



Policy and Resources Committee INFORMATION PACK

Date: THURSDAY, 18 SEPTEMBER 2025

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

3. MINUTES

To consider minutes as follows:-

- b) *To note the public summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025 (Pages 3 - 8)
- c) *To note the public minutes of the Resource Allocation Sub-Committee meeting held on 25 June 2025 (Pages 9 - 14)
- d) *To note the draft public minutes of the Capital Buildings Board meeting held on 16 July 2025 (Pages 15 - 18)
- e) *To note the public summary of the Destination Advisory Board meeting held on 11 June 2025 (Pages 19 - 22)

11. *POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS

Report of the Chamberlain.

For Information
(Pages 23 - 30)

12. *DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS

Report of the Town Clerk.

For Information
(Pages 31 - 32)

16. **NON-PUBLIC MINUTES**

To consider non-public minutes of meetings as follows:-

- b) *To note the non-public summary of the inquorate Equality, Diversity and Inclusion Sub-Committee meeting held on 16 June 2025 (Pages 33 - 34)
- c) *To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 24 June 2025 (Pages 35 - 42)
- d) *To note the draft non-public minutes of the Capital Buildings Board meeting held on 16 July 2025 (Pages 43 - 46)
- e) *To note the draft minutes of the Income Generation Working Party meeting held on 3 July 2025 (Pages 47 - 50)
- f) *To note the minutes of the Competitiveness Advisory Board meeting held on 23 July 2025 (Pages 51 - 52)

21. ***MAJOR PROGRAMMES DASHBOARD – SEPTEMBER 2025**

Report of the Chamberlain.

For Information
(Pages 53 - 60)

22. ***REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 61 - 64)

EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE

Monday, 16 June 2025

Note of the inquorate meeting of the Equality, Diversity & Inclusion Sub-Committee held at Committee Rooms, West Wing, Guildhall on Monday, 16 June 2025 at 10.00am

Present

Members:

Deputy Caroline Haines (Chair)
Deputy Anne Corbett

In attendance

Deputy James Thomson
Deputy Peter Dunphy

Officers:

Dionne Corradine	- Chief Strategy Officer
Polly Dunn	- Assistant Town Clerk
Sarah Guerra	- Equalities Director
Sacha Than	- Head of CSO Policy & Projects
Helena Mattingley	- Senior Equity, Equality, Diversity & Inclusion Change Partner
Cliff Morton	- Interim Chief People Officer
Chris Fagan	- Head of Reward and Benefits
Mohammed Illyas	- Head of DEI, GSMD
Chandni Tanna	- Media Officer
Ben Milligan	- Markets Director
Rhys Campbell	- Town Clerk's
Emma Green	- Barbican

1. APOLOGIES

Apologies were received from Alderman Sir Charles Bowman, David Williams, Anthony Fitzpatrick, Joanna Abeyie and Chief Commoner Deputy Henry Pollard.

Deputy Peter Dunphy and Deputy James Thomson observed the meeting virtually.

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

There were no declarations.

3. **ELECTION OF A DEPUTY CHAIR**

The Sub-Committee noted an expression of interest for the role of Deputy Chair from Joanna Abeyie, as she was the only Member who had expressed interest for this position and their willingness to serve as Deputy Chair for the ensuing year.

4. **MINUTES**

RESOLVED, that – Members noted the public minutes and non-public summary of the meeting held on 5 February 2025.

Matters Arising

- The Chair advised of a proposal to make a referral to the Policy & Resources Committee requesting an amendment to the name of the Sub-Committee, to make it the Equity, Equality, Diversity & Inclusion Sub-Committee. However, given that this meeting was inquorate the proposal was not formally agreed and therefore referred to the next quorate meeting of the Sub-Committee.

5. **EQUITY, EQUALITY, DIVERSITY AND INCLUSION REVIEW (PUBLIC UPDATE)**

The Sub-Committee received a report of the Chief Strategy Officer which provided an update on the completion of the Equity, Equality, Diversity and Inclusion (EEDI) Review, commissioned to assess the City of London Corporation's current position and future ambitions in the EEDI space.

RESOLVED, that – the report and its contents be noted.

6. **GENDER, ETHNICITY AND DISABILITY PAY GAPS**

The Sub-Committee received a report of the Executive Director of Human Resources and Chief People Officer in respect of the Gender, Ethnicity and Disability Pay Gaps (March 2024 Snapshot).

Officers advised the board that there were no remains no median gender pay gap across the City Corporation's workforce, which was 0% for the second year in a row and that the long-term direction in most other measures remained broadly positive. However, the report pay gaps for ethnicity were larger. The binary ethnicity analysis showed that the median pay gap was down to 9.7% from 13%, and the mean pay gap was 15.2%, down from 16%. The high levels of non-disclosure impacted the reliability of the data analysis within in the report and work was being done to increase data disclosure. The Chair asked officers to explain what efforts shall be made to improve data disclosure amongst staff, the Equalities Director advised Members that work had been done in the last year to ensure that staff were aware of the importance of data disclosure and to provide assurances of secure handling of staff data. The introduction of the new Enterprise Resource Planning (ERP) system presents a good opportunity to re-

engage people and improve data collection and that this be extended to the casual workforce where large levels of non-disclosure existed. The casual workforce at the City Corporation were classified as workers who were engaged on a no mutuality of obligation. At the time of this meeting the workforce included over 1000 workers and officers were working on capturing information about their roles and improving data collection for this group.

