Public Document Pack

Policy and Resources Committee

Date: **THURSDAY, 3 JULY 2025**

Time: 1.45 pm

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

Members:
Deputy Christopher Hayward (Chairman)
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)
Deputy Emily Benn
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)
The Rt. Hon. The Lord Mayor Ald. Alastair King DL (Ex-Officio Member)
Deputy Paul Martinelli
Alderman Bronek Masojada
Deputy Andrien Meyers
Deputy Alastair Moss
Deputy Benjamin Murphy
Deputy Henry Pollard (Ex-Officio Member)
Alderman Sir William Russell
Deputy Tom Sleigh (Ex-Officio Member)
James Tumbridge
Philip Woodhouse
Irem Yerdelen

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

AGENDA

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

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

   To consider minutes as follows:-

   a) To agree the public minutes of the meeting held on 12 June 2025 (Pages 7 - 14)

   b) *To note the draft public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 29 May 2025

4. **FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROCUREMENT COMMITTEE - PROPOSED AMENDMENTS TO THE TERMS OF REFERENCE**

   Report of the Town Clerk.

   For Decision
   (Pages 15 - 22)

5. **PAN LONDON SUBSTANCE MISUSE PROGRAMME**

   Report of the Director for Community and Children's Services.

   For Decision
   (Pages 23 - 30)

6. **CAPITAL FUNDING UPDATE**

   Report of the Chamberlain.

   For Decision
   (Pages 31 - 40)

7. **HOUSING INVESTMENT PROGRAMME**

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

For Discussion
(Pages 41 - 46)

8. ***FINDING OF MALADMINISTRATION (OMBUDSMAN CASE ID - 24001090) - EMERGENCY SUPPORT SCHEME**

Joint Report of the Chamberlain and the City Solicitor.

For Information

9. ***RESIDENTIAL RESET UPDATE**

Report of the Chief Strategy Officer.

For Information

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

Report of the Executive Director of Innovation and Growth.

For Information

11. ***REVENUE OUTTURN - 2024/25**

Joint Report of the Deputy Town Clerk, the Executive Director of Innovation & Growth, the City Remembrancer, the Chief Strategy Officer, the Executive Director of Environment and the Chamberlain.

For Information
(Pages 47 - 52)

12. ***NEW PROJECT PROCEDURE / P3 FRAMEWORK**

Report of the Chamberlain.

For Information

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

Report of the Chamberlain.

For Information

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

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

16. **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

17. **NON-PUBLIC MINUTES**

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

a) To agree the non-public minutes of the meeting held on 12 June 2025 (Pages 53 - 56)

b) *To note the draft non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 29 May 2025

18. **FINANCIAL SERVICES INVESTMENT HUB/CONCIERGE SERVICE**

Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 57 - 64)

19. **THE ANNEXE, SMITHFIELD, EC1 – DISPOSAL**

Report of the City Surveyor.

For Decision
(Pages 65 - 102)

20. **BASTION HOUSE STRIP OUT**

Report of the City Surveyor.

For Decision
(Pages 103 - 116)

21. **GUILDHALL SCHOOL OF MUSIC & DRAMA CYCLICAL WORKS PROGRAMME 2025 - 2030**

Report of the City Surveyor.

For Decision
(Pages 117 - 150)

22. ***GLOBAL RISK SUMMIT 2026**

Report of the Executive Director, Innovation & Growth.

For Information

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

24. **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

25. **CONFIDENTIAL MINUTES**

a) To agree the confidential minutes of the meeting held on 12 June 2025

b) *To note the confidential minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 29 May 2025

POLICY AND RESOURCES COMMITTEE
Thursday, 12 June 2025

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 12 June 2025 at 1.45 pm

Present

Members:
Deputy Christopher Hayward (Chairman)
Deputy James Thomson CBE (Deputy Chair)
Munsur Ali
Shahnan Bakth (Ex-Officio Member)
Brendan Barns (Ex-Officio Member)
Deputy Keith Bottomley
Tijs Broeke
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Peter Dunphy (Ex-Officio Member)
Deputy Helen Fentimen OBE JP
Steve Goodman OBE
Alderman Timothy Hailes JP
Deputy Caroline Haines
Deputy Jaspreet Hodgson
Deputy Ann Holmes
Shravan Joshi MBE
Alderman Vincent Keaveny, CBE
Alderwoman Dame Susan Langley, DBE
Deputy Paul Martinelli
Alderman Sir William Russell
Deputy Tom Sleigh (Ex-Officio Member)
James Tumbridge
Philip Woodhouse

Also in attendance
Alderman Robert Howard
Sushil Saluja

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
Dionne Corradine	-	Chief Strategy Officer

Alan Bird	-	Head, City of London School
Jenny Brown	-	Headmistress, City of London School for Girls
Sonia Virdee	-	Chamberlain's Department
Genine Whitehorne	-	Chamberlain's Department
John Hall	-	City of London Schools
Robert Murphy	-	City Surveyor's Department
Mark Gettleson	-	Corporate Strategy & Performance
Emily Brennan	-	Environment Department
Daniel O'Byrne	-	Innovation & Growth
Jen Beckermann	-	Town Clerk's Department
Ben Dixon	-	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 have been received from the Rt Hon. The Lord Mayor, the Chief Commoner, Munsur Ali, Jason Groves, Florence Keelson-Anfu, and Deputy Andrien Meyers.

Deputy Emily Benn, Deputy Benjamin Murphy and Irem Yerdelen observed the meeting virtually.

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

There were no additional declarations.

3. **MINUTES**

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

A Member asked that the minutes should be amended at item 21 to include 2019 as the year of the Policy and Resources Committee's decision on using gender neutral terminology.

RESOLVED, that – the public minutes and non-public summary of the meeting held on 8 May 2025 be approved as a correct record, as amended.

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

The summary of the Competitiveness Advisory Board meeting held on 3 April 2025 were noted.

4. **WARDMOTE RESOLUTIONS**

Members received the resolutions from the Annual Wardmotes of Wards of Aldersgate, Bishopsgate, Cripplegate and Dowgate concerning Ward newsletters and the Speak for the City Campaign.

The Chairman asked officers to provide a response to the resolutions. Beginning with those resolutions on the topic of ward newsletters, officers acknowledged the importance of regular communication with City residents and workers and provided an update on the work done in this area, including on the City Belonging Project, the quarterly 'City Living' newsletter for residents and the inclusion of ward-based communications in the City Corporation's new Corporate CRM. Officers undertook to return with a full report on the subject of reintroducing Ward newsletters.

With regards to the resolutions on the election engagement campaign, officers said that this had been run on similar lines to that before the 2022 election. The 2025-2026 Ward List had received its highest level. There had been no change in the number of candidates standing, though the number of contested Wards was fewer than in 2022. Officers would be bringing a report back to the Committee following a full and formal evaluation of the campaign.

The Chairman noted that there would be a number of views on these topics but said that to enable a more informed debate, he would wait until the mentioned reports were on the agenda; he suggested that the report on Ward Newsletters should first be referred to the Communications and Corporate Affairs Sub-Committee, with any recommendations from that body returning to the parent Committee. The report on the election engagement campaign would be presented directly to the Policy & Resources Committee.

In reply to a question from a Member, the Deputy Town Clerk set out the processes by which the Committee's deliberations on the Wardmote resolutions could be reported back to the Wards.

5. **APPOINTMENTS**

The Town Clerk informed the Committee of the names of those Members who had submitted expressions of interest for the outstanding appointments to be made to various committees and sub-committees.

There were no contests for any position. As no Members had nominated themselves for the position on the Audit and Risk Management Committee, this position was held over to the next meeting.

