

POLICY AND RESOURCES COMMITTEE

Thursday, 21 September 2023

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 21 September 2023 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)
Deputy Rehana Ameer
Deputy Henry Colthurst (Ex-Officio Member)
Mary Durcan (Ex-Officio Member)
Helen Fentimen
Deputy Marianne Fredericks
Jason Groves
Alderman Timothy Hailes
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)
Deputy Shravan Joshi
Alderman Professor Michael Mainelli
Paul Martinelli
Catherine McGuinness
Deputy Andrien Meyers
Deputy Brian Mooney
Benjamin Murphy
Alderman Sir William Russell
Tom Sleigh
Deputy James Thomson
James Tumbridge
Deputy Philip Woodhouse

In Attendance (observing online)

Ruby Sayed (Ex-Officio Member)

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Jen Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Polly Dunn	- Town Clerk's Department
Benjamin Dixon	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department

Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Barbara Hook	- Strategy Planning Intelligence and Performance
Michael Cogher	- Comptroller and City Solicitor and Deputy Chief Executive
Caroline Al-Beyerty	- Chamberlain
Daniel Peattie	- Chamberlain's Department
Paul Double	- City Remembrancer
Paul Wright	- Deputy Remembrancer
Paul Wilkinson	- City Surveyor
Robert Murphy	- City Surveyor's Department
Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Damian Nussbaum	- Executive Director of Innovation and Growth
Laura Davison	- Innovation & Growth
Luciana Magliocco	- Innovation & Growth
Bob Roberts	- Executive Director, Environment
Aled Thomas	- Environment Department
Dionne Corradine	- Chief Strategy Officer
Alison Littlewood	- Executive Director of HR and Chief People Officer
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1. **APOLOGIES**

Apologies were received from The Rt Hon The Lord Mayor Nicholas Lyons, Alderman Vincent Keaveny and Sir Micheal Snyder.

The Chairman welcomed Alderman Keaveny back to Policy and Resources Committee following his reappointment by the Court of Aldermen, noting he was not able to attend today and adding how it would be good to see him back in attendance moving forwards.

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

Shravan Joshi, Marriane Fredericks, Brian Mooney and Mary Durkin all declared their interest in respect of item 27 relating to London Wall West and stated their intention remove themselves from the meeting for consideration of this item.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting held on 6 July 2023 were approved as an accurate record.

Matters arising

Target Operating Model – The Town Clerk referred to a comment at the last meeting when it was suggested that names should not be put into the public domain when reporting on the Target Operating Model. The Town Clerk provided clarification for the record and confirmed that no individuals had been named in the Target Operating Model report presented at the previous meeting.

- b) The public minutes of the Capital Buildings Board meeting held on 5 July 2023 were noted.
- c) The draft public minutes of the Civic Affairs Sub-Committee meeting held on 13 July 2023 were noted.
- d) The draft public minutes of the Member Development and Standards Sub-Committee meeting held on 21 July 2023 were noted.
- e) The draft public minutes of the Resource Allocation Sub-Committee meeting held on 5 September 2023 were noted.

4. **APPOINTMENTS**

The Committee considered the appointment to two of Policy and Resources Committee's Sub-Committees as follows:

a) **Civic Affairs Sub-Committee**

The Town Clerk confirmed that there was one vacancy on Civic Affairs Sub-Committee that required appointing to for the remainder of the civic year.

RESOLVED: That Deputy Shravan Joshi, being the only Member indicating their willingness to serve, was duly appointed to Civic Affairs Sub-Committee for the remainder of the civic year.

b) **Capital Buildings Board**

The Town Clerk confirmed that there was one vacancy on Capital Buildings Board that required appointing to for the remainder of the civic year.

RESOLVED: That Deputy Andrien Meyers, being the only Member indicating their willingness to serve, was duly appointed to Capital Buildings Board for the remainder of the civic year.

5. **CROSS RIVER PARTNERSHIP**

The Chairman referred to Cross River Partnership being a grouping of river-adjacent London boroughs and other partners that meets twice a year to address issues such as air quality and river usage.

The City Corporation's current representative on Cross River Partnership was Deputy Chairman, Keith Bottomley, who had been chosen to represent the City Corporation in 2021 given his then complimentary roles as Vice Chairman of Policy and Resources Committee and Chairman of Port Health and Environmental Services Committee.

Given the Deputy Chairman of Policy's other ongoing commitments, along with a need to ensure there was continued alignment with the work being led by Port Health and Environmental Services Committee, the Chairman confirmed his view that the representative on Cross River Partnership should be transferred to Mary Durcan, as the current Chair of Port Health and Environmental Services Committee.

The Chair thanked Mr Bottomley for his contributions to Cross River Partnership and sought the agreement of Members to appoint the current Chair of Port Health and Environmental Services Committee in his place.

RESOLVED: That Members: -

- Agreed to the appointment of the Chair of Port Health and Environmental Services Committee as the City Corporation's nominated representative on Cross River Partnership.

6. **APPOINTMENTS TO WARD COMMITTEES: "PAIRING"**

The Committee considered a report of the Town Clerk providing an update on the current practice of "pairing" on Ward Committees and seeking Members' endorsement of their preferred option moving forwards.

A Member remarked on the previous experience at Court of Common Council with there being last-minute changes to Ward pairing arrangements having proved detrimental to the running of the business of the meeting. The Member welcomed the proposed timeline for Ward Committee nominations in looking to make the process clearer for all concerned. The Member added how on certain Ward Committees pairing was entirely appropriate, but on other committees where a Ward had no particular interest, e.g., Community and Children's Services Committee, there was a need to be able to draw on expertise of relevant Members as required.

There was agreement on a need to ensure an appropriate level of expertise on Community and Children's Services Committee, with its remit and areas of work proving of real interest to those Wards with a large residential population but then of little interest to those wards that were largely business focussed. It was questioned whether an alternative arrangement could be considered for appointing to Community and Children's Services Committee given its specific areas of focus.

A Member stressed how retaining Ward Committees had been agreed as part of the Governance Review and with them being considered important to retain. A number of Members spoke in support of option 3 as being their preferred option, with this allowing Ward Deputies to consult with Ward Members in making their appointments and in putting Wards in charge of which Member represented them on a Committee. When making a Ward Committee appointment, it was the responsibility of the Ward Deputy to consider and ensure a balance of representation. There was an acknowledgement of the specific requirements of Community and Children's Services, with Members in agreement that it was an area that would benefit from further consideration.

The Chairman noted the points that had been raised in relation to Community and Children's Services Committee, given its very specific areas of interest, and stressed how it was important to ensure the Committee was able to function properly moving forwards. The Chairman added how he remained in favour of option 3, but given the concerns raised in relation to the functioning of Community and Children's Services Committee it was proposed that officers be asked to give further consideration to appointing to this Committee and report back with options to consider for implementation in advance of the new Civic Year.

A Member suggested a skills audit could be considered as part of the appointments to Committees, with a Member responding stressing how they would have concerns through taking this approach. Officers were in place to provide professional advice across a range of areas with lay Members taking decisions based on this advice.

The Chairman sought Members agreement to adopt the recommended option 3. The Chairman moved an amendment to the recommendation, seconded by Henry Colthurst, that officers be tasked with taking away and reviewing the structure of Community and Children's Services Committee, given its very specific areas of interest and report back to Policy and Resources Committee with options for appointment in advance of the new civic year.

The Committee proceeded to vote on the amendment, with the majority of Members voting in favour of the amendment and two Members voting against it. The amendment was carried.

RESOLVED: That Members:

- Agreed to a combination of both options 1 and 2, as set out within revised Standing Order 23 (Appendix 1);
- Agreed that consideration should be given to future appointments to Community and Children's Services Committee, given its very specific areas of interest and that a report comes back to Policy and Resources Committee with options to consider for implementation in advance of the new civic year.

7. **WARDMOTE RESOLUTION**

The Committee considered a resolution from the Ward of Farringdon Without – 22nd March 2023, following Policy and Resources Committee's deferral of the matter at its meeting on 8 June 2023 to allow for the conclusion of the review of Member Project Governance Review. The wardmote resolution sought assurances from the City Corporation on implementation of a new governance structure in order to efficiently deliver the full Museum of London scheme in the Ward by 2028.

The Chairman confirmed that with the review of Member Project Governance having been concluded and its final recommendations agreed and implemented, Policy and Resources Committee was now in a position to be able to respond to the Ward. The Chairman sought Members agreement to him responding on behalf of Policy and Resources Committee as follows:

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The City of London Corporation remains committed to the Museum of London Relocation Programme and in wanting to see a new, world-class Museum of London delivered within the Ward of Farringdon Without.

Members of the Ward of Farringdon Without quite rightly highlight the importance of efficient governance in relation to this project.

However, the Museum of London Relocation project was owned and led by the Museum of London and responsibility for delivery and governance of the project lies with them. The project was managed by the New Museum Project Board, on which the City Corporation has a place as an observer as a key strategic stakeholder, with regular update reports going to the Museum of London Board and City Corporation.

The City Corporation recently conducted an external review of Member Project Governance led by an experienced former London Chief Executive.

The review noted that the New Museum Project Board remains the single body responsible for delivering the Museum of London project, supported by the City of London Corporation as a key strategic stakeholder, with effective tripartite meetings taking place between the City of London Corporation, the Greater London Authority and the Museum itself.

And, to this end, I am confident that the existing governance structures that were in place would ensure continued, robust governance of the project and its smooth delivery.

