Public Document Pack

# Policy and Resources Committee

**Date:** **THURSDAY, 12 JUNE 2025**

**Time:** 1.45 pm

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

**Members:**
Deputy Christopher Hayward (Chairman)
Deputy James Thomson CBE (Deputy Chair)
Munsur Ali
Shahnan Bakth (Ex-Officio Member)
Brendan Barns (Ex-Officio Member)
Deputy Emily Benn
Deputy Keith Bottomley
Tijs Broeke
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Peter Dunphy (Ex-Officio Member)
Deputy Helen Fentimen OBE JP
Steve Goodman OBE
Jason Groves
Alderman Timothy Hailes JP
Deputy Caroline Haines
Deputy Jaspreet Hodgson
Deputy Ann Holmes
Shravan Joshi MBE
Alderman Vincent Keaveny, CBE
Florence Keelson-Anfu (Ex-Officio Member)
The Rt. Hon. The Lord Mayor Ald. Alastair King DL (Ex-Officio Member)
Alderwoman Dame Susan Langley, DBE
Deputy Paul Martinelli
Deputy Andrien Meyers
Deputy Alastair Moss
Deputy Benjamin Murphy
Deputy Henry Pollard (Ex-Officio Member)
Alderman Sir William Russell
Deputy Tom Sleigh (Ex-Officio Member)
James Tumbridge
Philip Woodhouse
Irem Yerdelen

**Enquiries:** **Ben Dunleavy**
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**Ian Thomas CBE**
**Town Clerk and Chief Executive**

# AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

**Part 1 - Public Agenda**

1. **APOLOGIES**

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

3. **MINUTES**

   a) To agree the public minutes and non-public summary of the meeting held on 8 May 2025

   **For Decision**
   (Pages 7 - 26)

   b) *To note the summary of the Competitiveness Advisory Board meeting held on 3 April 2025

4. **WARDMOTE RESOLUTIONS**

   To consider Resolutions from the Wards of Aldersgate, Bishopsgate, Cripplegate and Dowgate.

   **For Discussion**
   (Pages 27 - 28)

5. **APPOINTMENTS**

   Town Clerk to be heard.

   **For Decision**

6. **INCOME GENERATION WORKING PARTY**

   Report of the Chamberlain.

   **For Decision**
   (Pages 29 - 38)

7. **LEAD MEMBER APPOINTMENTS**

Report of the Town Clerk.

**For Decision**
(Pages 39 - 56)

8. **APPOINTMENT OF ADDITIONAL INTERNAL MEMBERS TO COMPETITIVENESS ADVISORY BOARD (CAB)**

Report of the Executive Director, Innovation & Growth.

**For Decision**
(Pages 57 - 64)

9. **NATURAL ENVIRONMENT COMPLEMENTARY LAND POLICY AND ASSETS APPRAISAL**

Report of the City Surveyor.

**For Decision**
(Pages 65 - 78)

10. ***SME STRATEGY ANNUAL UPDATE (2025)**

Report of the Executive Director, Environment.

**For Information**

11. ***POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

Report of the Chamberlain.

**For Information**

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

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

14. **EXCLUSION OF THE PUBLIC**

MOTION - 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.

## Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 8 May 2025.

**For Decision**
(Pages 79 - 82)

16. **CITY OF LONDON SCHOOLS INTERNATIONAL**

Joint Report of the Head of the City of London School and the Headmistress of the City of London School for Girls.

**For Decision**
(Pages 83 - 96)

17. **LEADENHALL MARKET**

Report of the City Surveyor.

**For Decision**
(Pages 97 - 110)

18. **CITIGEN AND HEAT NETWORK ZONING**

Report of the City Surveyor.

**For Decision**
(Pages 111 - 206)

19. **ILLUMINATION OF GUILDHALL POLICY**

Report of the Remembrancer.

**For Decision**
(Pages 207 - 210)

20. ***MPO DASHBOARD**

Report of the Chamberlain.

**For Information**

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

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

## Part 3 - Confidential Agenda

23. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the meeting held on 8 May 2025.

**For Decision**

24. **CORPORATION SUPPORT FOR THE CITY OF LONDON POLICE AND ECONOMIC SECURITY**

Report of the Town Clerk.

**For Decision**

25. **CITY OF LONDON CORPORATION'S UNITED STATES OFFICE - UPDATE**

Report of the Executive Director, Innovation and Growth.

**For Decision**

26. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

**For Information**

**POLICY AND RESOURCES COMMITTEE**
**Thursday, 8 May 2025**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 8 May 2025 at 1.45 pm

**Present**

**Members:**
Deputy Christopher Hayward (Chairman)
Deputy James Thomson CBE (Deputy Chairman)
Tijs Broeke (Vice-Chair)
Deputy Caroline Haines (Vice-Chair)
Munsur Ali
Deputy Keith Bottomley
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Peter Dunphy (Ex-Officio Member)
Deputy Helen Fentimen OBE JP
Steve Goodman OBE
Jason Groves
Alderman Timothy Hailes JP
Deputy Jaspreet Hodgson
Deputy Ann Holmes
Shravan Joshi MBE
Alderman Vincent Keaveny, CBE
Florence Keelson-Anfu (Ex-Officio Member)
Deputy Paul Martinelli
Deputy Andrien Meyers
Deputy Alastair Moss
Deputy Benjamin Murphy
Deputy Henry Pollard (Ex-Officio Member)
Alderman Sir William Russell
Deputy Tom Sleigh (Ex-Officio Member)
James Tumbridge
Philip Woodhouse
Irem Yerdelen

**In attendance (observing in Guildhall):**
Deputy Madush Gupta
Edward Lord

**In attendance (observing online):**
Deputy Marianne Fredericks
Deputy Oliver Sells KC

**Officers:**

| | | |
|---|---|---|
| Ian Thomas, CBE | - | Town Clerk and Chief Executive |
| Gregory Moore | - | Deputy Town Clerk |

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|---|---|---|
| Polly Dunn | - | Assistant Town Clerk and Executive Director of Governance and Member Services |
| Jen Beckermann | - | Executive Director and Private Secretary to the Chairman of Policy |
| Doris Chan | - | Town Clerk's Department |
| Benjamin Dixon | - | Town Clerk's Department |
| David Mendoza Wolfson | - | Town Clerk's Department |
| Christopher Rumbles | - | Town Clerk's Department |
| Oliver Sanandres | - | Town Clerk's Department |
| Emily Slatter | - | Town Clerk's Department |
| Dionne Corradine | - | Chief Strategy Officer |
| Alison Littlewood | - | Chief People Officer |
| Damian Nussbaum | - | Director of Innovation & Growth |
| Kate Neale | - | Innovation and Growth |
| Daniel O'Byrne | - | Innovation & Growth |
| Katie Stewart | - | Executive Director, Environment Department |
| Bruce McVean | - | Environment Department |
| Paul Wilkinson | - | City Surveyor |
| Theresa Grant | - | City Surveyor's Department |
| Robert Murphy | - | City Surveyor's Department |
| Peter Young | - | City Surveyor's Department |
| Paul Wright | - | Remembrancer |
| Bruce Hunt | - | Remembrancer's Department |
| Katie Foster | - | Remembrancer's Department |
| David Farnsworth | - | Chief Executive Officer, Barbican Centre |
| Philippa Simpson | - | Barbican Centre |
| Ellie Robles | - | Chamberlain's Department |
| Sonia Virdee | - | Chamberlain's Department |
| Genine Whitehorn | - | Chamberlain's Department |
| Edward Wood | - | Comptroller and City Solicitor's Department |

With Alderman Sir William Russell in the Chair.

1. **APOLOGIES**
Apologies were received from the Right Honourable the Lord Mayor Alastair King and Alderwoman Dame Susan Langley.

2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
There were no declarations.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received an Order of the Court of Common Council dated 25th April 2025, appointing the Committee and setting its terms of reference for the ensuing year.

RECEIVED

4. **ELECTION OF CHAIR**

The Committee proceeded to elect a Chair in accordance with Standing Order No 28.

Deputy Christopher Hayward, being the only Member expressing their willingness to serve, was duly elected Chairman for the ensuing year.

The Chairman expressed his gratitude to all Members of Policy and Resources Committee for their continued support through re-electing him as Chairman once again. The Chairman also took the opportunity to welcome new Members and to thank those Members not having returned to the committee for their valued contribution to its work during their time as a Member.

5. **ELECTION OF DEPUTY CHAIR**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No 29. Deputy James Thomson and Shravan Joshi had expressed their interest in standing.

A ballot was therefore conducted and the result was as follows: -

Shravan Joshi - 11
Deputy James Thomson – 16

Deputy James Thomson was duly elected Deputy Chair for the ensuing year.

The Deputy Chair offered words of acceptance to the Committee.

6. **ELECTION OF VICE CHAIRS**

The Committee proceeded to elect two Vice Chairs in accordance with Standing Order No 29.

The Town Clerk confirmed that Deputy Anne Holmes had withdrawn her nomination in advance of the meeting.

Deputy James Thomson, having already been elected Deputy Chair, his nomination fell away, and with this leaving two remaining candidates.

Tijs Broeke and Deputy Caroline Haines, being the only two Members validly in nomination, were duly elected Vice Chairs for the ensuing year.

The two Vice Chairs offered words of acceptance to the Committee.

7. **MINUTES**

a) The public minutes of the Policy and Resources Committee meeting on 13 February 2025 were approved as an accurate record.

b) The draft public minutes of the Civic Affairs Sub-Committee meeting on 29 January 2025 were noted

c) A summary of the Competitiveness Advisory Board meeting on 29 January 2025 was noted.

d) The public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 5 February 2025 were noted.

e) The draft public minutes of the Capital Buildings Board meeting on 5 February 2025 were noted.

8. **APPOINTMENTS TO SUB-COMMITTEES, BOARDS AND REPRESENTATIVES ON OTHER COMMITTEES**

The Committee considered a report of the Town Clerk relating to the appointment, composition and terms of reference of Policy and Resources Committee's Sub-Committees, together with the appointment of its representatives on other City Corporation Committees.

The Town Clerk confirmed that in the interests of efficiency, the Chairman had proposed approving the various terms of reference, setting out the composition and responsibilities of the Sub-Committees as drafted and presented in appendices A-I, noting that the composition of Resource Allocation Sub-Committee was determined by the Court of Common Council

**RESOLVED:** That Members approved the terms of reference, as detailed in appendices A-I.

The Town Clerk confirmed the intention to move to appointments to Sub-Committees, Boards and representatives on other Committees, with ballots to be conducted in the room as required.

Members noted that Jason Groves' late nominations had been accepted, following a waiver approved on behalf of the Court of Common Council. The following Members were duly appointed.

**<u>Resource Allocation Sub-Committee</u>**

- Deputy Alastair Moss
- Alderman Vincent Keaveny
- Shravan Joshi
- Deputy Helen Fentimen
- Alderman Tim Hailes
- Deputy Keith Bottomley
- Jason Groves

**<u>Communications and Corporate Affairs Sub-Committee</u>**

- Deputy Peter Dunphy
- Deputy Helen Fentimen
- Shravan Joshi
- Jason Groves
- Deputy Emily Benn

Jason Groves, being the only Member having expressed an interest in serving, was duly appointed Chair for the ensuing year.

**Civic Affairs Sub-Committee**

- Deputy Keith Bottomley
- Deputy Jaspreet Hodgson
- Deputy Andrien Meyers
- James Tumbridge

Deputy Keith Bottomley, being the only Member having expressed an interest in serving, was duly appointed Chair for the ensuing year. The Deputy Chair would be the Chief Commoner.

**Member Development Standards Sub-Committee**

Two places being available, with one expression of interest having been received the following appointment was confirmed.

- Deputy Helen Fentimen

No other nominations were received to serve on Member Development Standards Sub-Committee. Members noted that the vacancy would roll over to the next Policy and Resources Committee meeting.

The Chair would be the Chief Commoner.

**Capital Buildings Board**

- Shravan Joshi
- Deputy James Thomson
- James Tumbridge

Deputy Alastair Moss, being the only Member having expressed a willingness to serve, was duly appointed Chair for the ensuing year.

**Freedom Applications Sub-Committee**

- Shravan Joshi

Alderman Sir William Russell, being the only Member having expressed a willingness to serve, was duly appointed Chair for the ensuing year.

**Equality Diversity and Inclusion Sub-Committee**

- Deputy Caroline Haines
- Deputy James Thomson

Deputy Caroline Haines, being the only Member having expressed a willingness to serve, was duly appointed Chair for the ensuing year.

**Competitiveness Advisory Board**
As stated in paragraph 50 of the report, there were no vacancies to be appointed to directly from the Membership of Policy and Resources Committee.

Appointments to Competitiveness Advisory Board for elected Members were dealt with through an expression of interest, assessment and selection process, which took place during the course of the last civic year.

The composition of Competitiveness Advisory Board was, therefore, to note.

**Destination Advisory Board**
Members noted that there were no vacancies to be appointed to directly from the Membership of Policy and Resources Committee.

Appointments to Destination Advisory Board were through an expression of interest, assessment and selection process during the course of the civic year.

The composition of Destination Advisory Board was, therefore, to note.

At this point in the meeting the Committee proceeded to consider representatives on other City Corporation Committees. The following Members were duly appointed.

**Audit and Risk Management Committee**

There were no expressions of interest to serve. As such, the vacancy would be carried over and re-advertised.

**Barbican Centre Board**

- Deputy Jaspreet Hodgson

**Education Board**

- Deputy Caroline Haines

**Investment Committee**

- Shravan Joshi

There being two vacancies to appoint to this day, the remaining vacancy would be carried over and re-advertised.

**Local Plans Sub-Committee**

- Deputy Alastair Moss

**Economic and Cyber Crime (Police) Committee**

- James Tumbridge

**Representatives for Consultation with the Court of Aldermen and Representatives of the Finance Committee on Mayoralty and Shrievalty Allowances**

- Deputy James Thomson

9. **LEAD MEMBER RENEWAL (2025/26)**

The Committee considered a report of the Deputy Town Clerk seeking agreement to renewal of the Lead Member subject areas for 2025/26 and setting out the process for Members to apply to fill the roles.

During discussion of the item, a concern was raised regarding an increase in the number of sub-committees and working parties across the City Corporation, with this resulting in Members having to stretch themselves too thinly and it leading to a number of vacancies on committees. This also placed increased pressure on the Town Clerk's Department through the additional resourcing required. The Chairman acknowledged the concerns raised and stressed a need to be more disciplined when considering creating sub-committees and working parties; task and finish groups could potentially be used for focussed tasks and with these being time limited.

The Chairman added how the Policy Leadership Team and Lead Members were managed through his office and so placed no additional resourcing pressures on the Town Clerk's Department. These roles allowed the Chairman to achieve a level of expertise across a range of areas and helped him to deliver far more engagement than he could deliver himself given the size of the portfolio under his remit. They supported the City Corporation's work overall and also allowed for an inclusive and collaborative approach to leadership, whilst allowing all Members of the Court an opportunity to share in policy work and to take advantage of their expertise. It was questioned whether a Lead Member should have a term limit, in the same way as Committee Chairs do, with the Chairman acknowledging this would create a level of turnover in the roles and was a point that should be considered further.

The Chairman referred to a planned Policy and Resources Committee Awayday in July, during which there would an opportunity for points raised today to be considered in more detail.

RESOLVED: That Members: -

- Agreed Option B – to continue the Lead Member programme, sunsetting the International Markets portfolio, and all proposals as set out in paragraphs 10-18.
- Agreed to invite all Members to make an Expression of Interest for the following six Lead Members for 2025/26: Innovation & Technology, Sport, Resident Engagement, SMEs, Climate Action and Sustainable Finance.

10. **TOWN CLERK AND CHIEF EXECUTIVE - TWO-YEAR REFLECTION AND FORWARD LOOK**

The Committee received a report of the Town Clerk that provided a high-level executive summary of the work of the Town Clerk and his Executive Leadership Board over the past two years to January 2025.

The Town Clerk introduced the paper and remarked on having arrived at an organisation that was rich with resources in terms of staff and with it already delivering outstanding work. The City had its USP around Financial and Professional Services and with there being good cause for celebration with the City having generated over £100bn of economic output annually for the first time. There was the importance of financial and professional services to the UK and its contribution to UK GDP, with the City also having achieved a 49% year-on-year increase in foreign direct investment. Another key highlight was the success of Price Waterhouse Cooper's global Chief Executive Officers Survey finding that the UK had become the second most important destination for investment after the United States. It was stressed how key deliverables had been achieved through working in partnership with Members.

It was also about the future and not only focussing on what the City Corporation had already delivered, with there being an acknowledgement of ongoing areas of challenge moving forwards. There were HR policies and systems in place that needed updating, some of which were now over twenty years old. The City's housing stock had seen years of under investment. There was the need for a strategic review of all City Corporation assets and to think critically about which of these should be retained. There was the City of London Police's national lead role on fraud and a need to prioritise and solidify its position.

The City Corporation had previously been heavily siloed but with there now being an excellent Leadership Team in place to help drive forward transformation. New systems for HR and finance needed embedding, as well as establishing values and behaviours over the next two to three years. A key area of work would be focussing on the strategic direction and transformation agenda and looking to ensure alignment with the City Corporation's long-term objectives.

During discussion that followed, reference was made to the impact of foreign investment and an increase in foreign workers, with the Town Clerk responding and emphasising the positive contribution of foreign investment to the City's economy and the importance of a diverse workforce driving innovation and growth. The Town Clerk responded to questions relating to HR issues, acknowledging the challenge they presented and offering Members an assurance that steps were being taken to address these issues through implementation of a new ERP system, values and behaviours. A concern was raised regarding possible change fatigue, with the Town Clerk agreeing that it was a real issue and confirming that additional resources would be brought in to take forward the transformation agenda.

There was an observation regarding the cost of delivering decent homes and a strategy being needed to manage these costs, with the Town Clerk stressing the importance of innovation and efficiency in achieving cost-effective solutions whilst maintaining high standards. The Town Clerk agreed that strategy development to implementation was pertinent. Key results would come forward to Members at an appropriate point to allow for progress to be tracked against agreed KPIs. This would show where we were now whilst reporting on progress and with this holding people to account.

The Town Clerk thanked Members for their comments and encouraged open dialogue moving forwards to ensure all concerns and suggestions were being addressed.

The Chairman of Policy concluded the discussion confirming that there would be an opportunity to discuss this initiative and the broader strategy to address the City Corporation's challenges at the Policy and Resources Committee Awayday. The Chairman referred to there being much work to be done and with the Town Clerk having never flinched from taking decisions to deliver. The Chairman took the opportunity to thank the Town Clerk on behalf of Policy and Resources Committee, with this receiving the unanimous agreement of Members.

RESOLVED: That Members:-

- Noted the report.

11. **INVESTMENT GOVERNANCE - STANDING ORDER REVISIONS**

The Committee considered a report of the Town Clerk seeking agreement to an increase to thresholds for property investment transactions so that greater power was delegated to officers and the relevant Committees.

A Member referred to officer delegations being increased and sought an assurance that delegation procedure controls have been reviewed and updated proportionately. An assurance was given that each year Committees were given an opportunity to approve an annual strategy for each fund and with this including any disposals that might be proposed for the forthcoming year. The process for providing a robust, transparent and auditable officer delegation process was something that needed designing and was due to be completed imminently.

The Member also referred to an issue considered by City Bridge Foundation Board relating to 59 Variations when there had been agreement that the premium was to be moved from £2.5m to £20m. Clarity was provided that the £2.5m figure was a typographical error in translating over what had come forward from City Bridge Foundation. Members noted that this would be dealt with through the authority that was being sought for the Town Clerk to allow for the figure to be corrected for inclusion in the Court report to bring it in line with what City Bridge Foundation had agreed.

RESOLVED: That Members: -

- Agreed to change the investment property transaction thresholds in Standing Orders as set out at paragraph 5, and in Appendix 1
- Authorised the Town Clerk to make the necessary amendments to the City Surveyor's Scheme of Delegations

12. **BARBICAN RENEWAL GOVERNANCE**

The Committee considered a joint report of the Chief Executive Officer, Barbican Centre and City Surveyor proposing the establishment of governance arrangements to oversee delivery of the Barbican Renewal Programme (BRP).

Reference was made to the previous discussion regarding a 10-year Business Plan, but with this not having been provided and a suggestion that it should have been included. There was also no reference to partnerships, with there being some great organisations around the world who might prove to be very good partners for the Barbican Centre. The City Corporation's significant financial contribution to Barbican Renewal was also highlighted, with it not being clear what the relationship should be with Capital Buildings Board given the existing governance structures for large scale capital programmes that already existed.

A Member, also Chairman of Finance Committee, remarked on there being a very large item of potential expenditure from City Fund and proposed that the composition of Barbican Renewal Working Group should comprise of at least two Members of the Finance Committee given the financial liability involved in the programme. The position on Optimism Bias contingency funding requests was noted, with these requiring Policy and Resources Committee approval; with it also being stressed that as soon as any potential risks were identified that may require optimism bias funding that Policy and Resources Committee should be alerted at the earliest opportunity.

It was questioned to what extent thought was being given to linking the Barbican Renewal Programme to the Markets relocation, particularly given the plan for Smithfield and its regeneration.

In response to the various points raised, clarity was provided that Capital Buildings Board had not been included as an option for governance following the previous decisions of this Committee and the Court of Common Council and it was now about implementing what had already been agreed. The query regarding the Business Plan was addressed, and clarity given that this was being developed in line with the agreed delivery date of end of 2025/26 financial year. There was an acknowledgement of the valid points raised, through links to Smithfield and also looking at partnerships, with an assurance given that the Barbican Centre was in live conversation with the team working on Smithfield, to ensure coordination, and was looking at a potential partnership for the development of the Exhibition Halls, which form a future phase of Renewal.

It was confirmed that an options appraisal for the Exhibition Halls would follow, with this considering longer term solutions for the Barbican Centre through looking at partnership opportunities and also looking at linking up with other locations e.g., Smithfield.  An assurance was given that an early warning system would be running on the programme; early sight of any potential risks on the project would be reported accordingly.

Deputy Henry Colthurst proposed an amendment, seconded by Benjamin Murphy, that ‘two Members of Finance Committee’ be included in the Composition of the Barbican Renewal Sub-Committee, with this being voted on and agreed unanimously. The amendment was carried.

RESOLVED: That Members: -

1. Agreed the appointment of the City Surveyor and CEO of the Barbican Centre as joint SROs for the undertaking of the BRP.

2. Agreed that the joint SROs be granted the authority to make decisions with a cost implication of up to £5m, noting that the City Surveyor already holds signatory authority up to £15m, for the approval and signature of contracts only (in consultation with the Commercial Director), as detailed in paragraph 16.

3. Agreed option B contained within the report, which involves the creation of a Barbican Renewal Working Group (BRWG) that would be consulted monthly, or as needed, by the SROs for scrutiny and council over the exercising of decisions within these delegations, noting that the Working Group itself would have no decision-making authority over the programme.

4. Agreed that the CEO of the Barbican Centre be authorised to confirm the role of Director of Building and Renewal as Delivery Director for the Barbican Renewal Programme. In doing so, Members are invited to note the intention to appoint the Barbican Centre’s Director for Buildings and Renewal, and to agree the delegations to the Director, also outlined in paragraph 16.

5. Noted that, in keeping with the decision taken by the Court of Common Council in December 2024, funds required beyond the agreed budget envelope of £231m, but within the Optimism Bias contingency of £57m, must be brought to the Policy and Resource Committee and Finance Committee for their consideration and approval before any part of it is utilised.

6. Noted that, subject to approval this day, an Options Analysis on use of the Exhibition Halls was to be reviewed by Resource Allocation Sub-Committee, and Barbican Centre Board to note, before presentation to Policy and Resources Committee, and therefore excluded from the remit of the proposed BRWG.

7. Noted that a 10-year business plan (in conjunction with the City of London Corporation's wider approach to culture and service provision) has been commissioned, setting out options for a sustainably funded arts and cultural offering at the Barbican Centre, supported by the tax-payer, commercial income generation, and support from the corporate sector, to be developed by no later than the 2026/27 tax year. The 10-Year Business Plan would be managed as a separate programme, and updates would not be provided through the governance arrangements outlined in this paper.

13. **INCOME GENERATION WORKING PARTY**

The Committee considered a report of the Deputy Town Clerk recommending constitution of an Income Generation Working Party (IGWP) to oversee and make recommendations to Policy and Resources Committee pertaining to the City Corporation's income generation options and opportunities.

During discussion of the item, a number of points were raised. A Member expressed their strong support for an IGWP, whilst also emphasising a need for more ambition; the IGWP should focus on leveraging the City Corporation's brand, assets and corporate profile to generate income. The importance of investing in staff with commercial expertise was highlighted. Clarity was sought on the reporting line into Policy and Resources Committee rather than Finance Committee given that most of the work would require financial arrangements. It was stressed how the IGWP needed to avoid working in isolation and to ensure its efforts were fully integrated with other relevant initiatives and departments, with this approach helping to achieve a more cohesive and effective strategy for income generation and leveraging the strengths and resources of the entire organisation. Clarification was sought on the the scope of the review and whether it would include the City Corporation's Institutions.

In response to the points raised, it was explained that the IGWP was being established under Policy and Resources Committee given its funding was coming from the Policy Initiatives Fund. The role of the IGWP would be to offer strategic leadership and look to pinpoint significant income generation opportunities. There was a necessity to prioritise opportunities and to ensure that the most promising options were being pursued first. Detailed business cases would need creating for each opportunity, outlining potential benefits, costs and implementation plans, ensuring each opportunity was thoroughly evaluated and planned before implementation. The IGWP would be consulting with a range of stakeholders to ensure that strategic master planning was thorough and inclusive. The approach outlined aimed to maximise the effectiveness of income generation opportunities at the City Corporation.

A Member took the opportunity to remark on the excellent work of Ellie Robles, through focussing on a number of initiatives and commercial opportunities, and with her having been a fantastic addition to the City Corporation. The Chairman endorsed the Member's comment, whilst adding that having now spoken to Ellie he was convinced the City Corporation would start getting some real income generation opportunities.

The Chairman moved to a vote on the item, following which a majority of Members voted in favour of it and there being four abstentions. As such, the the item was approved.

RESOLVED: That Members: -

- Approved Option A, the creation of an Income Generation Working Party under the remit of the Policy and Resources Committee, as resourced and constituted in the terms set out in the Business Case (Appendix 1).

- Approved the allocation of £31,000 from the 2025/26 Policy Initiatives Fund (PIF) for the resourcing of this Working Party.

14. **ON-STREET PARKING RESERVES CAPITAL BIDS (QUARTER 4 - 2024/25)**

The Committee considered a joint report of the Executive Director, Environment and Chamberlain seeking approval of funding from the City's On-Street Parking Reserves (OSPR) for two projects.

RESOLVED: That Members: -

Approved allocations from OSPR as follows:

- £750,000 for the Bank Junction improvements experimental taxi monitoring costs (£535,000 in FY 2025/26 and £215,000 in FY 2026/27).
- £450,000 for public realm improvements to Ironmonger Lane (all in FY 2025/26).

15. **YEAR 4 QUARTERS 3 AND 4 UPDATE ON THE CLIMATE ACTION STRATEGY & YEAR 5 ACTION PLAN**

The Committee considered a report of the Executive Director of Innovation and Growth providing an update on the Year 4 Quarter 3 and 4 activities (October 2024-March 2025) and seeking approval of the drawdown of funds from the original budget envelope for implementation of the Climate Action Strategy in Year 5.

During the discussion that followed, it was questioned when financial returns from the Climate Action Strategy work would start. Reference was also made to the tremendous difficulty with the Housing Revenue Account and work that was needed on social housing; there was potential for the Climate Action Strategy programme to help, but with its timing of March 2027 not fitting in with the timing of when work can start on social housing, particularly on the Golden Lane Estate. It was suggested that there would be a benefit in further officer conversations taking place about linking these two areas up to better effect.

The Executive Director of Innovation and Growth responded to the points raised and took the opportunity to highlight how climate action was an area where you witnessed cross department and cross institution working and where there was no silo working; colleagues were working really hard to deliver including around housing. It was confirmed that an update on delivery against the Climate Action Strategy would be going to Finance Committee, but with initial estimates being around £30m in terms of savings so far. The Director added how the Climate Action Strategy team were extremely engaged with housing colleagues. Efforts remained ongoing in looking to see how far and how fast they can go across each of the 12 strands, with each of them going at a different pace and working into their individual reporting committee. The Climate Action Strategy team would be looking to do all they can to support on crucial areas of work.

