

**POLICY AND RESOURCES COMMITTEE**  
**Thursday, 9 June 2022**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 9 June 2022 at 1.45 pm and available to view at [www.youtube.com/watch?v=F54bz8CjrCU](http://www.youtube.com/watch?v=F54bz8CjrCU)

**Present**

**Members:**

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy Chairman)  
Tijs Broeke (Vice-Chair)  
Mary Durcan (Vice-Chair)  
Munsur Ali  
Deputy Randall Anderson (Ex-Officio Member)  
Deputy Rehana Ameer  
Caroline Haines  
Deputy Shravan Joshi  
Deputy Edward Lord  
Alderman Ian Luder  
Alderman & Sheriff Nicholas Lyons  
Wendy Mead  
Deputy Andrien Meyers  
Deputy Brian Mooney  
Ruby Sayed (Ex-Officio Member)  
Deputy James Thomson  
James Tumbridge  
Deputy Philip Woodhouse  
Deputy Henry Colthurst (Ex-Officio Member)  
Wendy Hyde (Ex-Officio Member)

**In Attendance**

Henry Pollard

**In Attendance (Observing Online)**

Ben Murphy  
Catherine McGuinness  
Marianne Fredericks

**Officers:**

Caroline Al-Beyerty	- Chamberlain
John Barradell	- Town Clerk and Chief Executive
Michael Cogher	- Comptroller and City Solicitor
Polly Dunn, Clerk	- Town Clerk's Department
Anna Dunne	- City Surveyor's Department
Giles French	- Innovation and Growth Department
Simon McGinn	- City Surveyor's Department
Emma Moore	- Chief Operating Officer
Gregory Moore	- Assistant Town Clerk

Lisa Moore	- Chamberlain's Department
Damian Nussbaum	- Executive Director of Innovation and Growth
Rohit Paul	- Town Clerk's Department
Bob Roberts	- Deputy Town Clerk
Chris Rumbles	- Town Clerk's Department
Peter Young	- City Surveyor's Department
Genine Whitehorne	- Chief Operating Officer's Department

1. **APOLOGIES**

Apologies were received from Sir David Wootton, Alderman Tim Hailes, Catherine McGuinness and the Rt Hon. The Lord Mayor Vincent Keaveny.

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 and non-public summary of the Policy and Resources Committee meeting held on 5th May 2022 were agreed as an accurate record.

**Matters Arising**

**Virtual Online Attendance** – Acknowledging that Members observing online do not count toward quoracy (for Committees exercising Local Authority functions) it was proposed that a section be added to minutes to include a list of those Members observing the meeting online. Members agreed that this approach would be adopted across all City Corporation committees to ensure a consistency of approach.

RESOLVED: That Members:-

- Agreed that Members joining a committee meeting virtually should their name recorded in the minutes of the meeting, with this approach being adopted across all City Corporation Committees.

**City and Guilds** – A Member referred to the question they had raised relating to the City Corporation's contribution to City Guilds not having been answered and the Chairman confirmed someone would come back on this point.

4. **APPOINTMENT OF TRUSTEE TO THE CROSSRAIL ARTS FOUNDATION**

The Committee considered a proposal to nominate a Director to serve on the Crossrail Arts Foundation, a company established jointly by the City Corporation and Crossrail Limited for the purpose of delivering a public art programme on the Elizabeth Line (central stations).

The Chair proposed that the Committee nominate Wendy Hyde, as Chair of Culture Heritage and Libraries Committee.

RESOLVED: That Wendy Hyde be appointed as Policy and Resources Committee's nominated representative to serve as a Director on the Crossrail Arts Foundation.

5. **BIDS UPDATE, FLEET STREET QUARTER MEMBER OBSERVER**

The Committee received a report of the Executive Director of Environment providing an update on future engagement with the City BIDs including how the City Corporation would seek where compatible alignment and delivery of key strategies.

RESOLVED: That Members: -

- Agreed to the establishment of a City BIDs strategic partnership to be chaired by the Deputy Chairman of Policy and Resources Committee.

6. **RESPONSIBLE PROCUREMENT POLICY UPDATE**

The Committee considered a report of the Chief Operating Officer seeking approval to refocus the commitments in the Responsible Procurement Policy using the efficiency principles under the Target Operating Model, better aligning with strategic priorities on Climate Action and Equality, Diversion and Inclusion, and the Broader ESG objectives of the City Corporation.