RESOLVED, that – the following appointments be made:

- Member Development and Standards Sub Committee - Deputy Jaspreet Hodgson
- Investment Committee - Deputy Peter Dunphy

6. **INCOME GENERATION WORKING PARTY**

Members considered a report of the Chamberlain concerning appointments to the Income Generation Working Party.

RESOLVED, that - the Committee endorses the appointment of the following Members to the Working Party for Income Generation:

- Deputy Tim Butcher
- Jason Groves
- Alderman Tim Hailes

- Stephen Hodgson
- Shravan Joshi
- Deputy Ben Murphy
- Deputy Dawn Wright

7. **LEAD MEMBER APPOINTMENTS**

Members considered a report of the Town Clerk concerning Lead Members.

A Member asked for further information on the reconstitution of the Sports Sounding Board in the Appendix to the Report. They also asked if the City Corporation should review its Ticket Allocation Policy.

In reply, the Chairman said that a revised Ticket Allocation Policy had been agreed at the Communications & Corporate Affairs Sub-Committee meeting on 29 May 2025, and asked for this to be shared. The Chairman also said he believed that all Members of the Court were eligible to serve on the Sports Sounding Board

RESOLVED, that - the Committee endorses the following:

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

and notes the changes to proposed delegations to CFIT and Innovate Finance.

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

Members received a report of the Executive Director of Innovation and Growth concerning the Competitiveness Advisory Board.

The Chairman thanked Dominic Christian, Shravan Joshi, Dame Sue Langley and Sir Nicholas Lyons for their service on the Competitiveness Advisory Board.

RESOLVED, that – Members agree the process to appoint new internal members to the Competitiveness Advisory Board.

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

Members considered a report of the Executive Director, Environment concerning the development of a Complementary Land Policy and Use Appraisal.

In her introduction, the Executive Director, Environment noted that ‘complementary land’ referred to assets supporting charity operations, with ‘buffer land’ relevant to Epping Forest only. The report set out a proposed approach to developing an overarching Complementary Land Policy and

Complementary Land Use Appraisal to ensure a consistent approach to management and divestment, with discreet sub-polices/frameworks for specific lands included under this. The Executive Director acknowledged the wide range of stakeholders with an interest in this work and set out how they would be included in the consultation process. This included not only the formal engagement of relevant committees, but also informal engagement throughout the process with the Chairs and Deputy Chairs of the Policy and Resources Committee and the Chairs and Deputy Chairs of the various Natural Environment charity committees. She also provided assurance that the Assistant Town Clerk was included on the Task and Finish Group to advise on governance issues. Due to the complexity of the engagement and work required, she advised that the timetable would need to be revised and that the final proposals would likely be ready for submission to committees no earlier than December 2025.

The Executive Director also noted that an email from Chair of the Epping Forest Heritage Trust had been sent to all Members of the Committee. She informed Members that the Trust's concerns had already been addressed at the Epping Forest and Commons Committee, and that the Chair of that Committee and officers had engaged with the Trust.

The Chairman and Members supported the report and the need to review the timetable for the presentation of the final report.

RESOLVED, that – Members approve the proposed Terms of Reference for:

(a) the work to develop a Natural Environment Complementary Land Policy; and

(b) a Natural Environment Complementary Land Use Appraisal.

10. ***SME STRATEGY ANNUAL UPDATE (2025)**
Members received a report of the Executive Director, Environment, concerning the SME Strategy.

RESOLVED, that – the report be received and its contents noted.

11. ***POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**
Members received a report of the Chamberlain concerning the Committees funds.

RESOLVED, that – the report be received and its contents noted.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
A Member, noting the passage of time since the Committee's 2019 decision on gender-neutral nomenclature, asked if the Chairman agreed that all Members should be consulted on the change in wording of 'Councilman' to 'Councillors' on Ward Noticeboards, and that changes to Ward Noticeboards should require a majority of Members in any given ward, before changing the public declaration of who is and is not a Common Councilman.

The Chairman asked the Comptroller and City Solicitor to provide further information. The City Solicitor, noting elements of his answer would need to be provided in the non-public session, said that he did not think the agreed policy should be revised on the back of a question. The Chairman agreed that he would not want to change or reverse policies just because some Members did not like them; he also did not think that each Ward should have the discretion to set its own policy.

The Member asking the original question acknowledged that a policy had been agreed, but said there had since been significant membership changes. The Chairman asked officers why the Noticeboards had not been changed once the policy had been agreed. The Deputy Town Clerk replied to confirm that a decision had been taken in 2019 to use gender-neutral language on City Corporation communications, which had been implemented across a wide range of material. The scheduled all-out elections in 2021 had been postponed to 2022 due to the pandemic; while the Deputy Town Clerk could not say why the Noticeboards hadn't been updated to reflect the policy after the 2022 election, he said it may have been missed due to several staffing changes in the Elections Office.

A Member asked whether the City Corporation should consider the necessity for Ward Noticeboards at all, as there were more frequent changes in Membership which made updating more expensive.

The City Solicitor undertook to reply to a question on cost in the non-public session.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business

14. **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 or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

15. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 8 May 2025 were approved as a correct record.

16. **CITY OF LONDON SCHOOLS INTERNATIONAL**
Members received a joint report of the Head of the City of London School and the Headmistress of the City of London School for Girls concerning proposals for international expansion.

17. **LEADENHALL MARKET**
Members considered a report of the City Surveyor concerning governance arrangements for the management of Leadenhall Market.

18. **CITIGEN AND HEAT NETWORK ZONING**
Members considered a report of the City Surveyor concerning heat networks in the Square Mile.

19. **ILLUMINATION OF GUILDHALL POLICY**
Members considered a report of the Remembrancer concerning the Guildhall.

20. ***MPO DASHBOARD**
Members received a report of the Chamberlain concerning major projects.

21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
Officers provided further information regarding Ward noticeboards.

22. **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.

23. **CONFIDENTIAL MINUTES**
The confidential minutes of the meeting held on 8 May 2025 were approved as a correct record.

24. **CITY OF LONDON CORPORATION'S UNITED STATES OFFICE - UPDATE**
Members considered a report of the Executive Director of Innovation and Growth concerning decisions required under the Member-led recruitment procedure.

25. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**
Members received a report of the Town Clerk concerning action taken between meetings.

26. **CORPORATION SUPPORT FOR THE CITY OF LONDON POLICE AND ECONOMIC SECURITY**
Members considered a report of the Town Clerk concerning the City of London Police.

The meeting ended at 3.26 pm

Chairman

Contact Officer: Ben Dunleavy
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City of London Corporation Committee Report

Committee(s): FCCRASP – For decision P&R – For decision Court of Common Council – For decision	**Dated:** *Under urgency* 03/07/2025 26/07/2025
Subject: Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee – Proposed Amendments to the Terms of Reference	**Public report:** For Decision
This proposal: • **provides statutory duties** • **provides business enabling functions**	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The Town Clerk
Report author:	Raquel Pinto Town Clerk's Department

Summary

The Fraud and Cyber Crime Analysis Service Procurement Committee (FCCRASP) was first established in April 2021, to oversee the procurement of the next generation Fraud and Cyber Crime Reporting and Analysis Service. The Committee was created as a time limited body for a period of three years (from April 2021 to April 2024) to cover the duration of the procurement of this service. Following some project delay, Members agreed in April 2024 that the lifetime of Committee should be extended "for the duration of the project from April 2021 up to and including formal 'Go Live' date", as the project would not be delivered by April 2024 as originally scheduled.

At the Court of Common Council meeting in April 2025, a query was raised with regards to the membership arrangements of this Committee, particularly with regards to the time constraints of some ex-officio Members who sat on this Committee, and it was requested that this matter be investigated. This paper therefore provides Members with options on next steps, with a recommendation made as to the proposed optimal option.

Recommendation(s)

Members are asked to:

- Note the options as set out in 1-3.
- Agree to Option 2, to alter the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee's Terms of Reference to include the addition of a nominee for each Committee that is represented in the membership.

Members of the **Policy and Resources Committee** are also asked to:

- Consider whether a decision under urgency procedure is required by the Court of Common Council to enact any changes (should these be agreed) before the Fraud and Cyber Crime Analysis Committee meets on the 10th of July 2025.

Main Report

Background

1. The next generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) is designed to replace Action Fraud, the national fraud reporting service, which is a key component of the City of London Police's (COLP) function as National Lead Force for Fraud.

2. COLP is leading the new service procurement, but it is mainly funded by the Home Office and must follow their governance requirements. Since the project costs over £100m, it also falls under HM Treasury governance and the Infrastructure and Project Authority's (IPA) gateway process.

3. At the time of its inception, the project would have had to report to various City of London Corporation Committees and Sub-Committees due to the then-reporting requirements of the City Corporation Governance arrangements. Following discussion with the IPA and the Home Office Finance and Investment Committee regarding the necessity of streamlining these approval mechanisms, the Court agreed in April 2021 to establish the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee (FCCRASPC) as a single dedicated Committee with sole responsibility for approvals related to the project, to oversee the procurement of the next generation Fraud and Cyber Crime Reporting and Analysis Service.

4. The Committee would be time limited to a period of three years (from April 2021 to April 2024) to cover the duration of the procurement of this service and would take on the responsibilities of those Committees and Sub-Committees who would otherwise been required to oversee this project – significantly reducing the burden on Members. The composition therefore takes into account the relevant Chairs and Deputy Chairs from these committees.

Current Position

5. The procurement of the new Action Fraud Service remains underway. It was evident in early 2024, that this would not be complete by April 2024, as originally scheduled. The sunset clause on the Committee's existence therefore needed revisiting.

6. The Committee therefore proposed a change to their Terms of Reference, to extend the Committee's oversight of the procurement until such a time that the work is delivered. After the Service has 'gone live', oversight of the new Service will rest with the City of London Police Authority Board.

7. The Court of Common Council agreed to changes to the Committee's Terms of Reference in April 2024, which would enable the Committee to remain active "for the duration of the project from April 2021 up to and including formal 'Go Live' date".

8. At the Court's meeting in April 2025, a Member raised a query with regards to the membership of this committee, specifically the demands on some of the ex-officio Members and asked that consideration be given to a change to allow for ex-officio Members to nominate a representative for each of the Committee's represented in the membership of the FFCRASP Committee.

Options

The following options are therefore available to Members:

9. Option 1 - Maintain the current Governance arrangements

   Considering there are only three meetings scheduled for the remainder of 2025, Members may wish to maintain the current arrangement. The project is estimated to be wrapped up by the end of year. Once the Service has 'gone live', the continued oversight of the new Service will be transferred to the City of London Police Authority Board for oversight, after which this Committee will cease to exist.

   Currently there is a provision on the Terms of Reference which states that the Committees 'may also propose additional individuals from their membership where they believe they will bring relevant expertise and experience to the Committee's deliberations (limited to one nomination per Committee and Sub-Committee). Members may therefore feel that this provides sufficient recourse to address the concerns raised without requiring any further changes.

10. Option 2 – Amend the Committee's Terms of Reference to include a 'representative' for the Committee's which are represented

   Given the concerns raised by Members with regards to time constraints and inability to make the Committee, Members may wish to make a change to the Committee's Terms of Reference to allow all individuals who are automatically Members but are unable to serve, to have an option for a representative. The change would have minimal impact on the Committee and would allow for more flexibility amongst Members, hopefully addressing the concerns that had been raised. The proposed changes can be seen at Appendix 1(**this is recommended**).

11. Option 3 – consider the potential early transfer of the project to the City of London Police Authority Board
Members may wish to consider the early transfer of the project to the City of London Police Authority Board, given that the project is due to come to an end at the end of the year.

    Considering the importance of this project to the City and to the City of London Police as the National Lead Force for Fraud, it would not be recommended to alter the governance arrangements until the 'Go-Live' date.

    The FCCRAS Procurement Committee was established to maintain the requirement for major Corporation projects to have appropriate oversight, while streamlining this approach to minimise the burden on Members and the programme team. Early removal of this Committee's role would run counter to the Corporation's approach with regards to oversight of major projects, as well as being contrary to agreements with and commitment to the Home Office. Therefore, given the current status of the project and given the delivery is imminent, it is not recommended to end the Committee early and transfer oversight to the Police Authority Board. Should Members agree to this option, further considerations will need to be made with a further report to follow.

Proposals

12. Members are asked to agree to Option 2, to amend the Committee's Terms of Reference to include a 'representative' for the Committee's which are represented. This option captures the concerns raised by Members whilst mitigating any risks to the governance process.

Corporate & Strategic Implications

Strategic implications – The purpose of this report to help ensure that the City Corporation has in place the best governance structures to deliver against the Corporate Plan alongside any statutory and / or charitable obligations.

Financial implications – None

Resource implications – None

Legal implications- None

Risk implications – If Members agree to option 3: if there are any further delays or complications with the delivery of the programme, the IPA will likely review the governance of the programme, which would raise questions as to why the Corporation's oversight was altered at a critical phase of delivery.

Equalities implications – All public bodies have a duty to ensure that when exercising their functions they have due regard to the need of advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained within this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Climate implications – The proposals included in this paper do not carry any significant implications for the Climate Action programme.

Security implications – None.

Conclusion

13. Members are therefore asked to consider all available options and agree with the recommended approach (**Option 2**) to allow the inclusion of a 'representative' to the Committee's Terms of Reference.

Appendices

- Appendix 1 – FCCRASP Court Order

Background Papers

- Fraud and Cyber Crime Reporting Service – Governance: Court of Common Council – March 2021
- April 2024 – White Paper

Raquel Pinto
Governance Officer, Town Clerk's Department

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KING, Mayor	**RESOLVED:** That the Court of Common Council holden in the Guildhall of the City of London on Friday 25th April 2025, doth hereby appoint the following Committee until the first meeting of the Court in April, 2026.

FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE PROCUREMENT COMMITTEE

1. **Constitution**

A non-ward committee comprising:

- Chair and Deputy Chair of City of London Police Authority Board or their representatives;
- Chair and Deputy Chair of Policy and Resources Committee or their representatives;
- Chair and Deputy Chair of Finance Committee or their representatives;
- Chair and Deputy Chair of the Projects and Procurement Sub (Finance) Committee or their representatives;
- Chair and Deputy Chair of Digital Services Committee or their representatives;

The above Committees may also propose additional individuals from their membership where they believe they will bring relevant expertise and experience to the Committee's deliberations (limited to one nomination per Committee).

2. **Quorum**

The quorum consists of any three Members.

3. **Membership 2025/26**

The Members referred to in paragraph 1, above.

4. **Terms of Reference**

For the duration of the project from April 2021 up to and including formal 'Go Live' date, to be responsible for oversight of all matters relating to the procurement of the Next Generation Fraud and Cyber Crime Reporting and Analysis Service, including the extension and maintenance of the existing service.

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City of London Corporation Committee Report

Committee: Policy & Resources Committee	**Dated:** 03/07/2025
Subject: Pan London Substance Misuse Programme	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Department of Health and Social Care Drug and alcohol treatment and recovery improvement grant (DATRIG)
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of:	Judith Finlay Director for Community & Children's Services
Report author:	Bridget O'Dwyer Lead Commissioner Pan London Substance Misuse Programme, Community and Children's Services.

Summary

1. This report seeks approval for City of London Corporation to continue to deliver (subject to government grant or alternative funding, if found) a lead commissioning (commissioning and co-ordination) role to the Pan London Substance Misuse Programme.

2. Since approval by members in 2021, the City of London Corporation has hosted the Pan-London Substance Misuse Programme on behalf of London local authorities. Results from a recent Association of Directors of Public Health - London (ADPHL) survey for future Inpatient Detoxification and Stabilisation (IPD) delivery models in London, showed strong support from London local authorities (91% of 27 responses) for the City of London Corporation to continue its role as lead commissioner of the Pan London substance Misuse Programme.

3. London services and partners have also proposed a different IPD delivery model to support to a wider cohort of those needing help with substance misuse.

Recommendation(s)

Members are asked to:

4. Note the report and approve the City of London Corporation to continue a lead commissioner role of the Pan London Substance Misuse Programme which will include commissioning of an Inpatient Detoxification and Stabilisation (IPD) Framework (via one lead provider) to support a wider cohort of those needing help with substance misuse post 2025/26.

Main Report

Background

5. The Pan London Substance Misuse Programme is governed by the London Inpatient Detoxification and Stabilisation (IPD) Steering Group chaired by the Drug and Alcohol co-Lead of Associated Directors of Public Health - London (ADPHL) and membership of City of London Corporation, Office for Health Improvement and Development (OHID) - national/London and Greater London Authority (GLA).

6. The Associated Directors of Public Health - London (ADPHL) assurance process drives actions with regional strategic partners to develop a long-term approach to IPD delivery in London. Senior level strategic support supports embedding of findings and recommendations from regional and local strategies, leading to increased system capacity and sustainability.

7. In 2021 the City of London Corporation members agreed to act as lead commissioner (funded by government grants) of the Pan London Substance Misuse Programme on behalf of London's local authorities. The lead

commissioner role was supported by the Association of Directors of Public Health - London (ADPHL) and Office for Health Improvement (OHID) - London.

8. The lead commissioner role has led the development of service specifications, gained approval of the London IPD Steering Group (governance and oversight), engage market providers and procure/contract manage the services on behalf of London local authorities.

9. The lead commissioning role is ending on 31.3.2026 and the City of London Corporation is being asked to continue its role (subject to government grant funding or alternative funding if found) of the Pan London Substance Misuse Programme including commissioning of an IPD Framework (via one lead provider) to support a wider cohort of those needing help with substance misuse.

Current Position

10. The lead commissioning role is currently funded by a government Drug and Alcohol Treatment Grant (DATRIG) and funding for 2026/27 onwards is subject to the outcome of the Spring Spending Review in June 2025.

11. The City of London Corporation acts as receiving authority of government grant funding and contributions from London local authorities to support the delivery of the Pan London substance Misuse Programme.

12. In line with the Procurement Code and governance requirements, the City of London Corporation currently provides lead commissioning of the following services on behalf of London local authorities:

- 11 bed In Patient Detoxification and Stabilisation (IPD) unit
- 7 bed (post IPD) Intermediate Rehabilitation Unit
- Homeless Substance Misuse Engagement Team

13. The direction of the London IPD Steering Group is to move towards an IPD Framework delivery model whereby a lead provider is commissioned to broker access to a wider range of provision. There is no confirmed commitment by the London IPD Steering Group to a continued commission of direct IPD beds a provision.

14. The current commissioned provision ends on 31.3.2026 and therefore new approval is sought by the Policy and Resources Committee for the City of London Corporation to continues its lead commissioner role including commissioning of a proposed new IPD service model post 2025/26.

Options

15. Option 1: City of London Corporation continues to undertake the lead commissioning role (subject to government grant funding or alternative funding if found) to secure future services for the Pan London Substance Misuse Programme. Allows the City of London Corporation to fulfil its commissioning responsibilities and the wishes of strategic partners, including London local authorities to continue to deliver the Pan London Substance Misuse Programme effectively.(subject to continuing government grant funding or alternative funding if found)

16. Option 2: City of London Corporation to cease its role as lead commissioner of the Pan London Substance Misuse Programme at end of 2025/26. Would involve the City of London Corporation transferring responsibility to another organisation and is not recommended as does not fulfil the wish of strategic partners including London local authorities.

Recommended Option:

17. Option 1: Allows the City of London Corporation to fulfil the wishes of partners and seamlessly continue to deliver the Pan London substance Misuse Programme.

Key Data

18. Since commencement of the Pan London Substance Misuse Programme in mid-2021 until May 2025, the IPD unit has received 1,032 admissions with an excellent treatment success rate (1,032 discharges) of just over 90%.

19. The above data includes 419 admissions to dedicated beds for people who sleep rough/at risk of sleeping rough in the capital.

20. Dedicated intermediate rehabilitation beds for people who sleep rough/at risk of sleeping rough in the capital has seen 103 admissions with treatment success rate (101 discharges) of 85%.

Corporate & Strategic Implications

21. The City of London Corporation's role as lead commissioner of the Pan London Substance Misuse Programme delivers the Corporation's objective to contribute to a flourishing society and strengthens the capacity and connections within

London to deliver to a very marginalised group. It also contributes to the reputation and relevance of the City of London Corporation.

22. Commercial contract management ensures the City of London Corporation's responsibilities and processes are clearly defined and managed effectively.

23. The proposed role of City of London Corporation as a lead commissioner by transferring direct IPD commissioning to a lead provider may reduce its currently notable position in designing and leading a bespoke IPD service for London on behalf of all London LAs.

24. The lead commissioner will comply with national monitoring, reporting and evaluation requirements, and it will ensure its own contracting arrangements with external parties are fully compliant.

Financial implications

25. Government funding is confirmed for 2025/26 however, future grant funding is not known and the London IPD Steering Group is awaiting the outcome of the Spring Statement in June 2025. The City of London Corporation will continue to review to ensure its role remains funded.

Resource implications

26. The City of London Corporation currently provides capacity of the Assistant Director **-** Commissioning and Partnerships (DCCS) who represents the City of London Corporation at the London IPD Steering Group in addition to the lead commissioner. Wider commissioning and coordination support i.e. legal and procurement is also provided by the City of London Corporation.

Legal implications

27. The City exercises a number of health service functions as specified in the Health and Social Care Act 2012, and those health-related functions identified in section 2B of the National Health Act 2006. These functions also include the provision of assessment, treatment and recovery services for those residents who have issues with drug or alcohol misuse.

28. The City of London Corporation acts as the lead authority for contracting organisation to the services within the Pan London Substance Misuse Programme, and has, as lead authority, awarded contracts via direct award under the Health Care Services [Provider Selection Regime] Regulations 2023.

29. Option 1 is supported noting the concerns expressed as to late notification of funding.
30. Any legal implications as to the proposal for the City to be part of a wider IPD Framework will need to be considered once the Steering Group have established how the IPD Framework will be procured. If the intention is for the City, as the lead authority, to procure an IPD Framework for London, then any new framework must be procured under the competitive process in accordance with the PSR . This is made also very clear in NHS's England's PSR Statutory Guidance which is to be read alongside the PSR. Any framework awarded under the PSR must not exceed 4 years unless in exceptional circumstances. A mandatory 8 working day standstill period would apply .There are still no useful precedents with the PSR. It is a novel procedure.

Risk implications

31. Risks of acting as a lead commissioner is inherent in procurement and commissioning in terms of market interest/availability, provider failure, reputational risk by association with service closure and government funding that can be subject to change.

32. These risks will be mitigated through the City of London Corporation's processes, contract management and Commercial Services and legal input which is also funded by the Pan London substance Misuse Programme.

33. Programme governance and decision-making is led by partners including the government and the ADPHL via the London IPD Steering Group.

Equalities implications

34. These services deliver to a group who experience the greatest health inequalities in the capital. Commissioning processes will require providers to address the equalities implications in their bid and demonstrate. An Equalities Impact Assessment (EIA) is currently in place. Once a post 2025/26 service delivery has been decided by the London IPD Steering Group, a new EQIA will be led by and subject to the London IPD Steering Group.

Climate implications

35. None.

Security implications

36. None.

Conclusion

37. The City of London Corporation is recognised as having a history in the successful delivery of pan-London services. The role proposed will continue to provide an opportunity to demonstrate and make a vital difference to the lives of a vulnerable group of people.

Appendices

None

Bridget O’Dwyer
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City of London Corporation Committee Report

RECommittee(s): Resource Allocation Sub Committee Policy & Resources Committee	**Date** 24th June 2025 3rd July 2025
Subject: Capital Funding Update	 **Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	The schemes for which funding is now requested span across a range of corporate outcomes
For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£2.05m
What is the source of Funding?	£1.91m - City Fund, £0.14m City Estate
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The Chamberlain	**For Decision**
Report author: Yasin Razaaq, Capital and Projects Manager	

Summary

The purpose of this report is for Members to consider release (following gateway approvals) to allow schemes to progress.

Members are reminded of the two-step funding mechanism for capital funding

- Firstly, within available funding, 'in principle' approval to the highest priority bids is sought and appropriate provisions are set aside in the annual capital and revenue budgets within the MTFPs.

- Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, Members are asked to confirm that these schemes remain a priority for which funding should be released at this time.

Members need to consider release (following gateway approvals) to allow schemes to progress.

Release of £2.05m to allow progression of six schemes summarised in Table 1 'Project Funding Requests' is now requested.

Recommendations

Resource Allocation Sub Committee Members and Policy & Resources Committee are requested:

(i) To review the schemes summarised in Table 1 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:

(ii) To agree the release of up to £2.05m for the schemes progressing to the next Gateway in Table 1 from City Fund £1.91m (£0.75m from OSPR and £0.78m from CIL) and £0.14m for City Estate.

Main Report

Background

1. Schemes have been approved in principle through the annual capital budget setting process and, where appropriate, the CIL and OSPR quarterly approvals but they are subject to a drawdown approval when the funding is required to progress.

2. The scope of this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or CBF[1]. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes *are* *<u>excluded</u>*, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.

Current Position

3. The total amount of funding available to draw down for approved schemes is shown in Appendix 1.

<u>Current Requests for the Release of Funding</u>

4. There are four schemes with 'in principle' funding approved that have progressed through the gateways, for which release of up to £2m is requested:

[1] Contributions from City Bridge Foundation are limited to its share of corporate schemes such as works to the Guildhall Complex or corporate IT systems and are subject to the specific approval of the City Bridge Foundation

Table 1 Project Funding Requests

Table 1: Project Funding Requests	**Gateway**	**CIL/OSPR**	**City Fund**	**City's Estate**	**City Bridge Foundation**	**Total**
			£m	**£m**	**£m**	**£m**
Funding to progress to the next gateway						
Barbican Library Refresh	GW3-GW5	CIL	0.78			0.78
Bank Junction Improvement	GW5	OSPR	0.75			0.75
Guildhall North and West Wing – Spaces	GW5		0.14	0.14		0.27
Barbican Fire Door Replacement	GW2		0.25			0.25
			1.91	0.14	-	2.05

5. Further details of the individual schemes are provided in Appendix 2 attached.

6. In accordance with step two of the capital funding mechanism, Members are required to approve the funding drawdown for these schemes

7. Funding for these schemes can be met from the provisions set aside from City Fund £1.9m with £0.8m from CIL and £0.8m and £0.1m from City Estate.

Conclusion

8. Members are requested to review the above and approve the funding drawdowns for the schemes in Table 1.

Appendices

Appendix 1 - Approved Bids
Appendix 2 - Requests for Release of Funding – Scheme Details

Background Papers

Yasin Razaaq
Capital & Projects Manager

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Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Release of Funding Previously agreed	Release of Funding now requested
Barbican Replacement of Art Gallery Chiller	0.30	0.00	0.00	0.30	0.02	
Car Park - London Wall Joints and Waterproofing	2.00	0.00	0.00	2.00	0.78	
Car Park - Hampstead Heath, East Heath Car Park Resurface	0.00	0.42	0.00	0.42	0.39	
Finsbury Circus Garden Re-instatement	2.56	0.00	0.00	2.56	2.54	
Guildhall - West Wing - Space Cooling - Chiller Plant & Cooling Tower Replacement ******	1.86	0.99	0.15	3.00	4.55	
Guildhall event spaces - Audio & Visual replacement / upgrade	0.00	0.33	0.00	0.33	0.05	
Guildhall Yard - Refurbishment/ Replacement of Paviours	0.00	3.00	0.00	3.00	0.00	
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	14.80	11.70	1.30	27.80	19.10	
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.40	0.00	0.00	1.40	0.15	
Oracle Property Management System Replacement	0.71	0.38	0.06	1.15	1.15	
Structural - Lindsey Street Bridge Strengthening	5.00	0.00	0.00	5.00	0.03	
Structural - West Ham Park Playground Refurbishment	0.00	1.28	0.00	1.28	0.86	
Chingford Golf Course Development Project	0.00	0.08	0.00	0.08	0.00	
Bank Junction Transformation (All Change at Bank)	1.40	0.00	0.00	1.40	0.65	0.75
Rough Sleeping - assessment hub*******	1.00	0.00	0.00	1.00	1.50	
Barbican Exhibition Halls	5.00	0.00	0.00	5.00	1.55	
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.83	0.00	0.00	13.83	2.42	
Guildhall - Great Hall - Internal Stonework Overhaul	0.00	2.00	0.00	2.00	1.74	
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.93	0.50	0.08	1.50	0.12	
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.09	0.10	0.01	0.20	0.00	
Spitalfields Flats Fire Door Safety	0.15	0.00	0.00	0.15	0.00	
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.44	0.49	0.05	0.98	0.17	
SVY - Smithfield Condenser Pipework Replacement		0.56		0.56	0.00	
CHB - IT LAN Support to Replace Freedom Contract	0.10	0.04	0.01	0.15	0.00	
CHB - Libraries IT Refresh	0.22			0.22	0.00	
BBC - Barbican Centre - Catering Block Extraction	0.40			0.40	0.02	

SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.57		2.57	2.14	
SVY - Denton Pier and Pontoon Overhaul Works	1.00			1.00	0.05	
DBE - Public Realm Security Programme	1.24			1.24	0.03	
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.90			0.90	0.19	
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.68			0.68	0.00	
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.00		2.00	0.36	
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.60		0.60	0.00	
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.70		0.70	0.00	
SVY - Energy Reduction Programme – Phase 2	0.19	0.18		0.38	0.00	
DBE - Public Realm (Pedestrian Priority)	8.40			8.40	7.33	
OSD - Climate Action Strategy		2.12		2.12	0.80	
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.80			6.80	6.42	
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.34			4.34	0.00	
SVY - Climate Resilience Measures	4.00	0.00		4.00	0.00	
SVY - Climate Action Strategy Projects CPG Operational Properties	11.72	7.14	0.65	19.51	0.11	
Barbican and Golden Lane Healthy Streets	0.25			0.25	0.22	
BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various OS sites at Epping	0.15	0.10	-	0.25	0.25	
Mansion House - essential roof repairs	-	0.33	-	0.33	0.00	
Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.75	-	1.75	0.00	
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)	0.25	-	-	0.25	0.00	
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.00	-	-	1.00	0.00	
OS Epping Forest - COVID-19 Path Restoration Project	-	0.25	-	0.25	0.00	
Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system	0.28	-	-	0.28	0.00	
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.46	-	0.46	0.00	
Guildhall School - Safe technical access and working at height - Silk Street Theatre	-	0.35	-	0.35	0.00	
Smithfield Market - Glass Canopy Overhaul	-	0.30	-	0.30	0.00	
Smithfield Car Park - Ceiling Coating and Damp Works		1.05		1.05	0.00	

Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.50	-	-	2.50	0.00	
DCCS - Social Care Case Management System	0.14	-	-	0.14	0.00	
Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (top-up)		1.15		1.15	0.25	
St Paul's Gyratory	13.95	-	-	13.95	9.40	
St Paul's Cathedral External Re-lighting	1.16	-	-	1.16	0.67	
St. Paul’s Gyratory Transformation Project	13.90			13.90	2.23	
Car Parks Fire and Health Safety Actions - Fire Doors, Lighting and CCTV system replacement	0.40			0.40	0.19	
Network Contract - Support and Refresh	2.34	1.47	0.40	4.21	0.54	
Public Switched Telephone Network (PSTN) Replacement	1.38	0.93	0.20	2.50	0.25	
Smithfield Area Public Realm and Transportation	12.00			12.00	0.37	
Vision Zero Programme	2.40			2.40	0.28	
Enhancing Cheapside	1.00			1.00	0.33	
Outdoor Fitness Equipment	0.10			0.10	0.10	
Transforming Fleet Street	9.00			9.00	0.57	
Barbican Fire Door Replacment	0.25			0.25		0.25
GuildHall North Wing and West Wing	0.14	0.14		0.27		0.27
Barbican Library Refresh	0.78			0.78		0.78
	154.81	45.43	2.90	202.36	70.82	2.05

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Appendix 2

<u>Requests for Release of Funding – Scheme Details</u>

The following provides details of the four schemes for which approval to release funding of £2.05m is now sought, as summarised in Table 1 of the main report.

<u>Barbican Library Refresh, GW3-GW5, £776k</u>

Barbican & Community Libraries has been awarded £775k of CIL funding to make modernising improvements to Barbican Library.

These improvements will create a space that is more flexible, more welcoming and works better for customers and staff. This will be done through reducing the redundant areas of staff desk space, redesigning the public IT and fiction areas and incorporating digital display, including digital community information.

<u>Bank Junction Improvement GW5, £750K</u>

The project is now focussed on implementing an experimental traffic order to allow taxis through Bank Junction during restricted hours.

There will be 750k to support the cost of installing new signage and enforcement cameras, data collection, monitoring, consultation, and officer time, funded through OSPR.

In total this would take the total funding for the completion of the review and the life of the proposed experiment to a total of £1.4m including costed risk.

<u>Guildhall North and West Wing – Creation of new Shared Collaboration Spaces GW5 270K</u>

Following a review there will be a creation of shared, non-departmental collaboration spaces within current underutilised areas of the Guildhall North wing, for the benefit of occupiers of both North and West wings.

The new spaces will support flexible, hybrid working and enable cross-departmental collaboration in line with operational needs to improve collaboration space – introducing meeting booths, collaborative tables and soft seating. This will be paid for through City fund and City Estate capital allocations for 25/26

<u>Barbican Fire Door Replacement Programme, GW2,250K</u>

This project proposes a programme of works to replace all fire rated doors (including any associated panel surrounds, fanlight windows, refuse cupboards and intake cupboards) within the residential blocks of the Barbican Estate to ensure that they meet the requirements of the current Building Regulations in relation to fire safety. The works will be undertaken in 5 phases starting with the 3 tower blocks as these are considered the highest risk buildings on the Barbican Estate.

This is 250k for GW2, funded from city fund capital receipts. The current estimate for the total cost of this project is £26m, higher than previous estimates so there needs to be a discussion of how this project is funded as the main business case develops.

03/06/2025

P&R Delegated Authority

City of London Corporation Committee Report

Committees: Policy and Resources	**Dated:** 03/07/2025
Subject: Housing Investment Programme	**Public report:** For Discussion
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties**	Diverse Engaged Communities. Providing Excellent Services. Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Judith Finlay - Executive Director, Department of Community & Children's Services	
Report author: Peta Caine - Director of Housing	

Summary

This report sets out the financial challenge of the 10-year Housing Investment Programme. It identifies a capital funding shortfall of £84m that cannot be met by the Housing Revenue Account. It also identifies the need for revenue – estimated at £1.5m per annum - to support additional staff to meet regulatory compliance and deliver the programme.

The report notes the progress of the Golden Lane Investment Programme and the establishment of a Golden Lane Transformation and Advisory Board.

Recommendations

Members are asked to:

- Note the identified shortfall in capital and revenue funding
- Note the progress on the Golden Lane investment Programme and the establishment of a Golden Lane Advisory Board to support that work

Main Report

Background

1. The City of London Corporation (City Corporation) is the local authority landlord for a stock of just over 1900 social rented homes and 900 leasehold properties. While not all London local authorities are council landlords among the 29 who are, the City of London holds the smallest housing stock – compared to the average holding of just under 16,000 council homes. Uniquely the City Corporation's housing stock is situated across seven London local authority areas.

2. The City Corporation supports - and is required to account for - the delivery of its landlord function through the ring-fenced Housing Revenue Account (HRA). The main items of expenditure included in the HRA are management and maintenance costs, major repairs, loan charges, and depreciation costs. The main sources of income are from tenants in the form of rents and service charges. The HRA cannot budget for a deficit, but local authorities can borrow against their expected rental income in line with the 'Prudential Code' set by government.

3. The large majority City Corporation's social homes were built in the post war period. Their age, the methodology of their construction, and under-investment in major works and maintenance has resulted in a housing stock requiring significant investment to secure the quality of home to meet tenants' needs, meet regulatory standards and requirements, and alleviate the financial reliance on repairs.

4. The high proportion of leaseholders on some estates, the listed status of the Golden Lane Estate and the limited stock into which tenants could be decanted, constrains the ability of the City Corporation to undertake the wholesale regeneration of post war estates that has been a feature in many local authority areas.

5. The City Corporation has set out a 10-year investment programme of major works to address disrepair and cyclical works requirements in its housing stock. It identifies a need for £205m of investment in works such as windows, roofing, heating, fire safety compliance, external decorations and electrical compliance work across the estates. Just over half of this investment - £105m – is required on the Golden Lane Estate. The programme also includes investment in Avondale Estate (£29m), York Way (£18m), Southbank (£14m), William Blake (£12m) and Middlesex Street £9m) (with smaller programmes on other estates).

6. The HRA's business plan - projecting income, contributions to depreciation, capacity for borrowing and leaseholder recharges - identifies a significant shortfall in funding to meet this investment need across the whole programme.

7. Both stock condition and the financial challenge of addressing that are common across London's local authorities. Disrepair and its impact on tenants have

gained significant attention by the media and Housing Ombudsman, and in some cases resulted in highly critical reports from the Housing Regulator.

Current Position

Housing Investment Programme resourcing

8. The 10-year Housing Investment Programme is estimated to cost £205m. The sum is based on current intelligence but may change following a full stock condition survey. The cost includes provision for risk and inflation. Works to some homes will be rechargeable to the leaseholder, where properties are occupied in that manner. The amount that can be secured by recharging is subject to a range of conditions and legal tests. It is currently estimated that £47m of the planned investment will be recovered through recharge.

9. Based on current income projections from rent and service charges it is estimated that £42m will be contributed to this cost from annual transfers from the HRA. It is calculated that an additional £32m can be obtained through HRA borrowing within the boundaries of the Prudential Code.

10. In totality these amounts provide £121m of the estimated cost and identify a shortfall in the programme's funding of £84m.

Housing Investment programme	
Estimated total cost	£205m
Annual revenue transfers from HRA	(£42m)
HRA borrowing	(£32m)
Recharges to leaseholders	(£47m)
Shortall	***£84m***

*figures rounded based on high level estimates

11. Elements of the programme aimed at decarbonisation may attract funding from the City Corporation or government streams that support this wider objective. However, the programme of these works falls outside of the current City of London Climate Action Strategy timeline, and therefore future funding from that initiative cannot be relied upon.

12. Announcements from the government spending review have increased the threshold by which rents can be increased by 1%, which will – if applied – increase rental income to the HRA, alongside rental income from new build. Both should enable an increase in annual transfers and the borrowing capacity of the HRA. However, the delivery of this programme and the wider increase in regulatory burden, requires additional staffing resource (see below) which will need to draw on the HRA.

13. However, the estimates put forward remain high level and based on partial information. There is a risk of optimism bias. It would therefore be prudent to identify a need for an additional £100m of funding to ensure the programme is deliverable once fully costed.

14. There is no obvious and available source for such funding. Most local authorities are constrained by similar challenges – and the wider demands and pressures on their public finances - resulting in considerable public, political and regulatory challenge.

15. This substantial investment into the City Corporation's housing stock will secure better homes meeting resident's needs and the regulatory standards required. It will deliver stock improvements that provide financial sustainability for the HRA over its 30 year business plan.

16. Officers will prepare submissions for Members to consider the implications of the funding shortfall set out and any potential resources.

Golden Lane Investment Programme

17. Phase 1 and Phase 2 of the Golden Lane Investment Programme are commencing. The £30m cost for these elements is contained within the total programme costs set out above, and is met by the HRA. As set out, the 10-year programme cost for Golden Lane is £105m.

18. The progression of works at the Golden Lane Estate is complex and impactful. To strengthen engagement with residents to inform the delivery of these projects and mitigate impact, a 'Transformation and Advisory Board' is being established. It will be chaired by a Member and include tenant and leaseholder representation – including representation form the Golden Lane Residents Association (GLERA).

19. Decision making in relation to the programme must sit within the City Corporation's governance and procurement code – therefore the Transformation and Advisory Board cannot hold a formal status. However, the board will allow for more detailed consultation and engagement to inform and shape issues for formal decision, and help define more operational and local decisions in support of the programme.

20. The Programme's timelines is set out in high level below:

    Crescent House:

    - Start on Site September 2027
    - Completion July 2031

    Crescent House Package 3 tender - February 2026

    Cuthbert Harrowing House – Package 3

    - Estimated Start on Site September 2027
    - Estimated Completion March 2029

    Great Arthur House – Package 4

- Estimated Start on Site June 2028
- Estimated Completion June 2031

NB – separate roof refurbishment contract – October 2026 – January 2028

Basterfield, Bayer, Bowater and Stanley Cohen Houses:

- Estimated Start on Site November 2030
- Estimated Completion December 2034

Cullum Welch and Hatfield Houses Package 3

- Estimated Start on Site April 2032
- Estimated Completion September 2035

Revenue pressures

21. The Housing Investment Programme is an ambitious, complex and multi-year programme. It is delivered in the context of increased regulatory and legislative demands and required service improvement and contract management. Delivering the programme and to wider requirements will need additional staff resourcing including in estate services, information and data, contract management, fire safety, resident engagement, service improvement, operational financial management and procurement support

22. The constraints on the HRA (well understood as a national issue and impacted further as a consequence of the City Corporation's small stock holding) have resulted an under resourced staffing base. It is estimated that the additional resources needed will cost £1.5m per annum, with some tapering down following compliance in some areas. An element of this cost may be met by permitted rent increases, but even if fully utilised, a 1% additional uplift would yield less than £150,000.

Corporate & Strategic Implications

Strategic implications

23. The Housing Investment Programme set out supports the delivery of the Corporate Strategy objectives to Providing Excellent Services, Diverse Engaged Communities and Leading Sustainable Environment

Financial implications

24. As set out, the funding needs for the proposed programme exceed the resources of the HRA and its capacity to borrow. An estimated shortfall of £84m is identified over the 10 year period, with the proposal that £100m could be required if additional issues are identified by a full stock condition survey has been completed. Additional funding may be reduced if efficiencies in delivery and procurement are found.

Resource implications

25. The report identifies the need for additional staffing resourcing that cannot be met by the HRA. These are estimated at £1.5m per annum – with some reduction once compliance in some areas has been achieved.

Legal implications

26. none

Risk implications

27. Failure to invest in the City Corporation's housing stock presents a risk to the health and wellbeing of residents. It risks regulatory challenge and reputational damage.

Equalities implications

28. Those with protected characteristics are over represented in social housing. Improvement in housing quality has a positive impact. Disrepair in housing has a disproportionate impact on those with protected characteristics.

Climate implications

29. The Housing Investment Programme will deliver significant decarbonisation of the housing stock, contributing to the City Corporation's sustainability objectives.

Security implications

30. none

Conclusion

31. Investing in the City Corporation's housing stock is crucial not only for the welfare of its residents but also for the organisation's reputation and regulatory compliance. Enhancing housing quality has a positive and equitable impact on those with protected characteristics and aligns with the City Corporation's sustainability goals by significantly reducing carbon emissions.

Appendices

- None

Peta Caine
Director of Housing

Committee(s)	Dated:
Policy & Resources Committee	3rd July 2025
Subject: Revenue Outturn – 2024/25	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Providing Excellent Services Diverse Engaged Communities Dynamic Economic Growth Sustainable Environment Flourishing Public Growth
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**n/a**
What is the source of Funding?	**n/a**
Has this Funding Source been agreed with the Chamberlain's Department?	**n/a**
Report of: The Deputy Town Clerk The Executive Director of Innovation and Growth The Remembrancer The Chief Strategy Officer Executive Director of Environment The Chamberlain & Chief Financial Officer **Report Author:** Mark Jarvis, Head of Finance, Chamberlain's Department Declan Greaves - Finance Business Partner - Chamberlains	**For Information**

Summary

This report compares the revenue outturn for the services overseen by your committee in 2024-25 with the final budget for the year. It also details the carry forward requests which are yet to be approved.

The outturn presented in this report are for the services, which are summarised below:

i) **The Deputy Town Clerk** – Resilience, Town Clerk's Charities, Grants and Contingencies (including grants to outside organisations and control of the Policy Initiative Fund and Contingency budgets).

ii) **Executive Director of Innovation & Growth** – Innovation & Growth (which incorporates the Climate Action Strategy).

iii) **Remembrancer** – Parliamentary and Ceremonial functions including the hosting of hospitality events.

iv) **Managing Director Bridge House Charities** - Corporate Charities Review Project.

v) **The Chief Strategy Officer** – Corporate Strategy, Performance and Equity, Equality, Diversity and Inclusion. (Recently moved across from Corporate Services Committee).

vi) **Interim Executive Director of Corporate Communications & External Affairs (overseen by The Remembrancer and Chief Strategy Officer) -** Corporate communications, external affairs & media team.

vii) **Executive Director of Environment -** Small and Medium Enterprise Delivery unit.

Overall total net expenditure during the year was £28.728m whereas the budget was £33.013m representing an underspend of £4.285m as summarised below. The budget funded £8.983m on City Fund and £24.030m on City Estate.

Summary of Outturn by Chief Officer - Local and Central Risk	Budget 24/25 £000's	Outturn 24/25 £000's	Variance (Worse)/Better against Final Budget
Central and Local Risk			
Chief Strategy Officer	1.669	1.574	0.095
Deputy Town Clerk	6.706	4.555	2.151
Executive Director Corporate Communications & External Affairs	3.986	3.796	0.190
Executive Director Innovation and Growth	12.644	11.238	1.406
Executive Director Environment	0.723	0.744	(0.021)
Managing Director Bridge House Charities	0.306	0.274	0.032
Remembrancer	3.247	2.973	0.274
Total Central and Local Risk	**29.281**	**25.154**	**4.127**
Support Services including recharges	3.732	3.573	0.159
Committee Total	33.013	28.728	4.285

Expenditure and unfavourable variances are presented as negative figures.

The overall underspend of £4.285m comprises of variations across several service areas detailed in paragraphs 3 & 4 of this report. The main variations are:

- **Chief Strategy Officer - decreased net expenditure of £0.095m -** Driven by local risk underspends against staffing due staff vacancies.
- **The Town Clerk & Deputy Town Clerk - decreased net expenditure of £2.151m -** The underspend arises mainly on P&R contingency budgets and PIF totalling £1.717m which will be carried forward into 2025/26. Destination City Growth bid had a £0.284m underspend which will also be carried-forward into 25/26.
- **The Executive Director of Corporate Communications & External Affairs - decreased net expenditure of £0.190m -** This is predominately driven by an underspend in non-staffing central risk budgets and partially staffing costs.
- **The Remembrancer - decreased net expenditure of £0.274m –** The decrease expenditure relates primarily to the underspend within the State Visit budget, only two visits took place as opposed to the potential three, one of these was also a smaller event.
- **Executive Director of Innovation & Growth - decreased net expenditure of £1.406m -** The decreased in expenditure is driven by climate action strategy where there is currently a £1.396m underspend.

- **Managing Director Bridge House Charities – underspend £0.032m in local risk budget –** Underspend driven by lower-than-expected staff recharges and unutilised administration support budget. In addition, lower than expected legal costs, due to reduced volume of work completed.
- **Executive Director of Environment - £0.021m overspend on local risk budget –** Overspend driven by non-staffing costs related to above inflationary increases in access to business data bases.

Recommendations

Members are asked to note the:

- Revenue outturn for 2024/25 showing an overall favourable variance to final budget of £4.285m; and
- Carry forward requests to 2025/26 outlined in Appendix 2.

In Report

Budget Position for 2024-25

1. The 2024-25 original budget for the services overseen by your committee was £27.220m as endorsed by the Court of Common Council in March 2024. This has subsequently been increased to a final budget of £33.013m. The increase of £4.285m is analysed in appendix 1.

Revenue Outturn for 2024-25

Summary of Outturn by Chief Officer and Risk	Final Agreed Budget 24/25 £000's	Revenue Outturn 24/25 £000's	Variance (Worse)/Better against Final Budget
Local Risk			
Chief Strategy Officer	1.554	1.448	0.106
Deputy Town Clerk	3.173	2.960	0.213
Executive Director Corporate Communications & External Affairs	2.556	2.624	(0.068)
Executive Director Innovation and Growth	6.194	6.187	0.007
Executive Director Environment	0.723	0.744	(0.021)
Managing Director Bridge House Charities	0.306	0.274	0.032
Remembrancer	1.618	1.587	0.031
Total Local Risk	**16.124**	**15.823**	**0.301**
Central Risk			
Chief Strategy Officer	0.115	0.127	(0.012)
Deputy Town Clerk	3.533	1.595	1.938
Executive Director Corporate Communications & External Affairs	1.430	1.172	0.258
Executive Director Innovation and Growth	6.450	5.051	1.399
Remembrancer	1.629	1.386	0.243
Total Central Risk	**13.157**	**9.332**	**3.825**
Cyclical Works Programme	0.022	0.007	0.015
Capital and Support Services	3.710	3.566	0.144
Committee Total	**33.013**	**28.728**	**4.285**

Expenditure and unfavourable variances are presented as negative figures.

2. As indicated in the table in the summary, actual net expenditure for your committee's services during 2024-25 totalled £28.728m compared to a budget of £33.013m, resulting in an underspend of £4.285m. A comparison of the final budget with the revenue outturn by Chief Officer is shown in the Summary and is analysed by risk in the table above.

3. The main reasons for the variation to the **local risk budgets** are:

   i. **The Executive Director of Corporate Communications & External Affairs - £0.068m overspend** - This overspend is predominately driven by currently over-established posts within the service area.

   ii. **Chief Strategy Officer - £0.106 underspend** – Driven by a staffing vacancy within the Equality, Diversity and Inclusion team which has been filled for 25/26.

   iii. **The Deputy Town Clerk - £0.213m underspend-** Predominately driven by an underspend against the Destination City Growth Bid of £0.284m and £0.015m in Resilience. There was a £0.086m overspend within Grants and Contingencies local risk, although this was balanced by a £0.175m underspend within the departments central risk budgets.

   iv. **The Executive Director of Innovation & Growth - £0.007m underspend** – Minor underspend, department on budget in 24/25.

v. **The Remembrancer - £0.031m underspend – underspend relates to small savings across a number of areas within supplies and services.**

vi. **Executive Director of Environment - £0.021m overspend om local risk budget –** Overspend driven by non-staffing costs related to above inflationary increases in access to business data bases.

vii. **Managing Director Bridge House Charities – underspend £0.032m in local risk budget –** Underspend driven by lower-than-expected staff recharges and unutilised administration support budget. In addition, lower than expected legal costs, due to reduced volume of work completed.

4. The main reasons for the variation to the **central risk budgets** are:

    i. **Chief Strategy Officer - £0.012m overspend.**

    ii. **The Town Clerk & Deputy Town Clerk - £1.938m underspend** – The driver of the decreased expenditure in Deputy Town Clerk is due to: policy initiative funding £1.717m underspend this underspend is composed of a combination of unallocated funds as well as underspends against projects which were awarded funding and being carried forward into 25/26. Additionally, there is a £0.016m underspend within Grants and Contingencies.

    iii. **Executive Director of Innovation & Growth - £1.399m underspend –** The decreased in expenditure is driven by climate action strategy (CAS) where there is currently a £1.396m underspend. As the CAS overall budget is spread over several years, the funds not spent in 2024/25 will be available in 2025/26 and 2026/27 to achieve the targets of CAS.

    iv. **The Executive Director of Corporate Communications & External Affairs - £0.258m underspend –** Mainly driven by an underspend in Transformation Funding with a £0.230m underspend, carry-forward has been applied for to utilise funds in 25/26.

    v. **The Remembrancer - £0.242m underspend** – Underspend relates to underspend on state visits.

Carry Forwards to 2025-26

5. Details of the Carry Forwards are set out in Appendix 2.

Year-end position and financial pressure in 2024/25

6. Looking forward to 2025/26 the only significant financial risk identified within this committee is the continued budget shortfalls which remain within the

Corporate Communications & External Affairs department. This being reviewed once a new permanent Chief Officer is in post.

Appendices

- Appendix 1 – Analysis of movements from 2024-25. Original Budget to 2024-25 Final Budget
- Appendix 2 –Requested Carry Forwards to 2024/25

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Agenda Item 18

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