

## **POLICY AND RESOURCES COMMITTEE**

**Thursday, 22 February 2024**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 22 February 2024 at 1.45 pm

### **Present**

#### **Members:**

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy Chairman)  
Tijs Broeke (Vice-Chair)  
Caroline Haines (Vice-Chair)  
Munsur Ali  
Deputy Randall Anderson (Ex-Officio Member)  
Mary Durcan (Ex-Officio Member)  
Helen Fentimen  
Jason Groves  
Alderman Timothy Hailes  
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)  
Deputy Shravan Joshi  
Alderman Vincent Keaveny, CBE  
Alderman Alastair King DL  
Deputy Paul Martinelli  
Catherine McGuinness  
Alderman Sir William Russell  
Deputy Sir Michael Snyder  
Deputy James Thomson  
Philip Woodhouse

#### **In attendance (In Guildhall)**

Oliver Sells

#### **In attendance (Observing Online)**

Deputy Marianne Fredericks  
Deputy Madush Gupta  
Benjamin Murphy

#### **Officers:**

Ian Thomas CBE  
Gregory Moore  
Jen Beckermann

Polly Dunn

Benjamin Dixon  
Barbara Hood

- Town Clerk and Chief Executive
- Deputy Town Clerk
- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
- Assistant Town Clerk and Executive Director, Governance & Member Services
- Town Clerk's Department
- Town Clerk's Department

David Mendoza Wolfson	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Tabitha Swann	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Dionne Corradine	- Chief Strategy Officer
Judith Finlay	- Director of Community & Children's Services
Alison Littlewood	- Executive Director of HR & Chief People Officer
Damian Nussbaum	- Executive Director of Innovation and Growth
Daniel O'Byrne	- Innovation and Growth
Laura Davison	- Innovation and Growth
Bob Roberts	- Executive Director Environment
Gudrun Andrews	- Environment Department
Rob McNicol	- Environment Department
Tom Nancollas	- Environment Department
Gwyn Richards	- Environment Department
Emily Tofield	- Executive Director of Communications and Corporate Affairs
Paul Wilkinson	- City Surveyor
Chris Bonner	- City Surveyor's Department
Paul Wright	- Remembrancer
Edward Wood	- Comptroller and City Solicitor's Department

1. **APOLOGIES**

Apologies were received from The Rt Hon the Lord Mayor, Michael Mainelli, Deputy Brian Mooney, Deputy Rehana Ameer, Ruby Sayed and Deputy Henry Colthurst.

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 18 January 2024 were approved as an accurate record.
- b) The public summary of the Competitiveness Advisory Board meeting on 31 January 2024 were noted.

4. **FREEDOM APPLICATIONS SUB-COMMITTEE**

The Chairman referred to Sir David Wootton having been appointed as Deputy Chairman of Freedom Applications Sub-Committee in May 2023. Upon Sir David's retirement, Policy and Resources Committee were not asked to appoint a replacement as Deputy Chair, which was an oversight.

The Chairman proposed that for the sake of one meeting remaining in the Civic Year, and in looking to ensure the Chair has appropriate support in the form of a Deputy, he would act as Deputy Chairman for the final meeting as an interim arrangement.

The Chairman further clarified that the role of Chair and Deputy Chair would be revisited as part of the annual appointments of Sub-Committees that would take place during the Policy and Resources Committee meeting in May.

The Chairman added that he considered it to have worked well having had an Alderman in the role of Deputy Chair and so he would explore this option further with the Chair of GP Aldermen.

RESOLVED: That Members: -

- Approved the Chairman of Policy and Resources Committee being appointed as Deputy Chairman of Freedom Applications Sub-Committee.

5. **TERMS OF REFERENCE: ANNUAL REVIEW**

The Committee considered a report of the Town Clerk presenting the Committee's terms of reference as part of an annual review in allowing for any proposed changes to be considered in time for the annual reappointment of Committees by Court of Common Council.

The Chairman referred to a number of minor points Members had raised around accuracy and clarity, but with there having been no meaningful changes proposed in relation to the Committee's responsibilities. As such, the Chairman proposed approving the terms of reference as presented.

Members noted that any minor points of clarification or amendments would be picked and incorporated through the delegated approval that was being sought.

The Deputy Town Clerk referred to a proposal that had come forward relating to the composition of Resource Allocation Sub-Committee and an increase in appointed Members from Policy and Resources Committee. It was further clarified that the Composition of Resource Allocation Sub-Committee was a matter for Court of Common Council and that this committee could make a recommendation in relation to its composition.

The Chairman responded confirming that he was supportive of the proposal that Policy and Resources Committee should have one or two more representatives on Resources Allocation Sub-Committee.

The Deputy Town Clerk confirmed that any proposal regarding the composition of Resource Allocation Sub-Committee could be incorporated into proposals going forward to Court of Common Council dealing with the appointment of Committees, with Members offering their endorsement of this approach.

RESOLVED: That Members: -

- Approved the terms of reference of the Committee (set out at Appendix 1), subject to any changes proposed being incorporated, for onward submission to Court of Common Council in April 2024; and,
- Should any amendments be required, agreed that Delegated Authority be granted to the Town Clerk in consultation with the Chair and Deputy Chair, to consider the final wording of the revised terms of reference, for recommendation to Court of Common Council.
- Agreed that the composition of Resource Allocation Sub-Committee should be increased by up to a further two appointed representatives from Policy and Resources Committee; with a recommendation going forward to Court of Common Council as part of the annual appointment of Committees.

#### 6. **DRAFT CORPORATE PLAN 2024-2029**

The Committee considered a report of the Chief Strategy Officer summarising work that had been undertaken following additional feedback received at the 11 January Court of Common Council meeting and seeking approval of the draft Corporate Plan.

The Chairman introduced the item explaining how the Corporate Plan was coming back to Policy and Resources Committee following feedback provided by Court of Common Council and allowing an opportunity to give it a final review and approval.

During the discussion that followed reference was made to 'responsibilities outside the Square Mile' and it being important to make clear that the City Corporation sponsored Academies. Economic crime was highlighted and a need to include reference to economic security through the supply chain, resilience to global shocks and regulation; this being an issue that was being raised during meetings with Ministers. The Chairman confirmed that he would be happy for both points to be incorporated within the final wording to be agreed following the meeting.

A Member raised their concern at a lack of reference to residents and local authority functions that were statutory requirements e.g., health and housing.

In response, it was stressed how there was a need to strike a balance when deciding what to include and in trying to avoid simply presenting a list; key areas had been drawn out through imagery and outcome descriptors. A Member suggested including wording within the executive summary, with it

being one City and this considered to be a very good opportunity to capture this.

The Chairman noted the general view of Members and agreed to take the point away regarding housing and residents and work on this offline following the meeting to consider what could be included.

RESOLVED: That Members: -

- Approved the draft Corporate Plan 2024-2029, and
- Authorised the Town Clerk to agree and finalise any changes to the content and design of the draft Corporate Plan 2024-2029, in consultation with the Chairman and Deputy Chairman of the Policy and Resources Committee.

## 7. **PEOPLE STRATEGY 2024-2029**

The Committee considered a report of the Chief People Officer providing an update on the process for developing the City Corporation's first People Strategy and seeking approval of its adoption for onward recommendation to Court of Common Council.

The Chairman introduced the People Strategy 2024-2029 confirming that it goes hand in hand with the Corporate Plan as part of a wider transformation programme being undertaken by the Town Clerk. The Chairman added how the People Strategy had been consulted on widely across the City Corporation, with the five themes currently presented in an order that had been strongly endorsed by employees.

During the discussion that followed, reference was made to the City Corporation's position in the Social Mobility Employer index. The City Corporation had in recent years been included within the index but with this no longer being the case it was suggested that this point should be addressed within the strategy; it was an important point to acknowledge in looking to address social mobility issues within the City Corporation's workforce, responding to current challenges and making a firm commitment in this area, with the Chairman agreeing on this point.

The ambition set out within the plan was welcomed but with it being very front loaded in the first two years. Caution was urged when considering staff looking at how each area had progressed and there being a need to manage expectations. The Chairman accepted the need to manage the expectations of staff; adding how it was important that the City Corporation earned the accolade as employer of choice on again.

The Town Clerk thanked the team, and everyone involved for their incredible work in getting the People Strategy to this point, with thanks also being conveyed to Members who had been involved and for all their valued input.

RESOLVED: That Members: -

- Agreed to adopt the People Strategy 2024 – 2029; and
- Recommend to the Court of Common Council thereon to adopt the People Strategy 2024 - 2029.

## 8. **CITY PLAN 2040**

The Committee considered a report of the Executive Director of Environment setting out the outcomes of engagement, the direction of the redrafted Plan and summarising the main changes to policies and seeking approval to this latest version of the City Plan going through to pre-submission consultation before being submitted to the Secretary of State for public examination.

The Chairman introduced the item explaining how the City Plan had been in development since 2016, with it having been overwhelmingly approved by the Planning and Transportation Committee in January. If approved by Policy and Resources Committee today it would still take a further 18 months before adoption. The Chairman added how it had been a huge undertaking and with thanks conveyed to the team that had undertaken all the work to get to this point.

The Executive Director of Environment provided Members with an overview and an explanation on key areas within the plan.

During the discussion that followed the following points were raised: -

- Clarity was sought on the inclusion of social housing.
- Concern was raised regarding a push to net zero and of there being vacant offices in the City that would no longer be viable as they were too expensive to retrofit.
- Suicide prevention and tall buildings were highlighted; there being a need to talk about suicide prevention but not just in relation to tall buildings.
- Security and mitigation measures should be designed into buildings rather than seeing bollards cropping up and being fitted retrospectively.
- Concern was raised regarding a proposed move from office led to mix development led on the edge of Tower Ward, with this being an area including organisations that were leading in the insurance sector. There was potential of sleepwalking into another residential ward, with the Planning Team urged to revisit this area.
- It was further highlighted that the City was primarily a financial and professional services City. This did not mean that the City would not look after or care for its residents, but it would present an issue when allowing tall buildings and in encouraging international businesses to settle in the City.
- A Member sought clarity on the position of Bevis Marks Synagogue and any impacts on it continuing to be used as a place of worship.

The Executive Director responded explaining how the plan on social housing was clear in seeking to provide affordable housing in line with the agreed London Plan policy. S106 monies would be secured to support housing, and this would go towards helping social housing outside of the City. It was further

clarified that the City Fringe on the east of the City was a key area of change that was looking at a mix of uses, but with this not excluding tall buildings from elsewhere in the City.

Residential areas were already included within the Plan, with the policy for any new residential developments being that these be focussed on the boundaries of these. A clear aim was to retain office space. With regards to a push to net zero and retrofits, there was an expectation that more offices would be brought up to the required standard through investment in existing office space, with new builds taking place along with possible change of uses to leisure in support of Destination City. Members noted that the policy was clear in relation to anti-hostile vehicle measures that these must be on the building; there were isolated areas where bollards were in place but with the focus of the policy being to place these on a building.

An assurance was offered in relation to Bevan Marks Synagogue, with all plans having been fully scrutinised against key criteria to safeguard the site. There had previously only been two heritage assets included on the Plan, with Bevis Marks Synagogue now being a third.

A Member responded suggesting it was not clear how to stop residential accommodation from going into an area, with developers appraising sites and looking at their potential. A clear policy was needed making it clear not to convert offices to residential unless in specific narrow areas. The Executive Director responded clarifying that there were policies within the plan in relation to change of use and there being a need to carry out rigorous viability work and a test for extinguishing office use set against a very high viability test.

A Member, also Chairman of Planning and Transportation Committee, stressed that the City follows an office first approach with this being inherent throughout the document. There was a struggle to meet tall building demand, with employment in the City going up and with new sectors not familiar with the Square Mile moving in and areas seeing a huge amount of growth.

Jason Groves, proposed an amendment, seconded by Sir Michael Snyder, relating to the Strategic Policy for Aldgate, Tower and Portsoken. The Member proposed that 'office led' be reinserted in place of 'a greater mix of development', with the Member stressing their view of wanting to see an office led approach in the area. In response, the Executive Director Environment clarified that a key strategic vision for the City was that it remained primarily as a place for offices, albeit with a range of uses in the Aldgate area that included provision of grade A office space.

The Chairman proposed moving to a decision on the amendment before Members. A vote followed, with nine members voting in favour of the amendment and 12 Member voting against it. The amendment was not carried.

RESOLVED: That Members: -

- Agreed the proposed changes to the City Plan set out in Appendix 2 and that the City Plan 2040 (Appendix 3) be published for pre-submission consultation, subject to the approval of the Policy and Resources Committee and Court of Common Council;
- Agreed that, following consultation, the City Plan, the public representations and other supporting documentation be submitted to the Secretary of State, for examination;
- Authorised the Planning and Development Director, in liaison with the Chair and Deputy Chair of the Planning & Transportation Committee, to compile a list of further changes to the City Plan in response to public representations and submit this to the Secretary of State; and
- Authorised the Planning and Development Director to make further non-material amendments and editorial changes prior to public consultation and submission to the Secretary of State.

#### 9. **ELECTION EXPENSES AND SPENDING LIMITS**

The Committee received a report of the Town Clerk relating to expenditure by electoral candidates on their campaigning activity that was governed by the Representation of the People Act (RPA) 1983 and seeking Members' support for an adjustment to the spending limits for City Ward elections, in time for the 2025 City-wide elections.

RESOLVED: That Members: -

- Agreed to the Remembrancer being instructed to engage with DHLUC to seek a Statutory Instrument, adjusting the spending limits for City elections in time for the 2025 City-wide elections, to better reflect changes to the value of money since 2005.
- Agreed that this approach should be made on the basis of changes to the Gross Domestic Product deflator index since the last uplift was made.

#### 10. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - APPROVAL OF UPDATED COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND POLICY**

The Committee considered a report of the Managing Director of City Bridge Foundation seeking approval of a minor alteration to the Community Infrastructure Neighbourhood Fund Policy in relation to the minimum grant level to facilitate applications for access audits and approving the administration of future administrative amendments to the Town Clerk.

RESOLVED: That Members: -

- Approved the removal of a minimum level of grant for applications towards the costs of access audits, set out in **Appendix 1**;
- Authorised the Town Clerk to approve any future administrative amendments to the CILNF Policy.

#### 11. **2024 / 25 PAY POLICY STATEMENT**



The Committee considered a report of the Chief People Officer presenting an annual Pay Policy Statement in advance publication and seeking approval of it forward onward recommendation to Court of Common Council.

RESOLVED: That Members:

- Agreed the Pay Policy Statement for 2024/25 for onward recommendation to Court of Common Council.

**12. CENTRAL LONDON FORWARD: JOINT VENTURE AGREEMENT RENEWAL**

The Committee considered a report of the Executive Director of Innovation and Growth seeking approval of a Joint Venture Agreement between the 12 members of Central London Forward.

RESOLVED: That Members: -

- Agreed to extend the Central London Forward Joint Venture Agreement until March 31<sup>st</sup> 2028. The annual membership contributions of £40,000 would continue to be met from the Innovation and Growth existing budget.

**13. BUSINESS TRAVEL SCHEME - SCHEDULE OF RECOGNISED EVENTS**

The Committee considered a report of the Town Clerk seeking approval of a Schedule of Recognised Events attended by Members and Officers for inclusion within the Business Travel Scheme.

A Member suggested that there was a need to assess the number of Members and Officers attending each event to ensure attendance was in line with requirements, with the Chairman responding confirming that a business case would be required for attendees at each event.

RESOLVED: That Members: -

- Approved the Schedule of Recognised events that may be attended by Members and Officers as set out at Appendix 1 for inclusion within the Business Travel Scheme.

**14. POLICY AND RESOURCES CONTINGENCY / DISCRETIONARY FUNDS**

The Committee considered a report of the Chamberlain providing the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF) and the Policy and Resources Committee's Contingency Fund for 2023/24 and future years with details of expenditure in 2023/24.

A Member remarked that it would be helpful to receive an overall footprint of all City Corporation grants to outside bodies e.g., benefits in kind, property etc. The Member added how using contingency funding for relationships that were long term was the wrong way to go.

The Member added how they would welcome seeing an organisation alongside the package of support provided to them, which the Chamberlain agreed to provide.

RESOLVED: That Members: -

- Note the report and contents of the schedules.
- Agreed to increase the 2024/25 multiyear PIF cap by £145,000 from the 2024/25 Committee Contingency should Option A of the Innovate Finance Funding Bid be approved at today's Committee. Whilst the overall 2024/25 PIF uncommitted balance was £505,000, the amount available for multiyear Bids was £5,000, as shown in Paragraph 16. Should this be approved, the remaining available balance for 2024/25 Committee Contingency would be £140,000.

**15. 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 No 41(b) since the last meeting.

RESOLVED: That members: -

- Received the report and noted its content.

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

Jason Groves raised the following question:

**Captive insurance regime** – Could the Chairman confirm whether the City Corporation would consider making a submission when the consultation was launched by HM Treasury into the potential for a captive insurance regime to be set up in the UK.

The Chairman responded confirming that Captives were an important global market. The City Corporation would wait to see what Government announces, but this presented a great opportunity for insurance in the UK. In principle, the City Corporation would support the necessary changes that would help bring more of this market to London. The City Corporation would continue to work closely with the relevant trade associations on this topic, the London Markets Group, to support progress in this important area.

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

There were no urgent items.

**18. 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.

**19. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting on 18 January 2024 were approved as an accurate record.

**20. INNOVATE FINANCE FUNDING**

The Committee considered a report of the Executive Director of Innovation and Growth regarding the City Corporation's ongoing partnership with Innovate Finance.

**21. MUSEUM OF LONDON RELOCATION PROGRAMME: PHASE 2**

The Committee considered a report of the City Surveyor providing an update in relation to the Museum of London Relocation Programme.

**22. GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**

The Committee considered a report of the City Surveyor providing an update on a project to refurbish the North and West Wings at Guildhall.

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

Catherine McGuinness raised a question on the following item:

**Markets Co-Location Bill.**

**24. 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.

**25. MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 18 January 2024 were approved as an accurate record.
- b) The confidential minutes of the Freedom Applications Sub Committee meeting on 1 February 2024 were noted.

**The meeting ended at 3.40pm**

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Chairman

**Contact Officer: Polly Dunn**  
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