During the debate that followed, there was general support amongst Members for a move straight to 15% for responsible procurement weighting rather than following the two-stage approach proposed within the report and starting at 10%. Members were, however, mindful of a need to minimise immediate impacts on the supply chain and to ensure businesses were given sufficient time to change their behaviours. There was also an acknowledgement of potential disproportionate impact on SMEs through an immediate change.

A Member remarked on there being different rules within Government for dealing with SMEs and larger organisations and suggested the City Corporation could look at doing something similar. It was suggested that public procurement was about treating suppliers equally and larger organisations not being discriminated against through having to follow a different approach. The Comptroller suggested the law in this area needed to be fully understood before a final decision could be taken, with there being a procurement specialist within his department who would be able to review the proposal and confirm the legal position.

A Member referred to diversity and inclusion and of there being a need to demonstrate these within procurement processes and procedures. Members noted the Responsible Procurement Policy was supported by a wide range of corporate strategies including diversity and inclusion. The Member proposed a report come back to Policy and Resources Committee in six months' time showing how the aims and ambitions had been achieved relating to diversity and inclusion with procurement.

The Chair acknowledged the views of Members and the clear direction of travel they had expressed in wanting an immediate move to an overall weighting score of 15%, but that the impact of this on SMEs and the legal options for mitigation, needed further consideration and asked that a report come back to

Members once these had been considered and the legal position was fully understood.

A Member asked that any report back include an update on the SME Strategy.

RESOLVED: That Members agreed to defer a final decision to the next meeting when a further report on the Responsible Procurement Strategy would be provided for their consideration.

## 7. **PROJECT GOVERNANCE**

The Committee considered a report of the Chief Operating Officer outlining interim arrangements for project governance that included a temporary request for delegated authority to Tier 1 Chief Officers, to approve all reports for projects with an estimated cost of below £1m (excluding risk).

Members were mindful of a need to maintain an appropriate level of scrutiny across all projects, including those delegated to Chief Officers. It was clarified that the existing performance reporting framework would be maintained as part of any interim arrangements, with Member oversight and scrutiny continuing through the submission of reports and dashboards offering a summary of projects, with any problems or issues being brought to Members' attention as required. Members noted that a £1m delegation was already allowed for within the Scheme of Delegations and what had been proposed would bring Project Governance in line with this.

A Member, also Deputy Chairman of Policy and Resources Committee, stressed the importance of all officers having the professional capability to run a project. The Project Academy was in place to ensure officers were skilled appropriately and that they have the professional judgement required to sign off on either the initiation or advancement of a project through the gateway process. The Member referred to training modules of the Project Academy as being not too onerous and that it was therefore not unreasonable to expect officers to undertake this training as a pre-requisite before gaining the additional authority to exercise their delegations.

Members fully endorsed the need for an appropriate level of training as required. A discussion then followed on suitable time-frame to allow for completion of this. In conclusion, Members agreed to increased delegation being granted, but with this taking effect in four weeks' time to allow for relevant training modules to be completed through the Project Management Academy.

The Chamberlain referred to additional costs having to be met from policy contingency funds and of a need to go through Resource Allocation Sub-Committee, which the Chairman acknowledged.

RESOLVED: That Members: -

- Agreed to delegate authority for all projects with an estimated cost of below £1m (excluding risk) to Tier 1 Chief Officers and officers listed in Appendix 1 for approval; taking effect in one months' time to allow for training modules to be completed by relevant officers;

- Agreed that all Tier 1 Chief Officers and officers listed in Appendix 1 for approval are to complete relevant training modules through the Project Management Academy;
- Note that Members will be presented with a range of options for revised thresholds in July;
- Note that another report will be submitted in October to amend the Projects Procedure.

#### 8. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

The Committee considered a report of the Chamberlain providing a schedule of projects and activities which have received funding from the Policy Initiatives Fund, Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund for 2022/23 and future years with details of expenditure in 2022/23.

A Member, also Chair of Civic Affairs Sub-Committee, referred to the sub-committee having a number of projects within its remit where a budget would be required to allow these to progress e.g., Members' training, Members' facilities and Members' financial allowance scheme. The Member suggested a budget of up to £60,000 be allocated to Civic Affairs Sub-Committee from Policy Initiatives Fund in support its various areas of work. Members were supportive of the proposal, noting the minutes of Civic Affairs Sub-Committee and detail of any decisions taken would be presented to Policy and Resources Committee for review.

