

POLICY AND RESOURCES COMMITTEE

Thursday, 18 November 2021

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall (live-streamed at https://www.youtube.com/watch?v=Pkj_MftGKfk) on Thursday, 18 November 2021 at 1.45 pm

Present

Members:

Deputy Catherine McGuinness (Chair)
Christopher Hayward (Deputy Chairman)
Deputy Keith Bottomley (Vice-Chairman)
Rehana Ameer
Nicholas Bensted-Smith (Ex-Officio Member)
Tijs Broeke
Anne Fairweather
Marianne Fredericks
Alderman Timothy Hailes
Deputy Wendy Hyde (Ex-Officio Member)
Deputy Jamie Ingham Clark
Shravan Joshi
Deputy Edward Lord
Alderman Ian Luder
Jeremy Mayhew
Andrew McMurtrie
Wendy Mead
Deputy Brian Mooney (Chief Commoner) (Ex-Officio Member)
Ruby Sayed (Ex-Officio Member)
Sir Michael Snyder
Deputy James Thomson (Ex-Officio Member)
Alderman Sir David Wootton

In Attendance

Munsur Ali
John Chapman
Jason Pritchard
Oliver Sells

Officers:

Caroline Al-Beyerty	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Double	- City Remembrancer
Damian Nussbaum	- Director of Innovation & Growth
Bob Roberts	- Director of Communications
Emma Moore	- Chief Operating Officer
Gregory Moore	- Town Clerk's Department
Dionne Corradine	- Chief Strategy Officer

Ian Hughes	- Department of the Built Environment
Sam Hutchings	- Town Clerk's Department
Jack Joslin	- City Bridge Trust
Richard Messingham	- Town Clerk's Department
Christopher Rumbles	- Town Clerk's Department
Peter Lisley	- City Surveyor's Department
Sian Bird	- Innovation & Growth
Sandeep Dwesar	- Barbican Centre
Simon Johnson	- Barbican Centre

1. **APOLOGIES**

Apologies were received from Anne Fairweather, Tracey Graham, Deputy Andrien Meyers, Deputy Tom Sleigh, Mark Wheatley, Deputy Philip Woodhouse, and the Rt Hon The Lord Mayor.

The Chair referred to Karina Dostalova's recent departure from the Court of Common Council and took the opportunity to thank her for her valued contribution to the City Corporation and to wish her well for the future.

The Chair similarly remarked on Alderman William Russell's departure from the Committee following the completion of his term as Lord Mayor and also thanked him for his valuable contributions during his time on the Committee.

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 14 October 2021 were approved.
- b) The public minutes of the Projects Sub-Committee meeting held on 15 September 2021 were noted.
- c) The public minutes of the Projects Sub-Committee meeting held on 20 October 2021 were noted.
- d) The public minutes of the Public Relations Sub-committee meeting held on 18 October 2021 were noted.
- e) To public summary of the Competitiveness Advisory Board meeting held on 11 October 2021 was noted.

4. **GOVERNANCE REVIEW: COMMITTEE STRUCTURE**

The Committee considered a report of the Town Clerk that presented the outcomes of the consultation sessions held with Members in working through Lord Lisvane's Governance Review findings, and which sought approval for a

proposed committee structure and processes for implementation moving forward.

The Chair and Deputy Chairman took the opportunity to introduce the item. The Chair acknowledged the complex work that had been involved in pulling together the views of all Members, whilst also ensuring the aims of the review were being fulfilled, which it was felt had largely been achieved through the proposals presented. The Chair emphasised how the proposals were about more than simply cutting down on the number of committees; they were about streamlining business at the City Corporation through revising its structures and processes, with the proposals presenting the evolution needed to achieve this.

The Deputy Chairman remarked on the fundamental importance of the Review and referred to the exhaustive Member consultation sessions that had taken place, thanking all Members for their participation and the many views they had offered. The most recent informal meeting of Court of Common Council had also allowed for a very helpful discussion on the proposals during which a number of issues had been raised, specifically relating the implementation of term limits, questions relating to Freedom's Application Committee, the Barbican Podium and housing, on which the views of Policy and Resources Committee would be particularly welcomed today.