The Chief Strategy Officer highlighted that improvements made to the ethnicity pay gap compared to the previous year and noted the all-staff events such as 'Let's Talk about Racism' and the work of staff networks helping to dispel myths of trust and transparency in relation to data disclosure. Feedback from the EDI review. More work concerning intersectionality and intersectionality was expected to help identify the disproportionate groups which might be affected by pay gaps.

The Chair asked officers to ensure that Members were kept up to date on the subject with verbal briefings being mentioned.

RESOLVED, that – the report and its contents be noted.

7. SOCIAL MOBILITY REPORT

The Sub-Committee received a report of the Chief Strategy Officer in respect of the Social Mobility Report which advised Members of the City Corporation's commitment to improve social mobility as part of the City Corporation's Equality Objectives 2024–29 which was embedded within the Corporate Plan and People Strategy.

The Committee were reminded that the officers were obligated to work within fixed framework set by the Social Mobility Employer Index (SMEI), a benchmarking tool used to assess and enhance efforts concerning social mobility. Due to the fixed template, images and charts can not be included and the majority of the questions listed were closed. It was noted that most organisations have a three to four year cycle for accreditation and the Executive Leadership Board had endorsed moving to a three-year accreditation pattern, commencing after 2025 submission, which would enable officers to invest a greater proportion of the accreditation cycle and purposeful impactful activities.

A Member asked how social mobility was measured and officers confirmed that four questions were used which were recommended by the Social Mobility Foundation and endorsed by central government. Questions surrounding parental occupation at 14 years of age, free school meals and private education form the basis of the socio-economic background questions.

RESOLVED, that – the report and its contents be noted.

8. PRESENTATION - GUILDHALL SCHOOL OF MUSIC AND DRAMA

The Sub-Committee received a presentation from Mohammed Ilyas, Head of Diversity, Equity and Inclusion (DEI) at the Guildhall School of Music and Drama.

Following the presentation a Member asked for further information concerning school admissions and asked what percentage of students came from state schools, independent schools and private schools. The Head of DEI agreed to provide Members with this data outside of the meeting, however he noted that one of the KPI's in the schools Access and Participation Plan was to increase the percentage of applicants and students from socially deprived backgrounds and BAME communities.

The Chair noted that political movement may have an impact on school programmes, such as the Guildhall Young Artist Programme, which had received huge pressure from central government and local authorities.

It was also mentioned that anonymised shortlisting for posts could be utilised in future for both job listings and student admissions.

9. WHOLESALE MARKETS ZERO TOLERANCE POLICY

The Sub-Committee received a report of the Markets Director in respect of the Wholesale Markets Zero Tolerance Policy.

The Markets Board implemented a zero-tolerance policy in late 2024, which had positively impacted safety, compliance, and public perception. The policy set a clear tone for staff and had been effective in addressing verbal and physical altercations.

The Markets Director confirmed that this policy had been positive and set the tone.

Following the meeting Markets Director gave thanks to The Barbican since they had produced an excellent policy that spoke to everything the Markets Division were trying to achieve, he noted that the Barbican were leaders in this area and their policy was used as an excellent basis, and in discussions held with the GMB union they started to take pointers of best practice from other places. The Director gave thanks to Emma Green and her colleagues at the Barbican.

RESOLVED, that – the report and its contents be noted.

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

Officers advised the Sub-Committee of the City Corporation's Diversity Monitoring had been expanded to include Latin American as an ethnicity category. All questions and response options within the Diversity Monitoring set were reviewed.

The Diversity Monitoring set was available to staff for reference and use and had been shared with Human Resources to support integration into Project Sapphire and ERP.

The Chair reminded Members that the Beckford and Cass Statue plaques event launch would be taking place on 30 June.

At the time of this meeting, no comment could be provided by the City Solicitor and Comptroller on the Supreme Court ruling in relation to the Gender Equality Act since further guidance was still being sought.

Members were made aware of the progress made with the Faith chaplaincy in a communication sent outside of this meeting.

12. 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.

13. NON-PUBLIC MINUTES

RESOLVED, that - Members noted the non-public minutes from the meeting held on 5 February 2025 were approved as a correct record.

14. EQUITY, EQUALITY, DIVERSITY AND INCLUSION REVIEW (NON PUBLIC UPDATE)

The Sub-Committee received a report of the Chief Strategy Officer which provided an update on the completion of the Equity, Equality, Diversity and Inclusion (EEDI) Review, commissioned to assess the City of London Corporation's current position and future ambitions in the EEDI space.

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

There were no non-public questions.

