

POLICY AND RESOURCES COMMITTEE

Thursday, 16 November 2023

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 16 November 2023 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Tijs Broeke (Vice-Chair)
Munsur Ali
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)
Alderman Vincent Keaveny, CBE
Paul Martinelli
Catherine McGuinness
Deputy Andrien Meyers
Deputy Brian Mooney
Benjamin Murphy
Alderman Sir William Russell
Ruby Sayed (Ex-Officio Member)
Deputy Sir Michael Snyder
Deputy Philip Woodhouse

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	- Assistant Town Clerk and Executive Director of Governance and Member Services
Benjamin Dixon	- Town Clerk's Department
Sam Hutchings	- Town Clerk's Department
David Mendoza Wolfson	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Kristy Sandino	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain
Sonia Virdee	- Chamberlain's Department

Judith Finlay	- Director of Community and Children's Services
Dionne Corradine	- Chief Strategy Officer
Bob Roberts	- Executive Director Environment
Paul Wright	- Remembrancer
Simi Shah	- Executive Director of Innovation and Growth
Luciana Magliocco	- Innovation and Growth
Peter Young	- City Surveyor's Department

The Chairman took the opportunity to offer his congratulations to Michael Mainelli on his recent admission as Lord Mayor, to wish him well in this role and to thank him for his valued contribution to the work of Policy and Resources Committee over the past year. The Chairman added that the Lord Mayor would of course be most welcome to join Policy and Resources Committee at any point during his mayoral year.

The Chairman extended his thanks to Alderman Nicholas Lyons for his valued contribution to the work of Policy and Resources Committee during his time on the committee.

Noting he had given his apologies for today's meeting, the Chairman welcomed Alderman Alastair King to Policy and Resources Committee, in his absence, following his recent appointment as a representative of the Court of Alderman.

1. **APOLOGIES**

Apologies were received from The Rt Hon the Lord Mayor Michael Mainelli, Deputy Keith Bottomley, Caroline Haines, James Tumbridge, Deputy James Thomson, Deputy Shravan Joshi, Alastair Moss and Alderman Alastair King.

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

Deputy Christopher Hayward declared a non-pecuniary interest in respect of item 20 as Chair of Barts Guild Charity, whilst noting that this would not preclude him from contributing during discussion of the item.

Jason Groves declared an interest in respect of item 5 as a Member of the Financial Services Council of the Confederation of British Industry.

Alderman Timothy Hailes declared an interest in respect of item 21 as a Church Warden of St Lawrence Jewry.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting held on 19 October 2023 were approved as an accurate record.

4. **POLICY LEAD (SUSTAINABILITY)**

The Chairman provided the Committee with an oral update in relation to the advertised vacancy for a Sustainability Policy Lead.

The Chairman confirmed that there were two excellent applications and, following officer assessment, both candidates scoring extremely well. In discussion with the Policy Leadership team, it had been noted that there was going to be an incredible amount of work in this area over the next year. Firstly, to drive forward delivery against the ambitious climate action targets and, secondly, to deliver on the sustainable finance ambitions of the Competitiveness Strategy and Vision for Economic Growth.

The Policy Leadership team were minded to create two Policy Leads; one for climate action and one for sustainable finance. However, more time would be needed to determine exactly what the split would look like and to socialise this with the candidates. The Chairman indicated his intention to bring a proposal back for Members' consideration in December, not wanting to rush it and with it being important to ensure the process was done properly. Members offered their endorsement of this approach.

The update was noted.

5. CITY OF LONDON CORPORATION CONFEDERATION OF BRITISH INDUSTRY (CBI) MEMBERSHIP

The Committee considered a joint report of the Executive Director of Corporate Communications and External Affairs and Executive Director of Innovation and Growth providing an update on work undertaken by the Confederation of British Industry to address issues relating to its culture and governance processes and seeking agreement to unsuspend the City Corporation's Membership.

The Chairman confirmed that officers were of the view that CBI had put in place initial suitable steps that would allow for the City Corporation to be able to monitor their progress effectively. Officers would be monitoring the work being undertaken by CBI to ensure important changes were being implemented and embedded. The Chairman added how he would be looking for a level of reassurance that all the work that CBI were undertaking was delivering a new and clean CBI and one that the City Corporation could lend its brand to.

A Member sought an assurance that Policy and Resources Committee would be given an opportunity to review the position further in January in good time to allow for a decision to be taken. The Chairman offered his personal assurance that Policy and Resources Committee would be given an opportunity to take a final decision based on the advice of officers.

