



Policy and Resources Committee

Date: THURSDAY, 11 DECEMBER 2025

Time: 1.45 pm

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

Members:

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

Enquiries: Ben Dunleavy
ben.dunleavy@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

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**

To consider minutes as follows:-

- a) To agree the public minutes of the meeting held on 13 November 2025
(Pages 7 - 12)
- b) *To note the public minutes of the Communication and Corporate Affairs Sub-Committee meeting held on 8 October 2025
- c) *To note the public minutes of the Civic Affairs Sub-Committee meeting held on 28 October 2025
- d) *To note the public summary of the Destination Advisory Board meeting held on 8 October 2025

4. **WARD BOUNDARY REVIEW - SCOPING REPORT**

Report of the Comptroller and City Solicitor.

For Decision
(Pages 13 - 28)

5. **STRATEGIC BRANDING REVIEW AND CONSIDERATION OF PLACE BRAND**

Report of the Interim Executive Director of Corporate Communications and Engagement.

For Decision
(Pages 29 - 46)

6. **THE SQUARE MILE SPORT STRATEGY (2023-30) - UPDATE AND PHASE 2 DELIVERY**

Report of the Remembrancer.

For Decision
(Pages 47 - 56)

7. **SCULPTURE IN THE CITY - PROPOSED DELIVERY MODEL AND GOVERNANCE**

Report of the Deputy Town Clerk.

For Decision
(Pages 57 - 80)

8. ***HOUSING REVENUE ACCOUNT POSITION 2025/26**

Joint Report of the Chamberlain and the Executive Director of Community and Children's Services.

For Information

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

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

11. **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.

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the meeting held on 13 November 2025 (Pages 81 - 86)
- b) *To note the non-public minutes of the Civic Affairs Sub-Committee meeting held on 28 October 2025

13. **OPTIONS FOR SUSTAINABLE HOUSING REVENUE ACCOUNT**

Joint Report of the Chamberlain and the Executive Director of Community and Children's Services. *To follow.*

For Decision

14. **MARKET PRIORITISATION: 2026 - 2029**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 87 - 130)

15. **STRENGTHENING CHARITY GOVERNANCE**

Report of the Acting Managing Director, City Bridge Foundation.

For Decision
(Pages 131 - 166)

16. **SAMUEL WILSON LOAN CHARITY (CH. NO. 206964) - TRANSFER OF TRUSTEESHIP TO CITY CORPORATION AND ALDERMANIC CHARITY MANAGEMENT & ADMINISTRATION**

Report of the Acting Managing Director of City Bridge Foundation.

For Decision
(Pages 167 - 174)

17. **CRIME CAMPUS-POTENTIAL USE OF THE COMMERCIAL BUILDING OF THE SALISBURY SQUARE DEVELOPMENT**

Report of the Town Clerk.

For Decision
(Pages 175 - 192)

18. **RISK APPETITE**

- a) **Risk Appetite for CR01 and CR36 - Resilience and Protective Security**
Report of the Deputy Town Clerk.

For Decision
(Pages 193 - 210)

- b) **Risk Appetite for CR02 - City Corporation's role in promoting UK FPS**
Report of the Executive Director of Innovation & Growth.

For Decision
(Pages 211 - 220)

- c) **Risk Appetite for CR10 - Adverse Political Developments**
Joint Report of the Remembrancer and the Interim Executive Director of Corporate Communications and Engagement.

For Decision
(Pages 221 - 228)

19. ***MAJOR PROGRAMMES DASHBOARD - NOVEMBER 2025**

Report of the Chamberlain.

For Information

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

21. **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

22. **CONFIDENTIAL MINUTES**

- a) *To note the confidential minutes of the Communication and Corporate Affairs Sub-Committee meeting held on 8 October 2025
- b) *To note the confidential minutes of the Civic Affairs Sub-Committee meeting held on 28 October 2025

23. **BARBICAN CENTRE RENEWAL - DECIDING ON THE APPROACH AND TIMING OF MAJOR BUILDING PROJECT PROGRAMME OF WORKS**

Report of the Interim CEO, Barbican Centre.

For Decision

24. **MARKET SITES REGENERATION PROGRAMME UPDATE**

Report of the City Surveyor.

For Decision

25. **AMBITION 25**

Report of the Executive Director of Human Resources and Chief People Officer

For Decision

POLICY AND RESOURCES COMMITTEE

Thursday, 13 November 2025

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 13 November 2025 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy James Thomson CBE (Deputy Chair)
Deputy Caroline Haines (Vice-Chair)
Shahnan Bakth (Ex-Officio Member)
Brendan Barns (Ex-Officio Member)
Deputy Emily Benn
Sheriff & Deputy Keith Bottomley
Deputy Helen Fentimen OBE JP
Jason Groves
Alderman Timothy Hailes JP
Deputy Jaspreet Hodgson
Deputy Ann Holmes
Florence Keelson-Anfu (Ex-Officio Member)
Alderman Bronek Masojada
Deputy Henry Pollard (Ex-Officio Member)
Alderman Sir William Russell
James Tumbridge
Philip Woodhouse
Irem Yerdelen

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Caroline Al-Beyerty	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Paul Wilkinson	- City Surveyor
Paul Wright	- Remembrancer
Katie Stewart	- Executive Director, Environment Department
Damian Nussbaum	- Executive Director of Innovation & Growth
Judith Finlay	- Executive Director, Community & Children's Services
Dionne Corradine	- Chief Strategy Officer
Simon Latham	- Acting Managing Director, City Bridge Foundation
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
Emma Bushell	- City Surveyor's Department

Rob McNicol
Polly Dunn
Ben Dunleavy

- Environment Department
- Town Clerk's Department
- Town Clerk's Department

1. **APOLOGIES**

Apologies for absence have been received from the Lady Mayor, Munsur Ali, Deputy Henry Colthurst, Steve Goodman, Shravan Joshi, Alderman Vincent Keaveny, Deputy Paul Martinelli, Deputy Andrien Meyers.

Deputy Madush Gupta and Deputy Benjamin Murphy observed the meeting virtually.

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

There were no declarations.

3. **MINUTES**

a) **To agree the public minutes and non-public summary of the meeting held on 16 October 2025**

The public minutes and non-public summary were approved as a correct record.

b) ***To note the public minutes and non-public summary of the Capital Buildings Board meeting held on 24 September 2025**

The public minutes and non-public summary of the Capital Buildings Board meeting held on 24 September 2025 were received.

4. **CITY CIL AND OSPR (QUARTER 2 2025/26) AND CAPITAL BIDS 2026/27**

The Committee considered a joint report of the Executive Director, Environment and the Chamberlain concerning funding bids.

The Chairman informed Members that the Resource Allocation Sub-Committee recommended approval of the majority of the bids, but had considered the Barbican Podium bid in its non-public session. Members agreed to adopt the same approach.

RESOLVED: That Members approve the following allocations:

- Community Infrastructure Levy allocations:
 - o £1,500,000 for the Heat Network Strategy
 - o £500,000 for the Lombard Street Highway Improvements
- Capital bid allocations:
 - o £1,610,000 for Corporate Device Replacement
 - o £1,400,000 for Superintendents House Redevelopment
 - o £1,910,000 for GSMD Lighting Upgrades
- Reallocation of £1.75m of OSPR from the West Smithfield Area Public Realm and Transport project to the Museum of London s278 project to fund the shortfall in the London Museum's budget for Section 278 works (of

which £875,000 would in due course be returned to the Smithfield public realm project); and to delegate to the Executive Director Environment authority to agree the final sum required to meet the Museum's funding gap.

5. **CITY PLAN MAIN AND ADDITIONAL MODIFICATIONS**

The Committee considered a report of the Executive Director, Environment concerning the City Plan.

The Chairman congratulated officers on the low number of main modifications on the City Plan. He noted that the Policy & Resources Committee did not need to recommend the modifications to Court and this stage and accordingly moved an amendment to the recommendations for the Committee so that the Committee endorsed the proposed approach. This amendment was seconded by the Deputy Chairman and agreed by the Committee.

Members noted that the final decision on amending corporate strategy would be made following the further consultation period.

RESOLVED: That the Policy and Resources Committee endorses the proposed approach to the Main and Additional Modifications to the City Plan 2040, noting its impact on corporate strategy.

6. ***CORPORATE STRATEGY AND PERFORMANCE BUSINESS PLAN 2025-2026: MID-YEAR PROGRESS REPORT**

The Committee received a report of the Chief Strategy Officer concerning their departmental business plan.

RESOLVED: That the report be received and its contents noted.

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

The Committee received a report of the Chamberlain concerning the Committees funds.

RESOLVED: That the report be received and its contents noted.

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

The Deputy Chairman congratulated all Members and officers involved in the success of the recent Lady Mayor's Show. He noted that the promotional material produced for the show had contained both the City of London Corporation's logo, and City of LDN, which he thought had been discontinued. He accordingly asked for an update on the work being undertaken to bring consistency on the City Corporation's branding.

The Chairman and Members agreed on the risks of confused branding, though the benefits of diverse branding, especially with reference to bodies like the Barbican Centre or the Guildhall School of Music and Drama, were also highlighted as long as clearly done in alignment with City Corporation branding.

In reply, the Chairman of the Communications and Corporate Affairs Sub-Committee and the Interim Executive Director of Communications and External Affairs confirmed that further work on the branding review was due to return to

committees in 2026 and would address the points raised by the Deputy Chairman.

A question on agenda distribution was held over to the following meeting.

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

There was no other business.

10. **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.

11. **NON-PUBLIC MINUTES**

a) **To agree the non-public minutes of the meeting held on 16 October 2025**

The non-public minutes of the meeting held on 16 October 2025 were approved as a correct record.

b) ***To note the non-public minutes of the Capital Buildings Board meeting held on 24 September 2025**

The non-public minutes of the Capital Buildings Board meeting held on 24 September 2025 were received.

c) ***To note the summary of the Competitiveness Advisory Board meeting held on 13 October 2025**

The summary of the Competitiveness Advisory Board meeting held on 13 October 2025 was received.

12. **INVESTING IN SOCIAL HOUSING STOCK**

The Committee considered a report of the Chamberlain concerning the allocation of funds to support major works on the City Corporation's housing social estates.

13. **HEAT NETWORK ZONING (PHASE 1) PROCUREMENT STAGE 1**

The Committee considered a report of the City Surveyor concerning the development of heat networking in the City.

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

There was one question in the non-public session.

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

There was one item of other business.

16. **CONFIDENTIAL MINUTES**

- a) **To agree the confidential minutes of the meeting held on 16 October 2025**

The confidential minutes of the meeting held on 16 October 2025 were approved as a correct record in the non-public session.

- b) ***To note the confidential minutes of the Freedom Applications Sub-Committee meeting held on 1 October 2025**

The confidential minutes of the Freedom Applications Sub-Committee meeting held on 1 October 2025 were received in the non-public session.

The meeting ended at 2.56 pm

Chairman

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

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Policy & Resources Committee	Dated: 11 December 2025
Subject: Ward Boundary Review – Scoping Report	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024-29 outcomes • Meets statutory duties 	Diverse engaged communities Providing excellent services
Does this proposal require extra revenue and/or capital spending?	Yes – if members choose to carry out a review
If so, how much?	£122,190 excluding officer time
What is the source of Funding?	City's Fund
Has this Funding Source been agreed with the Chamberlain's Department?	No – additional funding is dependent on the final decision
Report of:	Michael Cogher – Comptroller & City Solicitor
Report author:	Saira McKechnie – Head of Electoral Services

Summary

Following a report to this committee on 18 March 2024 members agreed to commission a ward boundary review after the 2025 all-out Common Council Elections.

At the September 2025 Court of Common Council, a question was asked to implore that a ward boundary review be undertaken. At the October 2025 Court of Common Council, a motion was put to all members to pursue rolling registration for the Ward Lists of the City of London Corporation.

The ensuing debate from both Courts of Common Council resulted in members questioning the logic of supporting a ward boundary review prior to a review of the City's franchise.

This paper provides an overview of the previous ward boundary review processes and decisions, relevant statistics from previous and current ward lists and, data that is held by planning. It includes resource implications as well as a range of recommendations for members to consider.

Recommendations

Members are advised, based on national best practice, to commission a ward boundary review. A range of options for the focus of a ward boundary review are provided in the report.

Main Report

Background

1. In 1999, as part of the debate around the City of London (Ward Elections) Bill, the Corporation gave an undertaking to Parliament to conduct a review of boundaries once the new electoral arrangements were in place. The review was completed in 2003.
2. The City of London Corporation also undertook that “the review will be repeated within a period of not less than six years and thereafter any further review will be undertaken from time to time when there is any material change in the distribution of voters or if it appears that the residential wards are likely to lose their residential character.” The last ward boundary review, completed in 2010, concluded that future reviews be looked at in eight years’ time. If there was no material change in ward character or voter distribution, then again in four years’ time.
3. The initial ward boundary review was comprehensive and stated that one of its guiding principles was to “establish a degree of permanence” in relation to the internal boundaries. The subsequent review was considered a “stock take” review of the arrangements at the time. Any future reviews will again be a stock take of the current position and consider population spread, projected population and employment statistics, and any input from Members, residents or businesses.
4. In conjunction with the 2002 franchise review the City of London Corporation agreed to reduce the total number of Common Councillors 100 and a minimum of two members per ward to have a minimum level of representation.
5. Both ward boundary reviews sought to maintain the protections afforded to the four residential wards given in the undertakings, that they retain 20% of Common Councillors (20/100).
6. In the 2003 ward boundary review member allocation was based on projected electorate figures of 100% voter registration, which was 35,260. The 2010 review was based upon lesser projected figures, given the benefit of six years of Ward List registrations, which was 24,383.
7. Appendices 1 and 2 show the ward boundaries as they were in 2002, and the boundaries proposed in 2009 to be implemented in 2010 (as they are now). It is evident from these maps that the internal boundaries have been stretched as much as possible to make the smallest, internal wards larger and to maintain the residential character of the four residential wards. For example, the move of Milton Court from Coleman Street to Cripplegate.
8. Appendix 3 shows table 1, the proposed member allocations and projected electorates in 2003 and 2010. It also shows the current electorate and the difference between now and 2010’s projected electorate. The 2010 review reallocated one member in the residential wards and five member positions were reallocated in the remaining 21 wards.
9. Table 1 in Appendix 3 shows the projected electorates for 2003 and 2010, rather than the actual ward list figures, because that is what the proposed boundaries were being planned on, and they are set out here as they were presented in the review recommendations. The actual Ward List figures for 2010-11 were fewer by 3,238, at 21,145. We can assert with some accuracy that the member allocation was broadly correct based on the projected ward figures.
10. The rationale for the member allocation amendments from 2003 to 2010 was based on three factors – 1. The residential wards maintaining 20 Common Councillors; 2. Above average reduction in voters in some wards, between 2003-2010; 3. The increase in size of electorates because of increasing the smallest wards.

