

POLICY AND RESOURCES COMMITTEE

Thursday, 22 October 2020

Minutes of the meeting of the Policy and Resources Committee held over Microsoft Teams (and streamed at <https://youtu.be/JA0mRYpERsM>) on Thursday, 22 October 2020 at 1.45 pm

Members:

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

In Attendance

Mark Bostock	Ann Holmes
John Chapman	Barbara Newman
Alderman Alison Gowman	Graham Packham
Alderman Sir Roger Gifford	Oliver Sells
Alderman Prem Goyal	Jeremy Simons
Graeme Harrower	James Tumbridge

Officers:

John Barradell	- Town Clerk and Chief Executive
Peter Kane	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- Remembrancer
Paul Wilkinson	- City Surveyor
Carolyn Dwyer	- Director of Built Environment
Vic Annells	- Executive Director, Mansion House
Jon Avern	- Director, Markets & Consumer Protection
Sir Nicholas Kenyon	- Director of the Barbican Centre
Chrissie Morgan	- Director of Human Resources
Damian Nussbaum	- Director of Innovation & Growth
Caroline Al-Beyerty	- Deputy Chamberlain
Paul Wright	- Deputy Remembrancer

Peter Lisley	- Assistant Town Clerk
Angela Roach	- Assistant Town Clerk
Emma Cunnington	- Town Clerk's Department
Simon Latham	- Town Clerk's Department
Gregory Moore	- Town Clerk's Department
Ben Cackett	- Innovation & Growth
Giles French	- Innovation & Growth
Amanda Mays	- Human Resources
Sanjay Odedra	- Communications Team
Anna Dunne	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Nigel Lefton	- Remembrancer's Department

1. **APOLOGIES**

Apologies were received from Rehana Ameer, Wendy Mead, and the Rt Hon The Lord Mayor Alderman William Russell.

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 24 September 2020 were approved

Matters Arising

City Airport – it was advised that a meeting had been arranged with representatives of City Airport to explore further an appropriate course of action.

Tomorrow's City Commission / COVID Recovery Commission – the Chair informed Members that she was working with the Chair of the Planning & Transportation Committee to establish a body or group to look at the competitiveness of the City beyond COVID. Thought would also be given to an appropriate name.

- b) The public minutes of the Resource Allocation Sub-Committee meeting held on 18 September 2020 were received.

- c) The public summary of the Tackling Racism Task Force meeting held on 2 October 2020 were received.

Matters Arising

Charter for Black Talent in Finance – it was asked that a copy of this document be circulated to Members of the Committee.

4. **RESOLUTION FROM THE COMMUNITY & CHILDREN'S SERVICES COMMITTEE**

The Committee received a resolution from the Community and Children's Services Committee which asked for a virtual City-wide residents' meeting to be organised.

The Chair advised that an event had been arranged provisionally for 2 December 2020. The precise details and format were being drawn up and Members' suggestions were welcomed.

5. **PROCEDURES AT COURT OF COMMON COUNCIL**

The Chair was heard in respect of procedures at the Court of Common Council, noting the increasing challenges associated with the Court's processes in a virtual setting, particularly in relation to voting. She advised that officers were exploring a number of options to introduce electronic voting, with it intended that a trial demonstration be undertaken at the November informal Court meeting to help identify the preferred solution. She took the opportunity to thank Deputy Jamie Ingham Clark and the Chief Commoner for their help in supporting officers in this area.

Beyond electronic voting, she agreed that there were a number of amendments that might be explored in respect of Standing Orders and their application in a virtual setting; however, any consideration would need to be mindful of the wider implications of the Governance Review and changes that might emerge through that.

6. **CITY OF LONDON CORPORATION PARTNERSHIPS STRATEGY**

The Committee received a report of the Director of Innovation and Growth in respect of a refreshed Partnerships Strategy for 2020-2023.

Several Members spoke to express their welcome and support for this report, as well as the report at Item 7, which set out key considerations for the Committee and the City Corporation in a clear and helpful fashion.

During debate, the following points were made:-

- It was observed that the City Police, with its National Lead Force responsibilities, had an established national and international footprint and that there would be scope for joint working in relation to this partnership work. The Director of Innovation & Growth thanked Members for this helpful suggestion and undertook to liaise with City Police colleagues to how this additional element might be incorporated.
- It was clarified that no additional resource was being sought for this work and that it was to be achieved through existing departmental budget.
- Following questions as to ongoing review and measurement, it was advised that there would be a regular review process with partners, as well as internal mechanisms for review. Targets and Key Performance Indicators, together with a performance framework, would be established through the business plan. Individual partnership plans would also identify success measures for each area.