A Member questioned whether Plan B options were being considered and if these would be ready if it was not going to be possible to meet the original obligations, with the Director responding and confirming consideration was being given to what would need to be done if it was not possible to hit Plan A. The Director stressed that it was an area of work that needed pushing forward to see if the target can be met.

RESOLVED: That Members: -

i. Approve the drawdown of funds from the original budget envelope for implementation of the Climate Action Strategy in FY25-26. This was split between City's Estate (£8.4m) and City Fund (£17.8m).

ii. Noted the risks to our 2027 net zero target for our own operations, and continued mitigating efforts.

16. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**
The Committee considered a report of the Chamberlain providing the schedules 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.

RESOLVED: That Members: -

- Noted the report and contents of the schedules.
- Approved the 2024/25 unallocated balances on your Committee's PIF and Contingency Funds as well as Departments request for unspent allocations to be carried forward into 2025/26. Noting a further part in the process was set out in paragraph 16.
- Whilst the overall 2025/26 PIF uncommitted balance currently stands at £1,557,106, the amount available for multiyear bids was over by £39,100, as shown in Paragraph 17. The available balance for 2025/26 Committee Contingency was £429,692.

  Agreed to increase the 2025/26 multiyear PIF cap by £39,100 from the 2025/26 Committee Contingency for the Proposal for Development of a City Business Investment Unit (CBIU) bid of £221,100 for both 2025/26 and 2026/27 as approved in February 2025's Committee. At this time, the 2025/26 uncommitted multiyear bid was only £182,000.

17. **GRENFELL REPORT, PHASE 2 OVERVIEW**
The Committee received a report of the Deputy Town Clerk providing an overview of the City of London Corporation's response to the findings of Volume 7 of the Grenfell Tower Inquiry Phase 2 report, which focussed on the Local Authority management of building safety controls and responses to associated risks.

The Deputy Town Clerk took the opportunity to summarise outcomes that had been agreed at Corporate Services Committee, given that committee's oversight of health and safety across the organisation.

There was a need for improvements in the technical capability of staff and changes to systems required to manage buildings stock to the standards defined by the Grenfell report. There was agreement on the importance of gaining a more granular understanding of specific areas needing improvement and a request for an action plan and timeline for remediation. There needed to be a strong focus on ensuring that systems go beyond demonstrating compliance and were robust and workable, especially in regard for person-centred fire risk assessments. The Department for Community and Children's Services, with which the majority of this works sits, had recently appointed a Head of Health and Safety to guide implementation of this work.

Overall, the City Corporation was in a stronger position and significant improvements have recently been made in responding to emergencies and major incidents.

RESOLVED: That Members: -

- Received the report and noted its content.

18. **SUPPORT FOR UK-BASED FINANCIAL AND PROFESSIONAL SERVICE - INNOVATION AND GROWTH QUARTERLY REPORT**
The Committee received a report of the Executive Director of Innovation and Growth presenting the impact of the City of London Corporation's work in support of UK-based Financial and Professional Services between January 2025 and March 2025.

RESOLVED: That Members: -

- Received the report and noted its content.

19. **DESTINATION CITY UPDATE REPORT**
The Committee received a report of the Deputy Town Clerk providing an update on Destination City.

RESOLVED: That Members: -

- Received the report and noted its content.

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 schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Orders 40(a) and (b).

RESOLVED: That Members: -

- Received the report and noted its content.

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

There were two questions as follows:

**<u>Jaspreet Hodgson – Housing Provision working party</u>**

Would the Chair of Policy and Resources commit to convening a Working Group, established by this Committee, comprised of not more than 12 members of the Court elected by the full Common Council and supported by relevant officers, to review our housing provision and to consider the creation of a Housing Committee with Grand Committee authority?

If so, would he agree to convene the Working Group within six months of this date and request that findings be submitted to the full Court within twelve months of convening.

The Chairman responded and referred to there having been three external reviews of the City Corporation's housing service, following which action was being taken to improve customer focus, contract and cost management and to implement a new housing strategy and develop an asset management plan.

A report in February 2024 considered whether governance arrangements were sufficient to oversee those improvements in our housing service and concluded that no significant governance changes should be made at that time. That paper proposed that this should be reviewed again in 2 years, which would take us to February 2026. At Court of Common Council earlier this year, I had also said to Mark Wheatley that I felt that the time to consider such a change would be over the coming civic year.

So, in response I do think that there is a plan already to consider this and on that basis I am reluctant to agree to any new processes or working groups in addition to that.

When we do consider the matter, I personally would want to be convinced that a new Grand Committee was the right mechanism, given that we have a Housing Sub-Committee, Barbican Residential Committee and Residential Consultative Committee already. I would also want to fully understand what residents' views were on the matter.

The Chair asked the Chair of Community and Children Services to add anything that she felt necessary. The Chair of Community and Children's Services responded and referred to there having been insufficient investment in previous years. A Transformation Board had now tackled the issues of services charges at the Barbican Centre. The Social Housing Estates had procured a new service, with a new complaints procedure and response time. Residents were being talked to through consultation committees regarding the current arrangements on the estates and whilst they had not been asked the questions directly, there was no indication of an appetite for change at this stage.

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*At this point in the meeting, in accordance with Standing Order 39, a decision was taken and approval granted to extend the length of the meeting.*
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The Chair added that she would not be supportive of the establishment of a Working Party. Money was needed to support housing and a new Working Party would not make this go any faster than it was already being worked on. There was a new Strategic Leadership Team across both Community and Children's Services and the Barbican and there was a need to let them work through the system. There was also a Housing Strategy that was continuing to be worked through. A new Working Party was not needed at this stage.

The Chairman confirmed this as a joint response to the question, adding that the issue had not gone away and that it continued to be worked through.

**James Tumbridge - Ward Notice Boards**
Clarity was sought on the change in terminology on Ward Notice Boards from 'Common Councilmen', as the legally recognised title to 'Common Councillors.' It was questioned how this change came about and with an assurance sought that no further changes would be made to Ward Notice Boards until Members had taken time to consider this further and agree a position.

The Deputy Town Clerk clarified that the terminology changes to Ward Notice Boards aligned to a decision previously taken by Policy and Resources Committee when it had been agreed to use gender neutral working. The Comptroller and City Solicitor clarified that 'Common Councilmen' was the correct legal term to include on legal documents and that it would require legislation to change. It was questioned whether the title appeared on ward notice boards on a legal basis.

Differing views were offered on the terminology that should be used and how it should be determined, with the Deputy Town Clerk stressing a need to understand the legal position before it can be considered any further and a decision taken.

The Chairman concluded the discussion confirming a need to understand the legal position before it can be taken any further.

22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no additional items of business.

23. **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.

24. **NON-PUBLIC MINUTES**

a) The non-public minutes of the Policy and Resources Committee meeting on 13 February 2025 were agreed.

b) The draft non-public minutes of the Civic Affairs Sub-Committee meeting on 29 January 2025 were noted.

c) The non-public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 5 February 2025 were noted.

d) The draft non-public minutes of the Capital Buildings Board meeting on 5 February 2025 were noted.

25. **STANDING INTERNATIONAL FORUM OF COMMERCIAL COURTS - FUTURE FUNDING**
The Committee considered a report of the Remembrancer relating to funding of the Standing International Forum of Commercial Courts.

26. **CITY'S ESTATE - ANNUAL STRATEGY REPORT 2025**
The Committee received a report of the City Surveyor setting out key actions for the year ahead for the City's Estate Property Investment portfolio pursuant to the Real Estate Investment Strategy.

27. **CITY FUND - ANNUAL STRATEGY REPORT**
The Committee received a report setting out key actions for the year ahead for the City Fund property investment portfolio pursuant to the Real Estate Investment Strategy.

28. **MAJOR PROGRAMMES OFFICE DASHBOARD**
The Committee received a report of the Chamberlain providing an update on overall progress against work on the Major Programmes.

29. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
The Committee received a report advising Members of action taken by the Town Clerk outside of the Committee's schedule, in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos 40(a) and 40(b).

30. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

31. **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.

32. **MINUTES**

a) The confidential minutes of the Policy and Resources Committee meeting on 13 February 2025 were agreed as an accurate record.

b) The draft confidential minutes of the Civic Affairs Sub-Committee meeting on 29 January 2025 were noted.

c) The confidential minutes of the Freedom Applications Sub-Committee meeting on 4 February 2025 were noted.

33. **MARKET SITES REGENERATION PROGRAMME**
The Committee considered a joint report of the Comptroller and City Solicitor, Deputy Chief Executive and City Surveyor seeking approval of options for the Markets Sites Regeneration Programme moving forward.

**The meeting ended at 4.20pm**

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Chairman

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

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a) To consider the following Resolution from the Ward of Aldersgate – 19 March 2025:

"The Ward of Aldersgate seeks an independent enquiry into the 'Speak for the City' campaign. The campaign invests some hundreds of thousands of pounds, with stated performance measures to:

- increase the number of contested wards at the 2025 and 2029 elections;
- increase the number of voters at the 2025 and 2029 elections; and
- increase the number of candidates at the 2025 and 2029 elections.

This year the Ward of Aldersgate will democratically elect members to represent our citizens. However in 14 of the 25 City of London wards there will be no elections and by default there will be fewer voters exercising their democratic right. Either the 'Speak for the City' campaign has failed or the system of election to Common Council has failed. In either case an independent enquiry is called for".

b) To consider the following Resolution from the Ward of Bishopsgate – 19 March 2025:

"This Wardmote resolves to request the City of London Corporation to re-introduce Ward Newsletters to help engage with the wide range of businesses, residents and students in Bishopsgate on the topics which atter to them most"

c) To consider the following Resolution from the Ward of Cripplegate – 19 March 2025:

"The Ward of Cripplegate commented that on election day 2025, electors in Cripplegate Ward will have a choice of ten candidates standing for eight Common Council seats but in fourteen of the 25 City of London wards voters will not be able to take part in elections as the number of candidates is the same as the number of seats available. The Cripplegate Wardmote therefore seeks an investigation into the process which has failed to deliver a fully democratically elected group of members to Common Council".

d) To consider the following Resolution from the Ward of Dowgate – 19 March 2025:

''This Wardmote resolves to request that the City of London Corporation reintroduce Ward Newsletters to help engage with the wide range of businesses, livery companies and residents in Dowgate Ward on topics which matter to them. The City of London Corporation works hard across many sectors and these initiatives should be better communicated alongside the wards representatives' efforts.''

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# City of London Corporation Committee Report

| | |
|---|---|
| **Committee(s):**<br>Policy and Resources | **Dated:**<br>12 June 2025 |
| **Subject:** Appointment of Members to the Income Generation Working Party (2024/5) | **Public report:**<br>For Decision |
| **This proposal:**<br>• **delivers Corporate Plan 2024-29 outcomes**<br>• **provides statutory duties** | **Providing Excellent Services**<br>**Flourishing Public Spaces** |
| **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:** | Chamberlain |
| **Report author:** | Ellie Robles<br>David Mendoza-Wolfson |


**Summary**

At its May 2025 meeting, the Policy and Resources Committee agreed to form an Income Generation Working Party of up to nine Members. This report seeks the endorsement of the Policy and Resources Committee for seven Members to join the Chairman and Deputy Chair of P&R on the Working Party.

Following advertisement for the Working Party, ten Members submitted expressions of interest (EoIs).

These EoIs were assessed by officers and subsequently reviewed by the Policy Leadership Team, in line with the process agreed by the Policy and Resources Committee. This report sets out the recommended appointments to the Working Party, in accordance with the outcomes of this process.


**Recommendation**

It is recommended that the Committee endorses the appointment of the following Members to the Working Party for Income Generation:

- Deputy Tim Butcher
- Jason Groves
- Alderman Tim Hailes
- Stephen Hodgson
- Shravan Joshi
- Deputy Ben Murphy
- Deputy Dawn Wright

## Main Report

**Background**

1. Following years of exploring options around income generation, at its meeting of May 2025, the Policy and Resources Committee agreed to support the formation of a Working Party to oversee and make recommendations pertaining to the generation of income by the City of London Corporation

**Current Position**

2. As referenced above, at the May 2025 meeting of the Policy & Resources Committee, the Committee agreed:
    a. To the creation of an Income Generation Working Party under the remit of the Policy and Resources Committee, as agreed — with its business case — at the May meeting of Policy and Resources Committee.
        *i.* The May meeting of the Policy and Resources Committee agreed the following composition for the Working Party:

        • *"The Chair of the Policy and Resources Committee (Chair) and Deputy Chair of Policy and Resources Committee (Deputy Chair);*

        • *Up to seven other Members of the Court of Common Council.*

        • *NB: Of the above, at least 3 Members of the Working Party (including the Chair) must sit on the Policy and Resources Committee and 2 must sit on the Finance Committee (not in an ex-officio capacity)."*
    b. That vacancies should be advertised to all Members of the Court of Common Council setting out a requirement to submit an expression of interest
3. A call for Expressions of Interest was sent on 9th May, with an application deadline of 19th May.
4. Expressions of Interest were received by the deadline from:
    - Deputy Tim Butcher
    - Jason Groves
    - Madush Gupta
    - Alderman Tim Hailes
    - Deputy Caroline Haines
    - Stephen Hodgson
    - Shravan Joshi
    - Deputy Ben Murphy
    - Philip Woodhouse
    - Dawn Wright

5. Officers within the Chamberlain's Department and the Office of the Policy Chairman carried out an initial assessment of the Expressions of Interest for the Working Party, in accordance with the Business Case approved by Policy and Resources Committee in May 2025.

6. Officers that carried out the initial assessments included:

   a. Genine Whitehorn, Commercial Director

   b. Ellie Robles, Commercial Programme Manager

   c. David Mendoza-Wolfson, Policy Advisor

7. The assessments and Expressions of Interest were discussed by the Chairman and Deputy Chair of the Policy and Resources Committee – in consultation with the Chamberlain, who collectively made the final selection.

**Proposals**

8. That the proposed appointments are endorsed by the Policy and Resources Committee for membership of the Working Party:

   a. Deputy Tim Butcher

   b. Jason Groves

   c. Alderman Tim Hailes

   d. Stephen Hodgson

   e. Shravan Joshi

   f. Deputy Ben Murphy

   g. Deputy Dawn Wright

**Corporate & Strategic Implications**

Strategic implications – The Working Party Membership will provide additional political support for transitioning the organisation towards income generation.

Financial implications – None

Resource implications – None

Legal implications – None

Risk implications – None beyond those articulated in the May 2025 report

Equalities implications – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics and could further improve the City Corporation's equalities outcomes by supporting an income that will allow for funding of a wider provision of inclusive activities.

Climate implications - None

Security implications – None

**Conclusion**

9. Members are asked to endorse the appointment of the Members for the Working Party set out in the recommendations.

**Background Papers**

Income Generation Working Party
Income Generation Working Party: Business Case

**Appendices**

Appendix 1: Income Generation Working Party Expressions of Interest

Ellie Robles
Commercial Programme Manager, Chamberlain's Department
ellie.robles@cityoflondon.gov.uk

David Mendoza-Wolfson
Policy Advisor, Office of the Policy Chairman
david.mendoza-wolfson@cityoflondon.gov.uk

**INCOME GENERATION WORKING PARTY**
**EXPRESSIONS OF INTEREST**

## Expression of Interest

# INCOME GENERATION WORKING PARTY
# EXPRESSIONS OF INTEREST

## Tim Butcher

I would like to join the Income Generation Working Party as I believe that I can make a meaningful contribution.

For the last two years I have chaired the Income Maximisation Workshop for Buckinghamshire Council.

This working party has had several work streams, and the actual income generated from the first phased exceeds £1m of which £690k will be received by May 2025.

The next phase is expected to generate an additional £2M to £3M by the end of the current financial year.

This was all income generated for the Council Tax Fund which in the City's case would be City Fund.

I strongly believe that the working party should concentrate on quick wins and in particular City Fund where there is a need to maximise the income opportunities as soon as possible. I know from experience that a working party of this nature needs the support of the senior officer leadership team with a dedicated officer to make this happen. In Buckinghamshire, the previous 151 officer was tasked with leading the officer support team and without that input progress would have been slower.

I have the experience and the determination to assist the Corporation in generating much needed new streams of income.

I hope the selection panel will consider adding my name as a member of this working party.

## Jason Groves

I would like to express an interest in joining the Income Generation Working Party. As one of the members of the Policy & Resources Committee who has consistently championed the need to develop a more commercial mindset, I would like to join the group helping to steer the shape of what that change would look like.

As someone who has worked in the commercial world – and been involved in business development in not-for-profit organisations consistently since leaving university, I would bring the experience of what can succeed and what is unlikely to work.

On the commercial side, I have been both a marketing director and also a purchaser of services, so have seen what a good proposition looks like from both angles. Likewise, I have a good understanding of what it means for an organisation to develop messages that resonate with key target audiences.

As a member of the Policy Authority Board and Hampstead Heath Committee, I am already involved with two aspects of the City that would benefit from a sharper focus on this area.

I look forward to supporting the Corporation's progress in this area.

**INCOME GENERATION WORKING PARTY**
**EXPRESSIONS OF INTEREST**

## Madush Gupta

- Commercialisation must be a central pillar of our financial strategy. I've repeatedly stood up in Court and Committee to advocate for a professional, Corporation-wide commercial and partnership function to unlock sustainable income.
- As a member of the Finance and Investment Committees, I use my commercial acumen to support and challenge officers to think differently—backing a shift from internal subsidy to long-term, outward-facing sustainability.
- I was a vocal proponent of the Charities Review and Funding Framework—our most important paper this term. It empowers our institutions to build partnerships, grow external income, and fundraise with confidence.
- This is not about austerity. It is about harnessing the full potential of our assets through enterprise, philanthropy, and long-term vision—be it Hampstead Heath, Epping Forest, Guildhall School, or Leadenhall Market.
- I bring over 30 years' commercial experience: Lloyds Banking Group, JP Morgan, and two start-ups. I've delivered large-scale partnerships across public and private sectors—from Elstree Studios to Central St Martins.
- Within the Corporation, I've taken a leadership role in shaping how we secure the long-term commercial future of Leadenhall Market—aligning commercial viability with heritage stewardship.
- Commercialisation is not a quick fix—it's a cultural shift and I am an experienced cultural changemaker. I'm committed to helping embed it.

## Tim Hailes

I would like to be considered for membership of the Income Generation Working Party recently established by Policy & Resources.

As one of the Members most proactive in supporting our collective efforts to seek to leverage our heritage assets, commercial opportunities, and advertising (including raising Questions at Common Council and in Grand Committees) I have demonstrated a strong stakeholder interest in this topic. In addition, as Chairman of The Lord Mayor's Show Limited, I have been leading what will be the first steps towards practical implementation with the LMS 2026 through advertising, sponsorship, and merchandising.

I have demonstrated through my chairmanship of OPPSC and RREC a strong and disciplined focus around budget management and achieving value for money. As the holder of both Aldermanic office and prior service in the Shrievalty I have a keen sense of the delicate balance required to maintain our history, tradition and custom (all essential to our "brand") whilst moving with the times to remain relevant and exploit new opportunity when it presents itself to us.

I believe this to be a significant opportunity for our organisation and would like to play an active part in driving it forward to the next stage.

## Caroline Haines

## INCOME GENERATION WORKING PARTY
## EXPRESSIONS OF INTEREST

I would like to apply for this Working Party because assets across the Natural Environment are a vital part of the forward-looking plan to generate income. The voice of someone intimately involved in the Complimentary Land Policy discussions - especially around housing provision - is vital - but we have already begun building an income generating culture across our 8 charities which would provide positive input into the discussions.

As outgoing Chair NEB and incoming Chair, Epping Forest and Commons I will be the pivot for discussions around all our assets within NE - and I am also VC Policy. I have been involved in the intense discussions around other income generating projects, especially West Ham Park (the sale of the nursery site) and HAC in Port Health. I have long advocated that our schools (including the MAT) could be utilised more effectively to raise funds to benefit the centre and not just themselves and have begun work at GSMD to consider how that world leading brand can be monetised.

We must be seen to be drawing the creative voices of a wide range of members and officers into the loop and it should not just be finance (in both senses, committee and profession) who should be represented. Divisions cannot be 'talked about' or policy recommendations made on their behalf without key input at the working group stage. Income generation requires a massive cultural shift within an organisation where historically personnel did not have to think in those terms.

# INCOME GENERATION WORKING PARTY
# EXPRESSIONS OF INTEREST

## Stephen Hodgson

I am a newly-elected member of the Court recently appointed to the Finance Committee and elected to the Projects and Procurement Sub-Committee and the Efficiency and Performance Working Party.

Outside the City Corporation, I am a Chartered Accountant with more than 18 years of professional experience including 11 years in two "Big 4" accountancy firms.

I am aware of the financial challenges and opportunities facing the City Corporation and the importance of exploring and realising new sources of income through a variety of means within the unique context of the City Corporation, its history, its role, and its resources. I am also well-placed to ensure a joined-up approach spanning the different committees and working parties to which I belong.

I have the requisite skills, experience, and commitment to make a positive impact on the production and delivery of a new income generation strategy to improve the City Corporation's financial sustainability.

## Shravan Joshi

I have consistently championed for the Corporation to adopt a proactive, income generating mindset across all service departments.

Several key initiatives are already underway and, with the right focus, can deliver income streams by 27/28. One such initiative is the proposed levy on overnight stays at City hotels, which I have been involved with from the outset. This has been under discussion at RASC awayday, with the Chamberlain's department working actively on a solution. With the GLA progressing their own plans, there remains a timely opportunity for the City to negotiate and secure revenue through a collaborative, London-wide hotel levy.

I am also confident that in the medium term we can introduce a policy on advertising media rights that delivers meaningful revenue whilst preserving the unique character of the Square Mile. This has been debated for some time, and I believe this Working Party can finally deliver a pragmatic, financially sound framework. In the short term, we have a clear opportunity to monetise City-owned properties—such as car parks—through advertising, requiring no policy change. This can serve as a proof of concept for broader asset utilisation.

More strategically, I recognise that some initiatives will require policy changes, but these are achievable with clear political will. I would like to be considered for this role, as I believe I have been a positive advocate for income generation for some time and would be able to add value to this Working Party, as it navigates both immediate and more strategic needs.

**INCOME GENERATION WORKING PARTY**
**EXPRESSIONS OF INTEREST**

## Ben Murphy

Over the past couple of years, I have had the pleasure of sitting on the Efficiency and Performance Working Group, which has commissioned a wide range of analysis on income generating opportunities and looked at the Corporation's maturity for supporting income generation. It's also 'called-in' Chairman and Chief Officers, to understand where we need to remove some of the policy and governance barriers to better understand where we could unlock value. I would hope this Working Group will move some of those ideas to delivery and I am certainly willing to roll up my sleeves to support that effort.

## Philip Woodhouse

Please can I be considered for this working group.

## Dawn Wright

As a dedicated Common Councillor and Deputy for Coleman Street, I bring a wealth of experience in financial oversight, strategic planning, and revenue optimization. My background spans board-level leadership in blue-chip enterprises and successful entrepreneurship, having co-founded, grown, and sold two medium-sized businesses. This track record underscores my ability to foster financial sustainability and commercial innovation.

With extensive experience in digital transformation, cyber security, and IT services, I am well-versed in identifying growth opportunities and implementing strategic enablers. As Chair of Digital Services and Fraud & Cyber Security Reporting, I have led initiatives to optimize operational efficiency and maximize commercial potential. My tenure with the Police Authority Board and Finance-related committees provides a deep understanding of financial governance, policy evaluation, and performance assessment.

The City Corporation stands at a critical juncture, requiring innovative strategies to bridge the projected £24 million deficit for the City Fund. I am committed to guiding income diversification efforts, leveraging high-value assets, and instilling an entrepreneurial mindset across the organization. My expertise in financial modelling and business development will ensure the Working Party delivers a robust income generation strategy aligned with long-term stability.

My leadership roles in education and civic engagement further demonstrate my commitment to structured governance and impactful decision-making. With a forward-thinking approach and a results-driven mindset, I will contribute significantly to transforming income generation within the Corporation

# City of London Corporation Committee Report

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|---|---|
| **Committee(s):**<br>Policy & Resources | **Dated:**<br>12th June 2025 |
| **Subject:**<br>Appointment of Lead Members (2025/26) | **Public report:**<br>For Decision |
| **This proposal:**<br>• **delivers Corporate Plan 2024-29 outcomes** | All Corporate Plan outcomes |
| **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:** | Deputy Town Clerk |
| **Report author:** | David Mendoza-Wolfson, |


**Summary**

At its May 2025 meeting, the Policy and Resources Committee agreed to continue to the Lead Member programme for the 2025/26 year and endorsed an approach in respect of advertising and appointing to these roles.

Following advertisement for the Climate Action, Innovation & Technology, Resident Engagement, SME, Sport and Sustainable Finance Lead Member roles, Expressions of Interest (EoIs) were received from 12 candidates.

These EoIs were assessed by officers and subsequently reviewed by the Policy Leadership Team (the Chairman, Deputy Chair and Vice Chairs of Policy and Resources Committee), in line with the process agreed by the Policy and Resources Committee. This report sets out the recommended appointments to the Lead Member roles, in accordance with the outcomes of this process.


**Recommendation**

It is recommended that the Committee endorses the appointment of the following Members for the Lead Member roles:

- Alderman Alison Gowman is appointed Lead Member for Climate Action
- Sushil Saluja is appointed Lead Member for Innovation and Technology
- Jacqui Webster is appointed Lead Member for Resident Engagement
- Shravan Joshi is appointed Lead Member for SMEs
- Edward Lord is appointed Lead Member for Sport
- Irem Yerdelen is appointed Lead Member for Sustainable Finance

and notes the changes to proposed delegations to CFIT and Innovate Finance set out in paragraph 14.

## Main Report

### Background

1. Lead Members were formed by the Policy and Resources Committee to support the work of the Policy Chairman, making best use of the talent available across the Court of Common Council, in July 2022.

2. In April 2024, the Policy & Resources Committee agreed to rename the roles *Lead Members* from Policy Leads and merged the Advanced Markets and High Growth Markets roles into one International Markets Lead Member position. Due to their recent appointment, a call for applications was not made for the Sustainable Finance and Climate Action Lead Member roles.

3. The Lead Members have no legal executive or decision-making power. Rather, the roles are intended to act in an advisory and facilitative capacity, strengthening collaboration between Members and Officers.

### Current Position

4. As referenced above, at the May 2025 meeting of the Policy & Resources Committee, the Committee agreed:

    a. To sunset the role of Lead Member for International Markets

    b. to invite all Members to make an Expression of Interest for the following six Lead Members for 2025/26:

        i. Innovation & Technology, Sport, Resident Engagement, SMEs, Climate Action and Sustainable Finance.

5. A call for Expressions of Interest was sent on 9th May, with an application deadline of 16th May.

6. Expressions of Interest were received from:

    a. Climate Action
        i. Alderman Alison Gowman
    b. Innovation and Technology
        i. Simon Burrows
        ii. Philip Kelvin
        iii. Melissa Collett
        iv. Sushil Saluja
        v. Alderman Prem Goyal
        vi. Fraser Peck
    c. Resident Engagement
        i. Jacqui Webster
    d. SMEs
        i. Shravan Joshi
    e. Sport
        i. Edward Lord
        ii. Philip Woodhouse
    f. Sustainable Finance
        i. Irem Yerdelen

7. Whereas the report that was agreed at the May meeting of Policy and Resources (*Lead Member Renewal (2025/26)*) stated that the previous Lead Member for Innovation and Technology would continue to represent the Policy Chairman on the Centre for Finance, Innovation and Technology's (CFIT) board for the time being, this is no longer the case. Instead, Sushil Saluja has been asked to represent the Policy Chairman on the CFIT Board for the time being, in his role as Lead Member for Innovation & Technology.

8. Philip Kelvin, who applied for the role of Lead Member for Innovation & Technology has been asked to represent the Policy Chairman on the Innovate Finance Board.

9. Officers within the relevant subject departments, carried out an initial assessment of the Expressions of Interest for each Lead Member role against the criteria identified.

10. Officers that carried out the initial assessments included:

    a. Mark Gettleson, Director of Campaigns and Engagement (Interim)

    b. Sam Hutchings, Head of Sport Strategy & Engagement

    c. Alexandra Leader, Head of SME Delivery

    d. Kerstin Mathias, Regulatory Affairs Director

    e. David Mendoza-Wolfson, Policy Advisor

    f. Adam Summerfield, Assistant Director, UK Policy (Interim)

11. All the candidates were qualified, with at least one for each role demonstrating excellent suitability, reflecting the talent and expertise of the Court.

12. The assessments and Expressions of Interest were agreed by the Policy Leadership Team, including the Chair, Deputy Chair and two Vice-Chairs, who made the final selection.

**Proposals**

13. That the proposed appointments are endorsed by the Policy and Resources Committee for the Lead Member roles:

    a. Alderman Alison Gowman is appointed Lead Member for Climate Action

    b. Sushil Saluja is appointed Lead Member for Innovation and Technology

    c. Jacqui Webster is appointed Lead Member for Resident Engagement

    d. Shravan Joshi is appointed Lead Member for SMEs

    e. Edward Lord is appointed Lead Member for Sport

    f. Irem Yerdelen is appointed Lead Member for Sustainable Finance

14. That Sushil Saluja is asked to represent the Policy Chairman on the board of CFIT, and Philip Kelvin is asked to represent the Policy Chairman on the Innovate Finance board.

**Corporate & Strategic Implications**

- Strategic implications – The roles provide additional senior political representation to progress the City Corporation's Corporate Plan and strategies, particularly the Competitiveness Strategy.

- Financial implications – None

- Resource implications – None
- Legal implications - None
- Risk implications - There is always an inherent risk that, despite the individual Lead Member's best intentions, their interpretation of the Committee's wishes might not reflect accurately the majority view. However, the absence of any executive decision-making powers and the requirement for any and all Member decisions to continue to come to Committee in the usual way will mitigate against this risk and provide no greater risk than officers operating with lesser Member guidance or advice.
- Equalities implications – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics and could further improve the diversity of Members in external-facing roles.
- Climate implications - The proposals included in this paper would support the delivery of the Climate Action and Sustainability programme, by keeping those Lead Member roles, through additional strategic support and focus helping to drive positive outcomes.
- Security implications - None

**Conclusion**

15. Members are asked to endorse the appointment of the Lead Members set out in the recommendations.

**Background Paper**

[Lead Member Renewal (2025/26)]

**Appendices**

Appendix 1: Lead Member Expressions of Interest (2025/26)

David Mendoza-Wolfson
Policy Advisor, Office of the Policy Chairman
david.mendoza-wolfson@cityoflondon.gov.uk

## *Contents*

# Appendix 1: Lead Member Expressions of Interest (2025/26)

## *Climate Action*

**Role Description**

| | Climate Action Lead |
|---|---|
| Headline role description: | To support the successful delivery, promotion, and communication of the City Corporation's Climate Action Strategy, and to lead on the subject areas of nature recovery and biodiversity. |
| Supporting Corporation Strategic Goals: | Leading Sustainable Environment - Climate Action Strategy |
| Main roles and responsibilities: | • Member point of contact for climate action, nature recovery and biodiversity championing the City Corporation's work on these topics.<br>• Support the climate action engagement programme and providing external representation, as agreed by officers/OPC.<br>• Liaison with Policy Chairman, Lead Member for Sustainable Finance, and relevant officers, including providing regular updates to the Policy Chairman.<br>• Act as sounding board for officers on Climate Action, promoting the work being done in this area.<br>• Other climate action activities only as agreed with the Policy Chairman. |
| Example of possible external representation on behalf of the Policy Chairman | None |

**Alison Gowman**

Known high profile on issues of climate action and sustainability. Good working relationship over the last 2 years with the Policy Chairman, Lead Member for Sustainable Finance and the Chairs of relevant committees and City officers.   Combining support and scrutiny with innovation and initiatives.

I have championed working with the wider community both residential and business/Church/Livery to extend the reach and collaboration of the City's work.

I was pleased to add to the Lead Member portfolio biodiversity, resilience and the circular economy where the City is leading in projects and innovation.

My experience is as a key member in creating the Corporation's Climate Action Strategy.  I initiated the Energy and Sustainability Subcommittee (2010 - 2016) and the first Carbon Descent Plan to reduce emissions; was first local authority to be certified under the Carbon Trust Standard (2012).

External profile in work as Deputy Chair, Green Finance Initiative and founding NED at Green Finance Institute (to 2022). Also founder Livery Climate Action Group.

Trusted partner with Government. Engagement with Environmental Audit Committee led to their first enquiry into Green Finance in 2015. Significant liaison with HM Treasury and BEIS as part of Finance Friends of COP 26. Also various international projects such as being appointed by DIT on the UK-Peru Infrastructure Taskforce (2018) working on green financing of new infrastructure deals.

Able and compelling speaker with good network across City, London and internationally. Consultant with DLA Piper a leading firm around S+ESG and renewable energy.

## *Innovation & Technology*

## Appendix 1: Lead Member Expressions of Interest (2025/26)

**Role Description**

| | |
|---|---|
| Headline role description: | Supporting the Policy Chairman in promotion and communication of the UK's strengths in FPS innovation and technology adoption. |
| Supporting Corporation Strategic Goals: | Corporate Plan Objective: Dynamic Economic Growth<br>Competitiveness Strategy<br>• Nurture innovation by supporting potential high growth FPS-tech solutions to scale.<br>• Accelerate technology adoption by FPS firms.<br>Vision for Economic Growth<br>• Turn the UK into a digital-first economy.<br>• Ensure the UK is internationally competitive in terms of its approach to data, for example by exploring options around advancing digital verification and machine-readable regulation.<br>• Invest in driving an innovation and growth mindset, working with government, regulators and industry to ensure that the UK keeps pace with competing jurisdictions. |
| Main roles and responsibilities: | • Liaison with Policy Chairman, OPC and relevant officers working on FPS Innovation & Technology.<br>• Member point of contact for regular updates with Policy & Innovation Director on FPS Innovation & Technology.<br>• FPS Innovation & Technology external spokesperson in panels, seminars, speeches and other invited engagements, as agreed through OPC.<br>• Act as sounding board for officers on Innovation & Technology, providing input, including on new proposals External stakeholder engagement in pursuit of Innovation & Technology goals of Competitiveness Strategy and Vision for Economic Growth as agreed with OPC.<br>• Primary point of contact for all Member enquiries on FPS Innovation and Technology, and responsible for promoting Innovation & Tech internally.<br>• Other activities arising as agreed with Policy Chairman. |
| Example of possible external representation on behalf of the Policy Chairman | • Centre for Finance, Innovation & Technology<br>• Innovate Finance |

## Appendix 1: Lead Member Expressions of Interest (2025/26)

**Simon Burrows**

I've spent my 30-year professional career working in Financial & Professional Services, with specific focus on I&T. I'm a Chartered IT Professional and Chartered Engineer, Fellow of the British Computer Society and Liveryman of the Information Technologists Livery (former Chair of its FS Technology Panel). Until 2024 I was a Technology Advisory Partner at EY for 6 years, and Technology Director in PwC prior to that.

I regularly give client and industry presentations on topics relating to I&T, particularly in the context of M&A, payments/regtech and high-growth Fintech businesses. I have advised clients on Gen-AI adoption and worked on industry partnerships, including using my experience to get the best out of working with consultants.

| | |
|---|---|
| **Liaison with Policy Chair, OPC & Officers** | I have the soft skills around communication and collaboration to represent CPR, e.g. I introduced myself to Officers in FPS/I&T. |
| **Member Updates / Point of Contact** | I'm building my profile with Members who recognise my experience and track record. I will engage with Members on I&T topics and initiatives, relaying inquiries to OPC. |
| **External Representation (OPC-invited)** | I regularly present on a variety of external panels and have given short speeches. |
| **Promoting Innovation & Technology internally** | I sit on Digital Services and show my passion for effective use of I&T. I will plan lunch & learns, review sessions with members, court updates etc. I proactively joined Projects & Procurement Sub to help embed I&T. |
| **Sounding Board for Officers** | I've spent years working with advisory teams and clients, acting as sounding board, and have a strong external network when needed. |
| **Stakeholder engagement** | In my role as a partner in Technology, I have liaised/worked with Regulators, trade bodies (CFIT, IF, TheCityUK, TechUK) – as well as many of the large banks, PE/VC investors and other City Institutions. |

# Appendix 1: Lead Member Expressions of Interest (2025/26)

## Melissa Collett

I am interested in being the Lead Member for Innovation & Technology as I believe I can bring relevant skills and experience to the role. I am currently CEO of Insurtech UK which is a trade association for the insurtech sector in the UK. The mission of the association is the transform the insurance industry through the use of technology and make the UK a global hub for insurance innovation. Essentially my role is to act as a spokesperson for the sector to help it to thrive, and ensure the UK has an optimum environment for driving innovation and growth. In this respect, I believe there is great synergy between the City of London's policy objectives and this mission, therefore I could confidently represent CoL on this topic. I am particularly interested in sitting on the Board of CFIT as this is an area where with my background I can make a significant contribution the delivery of the government agenda on innovation and growth.

Should I be considered for appointment, I would like to understand how to manage any potential conflicts. For instance, I anticipate there might be a conflict for me with sitting on the Innovate Finance board. Also I would also like to better understand the time commitment that the role involves. I would be prepared to share the role with another member if that would enable me to make a more focused contribution within the time I have available outside my employment.

## Prem Goyal

Innovation and technology have been central to my journey since earning a bachelor's degree in Technology. I've remained passionate about leveraging innovation to drive growth across finance, business, and public service.

After leading technological change at Deutsche Bank for 10 years, I supported Hinduja Global Services with their AI-driven transformation and tech-enabled expansion in South Africa. I've also promoted the Khalifa Review's vision for fintech growth. As Chair of City-based fintech firm Greengage, I've shaped strategy and co-hosted a Coinbase roundtable focusing on improving SME access to finance. As an NED at the FSB, I advocate for toolkits to help SMEs embrace technological transformation and expand digital trade overseas.

I've built strong relationships with leading trade bodies, including CFIT, Innovate Finance, and the UK Cryptoasset Business Council (UKCBC), where I recently joined a roundtable with the Lord Mayor on opportunities in the crypto industry. I also joined a delegation of 20 fintech companies to Abu Dhabi with Grow London, engaging potential investors, including the Abu Dhabi Central Bank. As Policy Lead, I'd deepen these partnerships, harnessing tech-driven growth and enhancing the UK's global competitiveness.

To stay current, I've completed training in ethical AI and fintech. I'm committed to meaningful stakeholder engagement, 100% attendance at key events and quarterly progress reports to P&R.

With global experience, strong networks, and deep technical expertise, I'm well-placed to support the Policy Chairman, with whom I've already built a trusted relationship, in advancing innovation and technology in line with the Corporation's Vision for Economic Growth.

# Appendix 1: Lead Member Expressions of Interest (2025/26)

## Philip Kelvin

I believe I would bring a unique blend of insight and entrepreneurial leadership to the role. My career spans investment banking (within financial services), fintech, and legal tech, providing a comprehensive perspective on the challenges and opportunities within financial and professional services as we enter into a new era driven by the rise of AI amidst global uncertainty.

I proudly founded a company within the City (out of WeWork Bishopsgate) in the fintech space raising venture capital in both the UK and the US. I successfully sold the company to one of the world's leading legal technology companies, Elite Technology where I now head up product strategy. Previously, as CFO at Trussle, I navigated the complexities of scaling a digital mortgage platform, gaining firsthand experience in regulatory innovation with the FCA.

My involvement in the legaltech sector has deepened my understanding of the intersection between technology and FPS. This experience positions me to effectively advocate for the adoption of AI within the City, while also cognisant of the challenges faced by law firms with these technologies.

I am committed to fostering innovation that enhances the City's global competitiveness. By leveraging my experience and representing the City, I aim to bridge the gap between emerging technologies and policy frameworks, ensuring that we remain at the forefront of digital advancement.

Regardless of this role, I look forward to contributing to the P&R's vision, bringing a proactive and informed approach alongside our partner organisations.

## Fraser Peck

I would be well suited for the Innovation & Technology Lead role due to my professional experience, strategic mindset, and commitment to fostering innovation. As a clinical development physician in oncology within a biotech, I work at the intersection of cutting-edge medical research, regulatory strategy, and technology adoption. This experience requires regular engagement with advanced technologies such as machine learning, data-driven decision making, and digital verification methods—all key areas outlined in the role description.

My governance experience within the industry supports my ability to effectively liaise with stakeholders, clearly communicate complex topics, and advocate convincingly for strategic technology investments. My professional networks in life sciences, healthcare innovation, and regulated industries uniquely position me to promote the UK's strengths in innovation and technology, connecting sectors like fintech, healthtech, and financial professional services.

I understand the critical importance of creating an innovation-friendly environment, accelerating technology adoption, and ensuring UK competitiveness on the global stage. In this role, I would provide proactive support to the Policy Chairman and relevant officers, represent the City Corporation externally with credibility, and ensure consistent communication of strategic objectives to key audiences. I am confident my experience in scientific innovation, combined with practical governance skills and a proven track record in stakeholder engagement, would enable me to effectively champion the City's innovation and technology agenda, benefiting our residents, businesses, and broader economy.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

**Sushil Saluja**

I have over 30 years' experience at Accenture working in technology and financial services in over 40 countries, with significant regulatory and Board experience. I would be honoured to deploy this experience at the City.

I created the UK's first internet bank (egg), launched Fintech accelerators in Hong Kong, Dubai and London, developed a UK/US cyber insurance utility, invested in digital verification and managed innovation programs across New York, London, Tel Aviv, and Bangalore. I helped establish TheCityUK (Board member for 6 years), led various reviews (IRSG, Innovate Finance) and an innovation study trip for prior CPR.

As Head of Technology at the Bank of England, I managed cyber, contributed to the new payments platform, and input on Central Bank Digital Currency. During Covid, I was recruited by the Singapore government to set-up and lead a new capability to accelerate its digital adoption. I sit on multiple Boards today.

Continued leadership in F&PS for the City requires deeper integration of technology, as well as leading on new topics such as digital verification and tokenisation.

As Lead Member for Innovation & Technology, my priorities would be: accelerate AI, partnerships, digital verification; deepen deployment within F&PS, reduce barriers for scale-ups and attract more world-class talent to the City.

I would also seek to advance next-generation topics like Stablecoin, matching previous City leadership (e.g. with RMB bonds). The City has the unique ability to bring parties together, and I believe I bring the skills, networks and global experience to make a significant difference.

## Appendix 1: Lead Member Expressions of Interest (2025/26)

### *Resident Engagement*

**Role Description**

| | Resident Engagement Lead |
|---|---|
| Headline role description: | Supporting the Policy Chairman to improve and enhance the City Corporation's relations with its residents both within the Square Mile. |
| Supporting Corporation Strategic Goals: | Corporate Plan outcomes:<br><br>• Excellent Public Services<br>• Diverse Engaged Communities. |
| Main roles and responsibilities: | To support the Policy Chairman with residential engagement activities.<br><br>• Support a joined-up approach to all City Corporation engagement with residents, including communications, consultation and service delivery across departments.<br>• Ensure concerns and priorities of residents on our three managed estates within the Square Mile are fed back into the wider organisation and political leadership.<br>• Helping to develop better engagement among City residents outside of our managed estates.<br>• Ensure a clear offer to residents is developed and articulated to enable all residents to feel the full benefit of living in the Square Mile.<br>• Work with elected Members with substantial residential communities in their wards to ensure there is sufficient support in place to support their engagement with residents.<br>• Ensure that resident engagement initiatives, such as City Question Time, ward meetings. < perhaps add here some more social/community events?<br>• Help to improve ties between the residential and business City – and with other community organisations and institutions.<br>• Primary point of contact for all Member enquiries on resident engagement.<br>• Other activities arising as agreed with Policy Chairman. |
| Example of possible external representation on behalf of the Policy Chairman | None |

**Jacqui Webster**

As Lead Member for Resident Engagement, I have spent the past year shaping and defining this role, beginning with a comprehensive review of how we communicate and share information around our strategic priorities. This has laid the foundation for a more connected and responsive relationship with City residents.

Through a dedicated listening and learning programme with residents, community groups, and stakeholders, I've led efforts to share understanding and amplify the resident voice. My leadership experience - as Chief Executive of a City-wide community organisation and in government communications - has helped ensure a strategic, values-driven approach to resident engagement.

These face-to-face conversations have informed a series of resident-led meetings with senior officers, fostering mutual understanding and building trust.

**Looking ahead, my priorities would include:**

- Creating a lasting framework for dialogue and collaboration
- Strengthening communications so residents feel and are informed and involved
- Building partnerships, connecting communities across the City
- Work with Members to expand events and co-produced initiatives with businesses and residents to showcase the work of the Corporation and create responsive activities that build on recent successes (including the Deutsche Bank Art Tour, and linking workers with local organisations such as the resident carers group)
- Measuring impact by supporting officers to set clear outcome statements and reporting on improvements in engagement
- Supporting key Corporation initiatives through resident-led engagement, continuing to collaborate with knowledgeable and committed residents who are eager to contribute to the shared goal of making the City a vibrant and exceptional place to live, work, and visit.

# Appendix 1: Lead Member Expressions of Interest (2025/26)

## *SMEs*

**Role Description**

| | |
|---|---|
| | SME Lead |
| Headline role description: | Supporting the Policy Chairman to renew the City Corporation's offer to small businesses and enhance engagement with key partners. |
| Corporate Plan Outcome | • Dynamic Economic Growth<br>• Vibrant Thriving Destination |
| Supporting Corporation Strategic Goals: | • SME Delivery Strategy |
| Main roles and responsibilities: | • Liaison with Policy Chairman, OPC and relevant officers working on SMEs.<br>• Support implementation of the SME Delivery Strategy Member point of contact for regular updates for SMEs<br>• External facing role in panels, seminars, speeches and other invited engagements, as agreed through OPC.<br>• Act as sounding board for officers on SMEs, providing input on new proposals and supporting partnership building.<br>• Other activities arising as agreed with Policy Chairman. |
| Example of possible external representation on behalf of the Policy Chairman | Heart of the City |

**Shravan Joshi**

With the launch of the City's SME Strategy last year, I believe I'm well placed to act as a knowledgeable and active channel of support to CPR, helping to ensure the strategy delivers tangible outcomes for the Square Mile.

With 98% of our businesses falling into the SME category, it's no small task to keep their needs front and centre to ensure we unlock their full growth potential.

The strategy was developed by OPC, with much of its delivery now led by the SBREC team—part of the City Business and Investment Unit under the Director of the Environment. The previous incumbent and Officers took soundings from me in my previous role to ensure alignment during the strategy's development, so I'm familiar with its goals and priorities, as well as in agreement with its overall stance.

I feel I have the ability to represent CPR as needed. I've previously worked closely with the City's leadership and understand the importance of supporting without overstepping. I see real opportunity to enhance our SME engagement, particularly through BIDs relationship management, Destination City and the Concierge service promotion.

This is an exciting time to step into this role, as key elements of our strategy begin to gain momentum. I'm well versed in the City Plan 2040, which rightly highlights the importance of shaping an environment that meets the needs of evolving business sectors. As I have always done, I would work collaboratively across departments to help ensure we deliver on that ambition.

# Appendix 1: Lead Member Expressions of Interest (2025/26)

## *Sport*

### Role Description

| | Sport |
|---|---|
| Headline role description: | Supporting the Policy Chairman in the delivery, promotion and communication of the City Corporation's new Sport Strategy for the Square Mile |
| Supporting Corporation Strategic Goals: | Corporate Plan: Vibrant Thriving Destination<br><br>Sport Strategy for the Square Mile (2023-2030)<br><br>• Invest in our sport and leisure facilities<br>• Activate our streets and public spaces<br>• Celebrate the impact of sport<br>• Attract more high quality sport events<br>• Support local community sport |
| Main roles and responsibilities: | • Member point of contact on all sport related issues, including upcoming decisions on sport and leisure provision in the Square Mile<br>• Oversight and support for the City Corporation's overall sport engagement programme, including representation at sport related meetings and events with external partners<br>• Provide guidance and facilitation in moving to Phase 2 of the new sport strategy, helping to determine long term funding and the positioning of sport within the City Corporation<br>• Attendance and representation at external functions and events relating to sport<br>• Other activities arising as agreed with Policy Chairman. |
| Example of possible external representation on behalf of the Policy Chairman | • London Youth Games |

# Appendix 1: Lead Member Expressions of Interest (2025/26)

## Edward Lord

Since my re-appointment last year, I have been dedicated to the delivery of the Corporation's Global City of Sport strategy with a strong focus on our engagement with the Paris 2024 Olympic and Paralympic Games, and the options appraisal for the development of sports facilities.

I have continued to chair the Sport Sounding Board, engaging a wide range of elected colleagues in our sport activities and have recently been working with the Head of Sport to reconstitute the Sounding Board to ensure that it is fit for purpose moving forward.

Alongside the Policy Chairman and Head of Sport, I have spearheaded the Corporation's engagement with sporting bodies at a domestic and international level, and have co-hosted a number of events on behalf of the Corporation, including dinner for World Netball's board, the Pearl Anniversary of the International Working Group on Women and Sport, and Sir Hugh Robertson's and Sir Bill Beaumont's Freedoms.

Looking to the future, I am keen to draw together the Corporation's sports activities, be they within the Square Mile, on our open spaces, or within our housing portfolio. Consequently, I have joined the Natural Environment Board and become its Deputy Chair, and have also joined the Community and Children's Services Committee, which has responsibility for the Golden Lane Leisure Centre, and its Housing Sub-Committee.

I very much hope that I will have the opportunity to continue in this important role, working with the Policy Chairman, Head of Sport and other colleagues to drive forward the sport strategy.

## Philip Woodhouse

The Corporation’s Sports Strategy 2023-2030 aims to promote health, wellbeing, and community engagement within the Square Mile. It focuses on creating accessible, inclusive and sustainable sporting opportunities for residents, workers and visitors. It emphasises partnerships with local clubs, organisations and businesses to expand sports facilities and programmes.

This is admirable but we have seen a number of opportunities in Football, Golf and Paddle slip away, and our swimming pools remain complicated issues.

I am fortunate to have friends and acquaintances at the top of UK sport - players, ex-players, administrators and CEOs, plus senior management in IMG, Chime, RandA, FA, Arena, MCC – even the owner of Hull KR and The Lion’s Captain.

We need to enhance our existing sports infrastructure and develop new facilities, ensuring they meet modern standards and environmental sustainability. To deliver these goals, we need meaningful partnerships with organisations that understand the mutual benefits of our assets and their management in areas we have limited expertise.

The strategy also seeks to embed sports and physical activity into workplace wellness initiatives, to support mental health and productivity for City workers, schools and visitors. We need to engage with the 10 largest corporate employers in the City to help deliver this aim.

Education and youth engagement are central to the plan; our network of schools should provide inspirational initiatives for young people from all groups, including women and those with disabilities. With the right leadership, the City’s Sports Strategy could move forward significantly – I would make this happen.

## *Sustainable Finance*

### Role Description

| | |
|---|---|
| | Sustainable Finance Lead |
| Headline role description: | Supporting the Policy Chairman in the delivery, promotion and communication of the UK's green finance offer. |
| Supporting Corporation Strategic Goals: | Corporate Plan outcomes:<br>Dynamic Economic Growth, Leading Sustainable Environment<br><br>Corporate Strategies:<br>Competitiveness Strategy and Vision for Economic Growth |
| Main roles and responsibilities: | • Internal championing of City Corporation work around Sustainable Finance.<br>• Provide regular updates to the Policy Chairman on sustainable finance progress.<br>• Member point of contact for Sustainable Finance updates and enquiries.<br>• Act as sounding board for officers on Sustainable Finance, providing input on proposals.<br>• Liaison with other Member who lead on City Corporation Sustainability work for Climate Action, Policy Chairman, and relevant officers.<br>• Engage external stakeholders to build partnerships and promote Sustainable Finance goals, as agreed via OPC.<br>• Support engagement in agreement with Officers and the OPC.<br>• Other activities related to sustainable finance as agreed with the Policy Chairman. |
| Example of possible external representation on behalf of the Policy Chairman | • Green Finance Institute<br>• Transition Finance Council |

# Appendix 1: Lead Member Expressions of Interest (2025/26)

**Irem Yerdelen**

The City Corporation has a significant role ensuring sustainability is embedded in the UK financial and professional services sector. I am serving as the current LM for Sustainable Finance since Jan24 to drive this agenda and support PCM & officers in creating momentum towards our ambition. With dedication and passion, I successfully led or participated over 50 initiatives and launched the acclaimed Transition Finance Council as Deputy Chair which is putting the UK as leading market in the global arena.

Why me?

In my Managing Partner role at ERM (the largest global sustainability consultancy firm), I am advising FPS sector organisations to take action by setting up dedicated sustainability strategy, identifying and managing their climate-related risks/ opportunities (physical & transition), reporting on climate-related financial disclosures; ultimately advising them to operationalise sustainability in their business whilst performing a pivotal role in the UK's ambitious goal of becoming the world's first net zero-aligned financial center. A recent example was development of a Transition guidance document that outlines minimum requirements for (Re)Insurance market to formulate comprehensive climate strategies.

I am channelling all this technical knowledge into the initiatives and delegations related to the Corporation, as well as working in collaboration with the LM for Climate Action on further areas of interest.

If elected for another year…

I will continue to bring my unique professional expertise in sustainability & low carbon economy transition to the Corporation, offer relevant connections from Public and Private sectors that would support the Corporation’s success in this field.

| Committee(s) | Dated: |
|---|---|
| Policy & Resources | 12th June 2025 |
| **Subject:** Appointment of Additional Internal Members to Competitiveness Advisory Board (CAB) | **Public** |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | Dynamic Economic Growth |
| **Does this proposal require extra revenue and/or capital spending?** | **No** |
| **If so, how much?** | **NA** |
| **What is the source of Funding?** | **NA** |
| **Has this Funding Source been agreed with the Chamberlain's Department?** | **NA** |
| **Report of:** Damian Nussbaum, Executive Director of Innovation & Growth | **For Decision** |
| **Report author:** Daniel O'Byrne, Strategic Engagement and Operations Director, Innovation & Growth<br>Ben Dixon, Head of Policy, Office of the Policy Chairman | |

**Summary**

The Competitiveness Advisory Board (CAB) was established in 2021. Internal members of the Board were able to serve up to four years, following appointment, at the discretion of the Chair.

As the four-year term completes, membership review and renewal will take place ahead of the scheduled Board meeting in October 2025, subject to Member agreement on the process laid out below.

**Recommendations**

Members are asked to:

- Agree the process to appoint new internal members to the Competitiveness Advisory Board.

**Background**

1. On 18th February 2021 Policy and Resources adopted the recommendations of the Fraser 2.0 report including the creation of the CAB.

2. The role of the Advisory Board is:

- To provide informal guidance or direction to Innovation & Growth and other officers on the implementation of the Competitiveness Strategy (whilst being clear that formal oversight would be held by Policy & Resources, with this group reporting in on an advisory basis).
- To provide expertise and insight to officers and Policy & Resources on the ingredients of global success of UK Financial and Professional Services, acting as an internal forum for the testing of ideas and prioritisation in the work of promotion and policy of the sector.
- To offer additional support to the Chair of Policy and Resources and the Lord Mayor as champions of UK financial and professional services (UK FPS).
- To provide advice on the strategic deployment of hospitality as required.

3. The composition of the Steering Committee as initially agreed by Policy and Resources was as follows:

- Chair of the Policy & Resources Committee (Chair)
- Chair of the General Purposes Committee of Aldermen (Deputy Chair)
- Deputy Chairman of the Policy & Resources Committee
- Deputy Chairman of the General Purposes Committee of Aldermen
- Four Members of the Court of Common Council with relevant expertise
- Four co-opted external members with relevant expertise.

4. In December 2023 this Committee agreed the CAB Membership would be updated to comprise:

- 8 Members of the Court of Common Council (previously 4)
- 4 ex-officio Members (Chair and Deputy Chair of P&R, Chair and Deputy Chair of GP Aldermen), and
- 12 external members drawn from the private sector (previously 8).

5. The CAB has become a very successful mechanism to inform the onward development of the Competitiveness Strategy. It provides the Chairman and this Committee one, but not the only, perspective in developing policy and strategies on how to strengthen and promote the UK's financial and professional services sector.

6. The appointments are renewed yearly. Members could serve up to 3-4 years at the pleasure of the Chair. External members were asked to make at least two-year commitments.

7. Criteria for membership of the non ex-officio members of the Board was previously agreed by Policy and Resources in February 2021 as follows:

- *The Board would best benefit from broad and deep expertise across a number of markets and sub-sectors relevant to UK financial and professional services sector (FPS). Preference will be given to those with senior level experience and expertise on 2 or more sectors and/or markets.*
- *Expertise and experience should be based on direct market participation.*
- *Composition of the Board should balance diversity of perspective, thought, expertise and experience.*
- *The Board will also benefit from members who: 1. have experience and expertise within new and emerging sub-sectors and themes of FPS and 2. in managing FPS businesses located in London with headquarters in foreign jurisdictions.*

8. There is a high value in constituting a Board with a diversity of perspectives and expertise and was used for the criteria of selection.

| Priority Markets | Sectors | Perspectives |
|---|---|---|
| US | Banking | Sustainability |
| Europe | Asset Management | New FPS/Tech |
| China | Professional Services | Regulatory |
| India | Legal | Global Customer |
| Japan | Insurance | Cross UK |
| | Market Infrastructure | |

9. The Board has consistently met quarterly since July 2021.

10. The lead members are not all regular Members of the Board. They are invited guests of the Chairman on relevant topics.

11. The Lord Mayor while not a Member of the Board has also attended at the pleasure of the Chair when in London.

**Current Position**

12. Current Ex Officio Members are:

- Chris Hayward, as Chair of Policy and Resources, *Chair of CAB*
- Sir William Russell, as Chair of General Purposes Committee (GPC), *Deputy Chair of CAB*
- James Thomson as Deputy of Policy and Resources

- Sir Charles Bowman as Deputy of GPC

13. Current regular Members are:

- Shravan Joshi (2021)
- Sir Nicholas Lyons (2021)
- Dame Sue Langley (2021)
- Dominic Christian (2021)
- Vincent Keaveny (2024)
- Hugh Selka (2024)
- Antony Manchester (2024)
- Simon Pryke (2024)

14. On the basis of the above, the four appointments made in 2021 have now reached the end of their term. They can reapply to be a Member of the Board. This means that following the July 2025 meeting of CAB, four appointments can be made.

15. The new Board would therefore sit in October 2025.

**Proposals**

16. Internal members will be recruited to the Board by submitting an Expression of Interest (EOI) to the Office of the Policy Chairman. Officers in Innovation and Growth sifted and scored the applications for presentation to the ex-officio Members of the Board.

17. Subject to agreement at this Committee, the EOI will be issued following the meeting.

18. An officer panel will carry out an initial assessment of the EOIs against the criteria identified in the December 2023 Policy and Resources paper. These criteria were an exact match to the original criteria when the CAB was set up in July of 2021.

19. It is proposed that the officer panel consists of:

- Benjamin Dixon, Head of the Policy Unit, Office of the Policy Chairman
- Daniel O'Byrne, Strategic Engagement and Operations Director, Innovation and Growth
- Ana Nishnianidze, Trade and Investment Director, Innovation and Growth
- Kristy Sandino, Director of Strategic Communications and External Affairs

20. Candidates will be scored 1, 2 or 3 with 1 having the greatest alignment to the criteria. Candidates scoring two will be assessed to have good alignment to the criteria. And candidates scoring 3 will not considered an ideal match to the criteria for Board membership.

21. A full scoring sheet will be presented to the Chair and Deputy Chair for review.

22. Successful applications (based on the criteria above) will be confirmed at the September 2025 Policy and Resources Committee meeting.

23. It is proposed that no other changes to the terms or Membership are made at this time.

**Next Steps**

24. Assuming confirmation of the above, expression of interest will be requested from internal Members by 27th June 2025. A paper to confirm internal Members will come to September Policy and Resources.

**Corporate and strategic implications**

25. Strategic implications - The approach outlined in this report supports The Corporate Plan Objective of Dynamic Economic Growth and the Innovation and Growth Business Plan 2025/26.

26. Financial implications – No financial implications arise from the proposals this report.

27. Resource implications – No resource implications arise from the proposals in this report.

28. Legal implications – No legal implications arise from the proposals in this report.

29. Risk implications – No risk implications arise from the proposals in this report.

30. Equalities implications – Members internally will have equal opportunity to access the CAB membership process. Consideration of diversity of thought expertise and perspective will drive composition across the Board membership.

31. Climate implications – No climate implications arise from the proposals this report.

32. Security implications – No security implications arise from the proposals in this Report.

**Conclusion**

33. The role of the Competitive Advisory Board is now well established and adds real value to the strategic work of the Corporation. The refresh of internal membership will allow for the Board's continued evolution in support of one the Corporation's core purpose – to maintain and enhance the competitiveness of

the UK as a global financial centre.

**Appendices**

34. Appendix 1 – Full current list of Members

**Background papers**

Change to Competitiveness Advisory Board (CAB) Terms of Reference, Policy and Resources Committee, December 2023

Appointment of Additional Internal Members to Competitiveness Advisory Board (CAB), Policy and Resources Committee, March 2024

**Authors**

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Appendix 1

| **Competitiveness Advisory Board (CAB) Membership** as at May 2025 |
|---|
| **Name,** Title |
| **Alderman Sir Nicholas Lyons,** City of London Corporation |
| **Alderman Simon Pryke**, City of London Corporation |
| **Alderman Sir Charles Bowman**, Deputy Chairman of General Purposes Committee, City of London Corporation |
| **Alderman Sir William Russell**, Chairman of General Purposes Committee, City of London Corporation, Deputy Chairman of CAB |
| **Alderman Vincent Keaveny CBE**, City of London Corporation |
| **Alderwoman and Sherriff Sue Langley**, City of London Corporation; Chair Gallagher U.K., Lead NED Home Office |
| **Anna Dunn**, CFO EMEA, JP Morgan |
| **Antony Manchester**, Common Councillor, City of London Corporation |
| **Danny Lopez,** CEO, Glasswall |
| **Darragh McCarthy**, Founder and CEO of FinTrU |
| **Deputy Christopher Hayward**, Chairman of the Policy and Resources Committee, City of London Corporation, Chairman of CAB |
| **Deputy James Thomson**, Deputy Chairman of the Policy and Resources Committee, City of London Corporation |
| **Dominic Christian**, City of London Corporation and Global Chairman of Reinsurance Solutions, Aon |
| **Sir Edward Braham**, Chair at M&G |
| **Hugh Selka**, Common Councillor, City of London Corporation |
| **Huw Evans,** Partner and Head of Insurance, KPMG |
| **Iain Anderson,** Executive Chairman, H/Advisors |
| **James Roe, Partner,** Equity Capital Markets Allen and Overy |
| **Kerry Baldwin,** Co-Founder and Managing Partner, IQ Capital |
| **Lord Mark Sedwill,** Member of the Risk and Sustainability Committees, Rothschild and Co |
| **Marisa Drew**, Chief Sustainability Officer for Standard Chartered and the Global Head of the Sustainability Strategy, Advisory & Finance Group |
| **Ruth Wandhofer**, Independent NED, Chair of Payment System Regulator (PSR) |
| **Shravan Joshi**, Common Councillor, City of London Corporation |
| **Vivienne Artz,** CEO of FTSE Women Leaders Review |

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# City of London Corporation Committee Report

| | |
|---|---|
| **Committee(s):**<br>Policy & Resources Committee – For decision | **Dated:**<br>12/06/2025 |
| **Subject:**<br>Terms of Reference for the Natural Environment Complementary Land Policy and Complementary Land Use Appraisal | **Public report:**<br><br>For decision |
| **This proposal:**<br>• **delivers Corporate Plan 2024-29 outcomes**<br>• **provides statutory duties**<br>• **provides business enabling functions** | Dynamic Economic Growth<br>Leading Sustainable Environment<br>Vibrant Thriving Destination<br>Flourishing Public Spaces |
| **Does this proposal require extra revenue and/or capital spending?** | Yes |
| **If so, how much?** | £50,000 |
| **What is the source of Funding?** | Transformation Fund |
| **Has this Funding Source been agreed with the Chamberlain's Department?** | Yes |
| **Report of:** | Katie Stewart, Executive Director Environment |
| **Report author:** | Emily Brennan, Natural Environment Director |

## Summary

The City of London Corporation (CoLC) has commissioned a review of its eight Natural Environment Charities (NE Charities) as part of a wider charity review. The key aims of the Natural Environment Charities Review (NECR) are to improve and align the governance of these Charities and to improve their efficiency and their financial sustainability, including by supporting income generation.

The NE Charities own and manage an extensive portfolio of land and built assets outside of the Square Mile. A number of CoLC-owned assets which were originally purchased to support charity objects and operations and/or to support income generation for the NE charities are managed in complement with those charities.

This report proposes the scope and terms of reference for two specific pieces of work to review and improve management of these assets: (a) the development of an updated Complementary Land Policy and (b) a Complementary Land Use Appraisal. The ToRs for the Complementary Land Policy and the Complementary Land Use Appraisal are being submitted to your Committee for decision. Amendments suggested as a result of consultation with the Natural Environment Service Committees have been taken into account in preparing the final draft of this paper and accompanying ToRs.

The following Committees were consulted on this paper and the Terms of Reference:

- Epping Forest & Commons Committee (29/05/2025);
- Hampstead Heath Consultative Group (29/04/2025);
- Hampstead Heath, Highgate Wood & Queen's Park Committee (20/05/2025);
- West Ham Park Committee (01/05/2025); and
- The Natural Environment Board (01/05/2025).

These Committees are supportive of the paper and the accompanying Terms of Reference (ToRs). The following feedback was received and has been incorporated into the ToRs:

| Feedback | From |
|---|---|
| The NE Committees should have decision-making responsibility for the Complementary Land Policy and Assets Appraisal | EF&CC, NEB |
| Include reference to the Charities' objects in the ToRs | EF&CC |
| Include NE Superintendent representatives on the Task & Finish Groups and ensure that NE Members are identified as key stakeholders in the ToRs | EF&CC |
| Include reference to the development of charity-specific appendices for the Complementary Land Policy and that both the Policy and the Assets Appraisal include site-specific information where appropriate | EF&CC, HHCC |
| Ensure that the history and current uses of complementary land are included in the ToRs, the Policy and the Assets Appraisal | EF&CC |
| Ensure internal and external comms are available for NE Officers and Members | NEB |
| Ensure framework for conflicts of interests is considered | EF&CC, NEB |

## Recommendation(s)

Your Committee is asked to:

- Consider the report and appendices;
- Approve the proposed Terms of Reference (ToRs) for (a) the work to develop a Natural Environment Complementary Land Policy (Appendix 1), and (b) a Natural Environment Complementary Land Use Appraisal (Appendix 2).

## Main Report

### Background

1. The City of London Corporation (CoLC) manages a number of greenspaces and buildings in or around London, which are located outside of the Square Mile. Most of these assets are held by the CoLC in its capacity as the sole trustee of the NE charities, but some are held by the CoLC in its corporate capacity with the aim of supporting charity operations and/or funding. These assets are managed in complement to the activities of the NE Charities.
2. It is proposed that land assets which are managed, used and/or occupied by the Natural Environment Charities, but which are held by the CoLC in a non-charity trustee capacity, will be referred to henceforth as Complementary Land, replacing previously used terms such as ‘Buffer Land’ and ‘Pink Land’ (ensuring reference to previously used terms including their importance and history in supporting documentation).
3. For the purposes of this report and appendices, reference to Complementary Land also includes any built assets associated with it, such as sheds, offices, lodges and otherwise.
4. Land held by the NE Charities is governed, managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. As land held by CoLC in a non-charity trustee capacity, Complementary Land is not restricted to these objects (although it may be subject to other, site specific constraints); however, the purpose of such land when acquired was and historically has remained to support and protect the land which is subject to those charitable objects and it has been governed by the NE Committees accordingly. Many Complementary Land sites are essential for charity operations and host buildings and facilities such as sheds and offices; however, a large area, mainly to the north of Epping Forest, is tenanted farmland, grassland, woodland or other open space, and is not subject to the restrictions of the Epping Forest Act and so offers broader potential opportunities for income generation or other uses. The North London Open Spaces only have one site of Complementary Land, Heathfield House, which is used as office space. The majority of Complementary Land is located at Epping Forest, and there are also several parcels at The Commons.

### Current Position

5. The NECR has recommended that updated governance arrangements should be developed for these land parcels and their associated built assets. The ‘Buffer Land Policy’, which was principally articulated in a series of decisions of the Epping Forest and Open Spaces and Policy and Resources Committees in the 1990s, does not meet current management or governance needs and does not include all Complementary Land assets associated with the NE Charities.

### Proposals

6. In order to better manage these Complementary Land assets, a Complementary Land Policy will be developed as part of the existing NECR programme. The policy development process will review existing policies relating to the acquisition and management of Complementary Land, including the existing ‘Buffer Land Policy’ for Epping Forest, with a view to replacing and consolidating them as

appropriate within the Complementary Land Policy. This paper sets out the proposed Terms of Reference (ToRs) for the development of the Complementary Land Policy (Appendix 1).

7. The aims of the Complementary Land Policy are to set out a framework for CoLC's governance, resourcing and management of Complementary Land, as well as for determining the optimum use for each asset moving forwards, considering the aims and objectives of the CoLC in its roles and responsibilities including as Charity Trustee. It will also consider priorities such as income generation potential, restrictions on potential uses and/or disposal of assets, and existing commitments such as contribution to the CoLC's Climate Action Strategy (CAS) targets. No additional funding is required for this piece of work as it is being funded as part of the existing NECR programme. The Complementary Land Policy will be taken to the NE management committees for decision and then to P&R for final approval. The NE management committees, consultative committees and groups will be engaged in the development of the Policy.

8. This paper also sets out the proposed ToRs for second piece of work, a Complementary Land Use Appraisal (Appendix 2). This piece of work will help inform the development of the Complementary Land Policy, but was a distinct piece of work requested by Policy & Resources (P&R) Committee on 13th February 2025 following a debate about future potential uses of Loughton Golf Course (a Complementary Land asset in Epping Forest). This Appraisal will involve appointing a consultant to carry out an independent, detailed options appraisal for each Complementary Land asset.

9. The Policy and Appraisal are both critical to the NECR as commissioned by Finance Committee in 2023, and to the P&R request to look afresh at how Complementary Land may be used against wider Corporation and/or NE Charities' objectives.

10. The Appraisal will be commenced as soon as possible in order to start assembling the necessary evidence for a site-by-site assessment as requested by Committee, but recommendations to P&R on the ultimate use of each site will be made in view of the final Policy that is developed. A recommendation for the future use of each asset will be proposed and will be put to the NE management committees for consideration and then to P&R for final approval. The governance process will include consultation with the NE management committees and with other key stakeholders including consultative committees. The Appraisal will consider what options are viable for each asset, strategic priorities, any restrictions on usage / disposal, potential for income generation, operational requirements, its history and reasons for purchase, current use(s), whether or not that asset is still delivering its original purpose, and whether that purpose is still valid – all against the newly developed Policy.

11. As part of the proposed Complementary Land Policy Review and Appraisal there is also a requirement to fully understand and articulate the historic and modern context of these assets, including the services they continue to provide to the charities such as operational functions, climate mitigation, protection from encroachment, access, and income generation. It is also important to identify and explore the opportunities associated with these assets, such as income generation, environmental improvements including carbon sequestration, recreational and operational uses. Key constraints on existing or potential uses

also need to be identified including legal and environmental restrictions and/or designations, national and local planning policies and frameworks, and any existing commitments (e.g. usage for carbon credits or biodiversity offsetting). It is proposed that this current and potential value should be formally, independently assessed alongside the benefits and risks of disposal options, including for housing, commercial or other development.

12. In the longer term it may be desirable for simplification of CoLC and charity administration to seek formal changes to the governing documents of relevant NE charities, to ensure they have appropriate powers to facilitate the management of a broader range of land and assets than currently envisaged in their charitable objects and founding Acts. The routes to achieve this are either through a Various Powers Act, or potentially through Charity Commission processes, either of which would be significant projects in themselves.

**Corporate & Strategic Implications**

**Strategic implications**: The CoLC NE Complementary Land Policy and the Complementary Land Use Assessment both satisfy the City of London Corporate Plan outcome 'Leading Sustainable Environment'; '*We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire Ciiy to be net zero by 2040'. T*hey will also contribute to 'Providing Excellent Services' and 'Flourishing Public Spaces'.

**Financial implications:** The Appraisal does not fall within the original scope of the NECR therefore additional funding is sought to cover the cost of appointing an independent consultant to deliver it. The cost is anticipated to be in the region of £50,000 and funding has been successfully applied for from CoLC's Transformation Fund. The need for additional budget for the legal input necessary to support the Land Use Assessment will be assessed as the detailed scope of the project is defined, and included within any funding bids as appropriate.

It should be noted that as Members have indicated that this work is a priority and should be completed by mid to late 2025, the Executive Director Environment has approved the appointment of a consultant to enable work to be progressed, underwritten by the Department's budget, which will ensure the work is not delayed.

**Resource implications:** The Terms of Reference at Appendices 1 and 2 outline membership of officer task and finish groups for oversight and delivery of these two workstreams.

**Legal implications**: Comptrollers and City Solicitors representation is included in both the Policy Development and Land Use Assessment work streams. The Complementary Land parcels were acquired at different times and have differing legal contexts. For example, while the majority are held in City's Estate, there are parcels adjacent to Epping Forest held in City Fund. Some parcels will have specific restrictive covenants on their titles. These factors will need to be taken into account during the review, and are particularly relevant to the 'constraints' element of the Land Use Assessment. The Complementary Land Policy will need to reflect the distinctions between CoLC in its charity trustee capacity and in its City's Estate/Fund capacities in the use and management of the various parcels, with appropriate supporting internal governance mechanisms identified and implemented.

**Risk implications:** Risks of both Complementary Land Policy Development and Complementary Land Use Assessment will be recorded on NECR Risk Register and managed by the Task and Finish Group for each project stream.

**Equalities implications**: Equalities implications will be taken into account where relevant as the Complementary Land Policy and Land Use Assessment are developed.

**Climate implications**: The City of London Climate Action Strategy will be taken into account both in the development of the Complementary Land Policy and in the Land Use Assessment. The latter will also include existing Natural Capital Assessment data and Biodiversity Net Gain potential, in combination with other considerations such as mitigation of local development pressures.

**Security implications**: To be included as part of Land Use Assessment (for example, if change of use of all or part of an existing land parcel presented a security concern to a charity or CoLC property).

**Appendices**
Appendix 1: Terms of Reference: Complementary Land Policy Development
Appendix 2: Terms of Reference: Complementary Land Use Appraisal

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# City of London Complementary Land and Associated Assets Policy Development: Terms of Reference 12/06/2025

## 1. Introduction

The City of London Corporation (CoLC) manages a number of greenspaces in and around London, which are located outside of the Square Mile. Most of these greenspaces are held by the CoLC in its capacity as the sole trustee of the charities, but some assets are held by the CoLC in its corporate capacity with the aim of supporting charity objects, operations and/or funding, henceforth described as 'Complementary Land'.

Land held by the NE Charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. Complementary Land is not restricted to these objects, but its purpose originally and historically has been to support and protect the land which is subject to those charitable objects. For instance, many Complementary Land assets are essential for operational purposes and host buildings and facilities such as farm buildings and offices. However, a large area of Complementary Land around the northern sections of Epping Forest, is a mosaic of tenanted farmland, grassland, woodland or other open space and is not directly covered by the obligations of the Epping Forest Act. Similar sites exist at other Natural Environment sites but not to the same scale as at Epping Forest.

This document sets out the terms of reference for the Complementary Land Policy, to create a policy for managing what we now describe as 'Complementary Land' – defined as land parcels and associated assets that are close to (usually bordering) and managed in complement with the Natural Environment Charities' assets. Complementary Land assets are not charity assets, instead being owned by the CoLC and held in City's Estate or City Fund, however they were purchased to support the objects, operations and resourcing of the NE Charities.

## 2. Membership

The Task and Finish Group will be chaired by the Natural Environment Director. The following stakeholders will be represented on the Group: City Surveyor's, the City Bridge Foundation (Central Funding and Charity Management Team), Comptrollers & City Solicitors, Town Clerk's, The Policy Unit, Chamberlains, and the Natural Environment Division (including Superintendents). Representatives from Planning and from the Climate Action Programme will be invited into meetings as needed. The Task and Finish Group will engage with Member representatives throughout the process to test the draft Policy and to develop the approach and content at key stages of the process.

## 3. Purpose

The purpose of this work is to undertake a review of Complementary Land and to create a policy that:

1) Updates and/or replaces extant policy and governance documentation relevant to the land parcels and assets, in particular the Epping Forest Buffer Land Policy;
2) Creates a framework for the City Corporation governance, resourcing and management of Complementary Land (taking into account potential for conflicts of interest);
3) Considers the intention for which Complementary Land was originally purchased or transferred including specific circumstances arising;
4) Defines what Complementary Land needs to provide to support the charities now and considers if the original purchase intentions remain relevant;
5) Provides recommendations for any long-term charity governance and legislative powers required for the charities to manage Complementary Land;
6) Fully considers and clarifies the process for acquisition and/or disposal of Complementary Land;
7) Provides a clear framework for financial arrangements relating to the management, acquisition and disposal of Complementary Land;
8) Captures charity- and site- specific information as necessary in appendices to the overarching Policy to ensure that this is considered in decision-making.

**4. Duration**

The Complementary Land Task and Finish Group will exist until the Complementary Land Policy is approved and associated implementation processes and procedures have been agreed. Officers aim to bring the Complementary Land Policy firstly to the NE Committees and then to Policy & Resources Committee in 2025 for approval.

**5. Governance**

A policy recommendation from the Complementary Land Task and Finish Group will be brought firstly to the NE Committees for consideration. The policy recommendation will then be taken to Policy & Resources (P&R) Committee for final approval as Complementary Land assets are held by the CoLC in City's Estate or City Fund. Prior to this, Natural Environment Committees and Consultative Committees and Groups will be engaged on the content of the Policy as the use and management of Complementary Land assets will have implications for the management of charity sites and operations. Feedback from these engagements will be shared with P&R along with the proposed policy.

**6. Legal Advice**

Initial legal advice has been sought from C&CS and external legal advisors; this will be considered as part of policy development through C&CS representation on the Task and Finish Group. Further advice will be obtained as necessary as work progresses.

**7. Financial Advice**

Initial advice on financial arrangements has been sought from external legal advisors and CHB. Further advice will be considered through Chamberlains' representation on the Task and Finish Group.

## 8. Meetings, Communication and Process

The Complementary Land Policy Task and Finish Group will meet regularly. An initial report outlining the background, ToRs, timelines and long-term aims will go to NE and P&R Committees in late spring to early summer 2025.  This work is within scope of the Natural Environment Charities Review and will be funded from the agreed NECR budget. Internal and external communications will be drafted to support officers and members with managing the messaging of the work.

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## City of London Complementary Land Use Appraisal Terms of Reference
12/06/2025

### 1. Introduction

The City of London Corporation (CoLC) manages a number of greenspaces in and around London which are located outside of the Square Mile. Most of these greenspaces are held by the CoLC in its capacity as the sole trustee of the charities, but some assets are held by the CoLC in its corporate capacity with the aim of supporting charity objects, operations and/or funding, henceforth described as 'Complementary Land'. Complementary Land assets are not charity assets, instead being owned by the CoLC and held in City's Estate or City Fund.

Land held by the NE Charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. Complementary Land is not restricted to these objects, but its purpose originally and historically has been to support and protect the land which is subject to those charitable objects. For instance, many Complementary Land assets are essential for operational purposes and host buildings and facilities such as farm buildings and offices. However, a large area of Complementary Land around the northern sections of Epping Forest is a mosaic of tenanted farmland, grassland, woodland or other open space and is not directly covered by the restrictions of the Epping Forest Act. Similar assets exist at other Natural Environment sites but not to the same scale as at Epping Forest.

Complementary Land parcels and the built assets on them may provide opportunities for income, environmental buffering and improvements, commercial ventures, recreation, operational uses and other projects. They may also present opportunities for housing or other development. In order to fully inform decisions over these assets a full impartial assessment by an external consultant is proposed, which will consider all relevant criteria and associated risks, constraints and obligations. This document sets out the Terms of Reference (ToRs) for a Complementary Land Use Appraisal.

### 2. Membership

The Task and Finish Group will be chaired by Rob McNicol, Assistant Director Planning Policy & Strategy, and will report to the Executive Director Environment, Katie Stewart. The following stakeholders will be represented on the Group: City Surveyor's, the City Bridge Foundation (Central Funding and Charity Management Team), Planning, Transformation, Comptrollers & City Solicitors, and the Natural Environment Division (including Superintendents). Representatives from Town Clerk's, Chamberlains and the Climate Action Programme will be invited into meetings as needed. The Task and Finish Group will engage with Member representatives throughout the process to test the draft Policy and to develop the approach and content at key stages of the process.

## 3. Purpose

A methodology will be established for appraisal of Complementary Land parcels and their associated built assets and the Task & Finish Group will oversee an independent appraisal of all Complementary Land parcels according to the agreed criteria, ultimately identifying preferred option(s) for each land parcel and making recommendations to relevant senior officer boards and committees. Key objectives are:

1) To define what Complementary Land needs to provide to support the Charities now and reasonably foreseeable future, having regard to the intention of why the complementary land was originally purchased, its history, and current use(s);

2) To quantify and value options for future use, with regard to corporate, charity, local, environmental, financial priorities and strategies;

3) To assess the potential viability of each site alternative use, e.g. housing, commercial development or other development, and/or for natural conservation (i.e. biodiversity net gain) of whole or part of those land parcels, in view of the corporation and Charities' priorities; subject to planning permission and taking into consideration such matters as changing National Green Belt policy, Local Plan and new housing targets for local authorities;

4) To understand and compile an assessment of constraints and obligations against those land parcels and assets;

5) To fully articulate upfront costs and risks alongside opportunities and value (current or potential) for each option;

6) To calculate and apply scoring and weighting to each element to assess highest priority opportunities;

7) To establish said scoring and weighting as a standard for future plans, disposals and acquisitions.

## 4. Duration and Resourcing

Engagement of a suitable consultant will take place by June 2025 with completion of the appraisal by end of 2025. It is planned that recommendations to the Task & Finish Group and appropriate Committees will be made by the end of 2025.

This work, in particular the potential for housing or commercial use of these land parcels, has been requested by Policy & Resources Committee and is outside of the budgeted scope of the Natural Environment Charities Review (although the overarching Complementary Land Policy is included within scope). It is estimated that up to £50,000 will be needed to engage a suitably qualified consultancy firm to carry out this independent assessment to the required standard. An application for Transformation funding has been made accordingly.

**5. Governance**

The appraisal with recommendations for each of the land parcels at each location will be brought to the relevant Natural Environment Management Committees for consideration, to the Resource Allocation Sub-Committee for consultation, and then to Policy & Resources Committee for final approval (as these assets are currently held by the CoLC in City's Estate or City Fund).

Following approval of the assessment and options, delegated authority will be sought from Policy & Resources Committee to manage the implementation of recommended options, alongside any necessary changes to standing orders or terms of reference.

**6. Legal Advice**

Initial legal advice has been sought from C&CS and external legal advisors; this will be considered as part of developing the methodology for assessment, and through C&CS representation on the Task and Finish Group. Further advice will be obtained as necessary (particularly in relation to understanding constraints, obligations and risks) as work progresses. The level of input needed will be scoped as the methodology of assessment is developed further, and reflected in future funding requests as necessary.

**7. Financial Advice**

Initial advice on financial arrangements and internal governance mechanisms relating to management of Complementary Land was received during the scoping phase of the NECR. Further advice will be considered through CHB representation on the Task and Finish Group, and obtained externally as required.

**8. Meetings and Process**

The Complementary Land Use Appraisal Task and Finish Group will meet on a regular basis. An initial report outlining the background, Terms of Reference, timelines and long-term aims was taken to the relevant management to committees for consultation in spring 2025 and their feedback has been incorporated into this document.

**9. Funding**

This appraisal work is outside the agreed scope of the Natural Environment Charities Review and is a corporate review of non-charitable land and property assets and therefore additional funding will be necessary to support this workstream. A request for Transformation funding has therefore been made.

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

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