

**POLICY AND RESOURCES COMMITTEE**  
**Thursday, 20 October 2022**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 20 October 2022 at 1.45 pm and available to view at: [www.youtube.com/watch?v=Jr7jo8d0hzs&t=1929s](http://www.youtube.com/watch?v=Jr7jo8d0hzs&t=1929s)

**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  
Deputy Henry Colthurst (Ex-Officio Member)  
Deputy Marianne Fredericks  
Alderman Timothy Hailes  
Caroline Haines  
Wendy Hyde (Ex-Officio Member)  
Deputy Edward Lord  
Alderman Ian David Luder  
Catherine McGuinness  
Wendy Mead  
Deputy Andrien Meyers  
Deputy Brian Mooney  
Deputy Alastair Moss (Ex-Officio Member)  
Alderman Sir William Russell  
Ruby Sayed (Ex-Officio Member)  
Tom Sleigh  
Deputy Sir Michael Snyder  
Deputy James Thomson  
Deputy Philip Woodhouse

**In Attendance (In Guildhall)**

Ann Holmes  
Natasha Lloyd Owen  
John Griffiths  
Professor Michael Mainelli

**In Attendance (Observing Online)**

Alderman Nicholas Lyons  
Benjamin Murphy  
Madush Gupta

**Officers:**

John Barradell  
Michael Cogher

- Town Clerk and Chief Executive
- Comptroller and City Solicitor and

Paul Double	Deputy Chief Executive
Paul Wilkinson	- City Remembrancer
Caroline Al-Beyerty	- City Surveyor
Damian Nussbaum	- The Chamberlain
	- Executive Director of Innovation & Growth
Bob Roberts	- Deputy Town Clerk
Peter Lisley	- City Surveyor's Department
Gregory Moore	- Assistant Town Clerk
Emma Moore	- Chief Operating Officer
Polly Dunn, Clerk	- Town Clerk's Department
Sonia Virdee	- Chamberlain's Department
Christopher Rumbles	- Town Clerk's Department
Dionne Corradine	- Chief Strategy Officer
Anna Dunne	- City Surveyor's Department
Angela McLaren	- Commissioner, City of London Police
Peter Young	- City Surveyor's Department
Simon McGinn	- Environment Department
Juliemma McLoughlin	- Executive Director Environment
Tabitha Swann	- Town Clerk's Department
Paul Wright	- Deputy Remembrancer
Andrew Smith (for item 6)	- Chair Culture Mile Partnership
Ruth Duston (for item 6)	- Executive Lead, Business Improvement District
Antony Philips (for item 25)	- Fieldfisher

## 1. **APOLOGIES**

Apologies were received from The Rt Hon The Lord Mayor and James Tumbridge.

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

The Chairman confirmed that Members of Policy and Resources Committee, who were also Members of Planning and Transportation Committee would be given notice at the start of item 16 on the implications of any involvement with the promotion of an application that would eventually be considered by Planning and Transportation Committee.

Tijs Broeke declared his status as a Museum of London Governor presenting him with a non-pecuniary interest in respect of item 19. Members noted this would not impact on his ability to contribute to the discussion or vote on the item.

Alistair Moss confirmed an interest in item 6 as Deputy Chairman of the Culture Mile Business Improvement District.

### 3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting on 4 October 2022 were approved, subject to clarification that it was plaques and not statues being referred to as moving during discussion of the Beckford and Cass Statues interpretation project item.

A Member remarked on them not having been in attendance at the meeting on 4 October, but there having been an important point they would have raised in relation to the 2022 City of London Elections. The Member stressed how they did not consider it a sustainable position moving forward unless the City looked to enlarge its electorate. The Chairman thanked the Member for raising it, noting it was a point the Member had raised on previous occasions.

- b) The inquorate minutes of the Policy and Resources Committee meeting on 15 September 2022 were noted.
- c) The draft public minutes of the Operational Property and Projects Sub-Committee meeting on 26th September 2022 were noted.

A Member, also Chair of Operational Property and Projects Sub Sub-Committee, referred to work that had taken place over the summer period in producing a list of all City Corporation operational properties, accountable Service Committees along with details of backlog of maintenance and five-year cost projection for maintenance. This was being circulated to all Service Committee Chairs given the exercise that was now needed looking at and reviewing the portfolio, and this needing to be through a partnership approach. It was important Service Committees had full sight of all properties in their area of responsibility, with there being over 940 properties in total.

The Member confirmed the same exercise had been undertaken looking at projects and with a list produced and allocated to responsible Service Committees. This had created transparency and visibility across all projects at the City Corporation; these were shared responsibilities and there was now a need to work together around ownership and accountability of these projects.

The Chairman thanked the Member, along with the Deputy Chairman of Projects Sub-Committee for all their work and the work of the Sub-Committee in overseeing this important piece of work.

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

The Committee considered a joint resolution of Financial Investment Board and Property Investment Board proposing changes to their terms of reference following their first meeting and reconstitution under the new governance arrangements.

A Member, also Chairman of Property Investment Board and Financial Investment Board, talked in support of the proposed changes.

The Chairman responded and acknowledged that many Members may be sympathetic and believe the proposed changes to be reasonable, whilst also reiterating his previously stated view that the best place to consider any changes to Committees and governance arrangements would be as part of the overall light touch Governance Review due in April 2023 rather than looking at items through a piecemeal approach now.

The Chairman proposed officers take away the recommendations and capture these to make sure they were included as part of the light touch review of the Governance Review.

A Member suggested the light touch review would need to start in February 2023 to allow for any changes to be implemented and operational by the start of the new civic year, which the Chairman accepted and asked Officers to action accordingly.

It was questioned how Members could support officers with the review and to make recommendations. The Chairman responded and stated that he was giving notice and asking Members to come forward to the Town Clerk's Department with any changes they feel may be needed as part of the light touch Governance Review.

RESOLVED: That Members: -

- Note the recommendations within the resolution and agree to these being considered and addressed in detail as part of the light touch Governance Review due in April 2023.

#### 5. **CITY OF LONDON ACADEMIES TRUST - COMPANY MEMBERSHIP**

The Town Clerk was heard and referred to a decision taken in 2016 that as a matter of policy the following persons, with their consent, would be appointed to the City of London Academies Trust as company members: –

- The Chairman and Deputy Chairman of Policy and Resources Committee;
- The Chairman and Deputy Chairman of the Education Board;
- The City of London Corporation acting through the Town Clerk ;(or his nominated Deputy).

Members noted that the City Corporation's policy on City of London Academies Trust trustee and company member appointments was updated in 2017 to permit a representative / nominee of the Chairman / Deputy Chairman of the Policy and Resources Committee and the Education Board to serve as Company Member / Trustee of the City of London Academies Trust, where the original candidate was not able to serve.

With this in mind, it was confirmed that the Chairman, Deputy Chris Hayward, and Tijs Broeke, as Deputy Keith Bottomley's nominee, would take up these two positions.

RESOLVED: That Members agreed to:

- The appointment of Chris Hayward and Tijs Broeke as Policy and Resources nominated representatives on the City of London Academies Trust as Company Members.

**6. CULTURE MILE BUSINESS IMPROVEMENT DISTRICT**

The Committee considered a report of the Executive Director Environment seeking approval of a Business Improvement District proposal, enabling the City Corporation and the Culture Mile Partnership to formally launch proposals in advance of a ballot in January 2023 to establish a bid in April 2023.

A Member referred to reference to consulting with residents and stressed how this would be important to residents and would need to take the form as outlined.

A Member remarked on consultation with residents on proposals relating to the Culture Mile BID proposal and of there being reference in the report to the Culture Mile BID wanting to work collaboratively with its residential community to build a stronger more resilient, more inclusive and welcoming Culture Mile to benefit residents, businesses and visitors. The Member added how a quote from residents would have been welcome given the importance of their views and they have been referred to; it was important to ensure residents were being included and were fully involved.

In response, an assurance was given that Aldgate Connect see residents as a crucial part of the eco system and they recognise the importance of including them. It was further highlighted how residents were being given an active role through their inclusion on Steering Groups that would be feeding into to the Culture Mile Board.

RESOLVED: That Members

- 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 the 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).

**7. PROJECT GOVERNANCE REVIEW**

The Committee considered a report of the Chief Operating Officer setting out proposed scope and plan for a project governance review and seeking approval of an extension to the temporary delegation of £1m to (approved and trained) Officers for corporate projects.

The Chairman confirmed that approval of Policy and Resources Committee was being sought only on bullet two relating to an extension of the £1m temporary delegation to officers to sign-off on corporate projects

RESOLVED: That Members: -

- Note 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;
- Note 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.

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

The Committee considered a report of the Chief Strategy Officer providing an update on the Resources and Priorities Refresh work following an initial briefing to the Resource Allocation Sub-Committee Away Day in June 2022 and subsequent work by officers over summer recess.

RESOLVED: That Members: -

- Note that RPR encompasses and supports existing or planned work and was being established as a programme to provide clear oversight of its objectives and those of the workstreams that fall under it;
- Agreed 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.
- Agreed that to give recent changes within City of London Corporation time to settle, that a narrative covering 2024 be prepared and annexed to the Corporate Plan 2018-2023, with a new Corporate Plan 2025-2030 to follow. This annex would reflect achievements to date, outline the present context and signpost to future priorities, rather than set a new policy direction.

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

The Committee received a report of the Comptroller and City Solicitor providing Members with notable amendments to the City Corporation's Wardmote Book.

RESOLVED: That Member note updates to the Wardmote Book.

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

The Committee received a report updating on results of the planned quarter 1 and 2 activities of the second year of the Climate Action Strategy.

RESOLVED: That Members: -

- Note the progress, risks and issues arising between April 2022 to September 2022 of year 2 of implementing the Climate Action strategy.
- Note the achievement of the targets for our Scope 1&2 and resilience remain on track with no additional resources required beyond the original budget envelope.
- Note that the achievement of our targets for Scope 3 and the Square Mile need continued and focused attention but no additional resources beyond the original budget envelope.

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

The Committee received a report of the Chamberlain providing a schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the 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.

RESOLVED: That Members: -

- Note the report and contents of the schedules.

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

The Town Clerk confirmed they had been given notice of one question from Deputy Edward Lord:

**Recording names of how Members vote** - Could officers give consideration to instituting in standing orders an alternative mechanism for recording the names of how members vote without the necessity for a formal division. Recognising a division can take up to 25 minutes, perhaps a roll call vote taking five minutes would prove easier. Also thinking about how votes can be recorded in Committee; if officers could give consideration to this also.

The Chairman welcomed the helpful suggestion and confirmed that officers would need to take this away to consider the threshold required to achieve a recorded vote and report back. A Member added that digital voting should be an option explored also, which the Chairman agreed that officers could explore further.

**Beckford and Cass Statues Project** - A Member referred to the ongoing issues with Beckford statues and suggested an option to consider would be removing certain statues and replacing them with statues of the late HM Queen Elizabeth II. The Chairman thanked the Member for their suggestion and

suggested that any recommendation could come back as part of the Beckford and Cass Statues Project item that was due for consideration.

A Member added how it was important that plaques remained in place, to which the Chairman agreed. A Member, also Chair of Civic Affairs Sub-Committee confirmed that they had been given an assurance from the Remembrancer that plaques would not be removed, but that they would go back asking again that these not be removed at any point.

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

The following two additional items of business were considered.

#### **Golden Key – Destination City**

The Chairman provided Members with initial feedback from the Golden Key event, as launch of the City Corporation's Destination City Strategy. The Chairman referred to media coverage the event had generated, level of activity the website had seen in a two-week period achieving 491k visits, with Transport for London data and audience counting indicating well over 30,000 people attending the event held on 15<sup>th</sup> October 2022.

The Chairman confirmed businesses were being surveyed to obtain information relating to the event and increases seen in footfall and sales, with initial feedback from food and beverage outlets having been positive with many reporting new customers being attracted to their businesses.

The Chairman added how the event was a pilot, from which there would of course be learning, and Members were asked to feed back to the team their views on what went well and what could potentially be improved upon in the future.

The Chairman confirmed that the Destination City Team would be coming to future meetings with a fuller readout from the event and on next steps for implementing Destination City.

The Golden Key event was welcomed as being a fantastic event for the City. There was a suggestion that moving forwards it would be good to look at opportunities for increasing inclusivity around the event and potentially linking up with other festivals e.g., Diwali and Eid and also building in events as part of overall planning for the year ahead rather than looking at events on an ad-hoc basis as Members raised these.

A Member added how there would be opportunities in the future for Destination City events to piggy-back and link into other events taking place in the City e.g., Cart Marking and Annual Sheep Drive and Livery Fair on London Bridge.

A Member remarked on the intention of Destination City at the outset of being to capture all events taking place in the City and not only City Corporation events, with the Member suggesting that there could be a single website giving details on events in the City rather than having stand-alone websites for each



individual event, which the Chairman acknowledged was a suggestion officers should take away and consider. A Member suggested an events app could be introduced capturing all events taking place across the Square Mile and linking in with SMEs so there would be benefit offered to people visiting the City as well as small businesses.

The Chairman welcomed Members' suggestions and proposed as a next step that an all-Member briefing be held on Destination City. The Chairman thanked Members for their feedback and asked them to keep their suggestions coming by sending these through to the Director of Innovation and Growth and the Destination Director.

### **Public Questions**

The Committee considered a report of the Town Clerk providing an update in relation to public questions being taken at Court of Common Council and seeking approval of a preferred option from Members to take forward.

The Chairman invited Natasha Lloyd Owen to speak on the item and open up the debate. The Member referred to the previous Chair of Policy having given a commitment to look at inviting public questions at Court of Common Council and also of there being a reset of the relationship with residents. The Member remarked on how they considered it important to offer all those that live in the Square Mile a direct voice to Members and that they welcomed seeing the paper presented today.

The Member referred to the vast majority of local authorities allowing for members of the public to speak at full council meetings and that she hoped option 1 would be agreed to allow for public questions being introduced at Court of Common Council. The Member referred to local authorities generally allowing questions to be submitted up to 2 days in advance with a written submission and suggested this approach be followed, with a light touch document to be completed detailing how they work or live in the City.

During the discussion that followed, there was general in principle support at looking to achieve an improved level of engagement with the public, whilst also accepting a need for this to be done in such away that it was not abused.

A Member remarked on members of the public already have an opportunity at wardmotes to present resolutions to Court of Common and this would be no different; the proposal would allow for more people to become engaged and with the City Corporation having nothing to hide.

There was an acknowledgment of the time Court of Common Council meetings were already taking and concern was expressed that Members' questions were already being crowded out and getting carried over.

A Member highlighted Option 3 of introducing a separate, dedicated forums for public questions as a very good option moving forwards, with a number of Members endorsing this approach. A Member added how there would be a need to ensure these meetings were inclusive for all stakeholders, with a

question time style approach thought beneficial and with the sessions being opened up to all who work in the City.

The Chairman noted Members' consensus for option 3 and the holding of a distinct meeting, with this being a very good way of being open with stakeholders and to elicit more engagement from them. The Chairman added how he did consider the meetings should be for him alone and that he would look to include relevant Chairs to work with and support him with these. It was proposed meetings be held four times a year rather than twice yearly as was currently the case with Residents' Meetings.

A Member raised a point relating to Members' questions at Court of Common Council and the practice previously of Members having asked questions rather than making statements. The Member suggested that a number of points raised within the report under this item were relevant to how questions were handled at Court of Common Council meetings. The Member suggested that the parliamentary model could be followed at Court of Common Council when asking questions, which the Chairman acknowledged was a helpful suggestion and would be one for officers to give consideration to and report back on.

RESOLVED: That Members: -

- Agreed to establish dedicated quarterly meetings for public questions, similar to the "People's Question Time" sessions operated by the London Assembly.

**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 4 October 2022 were approved as an accurate record.
- b) The draft non-public minutes of the Operational Property and Projects Sub-Committee meeting on 26th September 2022 were noted.

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

The Committee considered a report of the Chamberlain relating to Capital Review – affordability assessment of major projects.

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

The Committee considered a joint report of the City Surveyor and Commissioner, City of London Police relating to the future police estate portfolio.

18. **CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 5 - FEES TO GATEWAY 5**  
The Committee considered a report of the City Surveyor relating to Central Criminal Court plant replacement phase 5.
19. **CITY FUND - MUSEUM OF LONDON - HEADS OF TERMS**  
The Committee considered a report of the City Surveyor relating to Museum of London Heads of Terms.
20. **LONDON WALL WEST - REDEVELOPMENT OF BASTION HOUSE/MUSEUM OF LONDON SITE ON 140-150 LONDON WALL (CITY FUND)**  
The Committee considered a report of the City Surveyor relating to London Wall West – Redevelopment of Bastion House / Museum of London site on 140 – 150 London Wall.
21. **\*NON-PUBLIC DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**  
The Committee received a report of the Town Clerk advising Members of non-public action taken in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and 41(b) since the last meeting.
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no non-public questions.
23. **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 non-public business.

### **Part 3 - Confidential Agenda**

24. **MARKETS BOARD RESOLUTION**  
The Committee received a resolution of Markets Board.
25. **MARKETS CO-LOCATION PROGRAMME - UPDATE AND ADDITIONAL BUDGET REQUEST TO MOVE TO FORMAL MAJOR PROJECT STAGE**  
The Committee considered a joint report of the City Surveyor, Chief Operating Officer, Remembrancer and Chamberlain relating to the Markets Co-Location Programme.
26. **CITY REMEMBRANCER - SUCCESSION ARRANGEMENTS**  
The Committee considered a report of the Town Clerk relating to Remembrancer succession arrangements.

**The meeting ended at 4.59pm**

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Chairman

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