The Deputy Chairman confirmed the intention being to finalise proposals today for presentation at December Court of Common Council, with a view to achieving implementation in time for the new municipal year in April 2022. He added that no processes would be set in stone as it was recognised that tweaks or adjustments may be necessary once processes were put into working practice. It was confirmed that a light touch review would be held in due course as a result, to reflect on the changes and consider how the new processes were working. During the discussion that followed the following areas of consideration were raised: -

- With reference to the issue of term limits, the Committee agreed that there was no need to introduce a uniform approach or specific term limits on committees unless there was an external requirement to do so or the committee in question made the case for the benefits in their particular circumstance. It was suggested that the practice of Members having to seek re-election by the Court on a regular basis was already somewhat akin to term limits, with it added that imposing strict term limits could potentially result in losing invaluable lived-in experience that allowed for a Committee to keep progressing and to avoid repeating previous discussions.
- There was a suggestion from a Member that increased flexibility with the timing of meetings could be explored to allow for greater participation in meetings. Officers were encouraged to start the process of thinking through this issue to inform future consideration.

- It was recognised that Members could continue to look at the same volume of papers; there was a need to move to a more strategic level of focus for Members and away from micro-managing.
- A Member asked that a comprehensive list be provided detailing those outside bodies to which the City Corporation appointed, as well as clarification on the rules of attendance or observer status at internal meetings of the Court and its sub-committees and working parties.
- With reference to the Freedom Applications Committee, it was agreed that this would be better as a stand-alone Sub-Committee of Policy & Resources and not folded into the new Civic Affairs Sub-Committee.
- Some queries were raised regarding the proposals for a single Housing Committee and clarity sought as to how this would work in practice; there was a need to think through the City Corporation's statutory requirement relating to housing. Members noted the general consensus at Informal Court for the new governance arrangements relating to housing and in looking to provide a single point of focus across all the City Corporation's estates. A Member added that there was a need to ensure each Housing Estate had an opportunity to have their voice heard as part of any new Committee.
- In response to a query, it was clarified that asset allocation already fell within the remit of the Resource Allocation Sub-Committee, but that there was a clear need to manage this more effectively.
- Consideration was given to the Barbican Podium and where this should sit. It was suggested the site should rest within Open Spaces and City Gardens Committee's remit given the area was an enormous open space; however, noting the significant changes that were already underway within Open Spaces through the implementation of a new Target Operating Model, it was agreed that it would be best not to confuse issues at this time by adding the podium as an additional area of responsibility.
- Issues relating to the remit of Culture, Heritage and Libraries Committee (CH&LC) were discussed, specifically a proposal that the committee absorb responsibility for sport and with responsibility for London Metropolitan Archives (LMA) being transferred to a new body.
- Several Members raised their opposition to a separate Board for the (LMA), arguing that it would not be helpful at this time to disaggregate the joined-up working of cultural activity. It was suggested this proposal could be considered further at some future date, but with it being important to first work through how the City Corporation would work with the LMA moving forward before separating it out. The Committee supported this approach.
- With reference to the question of sport, whilst it was acknowledged that there were significant benefits to be accrued through a more joined-up and strategic approach to sport, and that there was a natural link with Culture,

some concerns were expressed over the detail of operational delivery in local areas, particularly the open spaces, and how this would interface. It was agreed that the proposed changes should not be pursued at this time, but be the subject of further consideration.

The Chair and Deputy Chairman thanked Members for their views. The Chair noted the clear steer on term limits and the proposal to leave it to Members to decide who should serve on a committee and with this remaining a decision for the Court. The positions in respect of the LMA, Sport, the Freedom Applications Sub-Committee, and the Barbican Podium were also noted. The Deputy Chairman welcomed Members support in taking forward the package of proposals on this basis.

RESOLVED: That Members approve the recommendation as set out within the report, subject to the above additional recommendations relating to Freedom Applications Committee, Barbican Podium, London Metropolitan Archives and Culture, Heritage and Libraries Committee.

5. REVISED SCHEME OF DELEGATIONS TO OFFICERS

Members considered a report of the Deputy Town Clerk setting out proposed changes to the Scheme of Delegations (SoD).

The Chair noted the various changes proposed and suggested that officers could perhaps have been more ambitious in their requests, but felt that the proposals represented a good starting point. The Chair stressed that the City Corporation was a Member-led organisation which must be borne in mind; consequently, Members needed to be happy with the proposals here. It was hoped these would lead to more streamlined, agile decision making through granting more trust to officers.

A Member, also Chairman of Finance Committee, welcomed the changes that had been made following an initial pushback to officers from Resource Allocation Sub-Committee. The Member suggested that there was still more that could be done but suggested this could be achieved as part of a regular review of the Scheme of Delegations moving forward. It was suggested the proposed changes be implemented and for these to be reflected upon and reviewed in due course to understand if any further changes would be required.

