

**POLICY AND RESOURCES COMMITTEE**  
**Thursday, 16 October 2025**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 16 October 2025 at 1.45 pm

**Present**

**Members:**

Deputy James Thomson CBE (Deputy Chair)  
Tijs Broeke (Vice-Chair)  
Deputy Caroline Haines (Vice-Chair)  
Munsur Ali  
Shahnan Bakth (Ex-Officio Member)  
Brendan Barns (Ex-Officio Member)  
Sheriff & Deputy Keith Bottomley  
Deputy Henry Colthurst (Ex-Officio Member)  
Deputy Peter Dunphy (Ex-Officio Member)  
Deputy Helen Fentimen OBE JP  
Steve Goodman OBE  
Jason Groves  
Alderman Timothy Hailes JP  
Deputy Jaspreet Hodgson  
Deputy Ann Holmes  
Shravan Joshi MBE  
Alderman Vincent Keaveny CBE  
Florence Keelson-Anfu (Ex-Officio Member)  
Deputy Paul Martinelli  
Alderman Bronek Masojada  
Deputy Andrien Meyers  
Deputy Benjamin Murphy  
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, Innovation & Growth
Judith Finlay	- Executive Director, Community and

Dionne Corradine  
Kristy Sandino

Polly Dunn  
Ben Dunleavy  
Deborah Bell

Jack Joslin  
Sonia Virdee  
Jen Beckermann  
Ben Dixon  
Mark Gettleston  
Siobhan Harley  
Peter Wilson  
Robert Murphy  
Kate Orwin

- Children's Services Department
- Chief Strategy Officer
  - Interim Director of Strategic Communications and External Affairs
  - Town Clerk's Department
  - Town Clerk's Department
  - Community and Children's Services Department
  - City Bridge Foundation
  - Chamberlain's Department
  - Town Clerk's Department
  - Town Clerk's Department
  - Corporate Strategy and Performance
  - Corporate Strategy and Performance
  - City Surveyor's Department
  - City Surveyor's Department
  - City Surveyor's Department

**Also in attendance**

Leyla Boulton  
Alderman Alison Gowman  
Deputy Madush Gupta  
C. E. Lord

**1. APOLOGIES**

The Chairman, Deputy Chris Hayward, having sent apologies, the Deputy Chair took the Chair.

The Deputy Chair informed the Committee that the Chairman was in Washington D.C. supporting a major government announcement, alongside the Chancellor of the Exchequer.

He also congratulated Kristy Sandino on her appointment as interim Executive Director of Strategic Communications and External Affairs.

Apologies for absence were also received from the Lord Mayor and the Chief Commoner.

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

Steve Goodman declared, in respect of the supplementary report circulated under item 25, that he was the Chair of the City of London Academies Trust's Board of Trustees (COLAT). The Town Clerk noted that several other Members of the Committee were COLAT Members, and that these were published on their register of interests.

3. **MINUTES**

a) **To agree the public minutes and non-public summary of the meeting held on 18 September 2025.**

The public minutes and non-public summary of the meeting held on 18 September 2025 were approved as a correct record.

b) **To note the public minutes and non-public summary of the Member Development and Standards Sub-Committee meeting held on 8 July 2025.**

The public minutes and non-public summary of the Member Development and Standards Sub-Committee meeting held on 8 July 2025 were received.

c) **To note the draft public minutes and non-public summary of the Civic Affairs Sub-Committee meeting held on 21 July 2025**

The draft public minutes and non-public summary of the Civic Affairs Sub-Committee meeting held on 21 July 2025 were received.

d) **To note the draft public minutes and non-public summary of the Resource Allocation Sub-Committee meeting held on 9 September 2025.**

The draft public minutes and non-public summary of the Resource Allocation Sub-Committee meeting held on 9 September 2025 were received.

4. **INCOME GENERATION WORKING PARTY - TERMS OF REFERENCE REVISION**

The Committee considered a joint report of the Chamberlain and the Deputy Town Clerk concerning the Income Generation Working Party.

