

**POLICY AND RESOURCES COMMITTEE**  
**Thursday, 11 April 2024**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 11 April 2024 at 1.45 pm

**Present**

**Members:**

Deputy Christopher Hayward (Chairman)  
Deputy Keith Bottomley (Deputy Chairman)  
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  
Deputy Ann Holmes (Chief Commoner) (Ex-Officio Member)  
Deputy Shravan Joshi  
Alderman Vincent Keaveny, CBE  
Alderman Alastair King DL  
Deputy Paul Martinelli  
Catherine McGuinness  
Deputy Brian Mooney  
Deputy Alastair Moss (Ex-Officio Member)  
Benjamin Murphy  
Alderman Sir William Russell  
Philip Woodhouse

**In attendance (In Guildhall)**

Alderman Alison Gowman

**In attendance (Observing Online)**

Alderman Timothy Hailes  
Jaspreet Hodgson

**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, Governance & Member Services
Benjamin Dixon	- Town Clerk's Department
Mark Gettleson	- Town Clerk's Department

Chris Rumbles	- Town Clerk's Department
Kristy Sandino	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Stuart Wright	- Town Clerk's Department
Caroline-Al-Beyerty	- Chamberlain
Tana Beena	- Chamberlain's Department
Priyanka Naidoo	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorn	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Dionne Corradine	- Chief Strategy Officer
Judith Finlay	- Director of Community and Children's Services
Simon Cribbens	- Community and Children's Services Department
Damian Nussbaum	- Executive Director of Innovation & Growth
Omkar Chana	- Innovation & Growth Department
Daniel O'Byrne	- Innovation & Growth Department
Melissa Panszi	- Innovation & Growth Department
Simi Shah	- Innovation & Growth Department
Bob Roberts	- Executive Director, Environment
Ian Hughes	- Environment Department
Alex Leader	- Environment Department
Paul Wilkinson	- City Surveyor
Ben Milligan	- City Surveyor's Department
Paul Wright	- Remembrancer

**In attendance (In Guildhall)**

Paul Martin (for item 24)

The Chairman took the opportunity to highlight that Catherine McGuinness and Tom Sleigh had informed the Town Clerk of their intention not to stand for another term on Policy and Resources Committee.

The Chairman added how Catherine McGuinness had served on Policy and Resources Committee for 19 years. As a Member of Policy and Resources Committee, and as her Deputy Chair, he had had the honour of witnessing the absolute dedication that she has given to the City Corporation and to the work of the Committee.

Tom Sleigh had been a true voice of wisdom on Policy and Resources Committee during the past eight years. The Chairman added how he was grateful for his counsel, support and able Chairing of the Civic Affairs Sub-Committee over the past year.

This being their last Policy and Resources Committee meeting, the Chairman took the opportunity on behalf of the Committee to thank them both for all they have given to Policy and Resources Committee throughout their time as Members, with this receiving the unanimous agreement of all Members.

1. **APOLOGIES**

Apologies were received from The Rt Hon the Lord Mayor, Michael Mainelli, Deputy James Thomson, James Tumbridge, Tijs Broeke, Deputy Andrien Meyers and Tom Sleigh.

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

There were no declarations.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting held on 18 March 2024 were approved as an accurate record, subject to the inclusion of Deputy Marianne Fredericks and Munsur Ali being included in the list of those Members having given their apologies for the meeting.

A Member referred to a question raised at the last meeting regarding a higher rate of council tax on second homes in the City and the funds this was likely to raise, with the Chamberlain clarifying it was £2.1m and the Chairman confirming the response previously issued would be forwarded to the Member.

- b) The public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023 were noted.
- c) The public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024 were noted.

4. **CITY CORPORATION ENGAGEMENT**

- a) **Electoral Engagement Campaign 2025 / b) Enhanced Political and Strategic Engagement**

The Chairman reminded Members of the discussion at the last meeting when there was agreement on the importance of the proposals captured within these two items and of a need to support the work in these areas, but with a challenge over Policy Initiatives Fund (PIF) as the appropriate source of funding.

The Chairman reminded Members of the Committee's previous consideration of the items: in relation to the Electoral Engagement Campaign, Policy and Resources Committee were asked to approve a total of £263,500 grant of PIF funding. However, having outlined the concerns of the use of PIF for something that should sit in core budgets, this committee only approved £95k of this to be released from PIF, specifically for the role of campaign manager. This was due to concern of time constraints around recruitments.

For the Enhanced Political and Strategic Engagement piece, Policy and Resources Committee were asked to support a PIF bid of £137k.

Aside from the £95k for the Campaign Manager, which was agreed, the Executive Director of Communications and External Affairs was asked to work with the Chamberlain to identify a more appropriate source of funding.

The Chairman added that he was pleased to be able to confirm that the Chamberlain was able to identify an underspend from the previous financial year, with him handing over to the Chamberlain to expand on this. In doing so, the Chairman asked the Chamberlain to clarify if there was a sufficient amount to cover the entire cost. I.e., whether the previously agreed £95k can be transferred back to Policy Initiatives Fund.

The Chamberlain responded confirming underspends had been identified, which would cover what was required for 2024/25. The Chamberlain added how deep dives would be taking place during May looking at Policy and Resources Committee's budgets and looking to realign these to the appropriate sources so there would be no need to come back to Policy and Resources Committee again to request additional funding through PIF.

The Chairman thanked the Chamberlain, noting that the £95k would now be included which was to be welcomed as there would be no call on PIF. The Chairman reiterated the point that ongoing funding would need to be found through core budgets as part of the review and which the Chamberlain would be addressing.

A discussion followed during which reference was made to the significant cost of the enhanced electoral engagement work for what was a relatively small number of voters, the importance of engaging the electorate throughout an electoral cycle was stressed rather than giving if focus every four years as well as encouraging Members to engage with all stakeholders throughout an election cycle.

In response, it was stressed that the electoral system in the City was unique. There was a 6500 electoral base with whom the City Corporation needed to engage and the community engagement challenge in registering workers as voters and the amount of work involved in getting as many people on the electoral register as possible could not be overestimated. It was further clarified that there was a long-term approach being taken to community engagement and moving in a direction of maintaining a relationship throughout an election cycle and looking at varying forms of communications through separating out residents and workers, including hard copy and digital solutions. This would be included part of an elections communications plan going to Communications and Corporate Affairs Sub Committee and then coming to Policy and Resources Committee.

The Chairman concluded the discussion, noting that it was an area that remained work in progress, with the Head of Campaigns and Community

Engagement now permanent in their role and taking work in this area forward; significant progress had been made, whilst accepting there was more to do.

Members noted the update.

5. **BARBICAN STRATEGY GROUP PROPOSAL**

The Committee considered a report of the Executive Director of Community and Children's Services providing an update on work undertaken in response to a resolution received from Barbican Residential Committee (BRC) proposing the creation of a Barbican Strategy Group and seeking approval of an approach moving forward.

During the discussion that followed, the proposal for a Barbican Area Advisory Group was welcomed and supported but with there being concerns raised over a lack of direct resident involvement and engagement, with the original proposal having been for residents to work in partnership with the City Corporation. There was an acknowledgement of the number of committees and range of interests and the difficulty for one group to take overall responsibility across such a wide range of areas, with it being suggested that Policy and Resources Committee could act as the over-arching Committee that could help resolve and unblock any issues where there was dissent or disagreement. Confusion was expressed over the status of the Group, whether it was an advisory group or a sub-committee reporting into Policy and Resources Committee.

It was stressed how there was a need to engage residents further, even on an informal basis, with the proposal originally presented appearing to offer a pragmatic solution for effective engagement rather than through bi-annual meetings with the Barbican Residents Association as was now being proposed. This would allow for residents and the City Corporation to be moving in the same direction and at the same speed in working through the range of issues.

A Member proposed that the Chair of the Barbican Area Advisory Group should be the Assistant Director of Barbican Area Residential Estate, who was new, on board and was getting to grips with the range of issues. The Chairman welcomed the suggestion of a fresh pair of eyes Chairing the Group through the Assistant Director.

A Member added how it was important to be clear on the rights and responsibilities of Barbican residents and how much influence they have, with them contributing no more to anything outside of the curtilages on their estate than any other residents in City Corporation properties. A Member remarked on the Barbican Area Strategy Group appearing too large, with a key issue for residents being a level of engagement with Members.

The Director of Community and Children's Services remarked on feedback that had been received from stakeholders consulted that there were a wide range of existing engagement meetings involving the Barbican Association. The Barbican Area Advisory Group's task would be to bring a joined-up approach across the Barbican Complex, with increased visibility of its role. The Director welcomed the proposal for the Assistant Director of Barbican Area Residential

Estate to Chair the Group, but in response to proposals to limit total membership pointed out that there would always be tensions between the need to include and exclude parties. Member involvement in the group would require further engagement with the Town Clerk in looking at how this might work. During consultation to date there had been general agreement that the Barbican Area Advisory Group was an effective body; there was agreement that it should remain as an officer group, recognising engagement with residents as being crucial but with there being the potential of creating a conflict through their direct involvement.

The Chairman concluded the discussion noting that no Member had spoken against the proposal that had been presented, with there being agreement over giving residents a voice but without creating a conflict of interest. The Chairman added how all the points raised had validity and he suggested that Members offered their in-principle agreement with a report coming back to Policy and Resources Committee detailing implementation. A Member responded adding how a key issue was membership of the Group and allowing for a strategic view of the Estate.

A Member remarked that it would be helpful if a naming convention could be agreed and worked to for groups and bodies so Members could clearly understand these.

The Chairman proposed that Members agreed the proposal in principle, bringing in a group as outlined and with a report coming back updating on implementation.

RESOLVED: That Members: -

- Noted; the report;
- Approved, in principle, the proposal to strengthen the Barbican Area Advisory Group, with a report coming back to Policy and Resources Committee providing detail on implementation.

#### 6. **APPOINTMENT OF POLICY LEADS / LEAD MEMBERS FOR 2024 / 25**

The Committee considered a report of the Deputy Town Clerk seeking agreement to renew the Lead Member subject areas for 2024/25 and setting out the process for Members to apply to fill the roles.

During the discussion that followed, an observation was made that International Markets appeared a huge area of focus for one individual with there being the potential of not enough being achieved in the role through only one Member Lead giving it their focus. It was questioned whether International Markets was an area that would benefit from being opened up and having two or three Lead Members.

Resident engagement was another area highlighted as having the potential for a significant amount of work if the Lead Member were to get involved in dealing with the enormous amount of housing management issues across the estates; there would be a need to draw a distinction between a management, committee

and Lead Member advisory role. In response, it was clarified that the role would be advisory only and would not be expected to deal with operational issues or complaints.

A Member suggested that it would be helpful if there was a publicly accessible calendar of consultations along with a single document setting out how departments were expected to engage with the resident population; providing a foundation of what the City Corporation expected engagement to look like. Lessons learnt could then be fed back and incorporated into the document.

A Member remarked on the Lead Member roles being only short-term positions and once a strategy had been successfully delivered e.g., Sports Strategy that they should look to move on.

In response to the points raised, it was stressed how officers welcomed having senior guidance and leadership in working through high level delivery of a strategy. Clarity was provided that a Lead Member role was intended to act in an advisory capacity, with operational issues needing to be directed accordingly.