RESOLVED: That Members: -

- Note the report and contents of the schedules.
- Agree that the multiyear PIF cap be increased by £130,000 and £126,000 in 2022/23 and 2023/24 respectively to allow the previously agreed bid for the Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) and UK-VCM Forum to run over multiyear.
- Agree that a budget of up to £60,000 being allocated from PIF to Civic Affairs Sub-Committee to allow for progression of a number of projects within its remit.

#### 9. **\* RECOVERY TASKFORCE - UPDATE**

The Committee received a report of the Deputy Town Clerk updating on implementation of the recommendations of the Recovery Taskforce report Square Mile: Future City, published in April 2021.

A Member questioned how the Recovery Taskforce was liaising with relevant Committees across the City Corporation to ensure a joined-up approach was being taken e.g., through Licensing Committee and Police Authority Board when considering the support that can be offered to licensed premises that have already been badly hit by the pandemic. It was noted that an update would come back on the specifics of activity in this area.

RECEIVED

#### 10. **\* INTERIM EVALUATION OF SQUARE SMILE CAMPAIGN**

The Committee received a joint report of the Director of Innovation and Growth and Director of Communications providing Members with headline interim results for the Square Mile marketing campaign, the core purpose of which was to encourage workers back to the City in the wake of the pandemic.

A Member suggested there was a need to understand how well the campaign had worked through data being provided. It would be good to understand how many people responded to the campaign and promoted it and to receive a breakdown of figures to understand how successful it had been.

RECEIVED

11. \* **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

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

There were no questions.

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

**Constitution of Sub-Committees**

The Chairman referred to a proposal of the Chair of Finance Committee seeking a change to the constitution of Policy and Resources Committee's various Sub-Committee so that appointments to these (where applicable) would be "the Finance Chair or their *permanent* nominee"

A discussion followed. There was concern expressed over the need to retain a link across both Finance Committee and Policy and Resources Committee on each of the relevant Sub-Committees. The Town Clerk referred to a similar provision already agreed and in place for Chairman of the General Purposes Committee of Aldermen, who was able to put forward a nominee of their choosing on each relevant sub-committee. A Member remarked on the rationale for appointing the Chair of Finance Committee, which offered further linkage across both Finance and Policy and Resources Committees.

The Chair of Finance Committee responded and assured Members that he intended to sit on two thirds of the Sub-Committees, but that he wanted the option of flexibility with some of his appointments.

The Chairman concluded the discussion and suggested the proposal be supported, with there being an opportunity to consider and review this further as part of the light touch review of implementation of the Governance Review implementation. The Chairman added how he was sure the Chair of Finance had listened to the points made regarding retaining a link to Finance and Policy

and Resources Committee and that he would no doubt consider all appointments with care.

RESOLVED: That Members:

- Agree to change to the constitution of its sub-committees (where applicable) to “the Finance Chairman or their *permanent* nominee”

**14. 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**

**15. NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 5th May 2022 were agreed as an accurate record of the meeting.

**HM Queen’s Platinum Jubilee**

A Member asked that his congratulations be conveyed to the Remembrancer’s Department for all their work over the weekend in support of Her Majesty the Queen’s Platinum Jubilee, with this receiving the endorsement of all Members.

A Member, also Chair of Civic Affairs Sub-Committee, confirmed they had written to the Remembrancer expressing their thanks, not just to the Remembrancer’s Department, but all officers across the City Corporation for their efforts and the important role everyone played in ensuring a success of the occasion. The Chairman asked that the Committee’s thanks be recorded.

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

There were no questions.

**17. 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 of business.

**Part 3 - Confidential Agenda**

**18. MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 17th March 2022 were agreed as an accurate record of the meeting.

- b) The confidential minutes of the Policy and Resources Committee meeting held on 5th May 2022 were agreed as an accurate record of the meeting.

**19. MARKETS CO-LOCATION PROGRAMME - UPDATE AND ADDITIONAL BUDGET REQUEST**

The Committee considered a joint report of the City Surveyor, Chief Operating Officer, Markets Director and Chamberlain relating to the Markets Co-location Programme – Update and additional budget request.

**The meeting ended at 3.31pm**

-----  
Chairman

**Contact Officer: Polly Dunn**  
**[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)**