Current Position

11. The City of London Corporation's current position is set out across the following factors – the ward boundary positions, the ward list figures since 2010 (the last ward boundary review) and commercial development.
12. The permanence of internal boundaries that the 2003 and 2010 Ward Boundary Reviews sought to give the City as seen in appendices 1 and 2. These show the difference between the pre-2003 boundaries and the post-2010 boundaries. The smaller, internal wards were expanded outwards, and this can be seen most keenly on the Farringdon Without boundary.
13. Appendix 4 and table 2 shows the total Ward List electorates from 2010/11 to 2025/26. The Ward List electorate is very similar now to where it was once the new boundaries of 2010 were put in place.
14. The peak of Ward Lists to the circa. 22K figures between 2012-2015 can be attributed to a legislative position known as "two-year non-responders." This meant that anyone on the Ward List was effectively 'carried over' to the following years Ward List, without having to respond, for two cycles. This created an artificially inflated Ward List in those years. This position was changed nationally, and households and electors must now confirm their registration each year.
15. The 2021-22 Ward List is an outlier year for a low Ward List figure. The voter registration was conducted during the autumn of 2020, the peak of the Covid pandemic.
16. The Ward Lists from 2022-2026 can be attributed to a return to the office post-Covid, two sets of all-out elections and the introduction of a dedicated Election Engagement team in the Communications Department.
17. According to Business Register and Employment Survey data (BRES - owned by the Office of National Statistics), employment in the City in 2010 stood at 339,011 and in 2024 it was estimated to be 675,000. This is a significant increase in City workers given the almost static Ward List electorate figure.
18. Appendix 5 shows the change in office stock per ward from 2103 to 2025. Whilst the general opinion is that there is an increase in commercial development across the City of London, it is in fact concentrated in a small number of wards.
19. Consideration needs to be given about completion versus occupation of developments and, companies moving within wards, when considering the impact of new development. There is a lag between a building's construction being completed and that building being occupied. For example, 22 Bishopsgate was completed in 2021 and almost fully occupied in early 2025. Furthermore, consideration should be given to the fact that new buildings do not automatically mean new businesses. Again, 22 Bishopsgate has many companies that were located elsewhere in Lime Street Ward whose previous premises have not been reoccupied or have been (or are scheduled to be) demolished.
20. Members will recall that the Court of Common Council discussed the question of a ward boundary and separately a franchise review. Subsequently, a motion was passed specifically referencing rolling registration. The Court resolved: - "To instruct officers to bring forward a report to the Policy & Resources Committee setting out the necessary steps to achieve legislative change at the earliest opportunity to introduce rolling electoral registration in the City of London Corporation."
21. As previously advised in the report on March 2024 rolling registration can only be implemented through parliamentary legislation and therefore would form part of the franchise review. The electoral (franchise) review of 2002 took nine years from commencement to implementation. It is anticipated that a similar time frame would be required for a comprehensive franchise review. Therefore, were one to prioritise a

franchise review now and defer a ward boundary a period of approx. 25 years would have elapsed between ward boundary reviews. This is not considered to be a defensible position in terms of the national position.

Options

22. **Option A** - Conduct a stock take ward boundary review – this would take into consideration internal ward boundaries, total number of Common Councillors member ward allocation.
23. If the Panel were to conduct review, as set out above it, would need to follow the procedure as implemented by the Local Boundary Commission (LBC). Whilst the LBC has no locus at the City of London, they have been consulted during the previous ward boundary reviews, and we would seek to consult them again.
24. The time scales of previous reviews have followed broadly the following structure, as advised by the Local Boundary Commission:
 - Stage 1 – Internal process** – approx. 6 months (e.g. May-Sept) – in depth research and data mining to inform the initial stage of review and inform the panel, initial meetings with the relevant departments, introduction of a WBR project team.
 - Stage 2- External Consultation** – Review is advertised and sent to all electors – 2 months (e.g. Oct-Dec)
 - Stage 3** – Panel meets to discuss representations and sicut options – 1 month (e.g. Jan)
 - Stage 4** – Draft proposals are published, and consultations are sent to all electors – 4 months (e.g. End of Feb-July)
 - Stage 5** – Panel publishes its final recommendations – 7 months (e.g. Feb following year)
 - Stage 6 – Internal process** – Final recommendations published and passed to P&R – 1 Month (e.g. March)

New arrangements need to be in place for that year's Annual Canvass for them to apply to the following years ward lists. The final recommendations to be approved no later than July, for example. For this to be in place for the March 2029 elections the ward boundary review recommendations would ideally have to be fully implemented at a Court of Common Council by no later than June 2028.
25. **Option B** - Conduct a ward boundary review with a focus on reducing the total number of Common Councillors whilst not looking at internal boundaries. Appendices 6a-c show examples of total numbers of Common Councillors based upon a variety of options. These are for example only and would not be committed to the Panel.
26. **Option C** - Conduct a ward boundary review with a view to remove the two-member minimum. This isn't recommended because of the impact on membership to ward committees, however ward committee membership is out of scope of this report and service area.
27. **Option D** - Conduct a ward boundary review to re-allocate the current 80 members that are not allocated to the four residential wards. An example of what this could look like is in appendix 6c.
28. It should be noted that the above options would require the full boundary review process, as detailed in paragraph 22, to be carried out. During this process elected members, the electorate and members of the public can make submissions which the panel will have to

consider. This means that regardless of the focus of the ward boundary review, all submissions are considered and treated equally.

29. **Option E** - Given the statistics provided and that there has been no material change in the voter distribution across the wards, and the character of the residential wards is not under any threat, then members could deem themselves satisfied with the current position and as stated in the 2010 ward boundary review, look again at these conditions in four years.

Proposals

30. The Local Boundary Commission will approach local authorities based on the following conditions –1) population changes resulting in electoral inequality, 2) if a council has not been reviewed for a long time (normally around 14 years), 3) Councils ask for a review e.g. there may be changes to the way the council is run that require a different number of councillors and, 4) the structure of councils change in an area e.g. unitary councils are created etc.
31. In carrying out a ward boundary review we would be satisfying condition 2 above. Conducting a ward boundary review both adheres to the undertakings to parliament and to the best practice and usual process that the Local Boundary Commission follows.
32. A ward boundary review, in any guise, should not be conducted solely by the Electoral Services team. Given that all other local boundary reviews are conducted by the independent local boundary commission, it would not be consistent with accepted best practice in the country as a whole. Previous ward boundary reviews at the City of London Corporation have been carried out by officers in the Department of the Town Clerk. This is because the Town Clerk sits on the Ward Boundary Review Panel (alongside the Recorder and the Common Serjeant).
33. Consideration should continue to be given to the undertakings to parliament regarding “material change in voter distribution” and the “threat to the character of the residential wards.” The 2010 review states that if there is no change to those then reviews should not be carried out, but that we continue to review and monitor quadrennially.
34. Care should be taken to ensure that members do not fully conflate or entangle the ward boundary review and the proposed franchise review. It is not a case of choosing one over the other. They are distinct, but somewhat overlapping pieces of work. The same officers would be involved in both projects and therefore there is not the resource for these pieces of work to be carried out simultaneously.
35. Whilst it is understood that some members do not wish to carry out a ward boundary review in advance of a franchise review, given that a ward boundary review has not been conducted for 15 years (which sets us over the limit set by the Local Boundary Commission), and we cannot guarantee that a franchise review will be swiftly incoming, it is not imprudent to consider a ward boundary review.
36. In view of the above and the length of time that has lapsed since the last boundary review, it is recommended that a review should be undertaken.

Key Data

37. Office stock has seen a gross increase between 2013 and 2025. However, only **7 wards have seen a ≥10% increase in gross sqm.**
38. **13 wards have seen a decrease in gross sqm.**
39. Employees in the City of London have increased from **339,011 in 2010 to approx. 675,000 in 2024.**

40. Housing has seen a stock **increase of 2,000 units between 2013 and 2025**. With a significant proportion of these sold for investment or short term let.
41. Projected population statistics have not been reported due to the Office for National Statistics data being criticised for its questionable accuracy. This can be reviewed once it has been updated.
42. The Ward List has remained stable between circa. **18,000 – 22,000 electors** since 2010.
43. A full costing of a ward boundary review is complex. Based on figures it would cost a minimum of £122,190; officer costing hasn't been estimated at this time. However, based on the previous ward boundary review, it required a minimum of two officers from the Town Clerks department to work on the review full time supported by relevant officers across the organisation. Therefore, there would be a resource impact to this effect.
44. IT costs for a dedicated website are approximately **£6,000** for the six months of the consultation period (based on figures from external hosting company, this would be more cost effective if run in house.)
45. Print costs for three mailouts for the public consultation processes have been sought from our contracted printer. This comes out at **£47,190 exc. VAT**.
46. Each boundary review conducted by the Local Boundary Commission costs them **£69,000, on average**. As we would conduct the review ourselves, we would be liable for this cost. It covers the data analysing, the collating and reviewing of submissions and, initial and final proposals.

Corporate & Strategic Implications

47. Financial implications – Members need to consider the public spend value for money aspect of carrying out this piece work. Historic reviews have taken into scope the time and resource of senior officers and their relevant departments, as well as external consultation.
48. Resource implications – a ward boundary review deprioritises any work on value for money or efficiency improvements e.g. tablet canvassing or improvements to the City Occupiers Database survey, which are long term projects to provide a much-needed update to our ageing systems.
49. It will deprioritise work in other departments as this is a time sensitive and time limited project.
50. The panel, as prescribed in the Parliamentary Undertakings, will take an active role and their work and diaries need to be managed as such. The panel consists of the Town Clerk, Common Serjeant and the Recorder.
51. Work to prepare a new Act of Common Council, if a decision is made to change the current boundaries or member allocation

Conclusion

52. Members are reminded to note the undertakings made to parliament alongside the best practice guidance provided by the Local Boundary Commission to undertake a review if one has not taken place in 14 years.
53. The City of London Corporation is committed to its previously agreed undertakings and notes that this piece of work does not ensure that a franchise review arrives to parliament any sooner.

Background Papers

City of London Corporation's electoral System – 18 March 2024

<https://democracy.cityoflondon.gov.uk/documents/s199760/Elections%20matters%20PR%20FINAL%20v2.pdf>

Saira McKechnie

Head of Electoral Services

T: 020 7332 3497

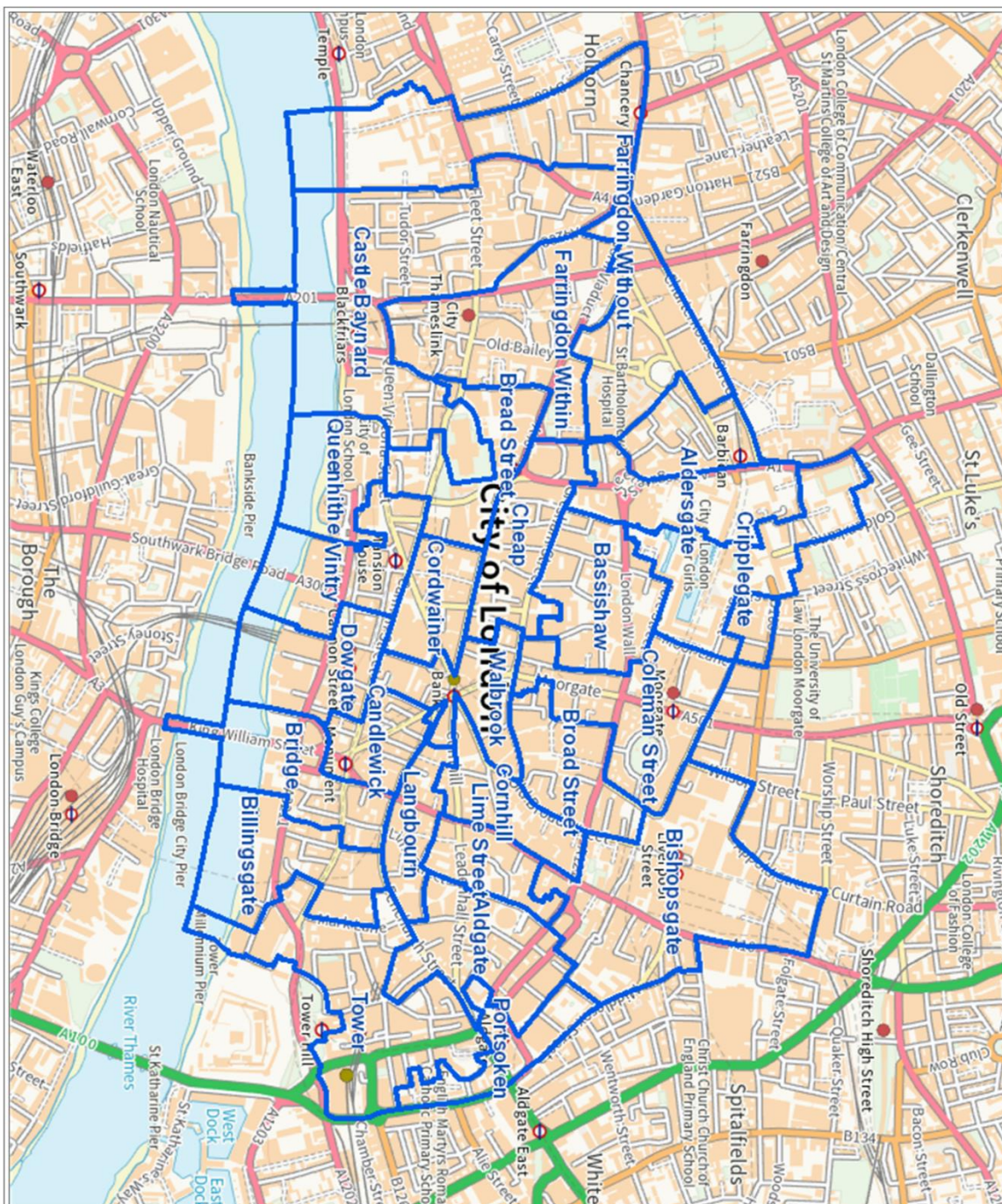
E: saira.mckechnie@cityoflondon.gov.uk

Appendices

Appendix 1 – Ward Boundary Map 2002



Appendix 2 – Ward Boundary Map 2010



Appendix 3 – Electorates and Member Allocations

Table 1	2003 estimated electorate	2003 member allocation	2010 projected electorate	2010 member allocation	2025 electorate	Electorate change 2010 and 2025
<u>Residential Wards</u>						
Aldersgate	1672	5	1513	6 (+1)	1588	+75
Cripplegate	2734	9	2863	8 (-1)	2159	-704
Portsoken	1024	4	874	3 (+1)	701	-173
Queenhithe	369	2	392	2 (0)	193	-199
<u>Totals</u>	<u>5,799</u>	<u>20</u>	<u>5,642</u>	<u>20</u>	<u>4,641</u>	<u>-1,001</u>
<u>Remaining Wards</u>						
Aldgate	1,604	5	991	5 (0)	825	-166
Bassishaw	1,089	3	404	2 (-1)	754	+350
Billingsgate	612	2	388	2 (0)	496	+108
Bishopsgate	2,767	8	1299	6 (-2)	1,511	+212
Bread Street	532	2	424	2 (0)	397	-27
Bridge	748	2	466	2 (0)	454	-12
Broad Street	913	3	638	3 (0)	394	-244
Candlewick	504	2	301	2 (0)	312	+11
Castle Baynard	2,406	7	1805	8 (+1)	1,748	-57
Cheap	746	2	535	3 (+1)	496	-39
Coleman Street	1,742	5	1178	4 (-1)	644	-534
Cordwainer	831	3	514	3 (0)	250	-264
Cornhill	747	2	519	3 (+1)	311	-208
Dowgate	534	2	446	2 (0)	614	-168
Farringdon Within	3,005	8	1,608	8 (0)	1,304	-304
Farringdon Without	6,228	10	4,241	10 (0)	3,665	-576
Langbourn	639	2	632	3 (+1)	472	-160
Lime Street	1,096	3	774	4 (+1)	508	-266
Tower	1,678	5	949	4 (-1)	839	-110
Vintry	442	2	265	2 (0)	306	-41
Walbrook	596	2	364	2 (0)	460	-96
<u>Totals</u>	<u>29,461</u>	<u>80</u>	<u>18,741</u>	<u>80</u>	<u>16,370</u>	<u>-2,371</u>
<u>Grand Totals</u>	<u>35,260</u>	<u>100</u>	<u>24,383</u>	<u>100</u>	<u>21,011</u>	<u>-3,372</u>

Appendix 4 – Total Ward List Electorates 2010-2026

<u>Ward List Year</u>	<u>Total Electorate</u>
2010-2011	21,145
2011-2012	21,510
2012-2013	22,286
2013-2014	22,213
2014-2015	22,295
2015-2016	21,004
2016-2017	19,172
2017-2018	18,983
2018-2019	18,631
2019-2020	18,829
2020-2021	19,200
2021-2022	13,748
2022-2023	19,595
2023-2024	20,223
2024-2025	19,725
2025-2026	21,011

Appendix 5 – Office stock 2013-2025

Ward	Office Stock 2013 (gross sqm GIA)	Office Stock 2025 (gross sqm GIA)	Change in Stock	Percentage Change	Additional details
Queenhithe	55,417	24,188	-31,229	-56%	Removal of Millenium Bridge House, 62 Upper Thames, Queensbridge House, 10-12 Little Trinity Lane
Cheap	395,832	326,357	-69,475	-18%	81 Newgate in 2022
Bread Street	261,717	227,482	-34,235	-13%	
Portoken	85,195	74,672	-10,523	-12%	
Tower	440,810	393,371	-47,439	-11%	
Billingsgate	330,481	295,054	-35,427	-11%	
Castle Baynard	871,782	782,802	-88,980	-10%	
Candlewick	257,897	234,039	-23,858	-9%	
Broad Street	343,869	318,080	-25,789	-7%	
Walbrook	413,034	390,335	-22,699	-5%	
Vintry	227,794	215,361	-12,433	-5%	
Dowgate	281,068	275,403	-5,665	-2%	
Farringdon Without	428,702	422,206	-6,496	-2%	
Aldersgate	101,619	100,798	-821	-1%	
Tripplegate	15,671	15,620	-51	0%	
Cornhill	274,824	274,012	-812	0%	
Bassishaw	501,882	524,803	22,921	5%	
Coleman Street	596,286	650,928	54,642	9%	
Farringdon Within	716,595	807,118	90,523	13%	
Bishopsgate	894,758	1,012,539	117,781	13%	
Langbourn	216,880	246,736	29,856	14%	
Aldgate	601,480	741,401	139,921	23%	52 Lime Street in 2020, 40 Leadenhall in 2025
Bridge And Bridge Without	191,210	309,151	117,941	62%	20 Fenchurch in 2015, 33 King William in 2019
Cordwainer	133,224	233,226	100,002	75%	3 Queen Victoria Street in 2018, 25 Queen Victoria Street in 2018
Lime Street	212,438	436,815	224,377	106%	The Leadenhall Buildings in 2015, 22 Bishopsgate in 2021, 8 Bishopsgate in 2023

Appendix 6a – Examples of member allocation

Member allocation based on 200 approx. electors per member (or part thereof). Residential Member allocation remains unchanged.

TOTAL ELECTORATE 13/14		TOTAL ELECTORATE 25/26	ELECTORATE DIFFERENCE	PROPOSED MEMBER ALLOCATION	MEMBER CHANGE
Aldersgate	1,728	1558	-170	6	0
Cripplegate	2,298	2159	-139	8	0
Portsoken	865	701	-164	4	0
Queenhithe	367	193	-174	2	0
TOTAL	5,258	4611	-647	20	0
					MEMBER CHANGE
Aldgate	851	825	-26	5	0
Bassishaw	417	754	337	3	1
Billingsgate	336	496	160	2	0
Bishopsgate	1,173	1151	-22	5	-1
Bread Street	405	397	-8	2	0
Bridge	370	454	84	2	0
Broad Street	609	394	-215	2	-1
Candlewick	394	312	-82	2	0
Castle Baynard	1,742	1748	6	7	-1
Cheap	550	496	-54	2	-1
Coleman Street	794	644	-150	3	-1
Cordwainer	320	250	-70	2	-1
Cornhill	346	311	-35	2	-1
Dowgate	438	614	176	3	1
Farringdon W/in	1,447	1304	-143	6	-2
Farringdon W/out	4313	3665	-648	12	2
Langbourn	522	472	-50	2	-1
Lime Street	331	508	177	2	-2
Tower	932	839	-93	4	0
Vintry	275	306	31	2	0
Walbrook	390	460	70	2	0
TOTAL	16955	16400	-555	72	-8
22,213		21011	-1202	92	-8

Appendix 6b – Examples of member allocation

Member allocation based on 200 approx. electors per member (or part thereof). Residential Member allocation is amended.

TOTAL ELECTORATE 13/14		TOTAL ELECTORATE 25/26	ELECTORATE DIFFERENCE	PROPOSED MEMBER ALLOCATION	MEMBER CHANGE
Aldersgate	1,728	1558	-170	7	1
Cripplegate	2,298	2159	-139	10	2
Portsoken	865	701	-164	3	-1
Queenhithe	367	193	-174	2	0
TOTAL	5,258	4611	-647	22	2
			ELECTORATE DIFFERENCE	PROPOSED MEMBER ALLOCATION	MEMBER CHANGE
Aldgate	851	825	-26	5	0
Bassishaw	417	754	337	3	1
Billingsgate	336	496	160	2	0
Bishopsgate	1,173	1151	-22	5	-1
Bread Street	405	397	-8	2	0
Bridge	370	454	84	2	0
Broad Street	609	394	-215	2	-1
Candlewick	394	312	-82	2	0
Castle Baynard	1,742	1748	6	7	-1
Cheap	550	496	-54	2	-1
Coleman Street	794	644	-150	3	-1
Cordwainer	320	250	-70	2	-1
Cornhill	346	311	-35	2	-1
Dowgate	438	614	176	3	1
Farringdon W/in	1,447	1304	-143	6	-2
Farringdon W/out	4313	3665	-648	12	2
Langbourn	522	472	-50	2	-1
Lime Street	331	508	177	2	-2
Tower	932	839	-93	4	0

Vintry	275	306	31	2	0
Walbrook	390	460	70	2	0
TOTAL	16955	16400	-555	72	-8
22,213		21011	-1202	94	-6

Appendix 6c – Examples of member allocation

Member allocation based on retaining 100 Common Councillors. Residential member allocation remains unchanged.

TOTAL ELECTORATE 13/14		TOTAL ELECTORATE 25/26	ELECTORATE DIFFERENCE	PROPOSED MEMBER ALLOCATION	MEMBER CHANGE
Aldersgate	1,728	1558	-170	6	0
Cripplegate	2,298	2159	-139	8	0
Portsoken	865	701	-164	4	0
Queenhithe	367	193	-174	2	0
TOTAL	5,258	4611	-647	20	0
			ELECTORATE DIFFERENCE	PROPOSED MEMBER ALLOCATION	MEMBER CHANGE
Aldgate	851	825	-26	5	0
Bassishaw	417	754	337	3	1
Billingsgate	336	496	160	3	1
Bishopsgate	1,173	1151	-22	6	0
Bread Street	405	397	-8	2	0
Bridge	370	454	84	3	1
Broad Street	609	394	-215	3	0
Candlewick	394	312	-82	2	0
Castle Baynard	1,742	1748	6	9	1
Cheap	550	496	-54	2	-1
Coleman Street	794	644	-150	3	-1
Cordwainer	320	250	-70	2	-1
Cornhill	346	311	-35	2	-1
Dowgate	438	614	176	3	1
Farringdon W/in	1,447	1304	-143	8	0

Farringdon W/out	4313	3665	-648	10	0
Langbourn	522	472	-50	2	-1
Lime Street	331	508	177	4	0
Tower	932	839	-93	4	0
Vintry	275	306	31	2	0
Walbrook	390	460	70	2	0
TOTAL	16955	16400	-555	80	0
22,213		21011	-1202	100	0

City of London Corporation Committee Report

Committee(s): Communications & Corporate Affairs Sub-Committee – For decision Policy & Resources Committee – for decision	Dated: 10/12/2025 11/12/2025
Subject: Strategic Branding Review and Consideration of Place Brand	Public report: For Decision
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Supports delivery of 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?	No
Report of:	Kristy Sandino, Interim Executive Director of Corporate Communications and Engagement
Report author:	James Tringham, Communications Team – Marketing & Brand (interim) Omkar Chana, Culture Director (Interim), Town Clerk's

Summary

This report provides a comprehensive update on continued work across the City of London Corporation on strategic branding, taking into consideration the comments and decisions made at the Court of Common Council meeting on the 6th March 2025 and the deferring of the decision to agree the Strategic Branding Review recommendations. The action was to return to the Policy and Resources Committee with updated proposals, including a discussion on the place brand.

For ease, the two recommendations in the original report were:

- The adoption of a co-branding model with City of London Corporation institutions, funded programmes and entities.
- Roll-out of a 'descriptive' logo that includes the City Corporation's full name.

The City Corporation's previous investment to develop its business-to-consumer (B2C) place-brand ('CityofLdn') is now being reviewed concurrently with the Strategic Branding Review. Part of this work proposes to consolidate the 'CityOfLdn' brand through partnering with external organisations. Options are presented to align the outputs from the Strategic Branding Review and the 'CityOfLdn' merger in a timely manner.

Recommendation(s)

Members are asked to:

- Approve the proposals in Appendix 1 and delegate the approval of the detailed design guide, once completed, to the Town Clerk, in consultation with the Chair of the Communications & Corporate Affairs Sub-Committee, the Chairman of the Policy & Resources Committee, and the Executive Leadership Board.
- Members are asked to approve Option 1 regarding the place brand, and delegate the authority to ensure that the CityOfLdn place brand is aligned with the output from the Strategic Brand Review to the Town Clerk, the Chairman of the Policy & Resources Committee and Deputy Chair of Policy, in consultation with the Chair of the Communications & Corporate Affairs Sub-Committee and Chair of Culture, Heritage and Libraries.

Main Report

Background

Strategic Branding Review

1. An audit and review of the City of London Corporation's brands took place in 2024 and proposals were subsequently developed in consultation with Members and senior officers from across the City Corporation. The proposals centred on two clear recommendations:
 - The adoption of a co-branding model with City of London Corporation institutions, funded programmes and entities

Fig 1: examples of the co-branding model:



- Roll-out of a 'descriptive' horizontal-format logo that includes the City Corporation's full name

Fig 2: existing 'vertical' and new 'horizontal' logo:



2. The proposals were considered and approved by the Policy & Resources Committee in February 2025. In March 2025 the Court of Common Council asked the Policy and Resources Committee to consider the matter further.
3. An update was provided to the Communications & Corporate Affairs Sub-Committee in May 2025, where a Member queried the inclusion of the City Corporation's full name in some versions of the logo.

Place brand ('CityOfLdn')

4. Destination City (Phase One) included a separate place brand with a distinct brand identity, which includes a circular 'roundel' logo that was created for the City Corporation's visitor-facing channels.
- *Fig. 3: existing circular 'roundel' logo used on the visitor-facing website and social media channels:*



5. As part of this, a website was established (www.thecityofldn.com), accompanying social media accounts (e.g. Instagram, YouTube, Facebook, X) and a newsletter created. The roundel is also used on printed material.
6. In line with existing City Corporation guidelines, whenever the City of London place brand is used externally the content also features the City Corporation crest

with the words 'delivered by', as the funder and main organisation behind marketing efforts.

7. The Destination City Independent Review 2024:
 - **Reported that** – some years ago, with the support of the City Corporation, New London Architecture (NLA) launched a comparable One City website and social media channels (www.onecity.london) which the City Corporation continues to financially support. The two platforms currently have differing strengths (e.g. One City has 156,000 Instagram followers and thecityofldn.com has 57,000 monthly views, and over 15,000 subscribers across newsletters to both platforms).
 - **Recommended to** – reevaluate the social media strategy and the possible partnership approaches to this where duplication currently exists, focus effort on a comprehensive calendar of events, and achieving an enhanced sense of the City of London as the capital's 'Old Town'.
8. After the review, the Culture Team retained the responsibility for maintaining the visitor-facing channels (website, social media and newsletter). The functionality for a calendar of events was implemented.
9. A project to merge thecityoldn.com and One City websites and social media platforms is underway and is due to complete early in 2026. Part of this project involves presenting options for the look and feel of the integrated brand entity, including but not limited to, the question of retaining the roundel, and how to incorporate relevant brand aspects from each site. This is a partnership approach to develop a brand that reflects the City as a place.

Current Position

Strategic Branding Review

10. Officers have subsequently held further consultations and discussions with several Members and senior officers. These clarified that the shorter logo version – stating 'City of London' – will remain available for use. In any application the most appropriate logo version will be selected taking into account: the context; guidelines in the detailed style guide that will be developed in order to implement the proposals; and, as necessary, discussion with relevant Members.
11. Officers have begun scoping work for a detailed design guide, believed to be the City Corporation's first since 1991. The design guide will ensure consistent implementation of the proposals across the City Corporation, and will also include guidelines around use of colours, fonts, layouts and other visual elements – ensuring more consistency in our printed and digital public-facing documents and other communications outputs, while remaining true to our distinctive and established visual identity. The objective is for this to be in place by March 2026.

Place brand ('CityOfLdn')

12. The City Corporation and the NLA co-commissioned a piece of work in partnership to merge the websites (www.thecityofldn.com and www.Onecity.london), associated social media platforms and newsletters.
13. The project will deliver a merged website and social platforms (in keeping with the existing blueprint rather than a full-feature build). The output must be compatible with the City Corporation's work on the digital review, brand strategy, and crucially—as a partnership—the merger needs to be mindful of internal and external stakeholder needs.
14. The vision for the place brand and the new merged entity will be a partnership approach, with the City Corporation being one of the partners. The place brand, specifically the roundel, that City Corporation has used for four years was aimed at changing perceptions and positively influencing visitors by positioning the City of London as a place vibrant with culture, where the old meets the new. The NLA has been on a similar journey with the One City brand, having developed its brand for around 10 years.
15. Consultants engaged by the Culture team are developing two brand options: one that is based on the roundel logo; and, one that does not include the roundel logo. The project needs a decision to be made by end of December 2025 ahead of developing and implementing the merged place-brand website and social media platforms.
16. Deleting the roundel and replacing it with the City Corporation crest would remove an essential element of the current place brand's identity. It would also require further consultation with our key partner in the consolidated place brand website, including the NLA, BIDs and City Property Association. External advice from a brand value creation agency advised that deleting the roundel is the least favourable approach from the point of view of retaining the existing subscribers and follower base, and it would diminish the value that has been developed by City of London Corporation and the NLA.

Proposals

17. The proposals from the 2024 Brand Review were developed in consultation with Members and senior officers from across the City Corporation and centred on two clear recommendations:
 - The adoption of a co-branding model with City of London Corporation institutions, funded programmes and entities
 - Roll-out of a 'descriptive' horizontal-format logo that includes the City Corporation's full name.
18. The co-branding model was proposed to:

- Raise the profile of the City Corporation's activities and investments by ensuring wider recognition of its positive contribution to the economic, social and cultural lives of London and the nation
 - Help external stakeholders better understand the relationship between a funded/supported institution and the City Corporation
 - Encourage a One City Corporation ethos among everyone employed by the City Corporation in line with the ambitions of the Corporate Plan and People Strategy 2024-2029
19. The descriptive logo was proposed to provide a horizontal-format logo that is more suitable for – and will therefore appear more prominently in – many graphic design applications, such as posters or websites. The descriptive logo included the City Corporation's full name to provide greater visibility of the City Corporation's involvement and investment at local, London and national levels. As stated above, the shorter logo version – stating 'City of London' – will remain available for use. In any application the most appropriate logo version will be selected taking into account: the context; guidelines in the detailed style guide that will be developed in order to implement the proposals; and, as necessary, discussion with relevant Members.
20. The detail of the proposals, and examples of how they would be applied, were included in previous papers on this subject and are shown in Appendix 1. The departments, institutions, initiatives and programmes to which they will apply are listed in Appendix 2. The exact wording to be used in the co-branding model ('Supported by...'; 'Funded by...'; 'An initiative by...'; etc) will be agreed with each department, institution, etc, subject to their own governance procedures as required.
21. As part of the implementation of the new branding approach, consideration should be given to opportunities for monetising the use of the City Corporation's logo in appropriate contexts. This could include licensing arrangements for commercial filming, events, or partnerships where the logo carries significant brand value. Any such approach would need to be governed by clear criteria and approval processes to protect the integrity of the brand while generating potential revenue streams that support the City Corporation's objectives.
22. Members are asked to approve the above proposals and the commencement of the accompanying detailed design guide.

Options on place brand future

23. Members are asked to consider the following options for the future of the place brand:
24. Option 1:
- Implement the proposals from the overall Strategic Branding Review.
 - On the place brand, continue the work to develop options for the visual identity of the merged place-brand website and social media platforms for a subsequent decision by end of December 2025.

25. Option 2:

- Implement the proposals from the Strategic Branding Review.
- On the place brand, merge the CityOfLdn and One City channels, delete the roundel and adopt a visual identity that is consistent with the main 'City Of London' corporate brand.

26. Option 3:

- Implement the proposals from the Strategic Branding Review.
- Continue to merge the CityOfLdn and One City channels, remove the roundel ahead of reviewing final options and retain a visual identity based on the words "City of London". The crest would not be used to replace the roundel, but the crest would be used in-line with co-branding approach.

Corporate & Strategic Implications

Financial implications – none. The new brand and identity will be rolled out digitally and signage and hard copy, printed products updated as they naturally come up for renewal. For the website and platform merger project, further delays would mean continued cost pressures for dual running (for City Corporation and NLA platforms). If decisions not made in time or require website and platforms to change again outside of the existing project, then this will require further investment.

Resource implications – the roll out of the new brand guidelines and identity will require resource from the corporate communications and engagement Team and communications and marketing, digital and employee engagement leads across the City Corporation to update digital assets and collateral as required and when they are renewed.

Legal implications – there have been ongoing discussions with the Comptroller and City Solicitor to ensure that the legal entity and contractual arrangements of the City Corporation's institutions and initiatives are correctly described. Any intellectual property decisions will also be agreed with the Comptroller and City Solicitor and are part of a separate piece of work being led by the Chamberlain.

Risk implications – for the website and platform merger project, there is a risk that deleting the existing roundel prematurely and other elements of the existing brand will erode brand value. External brand consultants have advised the City Corporation to be cautious as this cannot be reversed.

Equalities implications – the detailed design guide will incorporate best practice around accessibility.

Climate implications – none

Security implications – none

Charity Implications - The Natural Environment Charity Review considers charity branding and identity as critical to success of future philanthropic fundraising plans for those sites, particularly the ability to identify primarily as charities 'supported by' the City of London in signage and literature as they move to a grant funding model"

Conclusion

27. The Strategic Branding Review sets out a clear approach to strengthen the City Corporation's identity and ensure consistency across all communications. By adopting a co-branding model and introducing a descriptive logo, the proposals will enhance recognition of the Corporation's role and contributions. Aligning these changes with the ongoing place-brand merger will create a unified and partnership-driven identity for the Square Mile, supporting our strategic objectives and delivering greater impact for stakeholders.
28. For the website and platform merger project, the City Corporation has already invested in developing its business-to-consumer (B2C) offer. It was previously agreed to amplify through this brand, website and platform to drive advocacy as the gateway to the physical customer experience. Fundamentally, the website and platforms have now grown to represent more than just the City Corporation – collectively they are now a place brand for the Square Mile that is open to partnership working and support which deserve a unified approach to branding.

Appendices

- Appendix 1 – Details of proposed co-branding solution
- Appendix 2 – Institutions, Facilities, Programmes and Initiatives in scope

Background Papers

Strategic Branding Review

- [Policy & Resources Committee](#) 13 February 2025
- [Court of Common Council](#) 6 March 2025
- [Communications & Corporate Affairs Sub-Committee](#) 29 May 2025

Place Brand ('CityOfLdn')

- [Proposals for the implementation of Destination City](#), 17 November 2022
- [Destination Brand Identity and Destination Website](#), 11 May 2023

James Tringham

Campaigns and Marketing (Interim), Communications and Engagement Team
City of London Corporation
james.tringham@cityoflondon.gov.uk

Omkar Chana

Culture Director (Interim), Town Clerk's
City of London Corporation
Omkar.Chana@cityoflondon.gov.uk

Proposed co-branding solution

The recommended approach uses an explanatory line to accompany an additional ('Descriptive') City Corporation logo*.

The explanatory line can be changed depending on the relationship with each institution and in consultation with the Comptroller & City Solicitor's Department – *'funded by', 'supported by', 'governed by', 'in partnership with'* etc.



*Additional ('Descriptive') logo, featuring the words 'City of London Corporation' in a contemporary (Rival Sans) font. Existing ('standard') logo will be retained for ceremonial purposes.

Standard Logo



Descriptive Logo



barbican



Supported by
City of London
Corporation

barbican

Logos can be split,
depending on
channel



Supported by
City of London
Corporation

GUILD SCHOOL HALL



Supported by
City of London
Corporation

GUILD SCHOOL HALL



Supported by
City of London
Corporation

THE _____
____ LONDON
ARCHIVES



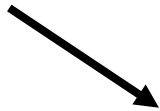
Funded by
City of London
Corporation

THE _____
____ LONDON
ARCHIVES



Funded by
City of London
Corporation

Consistent typeface used
for Open Spaces sites



Page 41

Coulsdon
Common



Coulsdon
Common



Applied to all Open Spaces with similar relationship to City of London Corporation



An initiative by
City of London
Corporation

FILM CITY



The film office for
City of London
Corporation

Consistent typography,
labelling core service or
function, using clear
language

Text explaining
relationship to (or
involvement of) City
Corporation

FILM CITY



The film office for
City of London
Corporation

This should be the only
logo

THE GLOBAL CITY



Created and run by
City of London
Corporation

THE GLOBAL CITY



Created and run by
City of London
Corporation

Strategic branding review outcome and proposals – Appendix 2

City of London Corporation Institutions, Facilities, Programmes and Initiatives in scope:

- Aldgate School
- Artizan Street Library
- Ashtead Common
- Avondale Square Estate
- Barbican Centre
- Barbican Estate
- Barbican Library
- Billingsgate Market
- Billingsgate Roman House & Baths
- Bunhill Fields
- Central Criminal Court (Old Bailey)
- City Academy Hackney
- City Belonging Project
- City Bridge Foundation
- City Gardens
- City Information Centre
- City of London Academies Trust
- City of London Academy Highbury Grove
- City of London Academy Highgate Hill
- City of London Academy Islington
- City of London Academy Shoreditch Park
- City of London Academy Southwark
- City of London Cemetery & Crematorium
- City of London Freeman's School
- City of London Magistrates Court
- City of London Police
- City of London Primary Academy Islington
- City of London School
- City of London School for Girls
- City of London Junior School
- City UK
- Clean City Awards
- Climate Action Strategy
- Denton Office
- Destination City
- Dron House Estate
- Family Information Service
- Film City
- Galleywall Primary City of London Academy
- Global City
- Golden Lane Estate
- Gresham College
- Guildhall
- Guildhall Gallery
- Guildhall Library
- Guildhall School of Music & Drama
- Hackney Collegiate Sixth Form
- Heathrow Animal Reception Centre
- Holloway Estate
- Horace Jones House Estate
- Isleden House Estate
- Islington Collegiate Sixth Form
- Keats House
- Kenley Common
- Leadenhall Market
- London Archives
- London Museum
- London Museum – Docklands
- London Nautical, City of London Academy
- London Port Health Authority
- Mansion House
- Middlesex Street Estate
- Monument
- Natural Environment Charities (all sites owned or managed by)
 - Ashtead Common (1051510)

- Burnham Beeches & Stoke Common (232987)
- Coulsdon & Other Commons (232989)
- Epping Forest (232990)
- Hampstead Heath (803392)
- Highgate Wood and Queen's Park Kilburn (232986)
- West Ham Pak (206948)
- West Wickham Common and Spring Park Wood (232988)
- Newham Collegiate Sixth Form
- New Spitalfields Market
- Redriff Primary City of London Academy
- Shoe Lane Library
- Small Business Research & Enterprise Centre
- SME Gateway
- Smithfield Market
- Southbank Estates
- Speak for the City
- Spitalfields Estate
- Sydenham Hill Estate
- Walbrook Wharf
- William Blake Estate
- Windsor House Estate
- York Way Estate

Committee(s): Communications & Corporate Affairs Sub Committee Policy & Resources Committee	Dated: 10/12/2025 11/12/2025
Subject: The Square Mile Sport Strategy (2023-30) – Update and Phase 2 Delivery	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	Vibrant Thriving Destination, Diverse Engaged Communities, Dynamic Economic Growth, Providing Excellent Services & Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£250,000
What is the source of Funding?	Transformation Funding
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Paul Wright, Remembrancer
Report author:	Sam Hutchings, Head of Sport Strategy and Engagement

Summary

This report sets out the progress that has been made in delivering the City Corporation's Sport Strategy – A Global City of Sport. Outlining the vision and the five priorities agreed under the strategy, this report provides details on the various events and initiatives that have been achieved so far. Also, looking to the future, a summary of key work streams has been identified for each of the five sport strategy priorities. The report also provides details of the current governance arrangements and remit of the sport strategy, providing an opportunity for Members to consider if any changes should be made to this. The funding and resource proposals for delivering the remainder of the sport strategy over the next four years are also outlined. Members are asked to note funding is agreed from the Transformation Fund to cover the costs of delivering the first year (i.e. 2026/27) of the next phase of the Sport Strategy.

Recommendation

Members are asked to:

- (i) Note the progress in taking forward the priorities of the Sport Strategy (see para 4)
- (ii) Endorse the outline for delivering Phase 2 of the Strategy (see para 5).

- (iii) Agree to continue with the current governance arrangements for delivering the Sport Strategy, but that additionally in future the Sport Sounding Board be consulted on all corporate-wide sport events and initiatives that have a strategic significance (see para 6).
- (iv) Note that £250,000 has been allocated from the Transformation Fund towards costs of delivering the sport strategy during 2026/27 on the basis that a clear income generating business case will be developed to cover funding beyond this period.

Main Report

Background

1. In 2023, Members agreed to [A Global City of Sport: A Sport Strategy for the Square Mile \(2023-30\)](#) which sets out a vision and five sport themes / priorities for the City Corporation over the next seven years. The Vision is to make the City of London a leading global city of sport, through valued and exceptional sport facilities, events and engagement. The five priorities are:
 - INVEST in sport facilities
 - ACTIVATE our streets / spaces
 - CELEBRATE the impact of sport
 - ATTRACT more high-quality sport events
 - SUPPORT community sport
2. The delivery of the strategy is monitored by the Sport Sounding Board which meets quarterly and is chaired by the Lead Member for Sport. As well as chairing these meetings, the Lead Member supports the City's engagement on sport and has helped oversee an ambitious sport facility and event programme. The Head of Sport, along with the Sport Strategy Officer and the Community Sport Officer, make up the Sport Team which works with departments across the organisation to deliver on the five priorities. At each meeting of the Sounding Board Members receive a report on progress on delivering the priorities and hear proposals on new initiatives that align with these aspirations.

Phase 1: Delivery Success (2023-26)

3. Owing to resource constraints when approving the new strategy, Members agreed that it should be delivered in two phases. The first phase would allow the strategy to get up-and-running through seed funding from the Policy Initiatives Fund. During this period, additional staff (the Sport Strategy Officer and the Community Sport Officer) were appointed to take forward the five priorities and plans for moving to the next 'delivery' phase would be put in place.
4. Progress on delivering the five priorities is set out below:
 - i) **INVEST in facilities** – ensuring they are fit-for-purpose, commercially viable and meet stakeholder needs.
 - Current Facilities – following the approval of the Sport Strategy in 2023, Members agreed to allocate £10m from the Community Infrastructure Levy (CIL) to cover the costs of refurbishing Golden Lane Leisure Centre. Work is due to begin at the end of 2026, and it is envisaged that the site will reopen

to the public in summer 2027. The procurement of a new operator is underway as the current contract is due to expire at the same time as the Centre's closure next year.

- New Site Options – we continue to work with colleagues to ensure sport and fitness is considered as an integral part of appropriate new developments. This is reflected in the City Plan 2040. A recently identified site in the east of the City, where demand for facilities is greatest, includes proposals for a large community space dedicated to sport and wellbeing. We are supporting colleagues in developing the case to evidence and justify this need. This could offer an exciting opportunity for the City Corporation to provide unique and attractive sport facilities in a purpose-built space within a new development, whilst also potentially offering affordable workspace for international and domestic sports organisations.

ii) **ACTIVATE spaces** - encouraging accessible sport and physical activity that is free to use and open to all:

- Outdoor Facilities – plans to introduce an outdoor gym at Old Waterman's Walk are progressing, having passed through the Gateways 1 and 2 process. We are now awaiting confirmation of the budget to move forward with the next stages, including site appraisal, securing approvals for work on the City Walkway, and submitting our recommended supplier to procurement. Due to delays with approvals, implementation is now anticipated in early 2026.
- Urban Sports – architects have been appointed to undertake an updated feasibility study for Blackfriars Undercroft which includes options for a skatepark and other sport uses. We have engaged a specialist skateboard contractor to support this work and they have provided a range of options for consideration. A way forward for this public space will be determined in the new year.
- Pop-up Activations – the Sport Team is currently looking into some options around the introduction of temporary sport facilities across the Square Mile which could be installed in publicly accessible spaces, such as Padel courts and an ice-skating rink. We are actively engaging with operators and colleagues from across the organisation to understand the operational constraints and financial potential of these as an effective income source for the wider strategy.

iii) **CELEBRATE impact** – continuing to deliver a focused sport engagement programme that brings long term benefits to our stakeholders.

- Sport Diplomacy – the Head of Sport has joined a cross-Government and industry working group that seeks to maximise UK diplomatic and trade outcomes through sport. As part of this, we worked with partners including UK Sport, UK Government and the Greater London Authority to organise successful business visits to Paris for the Olympic & Paralympic Games in 2024.
- Major Sport Events – the City Corporation recently hosted World Rugby for a series of high-profile events at Guildhall, including a community rugby activation alongside its General Assembly. These events took place at a

time when England was hosting the Women's Rugby World Cup and provided a great opportunity to strengthen the City of London's position as a trusted partner for major sporting organisations.

- **Sport & Business** – we continue to create opportunities for sport and business to connect and discuss shared challenges and opportunities. Recent examples include hosting the Global Sport Agora for the fourth time at Guildhall as well as an event co-hosted with the Office for Investment, which brought together key stakeholders to explore UK and Australian sport investment.
- **Grassroots Sport** – the City Corporation continues to support grassroots sport by providing space for events and networking in the Square Mile. A number of events celebrating grassroots sports have taken place in Guildhall over the last few months, including the London Sport Awards, the London FA Awards and the London Youth Games Workforce Celebrations.
- **Celebrating Success** – a number of sport-related freedom ceremonies have taken place recently in support of our sport engagement objectives, including those awarded to Barry Hearn (boxing), Michael Watson (boxing), and Daniel Levy (football). We are also exploring the possibility of a joint ceremony to celebrate the recent successes of England's Lionesses in the Women's Euros and the Red Roses in the Women's Rugby World Cup.

iv) **ATTRACT events** - enticing more quality mass participation (MPEs) and high-profile spectator sport events (SSEs) onto City streets and public spaces:

- **New Events** – following the success of last year's Summer of Sport in the City, we partnered with Central London Alliance and other BIDS to deliver the [London Sports Festival](#) across the City this summer. Highlights included a 6-week padel court at St Pauls cathedral, table tennis at Paternoster Square and a full-size basketball court in Guildhall Yard. Over 12,000 people participated in the activations, which generally received very positive feedback.
- **Existing Events** – the sport team continues to work with colleagues to support existing mass participation event organisers with their ambitions to use the Square Mile as a backdrop for their high-profile events. For example, the City Corporation supports the Square Mile Relay each year by providing Guildhall Yard at no charge and, in return, receives logo recognition and a staff team space in the popular relay event.

v) **SUPPORT community** - helping to establish more sport clubs, classes and activities for local residents and workers in the Square Mile, with a particular focus on activities for young people and those from lower socio-economic backgrounds.

- **Young People** – Throughout the summer, a variety of sports sessions were delivered for young people across the city, featuring football, tennis, BoxFit, and volleyball. In September this year, Guildhall Yard hosted a Rugby Taster Day in partnership with the RFU, World Rugby, and Rosslyn Park FC. The morning welcomed four City of London schools and the Richard Cloudesley School, with 77 students enjoying rugby skills and games.

- Older People - As part of the London Sport Festival, we provided a series of adult-focused sessions that were held in the green spaces including Christchurch Greyfriars, Barber-Surgeons' Garden, Finsbury Circus, and Postman's Park. Activities included Tai Chi, HulaFit, and DanceFit, attracting a number of local residents and workers. We also delivered boxing and taekwondo taster day in Guildhall Yard, featuring a full-size boxing ring and professional coaching.
- Accessible & Inclusive Sport – Sport sessions for young people with SEND were held at Golden Lane Leisure Centre and Artizan Library, alongside an inclusive Open Sports Day at the Mansell Street Estate MUGA. We have also worked with Positive Action Through Creativity (PAC) a charity that has successfully received CIL Neighbourhood Fund for a 12-month programme of exercise and health activity for women from the Bangladeshi and other minority communities who live in the Square Mile.

Phase 2: Maximise Impact (2026-2030)

5. The next phase of delivering the sport strategy is about maximising outcomes for the benefit of all our stakeholders and we are ambitious about what we can deliver. These objectives, aligned with the priorities outlined in the sport strategy, include:

i) INVEST in facilities:

- Current Facilities – we will work with colleagues across the organisation to provide guidance on the refurbishment works, setup and procurement process for Golden Lane Leisure Centre.
- New Site Options – we will support ambitions to build a new world class sport facility and affordable office space for sport organisations in a new development in the Square Mile. A potential new development, on the eastern side of the City, has already been identified for this purpose. We are also exploring other sites across the Square Mile which may provide permanent facilities for sport, such as basements and rooftops.

ii) ACTIVATE spaces:

- Outdoor Activities – we will continue to find new locations for outdoor gyms across the Square Mile, as part of an urban gym network, and finalise the instalment of a new facility at Old Watermen's Walk.
- Urban Sports – we will take forward plans to explore the installation of a skate park and other urban sport facilities at a suitable location, potentially Blackfriars Undercroft.
- Pop-up Activations – we will seek to find publicly accessible spaces such as squares, gardens and car parks, that lend themselves to being used for pop-up temporary sport activities, such as padel tennis, 3X3 basketball and ice skating.

iii) CELEBRATE impact:

- Sport Diplomacy – we will support the Government's new sport diplomacy strategy, expected to be launched early next year, which will set out clear intentions for the UK to maximise potential benefits from soft power influence

and trade through sport, including engagement around the Milan Winter Games and the FIFA Men's World Cup next year.

- Major Sport Events – we will work with partners to celebrate and showcase major sport events taking place in the UK, by offering up venues for specific engagement around the competitions. A number of domestic hosted major sport events are in the pipeline over the next few years, including the ITTF Table Tennis Team World Championships, T20 Women's Cricket World Cup and the Commonwealth Games in Glasgow next year. In 2028, England will host the Men's Euro football competition.
- Sport & Business – plans are underway to introduce a new sport festival concept (Square Mile Sports Week) to the City which would help showcase London as a global sports destination and bring business and sport closer together to discuss shared issues. We will continue to convene events, like this and the Global Sport Agora, that seek to enhance dialogue between business and sport.
- Grassroots Sport – alongside partners such as London Sport, London Youth Games & the London FA, we will continue to support grassroots sport by providing space for events and networking in our corporate venues such as Guildhall.
- Celebrating Success – we will continue to use the City freedom as a way to celebrate success in sport, particularly looking at the recent success of women's sport in England by the Lionesses and Red Roses.

iv) ATTRACT events:

- New Events – we will work with external event organisers on new and exciting mass participation events that can take place across the Square Mile and seek to attract increased visitors and revenue for the City of London. Discussions are already underway on plans to bring the London Nocturne cycling event back to the City next year which, if approved, will take place over a Friday and Saturday in June and involve a variety of spectator races aimed at workers and visitors. We are also working with an external partner to deliver a sport business festival – the Square Mile Sports Week – which is aiming to be up and running by 2027.
- Existing Events – we will continue to work with partners such as London Marathon Events to help support their aims around existing events and also maximise return for the City of London. A separate partnership agreement is being developed on this to formalise this relationship. We also expect to see the ongoing development of the London Sport Festival, working with Central London Alliance and BIDs to support these aims.

v) SUPPORT community:

- Sport Development – in line with aspirations to bring sport development back in-house under the new leisure operating arrangements and ensure greater accountability on our sport provision, the Head of Sport is working with officers to explore how this function could operate ahead of the procurement for a new contract being taken forward next year.

- Inclusive Sport – we will continue to develop links with local schools and academies linked to the City Corporation. Working with partners, such as the London Youth Games, we will also look to develop a programme of sport activity specifically targeted at younger people that take place during school holidays. We will seek to expand our series of adult-focused sessions that were held in the green spaces involving activities such as Tai Chi, HulaFit, and DanceFit. We are also keen to initiate a new City of London Boxing Club within the Square Mile, working with a high-profile partner to help deliver boxing and martial arts training to local residents and workers.
- Accessible Sport – we will ensure all our community focused sport activities are fully accessible and seek to target specific under-represented resident groups where possible to ensure our sport classes and events are inclusive and welcoming.

Delivery Oversight

6. As agreed by Members when approving the new strategy, regular updates have been provided on progress in delivering the priorities of the sport strategy. In addition, aspects relating to the governance and remit of the strategy have been considered as follows:
 - Governance – under its terms of reference, agreed by the Policy & Resources Committee, the Communications & Corporate Affairs Sub Committee (CCAS) has responsibility for the ‘governance of Sport Engagement (with power to act)’. In practice this means that CCAS receives regular updates on sport engagement (i.e. celebrating sport) as well as annual reports on sport strategy delivery. In addition, a Sport Sounding Board (SSB) – involving Members from relevant committees and those with an interest in sport – meets quarterly to oversee progress on delivery and is chaired by the Lead Member for Sport (appointed by the Policy & Resources Committee). The governance arrangements work well, ensuring streamlined decision making and inclusive corporate oversight. Therefore no changes to current governance structures for sport are currently recommended.
 - Remit – the current focus of the sport strategy is rightfully on the Square Mile, to ensure our residents and workers needs are met in relation to sport and leisure provision. However, there is sometimes a clear crossover of interest in relation to sport facilities and activities provided outside the Square Mile, such as on our open spaces and educational institutions. Members may feel that the remit of the SSB could be widened to help coordinate the delivery of specific high profile sport events and facilities that have a strategic and corporate significance. However, it should be noted that any significant change to the current position could require additional resources to deliver and impact other committee’s responsibilities. It is therefore suggested that, for the time being, the SSB should provide a consultative role in supporting corporate wide sport events and initiatives taking place outside the Square Mile that have a strategic significance.

Corporate & Strategic Implications

7. Strategic implications – the new sport strategy aligns closely with the aspirations of the City Corporation’s Corporate Plan 2024-29, by: making the Square Mile a

‘Vibrant Thriving Destination’ through high quality sport related events and facilities, supporting ‘Diverse Engaged Communities’ through an inclusive, effective and focussed community sport programme, ‘Providing Excellent Services’ through sport initiatives that help people to lead healthy lives, supporting ‘Dynamic Economic Growth’ through closer integration between the sport and business sector and delivering ‘Flourishing Public Spaces’ through developing permanent and pop-up sport facilities and activations that are open and accessible to all our stakeholders.

8. Resource implications – There are no anticipated major resource implications if future funding proposals are approved, but if there are any required staffing changes that become apparent these will need to be carried out in accordance with relevant HR procedures.
9. Financial implications – so far most of the costs of delivering the sport strategy, including two new staffing posts, have been met from the Policy Initiatives Fund (PIF). In 2023, Members agreed to provide £175,000 from PIF for the first 3 years of delivery (i.e. until 2025/6). Going forward into Phase 2 the costs of delivering the sport strategy initially will be met as follows:
 - £250,000 from the Transformation Fund will be allocated to deliver the first year of Phase 2 of the Sport Strategy using the following proposed funding model:

COST OF SERVICE	2026/27
	£'000
Staffing (Sport Team)	250
Sport Engagement Budget	75
Community Sport Budget	75
Income Generation Development	35
TOTAL COST	435

PROPOSED FUNDING MODEL	2026/27
Local Risk Budget	110
CILNF Application (for community sport)	75
Transition Fund Allocation	250
TOTAL FUNDING	435

- An application will be made to the Community Infrastructure Levy Neighbourhood Fund to meet the annual costs of delivering community focused sport events and initiatives across the Square Mile for the remainder of the strategy (i.e. approx. £75,000 per year).

- Efforts will be made to understand the income generating potential of sport over the next year to help cover the costs involved in delivering the sport strategy priorities in future years. These include seeking sponsorship opportunities / naming rights for new facilities and events, as well as drawing in potential revenue streams from specific bookable sports on permanent and temporary facilities (e.g. ice skating, padel tennis etc).
- The Head of Sport is working with the internal Income Generation team and an external consultancy to determine the projected value of this offer to help cover future delivery of the sport strategy. Subject to this, a business case will be prepared to project future income generation potential from City Corporation owned sport facilities and events and will be presented back to Members for endorsement by March 2027.
- Internal pots will also be tapped into, such as CIL, Destination City Fund and On Street Parking Reserve, to cover relevant one-off costs associated with new sport facilities and events across the Square Mile.

10. Legal implications - None

11. Risk implications – there is a significant reputational risk of the City Corporation not committing to funding and therefore delivering the remainder of the agreed sport strategy.

12. Equalities implications – In line with our Public Sector Equality Duty 2010, proposals set out within the strategy are intended to have a positive impact on people protected by existing equality legislation – age, disability, gender, race etc. Sport naturally breaks down barriers and encourages social cohesion. Efforts will be made to support events and initiatives that have a positive impact on diversity and equality.

13. Climate implications – Owing to the nature of sport and physical activity, objectives are likely to reinforce climate goals and the need to reduce the organisation’s carbon footprint. Particularly by encouraging active travel options and by using outdoor facilities which do not require energy supplies.

14. Security implications – Any planned new high profile sport events and activations would need to be assessed appropriately for potential security risks.

Conclusion

15. This report provides an update on delivering our new sport strategy – A Global City of Sport. It highlights the various events and initiatives that have been delivered to date and also aspects relating to delivery of the next phase of the strategy. It proposes a number of objectives for delivering Phase 2 of the strategy and sets out funding arrangements to help resource this and ensure ongoing success.

Background Papers:

[A Global City of Sport: A Sport Strategy for the Square Mile \(2023-30\)](#)

Sam Hutchings Head of Sport Strategy and Engagement

E: sam.hutchings@cityoflondon.gov.uk

This page is intentionally left blank

Committee(s): <ul style="list-style-type: none"> • Culture, Heritage and Libraries Committee – For Decision • Policy & Resources Committee – For Decision 	Dated: <ul style="list-style-type: none"> • 8 December 2025 • 11 December 2025
Subject: Sculpture in the City – proposed delivery model and governance	
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	<ul style="list-style-type: none"> • Diverse Engaged Communities • Vibrant Thriving Destination • Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A (existing budget is via City Fund - Local Risk Budget and external Partner funding)
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	<ul style="list-style-type: none"> • Greg Moore, Deputy Town Clerk
Report author:	<ul style="list-style-type: none"> • Emma Markiewicz, Head of Profession for Culture • Omkar Chana, Culture Director (Interim)

Summary

Sculpture in the City (SITC) is a successful public art programme but is no longer sustainable under the City Corporation's current funding and operating model. Partners want the project to evolve and three options were assessed: keep it in-house, terminate it, or transfer it to a new Community Interest Company limited by guarantee (or other legal structure as an outside body).

Keeping SITC internal is financially unrealistic and risks partner withdrawal; ending the programme would lose a major cultural asset. Transferring SITC to a CIC (or other legal structure as an outside body) offers the best chance for long-term sustainability, enabling greater fundraising, operational flexibility and some continued City Corporation oversight.

Recommendation(s)

The recommendation is for Option 3: transfer SITC ownership, management and operational delivery to an external entity in the form of a Community Interest Company (or other legal structure). In doing so, Members are asked to:

1. Approve the *in-principal* transfer of the SITC project to a new Community Interest Company (CIC) limited by guarantee or other legal structure which is considered most suitable following legal advice and consultation with stakeholders for future management and delivery.
2. Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chairs of Policy & Resources and Culture Heritage and Libraries Committees, to advance from *in-principal* to *completing* the operational details of any CIC establishment (or other legal structure) and any transfer.
3. Approve that the governance of any CIC (or other legal structure) be taken through the appropriate City Corporation Committee process, specifically (i) composition and the establishment of any Board of Directors; and, (ii) how the City Corporation would be represented on the Board of Directors of any outside body to maintain oversight of the project (in line with the 'Protocol for Members, Officers and Individuals appointed or nominated by the City Corporation to Outside Bodies').

Main Report

Background

1. Sculpture in the City (SITC) is an artwork exhibition in the public realm, located in the City of London. It is an annual programme and while all the artworks are temporary, some are kept on display for more than a year depending on their popularity and availability. SITC started in 2011. The 14th edition (2025) has successfully delivered 11 artworks.
2. The SITC project is a very well-established example of high-quality artworks in the public realm. The project is delivered as a collaboration with corporates to leverage each organisations contribution and deliver a world-class annual sculpture programme with a series of supporting activations. The activations deliver a broad range of events to enable better interaction with artworks (e.g. curated tours) and aims to engage a diverse audience from children to local workers.
3. The geographical location of the artworks is currently within the area covered by the Eastern City Business Improvement District (ECBID).
4. SITC is a project run by the City of London Corporation. It is part funded by the City of London Corporation through the City Fund (constitutes the exercise of discretionary powers). The remaining funds are external, provided by a range of Partners and Patrons within the Square Mile, each of whom contribute to the annual operating cost. SITC has been delivered by different departments within the City Corporation including the Environment Department, transferring to the

Town Clerk's department in 2024 funded through local budget provision (City Fund).

5. Partners remain committed but expressed their desire for the SITC project to have a refreshed future vision and operating model. In May 2025, the CHL Committee approved the SITC 14th edition shortlist for delivery by the Culture Team. To allow time to develop a new and more sustainable model, this year the cycle only installed three new artworks and retained eight existing artworks (three of which are permanent pieces, owned by corporates that have purchased them after being exhibited in the programme). Time was spent engaging Partners to better understand the nature of a new proposed model to enable the project to continue.
6. In November 2025, the CHL Committee received a report on the successful delivery of the 14th edition (2025-26) and a proposal for a future delivery model. The CHL Committee deferred a decision regarding a proposal. More information was requested on the details of the proposed transfer, in particular, the governance arrangements for establishing a new legal entity and reporting requirements to the CHL Committee.

Current Position

Governance

7. The existing governance arrangements for the SITC project are through the SITC Partner Board ('SITC Board'). The SITC Board is Chaired by the Head of Profession for Culture. The SITC Board membership consists of SITC Partners.
 - SITC Partners are a group of organisations that support the project with a financial contribution at tier 1. SITC Partners volunteer their time to attend SITC Board meetings, providing a crucial steer on the in-year delivery and on the future development of the project.
 - SITC Patrons support the project with a financial contribution at tier 2 (lower than tier 1). A seat on the SITC Board is not offered at this level.
8. The proposed SITC artworks are reviewed by the City Arts Initiative (CAI) panel. The Deputy Town Clerk brings the CAI's recommendation to the CHL Committee for approval.
9. From a City Corporation perspective, oversight for the SITC project is currently with the CHL committee. Additionally, any policy decisions on participating in outside bodies (including appointing Directors), application of funding, transfer of any IPR rights, or authorising their licensing for the purposes proposed is with Policy & Resources Committee. Therefore, both committees are required to approve this approach

Financials

10. The table below provides the SITC budget for the previous two years and the proportion by source of funds.

SITC budget (£)	13 th edition budget 2023-24		14 th edition budget 2024-25	
	COL (City Fund)	Partners/ Patrons	COL (City Fund)	Partners/ Patrons
Local risk	32,500	-	50,000	-
CIL (one-off)	80,000	-	-	-
In-kind	150,000	23,000	150,000 ¹	23,000
External		345,000		325,000
Subtotal	262,500 (29%)	368,000 (71%)	200,000 (42%)	348,000 (58%)
Total	607,000		548,000	

Note: 1) estimated maximum based on previous year, amount likely to be less owing to the reduced number of new sculptures in this year.

Additional information about a CIC

11. For transparency, the Primera Corporation is involved as a provider to the SITC project through their service contract with the ECBID. The SITC Partners agreed to commission the Primera Corporation to undertake some feasibility work on future options (see background reports).
12. Primera Corporation has provided some supplementary information to build on their feasibility work which proposed adopting the CIC approach. This information has been evaluated by officers in presenting proposals to Members for decision. In conclusion, it is accepted by officers that a charity (in whatever legal form) is generally seen as a better vehicle for fundraising and that charitable status offers tax benefits. Primera concluded that the operational flexibility and simplicity of a CIC, taking into account the stakeholder feedback, future activities and source of funding, the CIC is believed to be the better overall fit.
13. For a CIC:
 - The mandatory asset lock is key to providing supporters with assurance that all funds and assets will be used for community good.
 - The entity is a faster, lower risk, lower cost option for both set up and operation.
 - A CIC may not transfer assets at less than full market value unless it is to another asset-locked body, such as a charity, or for community benefit.
 - On any dissolution surplus assets must be transferred to another asset-locked body.
 - A CIC limited by guarantee would have additional protections against share/dividend payments from the CIC's funds/assets.
 - Directors may benefit (subject to restrictions in the Articles) under CICs constituted as being limited by shares, rather than guarantee. It is the latter form which is proposed.

Options

14. The City Corporation must decide if it wants to own, manage and deliver (and therefore continue to fund and resource), or if it wants to be more innovative in its approach to partner with external organisations in exchange for SITC ownership.

This is an opportune moment for the SITC project and any decision will need to carefully consider a balance of the requirements to support the project to continue on a sustainable and long-term basis.

15. This decision is time-sensitive because preparation for the next year's programme commences before the end of the calendar year to enable SITC Partners and Patrons to manage their budget for the following cycle. SITC Partners have fed into the future development with the expectation that the project will evolve. A delayed decision may impact their ongoing contribution and commitment, regardless of the delivery model.

16. Three options are proposed for the future of the SITC project.

- **Option 1: Retain SITC in the City Corporation.** The Culture Team would continue with project delivery, funded through local risk budgets (City Fund). The cost of this option would be to continue with a direct contribution of up to £50k to the project and up to £150k of indirect contributions through the team resources to manage and deliver the project annually.

SITC Partners have demonstrated their commitment to the project and want to see it evolve to a new phase. SITC Partners have remained invested in delivery and have input to shape what they want the next phase of SITC to be. Keeping the project within the City Corporation will not meet SITC Partner expectations and there is a very real and immediate risk that SITC Partners do not commit to continuing with another funding cycle in the current form. It will not be possible for the City Corporation to deliver this project without external funding, and the project is not sustainable through this option if funders start to withdraw and new funding is not found.

The risk of this model becoming permanent is that if budgets need to be reprioritised, as they must to deliver across all aspects of the emerging Cultural Strategy, this would result in no more investment in the project. Additional City Corporation budget has been explored via the Resource Allocation Sub-Committee and no alternative budget is available. If this option is chosen and sufficient budget (i.e. from SITC Partners/Patrons) is not available to fund another cycle, then the project may have no other choice but to default to terminate (i.e. Option 2).

- **Option 2: Terminate SITC and deinstall the artworks.** The SITC project is an established part of the City of London's art scene and it would be a loss to the City's cultural offer if the project is not continued, especially given its development over nearly one and a half decades of commitment and the strong support from SITC Partners/Patrons. It would diminish the City Corporation's delivery of its stated strategic objectives to terminate the project after 14 editions where the project has received world-class recognition.

If terminated, the cost is estimated to be covered by the project's reserve and contingency arrangements. This option would (in existing budgets under City Fund) realise ongoing direct savings of £50k and indirect savings of up to £150k though freeing up existing resources and enabling focus on priorities

from the emerging Cultural Strategy. Existing loaned sculptures would be removed and returned to artists/agents, funded through the project reserve and contingency arrangements.

- **Option 3: Transfer SITC ownership, management and operational delivery to an external entity in the form of a Community Interest Company (or other legal structure).** This option would enable the SITC project for development and delivery in a way that the City Corporation is unable to resource. Through a revised operating model and a greater focus on existing/new Partners, Patrons and fundraising, this option provides the best opportunity for the sustainability of the project. There will be establishment and transfer costs. Once the transfer is complete, there would be ongoing direct savings of £50k and indirect savings of up to £150k through freeing up existing resources and enabling focus on priorities from the emerging Cultural Strategy. Existing loaned sculptures at the end of their term would be removed and returned to artists/agents, funded through the project reserve and contingency arrangements. Contracts for any sculptures that remain installed would be novated to the proposed new legal entity, funded by existing budget under City Fund.

Proposals

17. The recommendation is for Option 3: Transfer SITC ownership, management and operational delivery to an external entity in the form of a Community Interest Company (or other legal structure).
18. **Why transfer to an entity that is external to the City Corporation?** In option 3, the City Corporation would transfer the ownership, governance and liability of the SITC project into a CIC (or other legal structure). A collaboration – through an external entity – would be more representative of the current model given the reliance on external partners; no partner (including the City Corporation) is willing to underwrite the project on their own. At present, the City Corporation ‘owns’ the SITC project – contracts (e.g. artwork loans, curatorial and installation) and the dedicated website are in the City Corporation’s name. It manages the budget, including all incoming contributions and, crucially, the City Corporation’s reputation is strongly associated with the SITC project. However, delivery is fully dependant on Partner/Patron funding because the City Corporation is unable to fund the project on its own. It would not be sustainable or desirable to fund the project from a single source.
19. **Why a CIC?** It may be possible to deliver the project through different legal forms. However, it is important that the new entity has limited liability to protect its members as a company limited by guarantee. Fundraising will be crucial for the proposed new entity. As fundraising ramps up, a Community Interest Company structure, would help to ensure that funds are protected and used for the project. Whilst it is possible to do this using different company types, a Community Interest Company and its asset lock mechanism would provide a relatively straightforward way to achieve this.

Governance

20. In November 2025, CHL Members expressed views to retain majority control of any external entity, the artworks and oversight of the project. The principal issue is to determine the level of control required by the City Corporation. Control can be retained through Option 1, subject to continued funding by the Corporation and external partners. Majority control of any external entity can be achieved through a wholly owned local authority company for example. However, this would bring with it a range of compliance and regulatory requirements and is unlikely to be acceptable to our partners.
21. Generally, the level of control that an organisation has is linked to the level of financial contribution. For majority control, it is normally expected in dealing with stakeholders to establish a new legal entity, that the City Corporation would need to maintain the majority share of any budget contribution. There are examples where the City Corporation has established external entities in collaboration with other bodies (e.g. TheCityUK, the Green Finance Institute and the Impact Investing Institute). Due to the nature of the City Corporation's on-going and engaged relationship with these organisations and their work, the City Corporation continues to have a governance role in those organisations. These strategic relationships are reviewed annually for ongoing relevance and alignment with the City Corporation's strategic objectives and value for money, with the Policy & Resources Committee retaining oversight.
22. In the case of SITC, the majority of funding would come from external sources and the City Corporation is unable to make a financial commitment to the project that would be equivalent to the total external amount. In the last two years, the City Corporation's contribution ranges from 30%-40% of the annual operating budget. This range would decrease as new external funding is secured and it is unrealistic to expect that a majority control would be retained.
23. The City Corporation would set its own policy on how it intends to engage with the new entity (e.g. reporting, and potential grant/subscription conditions). The Board of any proposed entity would proceed to take decisions independently in operating the company, subject to any legal obligations that the entity must adhere to. Should the City Corporation wish to retain some governance control separate to active participation through appointments to the Board of Directors, the City Corporation might be appointed as a company member, and to appoint an officer to discharge those functions under the City Corporation's corporate governance framework. (An individual might be appointed by the City Corporation instead – dependent upon the constitution of the new entity.)
24. In taking decisions to support the establishment of, and participate in the governance of outside bodies, it is expected that the City Corporation's policy objectives will be aligned with the outside body. However, it is important for any individual who may be appointed as Directors and/or company members (as relevant here) to be aware of the City Corporation's Protocol for Members, Officers and Individuals appointed or nominated by the City Corporation to Outside Bodies (Appendix 1) which reminds our Members of the legal and policy position:

- *Service on an outside body generally means that a Member, Officer or other individual cannot represent the City's interests. For example, if the service is as a trustee or a company director the appointee has a legal responsibility to act in the interests of the outside body only, as opposed to the interests of the City or any other organisation. This could lead to conflicts of interest (including a conflict of loyalty) between the role as a Member, Officer or appointed/nominated individual and the role on an outside body.*
- *Subject to any other duties and responsibilities Members, Officers and nominated/appointed individuals owe in respect of their service to the outside body (for example the duty of confidentiality), those persons should: (i) provide an annual update on the work of the outside body, and (ii) provide any information relevant to any application from the outside body for funding from the City Corporation to the City Corporation's Outside Bodies Sub (Policy and Resources) Committee.*

25. According to the City Corporation's protocol, reporting requirements would continue through an annual report by any City Corporation representative assigned to any outside body. If the City Corporation provides a financial contribution (as a Partner or Patron), then reporting requirements could also be built into any agreement.

26. The CAI panel would continue to review and make recommendations on the shortlist of artworks decided by any SITC arts advisors. In the existing governance, the Deputy Town Clerk reports the CAI recommendations to the CHL Committee for decision. The Deputy Town Clerk would continue to report the CAI's recommendations to the CHL Committee on the choice of SITC artworks regardless of who owns the project. This would provide a mechanism to ensure that the quality of the artworks and/or the artists is retained.

27. Separately, the City Corporation as the local planning and highway authority would also have to consent to installation of any artworks on the highway or in the public realm through existing processes.

Composition of any Board of Directors

28. Any entity would be independent and governed through its own Board of Directors and company members. The City Corporation is keen to maintain links to the project through representation on any new entity's Board of Directors. Subject to Member approval (see Recommendation 3), the composition of any entity's Board of Directors will be agreed by the City Corporation.

29. Under the recommendation to implement Option 3, officers will continue to work to the approved delegation of authority requested in the recommendations section of this report to finalise the operational details of any CIC establishment (or other legal structure) and any transfer.

Financial considerations

30. Compared to 2025/26 and assuming any costs associated with transferring the project to a CIC (or other legal structure), there will be a direct saving of £50k and indirect saving of up to £150k from City Fund. The indirect saving means that resources will be available to work on other projects. The Culture Team could potentially consider continuing support for the project through a contribution from local risk budget, subject to the priorities from the emerging Cultural Strategy. Any ongoing financial support agreement would need to be decided separately to this report.
31. Fundraising is a critical part of the proposed new entity. Whilst soft-market testing concluded that there is significant interest from existing and new Partners and Patrons, the risk of insufficient funding could be mitigated by obtaining a Letter of Intent confirming the amount of any contribution, the duration and the timeframe for budget to be made available to any new entity. Once there is sufficient start-up capital to operate year 1, then establishment for the new entity could proceed.
32. The proposed new entity is considering an application to the Neighbourhood Community Infrastructure Levy (NCIL) as a possible source of funding. Whilst the NCIL is unlikely to fund sculpture installations, there are some activations that may be eligible for NCIL funding. The eligibility and decision for such funding to be assessed in line with the relevant policies and legal framework applicable to the expenditure of those funds and the new entity would be separately accountable as a recipient of funding to the City Corporation in making NCIL grants. (Responsibility for NCIL grants and policy sits with Policy & Resources Committee.)

Drum Works CIC – a case study

33. Drum Works CIC was established via the Barbican Board in 2015. For 8 years the project flourished as part of the Creative Learning programme at the Barbican Centre and the Guildhall School of Music & Drama, before launching as an independent organisation in 2016. Drum Works continues to successfully operate as a Barbican Artistic Associate and continues to work closely with both the Barbican and the Guildhall School. Initially, the City Corporation provided in-kind support. At present, Drum Works is funded by a combination of income-generating activities and grants. Current grant funders include Youth Music (using Lottery Funding via Arts Council England) and BBC Children in Need.
34. On establishment, the Drum Works CIC Board had 9 board members in total; 3 founded the company and continue to be executive directors. The remaining 6 were non-executive directors: 2 Barbican staff members and 4 from other organisations.

Corporate & Strategic Implications

35. **Strategic implications** – the proposed approach supports the delivery of the Corporate Plan on: Diverse Engaged Communities; Vibrant Thriving Destination; and, Flourishing Public Spaces. It is also aligned with Destination City priorities and the emerging Cultural Strategy. Should the SITC project end, this would diminish the City of London's cultural offer and run counter to the City Corporation's ambitions under its Corporate Plan.
36. **Financial implications** – the proposed new entity will have some financial implications on City Fund and the proposal is to meet these from existing budget. If the recommended option is not agreed then there would still be some costs to manage the alternative, again through City Fund and existing budget. For the City Corporation, there would be a cost of establishment (e.g. legal, project management) and for ongoing relationship management and the possibility of any benefit-in-kind. For any new entity, the added resource cost would be in its own administration, which would need to be covered through Partner and Patron funding contributions.
37. **Resource implications** – resources to implement the options would be provided through the Culture Team and City Corporation services (e.g. legal, commercial) provisioned through City Fund and existing budget.
38. **Legal implications** – when exercising discretionary powers (in this instance the discretionary power provided for by Section 115 B of the Highways Act 1980 and the general power of competence provided for in the Localism Act 2011), decision makers are required to comply with the principles of good decision making (in the public law sense), including consideration of all relevant factors and the reasonable exercise of the power in question. The decision at hand does not raise any significant concerns from a public law perspective. This will be kept under review as matters progress.
- The legislation which applies to local authority controlled companies (LGHA 1989) will need to be duly considered and complied with.
- Any contract novation or expiry will depend on handover timing; these operational details will be worked through taking professional advice. It is understood that there are no registered intellectual property rights to transfer to any newly formed entity, the specifics of exactly what would transfer can be captured at the relevant juncture (e.g. by way of transfer agreement or exchange of binding letters of agreement). This report is not seeking a decision on eligibility for NCIL funding, that constitutes a separate decision (to be taken in line with the relevant policy/legal framework).
39. **Risk implications** – the City Corporation has previously provided budget to cover project overspends; on transfer the responsibility for this would be with the entity. Cashflow pressures are mitigated by moving to a two-year cycle, establishing controls as part of the entity's management, having dedicated fundraising and approaching a broader group of new partners in the collaboration.

40. The SITC project is a collaboration, run by the City Corporation. Many of the partners explicitly refer to SITC as a vehicle to enable them to work closely with the City Corporation on work that benefits the public and the Square Mile. Whilst this presents some risk to losing some established partners, this is mitigated through opportunities for developing further partnerships, especially once the Cultural Strategy is approved.
41. The City Corporation has one previous example of establishing a CIC. Drum Works CIC was incorporated in June 2015, under the performing arts category. The City Corporation has limited experience of CIC establishment/handover so there is an additional degree of operational, financial, legal and reputational risk for any new entity to successfully manage operational responsibilities. Through planning for establishment and handover, the City Corporation would intend to consider what is feasible to support the start-up phase and fully consider any associated costs.
42. **Equalities implications** – any in-principal decision to transfer the SITC project to a new Community Interest Company (CIC) limited by guarantee (or other legal structure) does not raise any specific equalities implications as it is an in-principal decision relating to the future delivery model of the programme only. Equalities implications will be kept under review and continue to be assessed at the appropriate junctures.
43. **Climate implications** – none identified.
44. **Security implications** – all artworks are submitted to the City Arts Initiative for approval and are reviewed by the Health & Safety office under the Deputy Town Clerk. A technical team and structural engineers carry out feasibility studies on all artworks to ensure viability including Health & Safety. Risk assessment method statements are submitted for all artworks and all licenses, permits and applications are applied for to gain relevant approvals from the City Corporation as highway and planning authority and landowners.

Conclusion

45. Sculpture in the City is at a key moment. The project is a flagship cultural asset, its long-term sustainability cannot be secured under the City Corporation's current resources and operating model. Partners are clear: they want SITC to evolve and grow, and a new structure is needed to achieve that.
46. Transferring SITC to a Community Interest Company (or other legal entity) offers the strongest route forward – providing flexibility, protecting assets, unlocking new funding, and enabling the programme to thrive without placing additional pressure on City Corporation budgets. The City Corporation will retain oversight through the recommendations of the CAI panel which are reported to the CHL Committee by the Deputy Town Clerk. Annual reporting of any external entity can be established, whilst gaining the freedom to evolve, innovate and build a broader base of support.

47. Retaining SITC in-house risks stagnation and partner withdrawal; ending the programme would mean losing a culturally significant initiative with a 14-year legacy. Establishing a CIC (or other legal structure) safeguards SITC's future and positions it for continued success and delivery of the City Corporation's publicly stated strategic objectives.

Appendices

- Appendix 1 – [Protocol for Members, Officers and Individuals appointed or nominated by the City Corporation to Outside Bodies](#)

Background Papers

- [Agenda item 6 - Sculpture in the City - 14th edition and proposal for future delivery](#), November 2025, CHL Committee.

Omkar Chana

Culture Director (Interim)

omkar.chana@cityoflondon.gov.uk

Emma Markiewicz

Head of Profession (Culture)

emma.markiewicz@cityoflondon.gov.uk



CITY OF LONDON CORPORATION

PROTOCOL FOR MEMBERS, OFFICERS AND INDIVIDUALS APPOINTED OR NOMINATED BY THE CITY CORPORATION TO OUTSIDE BODIES

1. Introduction

- (1) This document sets out guidance for elected Members Officers and other individuals who are not elected Members or Officers, who are appointed or nominated by the City Corporation to serve on outside bodies such as companies, charities and unincorporated associations. It is not intended to apply to representatives who may legitimately promote the City Corporation's own interests, for example at meetings of London Councils.
- (2) The City Corporation has nomination/appointment rights to a wide range of outside bodies (e.g. voluntary organisations, foundations, trusts, boards of management, central and local authority organisations).
- (3) The City Corporation values its links with these bodies and appreciates the time and service Members, Officers and other individuals devote to the wider community by participating in their work.

2. General

- (1) Authority to nominate or appoint Members, Officers and other individuals to serve on outside bodies rests with the Court of Common Council or, if authority has been delegated, the relevant committee.
- (2) Any such Member, Officer or individual serving on an outside body has a responsibility to commit to the task, attend meetings and support the work of the organisation. Some organisations have rules about attendance (e.g. missing a number of consecutive meetings may lead to loss of the place on the body). In view, therefore, of the considerable demands made on Members' and Officers' time, it is important to understand the extent of the commitment before seeking appointment.
- (3) Service on an outside body requires the nominated or appointed person to:
 - act according to the rules, constitution and framework of the outside body;
 - make independent and personal judgements in line with the duty of care to the outside body;
 - report back to the City Corporation;
 - behave ethically, and follow the City Corporation's Code of Conduct –unless this conflicts with other obligations to which the outside body is subject;
 - take an active and informed role in the management of the outside body's affairs;
 - ensure the City Corporation's Register of Interests is updated to include reference to his/her representational role on the outside body.
- (4) Service on an outside body generally means that a Member, Officer or other individual cannot represent the City's interests. For example, if the service is as a trustee or a company director the appointee has a legal responsibility to act in the interests of the outside body only, as opposed to the interests of the City or any other organisation. This could lead to conflicts of interest (including a conflict of loyalty) between the role as a Member, Officer or appointed/nominated individual and the role on an outside body.

- (5) When any matter arises within the City Corporation that relates to an outside body on which a Member, Officer or other nominated/appointed individual sits, a conflict of interest may arise. For Members, or other nominated/appointed individual serving on City Corporation Committees, an interest may arise which must be declared and recorded on the Member or individual's Register of Interests. Whether or not the interest is a disclosable pecuniary or other registrable non-pecuniary interest under the City Corporation's Code of Conduct for Members will depend on all the circumstances, including whether a member of the public would reasonably consider it is likely to affect the Member's ability to act in the public interest. Independent or co-opted persons serving on City Corporation Committees are also expected to comply with the Members' Code of Conduct and therefore, should any of those persons also be nominated or appointed by the City Corporation to an outside body, the same principles on managing conflicts shall apply to them as to elected Members. Members and relevant individual should refer to the Code of Conduct, relevant Guidance which the City Corporation has published, and can seek further advice from the Town Clerk or the Comptroller & City Solicitor. Officers will need to seek advice from their Chief Officer as to how best to deal with such a conflict and must have regard to the Officers' Code of Conduct. Conversely, when any matter arises within the outside body on which a Member, Officer or nominated/appointed individual sits that relates to the City Corporation, a conflict of interest may also arise and should be managed in accordance with that outside body's rules and processes for dealing with conflicts of interest.
- (6) Subject to any other duties and responsibilities Members, Officers and nominated/appointed individuals owe in respect of their service to the outside body (for example the duty of confidentiality), those persons should:
- i) provide an annual update on the work of the outside body, and
 - ii) provide any information relevant to any application from the outside body for funding from the City Corporation
- to the City Corporation's Outside Bodies Sub (Policy and Resources) Committee.
- (7) For general advice on any aspect of their service, Members, or other nominated/appointed individuals, should contact the Members' Service Team in the Town Clerk's Department.

3. Legal Advice

A guide to the law as it affects Members, Officers and individuals serving on outside bodies is attached as **Appendix A**. The guide covers the range of different outside bodies and, therefore, those seeking guidance can refer to the relevant section.

APPENDIX A

SERVICE ON OUTSIDE BODIES

A GUIDE TO THE LAW

This advice is for Members¹ and Officers who are appointed or nominated by the City Corporation to outside bodies whether as a company director, trustee of a charity or representative on a management committee. It sets out some of the most important responsibilities and requirements relating to service on the outside body. More than one set of provisions may apply (for example, if a company limited by guarantee is also a charity). It is not meant to be a comprehensive guide. If Members or Officers have queries then the Town Clerk or Comptroller & City Solicitor should be consulted.

GENERAL

1. There are some general provisions which apply to Members and Officers who act in the role of company director, charity trustee, or on the committee of management of an unincorporated voluntary organisation.
2. Members are under a duty to exercise independent judgement in the interest of the organisation in which they are involved. Whilst it is recognised that Members and Officers may have a commitment to representing the City Corporation on an outside body, they must be aware that it is their responsibility to decide what view to take on any question before that organisation. Where a Member or Officer is participating in an outside organisation in a representative capacity, he/she must declare that fact to the organisation. There may be a fine line to tread between his/her duty to the organisation and to the City Corporation.
3. The Member or Officer in acting as a director/trustee or member of a management committee of an outside body must act in the interests of that organisation. A mandate from the City Corporation to vote one way or the other would put the Member or Officer in breach of the duty to the organisation. It is permissible to take account of the City Corporation's wishes, but not to vote simply in accordance with them. The overriding duty when considering an item before the outside body is to act in accordance with the interests of that organisation.
4. Members and Officers must ensure that the organisation is properly managed in accordance with the law and the organisation's own governing document. They must also ensure that avoidable loss is not incurred in managing the organisation. They cannot avoid these responsibilities by not reading the papers or failing to ask for appropriate reports. They will be expected to seek professional advice where appropriate.
5. An individual may not be appointed or nominated as a charity trustee or director if he/she is disqualified from taking up this position. Eligibility requirements can be found in Appendix B.

¹ For the purposes of this Guide, all references to a "Member" includes all elected Members of the Court of Aldermen and the Court of Common Council, and any other individual nominated or appointed by the City Corporation to an outside body.

COMPANIES

General

6. On incorporation, a company becomes a separate legal entity which can hold property in its own right, enter into contracts and sue and be sued in its own name. The company is distinct from its members and officers. In the case of a limited liability company, the liability of members of the company is limited to the amount they paid or agreed to pay when they joined the company.
7. Companies limited by shares are those that have a share capital. Each member holds shares and receives a share in the profits made by the company according to the value of the shares held. Shares can be sold. Companies limited by guarantee are those where there is no shareholding. Instead each member agrees that in the event of the company being wound up they will pay a certain amount. This may be as little as £1. This form of company is the most usual in the public and voluntary sector particularly where charitable status is sought.
8. The management of a company is generally the responsibility of a board of directors. The powers of the directors are usually set out in the company's Articles of Association (the rules each company has to govern its internal management). Sometimes, even though a company has been incorporated, the directors may be referred to as members of the committee of management, governors or even trustees. However, this does not change their status as directors. Conversely, sometimes officials are called directors but they are not members of the board. Again, their status will not be affected. Directors are those who are appointed by the company to act in that capacity.

Directors' Duties

9. A director is an agent of the company. His/her prime duties are as follows:

(1) Duty to act within powers

Directors are required to act in accordance with the company's constitution and only exercise powers for the purposes for which they are conferred. This means they must stay within the constraints of the objects clause, if there is one, and must observe the other terms of the Articles of Association.

(2) Duty to promote the success of the company

A director must act in a way that he/she considers, in good faith, would be most likely to promote the success of the company for the benefit of the company's members as a whole. Where the purposes of the company include things other than the benefit of the members, for example where the company is a charity, working to achieve these things will amount to working for the success of the company.

(3) Duty exercise independent judgement

A director is under a duty to exercise independent judgement. This means that they must not be unduly influenced by the wishes or instructions of others, though it is permissible for them to take account of the interests of the third party which they represent. In such a case the director must disclose that position and tread a fine line between the interests of the company and the party represented (in this case the City Corporation). The director cannot vote and speak simply in accordance with the City Corporation mandate. To do so would be a breach of duty.

(4) Duty to exercise reasonable care, skill and diligence

A director must exercise the care, skill and diligence which would be exercised by a reasonably diligent person with both the general knowledge, skill and experience that the director actually has, and that to be expected of a person carrying out his/her functions in relation to the company. In effect a director must meet the higher of the two requirements. A director is not deemed to be an expert, but is expected to obtain expert advice if necessary.

(5) Duty to avoid conflicts of interest

A director must avoid a situation where he/she will have, or may have, an interest that conflicts with the interests of the company. There may be actual or potential conflicts between the interests of the City Corporation and the interests of the company. In such circumstances the Member or Officer should notify the City Corporation and the company and, if appropriate, take no further part in the determination of the matter giving rise to the interest. For example, this could occur where the City Corporation was considering making a grant to the company, or determining a permission, licence or consent in relation to the company. In extreme cases, if such conflicts regularly arise, it may be necessary for the Member or Officer to resign either from the company or from the City Corporation.

(6) Duty not to accept benefits from third parties

A director must not accept a benefit from a third party conferred by reason of his being a director or his doing (or not doing) anything as a director. However, the duty is not infringed if the acceptance of the benefit cannot reasonably be regarded as likely to give rise to a conflict of interest. Acceptance of a benefit may also be authorised by the members or, in some cases, by the board.

(7) Duty to declare interest in proposed transaction or arrangement

A director must declare a direct or indirect interest in a proposed transaction or arrangement with the company that he/she is (or should be) aware of. No disclosure is necessary if the other directors are (or should be) aware of the interest, or if it cannot reasonably be regarded as likely to give rise to a conflict of interest. The interest of a person connected to the director, for example a family member, must be disclosed. Whether the director is then allowed to vote will depend on the Articles of Association.

(8) Duty to ensure compliance with the Companies Acts

Directors are under an obligation to see that various information is filed at Companies House. They also have a duty to prepare and file the company's accounts, and to maintain certain statutory books and registers. Failure to do so may incur fines and persistent default can lead to disqualification as a director.

Directors' Liabilities

10. Directors may be liable in the following circumstances:

- (1) The remedies available against a director for a breach of the duties set out at paragraphs 9 (1-3) and 9 (5-7) above include damages, accounting for profits made, restitution of property and injunctive relief. In practice damages are by far the most common remedy. Damages are the only remedy for a breach of the duty set out at paragraph 9 (4).
- (2) The company's name must clearly be shown on its business stationery. The company number, place of registration and registered office address must be shown on business letters, order forms (including equivalent emails) and any company website. If any of the

directors' names are shown then they must all appear. Non-compliance is an offence and the directors and company officers can be fined.

- (3) If a director knows or ought to know that there is no reasonable prospect of the company avoiding liquidation, a Court may require that director to contribute to the company's assets on liquidation if the company continues to trade. This is known as wrongful trading. No such order will be made if the Court is satisfied that the director took all reasonable steps to minimise the loss to the creditors. However, liability can be incurred through failing to act. If a director has concerns about the company's financial position he/she would be well advised to inform the other directors and seek advice from the company auditors. He/she should try to ensure that further debts are not incurred.
- (4) A director will also be liable if to his/her knowledge the company carries on business with intent to defraud creditors or any other person, or for any other fraudulent purpose. Fraudulent trading can lead to disqualification from acting as a director. It is also a criminal offence and can lead to a fine or imprisonment .
- (5) All cheques and similar documents which purport to be signed on behalf of the company must bear the company name. Where they do not, the director signing on behalf of the company may be liable to a fine and may also be liable to the payee if the company fails to honour the cheque. It is, therefore, wise for directors to make sure that all documents they sign on behalf of the company state very clearly that they act as agent for the company, (e.g. Director, for and on behalf of).
- (6) A third party who enters into a contract on the assumption that a director has power to bind the company, may be able to claim damages against the director if it subsequently transpires that the director had no such power. Directors would be well advised to ensure that contracts are approved by the board and that the authority to enter into any contract has been properly delegated before signing it.
- (7) Though company liability ceases on dissolution, the liability of the directors (if any) may still be enforced after dissolution.

Indemnities and Insurance

11. The following arrangements apply:

- (1) Directors cannot be indemnified by the company against liability arising out of negligence, default, breach of duty or breach of trust in relation to the company. However, the company's Articles of Association may allow for directors to be indemnified by the company against liability to a third party, although this must not extend to payment of a criminal fine, a financial penalty payable to a regulatory authority, or liabilities incurred in certain legal proceedings where the director is unsuccessful. Please note that it is lawful for companies to purchase insurance to protect their directors against claims of negligence, breach of duty, breach of trust and default. Directors may, therefore, wish to consider maintaining such insurance. For professional directors (accountants, solicitors, etc) providing specialist knowledge and expertise, professional indemnity insurance may be available at a cost.
- (2) The first recourse would be to ensure that the company provides insurance. The City Corporation may provide indemnities for Members or Officers when appointing them to act as directors, and has insurance to cover any losses which they may suffer through acting conscientiously as a director, although the cover only

extends to functions being exercised at the request of, or with the approval of, the City Corporation.

Local Authorities (Companies) Order 1995

12. This Order sets out rules concerning local authorities' involvement in "regulated companies" which are subject to extensive controls. "Regulated companies" are so defined if they are controlled or influenced by the local authority. These are at present relatively rare, but one such example is London Councils Limited. Members and Officers can obtain further information on the additional rules affecting such companies upon request.

CHARITIES

General

13. To be a charity an organisation must operate for one of the following charitable purposes and be able to demonstrate that its aims are for the public benefit:
- the prevention or relief of poverty;
 - the advancement of education;
 - the advancement of religion;
 - the advancement of health or the saving of lives;
 - the advancement of citizenship or community development;
 - the advancement of the arts, culture, heritage or science;
 - the advancement of amateur sport;
 - the advancement of human rights, conflict resolution or reconciliation or the promotion of religious or racial harmony or equality and diversity;
 - the advancement of environmental protection or improvement;
 - the relief of those in need, by reason of youth, age, ill-health, disability, financial hardship or other disadvantages;
 - the advancement of animal welfare;
 - the promotion of the efficiency of the armed forces of the Crown or of the police, fire and rescue services or ambulance services;
 - other purposes recognised as charitable under existing law and any new purposes which are similar to another prescribed purpose.
14. A charitable organisation must operate for the public benefit and have exclusively charitable purposes. An organisation that operates for political purposes does not qualify for charitable status.
15. To register as a charity the organisation must submit its governing document (constitution or rules, trust deed, or Memorandum and Articles of Association – depending on whether it is an unincorporated association, trust or limited company) plus any other required documents to the Charity Commissioners for approval. If they are satisfied that the organisation is charitable it will be registered as such.
16. Those who are responsible for the control and administration of a charity are referred to as charity trustees, and will have those obligations even where the charity has the legal form of a company limited by guarantee. Trustees of a charity retain personal liability, and can only delegate to the extent that the governing

document authorises them so to do.

17. Specific guidance for those serving on charitable organisations is available from the Charity Commission.

Trustees' Duties

18. Trustees have the following duties:

- (1) Trustees must take care to act in accordance with the governing document and to protect the charity's assets. They are also responsible for compliance with the Charities Acts, (and as relevant the Trustee Acts) and should note the particular requirements of the applicable Acts in respect of land transactions.
- (2) Trustees must ensure the charity is carrying out its purposes for the public benefit, must always act in the charity's best interests and act with reasonable care and skill.
- (3) Generally speaking, trustees must not profit from their position. They cannot receive remuneration or any other personal benefit without the sanction of the Charity Commission. They must also perform their duty with the standard of care which an ordinary, prudent business person would show. Higher standards are required of professionals, and in relation to investment matters.
- (4) Trustees must ensure that the information relating to the charity and trustees is registered with the Charity Commissioners and that annual accounts, reports and returns are completed and sent where this is required.
- (5) If charitable income exceeds £10,000, the letters, advertisements, cheques etc. must bear a statement that the organisation is a registered charity.
- (6) Trustees are under a duty to ensure compliance with all relevant legislation and other regulators (if any) which govern the activities of the charity.
- (7) Trustees have a duty of care to their charity if they work with vulnerable groups including children and will need to take the necessary steps to safeguard and take responsibility for them.

Trustees' Personal Liability

19. If in doubt, always consult the Charity Commission. A trustee who does so can avoid personal liability for breach of trust if he/she acts in accordance with the advice given.
20. Liabilities may arise in the following ways:
 - (1) Generally, a trustee incurs personal liability if he/she:
 - acts outside the scope of the governing document
 - falls below the required standard of care
 - acts otherwise than in the best interests of the charity, in a way which causes loss to the charity
 - makes a personal profit from the charity's assets.
 - (2) In such circumstances the trustee will incur personal liability for losses incurred and/or for personal gain.

- (3) Trustees can be personally liable to third parties because, unlike a company, a trust or unincorporated association has no separate identity from the trustees. The governing document will normally provide for trustees to be given an indemnity from the charity's assets, provided they act properly in incurring the liability. Trustees remain personally liable for their own acts and defaults once they have retired. If they have entered into any ongoing contracts on behalf of the charity they should seek an indemnity from their successors. If the charity is a company, the trustees will be protected from liabilities incurred in the day-to-day running of the charity in the normal course, but will be personally liable if they commit a breach of trust (see (1) above).
- (4) Trustees may be liable to fines if they do not comply with the duty to make returns etc.

Indemnities

21. An indemnity can be given from the charity's assets provided the trustee has acted properly and within his/her powers. Trustees may take out insurance to protect themselves against personal liability but not for criminal acts, fraud etc. The premiums can be paid out of the charitable funds so long as there is no express prohibition in the governing document, the trustees observe their duty of care, the insurance is in the best interests of the charity and the cost is reasonable.

COMMITTEES OF MANAGEMENT

Unincorporated Associations

22. Groups which are not trusts or limited companies are "unincorporated associations". The rules governing the association's members' duties and liabilities will be set out in a constitution, which is an agreement between the members as to how the organisation will operate. Usually the constitution will provide for a management committee to be responsible for the everyday running of the organisation. An unincorporated association may be charitable and may register as a charity. Where this is the case those serving on the Management Committee will usually also be charity trustees.
23. Property will have to be held by individuals, and contracts entered into 'on behalf of unincorporated associations, as they have no separate legal identity from their members.

Duties

24. Broadly, those who are elected or appointed to the association's Management Committee must act within the constitution, and must take reasonable care in exercising their powers and will have the responsibility for holding property and entering into contracts for the association.

Liabilities

25. The following liabilities may arise:
 - (1) Generally, the Management Committee members are liable for the acts of the organisation, but are entitled to an indemnity from the funds of the organisation if

they have acted properly. If there are not enough funds, the Committee members are personally liable for the shortfall.

- (2) If one person is appointed by the constitution to act as the agent of the organisation for certain purposes, then that person acts as the agent of all the members, who have joint and several liability for the agent's actions.
- (3) Members of the committee of management will have personal liability if they act outside the authority given to them or if they do not comply with statute e.g. the payment of employees' tax etc.

Indemnities

- 26. Members will be entitled to an indemnity if they act in accordance with the constitution and are not at fault. It is possible to obtain insurance but if the organisation is to pay the premium it must be permitted by the constitution.

APPENDIX B

Eligibility to serve on Outside Bodies

Trustee	Director
<p>Prospective Trustees must meet the following eligibility requirements before any appointments can be made. They must:</p> <ul style="list-style-type: none"> • Be at least 18 years old or at least 16 years old if the charity is also a Company or Charitable Incorporated Organisation (CIO). • Have no unspent conviction for an offence involving dishonesty or deception. • Not be declared bankrupt or be subject to bankruptcy restrictions, an interim order or have an individual voluntary agreement (IVA) with creditors. • Not be disqualified from being a company director. • Not been removed as a trustee by either the charity commission, the Scottish charity regulator or the High Court due to misconduct or mismanagement. • Not be disqualified from being a trustee by an order of the Charity Commission under section 181A of the Charities Act 2011 	<p>Prospective Directors must meet the following eligibility requirements before any appointments can be made. They must:</p> <ul style="list-style-type: none"> • Be at least 16 years old for the appointment to the Outside Body to take effect (section 157 Companies Act 2006). • Not be subject to a bankruptcy restrictions order or undertaking, or a debt relief restrictions order or undertaking. • Not be subject to an order made under section 429(2)(b) of the Insolvency Act 1986 (disabilities on revocation of administration order against an individual). • Not be convicted of an indictable offence (whether on indictment or summarily) in connection with the promotion, formation, management, liquidation or striking off of a company, with the receivership of a company's property or with them being an administrative receiver of a company (section 2, Company Directors Disqualification Act 1986).

Acting as a trustee whilst disqualified is a criminal offence by virtue either of s183(1) and (3) of the Charities 2011 Act or s11 or 13 of the Company Directors Disqualification Act 1986. Conviction may lead to a fine, imprisonment or both.

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 7 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

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

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank