James Thomson (Ex-Officio Member)
Deputy Philip Woodhouse
Alderman Sir David Wootton

In attendance

Oliver Sells
Randall Anderson

Officers:

John Barradell	- Town Clerk and Chief Executive
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Paul Wilkinson	- City Surveyor
Caroline Al-Beyerty	- The Chamberlain
Damian Nussbaum	- Director of Innovation & Growth
Bob Roberts	- Director of Communications
Gregory Moore	- Assistant Town Clerk and Director of Governance and Member Services

Polly Dunn
Nick Bodger
Ian Hughes
Kate Limna

- Town Clerk's Department
- Innovation & Growth Department
- Department of the Built Environment
- Chamberlain's Department

1. **APOLOGIES**

Apologies were received from The Rt Hon. The Lord Mayor, Alderman Vincent Keaveny, Wendy Mead and Mark Wheatley.

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

The Chair declared an interest in item 9 as a Member on the Board of London & Partners. Members noted that the Deputy Chairman would Chair this item.

A Member raised a point of order and questioned whether the late circulation and publication of papers was legally compliant. The Member also questioned the appropriateness of such a late circulation and remarked on the limited time this allowed Members to consider and review its contents. The Comptroller clarified that it was lawful and confirmed that papers do not need to be made available to the public in advance of Members receiving them, but that the desirability of a late circulation was a separate consideration.

The Chair that she considered it appropriate for these items to be circulated to allow Members an opportunity to consider and review them. The Chair assured Members that additional time to review these items could be permitted should they considered it necessary, with a decision on this to be taken at the appropriate point on the agenda.

3. **MINUTES**

a) **Public minutes and non-public summary of the Policy and Resources Committee Meeting held on 20th January 2022**

A Member referred to their comment in relation the City's Franchise having been to 'broaden' not 'improve' it.

A Member referred to their proposed motion concerning a review of electoral matters. The proposal was agreed by the Committee and Members therefore requested that this approved motion be captured clearly within the resolution.

RESOLVED: That the minutes and non-public summary of the Policy and Resources Committee meeting held on held on 20th January 2022 be approved, subject to the above clarifications being included.

b) The public minutes of the Projects Sub-Committee meeting held on 15 December 2021 were noted.

c) The draft public minutes of the Project Sub-committee meeting held on 25 January 2022 were noted.

- d) The draft public minutes of the Resource Allocation Sub-Committee meeting held on 14 January 2022 were noted.
- e) To note a summary of the Competitiveness Advisory Board meeting held on 13th January 2022 were noted.
- f) The draft public minutes of the PR Sub-committee meeting held on 24th January 2022 were noted.

4. **BECKFORD & CASS STATUES INTERPRETATION PROJECT**

The Committee considered a report of the Director of Innovation and Growth presenting options in relation to developing appropriate explanatory plaques to be placed alongside William Beckford and John Cass statues in Guildhall.

This item had been considered by Culture Heritage and Libraries at length on two separate occasions. The Chair referred to the minutes of the Culture Heritage and Libraries Committee meeting held on 31 January 2022, at which it was resolved to recommend that there be an integrated intergenerational panel, rather than having separate panels for different age ranges.

A Member referred to Ironmongers' Company, who had displayed a temporary notice alongside a statue that had been facing the same considerations. It was suggested that the City Corporation should install temporary signage as soon as possible. The Committee agreed it would be appropriate to do so and for this to be taken as an action for relevant officers.

Members discussed the proposal relating to an intergenerational panel. Concern was raised that young people could find it intimidating to express their views around older people. It was accepted that engaging with young people was an essential part of the programme, however the view of Culture Heritage and Libraries Committee had been that there would be a lot gained from mixed groups as people's views may change during discussions.

In conclusion, Members acknowledged a need to be inclusive of all ages. A modification was proposed to provide a separate Youth Panel and give them the option to attend an Intergenerational Panel and contribute to the discussion at both groups. This proposal was supported by Members.

RESOLVED: That Members: -

- Agree to the creation of Youth Panel to develop the statues' interpretation for Policy and Resources Committee; and that an Integrated Intergenerational Panel be convened alongside this offering young people the option to attend both groups and contribute to the discussion at each of these.

5. **OPPORTUNITY LONDON CAMPAIGN**

The Committee considered a report of the City Surveyor proposing the City Corporation sponsor the Opportunity London Campaign for an initial one-year

period, to allow for assessment of the programme before deciding on future involvement.

The Deputy Chairman commented on a need for Members to receive feedback in general terms on investments the Committee had approved. Long-term commitments with sizeable amounts of money were being agreed and there was a strong desire for Members to understand the return on the investments being made.

Concern was raised around the risk of doubling-up on areas of work that were being undertaken by different Departments. For example, Members discerned that there were links between the Opportunity London Campaign and Destination City and sought assurances that value for money was being achieved given the similarities between proposed works. The City Surveyor clarified that the proposal presented as part of this item was very much focussed on bridging the gap that would normally be filled by the MIPIM Conference and was aimed at the real estate community but confirmed that work would take place with Destination City to ensure there would be no duplication of effort and resource.

A Member supported the proposal before the Committee but raised concern over a lack of joined up thinking between some of the items appearing on the agenda. It was suggested that there may be merit in some form of consultation on these items before they were presented to Policy and Resources Committee for approval. Members consequently proposed that items relating to promoting London be considered by Public Relations Sub-Committee, to allow a strategic oversight across the City Corporation's work in this area.

The Chair noted the view of Members regarding consideration of items moving forward, whilst also noting that no objections had been raised to the proposal presented within the report.

RESOLVED: That Members:

- Agree to £25,000 being used from the CPAT local risk budget (2021/2022) to fund the Corporation's sponsorship for an initial one-year period to assess the success of the campaign before making any further financial commitment.

6. **ESTABLISHING A MEMBERSHIP BODY TO BOOST SOCIO-ECONOMIC DIVERSITY AT SENIOR LEVELS IN UK FINANCIAL SERVICES**

The Committee considered a report of the Director of Innovation and Growth updating on the City Corporation's work in leading a taskforce to boost socio-economic diversity at senior levels in UK Financial and Professional Services and seeking approval for support a new membership body, which will continue the work of the taskforce.

The Chair referred to her role as Chair of the Socio-Economic Taskforce and the Lord Mayor's role in Chairing a key workstream in developing a new body to drive forward work in this area.

A Member requested that the Committee receive a report back on items such as this, where funding has been approved.

RESOLVED: That Members: -

- Approve the City Corporation's support of a new membership body, which will continue the work of the taskforce.
- Approve the release of planning obligation funds, ringfenced for skills work, to provide this support.
- Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chairman, to agree the sum to be released (not to exceed £75k) and the exact nature of support for the body, and to implement the agreed support measures (subject to the measures being within the Terms of Reference of Policy and Resources Committee and within the agreed sum).

7. SUPPORT FOR FINANCIAL AND LITERACY INCLUSION CAMPAIGN

The Committee considered a report of the Director of Communications and External Affairs proposing the City Corporation support a Financial Times' charity Financial Literacy and Inclusion Campaign (FLIC) to support a project to deliver financial literacy education in schools.

The Chair welcomed the proposal which was considered a positive step to support further financial literacy. The delivery of the project specifically within City of London Academy Trust Schools would be of great benefit.

RESOLVED: That Members: -

- Agree support for the Financial Literacy and Inclusion Campaign project to deliver financial education in schools, with £75,000 from the 2022/23 Policy Initiatives Fund.
- Support the delivery of this project in City of London Academy Trust Schools, subject to the agreement of the Trust's headteachers.
- Support the inclusion of a proposed module on jobs in the City as part of the education programme.

8. FRANCO-BRITISH YOUNG LEADERS' PROGRAMME - GALA DINNER 2022

The Committee considered a report of the Director of Communications and External Affairs proposing the City Corporation sponsors the Franco-British Council's Young Leaders' Programme Gala Dinner in 2022.

RESOLVED: That Members: -

- Approve the City Corporation's sponsorship of the Franco-British Council's Young Leaders' Programme Gala Dinner for 2022/23 in the amount of £20,000, to be met from the Committee's 2022/23 Policy Initiatives Fund, charged to City's Cash.

9. **CITY CORPORATION CONTRIBUTION TO LONDON TOURISM RECOVERY MARKETING (INTERNATIONAL CAMPAIGN)**

Following the declaration made at item 2, the Deputy Chairman took the Chair for this item.

The Committee considered a report of the Director of Innovation and Growth proposing the City Corporation support the London Tourism Board towards an international marketing campaign that was seeking to drive visitor footfall to central London this summer so retaining and supporting jobs across its leisure sector.

During the discussion that followed, Members agreed that where significant sums were being spent it was important to raise the profile of the City, for example, with additional signage at Heathrow Airport. It was confirmed that promotion of the City at London Heathrow Airport would be an advertising consideration that Destination City would look to address moving forward.

There was some apprehension expressed regarding approval for the proposal, which sought a £50k contribution to London & Partners, without the context of other support already offered to the organisation. Clarification was offered as the funding requested within the report would go directly to the London Tourism Recovery Board in support of their campaign, with London & Partners commissioned as an agent for delivery.

The Director explained that London Tourism Recovery Board was looking to run an international marketing campaign, with a total funding pot of £15m being sought, with the majority of this having been secured. It was a collaborative funding campaign through Government, the Mayor of London and industry partners. Officers had considered an appropriate level of funding to support the campaign and determined that there would be value in a City Contribution of £50,000.

Central London had been one of the worst hit areas in the UK during the Covid pandemic impacting retail and hospitality, with this campaign looking to collectively drive business to Central London through a collaborative effort. The campaign would invite visitors to London more widely, not just the City, and it was felt that these visitors would take time to visit the City given it has some of the most iconic sites in London.

A Member, also Chairman of Finance Committee, questioned whether funding should come from City Fund or City's Cash. The Chamberlain responded and confirmed it could be facilitated with in-year funding through local risk budget, but there would be an issue in finding the headroom to achieve this and it would be within the gift of the Finance Committee. Members noted that this was a London-wide initiative, rather than City-specific one, and that City's Cash was the funding source available to this Committee.

A Member added their support to the proposal, further remarking that tourists do not see boundaries across London and see it as whole, with the City likely to

benefit from people visiting London. On this basis the initiative was considered money well spent.

RESOLVED: That Member: -

- Approve funds of £50,000 in support of a major international tourism campaign, payable to London and Partners and promoting central London to visitors, to be taken from your Policy Initiatives Fund (PIF) in the 2021/22 financial year categorised as 'Promoting the City' and charged to City's Cash.

10. **COMMONWEALTH GAMES BATON RELAY CELEBRATIONS**

The Committee considered a report of the Director of Communications proposing the City Corporation supports an event to celebrate the Commonwealth Games' Queen's Baton Relay in the City of London.

RESOLVED: That Members: -

- Agree that £70,000 be allocated from the 2022/23 Policy Initiatives Fund to cover costs associated with events to celebrate the Commonwealth Games' Queen's Baton Relay in the City of London.

11. **PENSION COMMITTEE - PROPOSED TERMS OF REFERENCE, MEMBERSHIP AND OPERATION**

The Committee considered a report of the Chamberlain setting out proposed terms of reference, membership and meeting arrangements for a new Pensions Committee, based on best practice arrangements across the sector.

A Member questioned why independent members on the Committee would not be permitted to vote. The Chamberlain responded and explained the position varied across other bodies in London and confirmed that the provision could be looked into, if Members so wished. A Member added that where the City Corporation was calling on independent members and their expertise that it would be appropriate to allow them a vote.

The Comptroller noted the proposal and suggested any recommendation should include reference to giving independent members a vote 'if allowed' to provide an opportunity to confirm whether that option was permissible. Members were supportive of the proposal and the Comptroller's caveat.

RESOLVED: That Members: -

- note the report; and
- agree to the proposed terms of reference, membership and operational arrangements as set out in the report; and
- agree to the independent members being granted a voting right, if allowed.

12. **STANDING ORDERS**

The Committee considered a report of the Town Clerk presenting proposed amendments to Standing Orders arising from the Governance Review and seeking approval of these for onward submission to the Court of Common Council.

A number of Members remarked on the limited time they had been given to read through the proposals in detail. It was suggested there would be consequences and detail to discuss and debate and that all Members of the Court should be part of and there would be a benefit in allow Members more time to consider.

A Member referred to previous consideration and discussion on Standing Orders when these were agreed by Policy and Resources, with all Members of Court of Common Council invited to contribute. The Member proposed a special meeting of Policy and Resources be convened during the week beginning 28th February and extending and inviting all Members of Court of Common Council to attend. This would allow an opportunity to fully consider the proposals and agree these in advance a new Court.

It was proposed disaggregating proposals into those that are essentially housekeeping items and those that need considering and agreeing in advance of implementing for the new Court in April.

Members agreed that the benefit of their experience would be important in looking trough the proposed changes rather than leaving it to a new Court to work through.

RESOLVED: That Members: -

- Agree to the item being deferred to a special meeting of Policy and Resources Committee during week beginning 28th February 2022, to which all Members of Court of Common Council would be invited.

13. **BILL FOR AN ACT OF COMMON COUNCIL (ALDERMANIC ELIGIBILITY)**

The Committee considered a report of the Comptroller providing an updated Bill that was intended to clarify the nationality requirement for Alderman by removing the reference in Acts of Common Council suggesting there was a pre-existing requirement for Aldermen to be British subjects.

The Comptroller referred to the Committee's previous request to formalise Law Officer opinion on the nationality requirement of Alderman. The Comptroller commented on the drafting of the Bill having been taken too far by removing reference to 'British Citizen' entirely and provided some suggested alternative wording. The revisions were supported, and the Comptroller therefore proposed that the Committee authorise him, in consultation with the Chair and Deputy Chairman of Policy and Resources Committee and Chairman of General Purposes Committee of Aldermen to finalise the precise wording for inclusion in a Bill in advance of submission to Court of Common Council.

RESOLVED: That Members: -

- Agreed to authorise the Comptroller, in consultation with the Chair and Chairman of Policy and Resources Committee and Chairman of General Purposes Committee of the Court of Aldermen, to finalise precise wording for inclusion in a Bill for an Act of Common Council clarifying the nationality requirement for Alderman, in advance of submission to the Court of Common Council for the necessary readings.

14. POLICY INITIATIVES FUND AND COMMITTEE CONTINGENCY

The Committee received a report of the Chamberlain providing a schedule of projects and activities which had received funding from Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund and offering a progress report on previously agreed funding allocations for 2021/22.

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

15. ANTI-TERRORISM TRAFFIC REGULATION ORDER

The Committee received a report of the Director of the Environment updating on the City's permanent Anti-Terrorism Traffic Regulation Order (ATTRO) authorising the City of London Police to potentially control the movement of pedestrians and vehicles on City streets for counter terrorism purposes.

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

16. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

The Committee received a report of the Town Clerk updating Members on action taken in consultation with the Chair and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41 (b) since the last meeting.

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

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

Storm Red Warning – A Member referred to the red storm warning in place and stressed a need to ensure the safety of people by ensuring any scaffolding in the City was safe. The City Surveyor confirmed all scaffolding was covered by the Work at Height Regulations 2005 that required inspection every 7 days, with adverse weather needing checking as part of this and it being the responsibility of the main contractor to ensure these are carried out.

In response to a question from a Member regarding the preparedness of staff to respond to an incident, the City Surveyor confirmed an on duty Resilience Officer and Dangerous Structure Officer would be available to respond appropriately to any incident.

Illuminated Buildings - A Member noted a recent press announcement that St Paul's Cathedral was to be re-illuminated. It was questioned what could be

done to lighting at the Old Bailey, with another Member raising a similar point regarding Mansion House and suggesting the building would benefit from cleaning and illuminating. The City Corporation should look to illuminate these buildings along with its other historical assets. A Member highlighted the huge amount of power it would take to illuminate these buildings when considered against the City Corporation's Climate Action Strategy. It was suggested energy efficient options could be identified through use of modern technology. The City Surveyor agreed to consider the City's iconic buildings in the round, explore options and report back.

A Member referred to other deserving projects that were not being taken forward before the City Corporation started looking into illuminating buildings.

London Bridge - A Member referred to London Bridge being in a terrible state of repair and suggested Transport for London should be approached asking when a repair would be carried out. Members noted that Transport for London were aware of the issue and that officers would follow up offline to push them on this point.

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

a) **Digital Services Committee**

The Committee were presented with proposed draft terms of reference for a new Digital Services Committee.

The Chair proposed this item be deferred for consideration at the special meeting of Policy and Resources Committee that was being convened during the week beginning 28th February.

RESOLVED; That Members: -

- Agree to the item being deferred.

Bid Outcomes – The Chair confirmed that yesterday saw the results declared for the two BIDS – Eastern City Cluster and Fleet Street Quarter, which she was pleased to confirm that both bids were supported by very strong majorities and this being great news for both areas and the City generally.

The Chair also referred to her role as a Member of the Mayor's Covid Business Forum and a there being a proposal that Members sign a letter pressing for action to help businesses on business rates, VAT and supporting unemployed into jobs. The proposals were in line with what the City Corporation had expressed support for in the past and the Chair wanted to alert the Committee to her intention to sign the letter.

Small and Medium Sized Enterprises (SME) – A Member questioned if there were any plans to devise a strategy for SMEs in the current economic climate and in linking this to the City Corporation's corporate objectives. The Chair acknowledged SMEs as being an important part of the City and agreed to take

the question away to discuss further with the Town Clerk and to look at how the City Corporation can offer support.

19. **EXCLUSION OF THE PUBLIC**

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

20. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 20th January 2022 were agreed.
- b) The draft non-public minutes of the Resource Allocation Sub-committee meeting held on 14 January were noted.
- c) The non-public minutes of the Projects Sub-Committee meeting held on 15 December 2021 were noted.
- d) The non-public minutes of the Project Sub-Committee meeting held on 25th January 2022 were noted.
- e) The draft non-public minutes of the Hospitality Working Party meeting held on 20 January 2022 were noted.

21. **ENABLING WORKS TO DAGENHAM DOCK DEVELOPMENT**

The Committee considered a report of the City Surveyor relating to enabling works to the Dagenham Dock Development.

This item was withdrawn.

22. **WAIVER REPORT: ARCHITECTURAL SERVICES (DAVE 2) TO DAGENHAM DOCK DEVELOPMENT**

The Committee considered a report of the City Surveyor regarding architectural services to Dagenham Dock Development.

23. **CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES (ARCFP) REQUEST FOR FUNDING FOR 2022/2023**

The Committee considered a report of the City Surveyor relating to Cyclical Works Programme and additional resources for City Fund Properties requesting funding for 2022/2022.

24. **SECURE CITY PROGRAMME DELEGATION REQUEST**

The Committee considered a joint report of the Director of Environment and Commissioner seeking approval to a delegation request relating to the Secure City Programme.

25. **SPITALFIELDS MARKET COMMUNITY TRUST - UPDATE**

The Committee considered a report of the Comptroller updating on the Spitalfields Market Community Trust.

26. **NON-HOSPITALITY FUNDING RELATED TO PLATINUM JUBILEE EVENTS IN JUNE 2022**

The Committee considered a report of the Remembrancer relating to non-hospitality funding relating to Platinum Jubilee events in June 2022.

27. **CITY FUND PROPERTY INVESTMENT PORTFOLIO - ANNUAL UPDATE & STRATEGY REPORT**

The Committee received a report of the City Surveyor relating to City Fund Property Investment Portfolio – Annual Update & Strategy.

28. **CITY'S ESTATE: ANNUAL UPDATE & 2022 STRATEGY**

The Committee received a report of the City Surveyor relating to City's Estate Annual Update & 2022 strategy.

29. **STRATEGIC PROPERTY ESTATE (CITY FUND & CITY'S ESTATE) ANNUAL UPDATE & STRATEGY FOR 2022**

The Committee considered a report of the City Surveyor relating to Strategic Property Estate (City Fund & City's Estate) Annual Update & Strategy for 2022.

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

There were no questions.

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

a) **City Fund - Delegation Request - Funding Strategy Update 15/17 Eldon Street EC2 and 6 Broad Street Place EC2 Refurbishment Project**

The Committee considered a report of the City Surveyor relating to a delegated authority request for the Funding Strategy 15/17 Eldon Street EC2 and 6 Broad Street Place EC2 refurbishment.

b) **Bill for An Act of Common Council (Aldermanic Eligibility) - Appendix 1**

The Committee received a non-public appendix relating to a Bill for An Act of Common Council to be read in conjunction with item 13.

32. **MINUTES**

a) The confidential minutes of the Policy and Resources Committee meeting held on 20th January 2022 were agreed.

b) The confidential minutes of the Projects Sub-committee meeting held on 15 December 2021 were noted.

33. **DESTINATION CITY - STRATEGIC REVIEW INDEPENDENT REVIEW REPORT - GROWTH BID**
The Committee considered a report of the Director of Innovation and Growth relating to Destination City – Strategic Review Independent Review Report – Growth Bid.
34. **TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT (CENTRAL CRIMINAL COURT & ENABLING SERVICES)**
The Committee considered a report of the City Surveyor relating to Target Operating Model Proposals – City Surveyor's Department.
35. **MARKETS CO-LOCATION PROGRAMME - PROGRESS REPORT**
The Committee considered a joint report of the City Surveyor, Major Programmes Director, Chief Operating Officer, Markets Director and Chamberlain updating on the Markets Co-location Programme.
36. **CONFIDENTIAL RESOLUTION TO FINANCE COMMITTEE AND POLICY AND RESOURCES COMMITTEE (FROM DIGITAL SERVICES SUB-COMMITTEE)**
The Committee considered a confidential resolution of Digital Services Sub-committee.
37. **CONFIDENTIAL DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received a report of the Town Clerk update on confidential decisions taken under delegated authority or urgency powers.

The meeting ended at 4.29pm

Chairman

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

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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 3 February 2022

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 3 February 2022 at 1.45 pm

Present

Members:

Deputy Jamie Ingham Clark (Deputy Chairman)
Deputy Keith Bottomley
Christopher Hayward
Shravan Joshi
Deputy Edward Lord

Jeremy Mayhew
Sir Michael Snyder
Deputy James Thomson
Alderman Sir David Wootton

In Attendance

Officers:

John Barradell	- Town Clerk and Chief Executive
Caroline Al-Beyerty	- Chamberlain
Emma Moore	- Chief Operating Officer
Damian Nussbaum	- Director of Innovation and Growth
Gregory Moore	- Assistant Town Clerk
Bob Roberts	- Director of Communications
Polly Dunn	- Town Clerk's Department
Sonia Virdee	- Chamberlain's Department
Dianne Merrifield	- Chamberlain's Department
Alistair Cook	- Chamberlain's Department
Aaron Downey	- Private Secretary, Chair of Policy & Resources
Jack Joslin	- Central Grants Unit
James Lee	- Central Grants Unit
Chris Bell	- City of London Police
Kevin Kilburn	- City of London Police

1. APOLOGIES

Apologies were received from the Chair, Deputy Catherine McGuinness, Tijs Broeke, Anne Fairweather and Alderman & Sheriff Nicholas Lyons.

Chris Hayward took the Chair.

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 13 January 2022, be approved as an accurate record.

4. **CAPITAL FUNDING UPDATE ON PREVIOUSLY APPROVED BIDS**

Members considered a report of the Chamberlain regarding the Capital Funding Update on previously approved bids.

RESOLVED, That Members

- i. Agree to apply the 'one-in, one-out' approach to reallocate £909k from the savings on two other City Fund schemes to provide top-up funding towards the cost increase on the Walbrook Wharf M&E Replacement scheme, with approval to release the central funding being subject to approval of the Gateway 5 proposals (by other committees).
- ii. Review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time; and accordingly.
- iii. Agree the release of up to £510k for the schemes in Table 2 from the reserves of City Fund and City's Cash as appropriate, subject to the required gateway approvals.
- iv. Note that in order to maintain sound financial discipline a review of unallocated central project funding provisions will be brought to Members, reflecting discussions taking place at the bi-lateral meetings.

5. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - APPLICATIONS FOR APPROVAL**

Members considered a report regarding the Community Infrastructure Levy Neighbourhood Fund (CILNF) Applications for approval.

Some Members sought clarification on what benefits the City Corporation would reap from such a sizeable grant, particularly in relation to Historic Royal Palaces (HRP) who were seeking £590k.

The 'Superbloom' exhibit was to be opened to commemorate the Platinum Jubilee. Whilst it would end in September 2022, the new natural landscape created to support it would remain in the moat as a permanent Jubilee legacy. Residents would benefit from a discounted entry rate, however, the primary benefit was considered to be the generation of increased footfall in the City.

Further questions were raised as to why such significant funds were being sought for a project that was technically outside the City, particularly when there was a separate bid for funding in to be made on Destination City in confidential session.

The Central Grants Unit gave notice of a request for delegated authority to approve bids between meetings. A query was raised as to why this was

considered urgent and it was confirmed that the applicant concerned (St Barts) had a deadline by which they must reach a fundraising threshold in order to successfully apply for a desired level of match funding from other sources. Members felt that this was fair but requested that the report be sent to the whole sub-committee

RESOLVED, That Members

- Defer consideration for the three applications to confidential session; and
- Delegate Authority to the Town Clerk, in consultation with the Chair and Deputy Chairman, to consider time-critical applications to the CILNF that would otherwise need approval by the Sub-Committee under current delegations ahead of its next scheduled meeting.

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

There were no questions.

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

There was no other business.

8. **EXCLUSION OF THE PUBLIC**

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

9. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 3 February 2022, be approved as an accurate record.

10. **ACTION FRAUD CONTRACT EXTENSION - CAPITAL EXPENDITURE**

Members considered a joint report of the Chamberlain and Commissioner regarding the Action Fraud contract extension – capital expenditure.

11. **CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES (ARCFP) - REQUEST FOR FUNDING FOR 2022/2023**

Members considered a report of the Chamberlain regarding the Cyclical Works Programme (CWP) and additional resources for City Fund Properties, a request for funding for 2022/23.

12. **CITY FUND - REFURBISHMENT OR REPLACEMENT OF THE FORESHORE RIVER DEFENCES FRONTING RIVERBANK HOUSE, UPPER THAMES STREET, LONDON EC4**

This item was withdrawn as the approval was contained within the recommendations at item 4 on the agenda.

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

There were no questions.

14. **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.

All officers departed the meeting with the exception of the Town Clerk, Chamberlain, Director of Innovation and Growth, Assistant Town Clerk, Assistant Director of the Chamberlain's Department, officers from the Central Grants Unit and Clerk to the Sub-Committee.

15. **DESTINATION CITY - STRATEGIC REVIEW INDEPENDENT REVIEW REPORT - GROWTH BID**

Members considered a report of the Director of Innovation and Growth regarding the Destination City Growth Bid.

The meeting ended at 2.58 pm

Chairman

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

PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 17 February 2022

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)	Randall Anderson
Deputy Jamie Ingham Clark (Deputy Chairman)	Caroline Haines
Rehana Ameer	Christopher Hayward

Officers:

Joseph Anstee	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Paul Murtagh	- Community & Children's Services Department
Melanie Charalambous	- Environment Department
Clarisse Tavin	- Environment Department
Simon Cribbens	- Community & Children's Services Department
Gillian Howard	- Environment Department
Ian Hughes	- Environment Department
Daniel Laybourn	- Environment Department
George Wright	- Environment Department
Janet Laban	- Environment Department
Albert Cheung	- Environment Department
Ola Obadara	- City Surveyor's Department
Brendan Crowley	- City Surveyor's Department
Sonia Virdee	- Chamberlain's Department
Phil Pettit	- Chamberlain's Department
David Downing	- Community and Children's Services Department
Sarah Williams	- City of London Police
Jonathon Poyner	- Barbican Centre
Cornell Farrell	- Barbican Centre

1. APOLOGIES

Apologies for absence were received from Deputy Catherine McGuinness, Andrew McMurtrie, Susan Pearson, John Petrie and James de Sausmarez.

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

There were no declarations of interests.

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 25 January 2022 are approved as an accurate record.

5. **PUBLIC ACTIONS**

There were no public outstanding actions.

6. **GATEWAY 4 ISSUE - FIRE DOOR REPLACEMENT PROGRAMME**

The Sub Committee considered a Gateway 4 Issue report of the Director of Community and Children's Services on the Fire Door Replacement Programme. The Director of Community and Children's Services introduced the report and drew Members' attention to the key points. In response to questions from Members, the Director of Community and Children's Services assured the Sub Committee that previous relevant supplier issues had been resolved and outlined plans to mitigate against cost risks. The Sub Committee noted that the proposals had been approved by the Community and Children's Services Committee.

RESOLVED – That the Projects Sub Committee:

1. Note the revised project timelines following delay to the programme due to Covid-19 and design compliance issues;
2. Note the total estimated cost of the project at £8,983,214 (excluding risk), (£9,100,000 including risk); and
3. That Option 1 is approved whereby the procurement of the remaining Lots will be undertaken via the Hyde Fire Safety Framework by means of their direct award mechanism to the top ranked supplier, Gerda Security Products Ltd, subject to tendered costs being within previously approved estimates.

7. **GATEWAY 3 ISSUE - ST PAUL'S CATHEDRAL EXTERNAL RE-LIGHTING PROJECT**

The Sub Committee considered a Gateway 3 Issue report of the Executive Director of Environment regarding the St. Paul's Cathedral External Re-lighting project. The Executive Director of Environment introduced the report and outlined the objectives and timeline for the project before advising the Sub Committee of the funding strategy.

Members commented that the exciting project would require great care, befitting the status of the building. In response to a question regarding funding, the Executive Director of Environment advised that a substantive part of the external sponsorship sought had been agreed in principle, and that a report would be brought back once the funding had been confirmed. The Sub Committee was further advised that the Cathedral would take on future maintenance costs following completion of the project.

In response to a question regarding project governance, the Executive Director of Environment advised that the City of London Corporation had been responsible for the external lighting of the Cathedral since the 1960s, and advised that whilst the Cathedral was not in a position to lead on the project, they had been a good partner and had assisted in identifying external sponsorship. However, a new legal agreement was under consideration for implementation after this project. Members agreed that it would be appropriate to review the historic arrangement, as the City of London Corporation should not be seen as a default funder, and commented that the project would need to stay within budget, as it would not be possible to fund any cost increases internally.

RESOLVED – That the Projects Sub Committee:

1. Note that a project capital funding bid of £1.16M was approved by RASC on 14th January 2022, with further approval of all capital funds for 2022/23 required from Finance Committee and Court of Common Council in February and March 2022 respectively;
 2. Note that should this report be approved, a draw-down of the capital funds will then be sought via the Chamberlains 'Project Funding Update' report to Policy and Resources Committee in March 2022;
 3. Approve the project budget of £2.075M, funded as referenced in Section 3 of this report;
 4. Approve the £250k budget to progress the project to the next Gateway; and
 5. Approve the updated programme for the delivery of the project.
8. **GATEWAY 3 ISSUE - CROSSRAIL LIVERPOOL STREET URBAN INTEGRATION (PHASE 2)**
The Sub Committee considered a Gateway 3 Issue report of the Executive Director of Environment regarding Phase 2 of the Crossrail Liverpool Street Urban Integration project. The Executive Director of Environment introduced the report and outlined the proposals, also advising of the connection between the recommendations of the report and the report at Item 14d on further Crossrail urban realm improvements. The Sub Committee noted that the project would be funded through S106 and external funding.

RESOLVED – That the Projects Sub Committee:

1. Note and approve the contents of this report;
2. Approve the transfer of the project management, oversight, funding and financial responsibilities of the incomplete works identified in the Crossrail Liverpool Street Phase 1 project (11375) Gateway 6 to this project for completion (detailed in paragraph 4.8);

3. To accommodate the previous recommendation, note and approve a £155,000 increase in the total estimated project cost to approx. £1.64m, as shown in Appendix 2. This funding is to be provided by the Crossrail Liverpool Street Phase 1 project;
 4. Note and approve the updated 'Fees' budget expenditure description to include feasibility design work by third parties (detailed in paragraph 5.3);
 5. Approve the updated costed risk register in Appendix 3, to be drawn down via delegation to Chief Officer. (Overall CRP amount has not changed since last report);
 6. Approve the removal of the temporary social distancing measures and associated Temporary Traffic Regulation Order from Old Broad Street between London Wall and Liverpool Street, previously implemented by the Covid-19 On Street Response;
 7. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Project Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that falls within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General), as prescribed in Appendix 4 of this report, is to be delegated to Chief Officer or escalated to committee(s); and
 8. Delegate the authority to Chief Officer to approve an updated risk register at the appropriate time to reflect the Crossrail Liverpool Street Phase 1 project's incomplete construction tasks subject to the project not breaching its total available funding amount.
9. **GATEWAY 2 ISSUE - HAMPSTEAD HEATH SWIMMING FACILITIES - SAFETY, ACCESS AND SECURITY IMPROVEMENTS**
 The Sub Committee considered a Gateway 2 Issue joint report of the Executive Director of Environment and the City Surveyor regarding safety, access and security improvements to the Hampstead Heath Swimming Facilities. The City Surveyor introduced the report and outlined the proposals and project next steps, also assuring the Sub Committee that the funding was sufficient to reach the tender phase of the project.

RESOLVED – That the Projects Sub Committee:

1. Approve the Gateway 3/4 (Options Appraisal) report to be pushed back to June 2022;
2. Approve a further fee drawdown of £79,000 to support RIBA stage 3 design in facilitating the Gateway 3/4 report;

3. Note that that if the additional fee request is approved the total fee drawdown to date would be £133,000 (excluding Risk) and £143,000, (including Risk); and
4. Note that the projected completion within the Gateway 2 report of May 2023 is unchanged by this delay.

10. **GATEWAY 2 ISSUE - ST PAUL'S GYRATORY PROJECT**

The Sub Committee considered a Gateway 2 Issue of the Executive Director of Environment on the St. Paul's Gyratory project. The Chairman introduced the item and advised that the required capital funding bid for the project had been approved by Finance Committee, and the wider proposals approved by the Streets & Walkways Sub Committee. The Executive Director of Environment then introduced the report and outlined the proposals.

RESOLVED – That the Projects Sub Committee:

1. Approve the release of the £100,000 Section 278 design and evaluation payment from the Section 106 for 81 Newgate Street into this project;
2. Approve a revised budget of £780,442 to reach the next Gateway (see Appendix 2);
3. Approve the signing of a Section 278 agreement with the developer of 81 Newgate Street;
4. Note Resource Allocation sub-committee approval of a capital bid for £555,500 to be allocated to the project for 2022/23 which will be considered in turn by Finance Committee in February and the Court of Common Council in March,
5. Subject to the approval of the Finance Committee and Court of Common Council of that capital bid, approve delegated authority to the Executive Director Environment, in consultation with the Chamberlain and the respective Chairmen & Deputy Chairmen, to incorporate this funding into the project budget; and
6. Note that there may be the need to phase the project over several years to accommodate the varying timelines of the two development sites contained within the project scope.

11. **GATEWAY 3/4 - CLIMATE ACTION STRATEGY - YEAR 2 COOL STREETS AND GREENING PROGRAMME**

The Sub Committee considered a Gateway 3/4 report of the Executive Director of Environment regarding Year 2 of the Cool Streets and Greening programme. The Chairman introduced the item, advising that the project would be funded through the Climate Action Strategy. The Executive Director of Environment then introduced the report and drew Members' attention to the key points.

In response to a question from a Member, the Executive Director of Environment outlined the climate monitoring measures that would be installed at Finsbury Circus and the Barbican Podium, also advising that the recruitment of relevant climate action expertise was in progress.

RESOLVED – That the Projects Sub Committee:

1. Note the progress on Cool Streets and Greening Year 1 projects (see appendix 4):
 - Cheapside sunken garden
 - Bevis Marks
 - Jubilee Gardens
 - City of London School – riverside site
 - Vine Street tree planting – monitoring only
 - Climate resilient planting (4 sites) – monitoring only
2. Agree that a budget of £750K is approved in principle for design and installation of climate resilience measures on six Year 2 sites to enable redesigns of existing sites to be progressed. Final designs and costs will be confirmed through Gateway 5 reports for each individual site.
 - Little Trinity Lane
 - Crescent
 - Bank
 - Moor Lane
 - Barbican – monitoring only
 - Finsbury Circus – monitoring only
3. Note that revenue costs of £120K associated with maintenance and monitoring for Year 2 sites will be funded from the Climate Action Strategy revenue budget;
4. Additional Year 2 projects – That a budget of £550-850K (depending on the number of sites identified) is approved for the identification, design and implementation (in principle) of additional sites through the following workstreams in Year 2:
 - Cubic Mile project in conjunction with British Geological Survey (BGS)
 - Heat Resilient Highways – risk appraisal
 - Citywide Greening and Biodiversity,Final designs and implementation costs for the additional sites identified in Year 2 will be subject to Gateway 5 approval;
5. Note the revised budgets set out in table 1:

	Budget	Spend 2021/22 (To Jan 2022)	Proposed spend to March '23
Gateway 1-2	£320K	£123K	£197K
Gateway 3-4 Year 1	£660K	£nil	£660*
Gateway 3-4 Year 2	£750K existing sites £550-850K new sites	N/A	A budget uplift of 120K is required to get to Gateway 5 Total proposed spend (in principle) £1.3M to 1.6M*
Revenue budgets	£120K Year 2		

*Subject to Gateway 5 approval for implementation

6. Note that of the Year 1 funding approved at Gateway 1-2 for evaluation and programme development and Gateway 3-4 for site design and implementation £857K will be carried forward to Year 2 to complete this work;
 7. In addition, revenue budgets of 120K over a period of five years for maintenance and monitoring of Year 2 projects are required;
 8. Note the progress that has been made on the Cool Streets & Greening project since Gateway 2 approval in April 2021; and
 9. Note the total estimated cost of the project at £6.8M = 1.7M per year for 4 years CAS budget (excluding risk)
12. **GATEWAY 3/4 - ST MARY AXE EXPERIMENTAL TIMED CLOSURE**
The Sub Committee considered a Gateway 3/4 report of the Executive Director of Environment on the St Mary Axe Experimental Timed Closure project. The Sub Committee noted that the project would be funded through S106 funding.

RESOLVED – That the Projects Sub Committee:

1. Agree that additional budget of £35,500 is approved to reach the next Gateway;
2. Note the revised project budget of £77,199 (excluding risk);
3. Note the total estimated cost of the project at £255,400 (excluding risk);
4. That a Costed Risk Provision of £14,600 is approved (to be drawn down via delegation to Chief Officer);
5. Note the total estimated cost of the project inclusive of costed risk at £270,000 (no change from previous);

6. Approve the removal of the existing Temporary Traffic Regulation Order (TTRO), implemented under the Covid-19 on-street response, that prohibits motor vehicles from entering St Mary Axe Monday-Friday 7am-7pm except for access to off-street premises;
7. Note that the experimental timed closure in St Mary Axe is not proposed to be progressed and approve the changes in scope to that detailed in section 5 of this report, which are:
 - Approve a change in project title to ‘St Mary Axe Improvements – Phase 1’ to better reflect the rescoping of this project
 - Commence the detailed design of a raised carriageway table on St Mary Axe at the junction with Undershaft and survey work to both inform the detailed design of the raised table and future proposals on St Mary Axe (as shown in Appendix 2 and detailed in paragraphs 5.1 and 5.3)
 - Support the City Cluster Vision Programme’s Activation & Engagement work strand for potential temporary activation initiatives on St Mary Axe
 - That the next Gateway report proceeds under delegation to the Executive Director Environment, subject to the project cost not exceeding the maximum of £270,000 inclusive of CRP (as detailed in paragraph 5.1);
8. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Project Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that falls within the remit of paragraph 45 of the ‘City of London Project Procedure – Oct 2018’ (Changes to Projects: General), as prescribed in Appendix 3 of this report, is to be delegated to Chief Officer or escalated to committee(s); and
9. Delegate authority to the Director of the Built Environment to approve budget adjustments, above the existing authority within the project procedures and in consultation with Chamberlains, between budget lines if this is within the approved total project budget amount.

13. **GATEWAY 3 - CITY CLUSTER AREA - ACTIVATION AND ENGAGEMENT PROGRAMME**

The Sub Committee considered a Gateway 3 report of the Executive Director of Environment regarding the City Cluster Area Activation and Engagement Programme. The Sub Committee noted that the project had S106 funding and matched funding from the EC Partnership, commenting that the support of businesses was positive for the project.

RESOLVED – That the Projects Sub Committee note the project update and approve funding of £20,000 for staff costs for the City’s Outdoor Arts Programme team, to be funded from the Pinnacle S106, with match funding provided by the EC Partnership.

14. GATEWAY 6 REPORTS

a) **Bank on Safety**

The Sub Committee considered a Gateway 6 report on the Bank on Safety project. The Executive Director of Environment introduced the report and drew Members' attention to the lessons learned. Members commended the project, commenting that whilst there had been challenges during the project the new junction was now generally accepted.

The Chairman commented that it may be too soon to fully assess the impact of the project on the rate of casualties at the junction due to Covid-19, but this would become clearer in the years to come. The Sub Committee noted that the project had been delivered within budget.

RESOLVED – That the Projects Sub Committee:

1. Note the contents of this report;
2. Approve the closure of the Bank on Safety Project with final staff costs to be confirmed and final account concluded; and
3. Approve remaining funds to be returned to the On Street Parking Reserve (circa £39k).

b) **Avondale Square Estate - Emergency and Communal Lighting**

The Sub Committee considered a Gateway 6 report of the Director of Community and Children's Services regarding the Emergency and Communal Lighting project at the Avondale Square Estate. The Sub Committee noted that there had been delays and a cost increase in completing the project.

RESOLVED – That the Projects Sub Committee:

1. Note the contents of this report;
2. Note the lessons learnt from this project; and
3. Authorise formal closure of the project.

c) **City Wayfinding - Introduction of Legible London**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment on the City Wayfinding – Introduction of Legible London project. The Chairman advised that whilst the project had been relatively expensive, the project was completed within budget and had delivered much-needed upgrades to signage, which had been positively received.

RESOLVED – That the Projects Sub Committee:

- a) Approve the content of this outcome report and agree for the project to be closed; and

b) Release the call on further funds from the On Street Parking Reserve.

d) **Crossrail Urban Realm Improvements Consolidation Report**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment regarding Crossrail Urban Realm Improvements consolidation. The Sub Committee noted that if the recommendations were approved project funding would be transferred to Phase 2 of the Crossrail Liverpool Street Urban Integration project.

RESOLVED – That the Projects Sub Committee:

- a) Note the successful completion of Phase 1 of the Crossrail Urban Realm Improvements Programme and associated underspends;
- b) Note that the development of options, and their associated costs, for Phase 2 of the Crossrail Urban Realm Improvements is currently underway and will be brought before Members for decision in Autumn 2022;
- c) Agree to close Farringdon East, Moorgate Phase 1 and Liverpool Street Phase 1 projects;
- d) Approve the content of this outcome report.

Farringdon East

- e) Approve the transfer of £85,000 to the City Structure's Lindsay Street Bridge Strengthening Project to fund the outstanding resurfacing of Lindsey Street following completion of bridge repair works;
- f) Note the project underspend of £564,590 on the Farringdon East Project.

Moorgate

- g) Approve the transfer of £25,018 to the 21 Moorfields section 278 project to fund outstanding works on Fore Street Avenue;
- h) Note the project underspend of £1,254,289 on Moorgate Crossrail Phase 1.

Liverpool Street

- i) Approve the transfer of £155,000 to Liverpool Street phase 2 project to fund outstanding phase 1 works;
- j) Note the project underspend of £1,060,806 on Liverpool Street phase 1 project; and

- k) Include any phase 1 utility repayments or payments to be assigned to phase 2 budget.

e) **London Wall Place Section S278 Highway and Public Realm Improvements**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment on the S278 Highway and Public Realm improvements at London Wall Place. The Sub Committee noted that the project had been completed within budget, with an estimated 18% underspend, which would be verified.

RESOLVED – That the Projects Sub Committee:

1. Note and approve the contents of this outcome report;
2. Authorise the Chamberlain’s department to return unspent funds to the developer as set out in the respective legal agreements, after any required maintenance sums are accounted for and subject to the verification of the final accounts which has yet to take place; and
3. Agree to close the project following payment of the outstanding invoices and confirmation of the project’s final account.

f) **Puddle Dock Improvement Measures**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment on the Puddle Dock Improvement measures project. The Sub Committee noted that the project had been completed within budget, and that connected TfL projects were in progress, although delivery had been deferred due to Covid-19. Members commended officers for delivering the project within budget, noting that this would be increasingly difficult in the next few years without appropriate forward planning due to market conditions.

RESOLVED – That the Projects Sub Committee approve the content of this Outcome Report and agree to close the project.

15. **DELEGATED AUTHORITY REQUEST - CITY TRANSPORTATION**

The Sub Committee considered a report of the Executive Director of Environment requesting delegated authority to progress several City Transportation projects during the 2022 election period. The Executive Director of Environment introduced the report and outlined requests in respect of the Moorgate Crossrail Station Links, 1-5 London Wall Gateway 1/2 and Leadenhall Street Traffic Management Phase 1 projects.

RESOLVED – That the Projects Sub Committee agree to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Streets and Walkways and Projects Sub-Committee under Standing Order 41(b) in relation to the matters outlined above to allow necessary decisions to be made during this period of February and May 2022 when there are no planned Committee meetings.

16. **RED REPORT: BILLINGSGATE ACTION PLAN- PROVISION OF ADDITIONAL FISH HANDLING FACILITIES**

The Sub Committee received a Red report of the Director of Markets and Consumer Protection and the City Surveyor. The City Surveyor introduced the report and explained the project's Red status, with the Sub Committee noting that there were cost implications.

RESOLVED – That the report be noted.

17. **RED REPORT: HIGH SUPPORT HOSTEL DEVELOPMENT**

The Sub Committee received a Red report of the Director of Community and Children's Services regarding the High Street Hostel Development project. The Director of Community and Children's Services introduced the report and explained the project's Red status. The Sub Committee noted that a Project Coversheet had not been provided and asked that this be provided when the project was next reported.

RESOLVED – That the report be noted.

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

There were no questions.

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

On the last meeting of the Sub Committee in its current format, the Deputy Chairman gave thanks to Members and officers for their contributions to the work of the Sub Committee. The Sub Committee then gave thanks to the Chairman for his leadership of the Sub Committee over the past 3 years.

The Chairman thanked Members and officers for their support and contributions to the Sub Committee, which had brought about policy changes and procedural improvements to the significant benefit of the organisation. The Chairman added that the Project Management Academy was a great legacy for the Sub Committee and added that he hoped this work would be built on going forward under the new governance arrangements.

20. **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.
21 - 28	3
29 - 31	7
32 - 35	3
36 - 37	-

21. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 25 January 2022 be agreed as an accurate record.
22. **NON-PUBLIC ACTIONS**
The Sub Committee noted that there were currently no non-public outstanding actions.
23. **PROPERTY PROJECTS GROUP (PPG) CONSTRUCTION MARKET UPDATE**
The Sub Committee received an oral update from the Property Projects Group (PPG) Director.
24. **NON-PUBLIC APPENDIX: GATEWAY 3 ISSUE - ST. PAUL'S EXTERNAL RELIGHTING**
The Sub Committee received a non-public appendix.
25. **GATEWAY 5 - YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**
The Sub Committee considered a Gateway 5 report of the Director of Community & Children's Services.
26. **GATEWAY 4 ISSUE - ASSESSMENT CENTRE FOR ROUGH SLEEPERS**
The Sub Committee considered a Gateway 4 Issue report of the Director of Community & Children's Services and the City Surveyor.
27. **GATEWAY 6 - RING OF STEEL COMPLIANCE AND STABILISATION**
The Sub Committee considered a Gateway 6 report of the Commissioner of the City of London Police.
28. **GATEWAY 5 - SYDENHAM HILL WINDOW REPLACEMENT AND COMMON PARTS REDECORATION**
The Sub Committee considered a Gateway 5 report of the Director of Community & Children's Services.
29. **GATEWAY 2 - FORENSIC NETWORK**
The Sub Committee considered a Gateway 2 report of the Chamberlain.
30. **GATEWAY 2 - FORENSIC STORAGE**
The Sub Committee considered a Gateway 2 report of the Chamberlain.
31. **GATEWAY 2 - NATIONAL IDENTITY ACCESS MANAGEMENT (NIAM)**
The Sub Committee considered a Gateway 2 report of the Chamberlain.
32. **GATEWAY 2 - GUILDHALL SCHOOL OF MUSIC AND DRAMA AND BARBICAN CENTRE CATERING BLOCK HEATING, COOLING AND VENTILATION PROJECT**
The Sub Committee considered a Gateway 2 report of the Director of Operations and Buildings, Barbican Centre.

33. **GATEWAY 6 - MIDDLESEX STREET FLAT CONVERSIONS**
The Sub Committee considered a Gateway 6 report of the Director of Community & Children's Services.
34. **DELEGATED AUTHORITY REQUESTS**
- a) **Secure City Programme**
The Sub Committee considered a report of the Executive Director of Environment and the Commissioner of the City of London Police.
 - b) **Sydenham Hill Redevelopment, Lewisham, SE26 6ND**
The Sub Committee considered a report of the City Surveyor.
 - c) **Finsbury Circus Gardens Reinstatement**
The Sub Committee considered a report of the City Surveyor and the Executive Director of Environment.
 - d) **Guildhall Cooling Plant Replacement**
The Sub Committee considered a report of the City Surveyor.
 - e) **Command and Control**
The item was withdrawn.
 - f) **Phases 2, 3 and 4 - City of London School Masterplan**
The Sub Committee considered a report of the City Surveyor.
 - g) **BEMS**
The Sub Committee considered an oral request of the City Surveyor.
35. **PORTFOLIO OVERVIEW**
The Sub Committee received a report of the Town Clerk.
- a) **Red Report: Isleden House Infill Project**
The Sub Committee received a Red report of the Director of Community and Children's Services.
 - b) **Red Report: HR Integrated Time Management and e-Expenses Project**
The Sub Committee received a Red report of the Commissioner of the City of London Police.
36. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
37. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was one item of other business.

The meeting closed at 12.32 pm

Chairman

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

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Committee(s): Policy and Resources Committee	Dated: 17 March 2022
Subject: Sub-Committee Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 7, 8
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Town Clerk and Chief Executive	For Decision
Report author: Polly Dunn, Principal Committee and Member Services Manager	

Summary

In line with changes agreed by the Court of Common Council in response to the Governance Review in December 2021, this report sets out the new proposed structure of sub-committees that will sit under the Policy and Resources Committee.

The purpose of the report is to provide Members with an opportunity for early consultation. This will help officers to ensure that views of the Committee are properly captured and included in the final terms of reference, which are to be submitted for approval and appointment at the Committee's first meeting, in May.

Recommendation(s)

Members are invited to:

- review and comment on the various areas of consideration in respect of the terms of reference as set out at appendices a-i, to be brought back for final approval in May 2022; and
- make recommendations to address the immediate need to schedule of meetings of its sub-committees.

Main Report

Background

1. In September 2019, the Policy and Resources Committee proposed the undertaking of a comprehensive Governance Review of the City Corporation. Robert Rodgers, The Lord Lisvane, was appointed to conduct the Review.

2. The Committee received the Review in September 2020 and determined that the many proposals should be considered in a structured 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. 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.
3. One of the primary drivers of the Review, was to facilitate a reduction and consolidation of committees, sub-committees and working parties, to streamline governance whilst ensuring the relevant Member-level scrutiny. On conclusion of the informal Member sessions final recommendations were drawn up, proposed to and agreed by the Court of Common Council in December 2021.
4. As a consequence of the Court's decisions at the end of last year, a number of amendments are required to implement a new committee structure, which includes changes to the terms of reference of this Committee's sub-committees.

Current Position

5. For the 2021/22 the Policy and Resources Committee appointed the following sub-committees and working parties appointed:
 - Resource Allocation Sub-Committee (RASC);
 - Public Relations Sub-Committee (PRSC);
 - Projects Sub-Committee (PSC);
 - Outside Bodies Sub-Committee (OBSC);
 - Members' Privileges Sub-Committee (MPSC);
 - Hospitality Working Party (HWP);
 - Ceremonial Working Party (CWP);
 - Culture Mile Working Party (CMWP);
 - Members' Diversity Working Party (MDWP);
 - Members' Financial Assistance Working Party (MFAWP);
 - Tackling Racism Task Force (TRTF); and
 - Competitiveness Advisory Board (CAB).
6. Whilst Members have, to date, seen organigrams of what the newly proposed sub-committee structure will look like, they have not had an opportunity to review, in detail, how the existing responsibilities of the various sub-committees may be designated as a consequence.

Summary of Changes

7. The proposed reassignment of responsibilities are summarised in the table below and represented within the appendices. In each case, the justification for the substantive Governance Review changes have not been re-stated, but can be found within the original [Governance Review Court report from 9 December 2021](#).

8. Generally speaking, where sub-committees have merged (particularly in the case of the Civic Affairs Sub-Committee and Operational Property and Projects Sub-Committee) the existing terms of reference have simply been listed altogether, to provide Members with a consolidated view of the existing responsibilities and where they would lie if a strict transfer were to be agreed.
9. Additional points of consideration have been included for completeness. This broadly includes:
 - Any initial suggestions for revision received from relevant departments;
 - Further Committee recommendations (specifically for the Communication Sub-Committee and Civic Affairs Sub-Committee); and
 - Consideration to devolve powers to sub-committees, if appropriate.
10. Any changes to responsibilities (as they are drafted within the 'current' structure) are marked in the appendices, with additions underlined and deletions ~~struck through~~, *with any remaining considerations, not provided for in the appendices, in italics within the summary table below.*
11. Particularly in relation to the Civic Affairs Sub-Committee and Operational Property and Projects Committee (OPPS), Members may wish to consider tasking officers to condense these down, ahead of the May meeting.
12. Members will likely be mindful of the volume of reports that the OPPS will be in receipt of given the breadth of its oversight. Separate reviews are pending on the Procurement and Projects Procedures, the outcome of which will likely involve a revision to reporting thresholds to ensure that officer delegation is at a suitable and appropriate level, in line with industry/Local Authority norms.
13. It is worth noting that there may also be subsequent changes required following the Court's consideration of its Standing Orders on 10 March 2022, which for obvious reasons could not be incorporated in this report due to the timing of publication.
14. Any final drafts will also take into account any residual changes that need to be made in response to the recent Scheme of Delegation revisions. Chief Officers will also be consulted.

PIB/FIB

15. Members views on the future composition of the Property Investment Board (PIB) and Financial Investment Board (FIB) would be particularly welcomed. This specific request is made in light of a recent decision of the Bridge House Estates Board's against Governance Review recommendations.
16. This refers to the proposals for a co-ordinating body to replace the nominal role of the Investment Committee in monitoring overall investment performance but, more importantly, to provide a significantly enhanced role in the joint development of investment strategies for consideration by

P&R/RASC and Bridge House Estates Board (BHEB). It was suggested that this requirement be met through joint meetings of RASC (as the designated P&R Sub-Committee with responsibility for such activity) and BHEB, together with the Chairs and Deputy Chairs of the Finance Committee and the “refreshed” Property Investment and Financial Investment Boards.

17. The “refreshed” PIB and FIB were to become joint sub-committees of Policy & Resources, Finance, and the Bridge House Estates Board, with the view to ensuring coherent approach across the various funds. This was subject to approval by BHEB, but BHEB has since resolved against this.
18. The terms of reference for PIB and FIB, as set out in appendices G and H, include provision for BHEB representation. It is within the gift of this Committee (and the Finance Committee) to decide whether it still wishes to assign nomination rights to BHEB to give effect to the ambition of a coherent approach across funds.

Scheduling of Meetings

19. Noting some of the significant changes proposed, some early thought as to the scheduling of the new sub-committees would be beneficial for Members (in terms of their diary management) and Officers (to ensure reporting deadlines are deliverable).
20. Whilst a wholesale revision of the committee timetable is forthcoming to improve reporting timelines, some interim provision is essential. It is therefore recommended that existing dates/times for committees be repurposed as set out below.
 - RASC (unchanged).
 - Communications Sub-Committee, to replace the Public Relations Sub-Committee.
 - Operational Property and Projects Sub-Committee, to meet monthly in place of Projects Sub-Committee.
 - Civic Affairs Sub-Committee to meet monthly in place of the Hospitality Working Party.
 - Equality, Diversity and Inclusion Committee – there are no dates presently scheduled of TRTF or MDWP. Dates to be diarised once the regularity of meetings have been agreed.
 - Capital Buildings Board is to meet in place of the Capital Buildings Committee.
 - A joint meeting for RASC/PIB/FIB to be arranged in the terms agreed within the Governance Review.
21. Even though this would mean that both Operational Property and Projects Sub-Committee and Civic Affairs Sub-Committee are to meet monthly, the total number of meetings of the combined sub-committees/working parties in their current form still represents a good saving of time.

Current Body / New Body	Summary of changes to responsibilities	Summary of changes to composition [†]
<p>New Body: Resource Allocation Sub-Committee (RASC)</p> <p>Current Body: Resource Allocation Sub-Committee (RASC)</p>	<p>At Court, it was agreed that there be no changes to the RASC terms of reference, but that the Grand Committee consider granting it greater power to act. As such, it is proposed that RASC be given the ability to approve items it had previously only made recommendations on (i.e. the allocation of financial resources in respect of the City Corporation's capital and revenue expenditure and matters relating to property).</p>	<p>The composition is agreed by Court and there are no suggested changes to this.</p>
<p>New Body: Communications Sub-Committee (CSC)</p> <p>Current Body: Public Relations Sub-Committee (PRSC)</p>	<p>The only Governance Review recommendation was a change of name to the "Communications Sub-Committee."</p> <p><i>A separate proposal has been included and refers to initial consideration of proposals for 'promoting London', as per discussions at the 17 February 2022 Policy & Resources Committee meeting.</i></p>	<p>There is no change proposed to its membership.</p>
<p>New Body: Operational Property and Projects Sub-Committee (OPPS)</p> <p>Current Bodies: Projects Sub-Committee (PSC)</p> <p>Procurement Sub (Finance) Committee</p> <p>Corporate Asset Sub (Finance) Committee</p>	<p>Proposals are to merge the function of PSC with Procurement Sub (Finance) Committee and Corporate Asset Sub (Finance) Committee to form the new Operational Property and Projects Sub-Committee (OPPS). OPPS will be designated as a 'joint' Policy & Resources and Finance Sub-Committee. As currently drafted in the appendices, the terms of reference are quoted exactly from that of the existing subs.</p> <p><i>There have been ongoing discussions during the course of the Governance Review and Service Based Review regarding how best to monitor the use of corporate assets. Pursuant to SO 56, a requirement for annual reporting by service departments and committees has been added as a means by which the monitoring can be conducted. This is proposed for Members' consideration although further consultation with the City Surveyor's Department will be undertaken to ensure this is appropriately provided for.</i></p> <p>Members should note that these proposals will also require the approval of the Finance Committee.</p>	<p>The Membership suggested has been revised to reflect the joint nature of the sub-committee, ensuring both Grand Committees are equally represented. The proposal also follows the Court recommendation that committees should comprise of no more than 12-15 Members.</p>

<p>New Body: Civic Affairs Sub-Committee</p> <p>Current Bodies: Outside Bodies Sub-Committee (OBSC)</p> <p>Member Privileges Sub-Committee (MPSC)</p> <p>Hospitality Working Party (HWP)</p> <p>Ceremonial Working Party (CWP)</p> <p>Members Financial Assistance Working Party (MFAWP)</p> <p>Benefices Sub (Culture Heritage and Libraries) Committee</p>	<p>A new Civic Affairs Sub-Committee has been proposed to bring together the responsibilities of these sub-committees and working parties.</p> <p>As currently drafted in the appendices, the terms of reference have quoted exactly those of the existing subs, with deletions made where would be a lack of continued relevance.</p> <p><i>Members may wish to consider granting additional power to act if relevant and appropriate, where responsibility previously lay with a working party.</i></p> <p>For completeness, Members should note that the recommendation for the responsibilities of the Freedom Applications Committee to be assumed into this new body, were not adopted by the Court of Common Council and so are not included here.</p> <p><i>The Benefices Sub-Committee met to discuss this proposal on 7 February 2022 (full draft minute is provided at appendix j). Members wished for the new Sub-Committee to go beyond the legal remit of patron by:</i></p> <ul style="list-style-type: none"> • <i>Preserving the liaison links between the Members and the Benefices;</i> • <i>The informal support that the sub-committee has provided;</i> • <i>The advice from the City that has been provided e.g. the Property Session with City Surveyors; and</i> • <i>Maintaining the Benefices Lunch, which allows incumbents to meet each other and the Members</i> <p><i>Emphasis was put on the first bullet. Members also proposed that this work could be continued effectively by a 'Lead Member'.</i></p>	<p>A draft Membership has been constructed based on the various areas of interest. The proposal also follows the Court recommendation that committees should comprise of no more than 12-15 Members.</p> <p><i>Noting that the Civic Affairs Sub-Committee will be taking on responsibilities from the Benefices Sub-Committee, it is suggested that for the first year only, the Policy & Resources Committee issue one of its four allocated places to the outgoing Chairman of the Benefices Sub. This will ensure the new Sub adequately captures the requirements associated with that committee.</i></p>
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<p>New Body: Equality, Diversity and Inclusion Sub-Committee (EDISC)</p> <p>Current Bodies: Member Diversity Working Party (MDWP)</p> <p>Tackling Racism Taskforce (TRTF)</p>	<p>The MDWP and TRTF is to be dissolved, with their responsibilities to be taken up by the new Equality, Diversity and Inclusion Sub-Committee. This will be a further joint sub-committee, this time between Policy & Resources and Establishment (noting that Establishment Committee is to be renamed Corporate Services Committee).</p> <p>As currently drafted in the appendices, the terms of reference have quoted exactly those of the existing working parties.</p> <p><i>Members may wish to consider granting additional power to act, if relevant and appropriate, given the working party status of the previous bodies were limited in this respect.</i></p> <p><i>Members may wish to consider the explicit provision for any remaining actions relating to the work of the Statues Working Party.</i></p> <p>Members should note that these proposals will also require the approval of the Establishment [Corporate Services] Committee.</p>	<p>The Membership suggested has been revised to reflect the joint nature of the sub-committee, ensuring both Grand Committees are equally represented. The proposal also follows the Court recommendation that committees should comprise of no more than 12-15 Members.</p>
<p>New Body: Capital Buildings Board (CBB)</p> <p>Current Body: Capital Buildings Committee (CBC)</p>	<p>Given its strategic importance and resource allocation requirement, it was agreed by Court that the Capital Buildings Committee become a sub-committee to Policy & Resources Committee.</p> <p>It is to be renamed “Capital Buildings Board”.</p> <p><i>Following input from the Major Capital Projects Team, the terms of reference have been updated to provide additional distinction over the City’s role in delivery and as major funder. With regard to the latter, CBB will monitor progress and be responsible for the release of funding.</i></p> <p>The notes (i) and (ii) are no longer relevant as CBB will be a sub-committee.</p>	<p>The proposed membership remains largely unchanged to the present CBC composition.</p> <p>Changes have been made to reflect the proposed Standing Order changes with respect to vice-chairs and to the Chairmanship of the Board</p>

<p>New Body: Financial Investment Board (FIB)</p> <p>Current Body: Financial Investment Board (FIB)</p>	<p>It was not considered appropriate to move the FIB activities to the Finance Committee, given the substantially differing natures of the two areas of focus and the need for dedicated oversight of investment across asset classes. Equally, Members were minded that property investment in general was significantly different from questions of the maintenance of operational property and were reticent to support such a merger. For both, the same questions around ensuring coherent approaches across the various funds also arose.</p> <p>It was therefore agreed that both PIB and FIB become joint sub-committees of Policy & Resources, Finance Board (and BHEB – which has since agreed against its formal involvement). This will therefore be subject to approval by Finance Committee only.</p>	<p>Membership is proposed to ensure each Grand Committee has nominating representatives with a number of places reserved for direct election by the Court.</p> <p>An allowance for BHEB nominees has also been included as described earlier within the report.</p> <p>It also retains the power to co-opt external expertise as they see fit, as well as to report directly to the Court.</p>
<p>Current Body: Property Investment Board (PIB)</p> <p>New Body: Property Investment Board (PIB)</p>	<p>As above (see FIB).</p>	<p>As above (see FIB).</p>
<p>Current Body: Competitive Advisory Board</p> <p>New Body: Competitive Advisory Board</p>	<p>There are no changes proposed to CAB, but its terms of reference are included within the appendices for completeness.</p>	<p>No changes proposed.</p>

†All Memberships have been revised to reflect the current proposed changes to the Standing Orders (to be considered by Court at its meeting on 10 March 2022). This includes provision for the Chairman of the Sub-Committee to be the Chairman of Policy & Resources, or their nominee. It also includes deletion of references to Vice-Chairs. These changes would need to be rethought should approval by Court not be forthcoming.

22. Corporate & Strategic Implications

- **Strategic implications** – These changes will facilitate efficiencies in the delivery of the City of London Corporation Strategy.
- **Financial and Resource implications** – the move towards more efficient processes will inevitably lead towards reduced costs of bureaucracy and facilitate associated contributions to Target Operating Model and Fundamental Review savings. For instance, expedited processes will lead to a reduction in costs associated with delays to approvals; a lesser volume of time spent by officers in producing reports for low-level items and presenting them to multiple committees will also release capacity within the workforce. A reduced central administration burden (through devolving support responsibilities in certain areas) will also provide for flexibility within the Committee & Member Services team to realign service output and requirements
- **Legal implications** – the changes proposed in this report, will change internal organisational administrative procedures at the City of London Corporation.
- **Risk implications** – as with any process of significant change, there are risks associated with implementation and unforeseen challenges as the new system embeds. The approval of a post-implementation review, to identify and address any such issues, will be an important mitigating factor.
- **Equalities implications** – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.
- **Climate implications** - The proposals included in this paper do not carry any significant implications for the Climate Action programme.
- **Security implications** – None

Conclusion

23. It is recommended that your Committee provide an initial steer on its new sub-committee framework in order for any changes to be incorporated in time for final consideration in May. This will ensure that remaining elements of the Governance Review recommendations can be progressed and delivered efficiently and following due consideration.
24. Members are also invited to agree an immediate course of action in terms of the scheduling of meetings of its proposed sub-committees.

Appendices

- A – Resource Allocation Sub Committee Terms of Reference
- B – Communications Sub Committee Terms of Reference
- C – Operational Property and Projects Sub Committee Terms of Reference
- D – Civic Affairs Sub Committee Terms of Reference
- E – Equality, Diversity & Inclusion Sub Committee Terms of Reference
- F – Capital Buildings Board Terms of Reference
- G – Financial Investment Board Terms of Reference
- H – Property Investment Board Terms of Reference
- I – Competitiveness Advisory Board
- J – Draft minutes of the Benefices Sub Committee meeting (7 February 2022)

Background Papers

[Governance Review \(9 December 2021\)](#)

[Standing Orders Review \(10 March 2022\)](#)

Polly Dunn

Principal Committee and Member Services Manager

E: polly.dunn@cityoflondon.gov.uk

(A) **Resource Allocation Sub-Committee**

Composition (*the Constitution has been agreed by the Court of Common Council*)

Chairman of the Policy and Resources Committee (Chairman)
 Chairman of the Finance Committee (Deputy Chairman)
 The Deputy Chairman of the Policy and Resources Committee
 The Deputy Chairman of the Finance Committee
 Chairman of the General Purposes Committee of the Court of Aldermen
 The Senior Alderman below the Chair
 The Chairman of the Establishment Committee
 Past Chairmen of Policy and Resources Committee providing that they are Members of the Committee at the time.
 Six Members of the Policy and Resources Committee

Terms of Reference

- to ~~recommend to the Grand Committee~~ agree an appropriate allocation of financial resources in respect of the City Corporation's capital and revenue expenditure;
- to meet with Chairmen of Service Committees to advise on the status of the City Corporation's budgets and the recommended allocation of financial resources overall and discuss any emerging issues;
- following advice from the Operational Property and Projects Corporate Asset Sub-Committee, to have power to determine the City Corporation's programme for repairs, maintenance and cyclical replacement of plant & equipment in respect of all operational and noninvestment properties, including the prioritisation of the various schemes and projects;
- to determine the appropriate investment proportions between property and non-property assets;
- to ~~recommend to the Grand Committee~~ agree the extent of properties held by the City of London Corporation for strategic purposes, including within the City of London itself;
- to ~~recommend to the Grand Committee~~ agree the allocation of operational property resources for service delivery (following Operational Property and Projects Corporate Asset Sub-Committee's consideration of effective use);
- to be the reporting and oversight body for the review of Operational Property;
- to set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants);
- to consider the annual performance reports for all grants programmes from the Finance Committee;
- to consider funding bids in respect of the Community Infrastructure Levy Neighbourhood Fund of over £50,000; and
- to consider and make recommendations in respect of matters referred to it by the Grand Committee including matters of policy and strategy.

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Public Relations Communications Sub-Committee

Composition

- Chairman and Deputy Chairman & ~~Vice Chairmen~~ of the Policy and Resources Committee
- Past Chairmen of the Policy and Resources Committee, still on the Committee
- Chairman of the Finance Committee
- Chair of the General Purposes Committee of Aldermen
- Senior Alderman Below the Aldermanic Chair
- Five Members of the Policy and Resources Committee, elected by the Committee
- Four Members of the Court of Common Council, co-opted by the Sub-Committee
- Up to two non-City of London Corporation members, who shall not have voting rights.

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

To consider and report to the Grand Committee on all matters relating to the City Corporation's Public Relations, Public Affairs and Communication activities, including any related plans, policies and strategies including oversight of proposals concerning the promotion of the City and governance of Sport Engagement (with power to act).

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Operational Property and Projects Sub-Committee

Composition

- the Chairman and Deputy Chairman of the Policy and Resources Committee
- the Chairman and Deputy Chairman of the Finance Committee
- Four Members appointed by the Policy and Resources Committee
- Four Members appointed by the Finance Committee
- Up to two Members to be co-opted from the Court of Common Council with relevant experience.

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

To be responsible for:-

Projects

- Authorising individual projects on behalf of the Policy and Resources Committee at each stage of the City's agreed Project Approval Process;
- Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
- Overseeing the City Corporation's programme of projects, excluding those within the remit of the Cyclical Works Programme (although these may be called-in by the Projects Sub-Committee) to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee.
- Overseeing the City Corporation's programme of projects, ~~excluding those within the remit of the Corporate Asset Sub-Committee~~, to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee;
- Monitoring the procurement arrangements for capital and supplementary revenue projects and advising the Finance Committee of any issues; and
- Periodically reviewing the City Corporation's project management processes and procedures.

Procurement

- To scrutinise and be responsible for value for money on all City of London Corporation and City of London Police procurement contracts above £2m (total contract value) at key stages, including initial tender strategy to final contract award sign off.
- To consider and recommend all procurement contracts above £4m to the Finance Committee
- To invite representative(s) from the relevant Spend Committee to attend meetings ensuring decisions are made corporately.

- To provide officers with advice focussed specifically on value for money, and consider lessons learned when major contracts are coming to an end (i.e. before the (re)tender process begins).
- To review and consider approvals of £~~4m~~^{50k}+ waivers for the Chamberlain's department contracts.
- To work with the ~~Grand~~ Finance Committee to review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote value for money and ensure compliance with the UK Public Contract Regulations and the Corporation's Procurement Code.

Corporate Assets

- To be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
 - agreeing the Corporate Asset Management Strategy;
 - responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
 - responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
 - To maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;
 - In line with Standing Orders 53 (Asset Management Plans) and 56 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets by receiving specific asset performance annual reports from Departments through their Service Grand Committees;
 - Oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind.
 - In accordance with Standing Orders 57 and 58, the Sub Committee can make disposals of properties which are not suitable to be retained as investment property assets
- To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;
- To monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;
- To recommend to the joint meeting of the Resource Allocation Sub-Committee and the Efficiency and Performance Sub-Committee the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to

monitor progress in these works (when not included within the Project procedure);

- To be responsible for strategies, performance and monitoring initiatives in relation to energy;
- To monitor and advise on bids for Heritage Lottery funding; and
- To provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with the Establishment Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure.

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Civic Affairs Sub-Committee

Composition

- Chairman and a Deputy Chairman of the Policy & Resources Committee
- Chief Commoner
- Immediate past Chief Commoner*
- Chairman of the General Purposes Committee of the Court of Aldermen
- Senior Alderman Below the Chair
- Chairman of the Guildhall Club
- Four Members of Policy & Resources Committee elected by Policy & Resources Committee
- Together with Four Members of the Court of Common Council, to be elected by the Policy & Resources Committee.

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

The Chairman to be Chairman of Policy & Resources or their nominee, Deputy Chairman to the Chief Commoner.

Terms of Reference

To be responsible for:-

Hospitality

- To consider applications for hospitality which are referred to it by the Remembrancer and to make recommendations thereon to the Court of Common Council;
- To keep the arrangements for hospitality (including Committee allowances, annual functions, invitations and seating) under review and to make recommendations thereon to the Grand Committee;
- To consider applications for the use of Great Hall and make recommendations thereon to the Court of Common Council;
- To consider the list of approved caterers and make recommendations thereon to the Grand Committee; and
- To consider the level of charges for the event spaces within Guildhall and make recommendations to the Grand Committee.

Ceremonials

- To review the totality of the City Corporation's ceremonial protocols and practices, with the intention of bringing them up to date to reflect current circumstances;
- To examine the principles behind each protocol, particularly where there have been changes in practice over recent years, making recommendations as to the approach to take in future, with a view to an updated and consolidated Ceremonials Book being produced.

Outside Bodies

- Overseeing the City Corporation's Outside Bodies Scheme, to include:-
 - developing the Corporation's policy towards outside body appointments;
 - keeping under review the effectiveness and appropriateness of the organisation's participation in individual bodies;
 - giving initial consideration to new requests from outside bodies for nominations;
 - advising the Court on the needs and requirements of the outside body in respect of any vacancy; and
 - periodically reviewing the City Corporation's Outside Bodies protocol.

Member Privileges

- To consider and make recommendations to the Policy and Resources Committee on:-
 - Members' privileges, ~~other than those relating to City Hospitality which is dealt with by the Hospitality Working Party;~~ and
 - Members' facilities, excluding Guildhall Club as it falls within the locus of the House Committee of Guildhall Club.
- To agree a programme of Member training and development, to ensure that all Members have access to opportunities

Member Financial Assistance

- To ~~oversee undertake a review~~ of the Members' Financial Loss Scheme to ensure that it is fit for purpose and to establish whether any further assistance should be established to support Members with the delivery of their duties as elected Members of the City Corporation.

Benefices

- To consider matters relating to the City's obligations for its various Benefices.

**The Patronage (Benefices) Measure 1986 and The Patronage (Benefices) Rules 1987, seek to confine the exercise of Church of England Patronage; i.e. the right to present Clergy, to a responsible person who is an actual Communicant Member of the Church of England or of a church in communion with it. On receiving notice of a vacancy, the City of London Corporation, as patron, is required to appoint an individual who is 'willing and able to make the Declaration of Membership and act as its representative to discharge its functions as registered patron'. In practice, the Chairman of the Sub-Committee, being a person able and willing to make the declaration, is usually appointed as the City of London Corporation's representative and this practice has worked well.*

Equality, Diversity & Inclusion Sub-Committee

Composition

- The Chairman of the Policy and Resources Committee or their representative;
- The Chairman of the Establishment Committee or their representative;
- The Chairman of the General Purposes Committee of the Court of Aldermen or his/her representative
- The Chief Commoner
- The Immediate past Chief Commoner*
- Three Members appointed by the Policy and Resources Committee from the wider Court.
- Three Members appointed by the Establishment Committee from the wider Court
- Together with co-option by the Sub-Committee of up to two external people (with no voting rights).

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

To have responsibility for:-

- Considering and making recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council to represent better its constituency.
- Considering what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them; and
- Considering any remaining proposals relating to the Guildhall statues of William Beckford and Sir John Cass, for recommendation to the Court.
- To report its findings to both Policy & Resources Committee and the Establishment Committee.

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Capital Buildings Board Committee

Composition

A Non-Ward Committee consisting of,

- The Chairman and Deputy ~~or a Vice Chairman~~ of the Policy & Resources Committee
- The Chairman and Deputy Chairman of the Finance Committee
- Two Members appointed by the Policy & Resources Committee
- Five Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- The Chairmen and Deputy Chairmen of those service committees which will become responsible for completed capital building projects, or their nominees (ex-officio)*
- The Chairman of the General Purposes Committee of Aldermen

** Such Chairmen and Deputy Chairmen (or their nominees) to become ex-officio Members of the Committee upon the Court of Common Council giving its approval in principle for the project to proceed, with their membership to cease upon the new building being handed over to their Committee.*

- Together with up to two non-City of London Corporation Members and a further two Court of Common Council Members with appropriate experience, skills or knowledge.

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

In respect of major capital building projects[†] which have been approved in principle by the Court of Common Council and are being directly delivered by the City of London Corporation, to be responsible for (without recourse to any other Committee):-

- (a) overall direction and co-ordination;
- (b) financial control and variances within the overall approved budget for the project;
- (c) review of progress;
- (d) decisions on significant option development and key policy choices; and
- (e) decisions in relation to the acquisition and disposal of properties related to the project, including disposal or alternative use of current operational properties to be vacated on completion of the project. Such properties, upon the approval of the capital building project, shall sit outside of the normal Standing Orders (53-60) governing acquisitions and disposals.[‡]

In respect of Major Capital Building projects and/or programmes which have been approved in principle by the Court of Common Council and where the City of London Corporation is a major funder:-

(f) Monitoring of progress against agreed milestones; and

(g) The release of the City of London Corporation's funding.

† Defined as projects for new or substantially refurbished buildings or associated preparatory works and enabling projects with an estimated budget of £100 million or more, or which have been otherwise referred to the Committee.

‡ Such transactions shall therefore not require the additional approvals of the Property Investment Board, Operational Property and Projects Sub-Committee ~~Corporate Asset Sub-Committee~~, Finance Committee, and Court of Common Council. However, the Policy & Resources Committee shall reserve the right to retain ultimate decision-making powers in respect of properties where the disposal is considered to have significant strategic or policy implications.

Notes:

- (i) ~~Membership of this Committee shall not count towards the limit on the number of committees on which a Member may serve contained in Standing Order 22 and its Chairman shall be eligible to be Chairman of another Committee (Ward or non-Ward) at the same time, pursuant to the provisions of Standing Order 29 (3).~~*
- (ii) ~~The Chairman and Deputy/Vice Chairmen of the Policy & Resources and Finance Committees shall have the power to vote in the election of Chairman and Deputy Chairman.~~*
- (iii) ~~Whilst the Committee Board will need to have dealings with external parties relevant to the buildings concerned in projects for which the Committee Board is responsible, ownership and custody of these relationships shall rest with the relevant service committee and the Capital Buildings Committee Board shall act in accordance with this.~~*

Financial Investment Board

Composition

- ~~12-14 Members of the Investment Committee~~
- the Chairman and Deputy Chairman of the Policy and Resources Committee
- the Chairman and Deputy Chairman of the Finance Committee
- Three Members appointed by the Policy and Resources Committee
- Three Members appointed by the Finance Committee
- Two Members appointed by the Bridge House Estates Board
- Up to Three Members to be co-opted from the Court of Common Council with relevant experience.

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

a) to approve the appointment of and to monitor the performance of investment managers of the following funds:

- i. City's Cash
- ii. Pension Fund
- iii. Charities Pool
- iv. Hampstead Heath Trust

Together with such other funds as are under the City of London Corporation's control;

b) to review the investment strategy for the securities investments of the Pension Fund, City's Cash, Hampstead Heath Trust Fund and the Charities Pool;

c) to authorise investments and approve the overall parameters within which the investment fund managers will be authorised to operate;

d) to invest all new monies in respect of the Pension Fund and the Charities Pool;

e) to invest such other sums as are from time to time allocated for this purpose;
and

f) to monitor the activities of the Chamberlain in connection with his role as banker to the City of London Corporation.

There is provision within the Investment Committee's

Provision to enable the Chairman of the Property Investment Board to report on and speak to the Board's activities and responsibilities in the Court of Common Council and to ensure that any decisions, especially those relating to property, are taken without undue delay.

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Property Investment Board

Composition

- ~~12-14 Members of the Investment Committee~~
- the Chairman and Deputy Chairman of the Policy and Resources Committee
- the Chairman and Deputy Chairman of the Finance Committee
- Three Members appointed by the Policy and Resources Committee
- Three Members appointed by the Finance Committee
- Two Members appointed by the Bridge House Estates Board
- Up to Three Members to be co-opted from the Court of Common Council with relevant experience.

The Chairman to be Chairman of Policy & Resources or their nominee.

Terms of Reference

To determine and approve management and investment matters relating to property within the City's Cash and City Fund in accordance with the management plans and investment strategies;

- a) to acquire, manage or dispose of all City property within its remit;
- b) to determine specific property ownerships in accordance with policies established by the Policy and Resources Committee and the Court of Common Council in relation to the extent of properties to be held by the City of London Corporation for strategic purposes, including within the City itself;
- c) in relation to Leadenhall Market, to lease any shop or shops at less than the full market rent in order to obtain the stated objectives of securing a first class, balanced and varied market; and
- d) to report during the year to the ~~Investment Committee~~ Court of Common Council in relation to its activities and the overall performance of the investment property portfolios.

Provision to enable the Chairman of the Property Investment Board to report on and speak to the Board's activities and responsibilities in the Court of Common Council and to ensure that any decisions, especially those relating to property, are taken without undue delay.

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Competitiveness Advisory Board

Composition

- Chair of the Policy & Resources Committee (Chair)
- Chair of the General Purposes Committee of Aldermen (Deputy Chairman)
- Deputy Chairman of the Policy & Resources Committee
- Deputy Chairman of the General Purposes Committee of Aldermen
- Four Members of the Court of Common Council with relevant expertise
- The ability to co-opt up to four external members flexibly and an ad-hoc basis, in agreement with the Policy & Resources Committee.

Terms of Reference

To be responsible for:-

Providing expertise and insight to officers and Policy & Resources acting as an internal forum for the testing of ideas and prioritisation for the strategy

Providing informal guidance on the implementation of the strategy

Offering additional support to the Lord Mayor and Chair of Policy and Resources as Ambassadors on the Innovation and Growth agenda.

Providing advice on the strategic deployment of hospitality as required

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Draft minute extract of discussion at Benefices Sub-Committee meeting on 7 February 2022:

Members heard that, following the Court of Common Council's approval in December 2021 of the Committee Structure as proposed by the Governance Review paper, the Benefices Sub-Committee would be merged into a new sub-committee of the Policy and Resources Committee, the Civic Affairs Sub Committee (CASC), with responsibility for the City's obligations for its various Benefices.

Members felt it would be unfortunate if CASC only exercised the strict legal obligations of the City of London Corporation as Patron of the various Benefices. The Chairman said the current Sub-Committee should provide some guidance to the Policy and Resources Committee on the future work of CASC as it related to the Benefices. He felt that there were four areas where CASC could go beyond the legal remit as patron:

- Preserving the liaison links between the Members and the Benefices;
- The informal support that the sub-committee has provided;
- The advice from the City that has been provided e.g. the Property Session with City Surveyors; and
- Maintaining the Benefices Lunch, which allows incumbents to meet each other and the Members

Edward Lord said that the emphasis should be on maintaining the links with the Benefices. They also felt that the change in governance could be an opportunity to broaden out the Members who would form links with the Benefices. The allocation for the Benefices lunch should be included in future budgets.

Members proposed that the wider work of the Benefices Sub-Committee could be continued by having a 'lead member' for the Benefices on CASC, and ensuring that the Benefices were a standing item on CASC's agenda.

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Agenda Item 5

Committee(s): Policy and Resources Committee	Dated: 17/03/2022
Subject: Policy and Resources Contingency/Discretionary Funds	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Decision
Report Author: Geraldine Francis - Chamberlain	

Summary

This report provides details of the uncommitted balances of 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 beyond as 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 £	2024/25 Balance Remaining after Approved Bids £
Policy Initiative Fund	262,307	522,000	717,000	1,200,000
Policy and Resources Contingency	210,719	285,000	285,000	285,000
Policy & Resources Project Reserve	343,000	0	0	0
COVID19 Contingency	800,496	0	0	0

Recommendations

Members are asked to:

- Note the contents of the report .
- Approve the 2021/22 unallocated balances on your Committee's PIF and Contingency Fund being carried forward into 2022/23.
- Approve the 2021/22 COVID Contingency Fund balances being carried forward into 2022/23 due to the potential unknown risks associated with the pandemic.
- Authorise the Executive Director of IG to repurpose the remaining unspent balance against the Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign Initiative.

Main Report

Background

1. Members are being asked to approve to carry forward the uncommitted balances on the PIF and Committee Contingency Funds into 2022/23 as has historically occurred. The Table below shows the current level of uncommitted funds in 2021/22.
2. Members are also presented with information on the uncommitted balance of COVID19 Contingency Fund and a proposal that this be rolled forward into 2022/23 due to the unknown risks associated with the pandemic. The uncommitted balance of the COVID19 Contingency Fund can be found in the Table below.

Fund	Current Uncommitted 2021/22 Balance
Policy Initiative Fund	£262,307
Policy & Resources Contingency	£210,719
Policy & Resources Project Reserves	£343,000
COVID19 Contingency	£800,496
Total	£1,616,522

3. Policy and Resources Committee agreed on 8 July 2021 to commit £120,000 funding from PIF towards the Adoption of Competitiveness Strategy - Development of an 'Asset Under Management' Campaign. It was agreed this would be deployed as follows: £30,000 project management; £40,000 marketing; and £50,000 market research. The rollout of the campaign has been very successful so far, but the complexities of working with two external partners has made progress slightly slower than planned. £50,000 has been spent on market research and £70,000 of allocated funds remain (to be deployed in 2022/23). The Executive Director of IG requests the authority to repurpose remaining funds according to planned project activities in 2022/23.

Corporate & Strategic Implications

4. Strategic implications – None
5. Financial implications – None
6. Resource implications – None
7. Legal implications – None
8. Risk implications – None
9. Equalities implications – None
10. Climate implications – None
11. Security implications – None

Appendices - None

Geraldine Francis

Accountancy Assistant, Chamberlain

T: 020 7332 1770

E: Geraldine.francis@cityoflondon.gov.uk

Agenda Item 6

Committee:	Date:
Planning and Transportation Committee Policy and Resources Committee Court of Common Council	22 February 2022 17 March 2022 21 April 2022
Subject: Barbican Podium Works - Governance Arrangements	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 9, 10, 12
Does this proposal require extra revenue and/or capital spending?	N
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 and Comptroller and City Solicitor	For Decision

Summary

The Planning Protocol adopted by Planning and Transportation Committee advises that persons acting in the planning authority functions (both officers and Members) should not be involved in promoting an application for planning permission that comes before them

This raises an issue where the planning application concerns land under the management of Planning and Transportation Committee (e.g City Walkway). Projects requiring committee authority are normally promoted through the committee responsible for the land where the project is located, since that committee normally has within its remit responsibility for authorising such projects. However, if Planning and Transportation Committee promotes a project located on City Walkway (or other land it manages) it is unable to determine a planning application for the project in accordance with the Planning Protocol advice.

A project has commenced for the carrying out of the Barbican Podium Works. The officers involved in promoting the project are not involved in undertaking the City's planning functions in relation to that project. If Planning and Transportation Committee acts as the decision-maker for the purposes of promoting the project it will not be able to consider any planning application which comes forward for the project (in accordance with the Planning Protocol)

This report recommends that the Barbican Podium project be promoted by Policy and Resources Committee in order to address the "separation of functions" issue described above, to enable the project to progress, and to ensure any planning application for the project (outside officer's delegated authority) can be decided by Planning and Transportation Committee (or a sub-committee constituted by it) in accordance with the Planning Protocol.

Recommendation

1. That **Planning and Transportation Committee and Policy and Resources Committee** resolve to recommend to Court of Common Council that the functions of Planning and Transportation Committee as walkway authority and under Part II of the City of London (Various Powers) Act 1967 in connection with the promotion of the Barbican Podium Works (but not the diversion, alteration, revocation or declaration of any City Walkway) be delegated to Policy and Resources Committee for the duration of the Barbican Podium project
2. That **Court of Common Council** resolves that the functions of Planning and Transportation Committee as walkway authority and under Part II of the City of London (Various Powers) Act 1967 in connection with the promotion of the Barbican Podium Works (but not the diversion, alteration, revocation or declaration of any City Walkway) be delegated to Policy and Resources Committee for the duration of the Barbican Podium project and that the Terms of Reference of Planning and Transportation Committee be amended as shown in Appendix A and the Terms of Reference of Policy and Resources Committee be amended as shown at Appendix B

Main Report

Background

1. The Planning Protocol adopted by Planning and Transportation Committee advises that persons acting or assisting in the planning authority functions (both officers and Members) should not be involved in promoting or assisting in the promotion of the application for planning permission ¹
2. This raises an issue where the planning application concerns land under the management of Planning and Transportation Committee.
3. City Walkway is a species of statutory public access right (similar to highway rights) designated under Part II of the City of London (Various Powers) Act 1967 in respect of which the city is the walkway authority. The walkway authority's powers and duties are to pave, repair, drain, cleanse and light the City Walkway.² Under the Terms of Reference of Planning and Transportation Committee Court of Common Council has delegated to that Committee the City's functions as walkway authority and responsibilities for walkways under the 1967 Act.
4. Projects requiring committee authority are normally promoted through the committee responsible for the land where the project is located, since that is normally the committee which has within its remit responsibility for authorising such projects. However, if Planning and Transportation Committee promotes a project located on City Walkway (or other land it manages) it is unable to determine a planning application for the project in accordance with the Planning Protocol advice.
5. A project has commenced for the carrying out of the Barbican Podium Works. (The officers involved in promoting the project are not involved in undertaking

¹ Planning Protocol November 2020 Paragraph 7e. This applies the requirements of Reg. 64 of the Environmental Impact Assessment Regulations to non-EIA cases on the basis of the judgment in R (London Parks and Gardens Trust) v SoSHCLG

² Section 9 City of London (Various Powers) Act 1967

the City's planning functions in relation to that project³.) If Planning and Transportation Committee acts as the decision-maker for the purposes of promoting the project it will not be able to consider any planning application which comes forward for the project (in accordance with the Planning Protocol)

6. The Gateway 3 /4 report seeking approval of the recommended option for the Barbican Podium project and authority to appoint the project team was initially considered and approved by Planning and Transportation Committee, Project Sub-committee and Court of Common Council between January and March 2020. However, since that decision, new considerations have caused the scope of the project to alter and widen significantly. These include the adoption of the City's Climate Action Strategy (which has resulted in the project needing to give enhanced focus to greening and improvement) and the results of survey work which have shown that more intrusive and extensive drainage work is required than was initially anticipated and that some works involving replacement of expansion joints are also required.
7. As a result, a further Gateway 4C report will need to be prepared to seek approval for the increased scope and altered project. The changes are such that subject to the new proposals in the Gateway 4C report being approved, it is considered reasonable to regard Planning and Transportation Committee's approval of the project in January 2020 (and that Committee's involvement in promoting the project) as superseded. The widened and altered project is considered to be of a sufficiently different character that the prior involvement of Planning and Transportation Committee (in promoting the previous superseded proposals) would not impede that Committee's consideration of a planning application for the new proposals.
8. The departmental management responsibility for City Walkway at the Barbican has not always been straightforward because of its unusual character. In the case of City Walkway, the walkway authority has no ownership of the physical structure (unlike the position pertaining to public highway). Ownership of City Walkway remains with the owner (whether an arm's length third party or, if on City-owned property, the City in another capacity). In addition, because the City Walkway is physically linked to the wider structure, significant overlap can occur between infrastructure which is the responsibility of the walkway authority, and the wider infrastructure which is the responsibility of the owner. For example, drainage and pooling issues on the Podium could be attributable both to walkway drainage and to the linked drains for the wider structure. In order to identify clear accountability and responsibility between departments, the Director of Community and Children's Services took on the lead role for management of the Barbican common parts including the City Walkway. However, responsibility for the public access areas has never been delegated to Children and Community Services Committee nor to Barbican Residential Committee. The City Walkway remains the responsibility of Planning and Transportation Committee

Proposed Way Forward

³ However, officers for both the promoter and the planning authority have worked jointly to address the wider governance issue the subject of this report, since this does not relate to the planning application itself but only to the decision-making arrangements

9. It is proposed that the promotion of the new Barbican Podium Works be undertaken by Policy and Resources Committee for the following reasons:
 - 9.1 If Planning and Transportation Committee were to promote the project it would not be able to decide a planning application for the project (in accordance with the Planning Protocol). Planning and Transportation Committee (or a sub-committee constituted by it) is considered the most appropriate committee to decide planning applications due to the training and experience of its Members and the special arrangements adopted by that Committee for considering applications and objections. There is considered to be difficulty and risk attaching to planning decisions being made by other committees (or Court).
 - 9.2 The increased scope of the Project has introduced requirements for greening and for repairs to the wider structure involving overlap between the walkway authority and the owner's responsibilities.
 - 9.3 Policy and Resources Committee is experienced in the co-ordination of organisational governance and administration matters and in taking responsibility for general matters not otherwise dealt with by other committees.
 - 9.4 The range of functions for which Policy and Resources Committee is responsible makes it well-qualified to consider and weigh all the considerations and interests relevant to the promotion of the proposals.
10. To put the proposal in effect the Terms of Reference of the Planning and Transportation Committee and Policy and Resources Committee would require amendment as set out at Appendices A & B.
11. It is not proposed that any regulatory walkway authority functions for diversion, alteration, revocation or declaration of City Walkway be moved to Policy and Resources Committee. No regulatory changes are proposed and if they were, it is considered that this regulatory function should remain with Planning and Transportation Committee.

Other Issues

12. If Policy and Resources Committee were to promote the proposals, the Planning Protocol restriction would prevent any member of Planning and Transportation Committee who was also a member of Policy and Resources Committee from participating in any planning decision
13. In addition to the restrictions contained in the Planning Protocol, applications relating to land that Planning and Transportation Committee is responsible for managing must not be determined by that Committee. (Regulation 10 Town and Country Planning General Regulations 1992) ("Regulation 10 Issue")
14. The Regulation 10 issue may be addressed by Planning and Transportation Committee constituting a special sub-committee (with no responsibility for City Walkway) to determine any planning application. This would need to be considered by that Committee prior to an application for land it manages coming before Members

15. Your committees may wish to instruct officers to consider and report on possible alternative governance arrangements to address the issues without need for ad hoc arrangements to be put in place each time the issues arise.

Conclusion

16. It is proposed that the Barbican Podium project be promoted by Policy and Resources Committee in place of Planning and Transportation Committee in order to address the separation of functions issue outline in this report. If Court of Common Council agrees to amend the Terms of Reference of the Committees in order to implement the recommended arrangements, the Gateway 4C report regarding the proposed expanded scope of the project would be reported to Policy and Resources Committee as soon as practicable in order to progress the project. Any future planning (and listed building) applications not within officer's delegated authority to determine would be reported to Planning and Transportation Committee or a special sub-committee constituted by it.

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APPENDIX A

PLANNING & TRANSPORTATION COMMITTEE

Terms of Reference

To be responsible for:-

- (a) All functions of the City as local planning authority [relating to town and country planning and development control] pursuant to the Town and Country Planning Act 1990, the Planning (Listed Building and Conservation Areas) Act 1990 and Compulsory Purchases Act 2004, the Planning Act 2008 and all secondary legislation pursuant to the same and all enabling legislation (including legislation amending or replacing the same).
- (b) Making recommendations to Common Council relating to the acquisition, appropriation and disposal of land held for planning purposes and to exercise all other functions of the local planning authority relating to land held for planning (or highways) purposes, and making determinations as to whether land held for planning or highways purposes is no longer required for those purposes, other than in respect of powers expressly delegated to another committee.
- (c) All functions of the Common Council as local highway, traffic, walkway and parking authority (other than in respect of powers expressly delegated to another committee) and the improvement of other open land under S.4 of the City of London (Various Powers) Act 1952.
- (d) All functions under part II of the City of London (Various Powers) Act 1967 including declaration, alteration and discontinuance of City Walkway (other than in respect of the promotion of works to the Barbican Podium, which shall not include any declaration, alteration or discontinuance of City Walkway ["City Walkway regulatory functions"] in connection with such works, all City Walkway regulatory functions to remain the responsibility of Planning and Transportation Committee) .
- (e) All functions relating to the construction, maintenance and repair of sewers in the City, including public sewers (on behalf of Thames Water under an agency arrangement).
- (f) All functions of Common Council as Lead Local Flood Authority in relation to the Flood and Water Management Act 2010.
- (g) All functions relating to the Stopping Up of highway (including as local planning authority and highway authority).
- (h) All functions relating to street naming and numbering under the London Building Acts (Amendment) Act 1939.
- (i) All functions relating to building control under the Building Act 1984, Building Regulations 2000-10 and London Building Acts 1930-82.
- (j) The setting of building control charges under the Building (Local Authority Charges) Regulations 2010.
- (k) Response to and resolution of dangerous structures under the London Building Acts (Amendment) Act 1939.
- (l) All functions relating to the City of London Corporation's commemorative blue plaques.
- (m) All functions relating to the Local Land Charges Act 1975.
- (n) The appointment of the Chief Planning Officer & Development Director.
- (o) The appointment of the Director of the Built Environment (in consultation with the Port Health and Environmental Services Committee).
- (p) The appointment of such Sub-Committees as is considered necessary for the better performance of its duties including a Streets & Walkways Sub-Committee.

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APPENDIX B

POLICY & RESOURCES COMMITTEE

1.

Terms of Reference

To be responsible for:-

General

- (a) considering matters of policy and strategic importance to the City of London Corporation including matters referred to it by other Committees and/or Chief Officers;
- (b) the review and co-ordination of the governance of the City of London Corporation including its Committees, Standing Orders and Outside Bodies Scheme, reporting as necessary to the Court of Common Council, together with the City Corporation's overall organisation and administration;
- (c) overseeing, generally, the security of the City and the City of London Corporation's security and emergency planning;
- (d) the support and promotion of the City of London as the world leader in international financial and business services and to oversee, generally, the City of London Corporation's economic development activities, communications strategy and public relations activities;
- (e) the use of the City's Armorial bearings;
- (f) the appointment of the City Surveyor (in consultation with the Investment Committee and the Bridge House Estates Board);
- (g) general matters not otherwise expressly provided for within the terms of reference of any other Committee;
- (gg) the functions of the Court of Common Council as walkway authority and under Part II of the City of London (Various Powers) Act 1967 (excluding the declaration, alteration and discontinuance of City Walkway) for the purposes of promoting works to the Barbican Podium
- (h) approving the City Corporation's annual contribution to the London Councils' Grants Scheme and agreeing, alongside other constituent councils, the proposed overall budget;
- (i) making recommendations to the Court of Common Council in respect of:
 - (i) the appointment of the Town Clerk & Chief Executive, Comptroller & City Solicitor and Remembrancer;
 - (ii) the Corporate Plan, Community Strategy, and other corporate strategies, statements or resolutions;
 - (iii) the issuing of levies to all the constituent councils for their contributions to the London Councils' Grants Scheme, for which the Court of Common Council is a levying body; and
 - (iv) the promotion of legislation and, where appropriate, byelaws;

Resource Allocation

- (j) determining resource allocation in accordance with the City of London Corporation's strategic policies;

Corporate Assets

- (k) (i) determining the overall use of the Guildhall Complex; and
 - (ii) approving overall strategy and policy in respect of the City Corporation's assets;

Projects

- (l) scrutiny and oversight of the management of major projects and programmes of work, including considering all proposals for capital and supplementary revenue projects, and determining whether projects should be included in the capital and supplementary revenue programme as well as the phasing of any expenditure;

Hospitality

- (m) arrangements for the provision of hospitality on behalf of the City of London Corporation;

Privileges

- (n) Members' privileges, facilities and development;

Sustainability

- (o) strategies and initiatives in relation to sustainability;

Business Improvement Districts

responsibility for the functions of the BID Proposer and BID Body (as approved by the Court of Common Council in October 2014);

Sub-Committees

appointing such Sub-Committees as are considered necessary for the better performance of its duties including the following areas:-

* Resource Allocation

Projects
Outside Bodies
Public Relations and Economic Development
Courts

†Hospitality

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

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

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

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

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

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

Agenda Item 7

Committee(s): Policy and Resources Committee – for Decision	Date(s): 17 March 2022
Subject: Capital Funding Update – Request for Delegated Authority	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?	To be confirmed
What is the source of Funding?	To be met from within the existing funding allocations approved ‘in principle’ via the annual capital bids process
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes – it will be confirmed in advance.
Report of: The Chamberlain	For Decision
Report author: Dianne Merrifield, Group Accountant	

Request for Delegated Authority

There are a significant number of projects in the capital programme that are reliant on central funding previously agreed ‘in principle’ as part of the annual capital bids.

Members are reminded of the two-step funding mechanism via the annual capital bid 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.

The release of such funds at the second step is usually via a periodic report to Resource Allocation Sub Committee (RASC) prepared by the Chamberlain.

There are currently a number of projects in the pipeline, at various stages of progression through the gateway process, that will require a funding decision in the near future.

However, due to the long delay before the next planned meetings of RASC and Policy and Resources Committee (as parent of RASC), approval is being sought to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, to approve the drawdown of funds during this interim period. This will avoid any undue delay in progression of projects during the purdah period.

Any requested decisions under this delegated authority will be restricted to those schemes that have approved funding in principle previously agreed, or that can be met from within savings against those existing provisions (via the 'one-in/one-out' principle).

Recommendation:

To delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee, to approve requests to draw-down against central funding allocations previously approved in principle via the annual capital bids process.

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)
- Capital Funding – Prioritisation of 2022/23 Annual Capital Bids – Stage 2 Final Proposals

Dianne Merrifield

Group Accountant, Capital

Email: [dianne.merrifield @ cityoflondon.gov.uk](mailto:dianne.merrifield@cityoflondon.gov.uk)

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