

**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              |

|                       |                                                                                 |
|-----------------------|---------------------------------------------------------------------------------|
| 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 25<sup>th</sup> 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.

#### **Resource Allocation Sub-Committee**

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

#### **Communications and Corporate Affairs Sub-Committee**

- 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 be 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 taxpayer, 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 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 work 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:

**Jaspreet Hodgson – Housing Provision working party**

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**