- It was suggested that the Public Relations and Economic Development Sub-Committee would be a useful forum for allowing space for greater review and scrutiny of this important area of work, drawing on Member expertise to assess the principles behind specific areas of activity and review ongoing performance.
- Members observed that this item, together with Item 7, were the sorts of reports that would sit well with a new Competitiveness Committee or similar, as proposed through the Lisvane Review.
- In response to a query around future changes, the Director advised that the intention would be to agree the plans and amendments in conjunction with partners.

RESOLVED: That:-

1. The strategy refresh and Partnership Plan approach set out in the report and accompanying appendix be approved.
2. Individual Partnership Plans be reviewed in Summer 2021, alongside continuous progress monitoring.

7. **INTERNATIONAL PRIORITISATION: TURNING PRIORITIES INTO ACTIONS AND OUTCOMES**

The Committee considered a report of the Director of Innovation and Growth proposing actions to enable the City of London Corporation to plan, invest and allocate resources for long-term impact and outcomes in relation to international markets.

The following points arose during discussion:-

- With reference to engagement with markets in the continent of Africa, a Member urged that a more diverse range be considered rather than focusing solely on those established ones with whom strong relationships were already in place. Officers confirmed that flexibility was built into the plans and other markets were constantly being kept under review; judgements would always be made with a view to maximising impact in both the shorter and longer term.
- It was also urged that the Members' connections be utilised in respect of market engagement and consideration, particularly the Commonwealth links available through Baroness Scotland.
- A wider observation was also made around the need to leverage Members' collective skills much more effectively, utilising greater teamwork and partnership between Members and Officers, consistent with recommendations made by Lord Lisvane, although it was noted that the primary focus must be to reflect the views and needs of the Financial and Professional Services sector.
- In response to a query as to how the political situation within markets was taken into account, together with any relevant mitigation activities, the Director advised that the City Corporation worked very closely with Her Majesty's Government and relevant stakeholders to seek advice and clarity

on approaches, stressing the importance of being aligned and working in a complementary fashion.

RESOLVED: That:-

1. The international priorities set out in the report be endorsed.
2. The integrated plans and operating model to govern day-to-day ways of working set out in the report be endorsed.
3. This framework for the coming three years be approved as set out in the report, with light touch reviews in 12 and 24 months and with a full review in 2023.

8. **GUILDHALL WEST WING - PROVISION OF UPGRADED LAVATORIES AND CLOAKROOM FACILITIES FOR MEMBERS AND GUILDHALL GUESTS – GATEWAY 6 – OUTCOME REPORT**

The Committee considered a report of the City Surveyor which sought to provide additional cloakroom and guest facilities to maximise the number of simultaneous events across the Guildhall complex and provide fit for purpose modernised Members facilities (lockers, showers, changing rooms, lavatories).

RESOLVED: That the project be closed, noting a final outturn cost of £1,716,298; a £102,532 (6%) cost increase since Gateway 5.

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

The Committee received a report of the Chamberlain which provided an update on those projects and activities which have received funding from the Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve, COVID19 Contingency Fund, and Brexit Contingency Fund.

In response to a question concerning the level of funds allocated to each contingency pot, the Chairman of the Finance Committee advised that the Resource Allocation Sub-Committee would review this as part of its annual process.

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

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

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

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

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

There were two questions:

Electoral Registration

In view of the deferral of Common Council elections until 2022, it was asked what steps were being put in place to improve electoral registration and engagement across both residential and business voters. In particular, updates on digital registration and contact, as well as engagement with CEOs, was sought.

In response, the Town Clerk advised that a report was due to be submitted to the November meeting of the Committee addressing these topics, including promotional activities and associated funding requirements.

Several Members spoke to echo the importance of this issue, noting that there had been a long-standing deficit in this area and that new and innovative approaches would be needed to make a tangible difference, with an intelligent engagement strategy. It was also suggested that clear timelines and KPIs for activity would be beneficial.

In response to a supplementary question relating to steps to increase the diversity of candidates, the Assistant Town Clerk made reference to a number of planned activities as part of this work and confirmed that she was very mindful of this need in taking proposals forward.

With reference to further questions around voter registration, it was advised that there had been a delay in registration forms being circulated due to an issue with a new bespoke software system but that this had now been addressed. She also noted the importance of reminding businesses of the need to nominate voters from across the full spectrum of their workforce.

Free School Meal Vouchers

Following the recent decision by the Co-operative Group to fund free school meal vouchers for its pupils through to Spring 2021, it was asked whether the potential for the City Corporation to act similarly could be explored as a matter of urgency.

The Chair agreed to ask officers to explore this issue, although she could not guarantee this would necessarily include the October half-term, given the imminent proximity of that particular break. She also noted the importance of a holistic approach, considering whole family support rather than necessarily individual pupils.

A Member took the opportunity to suggest a correlation between the curtailing of free school meals and increased levels of childhood obesity and other health issues over recent decades, stressing the importance of good nutrition at a young age to prevent future long-term health issues. The Member urged that the case should be made to Government to reintroduce free school meals regardless of background across the nation on this basis.

The Chair undertook to raise the issue at the next London Councils Leaders' meeting, noting the importance of a coherent approach.

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

It was noted that the two late reports of the Chamberlain, Items 18 and 19, were public items and would be considered at this point in the agenda:

18. **CAPITAL FUNDING - PRIORITISATION OF 2021/22 ANNUAL CAPITAL BIDS - INITIAL REVIEW**

The Committee considered a report of the Chamberlain concerning the prioritisation of 2021/22 Annual Capital Bids. It was noted that this report had been considered by the Resource Allocation Sub-Committee earlier that day and was now recommended to the Policy and Resources Committee for approval.

RESOLVED: That:-

1. It be noted that the total value of bids amounting to £146m of which £27.5m were to be funded from existing local resources and £13.5m which did not meet the capital criteria and would need to be funded from revenue resources.
2. It be agreed that the remaining £105m of capital bids was currently unsustainable and therefore Chief Officers, in consultation with Service Committee Chairs, be requested to further consider ranking of schemes to identify the most critical bids, with innovation and reputational impact uppermost.
3. Subject to the outcome of Chief Officer rankings, it be agreed 'in principle' that bids with a final RAG rating of amber and red be deferred.
4. It be noted that the Climate Action Strategy bids would be subject to further review to confirm the priority of proposals.
5. It be noted that options for revenue funding of the Climate Action revenue bids that do not meet the capital criteria (currently £13.5m) will be brought forward in December.

19. **CAPITAL FUNDING UPDATE**

The Committee considered a paper of the Chamberlain proposing the release of £5.42m for five schemes which had previously received 'in principle' approval for progression. It was noted that this report had been considered by the Resource Allocation Sub-Committee earlier that day and was now recommended to the Policy and Resources Committee for approval.

RESOLVED: That:-

1. The five schemes listed in Table 1 of the report be reviewed in the context of the current crisis and confirmed that they should receive continued essential priority for release of funding at this time.
2. An increase of £250k in the central funding be agreed and allocated to the Frobisher Crescent fire safety works to be offset by a compensating reduction in the car park fire safety funding allocation.
3. The release of up to £5.42m be agreed for the five schemes from the reserves of City Fund and City's Cash as set out in Table 1, subject to the approval of the relevant gateway reports.

13. **EXCLUSION OF THE PUBLIC**

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

14. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 24 September 2020 were approved.
- b) The non-public minutes of the Resource Allocation Sub-Committee meeting held on 18 September 2020 were noted.
- c) The non-public minutes of the Hospitality Working Party meeting held on 22 September 2020 were noted.

15. **MARKETS CO-LOCATION PROGRAMME PROGRESS REPORT**

The Committee considered and approved a joint report of the City Surveyor, Town Clerk, and the Director of Markets & Consumer Protection in relation to the Markets Co-location Programme, noting a confidential appendix at item 24.

16. **CITY OF LONDON CORPORATION AND LONDON BOROUGH OF TOWER HAMLETS - BILLINGSGATE COOPERATION ARRANGEMENT**

The Committee considered and approved a report of the City Surveyor concerning an agreement with the London Borough of Tower Hamlets, noting a confidential appendix at item 25.

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

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

18. **CAPITAL FUNDING - PRIORITISATION OF 2021/22 ANNUAL CAPITAL BIDS - INITIAL REVIEW**

This Item had been considered in public session (see Item 12).

19. **PROJECT FUNDING UPDATE**

This Item had been considered in public session (see Item 12).

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

There was one question, relating to transportation options for City workers and an associated policy position.

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

There were no urgent items.

At 3.45pm Members agreed to extend the business of the agenda beyond two hours, in accordance with Standing Order 40, in order to conclude the business on the agenda.

22. **CONFIDENTIAL MINUTES**

The confidential minutes of the Policy and Resources Committee held on 24 September 2020 were approved.

23. **TARGET OPERATING MODEL UPDATE**

The Committee Considered and approved a report of the Town Clerk.

24. **MARKETS CO-LOCATION PROGRAMME PROGRESS REPORT: CONFIDENTIAL APPENDICES**

The Committee received an appendix in respect of agenda item 15.

25. **BILLINGSGATE COOPERATION ARRANGEMENT: CONFIDENTIAL APPENDIX**

The Committee received an appendix in respect of agenda item 16.

The meeting ended at 3.57pm

Chairman

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