Members discussed the language on blockers included in the proposed new terms of reference; the Chamberlain advised that the terminology had been used to reflect views expressed by Members on several occasions on instances in which they felt that income generation opportunities were not being realised.

*RESOLVED:* That Members approve the revised terms of reference for the Income Generation Working Party.

5. **BENEFITS-IN-KIND 2024/25 REPORTING AND PROPOSALS FOR FUTURE MANAGEMENT**

The Committee considered a joint report of the Acting Managing Director of City Bridge Foundation and the Deputy Town Clerk concerning Benefits-In-Kind (BIK).

Members welcomed the report and the visibility it provided on the City Corporation's contributions to its various partners, and what was received in return. During discussion, Members emphasised the importance of monitoring grants provided by the City Corporation, and that there were mechanisms for addressing any areas where grants were not being utilised in line with the initial objectives. It was noted that both BIKs and grants originated from a variety of different funds, and that these were not necessarily within the Committee's

control; Members requested further information on the governance context, and that an update paper be brought back to the Committee in a year's time.

In reply, officers noted that the [Central Grants Unit] within City Bridge Foundation was responsible for overseeing and managing grants; the future reporting to the Resource Allocation Sub-Committee would allow Member scrutiny of both grants and BIKs.

*RESOLVED:* That Members note the report setting out the level of grant and Benefit in Kind support provided to external organisations during 2024/25 and:

- Approve the allocation of £45,000, over 2 years from April 2026, from the Policy Initiative Fund for the proposed extension of the system used for funding management. This system will improve the annual collection, management, reporting and analysis of BIK data. The funding will cover the implementation, running costs and departmental training until March 2028.
- Approve the introduction of twice annual reporting to Resource Allocation Sub-Committee on approved BIK to provide additional scrutiny and oversight to BIK approvals.
- Authorise the Head of the Central Funding and Charity Management Team in consultation with the Comptroller to implement new BIK Terms and Conditions with the aim of ensuring proper acknowledgement of City Corporation support by BIK recipients.
- Approve the commissioning of a further piece of work to assess the status of organisations currently in receipt of accommodation BIK with a view to standardising the process for agreement and renewal of such arrangements.

#### 6. **POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

The Committee considered a report of the Chamberlain concerning the Committee's funds.

A Member asked that any unused contingency should not be carried over at the end of the financial year.

*RESOLVED:* That Members, noting the report and contents of the schedules, agree to increase the 2025/26 multiyear PIF cap by £31,000 from the 2025/26 Committee Contingency's uncommitted balance of £390,592.

#### 7. **DESTINATION CITY PROGRAMME - DELIVERY UPDATE REPORT**

The Committee considered a report of the Deputy Town Clerk concerning the Destination City Programme.

Members welcomed the report, and congratulated officers on their work. During discussion, the following points were made:

A Member asked officers to consider how to make the Destination City Partnership Fund ('the Fund') accessible to BAME-led partners; they also suggested that officers should consider the perception of which organisations had their applications approved. In reply, officers undertook to take a critical look at the groups being served. They encouraged Members to promote the Destination City Partnership Fund and support organisations in applying.

In response to a question about the future of the Fund, officers said that the current allocation was £200,000 for each fiscal year 2025-26 and 2026-27. They hoped to explore its longevity beyond the two-year mandate, but noted that it was designed to support launch initiatives rather than provide long-term funding.

A Member asked if officers felt there were any data sources which they felt required additional audit or assurance. In reply, officers confirmed their confidence in the data, which was largely sourced from the Greater London Authority. It was used as indicative rather than exact data.

The Chairman noted that several points raised by Members on transportation and road usage issues should be directed to the Planning and Transportation Committee.

Officers confirmed that while City Corporation institutions could apply to the Fund, City Corporation departments could not.

It was noted that the minor amendments included at Appendix 2 included a £10,000 increase in the maximum grant.

*RESOLVED:* That Members:

- Note progress in implementing agreed Destination City outcomes, including the development of the Destination City Dashboard at Appendix 1.
- Note initial research identifies 'meaning', 'wellbeing', and 'upskilling' as the core areas of focus under the Destination City outcome 'an inclusive and welcoming destination which attracts the next generation of talent'.
- Approve the Destination City Hub – in consultation with Corporation colleagues – to consult the Office for National Statistics on their estimates of City-wide worker demographics and assess the quality and coverage of this data, with the aim of developing a shared dataset and common understanding of its application across the Corporation.
- Approve the Destination City Hub to act as the corporate lead to scope and commission a repeatable survey of City workers to measure sentiment.
- Approve minor amendments to the Destination City Partnership Fund Policy at Appendix 2.

## 8. **WARD COMMUNICATIONS**

The Committee considered a report of the Chief Strategy Officer concerning Ward Communications.

Several Members asked for further information on how the proposed Report would reach workers who weren't connected to employer email networks. In reply, officers said they had engaged with employers to address this issue and would also work with projects such as that run out of St Katherine Cree that served these communities. They would also follow a multi-channel strategy

Officers provided clarity on the meaning of 'election year'; the proposed Ward Annual Report would not be sent out immediately prior to an election in an all-election year. If an Aldermanic election occurred alongside the Report being distributed, it would be sent by post subsequent to the election.

A Member asked if officers could look at improving the condition of Ward Noticeboards and consider any potential opportunities to increase the content on these. Officers undertook to follow this up with the relevant departments.

*RESOLVED:* that Members approve the reintroduction of the Ward Newsletters as a Ward Annual Report.

9. **2025 ELECTION ENGAGEMENT CAMPAIGN REVIEW**

The Committee considered a report of the Chief Strategy Officer concerning the 2025 *Speak for the City* election engagement campaign.

The Chairman noted that the Communications and Corporate Affairs Sub-Committee had discussed the report at its meeting on 8 October 2025 and had endorsed all suggested engagement activity listed at paragraph 23 of the report, with the exception of a candidate recruitment working group.

Members agreed that talented people should be encouraged to stand, but several Members also felt that it could be inappropriate for officers to become too heavily involved in the latter. Members agreed that it was important to have candidates who wanted to serve the community, rather than encouraging candidates to boost numbers.

Members also discussed areas where they felt candidates could become discouraged from standing, including slates and the timing of committee meetings. While slates were an arrangement for candidates to put out joint leaflets and manage spending limits, some Members said that potential candidates were sometimes put off when confronted with the historic success of existing Members standing on a slate. However, other Members said that there were examples of candidates winning when standing against slates. It was suggested that one method of encouraging candidates would be to emphasise the experiential benefit of standing, even if unsuccessfully.

Members asked officers to provide further advice on what existing Members could and could not do in the build-up to elections.

A Member said they would be interested in considering term limits

A Member requested that officers return with a report providing firmer recommendations.

*RESOLVED:* That Members note the report and support the

10. **UPDATE ON BUSINESS IMPROVEMENT DISTRICTS (BIDS)**

The Committee received a report of the Deputy Town Clerk concerning activities undertaken on Business Improvement Districts.

*RESOLVED:* That Members note the progress made with implementing the proposals set out in the October 2024 report to the Policy and Resource Committee, and the progress being made with the possible establishment of a sixth BID by the City River Partnership.

11. **MEMBERSHIPS AND SUBSCRIPTIONS**

The Committee received a joint report of the Executive Director of Innovation & Growth, the Chief Strategy Officer, the Remembrancer and the Executive

Director, Environment concerning the various Memberships and Subscriptions held by the City Corporation.

*RESOLVED:* That Members note the current memberships and subscriptions.

**12. SUPPORT FOR UK-BASED FINANCIAL AND PROFESSIONAL SERVICE - INNOVATION AND GROWTH QUARTERLY REPORT**

The Committee received a report of the Executive Director of Innovation & Growth proving an update on the impact of the City of London Corporation's work in support of UK-based Financial and Professional Services.

*RESOLVED:* That Members note the update on key pieces of work that have taken place between July 2025 and September 2025, and their outputs.

**13. ANNUAL PROGRESS UPDATE ON YEAR 4 OF CLIMATE ACTION STRATEGY, AND UPDATE ON YEAR 5 QUARTERS 1 AND 2**

The Committee received a report of the Executive Director of Innovation & Growth concerning the Climate Action Strategy.

A Member noted that operational issues last year had caused Citigen's emissions factor to increase by 5% and that the ground source heat pumps, installed during lockdown, had not come online as anticipated. Further noting the importance of the City's district heat network to the LEAP and overall decarbonisation plans, they asked officers to work with Citigen to cut the increase in emissions and show their business plan for reducing the carbon impact, which they are obliged to do by 2027.

In reply, officers acknowledged historic network and operational issues with Citigen. They believed that most of these had now been resolved, and would continue to work with them to reduce emissions.

*RESOLVED:* That Members note the progress and risks in the Climate Action Strategy Year 4 (2024/25) annual progress update.

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

There were no questions in the public session.

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

There was no other business.

**16. EXCLUSION OF THE PUBLIC**

*RESOLVED:* That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

**17. NON-PUBLIC MINUTES**

**a) To agree the non-public minutes of the meeting held on 18 September 2025.**

The non-public minutes of the meeting held on 18 September 2025 were approved as a correct record.

- b) **To note the non-public minutes of the Member Development and Standards Sub-Committee meeting held on 8 July 2025.**

The non-public minutes of the Member Development and Standards Sub-Committee meeting held on 8 July 2025 were received.

- c) **To note the non-public minutes of the Civic Affairs Sub-Committee meeting held on 21 July 2025.**

The non-public minutes of the Civic Affairs Sub-Committee meeting held on 21 July 2025 were received.

- d) **To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 9 September 2025.**

The non-public minutes of the Resource Allocation Sub-Committee meeting held on 9 September 2025 were received.

18. **LEADENHALL MARKET: STRATEGIC VISION AND ASSET OPTIMISATION**  
The Committee considered a report of the City Surveyor concerning Leadenhall Market.
19. **PERMISSION TO LET FORMER LOUGHTON GOLF COURSE, CLAYS LANE, EPPING**  
The Committee considered a joint report of the City Surveyor and the Executive Director, Environment concerning a letting at the former Loughton Golf Course.
20. **RISK APPETITE FOR CR30**  
The Committee considered a report of the Executive Director of Innovation & Growth concerning Corporate Risk 30: Impact of Climate Change.
21. **MPO DASHBOARD**  
The Committee received a report of the Chamberlain concerning major projects.
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**  
There was no other business aside from the report on the City of London Academy Trust.
24. **CITY OF LONDON ACADEMY TRUST GROWTH - RECONSIDERATION OF EXISTING STRATEGY**  
The Committee considered a report of the Executive Director of Community and Children's Services concerning the City of London Academy Trust's growth strategy.



25. **MINUTES**

- a) **To agree the confidential minutes of the meeting held on 18 September 2025.**

The confidential minutes of the meeting held on 18 September 2025 were approved as a correct record.

- b) **To note the draft confidential minutes of the Civic Affairs Sub-Committee meeting held on 21 July 2025.**

The confidential minutes of the Civic Affairs Sub-Committee meeting held on 21 July 2025 were received.

- c) **To note the draft confidential minutes of the Resource Allocation Sub-Committee meeting held on 9 September 2025.**

The confidential minutes of the Resource Allocation Sub-Committee meeting held on 9 September 2025 were received.

26. **\*GENDER IDENTITY & THE FOR WOMEN (SCOTLAND) JUDGMENT**

The Committee received a report of the Comptroller and City Solicitor concerning the City Corporation's response to the Supreme Court's judgment in the For Women (Scotland) Ltd. V the Scottish Ministers.

27. **\*REPORT OF ACTION TAKEN**

The Committee received a report of the Deputy Town Clerk concerning a decision taken under urgency procedures.

**The meeting ended at 3.58 pm**

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Chairman

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