Reference was made to an ongoing police investigation and any potential reputational implications this may present for the City Corporation, with it being noted that the police investigation related to behaviours of individuals that were no longer employed by CBI and so would not impact on the City Corporation's position. A Member added how the City Corporation would need to consider its role leading up to a general election, with it being clear that both Government

and Shadow Cabinet remain in discussions with CBI; it was important for the City Corporation to have a place at the table.

A Member, also Chairman of Finance Committee, remarked on a need to understand how much was being spent and the benefits being achieved through the City Corporation's range of corporate memberships, with a holistic view needed to understand the value they offer. The Director of Innovation and Growth agreed to bring a report back looking at the range of City Corporation memberships. A Member added how it was important for the City Corporation to be involved in a wide range of organisations in its efforts at representing stakeholders and the City.

The Chairman concluded the discussion remarking on how Government were wanting one organisation to speak on behalf of business, with CBI having put robust measures in place to ensure it was delivering on changes that were needed to its culture and governance.

RESOLVED: That Members: -

- Agreed to an unsuspension of the City Corporation's membership of the CBI up until January 2024 when the current term ends;
- Noting that the City Corporation would monitor progress of the CBI in relation to its governance and culture in advance of a report coming back to Policy and Resources Committee with a recommendation on Membership renewal from January 2024.

6. **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.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 2 and, particularly in the context of the current financial climate, confirmed 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 (£4.604m), City Cash (0.21m) and City Bridge Foundation (0.08m)
- (iii) Agreed to release of £0.076m of City Cash contingency.

7. **ANNUAL BUS PASSES FOR CARE LEAVERS**

The Committee considered a report of the Director of Community and Children's Services regarding provision of annual travel cards for Care Leavers and seeking approval of initial funding in support of this.

The Chairman provided an update confirming that the London Children in Care Council had been negotiating with Transport for London to provide free travel costs for all of London's Care Leavers, which he was pleased to be able to

confirm had resulted in Transport for London having recently agreed to meet 50% of the costs from April 2024. In efforts at being in line with the London wide ambition, it was proposed that the City Corporation matches this funding to be able to provide free annual bus passes to all Care Leavers in the City.

Funding from Policy Initiatives Fund was being requested to cover initial costs for a time limited period up until the end of the current financial year. From April 2024, at which point Transport for London would meet 50% of the costs, the City Corporation would look to meet the other 50% of funding from a reprofiling of the Community and Children's Services Department budget. The Chairman added how the agreement with Transport for London had been a recent development.

As such, Policy and Resources Committee were being asked to today to agree to a cost of £32,500 to be drawn from Policy Initiatives Fund to cover a period of 12 months funding.

RESOLVED: That Members: -

- Approved a cost of £32,500 to cover a period of funding for 12 months up until April 2024.

8. STRATEGIC ENGAGEMENT AT THE 2024 PARIS OLYMPICS AND PARALYMPICS

The Committee considered a report of the Executive Director of Corporate Communications and External Affairs setting out a proposal for the City Corporation to engage in the upcoming Olympic and Paralympic Games in Paris in July, August and September 2024.

A number of Members spoke in support of the City Corporation looking to engage at the Paris Olympics, with a number of points raised regarding the potential of further funding being requested, what the benefits were and understanding value for money being achieved and looking to include key KPIs in advance of the event. A further point was raised regarding Communications and Corporate Affairs Sub-Committee continuing to monitor plans for engagement and how this would be achieved for a global event; understanding how visibility would be achieved through social media and putting in place measures and benchmarks so it can be understood how the City Corporation's brand had been enhanced.

Members noted that it was a one-off request for £100k, split across the Olympics at £75k and Paralympics at £25k, and with there being no additional requests for funding.

The Chairman referred to soft power as being difficult to quantify, capturing outcomes and being able to demonstrate it clearly. The Chairman added how he wanted to ensure value for money was being achieved, which was the reason Communications and Corporate Affairs Sub-Committee would be actively monitoring the engagement.

The Executive Director of Corporate Communications and External Affairs confirmed how the proposal was still at the stage of negotiating what exactly the

City Corporation would be getting through its sponsorship. It was further explained how a new approach to monitoring events would include political engagement, business engagement and developing a communications plan around this.

A Member remarked on the difficulty in describing the real value through the City Corporation's engagement; there was a retention piece for businesses and if the City Corporation were not to engage others would, which was difficult to quantify.

Reference was made to positive gains being achieved through the City Corporation's engagement at the Games; going back to grass roots and potentially funding young people looking to be present at the Games. The Chairman suggested this was an area that could be further explored as part of sports engagement that could be brought back to Communications and Corporate Affairs Sub-Committee and Policy and Resources Committee at an appropriate point.

The Chairman concluded the discussion and remarked on the importance of achieving value for money from the City Corporation's engagement in this area.

RESOLVED: That Members: -

- Agreed that £100,000 be allocated from the 2024/25 Policy Initiatives Fund, categorised as 'Promoting the City' and charged to City's Cash to cover costs of this engagement.

9. **MEMBERS' BEDROOMS POLICY**

The Committee received a report of the Town Clerk relating to a revised Members' Bedroom Policy.

The Chairman confirmed that ahead of the meeting today a number of Members had approached him on the proposals within the report, with a range of questions and suggestions. The Chairman referred discussions with the Deputy Town Clerk and Chair of Civic Affairs Sub-Committee, following on from the feedback of Members, following which they had collectively agreed that it would be in the best interests of this Committee, and indeed the wider Court Membership, to take this feedback, consider it further in mapping any impacts and report back.

The Chairman confirmed that he was minded to defer this item, noting that it would require further consideration by Civic Affairs Sub-Committee.

A question was raised regarding sharing the report with the wider Membership of the Court of Common Council, with it being clarified in response that Members were already aware of the report, and they were free to read it should they choose to do so.

RESOLVED: That Members: -

- Noted the withdrawal of this item.

10. **THE MONUMENT**

The Committee considered a resolution from Natural Environment Board in which they had expressed their concern at the decision to move The Monument into the Natural Environment Division and proposing the Town Clerk be asked to identify appropriate governance (operational division and committee oversight) of it.

The Chairman introduced the item remarking on how he was certain that Members would agree on a need to find a way for the site to break even.

The Executive Director of Environment suggested that Policy and Resources Committee received the resolution in a positive manor with it providing a catalyst to look at how it would be possible to get the Monument into a position whereby it was breaking even or making a profit, whilst also allowing an opportunity to identify where it would best sit at the City Corporation moving forwards.

During the discussion that followed, reference was made to the site being a major tourist attraction detailing the history of the City and with a need to ensure it remained an accessible site. There was a further suggestion to look at the commercialisation of the site, with it having the potential to make a profit if it was done in the right way.

A Member referred to the huge amount of history attached to the site and suggested linking it with other successful tourist locations in the City e.g., Tower Bridge.

The Chairman confirmed that Members were being asked to note the resolution today with a fuller update to follow on an approach to agree moving forwards.

RESOLVED: That Members: -

- Noted the resolution of Natural Environment Board.

11. **CITY - BARTHOLOMEW FAIR EVENT EVALUATION**

The Committee received a report of Executive Director of Innovation and Growth presenting an evaluation of the recent revival of Bartholomew Fair as a major City event, which took place between 31 August and 16 September 2023.

The Executive Director of Innovation and Growth introduced the item, highlighting a number of issues including a key issue on spend, offering her apologies to the Chair and all Members of the Committee for the overspend on the event. The Director confirmed that no request for additional funding would be forthcoming, and the Department would be looking at a at options for a reallocation of funding.

The Chairman thanked the Director for the apology, adding how an overspend was not good, with work now required to achieve working to budget on revenue spend.

The Town Clerk reiterated the apology of the Director on the overspend and assured Members that lessons had been learned. The Town Clerk added how

Members would understand a need to reset on Destination City, through establishing and developing clear metrics and deliverables. Members noted that an independent review of Destination City was due to take place, to be conducted by Paul Martin, and with terms of reference due to come back for Members consideration early next year.

The Chairman took the opportunity to offer his endorsement of Destination City, adding how the report today was focussed on the Bartholomew Fair event and asked that Members focused their remarks on this event.

During the discussion that followed, a number of areas were highlighted including footfall and spend as being fundamental in understanding actual value. Bartholomew Fair was seen as a positive event from a cultural perspective with good feedback from residents, but there being a concern with the overspend of 13% and whether this would result in reduced activity in other areas. There was reference to increased footfall in the City creating more litter and a need to increase the cleansing budget as result, whilst also looking at increasing public conveniences on offer to meet the increased demand.

There was a suggestion that the report was difficult to digest, with clear metrics needed to demonstrate what was being achieved through the spend on Destination City. It appeared that impacts on businesses were minimal and there was a need to ensure any spend resulted in a sustainable impact moving forwards.

Another hidden cost included policing requirements through increased footfall in the City and this wider picture must not be lost.

Members noted that lessons were to be learned, but with feedback generally being that it was considered a very good event. Reference was made to the huge amount of culture in the City, with unique treasures and there being a need to build on these, working with BIDs, hotels, looking at when to hold events with summertime a quiet period for businesses and with this being a time when they need support.

It was suggested starting publicity further in advance in future, through a pre-event announcement, publicising to businesses to encourage people to come into the office.

A Member added how there was a need to accept that holding large scale events was not working for the City Corporation as host having done so on two occasions. The Member added how there was a need to improve the vibrancy on offer in the City moving forwards to ensure the City was a destination people wanted to visit.

The Director explained that additional funding would not be requested; a budget reallocation through a Christmas event that had already been agreed would not now proceed due to the current lack of skill set identified in running these events. It was also considered prudent to await the outcome of the Independent Review.

The Director added her agreement on the importance of sustainability of events and what they would continue to offer moving forwards.

RESOLVED: That Members: -

- Noted the evaluation report for Bartholomew Fair which measures the impact of the event across each event Key Performance Indicator (KPI), as approved by this Committee on 20 April 2023.

12. **TARGET OPERATING MODEL (TOM) - FINAL REPORT**

The Committee received a report of the Chief Strategy Officer providing Members with a final Target Operating Model programme report.

During discussion of the item, reference was made to the impact of the Target Operating Model on staff morale, with lessons needing to be learnt from the process and to ensure these were embedded moving forwards.

The Chief Strategy Officer referred to a focus through each department on those areas where they have found it difficult to recruit. The Town Clerk acknowledged how the process had been difficult for staff, with lessons having been learned, with finance metrics and savings targets having been met but at a human cost.

The Town Clerk referred to a new People Strategy that would be focussed from the bottom up looking at how staff can be supported through coaching and engaging a huge number of people. Events were already taking place, and these were receiving really positive levels of engagement, with one such event attracting 820 people. Focussed events were also taking place, with one such session at the Barbican Centre relating to racism owing to concerns raised on this issue, with these proving to offer really strong engagement. Silos were also being dealt with through the People Strategy, through putting in place a structure and transformation programme in looking to address this.

The Town Clerk added how his visits to staff had shown him how many of them were committed to the organisation, with him seeing incredible work across the organisation and with the Celebrating People Awards seeing its highest number of entries this year. Positive work continued in a wide range of areas including a positive report from Ofsted on the City's work on children, working through challenges on housing and ensuring residents were getting a better response and also through work of Innovation and Growth in looking to secure economic growth. This presented a snapshot of all the good work that was taking place.

The Town Clerk referred to industry standard for direct reports being between four and nine, with his predecessor having had 25 direct reports and with this now down to 11. The City Corporation was a vastly complex organisation, with six institutions to manage, which would be done through working with Chairs and Boards to ensure an appropriate system was in place moving forwards in looking to achieve this.

The Chairman thanked the Town Clerk for his update and stressed how he wanted to put on record the thanks of this Committee to each and every member

of staff, as well as thanks to the Town Clerk for his continued leadership of the entire organisation.

Resolved: That Members: -

- Noted that this was the final Target Operating Model programme report, with a small number of areas to complete their restructuring, anticipated by the end of 2023.
- Noted that financial savings targets in relation to the TOM savings have been overachieved against the £4.5m target, and where remaining savings against the 12% were not yet delivered were due to be realised in the current financial year.
- Noted the impact of the Target Operating Model programme on City of London Corporation.
- Noted lessons learnt from the process of implementing the Target Operating Model, which has been shared with Chief Officers.

13. YEAR 3 QUARTERS 1&2 UPDATE ON CLIMATE ACTION AND ANNUAL CLIMATE ACTION PROGRESS Y2.

The Committee received a report of the Executive Director of Innovation and Growth providing results of the planned quarters 1 and 2 activities of the year of the Climate Action Strategy Programme, including a description of progress as well as potential risks.

RESOLVED: That Members: -

- Receive the report and note its content.

14. POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS

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.

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

There were three questions raised as follows:

Alderman Timothy Hailes – Member expertise, skills and interests

Would the Chairman agree with me that better understanding and leveraging the considerable expertise, skills, and interests of all our elected members has the potential to significantly enhance our organisational effectiveness and compliment the "policy lead" concept that you have pioneered since taking up office?

Would he further agree that this starts with an effective and user-friendly single digital data source which captures the very wide range of activities the Corporation engages in – including services, policy, professional sectoral and geographical relationships – aligned to individual member expertise and experience?

Would he agree that Committee Chairs, Members and Officers would all benefit from a more joined up approach in this area to replace the rather ad hoc and piecemeal approach we currently appear to adopt based far too often on an individual decision makers subjective knowledge and could I ask for an options paper to be commissioned to come back to this committee for further consideration along with resourcing implications in delivering such a solution.

The Chairman responded confirming he agreed with what the Member had said about making the most of the talent and expertise of all of our elected Members.

Firstly, on the digital solution, work has already begun as part of the City Corporation's Digital, Data and Technology Strategy looking at how to bring together the various CRM systems used across the Corporation.

Then there were three further elements that needed to be taken into consideration:

First, that we were transparent and systematic in how we capture members' interests and expertise.

Second, the quality and regularity of information the Corporation receives from Members regarding their expertise and skill i.e., the input needs to be high quality to ensure the output was high quality.

Lastly, clarity on how that information was deployed and used, for example in determining which Members should be invited to attend particular functions.

The Chairman asked officers to come back with a paper setting out the position and next steps on these three elements.

The Chairman thanked the Member for bringing the question to Policy and Resources Committee.

Deputy Brian Mooney – Expanding the City franchise

The Chairman promised to come back by the end of the year with a brief report on steps that could be taken, or advocate, to expand the City's franchise. Looking at how to increase and radicalise the franchise and commit to ensuring it does come back. If this were the case, when it might be expected?

The Chairman confirmed that he would ask officers to quickly provide a timeline for a paper on this item outside of this meeting that he would then feed back to the Committee.

In the meantime, the Chairman assured Members that voter registration activities continued on a positive trajectory. Despite there being no all-out elections due this year, the current Ward List now stood at over 20,000, which presented a positive step in the right direction.

Jason Groves – Commercial Opportunity Assessment

Looking across the City Corporation, would the Policy Chairman agree with me that we don't sufficiently look at the commercial opportunities to make full use of our assets. For example, if we seek for Guildhall School of Music and Drama to rival the Julliard School, how do we intend to raise an endowment needed to match that ambition? When we look at our building stock on Hampstead Heath, do we look for ways to invest to maximise commercial return. These questions could be repeated across the Corporation's assets. Could we give some thought into investing in some in-house Commercial expertise to maximise the return on the Corporation's assets.

The Chairman responded confirming that he had thought for some time that we needed to become more commercial as a Corporation and generate more income. Certainly, at Resource Allocation Sub-Committee Away Day in the summer there was broad consensus on this from Members. The Chairman understand that a commercial opportunity assessment was now underway to identify opportunities for commercialisation across the Corporation. The Chairman had been told that a commercial plan would be brought before Members by the end of this financial year.

There was a piece of work on advertising also underway; that would report to Resource Allocation Sub-Committee early in the new year. There was also work happening in the Environment department to assess commercialisation opportunities and support delivery of the charities review.

The Chairman confirmed that he was in total agreement. There was a need to raise our commercial maturity as an organisation, and he looks forward to these various strands of work being progressed in the near future.

The Chairman welcomed this issue being drawn to Members' attention today.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional items of business.

17. 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.

18. NON-PUBLIC MINUTES

- a) The non-public minutes of the Policy and Resources Committee meeting held on 19 October 2023 were approved as an accurate record.

19. **BECKFORD AND CASS STATUE PLAQUE UPDATE & REQUEST FOR DELEGATED AUTHORITY**

The Committee considered a report of the Executive Director of Innovation and Growth relating to the Beckford and Cass Statue Plaque.

At this point in the meeting, in accordance with Standing Order No. 40, a decision was taken to extend the length of the meeting.

20. **THE VOLUNTARY HOSPITAL OF ST BARTHOLOMEW**

The Committee considered a joint report of the Town Clerk and Comptroller and City Solicitor relating to the Voluntary Hospital of St Bartholmew.

21. **ST LAWRENCE JEWRY CHURCH - 2023 MEMORANDUM OF UNDERSTANDING**

The Committee considered a report of the City Surveyor relating to a Memorandum of Understanding between the City Corporation, the London Diocesan Fund and St Lawrence Jewy Church.

22. **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.

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

There were no questions.

24. **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 business.

The meeting ended at Time 3.52pm

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk