



Policy and Resources Committee

Date: THURSDAY, 20 OCTOBER 2022
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Catherine McGuinness
Deputy Keith Bottomley (Deputy Chairman)	Wendy Mead
Tijs Broeke (Vice-Chair)	Deputy Andrien Meyers
Mary Durcan (Vice-Chair)	Deputy Brian Mooney
Munsur Ali	Deputy Alastair Moss (Ex-Officio Member)
Deputy Randall Anderson (Ex- Officio Member)	Benjamin Murphy
Deputy Rehana Ameer	Alderman Sir William Russell
Deputy Henry Colthurst (Ex- Officio Member)	Ruby Sayed (Ex-Officio Member)
Deputy Marianne Fredericks	Tom Sleigh
Alderman Timothy Hailes	Deputy Sir Michael Snyder
Caroline Haines	Deputy James Thomson
Wendy Hyde (Ex-Officio Member)	James Tumbridge
Deputy Shravan Joshi	Deputy Philip Woodhouse
Deputy Edward Lord	Deputy Simon Duckworth (Chief Commo ner) (Ex-Officio Member)
Alderman Ian David Luder	The Rt Hon. The Lord Mayor Vincent Ke aveny (Ex-Officio Member)
Alderman Nicholas Lyons	

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:

www.youtube.com/watch?v=Jr7jo8d0hzs

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting on 4 October 2022 (Pages 7 - 18)
- b) *Note of the inquorate Policy and Resources Committee meeting on 15 September 2022
- c) *To note the draft public minutes of the Operational Property and Projects Sub-Committee meeting on 26th September 2022

4. **RESOLUTION OF FINANCIAL INVESTMENT BOARD AND PROPERTY INVESTMENT BOARD**

For Decision
(Pages 19 - 22)

5. **CITY OF LONDON ACADEMY TRUST - COMPANY MEMBERSHIP**

Town Clerk to be heard.

For Decision

6. **CULTURE MILE BUSINESS IMPROVEMENT DISTRICT**

Report of the Executive Director Environment.

For Decision
(Pages 23 - 36)

7. **PROJECT GOVERNANCE REVIEW**

Report of the Chief Operating Officer.

For Decision
(Pages 37 - 44)

8. **RESOURCES AND PRIORITIES REFRESH (RPR) UPDATE**

Report of the Town Clerk.

For Decision
(Pages 45 - 52)

9. ***REVIEWED AND UPDATED WARDMOTE BOOK**

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

For Information

10. ***YEAR 2 QUARTER 1&2 UPDATE ON CLIMATE ACTION**

Report of the Executive Director Innovation and Growth.

For Information

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

Report of the Chamberlain.

For Information

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

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

14. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

15. **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 4 October 2022 (Pages 53 - 56)
- b) *To note the draft non-public minutes of the Operational Property and Projects Sub-Committee meeting on 26th September 2022

16. **CAPITAL REVIEW- AFFORDABILITY ASSESSMENT MAJOR PROJECTS**

Report of the Chamberlain.

For Decision
(Pages 57 - 76)

17. **FUTURE POLICE ESTATE PORTFOLIO: FUNDING**

Joint report of the City Surveyor and Commissioner of City of London Police.

For Decision
(Pages 77 - 96)

18. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 5 - FEES TO GATEWAY 5**

Report of the City Surveyor.

For Decision
(Pages 97 - 114)

19. **CITY FUND - MUSEUM OF LONDON - HEADS OF TERMS**

Report of the City Surveyor.

For Decision
(Pages 115 - 156)

20. **LONDON WALL WEST - REDEVELOPMENT OF BASTION HOUSE/MUSEUM OF LONDON SITE ON 140-150 LONDON WALL (CITY FUND)**

Report of the City Surveyor.

For Decision
(Pages 157 - 188)

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

For Information

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

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

Part 3 - Confidential Agenda (SEPARATE LATE PACK TO FOLLOW)

24. **MARKETS BOARD RESOLUTION**

For Decision

25. **MARKETS CO-LOCATION PROGRAMME - UPDATE AND ADDITIONAL BUDGET REQUEST TO MOVE TO FORMAL MAJOR PROJECT STAGE**

Joint report of the City Surveyor, Chief Operating Officer, Markets Director and Chamberlain.

For Decision

26. **CITY REMEMBRANCER - SUCCESSION ARRANGEMENTS**

Report of the Town Clerk.

For Decision

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POLICY AND RESOURCES COMMITTEE

Tuesday, 4 October 2022

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 4 October 2022 at 2.30 pm and available to view at www.youtube.com/watch?v=9yqtTV1NLBQ

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Tijs Broeke (Vice-Chair)
Mary Durcan (Vice-Chair)
Deputy Rehana Ameer
Deputy Randall Anderson (Ex-Officio Member)
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Simon Duckworth (Chief Commoner) (Ex-Officio Member)
Deputy Marianne Fredericks
Wendy Hyde (Ex-Officio Member)
Deputy Shravan Joshi
Deputy Edward Lord
Alderman Ian Luder
Catherine McGuinness
Wendy Mead
Alderman Sir William Russell
Tom Sleigh
Deputy Sir Michael Snyder
Deputy James Thomson
Deputy Philip Woodhouse

In Attendance (In Guildhall)

Madush Gupta
Oliver Sells K.C.

In Attendance (Observing Online)

John Griffiths
Ben Murphy
Paul Singh
Ruby Sayed

Officers:

Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Paul Double	- City Remembrancer
Jen Beckerman	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Paul Wilkinson	- City Surveyor
Caroline Al-Beyerty	- Chamberlain

Damian Nussbaum	- Executive Director of Innovation & Growth
Bob Roberts	- Deputy Town Clerk
Gregory Moore	- Assistant Town Clerk
Polly Dunn	- Town Clerk's Department
Sonia Virdee	- Chamberlain's Department
Mark Gettleson	- Town Clerk's Department
Saira McKechnie	- Town Clerk's Department
Christopher Rumbles	- Town Clerk's Department
Dylan McKay	- Town Clerk's Department
Benjamin Dixon	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from The Rt Hon The Lord Mayor, Deputy Brian Mooney, Alderman Nicholas Lyons, James Tumbridge, Alderman Tim Hailes and Deputy Andrien Meyers.

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

There were no declarations.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting held on 7th July 2022 were approved as an accurate record.

Matters arising

Beckford and Cass Statues Interpretation Project – A Member questioned the time it was taking to consider options and report back on this project. It was suggested the project needed to increase its pace, whilst ensuring the quality of the consultation was not lost. A Member, also Chair of Culture, Heritage and Libraries Committee, responded and highlighted a need for care and sensitivity in carrying out the consultation, with staffing issues in the team also impacting.

The Deputy Chairman raised an area of concern relating to certain statues being moved during events and being placed in less prominent positions. A Member, also Chair of Civic Affairs Sub-Committee, confirmed Guildhall Lettings were under their Sub-Committee's remit and that they had sought an assurance from the Remembrancer that the temporary plaques would remain in a prominent position throughout all events.

The Chairman concluded the discussion, noting the comments raised and requesting officers take these away and look at reporting back at the earliest opportunity.

Microphones - A Member requested an update relating to microphones in the Committee Rooms. The Chief Operating Officer responded confirming the number of microphones in the room had been doubled. A point was then raised regarding the length of the microphones, with Members being asked to stand when speaking there was an issue in being able to hear people clearly when doing so. Following a brief discussion, the Chairman stated that Policy and Resources Committee was a Grand Committee with the custom being to stand when speaking and that he considered it important to retain this, with those Members speaking being clearly seen and heard. The Chairman asked the Chief Operating Officer to review further options for improving the microphones.

- b) The Public Minutes of the Freedom Applications Sub-Committee meeting on 21st July 2022 were noted.
- c) The public minutes of the Operational Property and Projects Sub-Committee meeting on 20th July 2022 were noted.
- d) The Public Minutes of the Capital Buildings Board meeting on 13th July 2022 were noted.
- e) The public summary of the City Envoy Network meeting held on Tuesday 5th July 2022 were noted.

4. **2022 CITY OF LONDON ELECTIONS**

The Committee received a report of the Deputy Town Clerk providing a summary of the overall trends in the 2022 City of London Elections, outlining potential changes moving forward, including those requiring legislation, for further discussion and future recommendations.

The report was welcomed by Members, with a number remarking on what they considered to be an excellent report and excellent delivery of the 2022 elections. There was an acknowledgement that the City Corporation was limited through its current franchise and with this unlikely to be ready for review by 2025 there would be a need for further investment in electoral engagement to recruit as many electors as possible. This area of work had received initial funding for one year, with there being a need to ensure funding was in place moving forward.

A Member added how there would be a need to review the City's Franchise at some point moving forward to allow an opportunity to explore options for increasing the City's electorate, whilst noting this would require primary legislation and all this may entail.

There was a recognition that both electoral engagement and the City of London elections process had been successful, with the benefits and improvements being clear. There would be a need for ongoing funding to achieve better engagement throughout the year, even during periods outside of an election cycle.

There was a question raised regarding non-responders remaining on the Ward lists, with businesses coming and going in the City. There was a need for increased flexibility within IT systems moving forward and being able to input changes immediately during the electoral process. There was a suggestion of rolling registration or automatically allocating people the option for postal voting unless they opt out.

A Member stressed a need to make the necessary changes to the City's Franchise moving forward, seeking changes through primary legislation if this was needed.

It was suggested that when considering the City Corporation's approach to Electoral Engagement, there would be a need to use metrics to demonstrate a return on the investment being made, with it becoming more of an outcome-based exercise.

A Member added how investment in the team had delivered results and there was a need to maintain this, whilst also acknowledging the direct benefit Member engagement offered. It was acknowledged that there was an ongoing need to encourage all businesses to vote.

The Chairman concluded the discussion thanking Members for the helpful points that had come out of it. The Chairman conveyed the Committee's thanks to the Head of Electoral Services and Electoral Engagement Manager, both of whose efforts had ensured the City's 2022 elections were a great success and with the City Corporation being grateful to have them moving forward.

Resolved, that the report be received, and its content noted.

5. PLANNING AND TRANSPORTATION COMMITTEE MEETING ARRANGEMENTS

The Committee considered a joint report of the Town Clerk, Executive Director of Environment and Comptroller and City Solicitor looking at how the functions of the Planning and Transportation Committee could be most effectively discharged and recommending the establishment of a Planning Applications Sub-Committee.

The Chairman reminded Members that the report was dealing with a proposal to establish a Sub-Committee, specifically for the consideration of planning applications, with the same Membership as the current Planning and Transportation Committee. The Chairman referred to areas of concern previously raised by Members around the Grand Committee being able to alter the Membership of the Sub-Committee (as was done under usual sub-committee arrangements; consequently the report before Members today included a recommendation that the Membership of the Sub-Committee should not be amended other than by Court of Common Council, which the Chairman hoped would provide sufficient assurance to Members.

A Member welcomed the report that they considered offered a pragmatic solution that would mean planning applications were considered in a timely manner.

A Member welcomed the inclusion of the recommendation proposing Court of Common Council be responsible for amending the Membership of the Sub-Committee but raised a concern regarding the proposals that updating of the Planning Protocol be delegated to Planning and Transportation Committee.

A Member proposed an amendment to recommendation 4 that any further updating of the Planning Protocol be delegated to Planning and Transportation Committee. The Member proposed that any further updates be subject to approval of Court of Common, with the proposed amendment being seconded.

A Member responded to the proposal and remarked on how they considered Planning and Transportation Committee to be more than capable of reviewing and updating the Planning Protocol, with it being appropriate that consideration of this be made available to the public, but with there not being the need for a full debate of this in Court of Common Council.

A Member, also Chairman of Planning and Transportation Committee, added how it was a precautionary step to bring the Planning Protocol to Policy and Resources Committee on the advice of the Comptroller, but with this having always been within the remit of Planning and Transportation Committee.

Following a show of hands, the Chairman acknowledged the proposed amendment was not supported and that it would not go forward to Court of Common Council.

RESOLVED: That Members recommend to Court of Common Council: -

- The establishment of a Planning Applications Sub-Committee to determine all planning and listed building consent applications not delegated to officers under the Scheme of Delegation (with all other functions within the Terms of Reference of the Planning and Transportation Committee not delegated to officers continuing to be exercised by that Committee or any other Sub-committees to which it delegates functions).
- That the membership, Chairmanship and Deputy Chairmanship of and arrangements for the Planning Applications Sub-Committee and the Planning and Transportation Committee be as set out in the "Proposals" section of this report.
- That the proposed membership of the Planning Applications Sub-Committee (to be constituted of all members of Planning and Transportation Committee) should not be amended other than by Court of Common Council.

- That the Town Clerk, Executive Director Environment and Comptroller and City Solicitor be delegated to prepare such amendments to the Planning Protocol as may be necessary to give effect of Recommendations 1 & 2 and to report them to Planning and Transportation Committee (which shall be delegated the function of approving the Planning Protocol prior to implementation of the arrangements)
- That any further updating of the Planning Protocol be delegated to Planning and Transportation Committee

6. **APPOINTMENT OF LEAD MEMBERS (POLICY AREAS)**

The Committee considered a report of the Town Clerk providing an update on the creation of Lead Member portfolios and recommending candidates for appointment following a nominations process as agreed by Policy and Resources Committee in July.

The Chairman introduced the item clarifying that the proposal was not to appoint Members looking to begin making policy, but it was to identify lead Members in key policy areas to work with the Chairman and relevant officers to help lighten the burden and heavy workload in these key areas.

The Chairman added that expressions of interest were sought from the whole Court, with the responses presented to a panel comprised of himself as Chairman, the Deputy Chairman and two Vice Chairs, who considered all nominations with advice from specialist officers.

The Chairman clarified that for the appointment of Sustainability Lead Member, the Deputy Chairman of Policy absented himself from the room and took no part in the appointment, with the Deputy Chairman being judged on merit against the other applications, with each coming forward having been considered against a range of areas including criteria, expertise, gender balance as well as newer and returning Members.

The Chairman confirmed the nominations were now before Members for their approval. A one-year appointment was being proposed to allow an opportunity for review after one year. The initiative aims to engage the whole Court, utilising relevant expertise and lending additional capacity to the Chairman where it was available.

A Member offered their wholehearted support for what had been proposed, whilst also suggesting Policy and Resources Committee would benefit from a quarterly update on what Policy Leads had been doing and had made contact with, which the Chairman agreed would be entirely appropriate.

A Member expressed their surprise at the limited number of appointments from the wider Court, which the Chairman responded to by challenging the comment and adding how he considered the process to have been exceptionally fair. The appointments had had been advertised to the whole Court, with the recommended candidates being put forward based on competitive merit, whilst looking to ensure balance in a number of key areas.

A Member, also Chief Commoner, commended the Chairman on the process that had been followed, which had demonstrated diversity and balance through the appointments being proposed.

A Member, also Chairman of Finance Committee proposed seeking feedback from lead Members on the value and advantage they had gained from the role, which the Chairman accepted would be helpful as part of the review. A Member added how moving forward there was a need to look at encouraging more applications and to get greater involvement from Members of the wider Court.

RESOLVED: That Members agreed to appoint the recommended candidates to the various Lead Policy roles, as detailed in the report, for a term ending in May 2023

London Chamber of Commerce Council – A Member referred to a City Corporation vacancy on the London Chamber of Commerce Council which had existed since the departure of a former Member from this role. The Member proposed Paul Singh, as the appointed Lead Member for SMEs, would be an appropriate Member to fill the vacancy. Mr Singh indicated that he would be interested in being considered for the role.

The Town Clerk confirmed the right of appointment to London Chamber of Commerce would be reviewed and taken forward as appropriate.

7. **NOMINATION TO THE BOARD OF GOVERNORS OF THE MUSEUM OF LONDON**

The Committee considered a report of the Town Clerk setting out the background to the appointment of external candidates to the Board of Governors of the Museum of London and recommending Charlotte Twyning for appointment as a City of London Corporation Governor.

RESOLVED: That Members: -

- Approve the appointment of Charlotte Twyning as a City of London Corporation Governor of the Museum of London for a four-year term ending 15 September 2026.

8. **CORPORATION REPRESENTATION ON THE GREEN FINANCE INSTITUTE BOARD**

The Committee considered a report of the Director of Innovation and Growth seeking approval of the City Corporation's two Green Finance Institute Board Members.

A Member referred to the role Alison Gowman had played, not only through her role on the Green Finance Institute Board, but also through her work on the Green Finance initiative, which deserved huge thanks. Members were in full

agreement in expressing their gratitude to Alison Gowman and asked that their thanks and appreciation be recorded in the minutes accordingly.

RESOLVED: That Members: -

- Approve the City Corporation's two Green Finance Institute board members: Chairman of Policy and Resources Committee and Simon Duckworth until September 2023, then Chairman of Policy and Resources Committee and Deputy Chairman of Policy and Resource Committee thereafter.

9. FREEDOM APPLICATIONS SUB-COMMITTEE COMPOSITION AND ACCESS

The Committee considered a report of the Town Clerk seeking clarification on two areas of governance concerning the Freedom Applications Sub-Committee.

Following a brief discussion regarding the two vacancies on Freedom Applications Committee open to the Court, there was agreement that in the interests of working as one court and where there was an interest being shown, places should be made available to the whole Court regardless of whether they were a Commoner or Alderman, with the existing practice in this regard being maintained.

RESOLVED: That Members: -

- Approve the Freedom Application Sub-Committee's Terms of Reference and composition;
- approve any consequent changes to the terms of reference; and
- agree that, as a private function of the City of London Corporation not subject to subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972, future meetings of the FASC be held exclusively in private session.

10. FINANCIAL SERVICES SKILLS COMMISSION

The Committee considered a report updating on the work of the Financial Services Skills Commission since its launch in 2020 and seeking approval of the City Corporation's continued support for a further three years.

RESOLVED: That Members: -

- Approve the release of planning obligation funds, ringfenced for skills work, to provide an ongoing membership contribution (£20k pa) for three years (2023/24-2025/26) and delegate authority to the Town Clerk to decide the exact nature of additional support (capped at £75k pa) over the coming three years (2023/24-2025/26) beyond the membership fee.

11. DESTINATION CITY UPDATE

The Committee received a report of the Executive Director of Innovation and Growth providing Members with an update on key milestones following the

Destination City launch and progress made across the Destination City Programme.

RECEIVED

12. **END OF CAMPAIGN EVALUATION: SQUARE MILE**

The Committee received a joint report of the Director of Innovation and Growth and Director of Communications offering a reflection on the City Corporation's investment, and lessons learned, in its Square Mile campaign.

RECEIVED

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

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

RECEIVED

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

The Chairman confirmed he had been given notice of one question from Philip Woodhouse as follows:

What was the City of London Corporation's legal requirement regarding the provision of courts? It appears to be either 6 or 8 courts depending on how we interpret the relevant provisions. How has the City Corporation reached a decision to build 18 courts. How was this number approved, and by whom? Do we need to be building ten more courts than we are responsible for?

Please can the original business case for the courts be circulated again to remind Members of the costs and benefits. Was this prudent at a time of significant stress to our finances?

The Chairman responded as follows:

By way of reminder: the agreement for the Courts was made by Common Council in July 2018. As stated within the report presented that day – the "new combined Courts building secures the City's role as a centre of justice and the legal profession in the UK, Europe and across the world. This was further reinforced by the opportunity to retain the International Dispute Resolution Centre (IRDC) on the site."

This decision was undertaken five years ago and went through Policy, Capital Buildings Committee (as it then was) and the Court of Common Council.

There were signed agreements to lease on the basis of this approval, the site has been fully demolished, and works are underway, with contracts being drawn up.

I do not wish to pre-empt discussions on the Capital Buildings Review due to be considered on 20 October, and feel it may be prudent to ensure we have the right information in front of us before opening up to wider discussion.

The Chairman suggested the Member accept his formal response, allowing an opportunity for a wider discussion on capital review when more information would be available.

The Member accepted the Chairman's response but suggested it would be helpful to send this formal response to all Members on Policy and Resources Committee given he had circulated his question to all Members.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional items of business.

16. EXCLUSION OF THE PUBLIC

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

Part 2 – Non-Public Agenda

17. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 7th July 2022 were approved as an accurate record.
- b) The non-public minutes of the Freedom Applications Sub-Committee meeting held on 21st July 2022 were noted.
- c) The draft non-public minutes of the Capital Buildings Board meeting held on 13th July 2022 were noted.
- d) The non-public minutes of the Projects Sub-Committee meeting held on 20th July 2022 were noted.

18. PLANNING AND TRANSPORTATION COMMITTEE MEETING ARRANGEMENTS

The Committee received a non-public appendix to be read in conjunction with item 5 on the agenda.

RECEIVED

19. ENHANCING THE IMPACT OF COL'S US WORKSTREAMS THROUGH A PERMANENT US PRESENCE

The Committee considered a report of the Director of Innovation and Growth providing Members with an update on enhancing the impact of the City Corporation's US work streams through a permanent US presence.

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

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

RECEIVED

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

A Member raised a question regarding the coronation of the King.

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

There were no additional items of business.

Part 3 – Confidential Agenda

23. MINUTES

- a) The confidential minutes of the Policy and Resources Committee meeting held on 7th July 2022 were approved as an accurate record.
- b) The confidential minutes of the reconvened Policy and Resources Committee meeting (7th July 2022) held on 12th July 2022 were approved as an accurate record.
- c) The confidential minutes of the Freedom Applications Sub-Committee meeting on 21st July 2022 were noted.
- d) The confidential minutes of the Capital Buildings Board meeting on 13th July 2022 were noted.
- e) The confidential minutes of the Operational Property and Projects Sub-Committee meeting on 20th July 2022 were noted.

24. CONFIDENTIAL APPENDIX: NOMINATION TO THE BOARD OF GOVERNORS OF THE MUSEUM OF LONDON

The Committee received a confidential appendix to be read in conjunction with agenda item 7.

The meeting ended at Time 4.20pm.

Chairman

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

Agenda Item 4

Agenda Item No.

TO: **POLICY & RESOURCES COMMITTEE**

FROM: **FINANCIAL INVESTMENT BOARD** and
PROPERTY INVESTMENT BOARD

Tuesday 31 May 2022 and
Monday 20 June 2022

Noting that this is the first year of each Board following their reconstitution under the new governance arrangements, the reconstituted Property Investment Board and Financial Investment Board each discussed their terms of reference as agreed by the Policy & Resources Committee on 5 May 2022, at their first meetings after this date. Arising from a number of points raised by Members, the Boards agreed to jointly resolve proposals to amend the terms of reference for each Board going forward in order to seek constitutional clarity and optimise efficiency and good practice. These range from points of clarification and housekeeping to more substantive matters, with some being relevant to both Boards and some specific to only one Board, and are set out below. The Policy & Resources Committee is asked to consider that following changes be made and, should the Committee be amenable to these, that they be made with immediate effect:

Financial Investment Board and Property Investment Board

- A single reporting line to Policy and Resources Committee as the grand committee be agreed in place of the dual reporting line to both Policy & Resources Committee and Finance Committee;
- The length of appointment for Members appointed by the Policy & Resources Committee and Finance Committee be increased from one year to three years; and
- External Co-opted Members be made full voting Members

Financial Investment Board

- Should the Board agree that fewer than four external Members are required, these places may be redistributed to the Policy & Resources Committee and Finance Committee, or used to co-opt additional Members from the Court;
- At paragraph f, the reference to the Chamberlain be amended to ‘their’ rather than ‘his’; and
- The reference to the Property Investment Board within the footnote be corrected.

Property Investment Board

- A reference to regular monitoring of relevant transformational projects be added to the terms of reference;

- The line '(one appointment each)' from the sixth bullet point of the Boards terms of reference be removed as this was not applicable to the Board; and
- Provision be made for the Board to comment on Bridge House Estates investment property matters when requested by the Bridge House Estates Board.

Appendix 1a – Financial Investment Board, 31 May 2022, Minute Extract

5. **TERMS OF REFERENCE**

The Board received its terms of reference as agreed by the Policy & Resources Committee on 5 May 2022.

Noting that this was the first year of the Board following its reconstitution under the new governance arrangements, Members discussed the Board's constitution and terms of reference. A Member commented that a single reporting line to a Grand Committee was preferable to dual reporting to both Policy & Resources Committee and Finance Committee. The Member added that the Board was an important sub-committee and that its constitution should be reviewed with a view to reaching an optimal position over time.

Members further noted typographical errors which required correction, such as a reference to the Property Investment Board. The Board also noted that the constitution included provision for up to four external Co-opted Members, in addition to the two Members co-opted from the Court of Common Council. Members discussed whether this was an appropriate balance, noting that it was possible that internal co-option may satisfy the relevant experience required for the Financial Investment Board. A Member suggested that it may be appropriate to undertake a skills matrix to assess the Board's needs in this regard, adding that an external perspective may be beneficial.

The Board further noted that under the current constitution, a majority of Board Members were appointed on an annual basis, and Members felt that this may not be appropriate for the Financial Investment Board, given the City Corporation's position as a long-term investor. A Member commented that if the Property Investment Board had similar comments regarding their governance following reconstitution, the Boards could put a joint resolution to the parent Grand Committees outlining the issues raised and to suggest amendments.

The Board agreed that, in addition to the correction of typographical errors, the Board should raise the matters of reporting lines, length of appointment, and constitution, preferably via a joint resolution to Policy & Resources Committee and Finance Committee with the Property Investment Board. The Board agreed to delegate authority to agree the terms of the resolution to the Chair and suggested that this be circulated to Board Members prior to submission.

7. TERMS OF REFERENCE

The Board agreed to discuss the item immediately before Item 8 as the two items had a strong element of interconnection. The Board received its terms of reference as agreed by the Policy & Resources Committee on 5 May 2022.

A Member requested further information on the Board's responsibility for the London Wall West project and questioned whether specific reference to this project should be added to the Board's terms of reference. The Chair explained that the terms of reference were written to capture the work of the Board rather than being project specific. The City Surveyor confirmed that the Board was, and would remain even after Planning approval was sought, the sponsoring committee for the London Wall West project. The Board agreed that a standing item on the London Wall West project be added to the Board's agendas going forward and that a reference to regular monitoring of relevant transformational projects be added to the terms of reference.

Members agreed to remove the line '(one appointment each)' from the sixth bullet point of the Board's terms of reference as this was not applicable to the Board.

Following proposal by the Chair the Board agreed a joint resolution with Financial Investment Board on the terms of reference with reference to Member appointments being for a period of four years, external co-opted Members to be made full voting members of the Board and that provision be made for Board to comment on matters when requested by the Bridge House Estates Board, making clear that the decision making authority for Bridge House Estates investment property is still held by the Bridge House Estates Board.

RESOLVED- That the Board agreed a joint resolution with the Financial Investment Board to the Policy and Resources Committee regarding the Board's terms of reference.

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Agenda Item 6

Committees	Dated:
Policy and Resources Committee	20/10/2022
Subject: Culture Mile Business Improvement District	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,3,4,5,9,10,11,12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Executive Director Environment	For Decision
Report author: Simon McGinn, Assistant Director Partnership and Engagement	

Summary

The purpose of this report is to seek your agreement for the submitted BID Proposal, enabling the City Corporation and the Culture Mile Partnership to formally launch the proposals in advance of a ballot in January 2023 to establish a BID in April 2023.

When considering BID Proposals, the City Corporation needs to be satisfied that the BID proposal does not conflict with any existing local authority policy nor propose a disproportionate burden on particular businesses by way of an unfair levy charge on a certain 'class' of levy payers. These are the only grounds that the City Corporation should consider when reviewing the BID Proposal. Matters such as the BID boundary have been determined by the Partnership in consultation with local businesses and will be subject to consideration for determination by the BID Ballot

This report sets out the strategic themes and subsequent proposed project delivery of the BID, how these were arrived at through the perception analysis and from further consultation with businesses to agree the levy multiplier and BID budget for the first term (5 years). The proposed levy multiplier has been set to provide a viable BID Budget that will be able to deliver on the key themes set out in the BID Proposal. The strategic themes align with the outcomes set out in City of London Corporate Plan 2018-2023, and will support delivery of key strategies and visions including Destination City, the Culture Mile Strategy, the emerging City Plan 2040 and the Climate Action Strategy.

The BID is being promoted by the City Corporation who will be the accountable BID Proposer and BID Body. The BID will follow the previously agreed management arrangements for Fleet Street Quarter and EC Partnership BID where the City Corporation appoints the Partnership to deal with the day-to-day implementation of the Business Plan.

Recommendations

Policy and Resources Committee is asked to:

- Agree the BID Proposal to allow progression to formal Ballot
- In the event of a successful ballot, authorise the Executive Director Environment to appoint the Culture Mile Partnership to deal with day-to-day implementation of the BID Proposals on behalf of the City Corporation and delegate to the Executive Director Environment, in consultation with the City Solicitor, authority to agree the terms of the appointment in accordance with the principles in this report.
- In the event of a successful ballot, delegate authority for the day-to-day management of the BID Body's functions to the Executive Director Environment (subject to this being exercised in accordance with the contracted arrangements and with the BID levy receipts credited to the BID account).

Main Report

Background

1. In July 2021, the Culture Mile Partnership was established by local businesses and landowners, in partnership with the City of London Corporation and the founding cultural partners of the Culture Mile initiative. The aspiration was to build on the creative animation seen across the area through the Culture Mile programme, which launched in 2017, but broaden its scope and geographical footprint. Covering an area slightly larger than the original Culture Mile footprint, the new BID would embrace all businesses and sectors, while also seeking to embed culture and creativity into the future shape of the area.
2. In January 2020, the Policy and Resources Committee agreed a BID Strategy that supported the involvement of the City Corporation in establishing Partnerships where it holds significant property assets in the area. In May 2021, given the significant assets held at Smithfield Market, the Property Investment Board (PIB) agreed to contribute a total of £20,000 from the City Surveyor's local risk budget towards funding for the Partnership for its first two years pending a BID ballot. PIB would not provide any further funding or have any further participation in the Partnership following a successful BID Ballot, other than as described in this report.
3. When considering BID Proposals, the City Corporation needs to be satisfied that the BID proposal does not conflict with any existing local authority policy nor

propose a disproportionate burden on particular businesses by way of an unfair levy charge on a certain 'class' of levy payers. These are the only grounds that the City Corporation should consider when reviewing the BID Proposal. Matters such as the BID boundary have been determined by the Partnership in consultation with local businesses and will be subject to consideration for determination by the BID Ballot

4. The boundary identified for the Culture Mile Partnership is as illustrated at Appendix 1. The Culture Mile Partnership considers that the proposed footprint and boundary constitutes a coherent and manageable area. It is worth noting that the Partnership believes that the area beyond the eastern boundary in the Finsbury Circus / Liverpool Street station area should be incorporated within the footprint. Appendix 2 provides a map of the BID boundaries together with the proposed Culture Mile BID boundary. Discussions have been held with the owners of Broadgate Estate about whether they would wish to pursue a BID to incorporate Broadgate and Finsbury Circus together with the surrounding hinterland that presently is not within a BID boundary. As this was not something that they wished to pursue it is felt that Finsbury Circus would benefit from being incorporated into the culture Mile BID footprint. This will also allow for the potential animation of the Finsbury Circus area through the activities of the new BID and would provide a more coherent eastern conclusion to the 'culture spine' – the thoroughfare originating at the new Museum of London site detailed in the Culture Mile Look and feel Strategy (2018). The viability of the remaining areas in the Broadgate hinterland that do not fall within a BID footprint could be reviewed as part of the Cheapside and EC BID boundaries for their next five-year term.
5. The Culture Mile Partnership has undertaken a perception analysis with the proposed BID levy paying community to test their appetite for the establishment of a BID and to identify the strategic priorities for its first five-year term. As part of the perception analysis views were sought on what business would like to see delivered. There has been overwhelming business support (96%) to the idea of taking forward a BID.
6. In developing the Draft BID Proposals, Members of those Wards in the footprint have been consulted and invited to comment. Concerns were raised in respect of resident engagement / involvement in respect of developing and delivering the BID proposals given the large concentration of residents that live within the footprint (Barbican and Golden Lane). There has been some confusion between the City of London led 'Culture Mile' project and the Culture Mile Partnership so work was undertaken to distinguish the two entities.
7. An interim brand for the Partnership was developed, along with a BID ballot focused website. This approach was shared with Ward Members twice during the summer, offering follow up meetings, sharing the evolving BID proposal and encouraging a dialogue to develop in a meaningful way to engage with residents. The Partnership has also fed into a local blog, *The Social Reporter*, as well as

placed a feature with *City Matters* about how BIDs across the Square Mile engage with their wider communities. Whilst BIDs are a specific vehicle for business engagement and will be funded by business, the BID proposal makes it clear that there is a strong commitment from the Partnership and future BID to work collaboratively with the wider community. A specific reference to this commitment has been included in the Governance of the BID proposal, the wording is as follows:

“The Culture Mile BID wants to work collaboratively with its residential communities, recognising the valuable contribution the wider community makes to the vibrancy and identity of the area. We want to develop a framework for meaningful engagement, which enables residents to feed into the work, not simply be informed of its plans. This could take the form of a Community Forum, facilitated by the BID, resident involvement with steering groups and development of agreed channels of communication between residents and the BID. Together, we can build a stronger more resilient, more inclusive and welcoming Culture Mile to benefit residents, businesses and visitors”.

8. BID arrangements are not to come into force unless the BID proposals are approved by a ballot of the non-domestic rate payers in the BID area who are liable for the levy. The BID Proposal sets out business’s priorities for improvements for the area and areas of services, as well as how the BID will be managed and operated. Under BID legislation, all proposals must be approved by the local authority before moving towards a Ballot.
9. The proposed timetable for the Ballot will be 18 January 2023 for four weeks with the results announced 15 February 2023, with the BID going “live” on the 1 April 2023, subject to a yes vote.
10. The BID delivery team has agreed the dates of the ballot with the Electoral Services Team.

Current Position / Perception Analysis

11. Following consultation through the perception analysis, the Culture Mile Partnership has developed a Business Plan and is seeking approval from the City Corporation for the City to propose the BID to move towards a formal Ballot. The Culture Mile Partnership perception analysis received responses from 40% of the business community, located within the BID footprint. The overall findings from the perception analysis identified that businesses wanted to see a BID for the Culture Mile area being delivered, with an overwhelming majority (96%) of

businesses in the area responding that a BID would add value and they agreed, in principle to support the Culture Mile BID and its activities, delivered through four strategic themes:

Sustainable Environment – More than half of respondents would like to see more initiatives to improve area quality, and more campaigns to promote walking and cycling. 67% of respondents are keen for there to be more knowledge sharing on climate resilience.

Connected Community – 76% of respondents felt that being more connected to other local businesses was important, with 84% saying they would like to collaborate more with businesses outside their sector. Wellbeing activities were ranked most highly when it came to the sort of activities respondents would like to see delivered (57%).

Inspiring Places – 83% of respondents believe that the external environment plays a role in the overall experience of being in the area, and crucially, in encouraging employees back to the office. 83% of respondents would like to see more good quality public spaces and 79% more enhanced greening.

Cultural Destination – 95% of respondents felt that culture can add value to the area, with 98% believing that an enhanced cultural offer would support economic growth in the Culture Mile area.

Projects

12. Within the full BID Proposal, four strategic themes have been identified. These are intended to encapsulate all views gauged in the perception analysis from businesses and stakeholders. All interventions delivered by the BID will demonstrate additionality and a focus on activities that concentrate on promoting the Culture Mile area as a destination, reinforcing the area's identity, supporting businesses to tackle climate change and sustainability, to promote growth and work with partners to deliver on their agendas.

Four project areas have been identified:

- Sustainable Environment
- Connected Community
- Inspiring Places
- Cultural Destination

Sustainable Environment

As a valued partner in the delivery of the City of London Corporation's Climate Action Strategy, the BID will drive an ambitious sustainability agenda in line with UN Sustainable Development Goals and play an integral part in making the City greener, cleaner, less polluting, and more resilient. It will partner with the City

Corporation, Transport for London, the GLA, landowners and other bodies to drive and realise ambitions, and invest in projects and programmes that find better ways to do business in more sustainable, climate resilient ways. Proposed projects include the support to help local businesses as they transition to Net Zero and a significant increase in on-street planting to improve biodiversity. The BID would establish freight and recycling consolidation schemes to reduce vehicular traffic and emissions and commission a green infrastructure audit to identify other areas for improvement and investment.

Connected Community

The BID will help the area's businesses to make new connections, provide a means to collectively address challenges to business growth and help to unlock the huge potential for innovation across the area. It will provide practical opportunities for people working and living in the area to collaborate and learn. It will champion diversity, inclusion, and social mobility while providing a bridge between commerce and culture. Projects to be delivered include the creation of a business directory to connect the area's diverse business sectors and develop an events programme for networking and skills and knowledge sharing, such as workshops, pitching sessions and talks. The BID would share footfall and economic insight data with members, helping them adapt to changing consumer behaviour. Working with the local residential communities, the BID would matchmake local resident needs with relevant business offers to increase direct support 'on the doorstep' for residential communities. The BID has discussed with ward members developing opportunities for residents to participate in the BID, get involved with steering groups for example, to ensure their views are fed into developing programmes and initiatives.

Inspiring Places

The BID will drive a high-quality placemaking programme to bring vibrancy to the streetscape and deliver a culture-led public realm – stimulating imaginations and supporting wellbeing and productivity. It will ensure that Culture Mile attracts and retains the very best talent - in turn encouraging investment in the area. The BID will take action to improve wayfinding, highlight the area's remarkable heritage, and support its independent retail and hospitality offer to thrive. Projects to be delivered include the development of a Public Realm Vision for the area that maps public and private spaces and opportunities for activation and enhancement, building on the City Corporation's Culture Mile Look & Feel Strategy of 2018. This will provide a blueprint for future work and investment, some of which can be delivered solely by the BID and on other projects working collaboratively with the City Corporation and statutory partners. The BID would deliver high-quality wayfinding and creative pop-ups across Smithfield, Moorgate and around the Barbican, mitigating the impact on those travelling through the area of the construction works being delivered over this period, in partnership with the City Corporation. Also delivered

under this theme would be the creation of a safety group to coordinate the needs of businesses, visitors, and residents around the area's late evening economy.

Cultural Destination

The BID will work within the City Corporation's *Destination City* approach and with the area's world-class cultural institutions to promote Culture Mile as a major UK destination for culture and leisure. It will support the area's visitor base to increase and become more diverse by bringing great arts experiences to more people - so enriching people's perceptions of the area, boosting the local economy and helping retail and hospitality businesses to thrive. Among a range of activities under this theme, the BID would work with organisations such as London & Partners and BusinessLDN to revive international tourism and investment, participate in pan-London domestic tourism campaigns, and partner with platforms such as OneCity and the *In the City* app to promote the area's destination venues and activities. The BID would commission new research on the area's visitors to help inform future activities, alongside developing an area-wide 'What's On' service for the area's businesses and wider stakeholders. The on-street experience would be enhanced too, with the deployment of Ambassadors to provide a multi-lingual welcome and information service to visitors, and artists would be commissioned to engage the public with the area's remarkable heritage in creative ways.

13. The activities identified within each project area are considered to align and reinforce the City Corporation policies and will support delivery of key strategies and visions including Destination City, the Culture Mile Strategy the emerging City Plan 2040 and the Climate Action Strategy together with the Corporate Plan 2018-2023. This will be delivered by working with a range of stakeholders and in partnership with the City Corporation. For further details or more information contained within the BID Proposals can be found on the following link:

<https://culturemilebid.co.uk/>

Budget and BID Levy

14. When setting the business rate multiplier, consideration was given to ensuring value for money in order to deliver the projects outlined in the BID Proposals. This was set by the Culture Mile Board as 1.0% together with a threshold of excluding properties below a rateable value of £200,000 and a capped contribution so that no business would pay more than £40,000. Businesses that occupy multiple hereditaments, individually rated, will be charged the BID levy payment and will not be discounted. This would generate an estimated annual income of £1.8m from the BID to support the proposed activities.

15. As an example, this would mean a small business would be exempt; a business with a rateable value of £200,000 would pay £2,000 annually; a large business with a rateable value of £3m or greater will pay £40,000 per annum.
16. Over the five-year period of the BID, the proposed generated income from the levy is estimated to be £9.4m from 265 businesses, with an additional expected income of £250k from additional voluntary contributions (property owners). All levy income would be collected and administered by the City Corporation.

Governance

17. The City Corporation will remain as the BID Body and BID Proposer, therefore ultimately formally retaining accountability for the BID. As the BID Proposer, the City Corporation is responsible for putting forward the BID Proposal for the BID ballot, for the implementation of the BID Arrangements, and for applying the BID Levy.
18. An important consideration in developing any BID proposals for the City is their relationship with the City's business franchise. Both elements have been discussed with the Comptroller and City Solicitor and Remembrancer. The proposals set out in paragraph 19 have been guided by these discussions.
19. It is proposed that the Culture Mile BID adopts the new arrangements put in place when the EC and FSQ BIDs were established earlier this year and agreed at Committee in late 2021. Following a request from both the Fleet Street Quarter Partnership and EC Partnership, a change to the previous management arrangements adopted by the City Corporation for the City BIDs now provides these two new BIDs with greater day-to-day input in implementing the delivery of the Business Plan. The BIDs are appointed to deal with day-to-day implementation of the Business Plan in place of the previous Memorandum of Understanding arrangements where implementation is carried out directly by the City Corporation with the local business partnerships having a consultee role. Subject to a successful ballot outcome, the City Corporation will contract with the Culture Mile Board (a not-for-profit company limited by guarantee) to act as the delivery agent to implement the five-year BID Proposal. It is proposed that the terms of the contract be delegated to the Executive Director Environment in consultation with the City Solicitor. The Culture Mile Partnership will manage the implementation of the BID Proposal, overseeing the executive team
20. Subject to a successful ballot outcome in February 2023, the BID would be activated on 01 April 2023. In order to ensure a smooth transition and continuity from partnership to BID, the Culture Mile partnership recommends that the

existing executive team remains in place. The current resource is provided by Primera Corporation and this will remain in place until March 2024 to allow the Board to undertake a full review of options in respect of the ongoing executive support.

21. The City Corporation's previous participation and funding would cease upon a successful BID ballot. Thereafter, it is proposed that a Member representative from one of the Wards in the footprint would attend Partnership meetings as an observer, together with the Assistant Director Partnership and Engagement (who will be delegated to deal with day to day matters by the Executive Director Environment) to provide officer support. The BID will draw down the BID levy from the City Corporation on a monthly basis and will manage the delivery of projects in accordance with the BID Proposals. Once appointed to implement the BID Proposal, the Partnership would then budget for and undertake their own contracting with regard to suppliers and staff resourcing. All income and expenditure will be subject to an annual audit and published for approval at the BID's AGM. The arrangements have been discussed with the City Solicitor and Remembrancer who have confirmed approval.

Proposals

22. It is recommended that the City Corporation approve the BID Proposal so that the Culture Mile Partnership can formally begin the BID development process on the City's behalf with eligible businesses in the area in advance of progressing to Ballot in January 2023. As proposer of the BID, the City Corporation will enter into a legal agreement with the Board to set out agreed arrangements for governance and implementation of day-to-day operations in accordance with the BID Proposal.

Options

23. If Members were minded not to approve the BID Proposal in its current form and a further report was required, then it would impact on the BID timetable which seeks to launch in November 2022 to go to Ballot in January 2023 and have a BID "go-live" date of 1 April 2023. The BID Proposals are in accordance with the City Corporation policies and will not impact on the delivery of existing services and so it is recommended that the City Corporation approve the BID Proposal to enable the commencement of formal consultation in advance of the BID Ballot.

Corporate & Strategic Implications

24. Strategic Implications

The proposal to develop a BID for the Culture Mile Partnership area aligns with eight of the twelve Outcomes of the Corporate Plan 2018-2023. In addition, the proposed project areas identified in the BID Proposal will support delivery of key elements of Destination City, the Climate Action Strategy, the Culture Mile Strategy, Transport Strategy, and the emerging City Plan 2040. In addition, many of the projects will focus on supporting the business ecosystem, so whilst the levy payers will come from the larger businesses in the area, support will be provided to the SME community to foster future growth and retention.

25. Financial and Resource Implications

All funding generated from the BID would be collected and administrated by the City Corporation with the BID drawing down the BID levy from the City Corporation on a monthly basis. Billing and collection of the BID Levy will be conducted by the Chamberlains Department and the associated costs will be recharged to the BID. There would be a cost associated with running the ballot that is estimated at about £2,000 that will be covered by the Electoral Services Team as part of their budget. The Assistant Director Partnership and Engagement will provide support in delivering the BID Proposals on an as needed basis which is part of the team's remit to support the needs of City businesses.

26. Legal Implications

The terms of the appointment should provide for oversight to ensure the appointed Culture Mile Partnership facilitates compliance by the City with its BID Body responsibilities for implementation of the BID Arrangements and application of the BID Levy.

The Culture Mile Partnership being an entity functioning as a private law operator and managing its own budget derived from the BID levy, would be seen as an independent body promoting the interests of its membership. Any procurement relating to the affairs of the Culture Mile Partnership would be affected entirely by the Culture Mile Partnership without involvement of the City. The delimitation of the respective roles would be maintained through the arm's length contractual arrangement at paragraph 17

All other legal implications are in the body of the report

27. Equalities Implications

Promoting and supporting diversity in the workplace is an important aspect of good people management – the Culture Mile BID will strive to support businesses to ensure they promote a diverse workforce. It will ensure its own management team meets these criteria through an inclusive environment where everyone feels able to participate and achieve their potential. While UK legislation – covering

age, disability, race, religion, gender and sexual orientation among others – sets minimum standards, an effective diversity and inclusion strategy goes beyond legal compliance and seeks to add value to an organisation, contributing to employee wellbeing and engagement. As with the established Cheapside Business Alliance, Aldgate Connect, FSQ and EC BIDs, the Culture Mile BID will develop a strategy to meet the UK legislation.

An effective strategy for the workplace can support an organisation's business objectives and the Culture Mile partnership will take the relevant steps to implement and manage a successful Diversity and Inclusion strategy.

Conclusion

28. The BID Proposal is in accordance with City Corporation policies and strategies and will complement the work of established service operations and partnerships. Approval of the Proposals will allow the Culture Mile Partnership to launch the Proposals to the affected businesses to enable progression to ballot.

Appendices

- Appendix 1 Map of the Culture Mile BID boundary
- Appendix 2 — Map of all City BIDs and Partnership boundaries

Report author

Simon McGinn

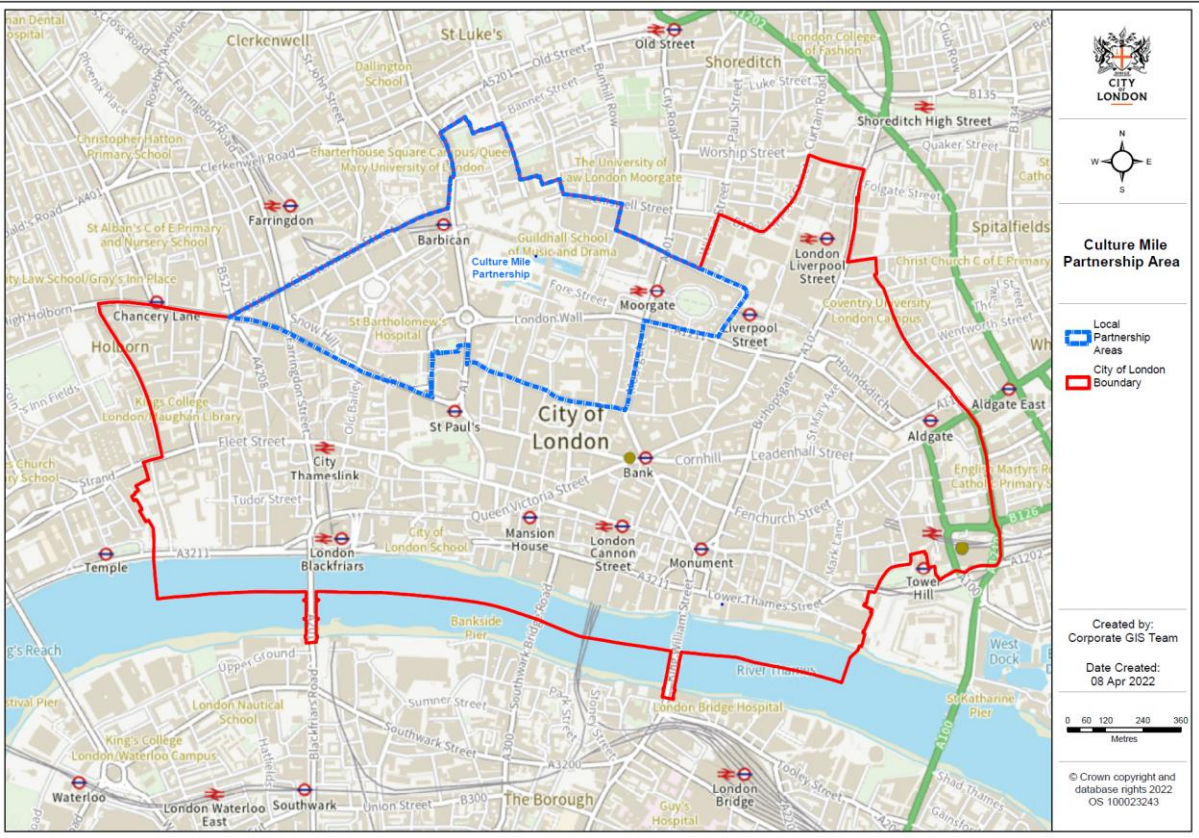
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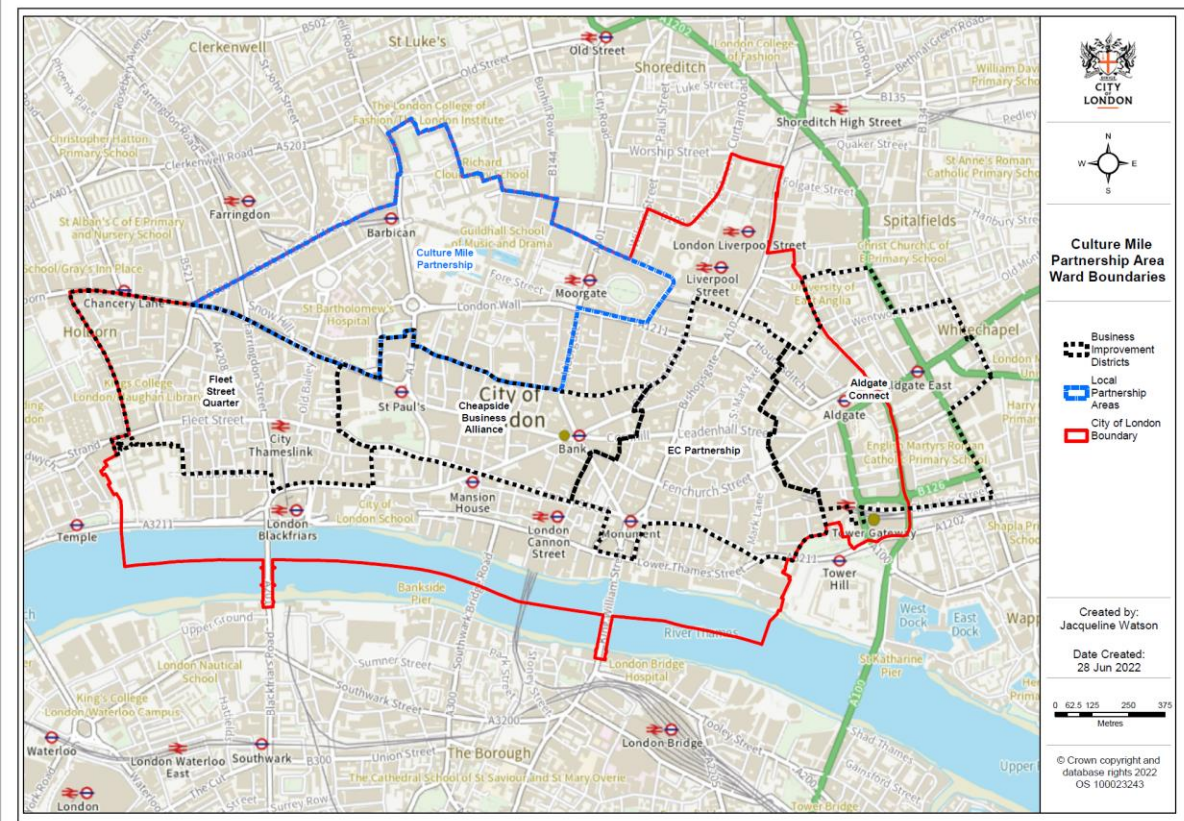
Appendix 1

Map of Culture Mile BID Boundary-Area



Appendix 2

Map of Culture Mile BID- Key area of activity



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Agenda Item 7

Committee(s): Operational Property and Projects Sub-Committee – For information Policy and Resources Committee – For Decision	Dated: 26/09/22 20/10/22
Subject: Project Governance Review	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?	Y
If so, how much?	£70,000
What is the source of Funding?	Transformation Fund
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Chief Operating Officer	For Decision
Report author: Genine Whitehorne, Commercial Director and Acting Project Governance Director	

Summary

The Corporation has an ambitious portfolio of projects to deliver to achieve its strategic objectives. Effective project governance has an important role to play to ensure the projects deliver intended benefits, represent best value and support a renewed focus on effective financial control.

The Corporation’s approach to project and programme management has developed over time, with the governance last reviewed in 2018. It is timely to carry out a comprehensive review in order to provide assurance regarding the corporation approach. This review is intended to be a comprehensive but rapid piece of work that delivers tangible outputs with clear plans for implementation if approved.

This review is to be funded from the Transformation Fund and therefore does not require Member approval for the allocation of funding. However, the proposed approach is being presented to Members for their comments and endorsement. Given the challenges set out this paper, it is recommended that a number of tactical changes are made to best manage workload and demands whilst the review takes place. These proposed changes are set out in the recommendations below.

Recommendation(s)

Members are asked to:

- Approve and provide comment on the proposed scope and plan for the project governance review
- Approve the extension of the temporary delegation of £1m to (approved and trained) Officers for corporate projects

- Approve the clarification to be made to the definition of a corporate project to descope routine procurements (NB – these will remain subject to the Procurement Code and appropriate corporate governance)
- Note the intention to extend the interim resourcing arrangement for the Project Governance Director role for the duration of the review (to end of the 22/23 Financial Year) to enable review of the role and person specification required going forward

Main Report

Background

1. The Corporation's approach to project and programme management has developed over time, with the governance last reviewed in 2018. At this time various changes were implemented, including the introduction of Costed Risk Provision (CRP), the creation of the Project Management Academy (PMA) and a revised version of the Projects Procedure. Further changes were scheduled for implementation soon after, however, these were deferred due to the implementation of the new TOM and the Member Governance review.
2. Since then, there have been a number of special arrangements put in place. These include the Investment Property Group (IPG) expedited process, the CLS schools' pilot, and the regular maintenance process. However, the definition of what constitutes a corporate project remains fairly broad and therefore, continues to include procurement activity and other low value activity that could be considered as business as usual. Conversely, it does not well capture resource or change projects which do not involve capital.
3. The Operational Property and Projects sub-committee was constituted in May 2022 as a result of the Member Governance review. This new sub-committee took on the remit of three (previously separate) committees. With very low project thresholds (£50k for capital projects), it is unlikely the sub-committee will be able to manage the volume of business presented at each meeting or to provide meaningful scrutiny in a way which adds value. A report was submitted to the sub-Committee in May, whereby a temporary delegation was agreed for projects under £1m subject to appropriate training being completed. It is proposed that this delegation is extended for the duration of this review.
4. Major Projects, defined as projects over £100m in total value, are governed by a separate sub-Committee, the Capital Buildings Board. These projects are not governed by the Project Procedure, sit outside of the gateway process and are supported by a dedicated Major Programmes Office (MPO). Major Projects, are by definition, high value and complex programmes that carry significant project delivery and reputational risks if not effectively managed. There are currently three Major Projects in delivery and a further three Major Projects in development as such, it is timely to assess the project and programme capability and capacity required to ensure successful delivery and benefits realisation.

5. Additionally, the TOM has resulted in the creation of a new Project Governance division that brings together project and programme management governance and assurance resource from across the Corporation. This consolidated approach provides the opportunity to streamline processes, ensure consistent practice, drive-up corporate capability and bring closer alignment between the management of corporate and major projects.

Current Position

6. The current approach presents a number of issues that affect the Corporation’s ability to efficiently manage projects and provide corporate oversight across the project portfolio. These issues present the following challenges:
 - Too much time spent on low cost/low risk items
 - Inefficient and bureaucratic processes
 - Non-alignment with industry standard
 - Large committee agendas that do not allow Members to focus on the high value/complex projects
 - Limited capacity within the PMO to focus on assurance.

Options

7. Work has already begun to review internal processes and to develop a vision for the future project governance approach. However, there is a lack of internal capacity to deliver the entire review, at pace, whilst also managing business as usual. Further, additional capacity will be required to ensure effective implementation of any agreed recommendations. Therefore, it is proposed that there is a blended approach to the delivery of the review and implementation of the recommendations maximising corporate expertise whilst providing external challenge, technical knowledge and additional capacity.
8. Two main options have been considered for the resourcing of the review and the pros and cons of each are set out below.

Option 1 – commission external consultancy service to support the review and deliver the implementation plan

Advantages	Disadvantages
<ul style="list-style-type: none"> • Capacity provided by an organisation and not just a sole individual • Access to specialist knowledge and expertise • Benefit from knowledge of best practice across numerous organisations • could be commissioned fairly swiftly 	<ul style="list-style-type: none"> • Lack of certainty regarding the value of this work • May be less flexible in use of the additional resource/capacity

<ul style="list-style-type: none"> • Clear deliverables can be established linked to payment of fee • Perceived as objective and may have greater credibility with stakeholders 	
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Option 2 – engage interim resource to provide additional internal capacity to conduct review and develop implementation plan. This option could either result in an interim delivering the review or, used as backfill to release the Corporate PMO Manager to take the review forward.

Advantages	Disadvantages
<ul style="list-style-type: none"> • Ability to deploy the external resource more flexibly in response to changing demands • Maximises use of internal expertise and corporate knowledge 	<ul style="list-style-type: none"> • Only limited capacity benefits • Recent experience suggests recruitment of interims likely to take a couple of months • Greater 'line management' required to ensure delivery of review outcomes • More likely to be impacted by other corporate priorities and the need to 'fire fight' urgent issues

Option 1 is the recommended option for delivering the review.

Proposals

9. It is proposed that this review should cover the entire project eco-system, including projects of all sizes, whilst recognising proportionality as a key principle. It is important to note however, that this review is not intended to duplicate the scope of the recent Member governance review and therefore, the agreed Committee structure (OPP sub-Committee and Capital Buildings Board) will remain unchanged (other than potential recommendations to refine Committee terms of reference to include any changes necessitated by the final agreed project definition).
10. The intended outcomes from this review are:
 - The City Corporation is confident project and programmes represent best value and deliver the intended benefits
 - Project governance is risk-based and enables Members to focus on strategic issues and areas of high risk and/or value
 - Members are assured that lower risk/value projects are well managed and that an effective assurance framework exists to identify any potential issues or risks

- Officers are empowered to effectively manage the projects they are responsible for, to take prompt decisions to manage operational risks and, are enabled by corporate systems and financial processes
- The Corporation is clear on the role of the PMO ecosystem and its capacity to fulfil this role effectively
- The project delivery operating model represents value for money with a clearly articulated value proposition

11. The scope set out in this paper is comprehensive and will need to be delivered in a phased way. An indicative timeline for delivery is set out below.

Review phase	Likely duration	Target date
Initial review (including stakeholder engagement) and development of recommendations	6-8 weeks	October/November 2022
Internal governance and approvals	4 weeks	December 2022 <ul style="list-style-type: none"> • CBB (16/11) • OPP sub-Committee (14/12) • Finance Committee (13/12) • Policy & Resources (15/12) • Court of Common Council (12/01)
Phased implementation	Tbc (dependent on recommendations), will be prioritised into workstreams	January-December 2023

12. It is anticipated that full delivery of the implementation plan will take up to 12 months. However, the delivery plan will be prioritised to ensure immediate priorities are delivered within the first few months. The full plan will be presented to Members for approval as an output of the review phase. above.

13. The proposed governance model for the review is set out in Appendix 1.

Key Data

14. There are currently 345 live corporate projects in the portfolio.

15. The temporary £1m threshold will reduce the number of projects reporting to Committee directly to approximately 150.

Corporate & Strategic Implications

Strategic implications – The Corporation’s strategic priorities are achieved through the successful delivery of corporate and major projects. This review will provide assurance of the Corporation’s approach.

Financial implications – the review can be funded from the Transformation Fund. Any changes as a result of the review that require additional funding will be subject to individual business cases.

Resource implications – As set out in this paper, additional resources are required to deliver the review. A key focus of the review will be to ensure that the Corporation has the necessary capacity and capability to deliver. Therefore, resourcing will be a central focus along with the future role of the Project Management Academy.

Legal implications – none.

Risk implications - This approach has been suggested to mitigate risks and to provide assurance regarding the Corporation model and approach. Internal Audit will be consulted on any proposals considered as part of the review.

Equalities implications – Equalities Impact Assessments will be undertaken as appropriate before implementation of review recommendations. The review will also seek to ensure that consideration of equalities implications is embedded in our project and programme management approach.

Climate implications – none.

Security implications – none.

Conclusion

16. It is necessary to consider changes to the governance in line with the TOM proposals and previous feedback from Members. The current approach is now outdated, no longer aligns with industry standard and does not meet the changing requirements of the City.

17. Findings from the review along with options for implementation will be presented to Members later this year.

Appendices

- Appendix 1 – proposed review governance model

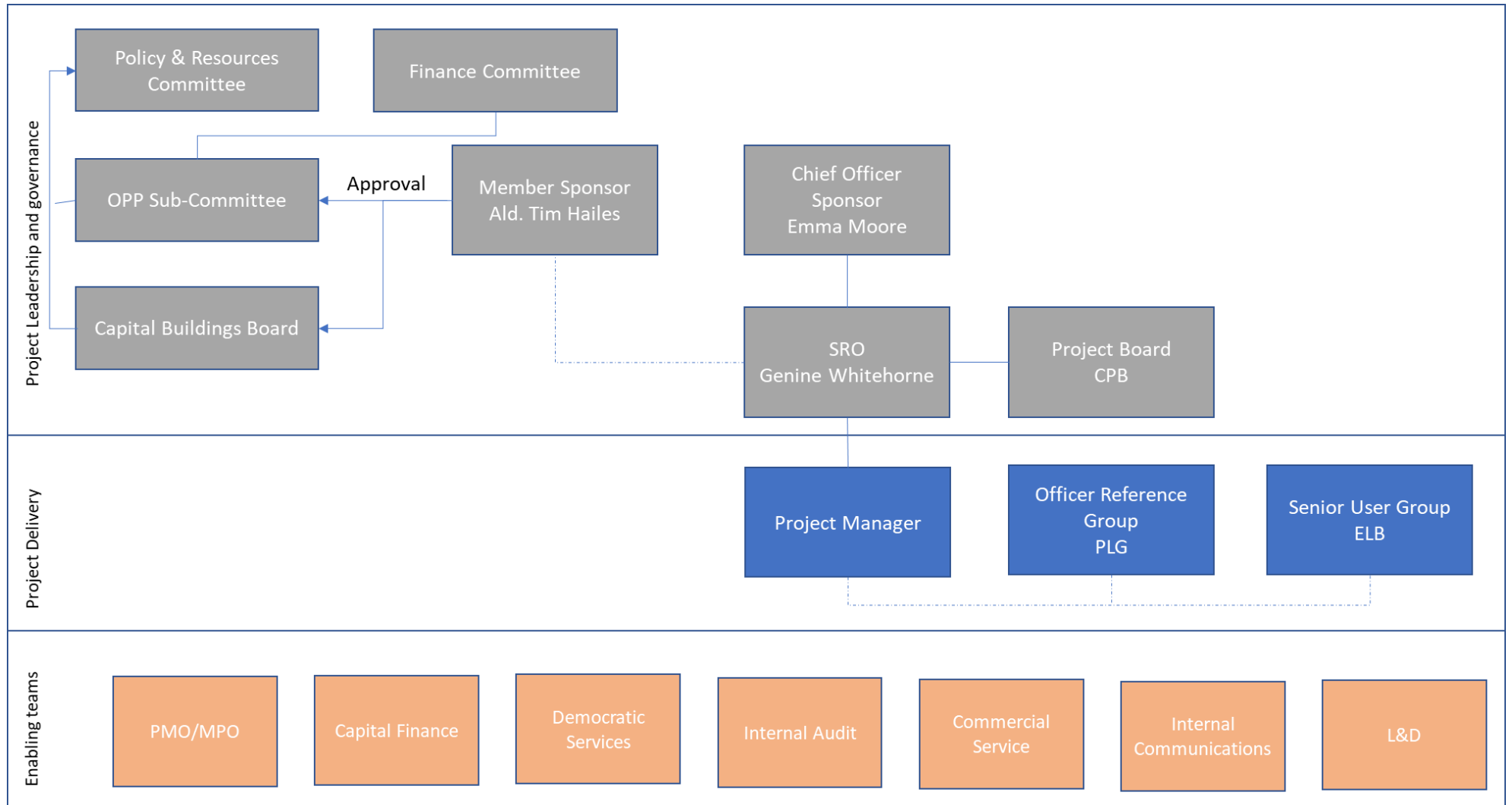
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Appendix 1 - Proposed review governance



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Agenda Item 8

Committee(s): Policy & Resources Committee	Dated: 20 October 2022
Subject: Resources and Priorities Refresh (RPR) Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chief Strategy Officer	For Decision
Report author: Tabitha Swann, Head of Corporate Strategy and Standards	

Summary

- This report provides the Committee with an update on the Resources and Priorities Refresh (RPR) work following an initial briefing to the Resource Allocation Sub Committee (RASC) Away Day in June 2022 and subsequent work by officers over summer recess.
- It outlines the RPR central purpose, to align our resources to our priorities, and the four RPR workstreams (Commercial, including income generation; Operational Property; Productivity; and the Corporate Plan Annex).
- It also details the RPR governance structure (Officers and Members), with Member input requested on the suggested reporting arrangements through RASC.
- Member agreement is sought for the proposal that a narrative annex covering 2024 be attached to the current Corporate Plan. Any changes or additions to the Corporate Plan would ultimately need to go to the Court of Common Council for approval.
- An indicative timeline for RPR work is included at Appendix 1.

Recommendation

Members are asked to note that:

- RPR encompasses and supports existing or planned work and is being established as a programme to provide clear oversight of its objectives and those of the workstreams that fall under it.

Members are asked to agree that:

- Updates on the RPR programme (as opposed to individual workstreams) be reported to RASC in the first instance and then up to Policy and Resources

(P&R), with Finance Committee involved in any decisions relating to budget and spend.

- To give recent changes within City of London Corporation time to settle, that a narrative covering 2024 is prepared and annexed to the Corporate Plan 2018-2023, with a new Corporate Plan 2025-2030 to follow. This annex will reflect achievements to date, outline the present context and signpost to future priorities, rather than set a new policy direction.

Main Report

Background

1. The Resources and Priorities Refresh emerged from – and now replaces – work on the zero-based review (ZBR) briefed to the March 2022 Court of Common Council by the former Chairman of Finance Committee.¹ Although the name has changed to better reflect the combined strategic finance and policy response to the City Corporation's challenges, it retains the central tenet of the ZBR– namely, to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).
2. Whilst there is a pressing need to address the existing and increasing financial pressures to the City Corporation, RPR is not a budget-slicing exercise nor an attempt to reinvent the wheel. Initial plans were first briefed to the RASC Away Day in June 2022, during which a number of possible workstreams and areas of focus were flagged. In line with feedback provided, namely to avoid creating additional burdens for staff from new reviews, the focus of RPR shifted to activity already planned or underway, including building on themes from other reviews such as the Target Operating Model (TOM) and the Fundamental Review.
3. Over the summer period, this activity has been corralled into four separate workstreams aimed at better equipping City Corporation for current and future challenges. These workstreams are:
 - Operational Property
 - Commercial, including Income Generation
 - Productivity
 - Corporate Plan Annex 2024
4. The workstreams will deliver over the short, medium and longer-term, with some requiring culture change to be fully impactful. The Chief People Officer is closely involved with RPR development; the workstream activities will dovetail with the 'People' work led by HR as this develops. The City of London

¹ See the update on the City Corporation's 2022/23 budget and medium-term financial planning - [\(Public Pack\)Agenda Document for Court of Common Council, 10/03/2022 13:00 \(cityoflondon.gov.uk\)](#)

Corporation has considered its duties under the Equality Act 2010² at the outset of this policy-making process, including plans to consult with multiple stakeholders. Equalities Impact Assessments will be undertaken as part of this process.

5. In addition, planning for the next iteration of the corporate plan will be informed by the RPR workstreams. Further details on this can be found in the corporate plan annex section below.
6. An indicative timeline for RPR Programme can be found at Appendix 1.

Governance

Officer Governance

7. Work to scope and manage the development of RPR was led by a group of senior officers within the City Corporation.³ RPR is now being established as a programme, with a programme board comprising of senior officers across City Corporation and our institutions, and a programme office to oversee and monitor activity and deliverables. Dionne Corradine, Chief Strategy Officer, is the Senior Responsible Owner for the programme. The Executive Leadership Board (ELB) has been regularly briefed on RPR development and will continue to receive updates from the RPR Board once this is stood up, acting as a point of escalation for key Officer decisions.
8. Monies from the Transformation Fund are being used to procure fixed-term strategic and administrative support posts to support the programme until 31 March 2023. Focus will be on establishing the programme structure, workstreams, reporting (delivery against targets, outputs and outcomes) and any linked activity.

Member Governance

9. RPR seeks a unified strategic policy and finance response to City Corporation resource challenges and approach. Given their remit, it is proposed that regular updates from the RPR Programme Board are provided to RASC in the first instance before going to P&R, with reporting up to the Court of Common Council in line with Terms of References. The Finance Committee would be involved in any decisions impacting the financial 'envelope', with relevant service committees involved as required depending on subject matter.

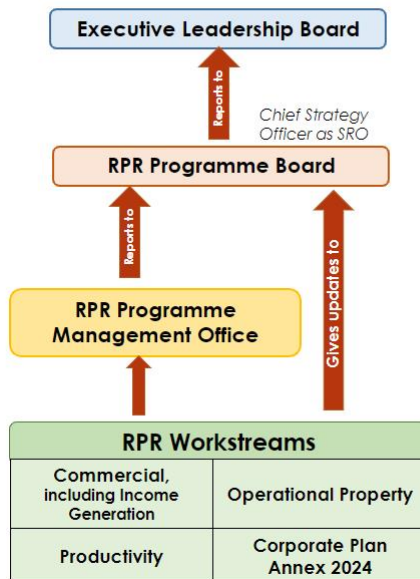
² Under section 149 of the Equality Act 2010 ("the Act"), decision makers are obliged to have due regard to the need to: i) eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act; ii) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and iii) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

³ Chief Strategy Officer, Dionne Corradine; Chief Operating Officer, Emma Moore; Chamberlain, Caroline Al-Beyerty; Financial Services Director, Sonia Virdee; Commercial Director, Genine Whitehorne; Chief People Officer, Marcelle Moncrieffe; Deputy Town Clerk, Bob Roberts; Head of Corporate Strategy and Standards, Tabitha Swann

Does P&R agree that the initial updates on RPR go to RASC in the first instance, in line with their ToRs?

RPR Governance

1. Officer Governance



2. Member Governance

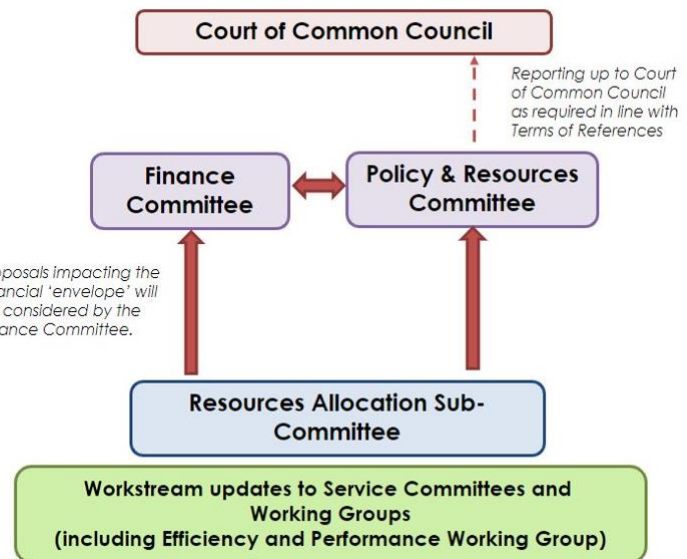


Figure 1: RPR Programme Governance

RPR Workstreams

10. Each workstream has Chief Officer lead(s) from across the City Corporation, including the Institutions, to ensure as wide-ranging an input as possible. Whilst there is an immediate focus on mitigating the impact of the current financial pressures, in line with RPR's overall aims, this is set within a broader context of ensuring that the City Corporation is able to deploy its resources, now and in the future, in line with its priorities.

11. An outline of the workstreams' focus can be found below:

- *Commercial, including Income Generation*: New commercial opportunities for generating income will be pursued, while existing revenue streams maximised. Existing contracts and procurement activity will be reviewed, and a new commercial strategy will be developed.
- *Operational Property*: A review of the number of operational properties owned and/or occupied by the City Corporation. Consideration will be given to the reduction of running costs and maximising financial returns. Properties are to be sustainable, affordable, and fit for purpose accommodation for service provision.
- *Productivity*: A review and development of corporate systems, processes, skills, IT training, and increased delegations to reduce bureaucracy. Officers will be empowered to drive continuous improvement.
- *Corporate Plan Annex 2024*: See next section.

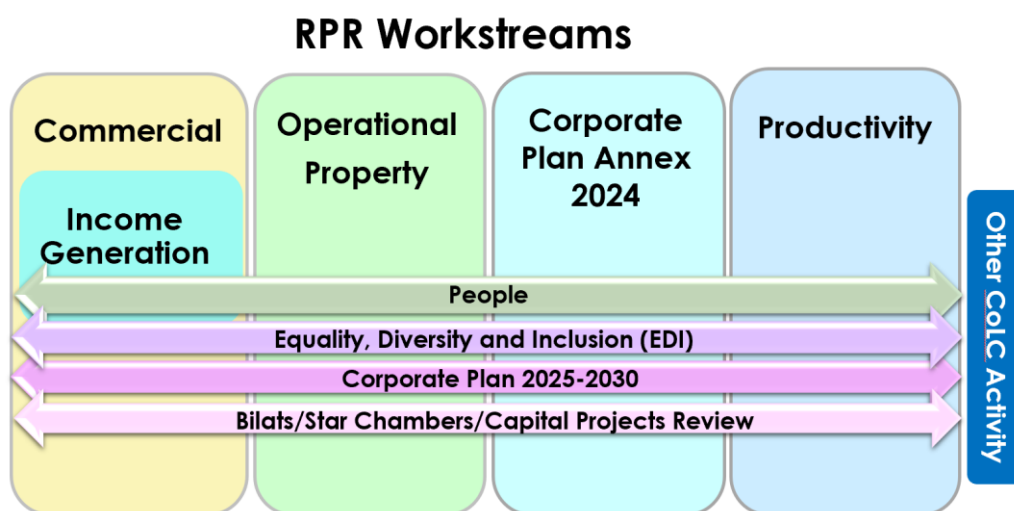


Figure 2: RPR Workstreams

Corporate Plan Annex Workstream and link to the Corporate Plan

12. The City Corporation’s current corporate plan runs from 2018-2023. During this period, the organisation has been through several reviews, some of which are still being delivered (e.g., Target Operating Model, Fundamental Review).
13. To provide space during this settling-in period and while some of the key RPR workstreams are being developed, it is proposed that a narrative annex covering 2024 is added to the Corporate Plan 2018-23, with a fuller updated plan to follow in 2025. This annex would summarise progress on our corporate priorities, outline any new commitments agreed and highlight some of the future challenges to be taken account of in the next corporate plan.
14. Members and wider stakeholder input on both this narrative annex and the updated corporate plan for 2025-2030 will be sought, with a stakeholder engagement plan being developed to begin in late 2022 and to carry forward into 2023. Table 1 below shows a breakdown of the two products – corporate plan and corporate plan annex. As per the P&R Terms of Reference, any changes or additions to the Corporate Plan would need to go to the Court of Common Council for approval.

Corporate Plan Annex	Next Corporate Plan
<ul style="list-style-type: none"> • Covers 2024 only • Supplementary to, not replacing, CP 2018-23 • Provides a synopsis of current state (things already achieved or decided) – not a new policy position • Engagement during late 2022 and early 2023 • Final draft to be approved during 2023 	<ul style="list-style-type: none"> • Covers a 5-year period • Reviews the current CP 2018-23 vision and priorities • Reflects ongoing and future focus - what we hope to achieve (priorities, issues, challenges, new areas of work, etc.) • Engagement starting in 2023 (N.B. may run in parallel to that of Annex). • Final draft to be approved during 2024

Table 1: Corporate Plan

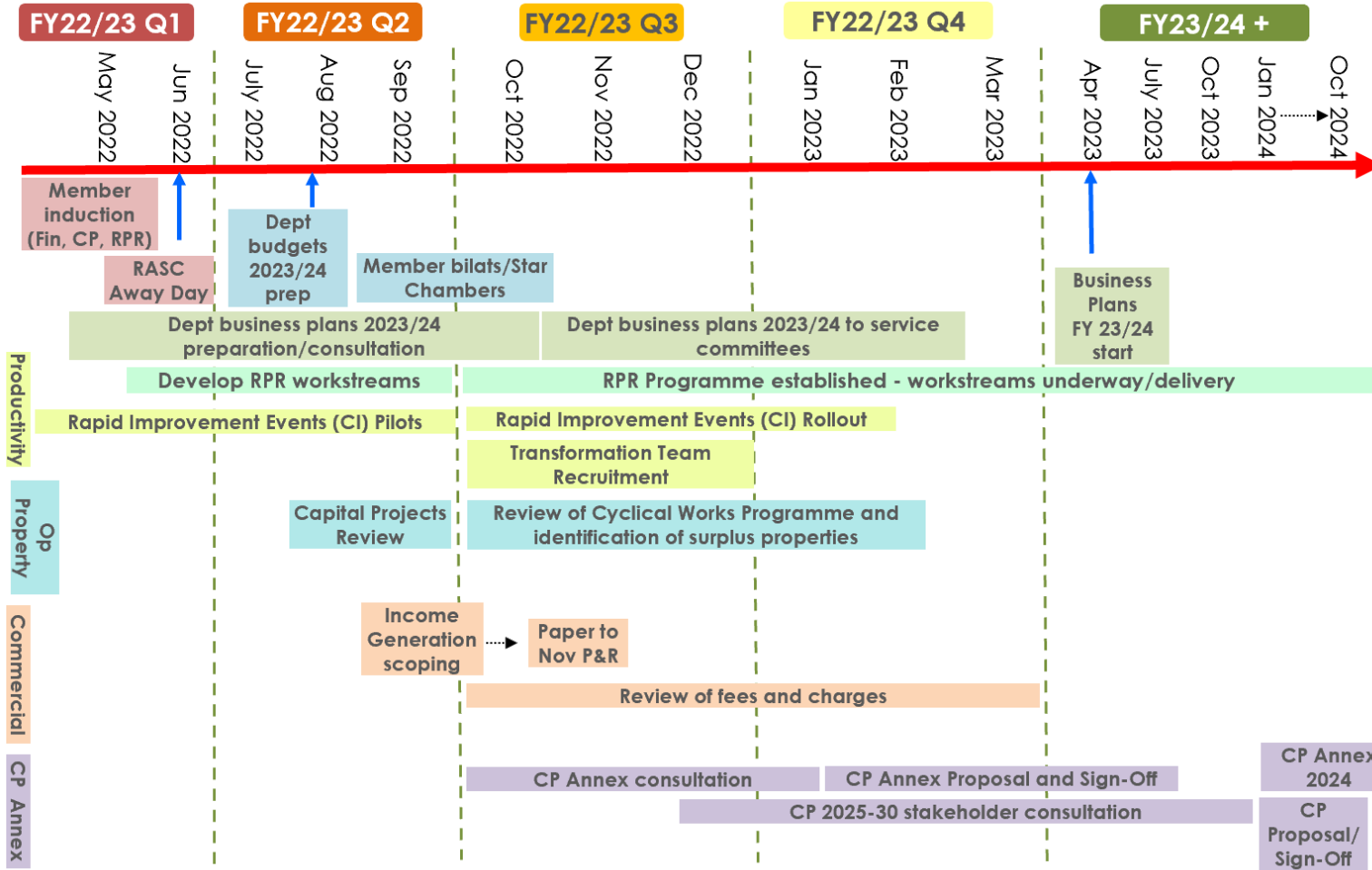
Does P&R agree to the recommendation of a Corporate Plan Narrative Annex?

Tabitha Swann

Head of Corporate Strategy and Standards, Corporate Strategy and Performance Team

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RPR: Development and Delivery Timeline



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