RESOLVED: That Members: -

1. Approve revisions made to the Scheme of Delegations to date, for onwards submission to the Court.
2. Approve that going forward, to ensure continued Member oversight, periodic reports of action taken be submitted to service committees.
3. Agree that, to ensure good governance, the SoD should be reviewed on an annual basis.

6. MEMBER/ OFFICER CHARTER

The Committee considered a joint report of the Comptroller and City Solicitor and Town Clerk and Chief Executive setting out a draft Member / Officer Charter.

The Town Clerk referred to the item having recently been considered and supported by Establishment Committee, during which there had been a discussion around a need to recognise relationships between Members and officers. In response to this, the Comptroller proposed a new paragraph 2.4 to deal with relationships as follows: -

“Close personal relationships between members and officers will require careful consideration and handling by both parties to ensure that they comply with the principles and requirements of the Members’ Code of Conduct, the Officers’ Code of Conduct and the seven Principles of Public Life (selflessness, integrity, objectivity, accountability, openness, honesty and leadership)”.

Members were fully supportive of the charter, with it considered important to have in place to deal with the conduct of a minority of Members. However, there was some disquiet as to the proposed wording at the new Paragraph 2.4, particularly in relation to the definition of “close personal relationships”.

Following detailed discussion and consideration of the wording there was agreement reached that the words “Close personal relationships” should be replaced with the words “intimate, business or financial relationships” as an appropriate form of wording.

The Chief Operating Officer assured Members that the Employee Handbook would be updated with an equivalent form of wording to reflect the decision taken.

RESOLVED: That Members approve the proposed Member / Officer Charter for submission to the Court as set out in the report, subject to the inclusion of an additional agreed Paragraph 2.4 (as set out within the body of the above minute) to deal with relationships between Members / Officers.

7. RIVERSIDE STRATEGY FOR ADOPTION

The Committee considered a report of the Director of Environment seeking approval for adoption of the City of London Riverside Strategy 2021.

A Member expressed concern that the appendix to the report might fall short of obligations in respect of accessibility requirements and an undertaking was provided to address this.

RESOLVED: That Members approve the text of the draft Riverside Strategy for adoption.

8. SPORT ENGAGEMENT UPDATE

The Committee considered a report of the Director of Communications updating on the work of the Sports Engagement Manager in delivering the City of London Corporation’s sport engagement programme.

RESOLVED: That Members: -

1. Note the progress being made on the City Corporation's sport engagement programme.
2. Agree to allocate £75,000 from the Policy Initiatives Fund towards sport engagement activity for 2022/23.

9. **CITY OF LONDON ACADEMIES TRUST BOARD OF TRUSTEES: APPOINTMENT OF SPONSOR TRUSTEE**

The Committee considered a report of the Town Clerk presenting a proposed candidate as a Policy and Resources Committee representative on the City of London Academies Trust in accordance with the Sponsor Trustees' Appointment Policy.

RESOLVED: That Members approve the appointment of Common Councillor Ben Murphy as a Sponsor Trustee of the City of London Academies Trust Board of Trustees for a four-year term commencing 18 November 2021.

10. **CULTURE AND COMMERCE TASKFORCE: A YEAR OF FUELLING CREATIVE RENEWAL**

The Committee received a report of the Director of Innovation & Growth presenting the City Corporation's final report for its Culture & Commerce Taskforce *A Year of Fuelling Creative Renewal*.

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

11. **ENVIRONMENTAL SUSTAINABILITY IN PROCUREMENT**

The Committee received a report of the Chief Operating Officer providing an update on the Purchased Goods and Service action plan as part of the Climate Action Strategy and Sustainability in Procurement.

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

12. **ELECTIONS BILL 2021**

The Committee received a report of the Remembrancer updating on proposed changes to electoral administration as part of the Elections Bill.

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

13. **NATIONAL PREPAREDNESS COMMISSION & REVIEW OF LONDON'S PREPAREDNESS TO RESPOND TO A MAJOR TERRORIST INCIDENT**

The Committee considered a report of the Town Clerk providing an update on the National Preparedness Commission work and the review of London's preparedness for a major terrorist incident.

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

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

The Committee received a report of the Chamberlain providing the schedule of projects and activities which had received funding from the Policy Initiatives Fund, the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund.

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

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

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

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

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

There were no questions.

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

The following item of business was raised.

Water Charge Refunds for Secure Tenants

A Member suggested the discussion on this item later on the agenda should be held during public session. If the item was to be considered in non-public session, the Member proposed any vote on the item be made public.

The Director of Community and Children's Services confirmed the decision to consider the item in non-public had been reached following legal advice of Counsel. The Comptroller noted the item was due to be considered in non-public owing to sensitive data included within the report and suggested there was nothing to stop the discussion being included within the public minutes of the meeting.

Recording of votes on the item was also considered and it was agreed a note of any Member dissenting could be recorded, should they wish it to be, which was agreed as an appropriate way forward.

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 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.

19. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 14 October 2021 were agreed.

- b) The non-public minutes of the Projects Sub-Committee meeting held on 15th September 2021 were noted.
- c) The non-public draft minutes of the Projects Sub-Committee meeting held on 20 October 2021 were noted.
- d) The draft non-public minutes of the Hospitality Working Party meeting held on 23 September 2021 were noted.
20. **BARBICAN RENEWAL**
The Committee considered and approved a joint report of the City Surveyor and Managing Director of the Barbican Centre updating on work relating to the Barbican Renewal programme.
21. **IMPLEMENTING THE OUTCOMES OF THE CHARITY REVIEW AND STRENGTHENING THE COORDINATION OF PHILANTHROPIC GIVING ACROSS THE CITY CORPORATION**
The Committee considered and approved a report of the Managing Director of Bridge House Estates & Chief Charities Officer providing Members with an update on the current Corporate Charities Review.
22. **SECURE CITY PROGRAMME (SCP) - VIDEO MANAGEMENT SYSTEM**
The Committee considered and approved a joint report of the Commissioner and Executive Director of Environment updating on the Secure City Programme Video Management System.
23. **WATER CHARGE REFUNDS FOR SECURE TENANTS**
The Committee considered a report of the Director of Community and Children's Services relating to the collection of water charges from its Secure Tenants under an arrangement with Thames Water.

During discussion, the following points were raised:-

- The Housing Revenue Account was a statutory ringfenced account, into which no other monies from Local Authority funds could be transferred. The City Corporation's Housing Revenue Account was considered to be in a challenging financial position and any decision as to the level of payments to be made would need to be mindful of the impact on the fund.
- Several Members stressed that the decision reached on this item by the Community and Children's Services Committee had not been taken lightly. Any decision to take a different approach now would need to be considered carefully and be fully informed, with implications understood.
- A Member highlighted potential reputational issues to the City Corporation associated with any decision.
- Reference was made to a forthcoming review relating to Housing Revenue Accounts with it suggested that it would be prudent to wait for this update to be considered alongside the issue of water charges, so as to allow

Members to take an informed decision as to the affordability of any approach.

It was agreed that officers should be requested to bring back a further report once the Housing Revenue Account review update had been received, which would then allow Members to deal with the issue in a position of full knowledge. The Deputy Chairman's proposal received the agreement of the Committee, with Marianne Fredericks abstaining from the decision.

RESOLVED: That Members agree to a further report being presented to allow them to consider fully the position of the Housing Revenue Account alongside consideration of any potential Water Charge refunds.

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

Suicide Prevention

A Member raised the issue of suicide prevention and stressed the importance of maintaining momentum in this area of work, notwithstanding various organisational and structural changes in recent times. The Chief Operating Officer confirmed that she was now leading on this important issue.

Afghan Resettlement

A Member raised their concern with the ongoing efforts in support of the Afghan Citizen resettlement. The Member highlighted a desperate need for warm clothes as the cold weather was approaching and suggested the City Corporation look at what additional support it could offer. Members acknowledged this was an important issue and proposed it be considered further outside of the meeting.

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

Funding for Centre of Finance, Innovation & Technology

The Director of Innovation & Growth updated Members on issues relating to funding of a Centre of Finance, Innovation & Technology.

26. CONFIDENTIAL MINUTES

The confidential minutes of the Policy and Resources Committee meeting held on 14 October were agreed.

27. THE PLATINUM JUBILEE

The Committee considered confidential report of the Remembrancer relating to the Platinum Jubilee.

28. TARGET OPERATING MODEL - ORGANISATIONAL DESIGN DEPUTY TOWN CLERK

The Committee considered a report of the Deputy Town Clerk setting out a Target Operating Model Organisational Design.

The meeting ended at 4.33pm.

Chairman

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