

POLICY AND RESOURCES COMMITTEE
Thursday, 11 December 2025

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 11 December 2025 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy James Thomson CBE (Deputy Chair)
Tijs Broeke (Vice-Chair)
Deputy Caroline Haines (Vice-Chair)
Munsur Ali
Brendan Barns (Ex-Officio Member)
Deputy Emily Benn
Sheriff & Deputy Keith Bottomley
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
Deputy Henry Pollard (Ex-Officio Member)
Alderman Sir William Russell
Deputy Tom Sleigh (Ex-Officio Member)
James Tumbridge
Philip Woodhouse
Irem Yerdelen

Officers:

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| Ian Thomas, CBE | - Town Clerk and Chief Executive |
| Gregory Moore | - Deputy Town Clerk |
| Caroline Al-Beyerty | - The Chamberlain |
| Paul Wilkinson | - City Surveyor |
| Paul Wright | - Remembrancer |
| Katie Stewart | - Executive Director, Environment Department |
| Peter O'Doherty | - City of London Police Commissioner |
| Dionne Corradine | - Chief Strategy Officer |

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| Judith Finlay | - Executive Director, Community and Children's Services |
| Cliff Morton | - Interim Chief People Officer |
| Damian Nussbaum | - Director of Innovation & Growth |
| Kristy Sandino | - Executive Director of Communications and External Affairs |
| David Farnsworth | - Interim CEO, Barbican Centre |
| Philippa Simpson | - Barbican Centre |
| Sonia Virdee | - Chamberlain's Department |
| Genine Whitehorne | - Chamberlain's Department |
| Chris Bonner | - City Surveyor's Department |
| Kirpal Kaur | - Comptroller and City Solicitor's Department |
| Saira McKechnie | - Comptroller and City Solicitor's Department |
| Theresa Grant | - Independent Consultant |
| Sam Hutchings | - Remembrancer's Department |
| Omkar Chana | - Town Clerk's Department |
| Ben Dunleavy | - Town Clerk's Department |
| Polly Dunn | - Town Clerk's Department |
| Richard Riley | - Town Clerk's Department |

1. **APOLOGIES**

Apologies for absence were received from the Lady Mayor, Shannan Bakth and Deputy Henry Colthurst.

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

There were no declarations of interest.

3. **MINUTES**

a) **To agree the public minutes of the meeting held on 13 November 2025.**

The public minutes and non-public summary of the meeting held on 13 November 2025 were approved as a correct record.

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

The public minutes and non-public summary of the Communications and Corporate Affairs Sub-Committee meeting held on 8 October 2025 were received.

c) **To note the public minutes of the Civic Affairs Sub-Committee meeting held on 28 October 2025**

The public minutes and non-public summary of the Civic Affairs Sub-Committee meeting held on 28 October were received.

d) To note the public summary of the Destination Advisory Board meeting held on 8 October 2025

The public summary of the Destination Advisory Board meeting held on 8 October 2025 were received.

4. WARD BOUNDARY REVIEW - SCOPING REPORT

The Committee considered a report of the Comptroller & City Solicitor regarding the Wards of the City of London.

Discussing the report, Members said it was unclear whether the Ward Boundary Review ('the Review') would be based on the actual or projected number of voters. A Member noted that the previous Review had lacked sufficient Member input at an early stage, leading to its rejection by the Court of Common Council, and suggested that creating a Working Party to identify the acceptable options would be more likely to ensure that the final recommendations were palatable to the Court.

Deputy Peter Dunphy accordingly moved an amendment with the effect of postponing a decision on the Review and forming a time-limited Working Party to consider the options:

~~Commission a ward boundary review. A range of options for the focus of a ward boundary review are provided in the report.~~

- a) Approve the establishment of a time-limited (six-month) Working Party with the purpose of considering proposals around a Ward Boundary Review and making a recommendation back to the Policy & Resources Committee for final approval.
- b) Delegate authority to the Town Clerk to agree the composition of the terms of reference of said Working Party in consultation with the Chair and Deputy Chairman.

Deputy Ann Holmes seconded the amendment.

Discussing the amendment, Members said that the Working Party's recommendations should include a set of parameters for the Review. Other factors they wanted to see covered included rolling registration, the impact of Ward Committees, the position of residential Wards, demographic changes in Wards and a Franchise Review. In reply, the Electoral Services Manager said the Review would include projected figures for office space and employees, supported by the Planning Department.

The Chairman noted that a Franchise Review was a much longer process, requiring parliamentary approval, and he would not want to delay the Ward Boundary Review by trying to run both concurrently. The Remembrancer and Electoral Services Manager both agreed that the two Reviews should be separated, echoing the Chairman's comments on the time demands of a Franchise Review and the need to demonstrate to Parliament that the City Corporation had taken all reasonable steps to conduct a Ward Boundary Review.

Concluding the debate, Deputy Peter Dunphy welcomed the support for his amendment and said that the Working Group would need to have specific information on what could be achieved without going to Parliament, including

reducing the number of Common Councillors and/or the number of residential Councillors.

Members supported the amendment, with one abstention.

RESOLVED: That Members:

- a) Approve the establishment of a time-limited (six-month) Working Party with the purpose of considering proposals around a Ward Boundary Review and making a recommendation back to the Policy & Resources Committee for final approval.
- b) Delegate authority to the Town Clerk to agree the composition of the terms of reference of said Working Party in consultation with the Chair and Deputy Chairman.

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

The Committee considered a report of the Interim Executive Director of Corporate Communications and Engagement concerning the Strategic Branding Review and Consideration of Place Brand.

The Chairman noted that the Communications & Corporate Affairs Sub-Committee had, at its meeting on 10 December 2025, approved Option 2 rather than the recommended Option 1. The Sub-Committee had felt that the recommendation to continue developing options for the visual identity of the merged place-brand, including the CityofLDN logo, went against the principal of unified branding. The preferred option would allow the adoption of a consistent visual identity.

He accordingly moved an amendment to follow the Sub-Committee's recommendation to approve Option 2, as follows:

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.

This amendment was seconded by the Chair of the Communications and Corporate Affairs Sub-Committee.

Members proceeded to debate the amendment. Some Members said they felt there were occasions in which it might be helpful to use alternative branding to the City Corporation; however, others said it was important to retain consistent branding.

After a vote, the amendment was passed.

RESOLVED: That Members:

- 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.
- Option 2: Approve and 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.

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

The Committee considered a report of the Remembrancer concerning the Square Mile Sport Strategy (2023-30) – Update and Phase 2 Delivery.

The Chairman congratulated the Head of Sport and the Lead Member for Sport for their work.

During discussion, Members highlighted that the Sport Strategy was still reliant on temporary funding. The Committee agreed that Sport had been agreed as a strategic priority and should be included in core budgeting from 2027/28; Members also encouraged officers to consider further options for commercialisation and income generation (through the Income Generation Working Party). The Head of Sport advised that he was ambitious about what could be achieved through income generation from sport facilities and events.

RESOLVED: That Members:

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

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

The Committee considered a report of the Deputy Town Clerk concerning the Sculpture in the City – proposed delivery model and governance.

During discussion, some Members expressed caution over the recommended option, noting outstanding questions on asset ownership, Member involvement and ongoing costs, and suggested that Option 2, full termination of the Sculpture in the City programme (SITC), might be a preferable path forward, as there was nothing to stop third parties continuing the programme.

A Member, also the Chairman of the Culture, Heritage and Libraries Committee, said his Committee had approved Option 3 but wanted to maintain oversight of the artwork to ensure it remained of the appropriate quality. The release of funds from Option 3 would support the Culture Strategy.

A Member suggested that the City Corporation could provide the Community Interest Company (CIC) with an endowment to help it get started and avoid future requests for funding.

Officers acknowledged that the ownership situation could be complicated but clarified that City Corporation generally loaned artworks from galleries. On rare occasions, organisations purchased the artwork. The costs of establishing the CIC and transferring responsibilities needed to be understood.

RESOLVED: That - Members approve the recommendation 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).

8. HOUSING REVENUE ACCOUNT POSITION 2025/26

The Committee received a joint report of the Chamberlain and the Executive Director of Community and Children's Services concerning the Housing Revenue Account Position 2025/26.

RESOLVED: That - Members note that, as with other local authorities, there are serious issues with the sustainability of the ring-fenced housing revenue account and the actions being taken in the short term to eliminate any in- year overspend.

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

A Member raised a question on agenda distribution and requested that Committee papers should be produced and distributed to Members nine working days before meetings.

In reply, the Chairman said papers were issued compliantly within legal timeframes and in accordance with Standing Order 6.2. A report to examine the efficiency and processes underpinning committee business was due in 2026, and the Chairman felt the request was best considered within that broader review.

A Member encouraged Members to use the existing digital solutions for accessing papers.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

11. 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.

12. NON-PUBLIC MINUTES

At this stage, the Committee agreed to move into the confidential session to consider the several items on the confidential agenda. The Committee returned to consider the non-public items following consideration of item 26.

a) To agree the non-public minutes of the meeting held on 13 November 2025.

The non-public minutes of the meeting held on 13 November 2025 were approved as a correct record.

b) To note the non-public minutes of the Civic Affairs Sub-Committee meeting held on 28 October 2025.

The non-public minutes of the Civic Affairs Sub-Committee held on 28 October 2025 were received.

13. OPTIONS FOR SUSTAINABLE HOUSING REVENUE ACCOUNT

The Committee considered a joint report of the Chamberlain and Executive Director of Community and Children's Services concerning options for a sustainable Housing Revenue Account.

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

The Committee considered a report of the Town Clerk concerning the Salisbury Square Development.

15. MARKET PRIORITISATION: 2026 - 2029

The Committee considered a report of the City Surveyor concerning the strategic prioritisation of international markets.

16. STRENGTHENING CHARITY GOVERNANCE

The Committee considered a report of the Acting Managing Director of City Bridge Foundation concerning the City of London Corporation's role as charity trustee.

Following consideration of the report on Market Prioritisation, the Chairman noted that the meeting had been running for nearly three hours. The Committee therefore agreed to delegate authority to the Town Clerk to approve items 16 - 18a-b. All Members would be provided with a chance to provide feedback on their reports, with any comments reported to the Town Clerk, Chairman and Deputy Chair to inform the final decision.

RESOLVED: That – authority to approve the recommendations in the report be delegated to the Town Clerk.

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

The Committee resolved to delegate authority to the Town Clerk to approve this report.

18. RISK APPETITE

a) Risk Appetite for CR01 and CR36 - Resilience and Protective Security

The Committee resolved to delegate authority to the Town Clerk to approve this report.

b) Risk Appetite for CR02 - City Corporation's role in promoting UK FPS

The Committee resolved to delegate authority to the Town Clerk to approve this report.

c) Risk Appetite for CR10 - Adverse Political Developments

The Committee resolved to delegate authority to the Town Clerk to approve this report.

19. *MAJOR PROGRAMMES DASHBOARD - NOVEMBER 2025

This report was not considered.

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

There were no questions in the non-public session.

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

There were no items of other business.

22. CONFIDENTIAL MINUTES

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

The confidential minutes of the Communication and Corporate Affairs Sub-Committee meeting held on 8 October 2025 were received in the non-public session.

b) To note the confidential minutes of the Civic Affairs Sub-Committee meeting held on 28 October 2025

The confidential minutes of the Civic Affairs Sub-Committee meeting held on 28 October 2025 were received in the non-public session.

23. AMBITION 25

The Committee considered a joint report of the Executive Director of Human Resources and Chief People Officer concerning Ambition 25.

24. BARBICAN CENTRE RENEWAL – DECIDING ON THE APPROACH AND TIMING OF MAJOR BUILDING PROJECT PROGRAMME OF WORKS

The Committee considered a report of the Interim CEO, Barbican Centre concerning the options for progressing the Barbican Renewal programme.

25. MARKET SITES REGENERATION PROGRAMME UPDATE

The Committee considered a report of the City Surveyor concerning the Market Sites Regeneration Programme Update.

26. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED CONFIDENTIALLY

There was one item of business in the confidential session.

The meeting ended at 4.41 pm

Chairman

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