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The Chairman added how he hoped the statement would provide the clarity that was needed. A Member, speaking on behalf of the Ward of Farringdon Without, suggested it would have been helpful for the Ward to have been given sight of the statement in advance of the meeting. The Chairman responded confirming the statement was being issued to the Ward in response to its Wardmote Resolution, to which they would have the right to reply if they were not satisfied with it.

RESOLVED: That Members:-

- Agreed to the Chairman of Policy responding on behalf of Policy and Resources Committee with the statement as detailed.

8. **CITY OF LONDON - LOCAL AREA ENERGY PLAN (LAEP)**

The Committee considered a report of the Executive Director of Environment relating to production of a Local Area Energy Plan (LAEP) for the Square Mile and seeking approval of proposed next steps for its implementation.

During the discussion that followed reference was made to the indicative capital expenditure programme and if this was for the City as a whole.

If it was the City as a whole, what would be the City Corporation's element within it. There was also reference to hydrogen and the City's long-term plans in this area.

Reference was made to the City Corporation's Climate Action Strategy, in which the City Corporation had committed to producing a Local Area Energy Plan for the Square Mile and also setting out its ambition to achieve net-zero in the Square Mile by 2040. Many national Governments were now starting to debate their target dates and it was questioned whether this was an area that required further consideration; it was important not to shy away from moving in the right direction whilst not impoverishing the City Corporation in doing so.

The Deputy Chairman responded stressing how the intention of the report was to present a proposed way forward and preferred options. It was about agreeing a direction of travel with detailed proposals to be reported back for approval at an appropriate point.

Members noted that funding included as part of the Climate Action Strategy related to the City Corporation's own properties. Funding included as part of the LAEP was very high level at this stage and with the vast majority of this expected to come from the private sector. Any requests for City Corporation funding and approval of it would follow normal practice. Members noted that hydrogen was not being taken forward at this stage owing to the practicality of supply.

Members offered their support for the direction of travel and pathway set out. It was suggested that Members would benefit from receiving an annual update report detailing progress and allowing for this to be monitored. Concern was raised that the City Corporation might go back on its previous commitment relating to achieving net zero. It was important to continue to offer ambition, commitment and consistency relating to achieving net zero, which it was hoped the City Corporation would continue to do.

A Member offered their full support for the programme as presented. The Member added how they would find it extremely helpful with an area of work that cuts across nearly all Service Departments for a Members' Briefing to be held in advance of its presentation and consideration at Committee.

The Executive Director of Environment noted the proposal for a Members' Briefing in future. It was stressed that Members were being asked to approve the general direction of travel and roadmap. While the LAEP discounted hydrogen due to the lack of credible plans to supply hydrogen into the City within the timeframes required, interest in this topic was noted and the issue would be kept under review. The recommended pathway was a blend of individual building solutions (retrofit and electrification) and heat network deployment.

RESOLVED: That Members: -

- Approved the recommended pathway to a net-zero energy system in the City (points 21-24) and priority intervention areas (point 25).
- Noted the routemap and proposed actions (summarised in points 26-30).

- Endorsed the proposal for the Square Mile 2040 partnership to oversee the further development and implementation of the Local Area Energy Plan, in particular the routemap and proposed actions (summarised in points 26-30).

9. **CAPITAL FUNDING UPDATE**

The Committee considered a report of the Chamberlain seeking approval to the release of funding (following gateway approvals) to allow schemes to progress to the next Gateway.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed to the release of up to £1.104m for the schemes progressing to the next Gateway in Table 2 from the reserves of City Fund (£0.604m), CIL (0.400m) and City's Cash (£0.100m)

The Town Clerk confirmed that the following items 10 through to 19 were included within the separately circulated for information agenda pack. No questions had been received in advance of the meeting and so these items were to be received.

10. **VISION FOR ECONOMIC GROWTH - A ROADMAP TO PROSPERITY**

The Committee received a report of the Director of Innovation and Growth providing an update on Vision for Economic Growth – a roadmap to prosperity.

RESOLVED: That Members receive the report and note its content.

11. **PARLIAMENTARY BOUNDARY REVIEW**

The Committee received a report of the City Remembrancer outlining the final recommendations for the City of London's parliamentary constituency published by the Boundary Commission for England on 28 June 2023 and to take effect from the next General Election.

RESOLVED: That Members receive the report and note its content.

12. **CORPORATE PLAN 2018-2023 PROGRESS**

The Committee received a report of the Chief Strategy Officer providing Members with a summary of progress of the Corporate Plan 2018-2023.

RESOLVED: That Members receive the report and note its content.

13. **DESTINATION CITY REPROFILE UPDATE AND FORWARD PLAN**

The Committee received a report of the Executive Director of Innovation and Growth detailing progress in relation to priority projects as part of the Destination City Implementation Plan.

RESOLVED: That Members receive the report and note its content.

14. **RETAINED EU LAW (REVOCATION AND REFORM) ACT**

The Committee received a report of the Remembrancer summarising the Retained EU Law (Revocation and Reform) Act.

RESOLVED: That Member receive the report and note its content.

15. **NATIONAL SECURITY ACT 2023**

The Committee received a report of the Remembrancer providing an update on the National Security Act 2023.

RESOLVED: That Members receive the report and note its content.

16. **REVENUE OUTTURN - 2022/23**

The Committee received a joint report of the Town Clerk, Deputy Town Clerk, Executive Director of Innovation and Growth, Remembrancer, Chief Operating Officer and City Surveyor comparing the revenue outturn for the services overseen by the Committee in 2022-23 with the final budget for the year and detailing carry forward requests which were yet to be approved.

RESOLVED: That Members noted: -

- Revenue outturn for 2022/23 showing an overall favourable variance to final budget of £3.903m; and
- Carry forward requests to 2023/24 of £2.373m affecting both local risk & central risk budgets have been approved.

17. **UK-INDIA INFRASTRUCTURE FINANCING BRIDGE (UKIIFB)**

The Committee received a report of the Executive Director of Innovation and Growth providing an update in relation to UK-India Infrastructure Financing Bridge as a new initiative, which aligns to the City Corporation's Competitiveness Strategy.

RESOLVED: That Members receive the report and note its content.

18. **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 and Committee's Project Reserve for 2023/24 and future years with details of expenditure in 2023/24.

RESOLVED: That Members receive the report and note its content.

19. **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).

RESOLVED: That Members receive the report and note its content.

20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were none.

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
The Chairman referred to one additional item of business as follows:

Paul Double, City Remembrancer – The Chairman referred to a communication that Members would have recently received from Paul Double confirming his decision to cut back and retire from the role of Remembrancer to allow Paul Wright to succeed him. The Chairman added that he could not allow this meeting to go by without putting on record Policy and Resources Committee's thanks to Paul for all the work he has done in overseeing a range of areas during his time as Remembrancer. The Chairman acknowledged the huge job Paul has done during his time as Remembrancer and asked Members to join him in offering him their thanks, with Members showing their approval and appreciation through a round of applause.

22. **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.

23. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 6 July 2023 were approved as an accurate record.
- b) The non-public minutes of the Capital Buildings Board meeting held on 5 July were noted.
- c) The draft non-public minutes of the Civic Affairs Sub-Committee meeting held on 13 July 2023 were noted.
- d) The draft non-public minutes of the Member Development and Standards Sub-Committee meeting held on 21 July 2023 were noted.
- e) The draft non-public minutes of the Resource Allocation Sub-Committee meeting held on 5 September 2023 were noted.

24. **COMMUNITY INFRASTRUCTURE LEVY AND ON-STREET PARKING RESERVES CAPITAL BIDS (QUARTER 1 - 2023/24)**

The Committee considered a report of the Executive Director Environment relating to Community Infrastructure Levy and On-Street Parking Reserves Capital Bids (Quarter 1- 2023/24)

25. **BECKFORD AND CASS STATUE PLAQUE TEXT AMENDMENTS & PROJECT UPDATE**

The Committee considered a report of the Executive Director of Innovation and Growth relating to Beckford and Cass statue plaque text amendments and project update.

26. **CITY OCCUPIERS AND INVESTMENT STUDY**

The Committee considered a joint report of the Executive Director Environment and Executive Director of Innovation and Growth relating to a City Occupiers and Investment Study.

27. **LONDON WALL WEST**

The Committee considered a report of the City Surveyor relating to London Wall West.

At this point in the meeting, in accordance with Standing Order 40, a decision was taken to extend the length of the meeting.

28. **GUILDHALL CHARGING REVIEW**

The Committee considered a report of the Remembrancer relating to a Guildhall Charging Review.

29. **MAJOR PROJECTS - HIGH LEVEL FORECASTS AND CASH FLOW**

The Committee received a joint report of the Chamberlain and Chief Operating Officer relating to Major Projects – high level forecasts and cashflow.

30. **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)

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

There were none.

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

There was one additional item of business.

Reinforced Autoclaved Aerated Concrete (RAAC) – The Chairman provided Members with an update relating to RAAC.

33. **MINUTES**

- a) The confidential minutes of the Freedom Applications Sub-Committee meeting held on 12 June 2023 were noted.

34. RESOURCE ALLOCATION SUB COMMITTEE (RASC) AWAY DAY OUTCOMES - PEOPLE

The Committee considered a report of the Chief Operating Officer relating to Resource Allocation Sub-Committee Awayday Outcomes – People.

35. 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).

The meeting ended at 4.26pm

Chairman

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