International Markets was acknowledged as an area where there was potential for three or four Lead Members. A Member referred to Mayoral Visits Advisory Committee that already existed, on which the Chairman of Policy was involved and allowed for appropriate links to be made and in ensuring the Lord Mayor and Chairman were not visiting the same countries. The Member added how the International Markets Lead Member would offer a supplementary role, with it being important not to have too many people focussed on one area of work. The Chairman endorsed this point, adding how there was a need to avoid having too many in number focussed on one area.

The Director of Innovation and Growth responded and added his endorsement to working with one Lead Member on International Markets in allowing them to focus on working in support of the big picture across different and emerging markets.

The Chairman concluded the discussion remarking on how the Lead Member roles were still finding their feet, whilst assuring Members that he was wanting the roles to achieve their maximum. If at any point during the course of the year it was considered that an area required tweaking, then this could be done. The Chairman added how he was keen to agree the Lead Member roles today to allow these to be advertised to all Members in advance of the next Court of Common Council meeting.

RESOLVED: That Members: -

- Agreed to invite all Members to make an Expression of Interest for the following five Lead Members for 2024/25:
  - International markets, Innovation & Technology, SMEs, Sports Engagement and Resident Engagement.

**7. YEAR 3, QUARTER 4 UPDATE ON THE CLIMATE ACTION STRATEGY & YEAR 4 ACTION PLAN**

The Committee considered a report of the Executive Director of Innovation and Growth reporting the results of the planned quarter 4 activities of the Climate Action Strategy programme and seeking approval of a drawdown of funding for further implementation of the strategy in 24-25.

RESOLVED: That Members: -

- i. Noted the progress, risks and issues arising between January and March 2024 of Year 3 of implementing the Climate Action Strategy.
- ii. Approved the drawdown of funds for implementation of the Climate Action Strategy in FY24-25 as set out in Table 2 from that original budget envelope. This represents portions for City Fund (£14.09m) and City's Estate (£6.01m).
- iii. Noted the potential risks to the 2027 target.
- iv. Noted that the achievement of our targets for Scope 3 and the Square Mile needs continuous and focused attention but creating no additional resources beyond the original budget envelope.

**8. IMPROVING THE CITY CORPORATION'S TRACKING OF MEMBER SKILLS AND EXPERTISE**

The Committee received a report of the Deputy Town Clerk presenting the current procedure around the capture of Members' skills, interests and outlining how information would be regularly updated and assessed to ensure it remained accurate and reflective of Members' skillsets.

RESOLVED: That Members: -

- Noted the report.

**9. ANTI-TERRORISM TRAFFIC REGULATION ORDER**

The Committee received a report of the Executive Director Environment providing an annual report updating on usage of the City's permanent Anti-Terrorism Traffic Regulation Order, in line with agreed reporting.

RESOLVED: That Members: -

- Noted the usage of the ATTRO during 2023, and that it would remain in place until the next review in two years' time.

**10. INNOVATION & GROWTH AI WORKSTREAM**

The Committee received a report of the Executive Director of Innovation & Growth setting out what was being delivered, developed and supported by the City Corporation in relation to Artificial Intelligence as a key area of focus for businesses, regulators and governments across the globe.

RESOLVED: That Members: -



- Noted the work being carried out and/or supported by the Corporation relating to AI.

**11. INNOVATION AND GROWTH QUARTERLY REPORT**

The Committee received a report of the Executive Director of Innovation & Growth presenting the impacts of the City of London Corporation's work in support of UK Financial and Professional Services in 2023/2024.

RESOLVED: That Members: -

- Noted the review of Financial Year 2023/2024
- Noted the IG Forward Look (Appendix 1)

**12. DESTINATION CITY - INDEPENDENT REVIEW 2024 - SUMMARY OF RECOMMENDATIONS**

The Committee received a report providing a public summary of final recommendations following an independent review of Destination City.

The Chairman highlighted how the report provided a public summary of proposals that were due to be considered later in the agenda in confidential session. The Chairman took the opportunity to thank publicly Paul Martin, all Members, stakeholders and officers for the considerable work to co-ordinate this report and for their collaborative approach. The Chairman added how there was clearly an immense amount of enthusiasm for Destination City, and indeed the Square Mile, with these recommendations ensuring everyone can work together across the City Corporation and the City to seize on this enthusiasm.

A Member, also Chairman of Culture, Heritage and Libraries Committee, provided an update from an informal Culture Heritage and Libraries Committee meeting earlier in the day during which all 14 recommendations and next steps of the Destination City Independent Review 2024 had been endorsed.

RESOLVED: That Members: -

- Noted the report on the summary of recommendations from the Destination City – Independent Review 2024.

**13. 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 the report be received, and its content noted.

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

There was one question received from Catherine McGuinness as follows:

**Committee Terms Limits**

The City Corporation has a significant amount of talent on the Court that was not being fully utilised. Could Members be encouraged to stand down after they had served on a Committee for a certain period of time or look at introducing term limits. When a vacancy comes up for reappointment, advertising how long a Member had served on a Committee and publicising attendance data when there was due to be a vote for a vacancy on a committee.

The Chairman responded confirming he could see no issue in publishing data and information on a Members' attendance and the time they had served on a committee. The Chairman added how there would be governance implications on the other areas to which the Member referred, with this being an area for further review of the Town Clerk alongside other areas that were already being worked on. The Chairman agreed on wanting to allow an opportunity and to fully use the range of talent on the Court and thanked the Member for raising the point.

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

The Town Clerk confirmed there was one item of urgent business as follows:

**Term of Chair of the Barbican Residential Committee**

The Town Clerk referred to a resolution of Barbican Residential Committee proposing to Policy and Resources Committee and Court of Common Council, that Standing Order 29(2) (Appointment of Committee Chairs) be waived for the Barbican Residential Committee for the 2024/25 civic year, on the basis that the Barbican Residential Committee was at a critical stage in overseeing the Barbican Estate Office Transformation Programme and related projects, that continuity of leadership on the Committee was crucial for the successful delivery of the recommendations by Independent Consultants, Altair.

The Town Clerk added how any waiving of the standing order for the civic year ahead would simply allow an opportunity for the present incumbent as Chair to re-stand for the position, with this still being subject to an election and appointment of Chair by a committee in the normal way and conducted in the usual fashion if there were a contest for the position.

The Chairman responded confirming he was sympathetic to the request of Barbican Residential Committee.

RESOLVED: That Members: -

- Agreed to a waiving of Standing Order 29(2) (Appointment of a Committee Chair) for Barbican Residential Committee for the 2024/24 Civic Year.

16. **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.

17. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting held on 18 March 2024 were approved as an accurate record.
- b) The non-public minutes of the Member Development and Standards Sub Committee meeting held on 15 December 2023 were noted.
- c) The non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 28 February 2024 were noted.

18. **TASKFORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD) REPORT TO 31 MARCH 2023**

The Committee considered a joint report of the Chamberlain and Executive Director of Innovation and Growth providing a Taskforce on Climate Related Financial Disclosures Report to 31 March 2023.

19. **INNOVATION AND GROWTH QUARTERLY REPORT**

The Committee received a non-public appendix to be read in conjunction with item 11).

20. **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 outside of the Committee's meeting schedule, in consultation with the Chairman and Deputy Chairman.

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

There were none.

22. **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.

**Part 3 - Confidential Agenda**

23. **MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting held on 18 March 2024 were approved as an accurate record.

24. **DESTINATION CITY - INDEPENDENT REVIEW 2024 -  
RECOMMENDATIONS**

The Committee considered a report of the Town Clerk seeking endorsement of final recommendations and next steps following a Destination City – Independent Review 2024.

25. **MEMBER-INVOLVED RECRUITMENT - EQUALITIES DIRECTOR**

The Committee considered a report of the Chief Strategy Officer relating to recruitment of an Equalities Director.

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

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**The meeting ended at 3.57pm**

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Chairman

**Contact Officer: Polly Dunn**  
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