16. 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 non-public items of business.

Confidential Items

17. EEDI STRATEGIC UPDATE AND FORWARD LOOK

The Sub-Committee received a report of the Chief Strategy Officer in respect of the EEDI Strategic Update and Forward Look.

The meeting ended at 11:57am.

Chairman

Contact Officer: Rhys Campbell
Rhys.Campbell@cityoflondon.gov.uk

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 25 June 2025

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources)
Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on
Wednesday, 25 June 2025 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)	Alderman Timothy Hailes JP
Deputy Henry Colthurst (Deputy Chairman)	Shravan Joshi MBE
Deputy Keith Bottomley	Florence Keelson-Anfu
Tijs Broeke	Alderman Sir William Russell
Jason Groves	Deputy James Thomson CBE

In Attendance

Deputy Peter Dunphy
Deputy Benjamin Murphy

Officers:

Ian Thomas	- Town Clerk & Chief Executive
Greg Moore	- Deputy Town Clerk
Caroline Al-Beyerty	- Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Dionne Corradine	- Chief Strategy Officer
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
John Galvin	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Ian Hughes	- Environment Department
Gavin Stedman	- Environment Department
Ben Dunleavy	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department

1. APOLOGIES

The Deputy Chairman informed the Sub-Committee that the Chairman had to attend an urgent meeting with an important City stakeholder and would be late to the meeting; the Deputy Chairman accordingly took the Chair.

Apologies for absence were received from Deputy Helen Fentimen, Deputy Caroline Haines and Alderman Vincent Keaveny.

The Deputy Chairman thanked the several Members who no longer served on the Sub-Committee and welcomed Florence Keelson-Anfu as a new Member.

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

There were no additional declarations.

3. **MINUTES**

The public minutes and non-public summary of the Sub-Committee meeting held on 3 February 2025 were approved as a correct record.

4. **CAPITAL FUNDING UPDATE**

Members considered a report of the Chamberlain concerning funding for capital projects.

RESOLVED, that – Members:

- i. To review the schemes summarised in Table 1 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. To agree the release of up to £2.05m for the schemes progressing to the next Gateway in Table 1 from City Fund £1.91m (£0.75m from OSPR and £0.78m from CIL) and £0.14m for City Estate.

5. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND – APPLICATIONS FOR DECISION**

Members considered a report of the Interim Managing Director of City Bridge Foundation concerning applications for Community Infrastructure Levy Neighbourhood Fund (CILNF) funding.

The Deputy Chairman highlighted the concerns on process that had been raised regarding the application from Ozero Arts, approved under delegated authority. He confirmed that following conversations with officers, he and the Chairman were now content that the process was now as efficient and robust as it could be. Officers added that a summary of the CILNF grant assessment process was included at Appendix 2 to the report.

Following a question from a Member, officers confirmed that the City Befriending programme targeted both residents and workers.

RESOLVED, that – Members:

1. Note the current position of the CILNF with respect to funds available.
2. Approve the grant recommended at the meeting of the CILNF Officer Panel in May 2025: £246,479 to Volunteer Centre Hackney (£122,105 Year One; £124,374 Year Two) to deliver two 2-year strategic programmes - Community Befriending for residents experiencing loneliness and isolation and Volunteering Brokerage to increase volunteering opportunities and grow and strengthen the City of London's voluntary community sector.
3. Note the grants approved under delegated authority whilst the Sub-Committee was in recess.

6. ***MANSION HOUSE - AIR SOURCE HEAT PUMP & PHOTOVOLTAIC PRELIMS (CLIMATE ACTION STRATEGY)**

Members received a report of the City Surveyor concerning a project to install an Air Source Heat Pump and Photovoltaic installation at Mansion House.

RESOLVED, that – the report be received and the contents noted.

7. ***BLACKFRIARS BRIDGE FORESHORE, VICTORIA EMBANKMENT, EC47 0AF (THAMES TIDEWAY PROJECT) – CITY PROPERTY ASSET RE-PURPOSING AND OPTIONS APPRAISAL**

Members received a report of the City Surveyor concerning the repurposing of a City property.

RESOLVED, that – Members note that:

1. The undercroft and former rifle range areas are being returned to the City following Thames Tideway's occupation, but legal clarity (as to ownership of entire site, access rights etc) is required before any asset allocation or redevelopment can proceed.
2. Early ideas for the site include conversion of the undercroft into a sports facility and repurposing the former rifle range as an energy centre. Both spaces also present potential for commercial use. However, the precise nature of any future use remains to be explored and determined. Further feasibility work is dependent on the resolution of existing legal and operational constraints.
3. The Environment Department were overseeing the Tideway works to ensure compliance with the Development Consent Order, handover back to the City Surveyor for ongoing management will follow upon project completion, currently anticipated in September 2025.
4. Officers will commission external advice aimed at exploring the potential of the undercroft and former rifle range with the costs to be met from the City Surveyor's local risk budget.
5. A further report on costed options will be reported to the committee in early 2026.

8. ***GUILDHALL NORTH AND WEST WING - OFFICE UTILISATION REPORT**

Members received a report of the City Surveyor concerning office utilisation at Guildhall.

RESOLVED, that – Members note the findings of the Guildhall office utilisation review and the proactive measures already undertaken and being pursued.

9. ***HISTORIC CYCLICAL WORKS PROGRAMMES – OUTTURN REPORT**

Members received a report of the City Surveyor concerning the progress and expenditure of the historic (pre-2024/25) Cyclical Works Programmes across the operational property portfolio.

RESOLVED, that – Members note the completion of the pre-2024/25 CWP programmes of work.

10. ***CITY SURVEYOR'S BUSINESS PLAN 2024-29 - QUARTER 4 OF 2024/25 UPDATE**

Members received a report of the City Surveyor concerning the departmental business plan.

RESOLVED, that – the report be received and the contents noted.

11. ***THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER JUNE 2025 UPDATE**

Members received a report of the City Surveyor concerning the corporate and departmental risk registers.

RESOLVED, that – Members note the report, and the actions taken and being taken to effectively monitor and manage risks arising from the City Corporation's operations.

12. ***TRANSFORMATION FUNDING PANEL - QUARTERLY UPDATE**

Members received a report of the Town Clerk concerning the activities and outcomes of the Transformation Funding Panel.

RESOLVED, that – the report be received and the contents noted.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There was no other business.

15. **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 or relate to functions which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

16. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 3 February 2025 were approved as a correct record.

The Deputy Chairman sought and received the Sub-Committee's agreement to move the Agenda Item on Budget Planning and the Medium-Term Financial Plan to the end of the agenda, to allow the Chairman to participate when he arrived.

17. **ANIMAL HEALTH & WELFARE SERVICE – OPTIONS REVIEW**

Members considered a report of the Executive Director, Environment concerning the Animal Health & Welfare Service.

18. **UPDATE REPORT ON THE OPERATIONAL PROPERTY REVIEW (NON-HOUSING) - UTILISATION ACTION PLAN**

Members considered a report of the City Surveyor concerning the review into the operational property portfolio.

19. **GUILDHALL SCHOOL OF MUSIC & DRAMA CYCLICAL WORKS PROGRAMME 2025 - 2030**
Members considered a report of the City Surveyor concerning the Guildhall School of Music and Drama's Cyclical Works Programme.
20. **TOWER PLACE PUBLIC CONVENIENCE REFURBISHMENT**
Members considered a report of the City Surveyor
21. **WALBROOK WHARF FEASIBILITY 2027 AND BEYOND**
Members considered a joint report of the City Surveyor and the Executive Director, Environment.
22. **CENTRAL CRIMINAL COURT EAST WING GROUND MEZZANINE COOLING AND HEATING REPLACEMENT**
Members considered a report of the City Surveyor
23. **CPG MEES STATUS AND STRATEGY REPORT**
Members considered a report of the City Surveyor concerning the operational property portfolio's compliance with Minimum Energy Efficiency Standard (MEES) legislation.
24. **ENVIRONMENT DEPARTMENT OPERATIONAL PROPERTY UPDATE**
Members considered a report of the Executive Director, Environment providing an update on utilisation and disposal opportunities across operational properties controlled by the Environment Department.
25. **IMPLICATIONS OF BUSINESS RATES REFORM FOR THE CITY OF LONDON CORPORATION**
Members considered a report of the City Surveyor concerning upcoming legislative reform.
26. ***CITIGEN AND HEAT NETWORK ZONING – PREFERRED WAY FORWARD**
Members considered a report of the City Surveyor concerning heat networks in the Square Mile.
27. **BUDGET 26/27 AND MTFP UPDATE**
Members received a presentation from the Chamberlain concerning budget-setting and the Medium-Term Financial Plan.
28. ***DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ON ASSETS ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE OPERATIONAL ESTATE - 1ST OCTOBER 2024 TO 31ST MARCH 2025**
Members considered a report of the City Surveyor concerning directly managed assets.
29. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
30. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.
31. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 3 February 2025 were approved as a correct record in the non-public session.

The meeting ended at 3.15pm

Chairman

Contact Officer: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

CAPITAL BUILDINGS BOARD

Wednesday, 16 July 2025

Minutes of the meeting of the Capital Buildings Board held at the Guildhall EC2 at 9.30 am

Present

Members:

Deputy Alastair Moss (Chair)	Charles Edward Lord, OBE JP
Deputy Oliver Sells KC (Deputy Chairman)	Deputy James Thomson CBE
David Brooks Wilson	Philip Woodhouse
Deputy Henry Colthurst	
Alderman Tim Levene	

In attendance (observing online)

Deputy Madush Gupta
Jason Groves
Deputy Andrien Meyers

Officers:

Paul Wilkinson	- City Surveyor
David Abbott	- City Surveyor's Department
Devjani Bhal	- City Surveyor's Department
Pratibha Bhatt	- City Surveyor's Department
Tim Cutter	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Neil Jenkins	- City of London Police
Martin O'Regan	- City of London Police
Alix Newbold	- City of London Police
Nadhim Ahmed	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
Ellie Varley	- Remembrancer's Office

In attendance (in Guildhall)

Eric Parry, Eric Parry Architects (for item 8a)

Part 1 – Public Agenda

1. APOLOGIES

Apologies were received from Tijs Broeke, James Tumbridge, Shravan Joshi, Alderman Tim Hailes, Deputy Chris Hayward and Jason Groves.

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

The Board noted David Brooks Wilson's standing declarations in respect of any matters concerning Keltbray, Arcadis, City and Provincial Properties Ltd, Locate in Kent Ltd and Noble Wilson Ltd and Broad Malyam

3. **MINUTES**

RESOLVED: That the public minutes of the Capital Buildings Board meeting on Wednesday 18 June 2025 were approved as an accurate record.

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

There were no questions.

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

There were no additional items of business.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A 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 1 of Schedule 12A of the Local Government Act.

Part 2 Non-public agenda

7. **MINUTES**

RESOLVED: That the non-public minutes of the Capital Buildings Board meeting on Wednesday 18 June 2025 were approved as an accurate record.

8. **SALISBURY SQUARE DEVELOPMENT**

a) **Court Building Design**

The Board received a presentation from Eric Parry relating to design progress, materials, layout and construction milestones.

b) **Salisbury Square Development - RIBA Stage 5 update**

The Board received a report of the City Surveyor providing an update on progress made on the Salisbury Square Development Programme since the last Capital Buildings Board meeting on 18 June 2025.

9. **MARKETS CO-LOCATION PROGRAMME (MCP) CONSTRUCTION PROJECT UPDATES**

The Board considered a report of the City Surveyor seeking approval of early closure of the Markets Co-Location Programme construction workstream.

10. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT**

The Board considered a report of the City Surveyor seeking approval of closure of the Barking Reach Remediation Project.

11. **MAJOR PROGRAMMES OFFICE - DASHBOARD REPORT**

The Board received a report of the Chamberlain providing an overview of progress on key workstreams against the major programmes.

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

There were no questions.

13. **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.

At the conclusion of the non-public agenda, a Member indicated their intention to ask a sensitive question relating to City of London Police occupancy of City Corporation owned buildings.

The Board agreed to move into confidential session to consider the item.

Part 3 – Confidential Agenda

There was one additional item of confidential business considered as follows: -

City of London Police occupancy of City Corporation Buildings.

The meeting ended at 11.10am

Chairman

Contact Officer: Chris Rumbles
tel. no.: 020 7332 1405
christopher.rumbles@cityoflondon.gov.uk

This page is intentionally left blank

Destination Advisory Board (DAB)
Summary of Discussion
June 2025

Destination Advisory Board (DAB)

11 June 2025, 4.30pm - 6:00pm

Attendees:

1. Chris Hayward - Policy Chairman, City of London Corporation
2. Andrew Jackson CBE - Royal Historic Palaces
3. Simon McCaugherty - London & Partners
4. Charlotte Fletcher - Chair, Cheapside BID
5. Tony Matharu - Central London Alliance
6. Sarah Weir – Albion & East
7. Sean Ghouse – Fortum & Mason
8. Andrew Hilston - The Ardent Companies (Royal Exchange)
9. Jacqui Webster – Resident Representative, City of London Corporation
10. Tom Sleigh – Planning and Transportation, City of London Corporation
11. Brendan Barns – Culture Heritage and Libraries, City of London Corporation
12. James Thomson – Deputy Policy Chairman, City of London Corporation
13. Helen Fentimen – Community & Children’s Services, City of London Corporation
14. Jen Beckermann – Executive Private Secretary to the Policy Chairman & Destination City
Senior Responsible Officer, City of London Corporation
15. Katie Stewart - Executive Director, Environment Department

Officers

- *Ben Dixon – Head of the Policy Unit & Interim Head of Programme, Destination City, City of London Corporation*
- *Joshua Jones - Intelligence and Performance Analyst, Destination City, City of London Corporation*
- *Eloise Evans - Programme Advisor, Destination City, City of London Corporation*
- *Omkar Chana – Director of Culture, City of London Corporation*
- *Emma Markiewicz – Culture Senior Responsible Officer, City of London Corporation*

Destination Advisory Board (DAB)

Summary of Discussion

June 2025

- Amy Coppel – *Partnerships Coordinator, Destination City, City of London Corporation*
- Diane Dunkley - *Programme Advisor, Destination City, City of London Corporation*

Apologies:

- Paul Martin - Independent consultant for the Independent Review 2024

A public summary of the Destination Advisory Board meeting held on 11 June 2025.

New Destination Advisory Board Members, including BB and TS were welcomed in their as recently elected Chairs of Culture Heritage and Libraries and Planning & Transportation respectively. JT was also welcomed as the new Deputy Chairman of Policy & Resources. The Board received an update on key activities since the last meeting, which included the launch of the Destination City Partnership Fund, the appointment of 3 new officers to the Destination City team, with a Head of City BIDs to be appointed imminently, and takeaways from a recent hospitality and retail industry breakfast that was hosted by the Policy Chairman.

DAB Members reviewed and discussed a draft pitch deck, which outlines the City Corporation's proactive offer to business – the key message being attract, retain and grow. DAB Members welcomed the content and descriptions of the City but emphasised the need to adjust the headline wording of the six pillars, particularly 'serviceable', in favour of clearer phrasing that will become part of a shared script. A key theme of the discussion was audience, and the importance of deciding which priority groups to initially pitch to, as well as the need to have different versions for different demographics. The importance of footfall data was highlighted, and the use of visuals in the final presentation, including a heatmap. DAB Members noted that health and wellbeing, sustainability and investment in the talent of the future should feature more in the content. The Destination City SRO welcomed these reflections and added that the pitch deck is a base product that we will build from, and that the City has strong fundamentals – including continued investment in public realm – which this pitch deck and core narrative aims to bring to life

Ben Dixon (Head of Programme for Destination City) and Josh Jones (Intelligence and Performance Analyst) presented the evidence base for the *Earn the Commute* pillar of the Destination City Programme, which focuses on increasing worker footfall on Friday and Monday. The key points made were that many of the top City occupiers are mandating some kind of return to the office, which is at odds with data on employee expectations of work. Younger people are also coming into the office more than those in older age brackets. There was discussion around what levers we can pull, and whether we should shift the discussion towards "rewarding the commute". DAB Members emphasised the need to utilise the communications platforms within property developments, offering incentives and rewards to workers and offering an onboarding pack to businesses to make them feel part of the City community.

Destination Advisory Board (DAB)
Summary of Discussion
June 2025

The DC SRO updated the Board on the co-commissioning of a ground floor use report with the City BIDs which has gone out to tender. DAB Members discussed what new information the report would provide. It was noted that the study will focus on amenity provision in different parts of the City and finding out what the specific challenges facing the ground floor units are. Members highlighted the importance of doing the basics well and the importance of not focusing on one dynamic but instead collaborating and working as a united City.

This page is intentionally left blank

Committee(s): Policy and Resources Committee	Dated: 18/09/2025
Subject: Policy and Resources Contingency/Discretionary Funds	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chamberlain	For Information
Report Author: Geraldine Francis - Chamberlain	

Summary

This report provides the schedule of projects and activities which have received funding from the Policy Initiatives Fund (PIF) and the Policy and Resources Committee's Contingency Fund for 2025/26 and future years with details of expenditure in 2025/26. The balances remaining for these Funds for 2025/26 and beyond are shown in the Table below. No new bids have been received requesting funding from either PIF or P&R Contingency for this Committee

Fund	2025/26 Balance Remaining after Approved Bids £	2026/27 Balance Remaining after Approved Bids £	2027/28 Balance Remaining after Approved Bids £	2028/29 Balance Remaining after Approved Bids
Policy Initiative Fund	1,415,207	958,900	1,200,000	1,200,000
Policy & Resources Contingency	390,592	300,000	300,000	300,000

Recommendation

Members are asked to note the report and contents of the schedules.

Main Report

Background

1. On the basis of Committee's concerns of the operations of the PIF/Contingency Funds, the Policy was refreshed and ratified by Policy & Resources Committee on 14 December 2023. A policy briefing was held on 17 January 2024 to support regular report authors with these new policy requirements.
2. The Policy Initiatives Fund (PIF) should be used to fund projects and initiatives identified during the year which support the City Corporation's overall aims and objectives, or policy priorities identified by the Policy & Resources Committee.
3. The Committee Contingency Fund is used to fund unforeseen one-off items of expenditure when no specific provision exists within the Policy Committee's budget.
4. There is no specification for the *type* of project in scope but has historically included items relating to a specific initiative, e.g. research, funding for external bodies in support of the City's overall objectives, and membership of national think tanks. All applications should make clear what specific activity funding it will be used for and should set out the standard information specified in the Policy to enable Members to take an informed decision.
5. All applications should be discussed informally before submitting with the Head of the Policy Unit, Office of the Policy Chairman, Town Clerk's Department and the Assistant Director (Strategic Finance), Chamberlain Department.
6. To restrict the depletion of funds in future years, a two-year time limit is in place on multiyear PIF bids, with three years being an option by exception. To ensure prioritisation within the multiyear bids, the PIF from the financial year 2019/20 and onwards has £600k of its total budget put aside for multiyear bids with the rest set aside (£600k) for one off allocations, with the option to 'top up' the multiyear allocation from the contingency balance if Members agree to do so. This will ensure that there should always be enough in the PIF to fund emerging one-off opportunities as they come up.
7. Departments must complete a standardised progress update form biannually and at the end of the Initiative for all awards.
8. When a PIF bid has been approved there should be a reasonable amount of progress/spend on the works/activities within 18 months of approval which allows for slippage and delays. If there has not been enough spend/activity within this timeframe, Members will be asked to approve that the remaining allocation be returned to the Fund where it can be utilised for other works/activities.
9. Where no expenditure has been made within 12 months, a report should be brought back to the Policy & Resources Committee by officers to request reprofiling of funds.
10. If the Department requires funding for the same works/activities again at a later date, the funding must be re-bid for. If there is a legitimate reason, out of the Department's control, which has caused delays, it is recommended that these are reviewed by Committee as needed.
11. Officers must gain the approval of the Policy and Resources Committee prior to repurposing any PIF/Contingency Initiatives.

12. It is expected that recurrent expenditure is covered by local risk budgets through the budget setting process unless extenuating circumstances.

Current Position

13. Appendices 1 to 2 list committed projects and activities approved by this Committee for the current and future financial years with the remaining balances available for the PIF (Appendix 1) and your Committee's Contingency (Appendix 2).

14. The balances that are currently available in both the Policy Initiatives Fund and Committee Contingency Fund for 2025/26 are shown in the Table below. These amounts include uncommitted balances from 2024/25 of £996,206 and £129,692 for PIF and Committee's Contingency respectively. The 2024/25 unspent allocations Departments have requested to be carried forward for spending in 2025/26 are also included in the figures below. The carry forward approval process is delegated to Chamberlains in consultation with the Chair and Deputy Chair of the Resource Allocation Sub Committee (RASC); these were approved in July 2025.

Fund	2025/26 Opening Balance £	2025/26 Approved Bids £	2025/26 Balance Remaining after 2025/26 Approved Bids £	2025/26 Pending Bids £	2025/26 Balance Remaining after 2025/26 Pending Bids £
Policy Initiative Fund	2,566,016	(1,150,809)	1,415,207	0	1,415,207
Policy & Resources Contingency	651,735	(261,143)	390,592	0	390,592

15. The remaining multiyear allocation is shown in the Table below with details, as shown in Appendix 1, prior to any allowances being made for any other proposals on today's agenda. It should be noted that the multiyear allocation for 2025/26 is now depleted.

	2025/26	2026/27	2027/28	2028/29
Balance remaining of Multiyear PIF allocation	£0	£358,900	£600,000	£600,000

Corporate & Strategic Implications

16. Strategic implications – Although each PIF application has to be judged on its merits, the application must include how the item will advance either:

- a) A policy lead area defined by this Committee
- b) Another Committee priority

- c) A Corporate Plan outcome
 - d) Promotion of the City or City's role in London or nationally
17. Financial implications – Each PIF application should be approved on a case by case basis and Departments should look to local budgets first before seeking PIF approval, with PIF requests only being submitted if there is no funding within local budgets available.
18. Resource implications – None
19. Legal implications – None
20. Risk implications – None
21. Equalities implications – None
22. Climate implications – None
23. Security implications – None

Appendices

- Appendix 1 – PIF 2025/26 and Future Years
- Appendix 2 – P&R Contingency 2025/26 and Future Years

Geraldine Francis

Senior Finance Officer, Chamberlain

T: 020 7332 1770

E: Geraldine.francis@cityoflondon.gov.uk

Policy and Resources Committee - Policy Initiative Fund 2025/26 to 2028/29

Budget	2025/26		2026/27	2027/28	2028/29
Initial budget	£ 1,200,000		£ 1,200,000	£ 1,200,000	£ 1,200,000
Uncommitted balance brought forward from 2024/25	£ 996,206		£ -	£ -	£ -
Unspent balances deferred from 2024/25	£ 330,710		£ -	£ -	£ -
Transferred from P&R Contingency re: Multiyear Bid: Proposal for D/ment of CBIU	£ 39,100				
Revised Budget	£ 2,566,016		£ 1,200,000	£ 1,200,000	£ 1,200,000

Date	Name	2025/26 Bid	2025/26 Actual	2026/27 Bid	2027/28 Bid	2028/29 Bid
05/07/18	Events Partnership with The Strand Group, King's College London	£ 13,787	£ 13,000.00			
11/06/20	British Foreign Policy Group (BFPG)	£ 9,000	£ -			
05/05/22	Support for Integrity Council for the Voluntary Carbon Market (IC-VCM) & UK-VCM	£ 137,710	£ 6,256.84			
23/02/23	Finalising CoL Overseas Presence	£ 50,000	£ -			
20/04/23	Transition Finance Competitiveness Taskforce	£ 660	£ 283.94			
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 212,217	£ 73,703.00			
08/06/23	Livery Company Website	£ 23,591	£ 6,240.00	£ 20,000		
21/09/23	City Occupiers and Investment Study	£ 42,815	£ 15,625.00			
22/02/24	Innovate Finance Funding	£ 75,000	£ 75,000.00			
06/06/24	Transition Finance Council	£ 104,529	£ 34,486.58			
07/11/24	Development of a New Culture Strategy	£ 45,000	£ -			
12/12/24	Research into Historical Trade Enslaved	£ 34,400	£ 34,400.00			
13/02/25	Proposal for Development of a City Business Investment Unit (CBIU)	£ 221,100	£ -	£ 221,100		
08/05/25	Income Generation Working Party	£ 31,000	£ -			
03/07/25	Financial Services Investment Hub / Concierge Service	£ 150,000	£ -			
	Total Allocations	£ 1,150,809	£ 258,995.36	£ 241,100	£ -	£ -
	Balance Remaining	£ 1,415,207		£ 958,900	£ 1,200,000	£ 1,200,000

Bids for Committee's Approval: **18 September 2025**

-	-	-	-	-	-
-	-	-	-	-	-
Total Balance if pending bids are approved	£ 1,415,207	£ -	£ 958,900	£ 1,200,000	£ 1,200,000

	Multi Year PIF Bids	2025/26 Bid	2026/27 Bid	2027/28 Bid	2028/29 Bid
	Multi Year PIF Allocation	£ 639,100	£ 600,000	£ 600,000	£ 600,000
23/02/23	Finalising CoL Overseas Presence	£ 50,000	£ -		
08/06/23	Global City of Sport - A New Sport Strategy for The Square Mile	£ 175,000			
08/06/23	Livery Company Website	£ 20,000	£ 20,000		
22/02/24	Innovate Finance Funding	£ 75,000			
06/06/24	Transition Finance Council	£ 98,000			
13/02/25	Proposal for Development of a City Business Investment Unit (CBIU)	£ 221,100	£ 221,100		
	Total Multi Year Allocations	£ 639,100	£ 241,100	£ -	£ -
	Multi Year PIF Allocation Balance	£ -	£ 358,900	£ 600,000	£ 600,000

Bids for Committee's Approval: **18 September 2025**

-	-	-	-	-	-
Total Balance if pending bids are approved	£ -	£ 358,900	£ 600,000	£ 600,000	£ -

This page is intentionally left blank

Policy and Resources Committee - Contingency 2025/26 to 2028/29

Budget	2025/26		2026/27	2027/28	2028/29
Initial Budget	£ 300,000		£ 300,000	£ 300,000	£ 300,000
Uncommitted balance brought forward from 2024/25	£ 129,692		£ -	£ -	£ -
Unspent balances deferred from 2024/25	£ 261,143		£ -	£ -	£ -
Transferred to PIF re: Multiyear: Proposal for D/ment of CBIU	-£ 39,100				
Revised Budget	£ 651,735		£ 300,000	£ 300,000	£ 300,000

Date	Name	2025/26 Bid	2025/26 Actual	2026/27 Bid	2027/28 Bid	2028/29 Bid
08/05/14	City of London Scholarship - Anglo-Irish Literature	£ 9,976	£ 207	£ -	£ -	£ -
09/06/22	Civic Affairs	£ 20,319	£ 423	£ -	£ -	£ -
19/10/23	Allocation of Funding to King Edward's Witley School	£ 230,848	£ -	£ -	£ -	£ -
	Total Allocations	£ 261,143	£ 631	£ -	£ -	£ -
	Balance Remaining	£ 390,592		£ 300,000	£ 300,000	£ 300,000

Bids for Committee's Approval: **18 September 2025**

-	-	-	-	-
-	-	-	-	-
Total Balance if pending bids are approved	£ 390,592	£ 300,000	£ 300,000	£ 300,000

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Policy & Resources Committee – For Information	Dated: 18 September 2025
Subject: Report of Action Taken	Public report: For Information
This proposal: • n/a	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Town Clerk
Report author:	Ben Dunleavy

Summary:

This report provides details of decisions taken under delegated authority procedures between Committee meetings.

Recommendation

Members are asked to note the report.

Decisions Under Standing Order 41B

Progress Together

1. Progress Together was launched in May 2022, as the main output of the former government-commissioned Socio-Economic Diversity Taskforce, which was led by the City Corporation. It is a membership body that aims to drive socio-economic diversity at a senior level across UK financial services, and further information is available from the background report.
2. The Policy & Resources Committee agreed in June 2023 to renew its partnership as a Founding Partner of Progress Together for another two years, and granted delegated authority to allow for a decision on the exact nature of additional support (capped at £75k pa) to be met from ringfenced S.106 funds as approved by the Committee in October 2021 for Future Skills and Talent.
3. In August 2025, approval was sought for the release of funds for FY 2024/25, at total of the maximum £75k. It was advised that without this funding, the City Corporation would lose its Founding Partner status. This status demonstrates the City Corporation's commitment to the social mobility and inclusion agendas, and losing it would likely have led to a significant loss in reputation. The City Corporation would also have lost access to the tools, resources and network from Progress Together to better its own socio-economic diversity and inclusion.

4. Accordingly, the Town Clerk on 11 August, in consultation with the Chairman and Deputy Chairman, approved the release of funds for FY 2024/25, a total of £75k.

Background Papers

1. Progress Together – Policy & Resources Committee (Report of the Executive Director, Innovation & Growth, August 2025)

Ben Dunleavy

Governance and Member Services Manager

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank