**The Lord Mayor will take the Chair at ONE
of the clock in the afternoon precisely.**

COMMON COUNCIL

SIR/MADAM,

You are desired to be at a Court of Common Council, at **GUILDHALL**, on **THURSDAY** next, **the 24th day of July, 2025.**

Members of the public can observe the public part of this meeting by visiting
The City of London Corporation YouTube Channel

IAN THOMAS CBE,
Town Clerk & Chief Executive.

*Guildhall,
Wednesday 16th July 2025*

Robert Howard

Dame Susan Langley

} *Aldermen on the Rota*

1   **Apologies**

2   **Declarations by Members under the Code of Conduct in respect of any items on the agenda**

3   **Minutes**
To agree the minutes of the meeting of the Court of Common Council held on 26 June 2025.

For Decision
(Pages 5 - 22)

4   **Mayoral Engagements**
The Right Honourable The Lord Mayor to report on his recent engagements.

5   **Policy Statement**
To receive a statement from the Chairman of the Policy and Resources Committee.

6   **Appointments**
To consider the following appointments:

(A) One Member on the **Finance Committee**.
(No Contest)
Nominations received:-
Sushil Saluja

(B) Six Members on the Board of Governors of the City of London Freemen's School
(No Contest)
Nominations received:-
Jamel Banda
Philip Woodhouse

(C) Four Members on the Board of Governors of the City of London School for Girls
(No Contest)
Nominations received:-
Deputy Emily Benn
Alderman Robert Howard

(D) Three Members on the Board of Governors of the City of London School
(No Contest)
Nominations received:-
Shahnan Bakth
Deputy Keith Bottomley
Alderman Tim Levene

For Decision

18   **Awards and Prizes**

19   **Docquets for the Hospital Seal.**

MOTION

20   **By the Chief Commoner**
That the public be excluded from the meeting for the following items of business below on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 and 5 of Part 1 of Schedule 12A of the Local Government Act, 1972; or, they relate to functions of the Court of Common Council that are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

For Decision

21   **Non-Public Minutes**
To agree the non-public minutes of the meeting of the Court held on 26 June 2025.

For Decision
(Pages 113 - 116)

22   **Policy & Resources Committee**
To consider proposals relating to works at the Guildhall School of Music and Drama.

For Decision
(Pages 117 - 122)

KING, MAYOR

COURT OF COMMON COUNCIL

26th June 2025
MEMBERS PRESENT

ALDERMEN

Alexander Robertson Martin Barr (Alderman)
Professor Emma Edhem (Alderman)
Sir Peter Estlin (Alderman)
Alison Gowman CBE (Alderman)
Prem Goyal CBE (Alderman)
Martha Grekos (Alderwoman)

Timothy Russell Hailes (Alderman)
Robert Charles Hughes-Penney (Alderman)
Gregory Jones KC (Alderman & Sheriff)
The Rt Hon. The Lord Mayor, Alastair John Naisbitt King DL (Alderman)
Elizabeth Anne King, BEM JP (Alderwoman)
Sir Nicholas Stephen Leland Lyons (Alderman)

Christopher Makin (Alderman)
Bronek Masojada (Alderman)
Jennette Rachel Newman (Alderwoman)
Simon Pryke (Alderman)
Sir William Anthony Bowater Russell (Alderman)
Kawsar Zaman (Alderman)

COMMONERS

Joanna Tufuo Abeyie MBE
George Christopher Abrahams
Munsur Ali
Shahnan Bakth
Jamel Banda
Brendan Barns
Matthew Bell
The Honourable Emily Sophia Wedgwood Benn, Deputy
Nicholas Michael Bensted-Smith JP
Christopher Paul Boden, Deputy
Keith David Forbes Bottomley, Deputy
Leyla Boulton
Tijs Broeke
Simon Burrows
Timothy Richard Butcher, Deputy
Dominic Gerard Christian
Lesley Cole
Melissa Rachel Collett
Henry Nicholas Almroth Colthurst, Deputy
Bethany Coombs, Deputy

Anne Corbett, Deputy
Elizabeth Corrin
Karina Dostalova
Peter Gerard Dunphy, Deputy
Susan Farrington
Anthony David Fitzpatrick
John William Fletcher, Deputy
John Foley
Dawn Frampton
Marianne Bernadette Fredericks, Deputy
Sarah Helen Gillinson
Steve Goodman OBE
Jason Groves
Madush Gupta, Deputy
Mercy Haggerty
Caroline Wilma Haines, Deputy
Josephine Hayes
Christopher Michael Hayward, Deputy
Jaspreet Hodgson, Deputy
Stephen Hodgson

Adam Michael Hogg
Ann Holmes, Deputy
Shravan Jashvantrai Joshi, MBE
Florence Keelson-Anfu
Philip Kelvin
Helen Ladele
Charles Edward Lord, OBE JP
Vasiliki Manta
Tessa Marchington
Paul Nicholas Martinelli, Deputy
Tim McNally
Wendy Mead OBE
Andrien Gereith Dominic Meyers, Deputy
Sophia Mooney
Alastair Michael Moss, Deputy
Deborah Oliver TD
Fraser Stuart Peck
Chief Commoner James Henry George Pollard, Deputy
Jason Paul Pritchard
Nighat Qureishi, Deputy

Anett Rideg
Gaby Robertshaw
David Sales
Sushil Kumar Saluja
Ruby Sayed
Hugh Selka
Tom Sleigh, Deputy
Sir Michael Snyder, Deputy
James St John Davis
Mandeep Thandi
Stuart Peter James Thompson
James Michael Douglas Thomson CBE, Deputy
William Upton KC
Matthew Waters
Jacqueline Roberts Webster
Mark Raymond Peter Henry
Delano Wheatley
Ceri Wilkins, Deputy
Dawn Linsey Wright, Deputy
Irem Yerdelen

1.	Apologies	The apologies of those Members unable to attend this meeting of the Court were noted.
2.	Declarations	There were none.

3. Minutes The Court was informed of an error in the minutes of the last Court relating to Alderman Christopher Makin's attendance. The Court was advised that the error had been amended accordingly.

Resolved – That the Minutes of the last Court, as amended, are correctly recorded.

4. Mayoral Engagements The Lord Mayor congratulated Alderman Robert Charles Hughes-Penney and Deputy Keith David Forbes Bottomley for their election as the next Sheriffs of the City of London at Guildhall's Common Hall on 24 June 2025. He continued to provide the Court with an update on his recent engagements, including the reopening of Finsbury Circus Gardens, the Annual Livery Weekend in Aberdeen, the annual gathering of London's international diplomatic community at Mansion House on 12th June, the Net Zero Summit as well as international trips to Qatar, the Kingdom of Saudi Arabia, Sweden and Finland.

The Lord Mayor also took the opportunity to look ahead to the upcoming Financial & Professional Services dinner on 15 July 2025,

5. Policy Statement There was no statement.

6. Appointments The Court proceeded to consider the following appointments.

(A) **Pensions Committee** (Two vacancies)
Nominations received:-
Alderman Simon Pryke

Read.

Whereupon the Lord Mayor declared Alderman Simon Pryke to be appointed to the Pensions Committee.

7. **FINANCE COMMITTEE**

(Henry Nicholas Almroth Colthurst)

4 June 2025

Pan-London Sexual Health eService (SHL.UK)
The Court considered a report setting out a procurement process to replace the Pan-London Sexual Health eService.

Resolved- that approval be granted for the procurement, via a Competitive Process under the Health Care Services Provider Selection Regime, of the replacement Pan-London Sexual Health eService, due to commence on 15 August 2026.

8. Freedoms The Chamberlain, in pursuance of the Order of this Court, presented a list of the under-mentioned persons, who had made applications to be admitted to the Freedom of the City by Redemption:

Bhai Sahib Professor Mohinder Singh Ahluwalia, OBE	a Civil & Structural Engineer, retired	Sandwell, West Midlands
Ald. Michael Raymond Mainelli	*Citizen and World Trader*	
Revd Dr Alan William McCormack	*Citizen and Cooper*	
Elizabeth Anne Annetts	a Librarian, retired	Maidenhead, Berkshire
David James Sales, CC	*Citizen and Insurer*	
Caroline Wilma Haines, Deputy	*Citizen and Educator*	
Andrew Ballam-Davies	a Secretary	Barnet, London
Barry Spencer Laden, MBE	*Citizen and Draper*	
Bogdan Zaha	*Citizen and Loriner*	
Andrew Philip Chambers Barratt	a Musician & Writer	Camden, London
The Lord Smith of Finsbury Christopher Robert Smith, PC	*Citizen and Arts Scholar*	
Rafael Steinmetz Leffa	*Citizen and International Banker*	
Dr Anies Rasyid Baswedan	a Politician	Cilandak, South Jakarta, Indonesia
Ald. Alastair John Naisbitt King, DL	*Citizen and Blacksmith*	
Ald. Sheriff Gregory Percy Jones, KC	*Citizen and Leatherseller*	
Catherine Elise Blanchett, AC	an Actor	Southwark, London
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
The Hon. Emily Sophia Wedgwood Benn, Deputy	*Citizen and Common Councillor*	
Jonathan Michael Bond	a Royal Air Force Officer	Lincoln, Lincolnshire
Wing Commander Simon Charles Meade, OBE	*Citizen and Woolman*	
Mark Sutherland Johnson	*Citizen and Woolman*	
Dr Joanne Laura Bugg	an Investment Manager	Bishop's Stortford, Hertfordshire
James Henry George Pollard, Deputy	*Citizen and Skinner*	
Ald. Robert Charles Hughes-Penney	*Citizen and Haberdasher*	
Tabatha Dawn Bull	President of Canadian Council for Indigenous Business	Toronto, Ontario, Canada
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Robert Charles Hughes-Penney	*Citizen and Haberdasher*	

Victoria Alice Markland Busby	a Diplomat	Richmond Upon Thames, London
James Henry George Pollard, Deputy	*Citizen and Skinner*	
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
Richard John Byford	a University Lecturer	Takamatsu, Kagawa, Japan
Gerald Michael Edwards	*Citizen and Fruiterer*	
Hannah Siobhan Moxon	*Citizen and Wheelwright*	
Charles Edward Cashman II	a Marine Engineer, retired	Southwark, London
Gina Blair	*Citizen and Master Mariner*	
Richard Leslie Springford	*Citizen and Carman*	
Richard John Chamberlain	a Construction Projects Assistant Director	Essex
Helen Lesley Fentimen, OBE, JP. Deputy	*Citizen and Common Councillor*	
Randall Keith Anderson	*Citizen and Information Technologist*	
William James Clack	a Buying Assistant	Slough, Berkshire
Elaine Irene Clack	*Citizen and Fanmaker*	
David John Tyrwhitt-Drake	*Citizen and Glazier*	
Mark Clayton	a Manufacturing Company Chief Financial Officer	Wan Chai, Hong Kong, China
Ald. Sir Charles Edward Beck Bowman	*Citizen and Grocer*	
Keith David Forbes Bottomley, Deputy	*Citizen and Pattenmaker*	
Chief Tammy Cook-Searson	a Canadian Indigenous Chief	Lac La Ronge, Saskatchewan, Canada
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Robert Charles Hughes-Penney	*Citizen and Haberdasher*	
Revd Andrew Moncrieff Crosbie	a Clerk in Holy Orders	Kensington & Chelsea, London
John Philip Warner	*Citizen and Plumber*	
Michael Vaughan Cooper	*Citizen and Butcher*	
Dr Terence Martin Cross, OBE	a Distillery Company Chairman	Lisburn, Co. Down, Northern Ireland
Vincent Dignam	*Citizen and Carman*	
Jacqueline O'Donovan, OBE	*Citizen and Carman*	
Adrian Charles Jude Dunbar	an Actor	Camden, London
The Hon. Emily Sophia Wedgwood Benn, Deputy	*Citizen and Common Councillor*	
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	

Revd John Kenneth Tristan Eldridge	a Clerk in Holy Orders	Hove, East Sussex
Barry John Frederick Theobald-Hicks of Danbury	*Citizen and Scrivener*	
John James Tunesi of Liongam, The Younger	*Citizen and Scrivener*	
Samuel Edward Farmer	a Wealth Management Company Director	Buckinghamshire
Graham John Peacock	*Citizen and Loriner*	
Richard Eaglesfield Floyd	*Citizen and Basketmaker*	
Michael Richard Francis	a Financial Services Company Director	Amersham, Buckinghamshire
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
Ald. Michael Raymond Mainelli	*Citizen and World Trader*	
Caizhuo Fu	a Financial Services Professional	Westminster, London
Brendan Anthony Michael Barns, CC	*Citizen and Cordwainer*	
John Ross Foley. CC	*Citizen and Wax Chandler*	
Sonia Gul	a School Facilities Assistant	Newham, London
Ald. Sir Andrew Charles Parmley	*Citizen and Musician*	
Prof. John Crofton Harle	*Citizen and Musician*	
Tara-Bella Devshi Halai	a Student	Harrow, London
Steven Duncan Smith	*Citizen and Pavior*	
Rafael Steinmetz Leffa	*Citizen and International Banker*	
Alison Natalie Harle	a City of London Police Officer	Billericay, Essex
Keith David Forbes Bottomley, Deputy	*Citizen and Pattenmaker*	
Christopher Michael Hayward, Deputy	*Citizen and Pattenmaker*	
Revd Mark Hatcher	a Clerk in Holy Orders	Greenwich, London
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
Peter Gerard Dunphy, CC	*Citizen and Draper*	
Barry Maurice William Hearn, OBE	a Sports Company President, retired	Essex
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
James Richard Tumbridge, CC	*Citizen and Clothworker*	
Paul Michael Holmes	a Police Licensing Officer	Bexley, London
Marianne Bernadette Fredericks, Deputy	*Citizen and Baker*	
James Michael Douglas Thomson, CBE, Deputy	*Citizen and Grocer*	

Melinda Hughes	an Opera Singer & Political Satirist	Kensington & Chelsea, London
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Sheriff Gregory Percy Jones, KC	*Citizen and Leatherseller*	
Oghenemaro Miles Itoje	a Rugby Player, Art Gallerist & Philanthropist	Barnet, London
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
Patrick James Johnson	a Timber and Builders Merchant Managing Director	Rickmansworth, Hertfordshire
Richard Thomas Roberts	*Citizen and Girdler*	
Richard Alexander Lawman	*Citizen and Glass Seller*	
Julian Charles Hugo Kennard	a Government Navigation Adviser	Reading, Berkshire
Gina Blair	*Citizen and Master Mariner*	
Richard Leslie Springford	*Citizen and Carman*	
Jamian Jason Lewis	an Executive Chef	Ealing, London
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Sheriff Gregory Percy Jones, KC	*Citizen and Leatherseller*	
Lieutenant Colonel John Robert Longbottom, MBE QVRM VR	Chief of Staff, Armed Forces Parliamentary Trust	Chesham, Buckinghamshire
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
Peter Gerard Dunphy, Deputy	*Citizen and Draper*	
Damian Simon David Madgwick	an Engineering Company Commercial Director	Sutton, London
Rafael Steinmetz Leffa	*Citizen and International Banker*	
Fraser Stuart Peck, CC	*Citizen and Apothecary*	
Lilidh Charlotte Matthews	a Horticulture Industry Consultant	Westminster, London
Timothy James McNally, CC	*Citizen and Glazier*	
David James Sales, CC	*Citizen and Insurer*	
Michael Barry Myers	a Livery Company Beadle & Toastmaster	Barnet, London
David Lyndon Jones	*Citizen and Actuary*	
Olufemi Olugbenga Oresanya	*Citizen and Chartered Architect*	
Alexandra Page	a Civil Servant	Bexley, London
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Sheriff Gregory Percy Jones, KC	*Citizen and Leatherseller*	

Edward John Page	a Police Officer, retired	Worthing, West Sussex
Simon Victor Langton	*Citizen and Basketmaker*	
Paul Stephen Hollebone	*Citizen and Chartered Accountant*	
Terrance James Paul	Chief Membertou First Nation	Cape Breton Island, Nova Scotia, Canada
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Robert Charles Hughes-Penney	*Citizen and Haberdasher*	
Christopher Ralph Pearce	a Distribution Manager, retired	Waltham Forest, London
Colin Roger Titmus	*Citizen and Air Pilot*	
Ian Charles Drury	*Citizen and Poulter*	
Kateryna Polianska	a Senior Sommelier	Camden, London
Sir John Stuttard	*Citizen and Glazier*	
Lady Lesley Sylvia Stuttard	*Citizen and Gardener*	
Aniru Andrew Mohamed Shyllon	an Energy Executive	Enfield, London
Ald. Timothy Russell Hailes, JP	*Citizen and Pewterer*	
Timothy Matthew Wright	*Citizen and Glazier*	
Crystal Dawn Smith	an Elected Chief Councillor	Haisla, British Columbia, Canada
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Robert Charles Hughes-Penney	*Citizen and Haberdasher*	
Nigel Charles Robin Smith	a Royal Air Force Officer, retired	Hampshire
Jeremy Francis Hall James	*Citizen and Air Pilot*	
Gina Blair	*Citizen and Master Mariner*	
Clive Rodney Snell	a Bank Manager, retired	Suffolk
Michael Osborne	*Citizen and Basketmaker*	
Antonio Masella	*Citizen and Mason*	
Michèle Magda Souris	a Civil Servant	Redbridge, London
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	
Peter Gerard Dunphy, Deputy	*Citizen and Draper*	
Georgina Helen Tall	a Paralegal	Merton, London
Christopher Brian Coombe	*Citizen and Chartered Architect*	
Mark Philip Ambrose Eyre	*Citizen and Bowyer*	
Matthew Charles Watts, TD	a Human Resources Manager	High Wycombe, Buckinghamshire
Gerald Michael Edwards	*Citizen and Fruiterer*	
Hannah Siobhan Moxon	*Citizen and Wheelwright*	

Peter Hedley William West	a Skipper & Marine Engineer	Reading, Berkshire
Gina Blair	*Citizen and Master Mariner*	
Richard Leslie Springford	*Citizen and Carman*	

Read.

Resolved - That this Court doth hereby assent to the admission of the said persons to the Freedom of this City by Redemption upon the terms and in the manner mentioned in the several Resolutions of this Court, and it is hereby ordered that the Chamberlain do admit them severally to their Freedom accordingly.

9. Motions

Grekos, M, Alderwoman, Coombs, B, Deputy

(A) By Alderwoman Martha Grekos

Motion - "That this Honourable Court resolves that the City Corporation explores liquidating investments held within City's Estate and using the proceeds to fund the acceleration of the renovation of its housing estates, as their continuing dilapidation is an ongoing scandal.

This Court accordingly further resolves that its relevant committees be instructed now to bring forward proposals as to how this can be achieved as soon as possible."

Alderwoman Martha Grekos spoke to introduce the Motion, informing the Court of the conditions experienced by tenants in the City of London Corporation's housing estates and proposing that Members should consider liquidating investments held within City's Estate in order to fund the acceleration of the renovation of those housing estates. She felt that this would be a more appropriate use of City's Estate resources, arguing that these were currently misdirected to the promotion of the financial City and for hospitality and dining privileges of the City Corporation's elected Members. The Alderwoman expressed the view that the City's Estate was a quasi-public fund with no private interests and should, therefore, be used for the public's benefit. She ventured that the decision before Members was, therefore, between continuing to fund their own privileges, or voting for a Motion that would benefit the public.

Seconding the Motion, Deputy Bethany Coombs suggested that there were no legal restrictions on how the City Corporation could use City's Estate, contrary to arguments that might have previously been made against utilising it to fund local authority functions. She stated that she did not think it likely that the Government would reduce its housing grants to the City Corporation if it used City's Estate to supplement its Housing Revenue Account (HRA) and, as taxpayers were ultimately the source of all government grants, she felt that the public should not be expected to fund an institution like the City Corporation which possessed sufficient wealth to discharge its functions as a public authority. She also highlighted the establishment of a pandemic recovery fund for small businesses in the Square Mile, using City's Estate, in 2021 as a precedent for the City Corporation using its private resources to fund public functions. Following this, Deputy Coombs argued that it was now the residents' turn to benefit from City's Estate.

Members proceeded to debate the Motion.

The Chairman of Policy and Resources Committee spoke in opposition the Motion, underscoring his commitment to finding a solution to investment in the City's housing stock but contending that this must be done in a serious and fiscally prudent way. He highlighted the work already underway: a 10-year investment programme of major works had been identified that would address much-needed repairs and maintenance across the City Corporation's estates, including windows, roofing, fire safety and electrical compliance. It was estimated that this would cost £205 million over that 10-year period, with £105 million being required on the Golden Lane Estate alone and smaller amounts required on the other housing estates. £121 million could be funded through the HRA through prudential borrowing and leaseholder recharge. The Town Clerk had also been tasked with running a viability assessment of all the City Corporation's housing estates and with exploring the scope for intensifying the new housing supply joint venture and applying for government grants. The Chairman hoped that there would be scope for this work to begin in July 2025, and that it could be completed by the end of September 2025.

The Chairman also highlighted how income from the City's Estate was used to fund many of the City Corporation's contributions to London and the United Kingdom, including its Open Spaces, the City of London Academies Trust, the Guildhall School of Music and Drama, and the integral role in promoting the financial and professional services sector. The Chairman warned that assets could only be liquidated once and, if the Motion were supported, the City Corporation would be exploring options which meant the City's Estate income would be reduced by around £7 million per year. As a result, the City Corporation would be forced to reduce the aforementioned services to its communities, ultimately leading to a situation that the Chairman asserted was neither desirable, necessary, nor fiscally responsible.

During debate, a number of Members spoke in support of the Motion, arguing that it was right to use City's Estate to address the legacy of damage caused by historic underinvestment in the housing estates, especially given the financial pressures facing City Fund and the HRA. It was suggested that, given those pressures and the potential to use the investments within the City's Estates, the logical conclusion would be to liquidate a small part of those investments to remedy the situation which, otherwise, would be unachievable from alternative funds. Some Members reflected that they were accountable to the tenants, residents and voters and it was necessary to explore the possibility of seeking alternate funding to tackle the situation on their behalf.

Several other Members spoke to oppose the Motion. While they echoed the concerns and regret over past lack of investment in the City Corporation's housing estate, they also highlighted the City Corporation's fragile financial position across all its funds, with the Chairman of Finance articulating the challenges facing housing estate maintenance and repair at a national level: as such, the Corporation must continue its pressure on the central Government for reform in this area and the constraints on HRAs. Attention was drawn to the capabilities of other funding sources, such as Section 106 or grant funding, which were being explored and which had the capacity to support housing, with it argued that liquidating investments was not required to meet the funding commitments necessary. A number of Members observed that the income from City's Estate supported key areas of the City Corporation's activities for the benefit of London and the nation, cautioning that liquidating assets now risked

impairing the ability to support them in future, which would have negative consequences for critical areas such as education, culture, and the operation of the open spaces across London and the South-East, which were maintained from the City's private funds. It was also cautioned that the timeframes associated with the remedial works required were driven primarily by the complexity of the works, rather than any lack of funding necessarily.

A number of Members also argued that the Court should not limit itself to only exploring the use of City's Estate to address the issues facing the housing estates, suggesting that the binary decision imposed by the Motion was an artificial one. A suggestion was also made that a working party should be set up to explore whether it was possible to develop a strategy for the potential use of non-local authority funds on local authority matters, thereby enabling proper risk analyses to be carried out and priorities and criteria to be developed.

A Member asked the Chairman of Policy & Resources for further information on how the funds for the renovation of the housing estates would be acquired, if not from City's Estate. In reply, the Chairman reiterated that that the renovations to the Golden Lane Estate would be funded through credential borrowing and lease holder recharges. In terms of the wider funding, the viability assessment would explore options for partnerships with private sector regeneration partners and opportunities for applying for grants. The Chairman informed the Court that he was reassured by conversations with officers that the funding gap could be closed and the necessary amount reached without the need for supporting the Motion.

A Member, noting the concerns raised during the debate, suggested that the movers of the Motion should consider amending or deferring the Motion to allow exploration of additional wording. Noting that the 60-minute time limit for debating a Motion was nearing, the Member also moved to suspend Standing Orders to allow the debate to continue.

Fitzpatrick, A.; Fredericks, M. B., Deputy

Motion – That, pursuant to Standing Order 2, Standing Order 12(6) be suspended in order to extend the debate on the substantive Motion.

Upon the Motion being put, the Lord Mayor declared it to be lost.

An amendment to the substantive motion was then moved.

Fitzpatrick, A.; Snyder, M., Sir

Amendment – That the Motion be amended to remove the proposal to liquidate investments held within City's Estate and expanded to allow for all options, such that the Motion would read as follows:

'That this Honourable Court resolves that the City Corporation explores all options to fund the acceleration of the renovation of its housing estates, as their continuing dilapidation is an ongoing scandal.

This Court accordingly further resolves that its relevant committees be instructed now to bring forward proposals as to how this can be achieved as soon as possible.'

Ruling on a Point of Order regarding the admissibility of the Amendment under Standing Order 11(5), the Lord Mayor ruled that it was not negatory and did not uphold the Point of Order.

Upon the Amendment being put, the Lord Mayor declared it to be carried.

Closing the debate on the substantive Motion, as amended, Alderwoman Martha Grekos said that the Amendment sought to draw attention away from the use of City's Estate to fund the acceleration of the renovation of the City Corporation's housing estate, which she maintained constituted the only credible source of funds available, given that the pressures faced by City Fund. The financial City could sufficiently fund itself and did not need support from the City Corporation.

Ruling on a Point of Order regarding the use of language, the Lord Mayor reminded Members of the provisions of Standing Order 11(15) and upheld the Point of Order

Members proceeded to vote.

Upon the Motion, as amended, being put, the Lord Mayor declared it to be carried.

Resolved – That this Honourable Court resolves that the City Corporation explores all options to fund the acceleration of the renovation of its housing estates as their continuing dilapidation is an ongoing scandal.

This Court accordingly further resolves that its relevant committees be instructed now to bring forward proposals as to how this can be achieved as soon as possible.

10. Questions

Hughes-Penney, R.C, Alderman to the Chair of the Investment Committee

Environmental, Social, and Governance Investment
Alderman Robert Hughes-Penney asked the Chair of the Investment Committee for an update on the economic costs of green and Net Zero priorities and whether defence stocks should continue to be excluded as part of Environmental, Social, and Governance (ESG) filters. He also asked for further information on how ESG policies were being dealt with in relation to the City Corporation's aerospace and defence stocks.

Congratulating the Alderman on his recent election as Sheriff, the Chair acknowledged the views on the cost of energy transition but said that well-governed companies should view ESG as a path to long-term value creation. While the Investment Committee was responsible for setting the long-term strategy, it would look to its appointed fund managers to make the specific choices and deliver investment performance. Fund managers were expected to carefully factor ESG risks and opportunities into their decision-making. The aerospace and defence sector would not be excluded by fund managers, which was consistent with market trends with national security being increasingly linked with sustainability.

As a supplementary question, Alderman Hughes-Penney asked whether the investment managers and the bankers employed by the City Corporation had any policies which excluded lending or otherwise servicing aerospace and defence companies. In response, the Chair said he planned to take an active role in engaging with fund managers on topics like defence strategy. The City Corporation's core banking partner, Lloyd's Banking Group, had bank defence stocks, but also had

ethical considerations. For example, it did not fund companies linked to prohibited weapons and would only finance projects that were tied to UK, US and French national defence in relation to nuclear weaponry.

As a supplementary question, Tijs Broeke asked whether the Chair would join the Policy Chairman in his support for exploring initiatives for a multilateral defence bank. In response, the Chair confirmed his support for this initiative.

Jason Groves asked a supplementary question stating that, following the Government's recent Strategic Defence Review, there was a shift in the UK's deterrence and defence, with moves towards warfighting readiness to deter threats to the UK's national security. He accordingly asked whether the Chair would encourage investment managers to revisit their policies. In reply, the Chair said that he was pleased to see the City's core banking partner, along with many other prominent investment banks in the Square Mile, actively pushing to provide capital to defence-related supply chains. He confirmed that the Investment Committee would continue to be involved in this dialogue as it progressed.

As a supplementary question, Josephine Hayes asked the Chair if he agreed that that Green and Net Zero policies were not detrimental to economic growth. The Chairman confirmed that his agreement with this statement and his commitment to the green agenda.

Blue Plaques

McNally, T to the Chairman of Culture, Heritage and Libraries Committee

Tim McNally, noting that a future review of the City Corporation's Blue Plaque scheme's resourcing, funding and criteria had been promised, asked the Chairman of Culture, Heritage and Libraries Committee for an update on when this would commence.

In response, the Chairman informed Members that the City's Blue Plaques programme was operated across various City Corporation departments. The programme was administered, implemented and maintained by the Heritage Estates Team, part of the City Surveyors department, while the Town Clerk's department was responsible for assessing applications and making recommendations; the Culture, Heritage and Libraries Committee had the final decision-making authority. The Chairman regretted that the programme was suspended due to an oversubscription of applications and a lack of resource to clear the subsequent backlog. Unless new resources and budget could be identified, the current backlog would take five years to clear. This required a fundamental rethink about what the plaques were trying to achieve, how the scheme should be funded and how new plaques would fit into the City Corporation's wider cultural offer. The Chairman felt that heritage should form an integral part of the City Corporation's new Cultural Strategy and that a refreshed and revitalised Blue Plaque scheme would constitute a key part of this.

As a supplementary question, Mr McNally asked whether the Chairman felt it was consistent with the promotion of arts, culture and history for the City Corporation to seemingly dissuade people from applying for blue plaques through the financial cost of doing so, suggesting that a charge closer to the national average might be more reasonable and promote more applications. He also highlighted the tourism benefits and additional trade for the hospitality sector that Blue Plaques would help generate. The Chairman acknowledged that for various reasons the City Corporation had fallen

into a blockage on processing plaques, but assured Members of his commitment to solving this issue and encouraging people to tell stories of the City of London.

Jason Pritchard asked if the Chairman could look to the east of the City when considering the locations of plaques in the future. The Chairman said that he would prioritise this as part of the relaunch of the City's cultural strategy.

Mobile network connectivity in the City of London

Gupta, M, Deputy to the Chairman of the Policy and Resources Committee

Deputy Madush Gupta asked the Chairman of the Policy and Resources Committee if he would hold mobile network operators to account to deliver the connectivity appropriate to the world's leading financial sector. In reply, the Chairman agreed that the City of London should enjoy world class connectivity. The City Corporation had deployed 5g equipment across the Square Mile that could be used by all mobile operators to improve network coverage. The rollout was ongoing, and it would likely take another 12 to 18 months to complete. If all the networks were to use this equipment, 5g speeds would improve across the Square Mile. The Chairman confirmed that officers would write to each of the four network providers informing them of the new infrastructure once it was available.

Ruby Sayed requested that Farringdon Without and, in particular, the Temples be included as part of this update, as these locations were overlooked when the last update occurred. In response, the Chairman assured the Member that officers would make specific reference to the Temples to ensure that they were not overlooked again.

Tom Sleigh, also the Chairman of Planning and Transportation Committee, asked whether the Policy Chairman agreed that the City Plan, which was due to be approved soon and would allow for digital telecommunications infrastructure to be installed in new developments, would be a huge step forward in respect of mobile network connectivity. The Chairman thanked the Chairman of Planning and Transportation for his work and agreed that the new City Plan would make it easier for telecoms providers to install 5g infrastructure.

Jason Groves requested that the Chairman prioritise areas around sites of particular tourist importance, such as the Tower of London. In response, the Policy Chairman confirmed that he would work to ensure that all 25 City Wards would benefit from the installations, and noted that the importance of Wards that housed tourist attractions.

Victory over Japan 80th Anniversary Celebrations

Foley, J. R., to the Chairman of the Policy and Resources Committee

John Foley asked the Chairman of the Policy and Resources whether the City Corporation had plans to commemorate the 80th anniversary of Victory over Japan Day (V-J Day) on 15th August 2025.

The Chairman agreed that the British Commonwealth and Allied personnel who fought and who died in the Pacific theatre of the Second World War must not be forgotten and assured the Court that celebratory events would be taking place across the country. Residents were also encouraged to organise street parties and community gatherings, and the Court was advised that a church service would likely take place at St Bartholomew's Church in the City of London, with further information due to be communicated with all Members.

Conflict in the Middle East

Ali, M to the Chairman of the Policy and Resources Committee

Munsur Ali asked the Chairman of the Policy and Resources Committee if he agreed that the City Corporation risked being complicit as an organisation by failing to condemn the killings of Palestinians in the ongoing conflict with Israel.

In reply, the Chairman said he did not agree that the City Corporation was complicit in the situation in the Middle East. The City Corporation had donated £50,000 to the Disaster's Emergency Committee's Middle East Appeal, which provided food, medicines and shelter in Gaza, Lebanon and the West Bank. The Chairman indicated that this was a matter in which the City Corporation would follow the direction of the UK Government, which was responsible for decisions on UK foreign policy. He also added that, as Members would undoubtedly hold a range of views on this difficult and highly emotive issue, it would be unfair to claim to speak on behalf of all Members.

As a supplementary question, Munsur Ali asked the Chairman to assure the Court that, in raising questions such as this, Members would not be labelled as antisemitic. In reply, the Chairman indicated that it was not his place to tell individual Members what they could or could not say. He also reminded Members that the International Holocaust Remembrance Alliances definition of antisemitism had been adopted into the Members' Code of Conduct and stressed the importance for Members to familiarise themselves with its content.

Mercy Haggerty asked the Chairman if he agreed with Hamish Falconer MP who recently in Parliament had urged Israel to change course. She said that it was incumbent on the Court to back the UK Government on this matter. In reply, the Chairman repeated that matters of government foreign policy were for the House of Commons to debate and stressed that the Court was not party political. As such, it would not be helpful for independent Members of the City Corporation to take a specific policy line.

Philip Kelvin asked a supplementary question, asking the Policy Chairman if he agreed that the Court was an independent body which would not take views on sensitive matters related to foreign affairs, which were reserved for the UK Government. In reply, the Chairman reiterated that it was the role and responsibility of the Foreign Secretary to determine policy on the UK's approach to foreign affairs, which the City Corporation would follow. While the City Corporation condemned all atrocities across the world, the Chairman said it was not his position to make these statements.

A supplementary question was asked by Josephine Hayes who asked the Chairman to confirm that he was not suggesting that the City Corporation was wrong in its support for Ukraine. The Chairman responded that the City Corporation had followed the Government's lead on this matter.

11. Legislation   The Court received a report on measures introduced by Parliament which might have an effect on the services provided by the City Corporation as follows:-

Act	In Force
Institute for Apprenticeships and Technical Education (Transfer of Functions etc) Act 2025 Abolishes the Institute for Apprenticeships and Technical Education, and transfers the former institute's functions (such as	15th May 2025

those relating to approval or supervision of apprenticeship plans)
to the Secretary of State.

Read.

12. Ballot Results

The Town Clerk reported the results of the several ballots taken at the last Court, as follows:-

Where appropriate:-
 * denotes a Member standing for re-appointment by the Court of Common Council.
^Denotes a Member who currently serves on the Committee in either an ex-officio capacity or as a representative of another Committee with appointment rights.
 ✶ denotes appointed.

(A)   One Member to the **Capital Buildings Board**.

	Votes
James Tumbridge	38
Philip Woodhouse	67 ✶

(B) Two Members to the **Equality, Diversity & Inclusion Sub-Committee**.

	Votes
Dr Joanna Abeyie	82 ✶
Josephine Hayes	31
David Williams	58 ✶

(C) Two Members to the **Board of Governors of the London Museum**.

	Votes
Elizabeth Corrin	59 ✶
Sarah Gillinson	61 ✶
Gaby Robertshaw	36

(D) Eight Members to the **The Honourable The Irish Society.**

	Votes
Matthew Bell	61 ✶
Deputy Keith Bottomley	60 ✶
*Deputy Anne Corbett	68 ✶
Anthony Fitzpatrick	58 ✶
Dawn Frampton	55 ✶
*Shravan Joshi	59 ✶
Fraser Peck	39
Gaby Robertshaw	49
*Philip Woodhouse	71 ✶
*Deputy Dawn Wright	80 ✶

13.
Resolutions

*Pollard, J. H. G.,
Deputy;
Colthurst, H. N
A., Deputy*

Resolved unanimously – That the sincere congratulations of this Court be given to:-

Alderman Prem Goyal, CBE

on his recent appointment by His Majesty the King as a Commander of the Most Excellent Order of the British Empire, for public service.

Ian Dyson, CBE

Formerly Commissioner of the City of London Police, on his recent appointment by His Majesty the King as a Commander of the Most Excellent Order of the British Empire, for his charitable and voluntary services, and services to policing.

Helen Read, MBE

Conservation Officer at Burnham Beeches and Stoke Common, on her recent appointment by His Majesty the King as a Member of the Most Excellent Order of the British Empire, for her services to conservation and arboriculture.

Danny Lopez, MBE

a Member of the City Corporation's Competitive Advisory Board, on his recent appointment by His Majesty the King as a Member of the Most Excellent Order of the British Empire, for services to International Trade and the City of London.

14. Awards

There was no report.

15. Hospital
Seal

There were no docquets to be sealed.

16. Exclusion
of the public

*Pollard, J.H.G,
Deputy;
Colthurst, H.N.A,
Deputy*

Resolved - That the public be excluded from the meeting for the following items of business below on the grounds that they either involve the likely disclosure of exempt information as defined in Paragraph 3 of Schedule 12A of the Local Government Act, 1972; relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of that Act; or relate to matters treated in confidence at the request of His Majesty's Government.

Summary of items considered whilst the public were excluded:-

17. Non-Public
Minutes

Resolved – That the non-public minutes of the Court held on 9 January 2025 are correctly recorded.

18.

Policy & Resources Committee and Finance Committee
The Court considered a report of the Policy & Resources and Finance Committee relating to proposals for the resourcing of the Markets Sites Regeneration Programme.

19.   **Policy & Resources Committee**
        The Court considered a report of the Policy & Resources Committee relating
        to the future strategic asset management of Leadenhall Market.

20.   **Finance Committee**
        The Court considered a report of the Finance Committee relating to the award of a
        catering contract at the City of London School and the City of London School for
        Girls.

21.   **Corporate Services Committee**
        The Court considered a report of the Corporate Services Committee relating to the
        creation of a Grade I post within the Environment Department.

22.   **Corporate Services Committee**
        The Court considered a report of the Civic Affairs Sub-Committee relating to the
        provision of hospitality.

23.   **Finance Committee**
        The Court received a report of the Finance Committee relating to an action taken
        under urgency procedures concerning a contract award for the Connect to Work
        Programme.

24.   **Investment Committee**
        The Court received a report of the Investment Committee on action taken under
        urgency procedures concerning property transactions within the City Fund portfolio.

   The meeting commenced at 1.00 pm and ended at 3.15 pm

                                                                    THOMAS

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Report – Planning & Transportation Committee

Gateway 4b Proposal: Leadenhall Hall Street Improvements – City Cluster Programme

To be presented on Thursday, 24th July 2025

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

Your Planning & Transportation Committee recommends the approval of a scheme design for Leadenhall Street and the approval of the required Traffic Management Orders required for the scheme up to the end of the 'Notice of Intent' stage. Your Committee also, with the endorsement of the Streets & Walkways Sub-Committee, proposes the progression of the proposals in accordance with the Projects Procedure (which requires, at Gateway 4b stage of any project exceeding £5 million, for the approval of the Court of Common Council). The total estimated cost of the project (excluding risk) is projected to be £7-8.5 million.

The scheme design, following public consultation and further ground condition surveys, has undergone further development and refinement aimed to help deliver a world-class street, meeting objectives and aligning with stakeholder and policy visions.

The design features: a narrowed 6.4m-wide carriageway, enabling the provision of significantly wider pavements throughout, raised pedestrians crossings, designed to create a continuous, level surface between the carriageway and pavements in areas with high footfall, inset loading bays, located to accommodate waiting and loading requirements, with the western bay proposed as a part-time taxi rank, revised bus stop locations and sizes, optimised for the proposed highway modifications and now agreed with Transport for London (TfL), and design elements that help to deliver security measures in alignment with the Eastern City Cluster Security programme, as Leadenhall Street also formed part of that programme's scope.

RECOMMENDATIONS

The Court of Common Council is asked to:

i. Note the Public Consultation results, summarised in Section 4 of this report and contained in full in the background papers.

ii. Approve the scheme design for Leadenhall Street shown in Appendix 1 of the background papers.

iii. Approve the progressions of the required Traffic Management Orders required for the scheme up to the end of the 'Notice of Intent' stage; and

iv. Approve the progression of the proposals, in accordance with the Projects Procedure, noting the total estimated cost of the project (excluding risk) projected to be £7-8.5 million.

MAIN REPORT

Background

1. Before the Covid-19 pandemic, pavement crowding was an issue in many parts of the City and, without change, was forecast to increase as the City's working population increased. Despite the impact of the pandemic, pavement crowding is still expected to be an issue in the future, including the safe accommodation of an anticipated increase in footfall resulting from new developments, particularly in the City Cluster.

2. This has implications for safety and accessibility as pedestrians are often forced to walk in the carriageway leading to greater risk of involvement in a collision; some disabled people will be uncomfortable and potentially excluded by too narrow or overcrowded pavements.

3. The Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050.

4. The 2017 City Streets survey found that 84% of people thought the City's pavements were overcrowded, 60% thought that people walking were given too small a share of street space and 65% thought the needs of people walking were underprioritised.

5. Walking is the main mode of travel in the Square Mile. 90% of on-street journeys that start or finish in the Square Mile are on foot, including walking to and from public transport. Walking is the most common form of transport for disabled Londoners, with 78% reporting they walk at least once a week. 65% of disabled Londoners consider the condition of pavements to be a barrier to walking more frequently.

6. In November 2024, a G3 report was approved by the Streets & Walkways Sub-Committee which noted the revised project budget of £686,000 (excluding risk); approved the principles of the highway and public realm design and the proposed way forward to develop it; the approval of a Public Consultation and Engagement exercise to be undertaken based on the design and principles set out in the report, with the final detail to be agreed by the Director of City Operations; and agreed to the reporting approach, including proposals to combine the Gateway 4 and 5 reports.

7. Following that decision, a nine-week public consultation was held between December 2024 and February 2025. Overall, the proposals were met with positive feedback, with 70% (161) of respondents expressing support. Many appreciated the potential for a more welcoming and visually appealing environment for people walking and wheeling.

8. However, 20% (47) of people were not satisfied with the proposals, concerns were raised in the free text section regarding the impact on people cycling, with some advocating for dedicated and protected cycle lanes to improve safety. Further information on the detailed responses can be found in the background papers to this report.

9. Subsequently, following the consultation, your Committee in July 2025 approved a Gateway 4 report which noted the public consultation results summarised in Section 4 of the public consultation feedback report. Your Committee also

approved the scheme design for Leadenhall Street shown in Appendix 1 of the background papers, approved the progression of the required Traffic Management Orders required for the scheme up to the end of the 'Notice of Intent' stage; and approved the submission of this Gateway 4b report to the Court of Common Council.

Current Position and Overview of Project Options

10. The scheme design, as shown in Appendix 1 and visualised in Appendix 7 in the background papers, has undergone further development following the public consultation and further ground condition surveys. This refinement aims to help deliver a world-class street, meeting project objectives and aligning with stakeholder and policy visions.

11. The design features:

    o A narrowed 6.4m-wide carriageway, enabling the provision of significantly wider pavements throughout;

    o Raised pedestrian crossings, designed to create a continuous, level surface between the carriageway and pavements in areas with high footfall;

    o Inset loading bays, located to accommodate waiting and loading requirements, with the western bay proposed as a part-time taxi rank (as mentioned in section 4, subject to statutory consultation);

    o Revised bus stop locations and sizes, optimised for the proposed highway modifications and now agreed with Transport for London; and

    o Design elements that help to deliver security measures in alignment with the Easter City Cluster Security programme, as Leadenhall Street also forms part of that programme's scope.

Greening, sustainable draining systems (SuDs) and public realm design

12. After analysing the data collected from trial holes, potential tree planting locations were identified, grouping them into continuous runs where possible. These locations have been submitted to utility companies for diversion cost estimations. It is estimated that planting 25+ trees along the street is possible. Officers will conduct a cost-benefit analysis to finalise the tree planting plan once diversion costs are known. Following the utility assessment, officers will then look to place planters in locations where tree planting is not feasible or is cost prohibitive.

13. Ground drainage tests, known as percolation tests, for SuDS on Leadenhall Street confirmed excellent subsurface drainage. Consequently, officers are now evaluating the use of 'Hydrorock' material to construct one large and connected SuDS network throughout the street. A system using this porous woven-rock and load-bearing material would not only support the future trees but also serve as a foundation for the proposed planters whilst reducing the runoff into surface water drainage systems, reducing maintenance requirements and helping mitigate against flood risks

Planter design and historical & cultural interpretation

14. With 78 public consultation respondents commenting positively about the proposals to celebrate the area's history within the scheme design, LDA landscape architects have been recommissioned to refine the planter designs and integrate

historical and cultural interpretations. A working group has been formed to ensure that these interpretations are accurate and relevant. This group is comprised of City Officers with expertise in local history and representatives from the Eastern City BID. They will collaborate closely with LDA throughout the detailed design development. This will help create a lasting design that authentically reflects the surrounding area.

15. Based on the work undertaken to date, it is anticipated that three to five planters will be installed along the street, primarily in wider sections of the pavement. After confirming maintenance and accessibility requirements, it is expected that the planters will be constructed from Granite, a high-quality and robust material commonly used in similar City installations that helps to minimise maintenance costs. Reclaimed hardwood is proposed to be used for seating on the edges of the planters. Historical and cultural interpretations are likely to be achieved through engravings on the granite surface. Officers will also look to include tactile elements, such as engraved metal plates bonded to the top surfaces, to enhance the variety of elements to make it more inclusive

Security and other street furniture

16. As this project will be delivering public realm elements along Leadenhall Street that could also act as security measures (such as the planters and benches) for the pavements, it will be working in tandem with the Eastern City Cluster Security programme, as Leadenhall Street also forms part of that programme's scope.

Healthy Streets and City of London Street Accessibility Tool (CoLSAT)

17. The design process for this scheme has been actively shaped by considerations regarding Healthy Streets principles and improvements to the CoLSAT scores. The baseline performance of the existing street and the scores of the proposed scheme design are provided in the background papers. Leadenhall Street already performs relatively well on accessibility but the current Healthy Streets assessment scores poorly for traffic composition (likely due to recent construction activity on the street), a lack of crossing points, footway and road surface quality, available footway space and lack of cycle parking & greening. The final scheme design will be reassessed, and the results detailed in the next gateway report to your Committee.

18. The revised project timeline aligns with the delayed Section 278 construction at the 1 Leadenhall Street development, which this project was originally scheduled to follow. While the previse reasons for their delays remain unknown, it is common for large-scale developments to experience such delays. Maintaining the original project schedule and undertaking two simultaneous City-led construction schemes on Leadenhall Street was considered. However, the potential risks, including resource constraints and the complexities of managing adjacent projects with differing timelines, outweighed any potential benefits.

19. On 8 July 2025, your Committee approved the Gateway 4 report for progression to the Court, noting the Public Consultation results, approved the scheme design for Leadenhall Street, and approved the progression of the required Traffic Management Orders required for the scheme up to the end of the 'Notice of Intent' stage.

Corporate & Strategic Implications

20. **Strategic Implications:** The proposals contribute to the City's Corporate Plan objectives including, supporting the City as a Vibrant Thriving Destination and providing Flourishing Public Spaces.

21. **Financial Implications:** No additional funding is required to reach the next Gateway. More detailed financial information, including spent to date, can be found in the background papers.

22. **Resource Implications:** There are no resource implications.

23. **Legal Implications:** The City Corporation is required to comply with the duty in Section 122 of the Road Traffic Regulation Act which requires the traffic authority, in exercising its traffic authority functions, to secure the expeditious, convenient, and safe movement of vehicular and other traffic (including pedestrians), so far as practicable having regard to: (a) the desirability of securing and maintaining reasonable access to premises, (b) the effect of amenities of any locality, (bb) national air quality strategy, (c) public service vehicles, (d) any other relevant matters.

24. Leadenhall Street forms part of the Strategic Road Network and therefore the project will need Transport for London's authority to proceed under the Traffic Management Act Notification (TMAN) process. Officers are already working on this with TfL.

25. **Risk Implications:** As the project moves forward to construction, the risk profile is expected to be like other City highway projects. However, due to the project's size, the eventual risk sum based on previous projects is expected to be around £1 million. This will need to be accommodated within the available funding and so a Costed Risk Register will be developed alongside the final iterations of the scheme design to ensure it is affordable. This register will then be submitted for approval as part of the next Gateway report to your Committee.

26. No funds are currently allocated for the Risk Register in the background reports. The risks of work prior to construction are minimal and will be addressed through regular project activities. Looking forward, the construction stage will carry the highest risk profile of the entire project as is normal for highway projects. The top four risks are most likely to be: Increased costs arising from the current financial climate and inflation that results in contractual cost uplifts and other supplier costs increases; additional utility diversionary works being required despite trial holes and radar survey work having been undertaken; unforeseen technical/ engineering issues occurring that require additional costs to rectify and; supply chain issues relating to the Yorkstone footway paving.

27. **Equalities Implications:** Under Section 149 of the Equality Act 2010 the public sector equality duty requires public authorities to have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity and; foster good relations between those who share a protected characteristic (i.e., race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity, marriage or civil partnership and gender reassignment) and those who do not.

28. As part of the duty to have "due regard" where there is disproportionate impact on a group who shared a protected characteristic, the City Corporation should

consider what steps might be taken to mitigate the impact, on the basis that it is a proportionate means which has been adopted towards achieving a legitimate aim. To this end, Officers will instruct an independent third party to undertake an Equalities Impact Assessment on the finalised scheme design and make any identified improvements, assuming they are reasonable and possible.

29. **Climate Implications:** Climate Action Strategy targets will be incorporated into the business plan for both the short term and medium-term asset.

30. **Security Implications:** As this project will be delivering public realm elements along Leadenhall Street that could also act as security measures (such as the planters and benches) for the pavements, it will be working in tandem with the Eastern City Cluster Security programme, as Leadenhall Street also forms part of that programme's scope.

Conclusion and next steps

31. If approved, the project team will continue design and construction planning, aiming for a consolidated Gateway 4c/5 report submission in Autumn 2025. The work would also encompass:

    o Refining utility diversion estimates through further collaboration with utility companies.

    o Commissioning and conducting Equalities Impact Assessment and Road Safety Audits through third-party providers.

    o Engaging in ongoing discussions with Transport for London regarding their Traffic Management Act Notification (TMAN) process and the necessary road diversions/closures for construction.

    o Working with colleagues from the Eastern City Cluster Security project to ensure the scheme design met their requirements.

    o Initiating the development of traffic orders as dictated by the scheme design. This will involve progressing to the "Notice of Intent "stage, where the City's plans are formally announced, and statutory consultation takes place. Following Gateway 4c/5 approval and subject to the consultation outcomes, the "Notice of Making" process will be executed, finalising and enacting the new traffic orders.

32. At the time of writing, the project adheres to the City's established project governance procedures. However, given the pending implementation of a revised governance framework, it is conceivable that subsequent changes to the project's reporting and approvals may be necessary. In the event of such changes, the project's reporting and approval processes will be amended to reflect the updated framework.

Appendices

Appendix 1 – Scheme Design

Background Papers
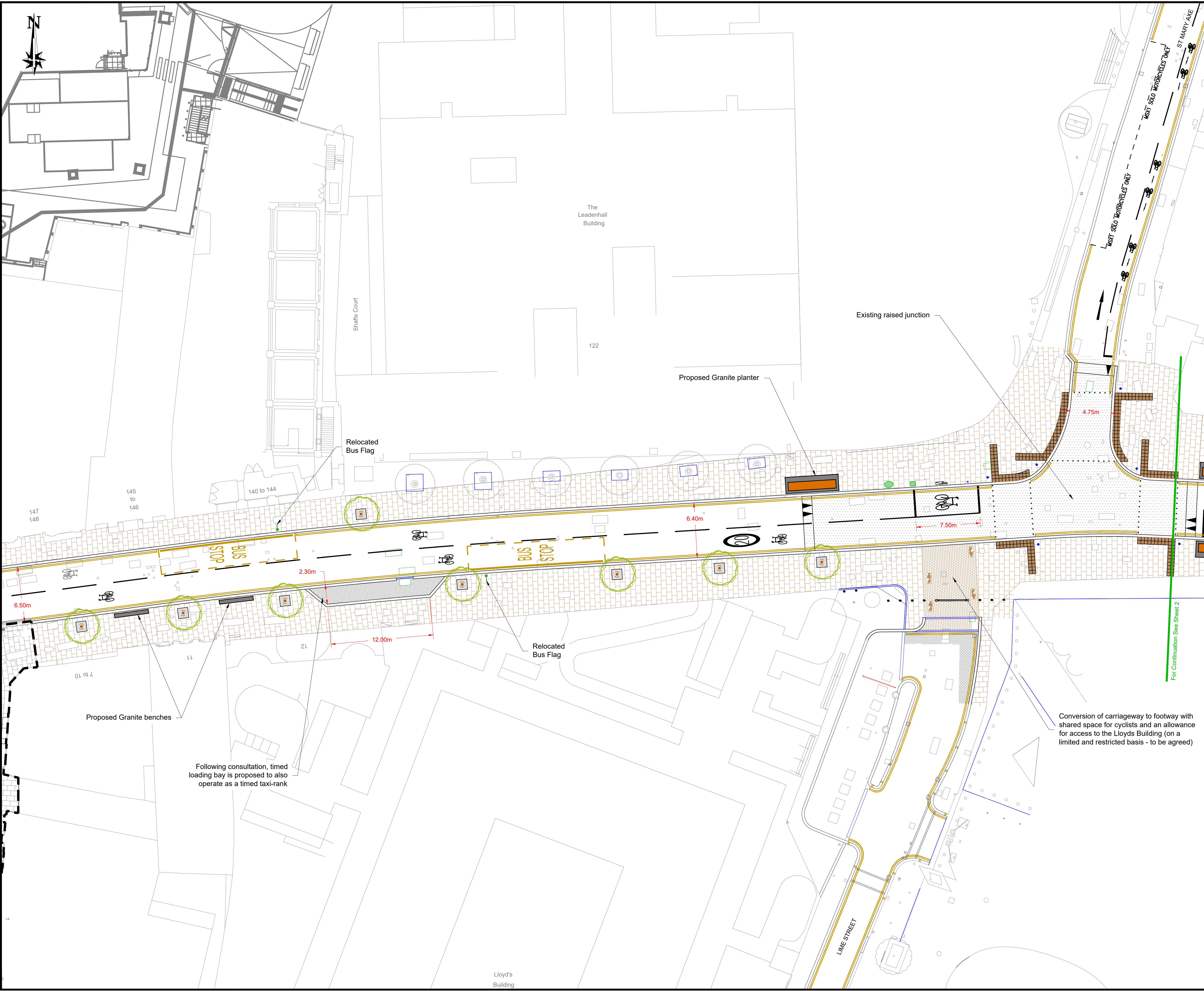Leadenhall Street Improvements – City Cluster Vision

All of which we submit to the judgement of this Honourable Court.

DATED this 8th day of July 2025.

SIGNED on behalf of the Committee.

Deputy Tom Sleigh
Chair, Planning & Transportation Committee

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Notes:

1. No information to be scaled from this drawing.

2. Works shall comply with the current City of London Specification for Highway works.

KEY

300 x 200 fine picked silver grey granite kerb

150 x 300 fine picked silver grey granite kerb

Proposed 63mm thick (600mm x varied) Scoutmoor Yorkstone paving

Proposed 25mm thick mastic surfacing (Footway specification)

Proposed 150mm thick (150 x 300mm) 2 Colour Mix Granite Setts with Mid-Grey boarder

Proposed HRA Carriageway surfacing

Proposed 63mm thick (400mm x 400mm) Scoutmoor Tactile Paving

Proposed City of London C3 Bollard

Proposed sign / sign & post

Proposed traffic signal

Proposed bus flag

Proposed street trees

The Leadenhall Building

Shafts Court

Existing raised junction

Proposed Granite planter

Relocated Bus Flag

Relocated Bus Flag

Proposed Granite benches

Following consultation, timed loading bay is proposed to also operate as a timed taxi-rank

Conversion of carriageway to footway with shared space for cyclists and an allowance for access to the Lloyds Building (on a limited and restricted basis - to be agreed)

ST MARY AXE

MOST SOLO MOTORCYCLES ONLY

MOST SOLO MOTORCYCLES ONLY

LIME STREET

Lloyd's Building

BUS STOP

BUS STOP

For Continuation See Sheet 2

6.50m

12.00m

2.30m

6.40m

7.50m

4.75m

122

145 to 146

140 to 144

147 148

7 to 10

11

12

TITLE:

Appendix One - scheme design

TITLE:

General Arrangement Plan

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

Department of The Built Enviornment
PO Box 270
Guildhall
London
EC2P 2EJ

Tel: 020 7606 3030

CITY OF LONDON

DOMINE DIRIGE NOS

Sheet:
SHEET 1 of 3

Date:
Apr 2025

Designed by:
SR

Checked by:
BM / DL

Scale & Drawing Size:
1:200@A1

Revision:

Drawing No:
100/16800455/CR

Notes:

1. No information to be scaled from this drawing.

2. Works shall comply with the current City of London Specification for Highway works.

KEY

	300 x 200 fine picked silver grey granite kerb
	150 x 300 fine picked silver grey granite kerb
	Proposed 63mm thick (600mm x varied) Scoutmoor Yorkstone paving.
	Proposed 25mm thick mastic surfacing (Footway specification)
	Proposed 150mm thick (150 x 300mm) 2 Colour Mix Granite Setts with Mid-Grey boarder
	Proposed HRA Carriageway surfacing
	Proposed 63mm thick (400mm x 400mm) Scoutmoor Tactile Paving
	Proposed City of London C3 Bollard
	Proposed sign / sign & post
	Proposed traffic signal
	Proposed bus flag
	Proposed street trees

Bankside House

St Andrew Undershaft Church

BURY ST

Currard Place

113 to 116

107 to 112

104 106

100

88

50

Timed loading bay

12.00m

2.30m

7.50m

20

LEADENHALL STREET

6.40m

Proposed raised junction

6.40m

BUS STOP

For Continuation See Sheet 3

For Continuation See Sheet 1

Proposed Granite planters

Improvements undertaken as part of the 40 Leadenhall Street 278 works.

KEEP EA

BILLITER STREET

KEEP CLEAR

TITLE:

Appendix One - scheme design

TITLE:

General Arrangement Plan

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIORNMENT
PO BOX 270
GUILDHALL
LONDON
EC2P 2EJ

TEL: 020 7606 3030

CITY OF LONDON

Sheet:
SHEET 2 of 3

Date:
Apr 2025

Designed by:
SR

Checked by:
BM / DL

Scale & Drawing Size:
1:200@A1

Revision:

Drawing No:
100/16800455/CR

BURY STREET

MITRE STREET

St James's Passage

Sir John Cass's Foundation Primary School

Proposed improvements as part of the Creechurch Lane Highway Improvement works are currently in detailed design stage.

CREECHURCH LANE

For Continuation See Sheet 2

Hall

Church Yard

St Katharine Cree Church

Timed loading bay

Relocated Bus Flag

Proposed raised junction

Proposed Granite benches

BUS STOP

BUS STOP

80
12.00m

2.30m

6.40m

.50m

Relocated Bus Flag

Proposed Granite planter

Proposed raised table

Harts Horn Alley

Furness House

KEEP CLEAR

FENCHURCH STREET

Notes:

1. No information to be scaled from this drawing.

2. Works shall comply with the current City of London Specification for Highway works.

KEY

300 x 200 fine picked silver grey granite kerb

150 x 300 fine picked silver grey granite kerb

Proposed 63mm thick (600mm x varied) Scoutmoor Yorkstone paving

Proposed 25mm thick mastic surfacing (Footway specification)

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Proposed City of London C3 Bollard

Proposed sign / sign & post

Proposed traffic signal

Proposed bus flag

Proposed street trees

TITLE:

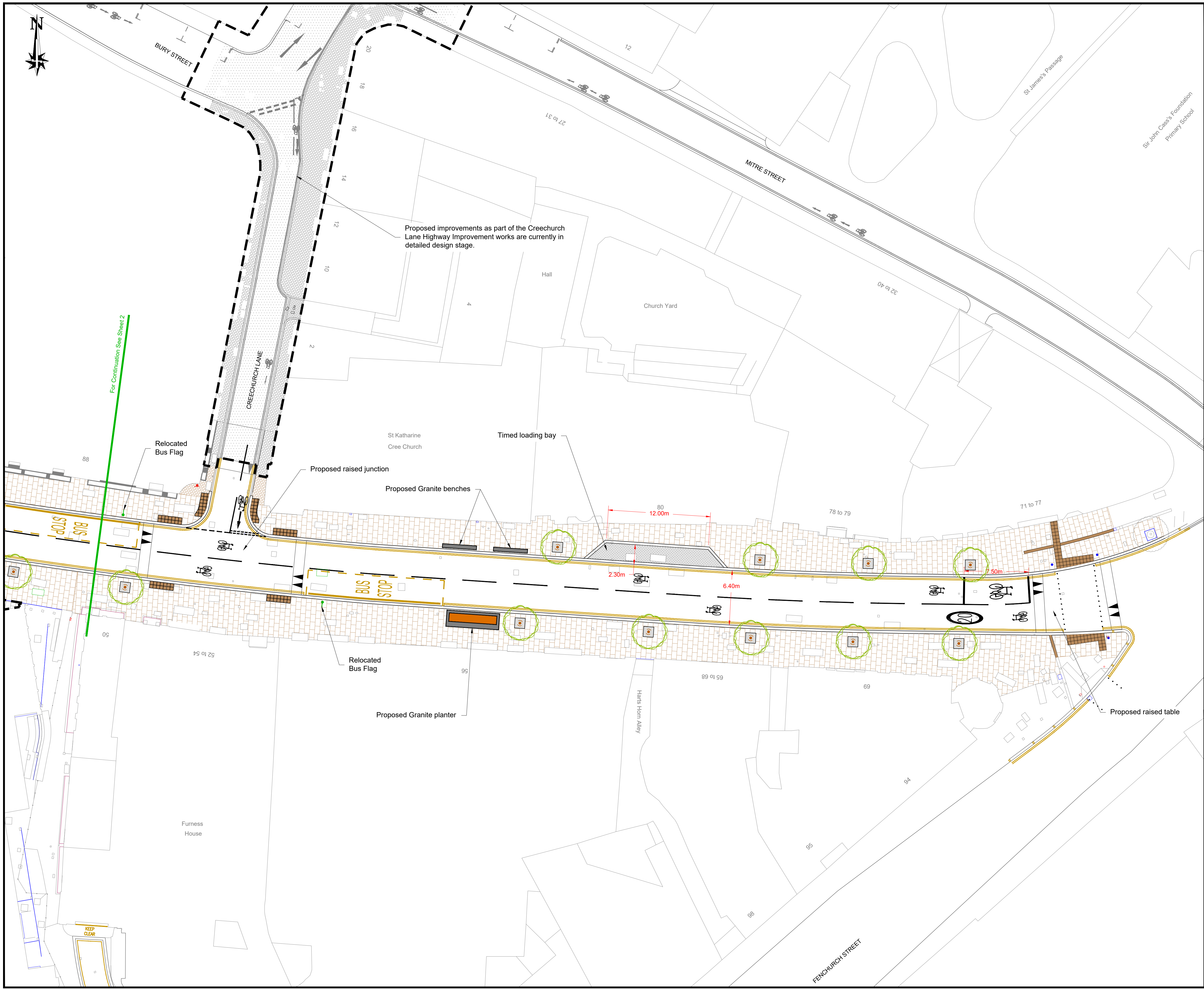Appendix one - scheme design

TITLE:

General Arrangement Plan

CLIENT:

HIGHWAY DESIGN AND CONSTRUCTION

DEPARTMENT OF THE BUILT ENVIORNMENT
PO Box 270
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CITY OF LONDON

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Report – Policy & Resources Committee

Proposed Amendments to the Terms of Reference of the Fraud and Cyber Crime Analysis Service Procurement Committee

To be presented on Thursday, 24th July 2025

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

Your Fraud and Cyber Crime Analysis Service Procurement Committee (FCCRASP) was formed in April 2021 to oversee the procurement of the next generation Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS). It was established initially 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. FCCRAS is designed to replace Action Fraud, the national fraud reporting service, a key component of the City of London Police's (CoLP) function as National Lead Force for Fraud. The mechanism of oversight from a single Committee was chosen in consultation with the Infrastructure and Project Authority (IPA) and the Home Office, to align with their governance requirements.

The Committee takes on the responsibilities of those Committees and Sub-Committees who would otherwise been required to oversee the project, streamlining oversight and thereby significantly reducing the burden on Members. Its membership is, therefore, composed of the relevant Chairs and Deputy Chairs from the relevant committees that would otherwise have each played separate roles in overseeing the project, namely:

- Chair and Deputy Chair of City of London Police Authority Board

- Chair and Deputy Chair of Policy and Resources Committee

- Chair and Deputy Chair of Finance Committee

- Chair and Deputy Chair of the Projects and Procurement Sub (Finance) Committee

- Chair and Deputy Chair of Digital Services Committee

Each Committee is also allowed to propose 'additional individuals from their membership […] (limited to one nomination per Committee)'.

At the Court of Common Council meeting of 25 April 2025, a Member asked that consideration be given to changing FCCRASPC's terms of reference to grant nomination rights to the Chairs and Deputy Chairs represented in its membership, such that individuals could serve instead of the postholders. This was in recognition of the fact that some of the individuals serving on FCCRASPC by virtue of office had found themselves unable to attend meetings regularly, allied with a corresponding desire to

ensure that those serving on were Members with the most appropriate expertise and capacity.

A report presenting governance options was subsequently presented to FFCRASPC in June and the Policy & Resources Committee in July 2025.

Both Committees agreed to recommend to the Court of Common Council that FCCRASPC's terms of reference should be amended to grant nomination rights to the Chairs and Deputy Chairs represented on the Committee, in order that they might appoint representatives to serve in their stead, as set out in the revised terms of reference at Appendix 1 to this report.

RECOMMENDATION

The Court of Common Council is **recommended** to:

- Approve the changes to the Fraud and Cyber Crime Reporting and Analysis Service Procurement Committee's Terms of Reference as set out in the Appendix.

Appendices

Deletions in the appendices are marked by being struck through; additions are underlined and in red

- Appendix 1 – FCCRASP Amended Constitution and Terms of Reference

All of which we submit to the judgement of this Honourable Court.

DATED this 3rd day of July 2025.

SIGNED on behalf of the Committee.

Deputy Christopher Michael Hayward
Chairman, Policy & Resources Committee

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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Report – Finance Committee

Project Procedure/ Project, Programme, Portfolio (P3) Framework

To be presented on Thursday, 24th July 2025

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

Your Finance Committee proposes a new framework for the City of London Corporation, developed to address long-standing issues in the governance and delivery of projects and programmes. The changes respond to Lord Lisvane's governance review and subsequent assessments by external consultants, which found inconsistent practices, slow decision-making, and insufficient visibility for Members.

To reflect the direction of travel for the City Corporation and the necessary changes, it is proposed to rename the project procedure to the Project, Programme, Portfolio (P3) Framework. The revised P3 Framework proposes a simplified, proportionate governance model that is aligned with a project's scale, complexity, and strategic importance. All project types, including capital, transformation, and innovation, will be brought under a single framework. A new tiering system will focus Member scrutiny on higher-value and higher-risk projects, engaging Members at strategic points of decision-making. Lower value projects and programmes will benefit from streamlined governance, albeit with continued overview of progress being made available to Members. These proposals will streamline the gateway process into five strategic stages, with a greater emphasis on early alignment with Corporate Plan outcomes, climate action, social value, and return on investment.

Development of the new framework has been shaped through extensive consultation and workshops involving project managers, directors, and senior officers from across the City Corporation and the institutions. At the same time, a Guiding Coalition, including representatives from Town Clerk's, Chamberlain's, Community and Children's Services, Innovation and Growth, City Surveyor's, and institutional departments, has guided the design. The City of London Corporation Portfolio Board (an officer board chaired by the Town Clerk) endorsed the changes on 13 May 2025.

Implementation is underway in two phases.

1. Phase one, which was not dependent on the approval of the new framework, went live in April 2025 with the launch of the Cora enterprise-wide project portfolio management system and the introduction of new portfolio reporting to the Portfolio Board and the Projects and Procurement Sub-Committee.

2. Implementation of the new P3 Framework is proposed as part of the second phase. It is scheduled to launch in November 2025, following a transition period to support in-flight projects, project managers, and finalise supporting materials.

This new framework strengthens strategic focus, improves accountability, and provides Members with more timely and meaningful oversight, aiding projects to deliver not only on time and on budget but also in line with the City of London Corporation's strategic priorities.

The recommendations, as outlined below, were approved by your Finance Committee, and City Bridge Foundation Board, following detailed review and recommendations from the Projects & Procurement Sub-Committee; additionally, they were noted by your Policy & Resources Committee.

RECOMMENDATIONS
The Court of Common Council is **recommended** to:

1. Approve the new P3 Framework (Appendix 1), including:
   a) Approve the new project gateways;
   b) Approve the increase of delegated authority to £5m for Chief Officers;
   c) Approve the increase of the threshold for Court of Common Council to receive gateway submissions to £20m;
   d) Note the increase to £250k threshold for entering the gateway process;
   e) Approve that once a "Red" project approves a re-baselined plan with the Service Committee and Project and Procurement Sub-Committee, it can then proceed as a "Green" project;
   f) Approve the SRO of a project or programme to have delegated authority to draw down against the agreed costed risk profile;

2. Expand the use of optimism bias with the established 'optimism bias' reserve to be authorised by the relevant Service Committee and Finance Committee;

3. Note that the new P3 Framework will take effect at a launch event on 25th November 2025

4. Approve that further updates can be made to the P3 Framework with approval from CoL Portfolio Board with Members approving changes to the delegation levels

5. Authorise the Chamberlain to make the necessary amendments to other documentation i.e. the City Corporation's Financial Regulations and the Procurement Code in order to align these documents with the Framework.

6. Authorise the Town Clerk to make any necessary amendments to any further City Corporation governance documents to enable the implementation of the new Projects Procedure.

MAIN REPORT

Background

1. Following the review by Lord Lisvane of the City Corporation's governance, his findings were considered by the Court of Common Council in 2021. One of his findings related to the complexity and pace of decision-making and, emerging from the review, in October 2022, a Project Governance review was commissioned by the (then) Operational Property and Projects sub-committee and approved by the Policy and Resources Committee. In March 2023, the Policy and Resources Committee amended the scope of the review to include an independent assessment of existing Member governance (i.e. committee structures). This element of the review was conducted by Paul Martin, a former local authority Chief Executive. As a result, service committees were recognised as the sponsoring body for projects. They were responsible for making decisions about the delivery of individual projects, except for capital projects exceeding £100 million. Changes were also made to the terms of reference for the Operational, Property and Projects sub-Committee (OPPSC) to establish it as the oversight body for a new portfolio management approach.

2. Red Quadrant, a consultancy, were commissioned to undertake the initial review of project management within the City Corporation. The review aimed to assess existing project management and associated project governance arrangements and recommend a future approach that would support an effective and proportionate governance and assurance framework for project delivery across the City Corporation. Red Quadrant found "a fragmentation of approaches, with common practices within individual departments becoming inconsistent with each other." They also found that project and programme managers had capability gaps. The consultants recommended that the City Corporation adopt a portfolio management model for delivery, establish an enterprise-wide project and programme office, refresh the project procedure, and further develop the project management academy. The Policy and Resources Committee endorsed the report's findings in July 2023.

3. The City Corporation is now adopting Portfolio Management practices. Portfolios are groups of projects and programmes. They are used to select, prioritise and control an organisation's programmes and projects, in line with its strategic objectives and capacity to deliver. Their goal is to balance the implementation of change initiatives and the maintenance of business as usual while optimising return on investment." Association of Project Management.

4. In late 2023, a maturity assessment was undertaken against the functional standard project delivery (Infrastructure and Projects Authority). This review assessed the City Corporation to be 'in development' in its adoption of portfolio, programme and project management governance and processes. Since this date, the City Corporation has undertaken considerable work to design and implement the findings of the various reviews. The project team has:

   - Defined the new portfolio structure and ownership – including sub-portfolios - clarifying the outcomes, accountabilities and initial tiering

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- Rationalised and undertook a baseline of all the projects in the City Corporation and aligning projects to new portfolio structures

- Undertaken health-checks on projects and programmes within the City Corporation - using the findings to inform the development of new structures

- Established a corporation-wide City of London portfolio board chaired by the Town Clerk

- Created a new Commercial, Change and Delivery function within the City Corporation, which contains an enterprise-wide PMO, skills and capability development and expanded impact and reporting teams

- Procured, implemented and launched a new enterprise-wide Portfolio Management tool (Cora) which provides "a single source of truth" for projects in the City Corporation, as well as supporting project managers in project delivery

- Launched stakeholder communications – including the construction of a Guiding Coalition and Change Champions bringing together directors and project managers to work to common goals

- Enabled Portfolio Dashboard Reporting to CoL Portfolio Board and Project and Procurement sub-Committee

- Over 20 training sessions covering SRO development for Chief Officers and Directors

5. The first phase of the implementation has laid the foundation for the further development of the City Corporation's maturity in project and programme delivery. It provided the technology and organisational foundations upon which further enhancements can now be made. The complex change is now to governance structures, project and programme management processes as well as enhancing the capability of project and programme managers across the City Corporation. Critical to implementing portfolio management is the development and operation of a new P3 Framework.

The purpose of the project, programme and portfolio framework

6. The project procedure is the framework for the operation of the City Corporation's projects and programmes. It provides a strategic and operational model to ensure consistent, effective and value-driven delivery of projects and programmes. The project procedure enables the alignment of projects with the City Corporation's corporate plan, provides the basis for prioritising scarce resources, establishes governance structures, ensures transparency, provides clarity on accountability, and establishes a standard approach to managing risks, benefits, and dependencies. In particular, the purpose of the P3 Framework is to:

- Provide a structured decision-making framework to ensure that projects are viable and have a high likelihood of success.

- Support strategic decision making for Members and senior officers, with an emphasis upon impact, including climate impact, social value, benefits realisation and Return on Investment (ROI)

- Encourage consistency of delivery across the organisation whilst allowing for flexibility to respond to circumstances.

- Provide oversight of the conception and delivery of projects – the framework provides the basis for compliance, and the governance requirements are proportionate to the project's complexity and risk.

- Ensure that we have policies to discharge our statutory and non-statutory duties with proper oversight and control.

7. The P3 framework includes a gateway process that provides a structured framework for decision-making at key stages, ensuring the project or programme remains viable, is aligned, and offers value for money before proceeding further. At each stage of the gateway process, cost and benefit estimates are produced, which become progressively more accurate as business cases are developed and refined. The critical decision at each stage is to assess whether the project or programme remains viable.

Why the framework needs to change
8. The current project procedure does not adequately serve the needs of Members, as it does not provide them with a sufficient view of the project's or programme's progress. Projects and Programmes were often considered in isolation, making it harder to see how they contributed to overall strategic priorities. It also did not suit the needs of project managers as it was disproportionate and often resulted in delays for projects and programmes.

9. For many Members and Chief Officers, the gateway submissions provided the only means of transparency for the development of projects and programmes. Contextual information on gateway submissions, such as trends in project cost, was not always visible. This meant that Members were often immersed in operational details and did not have the correct information to step back and evaluate the direction.

10. The combined impact of these problems meant that projects were frequently delayed and/or cost more than necessary. According to work undertaken by the City Surveyor department, compared to the typical construction process outside the City Corporation, project duration was often 50% longer, and professional fees were sometimes 25% higher.

Approach
11. The revised approach has seen consultation undertaken widely across the City Corporation in the development of the new P3 Framework. All levels of the City Corporation have been engaged in developing, testing, and iterating its design. These reviews enabled the team to co-create the framework with project managers and those who manage them. These forums have included the use of:

- Workshops with project managers and directors to identify pain points of the current project procedure, as well as providing an opportunity to seek solutions

- A 'Guiding Coalition' including senior management representatives from the Town Clerk's office, Chamberlain's, DCCS, Innovation and Growth, City Surveyor's, City Bridge Foundation, the Barbican, Environment and City of London Police

- A 'Change Champions' forum which brought together practitioners, including project and programme managers for different sizes of projects and across a variety of departments

- Review by Departmental Leadership Teams – The new P3 Framework has been endorsed by all departments and institutions, except for Freemen's School.

- Review by the City of London Corporation Portfolio Board, containing the Chief Officers and representation from institutions

12. In addition, to illustrate the framework, workshops were conducted with project managers from several real-life projects to understand how the new method will reduce, streamline, and improve the current gateway process. These workshops examined the changes in documentation produced at each stage, the process steps that the project manager needed to undertake, and the understanding of the proposed governance changes. The forums provided an opportunity for project managers to further engage in the development of the new framework and demonstrated how it would work in practice.

Project Tiering

13. Under the new P3 Framework, all projects and programmes will be tiered according to their financial value, complexity, and impact on people. This will help ensure that the governance provided to a project or programme is proportionate to its size and complexity. The intention is that through this new tiered approach, Members' time is used efficiently, focusing scrutiny on more strategic decisions as well as higher-risk, high-cost or politically sensitive projects. At the same time, lighter governance is applied to those projects with more routine delivery.

14. These new tiering categories are as follows:

	Description	Typical cost	Estimated no. of projects
Tier 0	High-profile to the City of London Corporation, directly addresses the strategic outcomes of the City Corporation	Greater than £100m (incl. £100m)	2 (FPE and Barbican Renewal)
Tier 1	Delivers strategic outcomes for the City of London Corporation, high levels of uncertainty, requires new or innovative practice, complex to deliver	£20m (incl. £20m) and less than £100m	16

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Tier 2	Contributes to strategic outcomes, contains uncertainty, requires some technical innovation and with moderate impact upon people	£5m (incl. £5m) and less than £20m	64
Tier 3	Aligns to strategic outcomes, clearly defined approach, requires some technical innovation and with minimal impact upon people	£250k (incl. £250k) and up to £5m	102

15. Please note that the number of projects in the table above are provisional estimates and will require amending when the new tiering tool has been produced. At the time of writing, 72 projects are awaiting to be tiered. A tiering tool will be developed to aid the categorisation of projects and programmes and provide an indicative tiering for the project or programme manager. The initial tiering can be revised as business cases are developed. In addition, City of London Portfolio Board or Project and Procurement Sub-Committee can revise tiering should they consider it appropriate to do so. The ePMO will review tiering across the City Corporation to ensure consistency.

The new gateways and governance
16. The new gateway process structures the lifecycle of all Tier 3 and above projects and programmes into five sequential stages, each with mandatory deliverables and decision points. The new gateways are designed to be simplified and consolidated. The intention is to provide a framework for project managers to operate within, rather than a prescriptive operating procedure.

17. The new gateways are:

- Gateway 1 – Direct (Strategic Alignment) – Establishes the project need, ensures strategic alignment, and establishes early estimates of costs, benefits, and funding sources. At this stage, the project's strategic case is developed.

- Gateway 2 – Define (Strategic Options Appraisal) – Explores delivery options and refines costs and benefits. At this stage, the outline business case is produced.

- Gateway 3- Design (Authority to Start Work) – Finalises the preferred option, confirms funding, develops the project schedule and the outcomes expected from the project or programme. At this stage, the full business case is produced.

- Gateway 4 – Deliver (Readiness for Operation) – Delivery of agreed outputs, resource management, progress reporting and issue resolution. At the end of this stage, a readiness for operation assessment is undertaken.

- Gateway 5 – Drive (Outcome Review) – Transition to business as usual, benefits review, lessons learned and formal project closure. At this stage, a closure report is written, and lessons learned are formally documented.

18. These gateways are aligned to both RIBA stages and to transformation approaches. The gateway process is streamlined and embedded with sustainability, outcome planning and benefits realisation as mandatory components. The following diagram explains these gateways:

	Gateway 1 Strategic Alignment	Gateway 2 – Strategic options appraisal	Gateway 3 – Authority to start work	Gateway 4 – Readiness for operation	Gateway 5 – Outcome review
	Direct	**Define**	**Design**	**Deliver**	**Drive**
Purpose	Establish the need & criteria for success	Evaluate strategic options to deliver outcomes	Plan for the implement-ation	Successfully deliver to meet specification	Transition to operational environment and realise outcomes
Portfolio manage-ment	Strategic alignment and prioritisation	Alignment of ROI and financial assurance	Alignment to overarching design and standards	Portfolio assurance & alignment of phasing	Optimise outcomes & impact
RIBA stages (Guidance)		S0 – Strategic Definition / S1 – Prep & Briefing	S2 - Concept Design / S3 - Spatial Co-ordination / S4 – Technical Design	S5 Construct-ion / S6 - Handover & Closeout	S7 – In Use
Transform-ation Projects	Develop the vision and outcomes	Evaluate options, run diagnostics and gap analysis	Future state design and business case	Detailed design & implement blueprint	Realise ROI &enhanced outcomes
Benefits Realisation	Identify strategic outcomes	Identify Benefits, impact and measures	Plan Benefits Realisation	Deliver and monitor against plan	Drive realisation of outcomes and review
	Est. +/- 50%	*Est. +/- 30%*	*Est. +/- 10%*	*Delivered*	*Optimised*

19. Tier 2 and Tier 3 projects and programmes have 'fast track' routes. For example, where no options appraisal is required, the second gateway can be combined or skipped. This approach enables members to retain governance authority while providing a basis for projects to respond to time-sensitive environments (e.g., those related to health and safety) or when the project is externally funded.

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20. The P3 Framework clearly defines mandatory and optional documentation for each Gateway. This will include business cases, which will consist of more contextual information for members, such as trends in costs over time.

21. Finance Committee requested oversight of critical decisions made for projects and programmes, in particular for Tier 3 projects.

Key changes to the procedure

22. The following table indicates the key changes to the project procedure:

Topic	Description of change	Benefits
Strategic emphasis	- First two gateways focus upon alignment with City of London Corporation strategic outcomes, as well as Institution priorities and Climate Action - Earlier culling of non-viable projects	- Members can be confident that investment decisions support agreed policy priorities - Easier to demonstrate tangible delivery against strategic commitments and Member priorities
Scope of Framework	- A single framework covering construction, transformation and innovation projects - The P3 Framework will now cover all projects types over £250k. This is an increase from the previous threshold of £50k - No exclusions to the framework - Tier 0 (Major programmes) to now be included within the Gateway process	- Members have better oversight of all major projects and programmes – enabling Members to hold officers to account - Better alignment to City's strategic goals
Clearer oversight and accountability	- Clear definition of accountable and responsible departments - Accountable departments are the client departments	Members have clearer lines of accountability, enabling more effective

	with the Senior Responsible Owner (SRO). • Responsible departments deliver the project or programme, typically handling the Design and Delivery stages	challenge, assurance and follow up across committees and portfolios
Gateways	• Reduction of the current six gateways (under complex route) to five gateways • The current Project Briefing and Project Proposal Gates combined into one Gateway which covers "Strategic Alignment." • Removing the detailed options appraisal from the current gateways • Remove the current light, regular and complex routes and instead have options for fast-tracking relevant projects (Tier 2 and Tier 3 only) • A new Gateway 4 (Readiness for Operation) introduced to assess for readiness to handover into an operational state. By default, it will be approved by the SRO. • Gateway 5 is concerned with driving through the benefits of the project or programme and realising its objectives • Once a "Red" project agrees a rebaselined plan with the Service Committee and PPsC, it can proceed as a "Green" project	• Gateways at the right points to enable impactful strategic interventions by Members • Enhances strategic value from the outset as well as upon the realisation of benefits and outcomes
Member Governance	• It is proposed for the Court of Common Council to approve projects and programmes over £20m • Proposed for Service Committees to receive	• Members focus on those projects that matter most to the achieve of political and

	business cases for projects and programmes over £5m in cost • Each portfolio, including sub-portfolios, will have a summary Portfolio Dashboard received at PPsC.	community priorities • Members gain timely visibility of project performance and emerging risks – empowering earlier intervention and reducing reliance upon the gateway process
Officer Governance	• Introduction of City of London Portfolio Board which will receive Monthly portfolio dashboards on projects and programmes • Portfolio Board to also receive Gateway submissions and business cases for Tier 0 and Tier 1 (£20m+) projects prior to submission to members • Remove the use of the officer led corporate projects board and replace with departmental portfolio boards to provide a hierarchy for resolution of project issues • Chief Officers can approve all Gateway reports for Tier 3 projects and programmes (up to £5m) • The Chamberlains Assurance Board will receive Gateway Tier 0 and Tier 1 papers and will provide financial assurance and recommendations to the CoL Portfolio Board	• Enhanced strategic oversight, advice on trade-offs between investments and financial assurance to Members • An officer hierarchy for the resolution of project related issues
Risk Management	• The SRO will have delegated authority to draw down against the agreed costed risk profile	• Better understand and manage the full extent of the

		risk of a project or programme – and quantify known and unknown risks
Focus on benefits, outcomes and climate impact	• A benefits realisation plan is required and a new benefits framework is in development for benefits identification and realisation • A new phase specifically addressing the needs of benefits realisation	• Members can evaluate whether projects deliver not just on time and budget but also wider public value – supporting stronger public accountability

Financial Governance Changes

23. The current financial regulations refer directly to the project procedure as the overarching guidance for Capital and Supplementary Revenue project budgets within the City Corporation. Therefore, updating the framework will, in current formats, remove the previous guidance on how to manage project budgets.

24. The previous approach led to several issues including;

- Lack of clarity around approved budgets

- Duplication of budget approvals

- Duplication of governance processes for revenue expenditure

- Duplication of information within financial systems impacting on the quality of reporting

- Delays in processing budget adjustments aligned to gateway stages

25. The update to the framework gives an opportunity to update financial governance and improve transparency and accountability for budget managers. In order to achieve this, the financial regulations will also require updating in order to ensure there is a complete overarching financial governance framework. A draft update to the Capital Budget financial regulations has been drafted in anticipation as is

available to view amongst the [documentation submitted to your Finance Committee.](#)

26. The key principles of the changes to the financial regulations are based on budgets being either 'Revenue' or 'Capital', with budgets approved in line with those governance arrangements. This means a move away from the previous drawdown of funding at each gateway stage. The reasons for this and other key changes are set out in the table below.

Old process	New Process	Why change?
Budget drawn down at each gateway stage	Budget approved in line with annual budget setting or in line with financial regulations	Greater clarity for budget managers of approved amounts. Less chance of budget "creep" at each gateway stage
Recharging **all costs** to project budget codes (inc revenue projects)	Recharge staff costs to capital projects where appropriate, but keep other revenue costs within local/central risk budgets and bring funding into these if needed (i.e. s106)	Currently have a process where costs are moved out of revenue into SRP projects, then brought back into revenue at year end. This does not aid transparency and reporting and also created unnecessary admin.
Gateway process and spend control in CBIS used to provide assurance	Quarterly budget monitoring provides earlier identification of pressures. Requirement to remain within budget remains and should be considered at each gateway stage	Previous process meant prioritisation was taken on a case by case basis when reports came forward. Aligning more to budget cycle will allow members to consider the broader impact of
Approvals linked to progression through gateway stages	Approvals linked to procurement thresholds and financial regulations	Removes duplication of approvals and increases emphasis on monitoring and reporting

27. Projects below £250k would still be expected to have governance and similar core principles. These projects will be able to utilise the framework guidance and that the Corporate ePMO team has developed.

Scenarios

28. A number of scenarios of existing projects were reviewed to understand how the new P3 framework will reduce, streamline and improve the current gateway process. These scenarios provided an opportunity to further engage project managers in the development of the P3 Framework and to demonstrate how it would work in practice for a particular project.

Project	Description	Key changes of the new procedure	Member Approval Steps (Old)	Member Approval Steps (New)
COLPAI – Tier One	Housing development – complications which resulted in costs increasing from £25m to £61m.	• Greater strategic focus - First two gateways focus upon 'why' and 'what' of the programme • Better manage our known and unknown risks – use of optimism bias	21	13
ERP – Tier One	High profile systems implementation – complexities in governance	• Governance interventions focused upon strategic decision points • Better risk and financial management	28	13
Future Network Programme- Tier 2	Future Corporation Network – required combined gateways to create feasibility fund	• Procedure accommodates a faster approval process for Tier 2 • Faster approvals for changes within scope and budget	12	6
Tower Bridge Trenches – Tier 3	Alignment to City Bridge 50 year plan – required 3-4 committee approvals at each gateway	• Project gateways will be approved by the chief officer	10	N/A

Implementation

29. It is proposed that the new P3 Framework be implemented as part of the second phase of Portfolio Management. The first phase of this programme successfully went live in April 2025 with the launch of the new ePMO system (Cora) and reporting to the CoL Portfolio Board. Feedback on the new system was well received by those who attended the training. Upon seeing the new system, some departments wish to adopt its use without requiring a corporate requirement to do so. The ePMO system can embed the processes and governance arrangements of the P3 Framework within its workflows and checklists, thereby easing adoption by project managers and enabling compliance.

30. However, transitioning to the new gateways proposed in this document carries risk. It is not considered feasible to operate two gateway systems simultaneously within the City Corporation, and therefore, a transition of in-flight projects and programmes is required to the new gateways. There are projects and programmes which are currently operating through an existing gateway which may may not exist under the new arrangements, with potential implications for project funding or commercial arrangements. In addition, Members, Chief Officer and Projects will need to be adequately supported to adopt the new arrangements.

31. To address these risks, the team is proposing as part of the implementation to undertake an assessment of project's readiness to transition to the new gateways. This will include an assessment of a project's contractual arrangements, project funding, member awareness, supporting tools and templates, governance and project manager understanding of the changes required. This assessment will be formally documented and will feed into an informed decision as to the readiness to transition.

32. The following are the workstreams of the second phase of the programme.

Workstream	Description	Key outputs
Cora Implementation (Phase 2)	• Detailed process mapping and workflows for Cora • Requirements gathering for Benefits Module and Workflow • Systems configuration and testing • Project Manager Training on Cora	• Cora phase 2 complete with Benefits and Workflow modules
Benefits Management	• Development of a benefits framework • Requirements for the benefits module of Cora	• Benefits management framework
PPM Framework	• Development of guidance material for the P3 framework and placing on the intranet • Development of tiering tool for the project procedure • Manual forms for the PPM framework (for those who cant use Cora) • Development of Business case and gateway submission templates	• Intranet Guidance • PPM Framework • Gateway submission documentation

Operational Readiness	• An assessment of individual projects to determine their readiness to transition to the new gateways ahead of implementation • Hands-on support to project managers to transition to new gateways and support to users upon go-live of the system • Establishment of Departmental Portfolio Boards and support to Chief Officers • Agreeing exceptions to the new gateways for individual projects (e.g. those close to closure) • Drop in sessions to support users	• Departmental portfolio boards in operation • Go/No Go Decision for transition • Successful transition of projects to new gateways
Skills and Capability Development	• Development of a wider range of training for different learner types – including Members, Portfolio Executives and Senior Responsible Owners, project managers and project officers, as well as Finance Business Partners • Development of a Capabilities Analysis system to proactively identify areas of focus and development for learners • Increase the visibility of industry memberships (such as APM) to support further CPD opportunities	• Online e-learn training modules on key project management competences • In-person training designed with different learner types in mind • Alignment with other CoLC training offers • Alignment with internal processes and industry best practices • Regular stakeholder engagement and communication
Communications and Stakeholder Engagement	• Communication to Directors, Project Managers and Members • Revision of the current guiding coalition to a forum which supports Directors in establishing the new governance in their services	• Regular communication

| | Ongoing feedback loops – feedback Regular communication will be collected on change readiness assessment of project management teams Videos to explain aspects of the key changes | |

33. The system and supporting material will be ready and live in October 2025. To provide sufficient time to prepare Members, Chief Officers and Project Managers for the change, it is proposed that the launch occur in November 2025.

Conclusion

34. Your Projects & Procurement Sub-Committee considered the proposals at its meeting in on 16 June 2025, and agreed to endorse them to your Finance Committee and City Bridge Foundation Board to consider onward approval at the Court of Common Council.

35. Fundamentally, it was anticipated that the new procedure would enable Members to both focus on the strategic challenges facing the organisation and retain confidence that day-to-day operational project activity was being managed robustly with risks mitigated and reporting and escalatory channels put in place should concerns arise.

36. Whilst acknowledging the principle for the need for higher thresholds as proposed in the procedure, controls and robust reporting are to be put in place to ensure the Sub-Committee had broad oversight of those projects which now fell below the threshold for Member oversight. The Chairman proposed that Red rated projects were, as a given, highlighted to the Sub-Committee with emerging Amber rated items also being submitted for scrutiny.

37. Departmental and/or Service Committee attempts to deviate from the approach outlined in the new procedure will not be supported. Whilst flexibility to accommodate specific particularities should be exercised, this should be by exception and on an evidential basis with beneficial outcomes for both the department/institution and the City Corporation itself.

38. Your Finance Committee warmly welcomed the Report at its meeting on 1 July 2025 and endorsed its recommendations for onward approval at Court. The Committee highlighted that the report addressed the major issues for project management within the City Corporation although it was lengthy. The risk register provided to your Committee was helpful and Members agreed with the contents.

39. Your City Bridge Foundation Board fully supported the Report at its meeting on 1 July 2025. Additionally, your Policy & Resources Committee noted the contents of the Report at its meeting on 3 July 2025.

40. The revised Project, Programme and Portfolio (P3) Framework represents a significant step forward in strengthening the City of London Corporation's approach to project governance. It provides Members with clearer oversight, improved assurance and greater alignment between investment decisions and strategic outcomes.

Appendices

Appendix 1 – Proposed New Project Procedure

All of which we submit to the judgement of this Honourable Court.

DATED this 1st day of July 2025.

SIGNED on behalf of the Committee.

Deputy Henry Nicholas Almroth Colthurst
Chairman, Finance Committee

City of London Corporation

Project, Programme and Portfolio (P3)
Policy Framework

1   INTRODUCTION

1.1   The P3 Policy Framework outlines the core concepts of conception, delivery, monitoring and closure of projects, programmes and portfolios within the City of London Corporation.

1.2   The purpose of the P3 Policy Framework is to:

- Provide a structured decision-making framework to ensure that projects are viable and likely to succeed Support decision making aligned to the Corporation's strategic priorities

- Provide oversight of the conception and delivery of projects – the P3 Policy Framework provides the basis for compliance and the governance requirements are proportionate to the complexity and risk of the project concerned

- Ensure continuous compliance with statutory and non-statutory duties with effective oversight and control at Officer and Member level.

- Encourage consistency and collaboration across the City Corporation, whilst having a defined framework for decision making on exceptional circumstances

- To ensure projects deliver value for money and realise benefits

1.3   The key assumptions are:

- This document is not intended to be used as a portfolio, project or programme management methodology ; different standards can be adopted according to the specific requirements of the project or programme.

- Unless otherwise mentioned, all figures provided in this document for the value of projects and programmes exclude any provision for risk or Value Added Tax (VAT).

1.4   If you have any queries or comments about the P3 Framework, project, programme, or portfolio management generally at the City Corporation, please contact the ePMO team at epmo@cityoflondon.gov.uk

2   DEFINITIONS

2.1   The City Corporation uses the following definitions :[1]

- **Portfolios:** 'are used to select, prioritise and control an organisation's programmes and projects, in line with its strategic objectives and capacity to deliver. Their goal is to balance the implementation of change initiatives and the maintenance of business as usual while optimising return on investment.'

- **Programmes:** are 'unique and transient strategic endeavours, undertaken to achieve a defined set of objectives, incorporating a group of related projects and change management activities.'

- **Projects:** are 'unique, transient endeavours, undertaken to bring about change and achieve planned objectives, which can be defined in terms of outputs, outcomes or benefits.'

2.2   A transformation project will introduce a new service or capability. Such projects deliver significant change in services, systems or processes. They will likely require dedicated resources and governance to succeed. Ongoing operational activities and services that maintain current performance levels and are repeatable should not be considered to be transformational and should not be constructed as a project.

2.3   Related projects that are interdependent upon each other and work towards shared outcomes should be grouped together as a programme and clearly identified as such within the relevant Corporation frameworks, reporting, and tools.

2.4   Each project or programme must have a defined accountable owner and a responsible owner.

- Accountable owner - This is an officer from the department or institution with the ultimate accountability for the delivery of the project or programme and for defining its desired outcomes and budget constraints.   The accountable departments assign a Senior Responsible Owner (SRO) to the programme or project (see section 5)

- Responsible owner—The responsible owner is someone in the department or party delivering the project or programme. The project or programme can be delivered by the same department as the accountable department, an external supplier, or another department within the Corporation.   The responsible owner must not be the same person as the accountable owner.

2.5   The use of portfolio managers to manage individual portfolios is optional and can be assigned by individual departments as required.   This role can also be undertaken using local PMO structures where these exist.

3   SCOPE OF THE FRAMEWORK

3.1   All revenue and capital projects or programmes considered to be Tier 3 or above (typically over £250k in total estimated cost of the project) come under the requirements of the P3 Framework.

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[1] Derived from the Association of Project Management (APM)

The tiering is defined in Section 4 below. Projects and programmes below Tier 3 thresholds are outside of the framework but can still be managed in accordance with City of London project management guidance and utilising the ePMO system.

3.2 Please note the following specific inclusions to the P3 Framework:

- Projects funded through revenue, transformation projects, capital projects, investment property projects, climate action strategy and innovation projects and programmes

- The P3 Framework also includes all projects and programmes undertaken by the Corporation's Institutions at Tier 3 or above

3.3 The P3 Framework applies to projects and programmes whether funded through ring-fenced funds or otherwise, and includes projects and programmes that have co-funding arrangements. (i.e. this includes co-funded CBF and CoLP projects and programmes).

3.4 Procurements that are not part of a wider project or programme are explicitly excluded from the P3 Framework.

3.5 Projects which fall out of scope of the P3 policy framework initially but then develop as further information comes to light (e.g. due to an increase in estimated whole life cost), will be considered in-scope and enter the project governance gateway process. It is not, in general, expected that projects will need to start from the beginning when they do so. However, advice should be sought from the EPMO on individual cases.

3.6 To allow projects to proceed at the appropriate speed and to ensure that the City Corporation can take advantage of circumstances as they arise, Standing Order 49 authorises the Town Clerk, in consultation with the Projects and Procurement Sub-Committee or the Chairman and Deputy Chairman thereof as appropriate, to vary the P3 Framework in relation to individual projects in cases when it is deemed relevant to do so. Before individual projects are proposed to be varied they must consult with the EPMO and agree an alternative structure to provide a sound basis for justifying the project or programme and for its oversight and control. Variations to the P3 Framework will only be agreed in exceptional circumstances.

4 PROJECT AND PROGRAMME TIERS

4.1 All projects and programmes must be tiered according to financial value, complexity and impact on people and services. The following are the broad definitions of each Tier:

- Tier 0 – Major capital infrastructure programme – High-profile to the City Corporation, directly addresses the strategic outcomes of the Corporation and typically has a total delivery cost of £100m and above

- Tier 1 – Complex – Delivers strategic outcomes for the City Corporation, high levels of uncertainty, requires new or innovative practice, complex to deliver – typically £20m (incl. £20m) and less than-£100m

- Tier 2 – Strategic – Contributes to strategic outcomes, contains uncertainty, requires some technical innovation and with moderate impact upon people – typically £5m (incl. £5m) and less than £20m total delivery cost

- Tier 3 – Aligns to strategic outcomes, clearly defined approach, requires some technical innovation and with minimal impact upon people – typically costs between £250k (incl. £250k) and up to £5m

4.2   A project or programme that is less than a Tier 3 project (typically less than £250k) is considered to be "Business as Usual."   However, Departments and institutions are encouraged to utilise the ePMO system to manage these projects.

4.3   Project or programme managers should use the Corporation's tiering tool to perform the initial assessment prior to submission of Gateway 1.   This tiering tool should be used as guidance with the proposal for the actual tiering made by the project or programme manager with their justification for the proposed tiering of a project. City of London Corporation Portfolio Board or Project and Procurement Sub-Committee can revise tiering should they consider it appropriate to do so. The ePMO will review tiering across the City Corporation and ensure consistency. Any project or programme that starts in a particular tier, but comes into a higher tier will then be subject to the governance arrangements within the new tier.

4.4   Investment property projects and programmes have increased the Tier 3 financial provision and increased the threshold for entering the Gateway process.   These levels can vary and are approved separately in agreement with Resource Allocation Sub Committee (RASC), Investment Committee and City Bridge Foundation.

5   PORTFOLIO GOVERNANCE

Member Governance

5.1   The Policy and Resources Committee will delegate approval of the City Corporation's portfolios to the Resource Allocation Subcommittee (RASC). This approval will occur at the annual meeting of committee Chairs at the Resource Allocation Subcommittee (RASC).

5.2   Projects and Procurement Sub-committee is responsible for:

- Overseeing the total portfolio of projects within the City Corporation and receiving regular dashboard reports on their progress.

- Scrutinising projects, programmes, and portfolios which have notable risks, emerging Issues or lack appropriate mitigation

- Maintaining the definition of the portfolios in use within the Corporation and their constituent project and programmes, including any updates to them

- Setting a timeline for the regular review of the City Corporation's portfolio, programme and project management governance structures

- Calling in Tier 1 – Tier 3 projects or programmes for "deep dives" into their progress ion consultation with the relevant Service Committee (n.b. projects fully funded by CBF or CoLP are excluded).

5.3   Service Committees (i.e. those committing and approving funding as the 'spending' committee) will oversee Tier 1 and Tier 2 projects and programmes.   These Committees will:

- Apply robust scrutiny to the delivery of projects and programmes – including assessment of the value for money of business cases, assessment of strategic risk, representing stakeholders views as well as overseeing the realisation of benefits

- Approve gateways for Tier 1 and Tier 2 projects and programmes at specific Gateways (as laid out in Appendix C)

- Review change requests where the change will result in the total project expenditure exceeding £5m (although the authorisation for the increased budget will rest with RASC or Finance Committee and, where appropriate, Court of Common Council)

- Receive Issues Reports on programmes and projects that have been categorised as "Red" under the status reporting of the City Corporation (including Tier 3 projects).

5.4   Project steering or working groups can be created for a project or programme. There are no prescribed formal terms of reference for their governance, however they could be used to engage with external stakeholders and provide recommendations to the Project or Programme Board. In such cases, in the first instance, the EPMO should be consulted and engaged to provide advice.

5.5   Projects that are fully funded by City Bridge Foundation (CBF) have specific governance approvals separate to that from the remainder of the City Corporation.   Where projects are part-funded by CBF then they should seek approval from the relevant Service committee/s in addition to the relevant committee/s of City Bridge Foundation.

5.6   Tier 0 projects and programmes (i.e. capital programmes with a value of £100m+ directly delivered by the City Corporation) will be overseen initially by Service Committees during the feasibility stage. Once robust business cases have been agreed by Service Committees, they will require the approval of the Policy and Resources Committee and the Court of Common Council.

5.7   Collaborative projects and programmes which engage or impact multiple Service Committees will be assessed by the ePMO team on a base-by-basis basis in consultation with the Service Committee Chairs and the Town Clerk to establish the most efficient and effective governance arrangements.
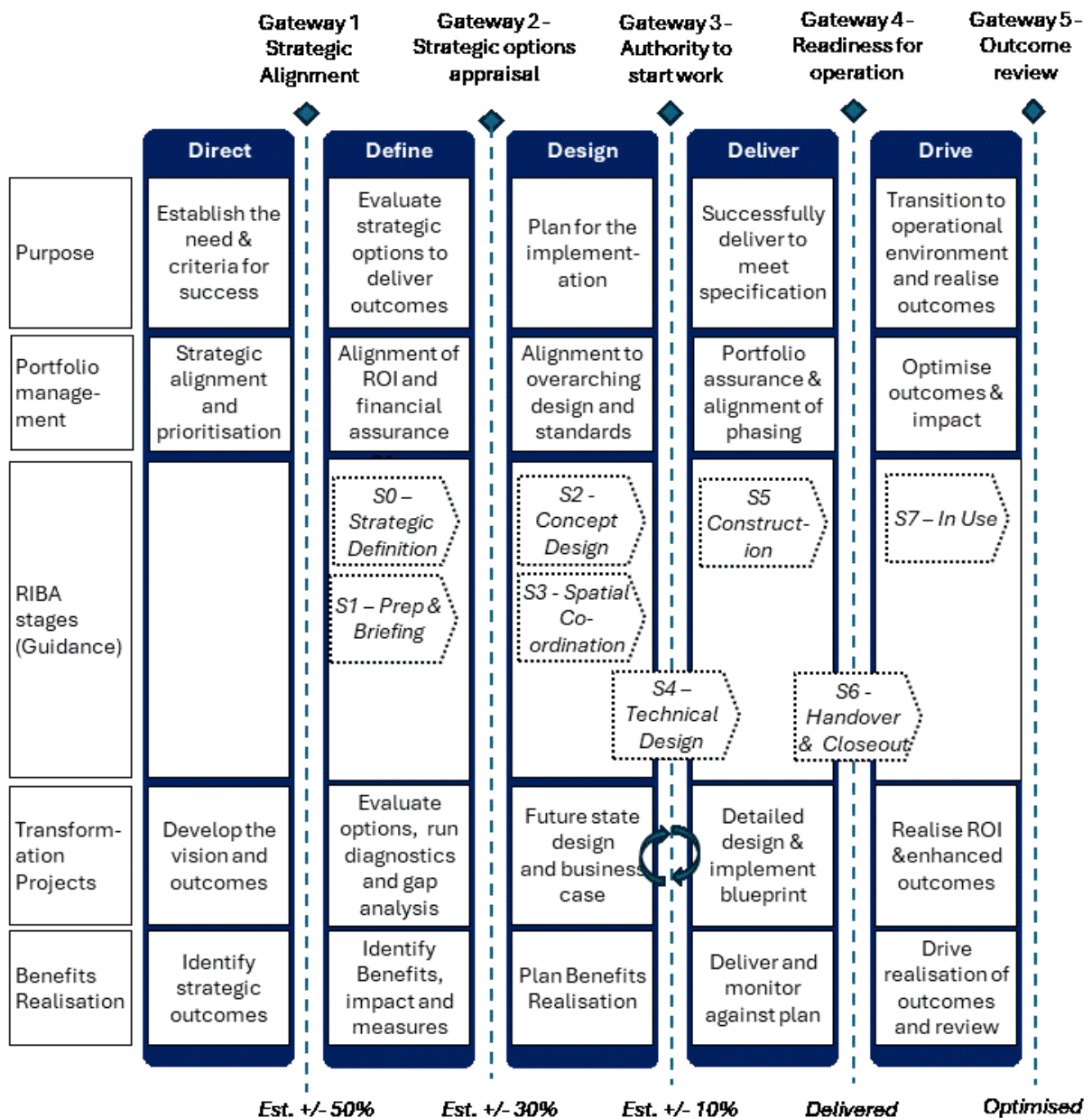
Officer Governance

5.8   The City Corporation operates an officer-level City of London Corporation Portfolio Board. The Town Clerk chairs this Board which meets monthly. The City of London Corporation Portfolio Board is responsible for:

- Holding strategic oversight of delivery and strategic risks and opportunities, ensuring projects and programmes deliver the Corporation's strategic aims, value for money and social value.

- Has oversight of each of the Corporation's portfolios and will receive regular strategic dashboards - updating on key projects which require intervention and oversight by Portfolio Board as well as Portfolio level risks and benefits

- Makes recommendations to Members on the relative strengths and weaknesses between potential investments in projects and programmes

- Undertakes "Deep dives" into portfolios, programmes and projects at its request

- Endorses business cases for Tier 0-Tier 1 gateway papers before they are submitted to Member Committees – Portfolio Board can require changes before submission to Members and can advise Members on these submissions

5.9   In addition, each Portfolio of the City Corporation has its own departmental/institutional Portfolio Board.   Departmental Portfolio Boards oversee the pipeline of projects and programmes within their portfolio and are chaired by a 'Portfolio Executive'.   The boards assign SROs to Tier 1-3 projects and programmes within their Portfolio.

5.10 In addition, sub-portfolio boards may be established at the instigation of the departmental portfolio board. Should a Portfolio Executive deem these necessary, then they will assign an SRO to the sub-portfolio.

5.11 The department or institution concerned will provide any secretariat requirements for the portfolio, programme or project boards.

5.12 The Chamberlain and Chief Financial Officer Chairs the Chamberlain Assurance Board. This Board makes recommendations to City of London Corporation Portfolio Board on the financial viability of gateway submissions . It also makes recommendations to City of London Portfolio Board on prioritising the investments required in the Corporation's pipeline of projects and programmes. The Board is primarily focused upon significant capital and revenue projects at Tiers 0 - Tier 1 projects although can also call in projects of any other tier.

5.13 Each Portfolio will have a 'Portfolio Executive' who holds overall accountability for the portfolio. This is normally a Executive Leadership Board (ELB) member assigned by the City of London Corporation Portfolio Board. This individual will also sit on this Board.

5.14 Senior Responsible Owner (SROs) will be assigned to portfolios, sub-portfolios, projects and programmes as follows:

- Sub-Portfolios – A direct report to an ELB Member assigned by the 'Portfolio Executive' of a Portfolio

- Tier 0 Project or Programme (Pipeline and Delivery) – SLT member assigned by the City of London Corporation Portfolio Board

- Tier 1 project or programme – SLT member or next tier thereof, assigned by the Departmental Portfolio Board

- Tier 2 project or programme – A direct report to a SLT member assigned by Departmental Portfolio Board

- Tier 3 project or programme – Assistant Director or above assigned by the Departmental Portfolio Board

5.15 Each programme under the scope of the P3 Framework must have a programme board. These will normally be Chaired by the Senior Responsible Officer (SRO) of the programme. All programmes and projects must agree and document their decision-making governance. For projects, this is normally expected to be exercised through a Project Board although the decisions for this Board can be undertaken via correspondence where the size of the project does not warrant dedicated meetings. Advice can be provided by the ePMO team where required.

5.16 The department responsible for the delivery of each project or programme will assign a Project or Programme Manager.

6 THE CITY OF LONDON CORPORATION GATEWAY PROCESS

6.1 All projects within the scope of the P3 Framework will follow a gateway process for project development and delivery. Projects and programmes are generally expected to follow each gateway in sequence, although options exist for fast-tracking the gateways for Tier 3 and Tier 2 projects with approval from the Departmental Portfolio Board or Portfolio Executive. The governance levels and extent of documentation required will differ according to each tier of the project or programme. The gateways are shown in the diagram below.

	Gateway 1 – Strategic Alignment	Gateway 2 – Strategic options appraisal	Gateway 3 – Authority to start work	Gateway 4 – Readiness for operation	Gateway 5 – Outcome review
	Direct	**Define**	**Design**	**Deliver**	**Drive**
Purpose	Establish the need & criteria for success	Evaluate strategic options to deliver outcomes	Plan for the implement-ation	Successfully deliver to meet specification	Transition to operational environment and realise outcomes
Portfolio manage-ment	Strategic alignment and prioritisation	Alignment of ROI and financial assurance	Alignment to overarching design and standards	Portfolio assurance & alignment of phasing	Optimise outcomes & impact
RIBA stages (Guidance)		S0 – Strategic Definition / S1 – Prep & Briefing	S2 - Concept Design / S3 - Spatial Co-ordination / S4 – Technical Design	S5 Construct-ion / S6 - Handover & Closeout	S7 – In Use
Transform-ation Projects	Develop the vision and outcomes	Evaluate options, run diagnostics and gap analysis	Future state design and business case	Detailed design & implement blueprint	Realise ROI &enhanced outcomes
Benefits Realisation	Identify strategic outcomes	Identify Benefits, impact and measures	Plan Benefits Realisation	Deliver and monitor against plan	Drive realisation of outcomes and review

Est. +/- 50%	Est. +/- 30%	Est. +/- 10%	Delivered	Optimised

6.2 The gateway process serves as checkpoints where decisions are made to continue, hold, rework, or terminate a project. At the initial gateways (Gateways 1 to 3), business cases will be produced, and unviable projects and programmes should be identified early and closed. As the project evolves and more accurate business cases are made, the expectation is that the confidence range of costs and benefits will narrow as Officers obtain greater certainty about the project and the associated risks and issues.

6.3 Projects, from their conception, should estimate the total cost, risks and benefits of delivery and state the assumptions used in their calculations. At gateway 1, these may, for example, be based on estimates from other similar projects undertaken. Reviewers of business cases should challenge the assumptions, examine any potential bias, and seek dissenting opinions. The critical decision at each gateway is to determine whether there is sufficient clarity as to whether

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it is worth investing further resources to proceed to the next gateway or whether the project should be stopped.

6.4   Projects and programmes proceed through a sequential series of phases and gates.

Phase	Key Activities	Documentation and artefacts
1 – Direct	The purpose of the direct phase is to develop a compelling argument for the necessity of the programme/project and to ensure its alignment with strategic objectives whilst recognising affordability limitations. Where there are two departments involved in a project, an accountable and responsible department or institution, then it is expected that the accountable portfolio (client) will normally undertake this stage of the work. They will specify when they intend to hand the work over to any delivery team. A strategic case is produced that: • Outlines the compelling narrative as to why the project or programme is required and required at this time • Assesses the proposed outcomes consistent with the City Corporation's strategic objectives – including alignment to the Climate Action Strategy, impact on communities and businesses • An initial tiering is produced using the tiering assessment tool • An assessment of the cost saving potential, revenue generating potential, as well as the extent to which it addresses statutory requirements or risk reduction • Considers early cost/benefit analysis where applicable • Provides initial assessments of timescales and complexity • Outlines affordability and budget constraints • The source of proposed funding is identified and whether the funds have already been included within the capital plan • Explains the alignment to sustainability goals of the City Corporation and the net zero design standard	Mandatory documents: • Strategic Case – including cost and benefits estimate • First iterations of tiering Assessment Optional documents: • Governance schedule • Procurement schedule • RAID Log

Phase	Key Activities	Documentation and artefacts
	• Identifies the governance arrangements for the future gateways • Explores any relevant lessons learned from similar projects • The likely procurement stages that will be required and at which stages of the gateway process Once the gateway has been approved, assign Project or Programme Manager and establish the Project or Programme Board as required.	
2 - Define	The purpose of the define phase is to explore strategic options and develop a robust outline business case that will inform decision-making and ensure that the best approach is selected. • An outline business case is produced containing several options for the delivery of the project or programme • Evaluate costs estimates for each option – this includes the cost and risk of doing nothing • Evaluate the funding strategy for each option • Re-evaluate the Governance & Procurement Approval Timeline • The initial Risks, Assumptions, Issues and Dependencies (RAID) developed at Gateway 1 is further updated • Perform a sustainability climate impact assessment against the design standard – where relevant, this should include taking a full lifecycle view from inception to decommissioning • Develop the plan for the subsequent gateways together with the budget for the design stage – this will be encapsulated in a project brief • Benefits development - gather data and evidence for community/business need, consider co-design and stakeholder engagement and define 'measures for success'. At this stage, any requirement for people, change management and transformation is identified within the business case. In addition the define stage is	Mandatory documents: • Outline Business Case – including cost estimates with assumptions and benefits • Climate Impact Assessment (Net Zero Design standard for construction) and other climate action considerations • Project Brief Optional documents: • Tiering Assessment • An initial project initiation document (PID) (will be iterated throughout the project) • Governance & Procurement Approval timeline • Stakeholder engagement plan and change management plan

Phase	Key Activities	Documentation and artefacts
	where the design standard would be first implemented.	• Equalities Impact Assessment (when relevant) • Benefits map • Procurement strategy (PT3) • Procurement award report (PT8) post-tender
3 - Design	The purpose of the design phase is to develop a detailed business case, create comprehensive project plans, and ensure the project is ready for implementation. This stage involves refining the preferred option and undertaking an outline design. By the end of this stage the programme or project must have secured the necessary budgetary approvals. Key activities include: • Develop a detailed business case for the preferred option approved at Gateway 2 • Re-evaluate cost estimated for the preferred option • Re-evaluate funding strategy for preferred option • Re-evaluate the Governance and Procurement Approval Timeline for preferred option • Create a Project Schedule • Update the RAID log • Develop an Outcomes Delivery Plan • Establish the project/programme budget. • Develop a Procurement Plan. • Prepare a Project Brief At Gateway 3 ("Authority to start work"), a proposed confidence range for all benefits, costs, risks, and schedules must be submitted.	Mandatory documents: • Full Business Case – including cost estimates with documented assumptions • Project Initiation Document (PID) – including resource schedule • Project Schedule • Updated RAID log • Outcomes Delivery Plan (incl. benefits register) Where relevant, the next iterations of: • Tiering Assessment • Governance & Procurement Approval timeline • Stakeholder engagement plan and change management plan • Equalities Impact Assessment (Mandatory when relevant)

Phase	Key Activities	Documentation and artefacts
		• Climate Impact Assessment Optional documents: • Procurement strategy (PT3) • Procurement award report (PT8)
4 - Deliver	The purpose of the deliver phase is to successfully deliver the project or programme by executing the project plan, managing resources, and ensuring that deliverables meet the specified requirements and objectives. This stage focuses on the actual implementation of project activities for projects and coordination of benefits and outputs for programmes. This phase can include completing the detailed technical design. Projects: • Execute project tasks according to the project plan. • Monitor and control project progress, ensuring alignment with the project schedule. • Manage project resources, including personnel, budget, and equipment. • Implement change control processes to manage project changes. • Conduct regular status meetings and report progress to stakeholders. • Perform quality assurance to ensure deliverables meet specified requirements • Handle project risks and issues as they arise. Programmes: • Coordinate and oversee the execution of multiple related projects. • Ensure alignment of projects with the programme's strategic objectives.	Mandatory documents: • Project/ Programme Status Reports • Action and Decision log (updated continuously) • RAID log (updated continuously) • Benefits dashboard Optional documents: • Issues Reports • Change Requests • Operational readiness review • Closure plan • Procurement strategy (PT3) • Procurement award report (PT8)

Phase	Key Activities	Documentation and artefacts
	• Manage interdependencies and resource allocation across projects. • Monitor the delivery of programme benefits and outputs. • Implement change control processes to manage programme-level changes. • Conduct regular programme status reviews and stakeholder communications. • Perform quality assurance to ensure programme outputs meet strategic objectives. The default approval required for the end of the delivery phase is the SRO of the project or programme. This can be changed to the Project Manager or a service Committee according to the nature of the project or programme. Where delegated to the Project Manager, they must mark the completion of the end of phase on the ePMO system. However, in most circumstances, it is also recommended that an operational readiness review and accompanying documentation is produced.	
5 - Drive	The purpose of the drive phase is to complete the project or programme by transitioning deliverables to the operational environment, capturing lessons learned, and formally closing the project or programme. This stage ensures that all objectives are met, benefits are realised, and the success of the project or programme is measured against financial, non-financial, and strategic goals. • Oversee the transition of programme outputs to business-as-usual operations • Conduct a final programme review and gather feedback from stakeholders • Perform a benefits realisation review to confirm that expected benefits have been achieved (this should address the realisation of sustainability goals) • Capture and document lessons learned • Formally close the programme and release programme resources	Mandatory documents: • Programme or Project Closure Report • Outcome Report • Lessons Learned Report NB This can be one document if the project or programme is closed prior to Gateway 3. Optional documents: • Project Casestudy

Phase	Key Activities	Documentation and artefacts
	• Ensure ongoing monitoring of benefits delivery is established The Audit Team will: • Select projects and programmes for formal evaluation and audit reports developed as necessary	

6.5 The ePMO monitors the progress of projects from start to finish and will use the ePMO system as the basis to do so. Departmental project teams are required to use the system and maintain up-to-date information regarding each project or programme. This specifically includes project schedules, risk and issues, gateway submissions, tiering assessment, project team resourcing, issues reports, closure reports, status reports and change control.

6.6 The P3 Policy Framework sets out minimum requirements for project and programme management within the City of London Corporation. Other documentation may be required to adhere to standards such as RIBA, the City Corporation's net zero design standard, or specific Hproject or programme requirements. The City Surveyor's Property Projects Division provides advice on the equivalent RIBA stages.

6.7 Projects and programmes are expected to consult with the ePMO, the commercial team, Digital Information and Technology Services (DITS), the Town Clerk and Chamberlains in the first stage and on an ongoing basis.

Alignment with Financial Processes

6.8 The approval of budgets (both capital and revenue) and funding is set out within the financial regulations. Progress through the gateway stages will not supersede or replace other financial approvals.

6.9 No expenditure should be incurred, either capital or revenue, without appropriate approvals as outlined in the scheme of delegation.

6.10 A project may consist of both capital and revenue budgets, but these would be classified as one project in total.

6.11 A project with purely revenue costs will be managed in line with other revenue budgets, meaning costs must be coded directly to revenue cost centres to ensure clarity and transparency of reporting. Should feasibility costs initially incurred as revenue costs, subsequently be identified as capital, these can then be transferred to a capital cost centre.

6.12 Quarterly forecasts for the current financial year, and life of the project must be provided in line with the corporate monitoring guidelines to identify over/underspends and slippage within the

capital programme. Major projects (Tier 0) must provide monthly forecasts in line with major project reporting timelines.

6.13   Gateway reports should include the capital and revenue budgets confirming these are still sufficient to cover the remaining forecast expenditure. If forecasts are expected to exceed these budgets, appropriate approvals to increase budgets must first be confirmed before proceeding to the next gateway.

Alignment with Procurement Processes

6.14   A project or programme may have procurements throughout the conception and delivery of the project or programme.   These can include the need for client advisors or for a main delivery contractor.   At Gateway 1, the project or programme should identify the procurements that will be necessary at each phase and provide a plan in alignment with the gateways.

6.15   Procurement governance is designed to ensure that all procurement is adequately scrutinised without creating unnecessary delay. Specific consideration has been given to procurements which are a part of wider project. For procurements which are part of a project, development and approval of the procurement strategy will follow the same governance as any other procurement. However, at the award stage, either the Chief Officer or the Category Board (dependent on contract value) will prepare their recommendation report which will be sent to the Senior Responsible Officer for the project. From that point it is back within project governance and the Commercial Services team will await confirmation that the award decision has been approved before continuing to complete the documentation.

6.16   All contracts will be subject to the Responsible Procurement Policy that requires contractors to contribute toward the City Corporation's responsible procurement commitments. Expectations of supply chain should be considered as part of the benefits realisation plan.

Alignment with Impact and Benefits Realisation Management (BRM)

6.17   Project and programme managers will ensure that the impact of projects and programmes, including responsible procurement, climate impact, social value and benefits/outcomes are assessed and managed throughout the project lifecycle.   Project Managers should consult the benefits strategy and framework which defines the unified approach to benefits management to be taken throughout the City Corporation. The Corporate impact and benefits team can be consulted upon for advice (via epmo@cityoflondon.gov.uk) and will work with Project Managers on assurance and monitoring throughout the project's delivery and closure.

6.18   Responsible procurement is a critical aspect of delivering impact through our contracts and project delivery. The Responsible Procurement Policy applies to all contracts awarded by the City Corporation. It specifies specific actions required from Project Managers with purchasing responsibilities as well as suppliers. Where appropriate, Project Managers will ensure that the Benefits Realisation Plan of the project contains appropriate actions upon suppliers.

6.19   All projects are encouraged to demonstrate measurable outcomes to meeting the targets within the Climate Action Strategy l(CAS). This is mandatory for those projects which are fully funded or co-funded by the Climate Action Strategy (CAS). All projects are required to complete a Climate Impact Assessment at Gateways 2 and to obtain approval from the Climate Action

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Strategy team. This is part of the assurance process within the ePMO system. For construction projects, this will include compliance with the Net Zero Design Standard.   Where at Gateway 2 it has been assessed that there is a climate impact, then at Gateway 3 there will be a further quantification and mitigation of the assessment.

Variations on the Gateway process

6.20   Project Managers can access variations to fast-track projects through the gateways for Tier 2 and Tier 3 projects and programmes.

- Tier 2 projects can combine Gateways 2 and 3 where, for example, no options are to be considered for the delivery of the project or programme

- Tier 3 projects can combine Gateways 1 to 3 and proceed directly to 'Authority to Start Work' where, for example, there is already agreed funding for the project or programme

6.21   When Gateways are combined, the justification must be included within the first Gateway submission that the project or programme undertakes. The Departmental Portfolio Board or Portfolio Executive decides whether to accept the proposed combination. The ePMO team can be consulted for advice.

6.22   An additional gateway can be utilised after Gateway 2 (Gateway 2b). This Gateway is only for those projects or programmes that need to fix a budget before entering the design phase and then subsequently vary the scope of the work during this phase. This additional gateway needs to be established and proposed as part of the first gateway submission and in consultation with the Service Committee/Institution concerned, the ePMO team and financial services team.   Any additional Gateway 2b will follow the same governance approvals as Gateway 2.

6.23   Programmes may have individual projects or phasing that require a funding request separate from the main programme submission. In this situation, these projects can commence the gateway process at the last stage of the overall programme and do not need to recommence from the first gateway.

7   APPROVAL OF GATEWAY SUBMISSIONS

7.1   The pathway for approving gateway submissions will depend upon the project or programme's tiering and the specific gateway involved. The principle is that the required governance for the project or programme increases as its cost and impact increases.   The general routes for approval are as follows:

- Tier 3 – Authority for approval of all gates rests with the Portfolio Executive

- Tier 2 – Authority for approval rests with the Service Committee(s) for Gateways 2, 3 and 5

- Tier 1 – Gateway submissions must be approved by City of London Portfolio Board prior to submission to Service Committee(s) and at Gateway 3 ("Authority to Start Work") the project will need to be approved by Court of Common Council

- Tier 0 - Whilst Tier 0 programmes are at a feasibility stage (i.e., Gateways 1 and 2) and are part of the pipeline of potential projects and programmes, they will be overseen by the

relevant Service Committee. At Gateway 3, the project or programme will need to propose the Member governance for the programmes which will be approved by the Court of Common Council.

7.2   In addition, where Tier 0 - Tier 2 programmes require approval for entry onto the Capital Programme then they must do so prior to Gateway 3 ("Authority to Start Work) through an approval by Resource Allocation Sub Committee (RASC).

7.3   Please see Appendix C for the precise officer boards and committees required at each Gateway for each Tier.

7.4   All gateway submissions must be submitted and managed through the ePMO system.

7.5   All projects must have satisfied officer governance prior to being considered by Members. For each Gateway Paper, officers will liaise with the Town Clerk's department in order that the Report is considered by all relevant Committees in a timeframe and order which will ensure governance is both expeditious and effective.

Officer Approvals

7.6   The relevant project or programme board will endorse all gateway submissions (except for the first Gateway).

7.7   Chamberlain's Assurance Board must receive all Gateway submissions for Tier 0 and Tier 1 (except Gateway 4). The board may call in Tier 2 projects and programmes if it wishes.

7.8   City Corporation Portfolio Board will act in an advisory capacity to Members for Projects and Programmes.   Before submission to Members, it must endorse all gateway submissions for Tier 0-1 projects and programmes.

7.9   Projects or programmes fully funded by City Bridge Foundation (CBF) have their own approval route.   These projects will be approved by the CBF Portfolio Board. They are not required to be endorsed by either City of London Corporation Portfolio Board or Chamberlain's assurance board.   Where projects are part funded by CBF then they should seek approval from both the relevant Committees.

7.10   Projects requiring City of London Police (CoLP) endorsement will need to attend both the CoLP Strategic Change Board and the CoLP Strategic Finance Board.   Other Officer boards within CoLP are not required. However, the membership of these boards should be consulted as part of the construction of business cases and in project delivery.

7.11   No additional Officer governance requirements exist for projects fully funded by the City Corporation. Any further proposed Officer-level governance should be considered optional and non-mandatory.

Member Approvals

7.12   The Court of Common Council must approve Gateway 3 submissions with estimated costs above £20m.

7.13   Additional Member governance requirements may apply to individual departments or institutions with cross-policy implications or cross-funding arrangements. The ePMO can advise on these requirements. In addition, the Projects and Procurement Sub-Committee and/or the Policy and Resources Committee will advise on the precise Member governance requirements for individual projects and programmes with multiple Member interests. This includes explicitly Information Communication Technology (ICT) and transformation projects and programmes that are cross-cutting in nature.

7.14   Whilst capital Tier 0 programmes are at a feasibility stage (i.e., Gateways 1 and 2) and are part of the pipeline of potential projects and programmes, they will be overseen by the relevant Service Committee. At Gateway 3, the project or programme will need to be approved by the Court of Common Council. After this approval, oversight will be undertaken by a committee determined by Court of Common Council.

Urgency and delegated authority

7.15   Officers planning to submit papers to Committees should understand the Committee timetables and plan around them accordingly. A governance schedule should be constructed at the early stages of project planning and advice sought from the governance team. Urgency procedures should only be used in exceptional circumstances.

7.16   Where a decision is required rapidly and must be made outside of the regular Committee timetable, this can be done via the 'Urgency' system (see Standing Orders of the Court of Common Council: 41. Decisions between Meetings). In these instances, the power to make a decision will be delegated to the Town Clerk. Before exercising this power, comments from the Chairman and Deputy Chairman of the relevant Committee(s) will be sought.

7.17   Urgent requests are submitted to the relevant Committee Clerk, who will make representations to the Town Clerk and Chairman and Deputy Chairman of the Committee.

7.18   A full gateway report as would normally be submitted to the relevant committee(s) must be provided. If the decision is urgent and delegated authority has not previously been requested, you must provide a justification for the urgent decision (i.e. why can it not wait until the next meeting, why were you unable to present it at the previous meeting?). Once a decision has been taken it is reported to the next meeting of a committee and is reflected in the minutes of that meeting.

7.19   At meetings, Committees may decide they do not have enough information on the sitting date to make an informed decision and they may request additional information to be provided. Under such circumstances they may decide to delegate that decision outside of committee on receipt of the requested information. In these circumstances, the approval process is the same as for urgent approvals.

8 PORTFOLIO, PROGRAMME AND PROJECT STATUS REPORTING

8.1   The project or programme manager for every programme and project under the scope of the P3 Framework will submit a monthly status update report according to the City of London Corporation programme reporting timetable and using the ePMO system.

8.2   The following broad definitions are used as the status for each project or programme:

	Description	Indicative Budget Variance (Excl. Risk provision)	Indicative Schedule Variance
GREEN	Successful delivery of the project/programme to time, cost and quality appears highly likely, and there are no major outstanding issues that at this stage appear to threaten delivery	<5%	<5%
AMBER	Successful delivery appears feasible, but significant issues already exist requiring management attention. These issues appear resolvable at this stage and, if addressed promptly, should not present a significant cost/schedule overrun.	5-15%	5-15%
RED	Successful delivery of the project/programme appears unachievable. Major issues at this stage do not appear to be manageable or resolvable. The project/programme may need rebasing and overall viability re-assessed.	>15%	>15%

8.3   Please see Appendix D for other recommended criteria.

8.4   The City Corporation ePMO will produce strategic Portfolio Dashboards for each Portfolio according to the reporting timetable. These will be used as the basis for departmental portfolio board meetings.   In addition, they will produce a single Portfolio Dashboard for the City of London Corporation portfolios and Tier 0 programmes. This document will report the progress of the Corporations' Portfolios, Programmes, and Projects at the City of London Corporation Portfolio Board and the Project and Procurement Sub-Committee, with the individual portfolio dashboards attached for information.

8.5   In addition, the impact and reporting team will produce Portfolio dashboards relating to benefits realisation and management, working with Project Managers and Portfolio Executives to provide assurance against benefits forecasts, delivery and risk.

8.6   There are in addition separate budget monitoring requirements from the financial services team of Chamberlains.

9   CHANGE CONTROL

9.1   Throughout the production of gateway submissions, a proposed confidence range for the overall benefits, costs, and schedules of the project must be submitted. The project or programme manager must raise a change control whenever:

- The outcomes or specifications will be significantly different to that which have been agreed upon, i.e. there will be a shortfall against one or more of the key objectives

- The scope changes significantly due to regulatory changes, stakeholder requirements, project risk mitigation or missing requirements

- The financial implications will be higher than the agreed confidence range (capital or revenue expenditure)

- The expected benefits are lower than the agreed confidence range

9.2   When smaller changes are required below these thresholds then they should still be recorded in the ePMO system but can be approved by the Senior Responsible Owner (SRO).

9.3   The process contained within this section is separate to any contractual project change process that individual projects or programmes may have with suppliers.

9.4   The relevant departmental Portfolio Board must review the change control. Changes to projects and programmes can then be approved as follows:

- Tier 3 projects: by the relevant departmental Portfolio Board, providing that the total estimated expenditure of the project will not exceed £5m or if the change is accounted for by costed risk provision

- Tier 2 projects: by the Service Committee concerned

- Tier 1 projects: by the Service Committee concerned via the City of London Portfolio Board

- Tier 0 project: All change requests for Tier 0 projects are submitted to the City of London Corporation Portfolio Board. The lead Service Committee approves the change if the project is before Gateway 3. If it is after Gateway 3, then the agreed governance committee approves the change control.

9.5   In addition, if additional City Corporation resources are required (i.e., from central resources, not local risk budgets), the change request must be approved at the next meeting of the Resource Allocation Subcommittee and from Finance Committee for appropriate adjustments to the City Corporation's Capital Programme.   If the change control results in additional expenditure then the business case should be reviewed by the project manager and the SRO to determine whether the project is still viable.

9.6   Once approved, the change is integrated into the project schedule and resourcing, and a revised PID is issued to the Project or Programme Board.   The project will no longer be considered "Red," and progress will be reported against the new plan.

9.7   Any proposed project scope, timeline, updated PID or resource changes must be submitted using the ePMO system. This will include details such as the nature of the change, rationale, budgetary impact, and resource implications.

10 RISK MANAGEMENT

10.1   Risk management is designed to address the proven tendency to be biased regarding capital costs and operating costs, project duration, and benefits delivery.   Within the Corporation both 'costed risk' and 'optimism bias' approaches are utilised.   Both approaches are mandated for projects which are Tier 0 or Tier 1.   They are outlined in the diagram below.
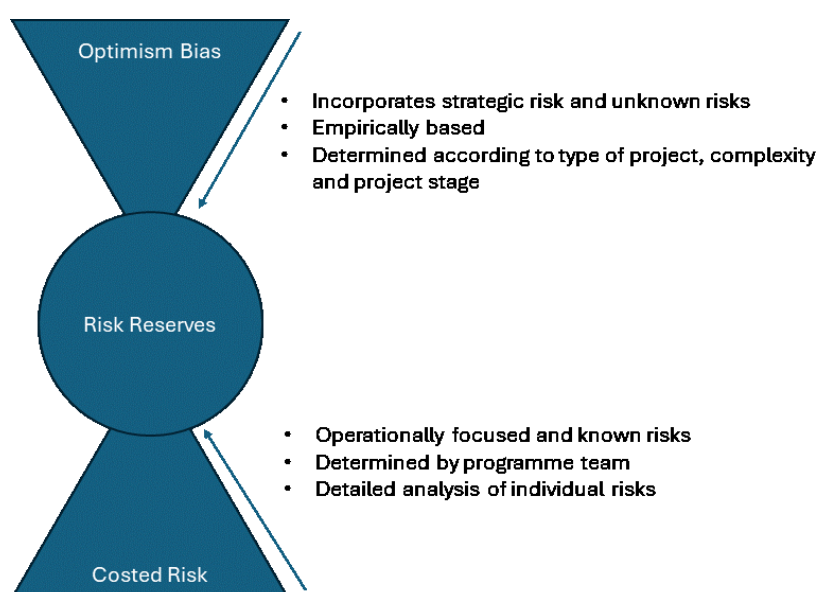
10.2   The costed risk analysis determines the overall costed risk provision.   Any agreed Costed risk provision will be set aside from the project budget and cannot be accessed without a budget adjustment being authorised by the project or programme's SRO. If the cumulative total costed risk drawn down by a project exceeds or is equal to £500,000, then a progress report detailing the reasons for the drawdown will be required for City of London Corporation Portfolio Board and the Service Committee concerned.

10.3   Where an optimism bias analysis has determined that there is likely to be further risk that has not yet been identified, then the additional provision can form an 'opimism bias' reserve.   This provision can only be drawn down from authorisation from the Service Committee concerned as well as Finance Committee.

10.4   A completed corporate risk register is a compulsory requirement upon all projects and programmes within the scope of the P3 Framework. The ePMO system will be used for all aspects of the risk management process, including risk registers, assessment results, mitigation plans, and contingency plans.

10.5 Officers can request a costed risk provision at each Gateway stage based on seeking a provision to deal with contingent items (should they arise) before the next Gateway.   The provision will not automatically roll forward at each gateway, and the case for costed risk must be made again. In addition, costed risk or optimism bias provision funding awarded for closed risks will be returned to its source at the next Gateway opportunity.

10.6 The ePMO, as well as the Audit service, will instigate reviews of risks across the Corporation's portfolios, programmes and projects.

11   PROJECT AND PROGRAMME CLOSURE

11.1 Once a project has entered the Gateway process it must have a formal closure. The closure process is triggered upon practical completion of deliverables or the project's cancellation. Formal procedures apply both at the planned conclusion of the project after delivery (Gateway 5) or when the project or programme is closed at an earlier Gateway.

11.2 Closure reports must be submitted within twelve months of a project or programme entering Gateway 4 or after the decision to close a project. Should this not be possible (e.g., due to a commercial dispute), the closure report is still required within the twelve-month window; however, a supplementary outcome report can be produced later.

11.3 Closure reports are required to be submitted as follows:

	Before Gateway 3 (Authority to Start Work)	After Gateway 3 (Authority to Start Work)
Tier 0	The relevant Service Committee	The relevant Committee
Tier 1	The relevant Service Committee	The relevant Service Committee
Tier 2	City of London Corporation Portfolio Board	City of London Corporation Portfolio Board
Tier 3	Departmental Portfolio Board	Departmental Portfolio Board

11.4 The project or programme manager must update the status of the project or programme on the ePMO system. Projects and programmes should continue to provide status reports and be updated on the portfolio dashboard until they have been formally closed.   A project can only be formally closed once a member of the ePMO team has approved it to do so.

11.5 The Project and Procurement sub-committee (PPsC) will be informed of projects and programmes that have been closed through portfolio reporting.

11.6   Projects are encouraged to capture lessons learned throughout the project lifecycle, but this exercise must be undertaken as part of the final phase. The approach to lessons learned should be defined and approved as part of the Project Initiation Document (PID).

11.7   The closure report must follow the template and should outline the project's outcomes, its benefits (and disbenefits), completion of project deliverables, stakeholders' satisfaction, resolution of any commercial disputes, settlement of accounts for the project, and successful handover to an operational environment.

11.8   Projects must consider case study opportunities with communities, businesses and stakeholders as the project delivers against it's aims. In addition, consideration should be given to lessons learned concerning benefits management to apply to future projects/programmes.

APPENDIX A – GLOSSARY OF TERMS

Term	Definition
Benefit/output/outcome	Benefit A positive and measurable impact of change. Output The tangible or intangible product typically delivered by a project. Used interchangeably with deliverable and product. Outcome The changed circumstances or behaviour that results from the use of an output and leads to realisation of benefits Definition from APM Body of Knowledge 7th edition
Benefits Management and Realisation	Benefits management is the identification, definition, planning, tracking and realisation of benefits. Benefits realisation is the practice of ensuring that benefits are derived from outputs and outcomes. Project success is the satisfaction of stakeholder needs and is measured by the success criteria agreed at the start of a project. Definition from APM Body of Knowledge 7th edition
Biodiversity	The variety of plants and animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity. Biodiversity has its own value and has social and economic value for society.
Capital project	A long-term, substantial investment project aimed at creating, improving or maintaining a significant physical asset such as infrastructure, buildings or machinery.
Carbon Footprint	The amount of carbon dioxide (CO_2) emissions associated with all the activities of a person or other entity (e.g., building, corporation, country, etc.).
Carbon sequestration	The process by which a carbon sink, such as forestry, reduces the amount of greenhouse gases in the atmosphere. The City Corporation is protecting and enhancing carbon removal potential through land management practices and habitate creation.
Climate Action	Efforts taken to reduce greenhouse gases and build resilience to create adaptability to climate change.
Climate Action Strategy	The City Corporation's Climate Action Strategy was adopted in 2020 and is a fully funded strategy with £68m to invest across six years. We have committed to the following four targets: Achieve net zero carbon emissions from our own operations by 2027: Emissions refers to direct emissions produced by our activities and assets that we own or control.

	Operations refers to the sites, mainly buildings, that the City Corporation owns and operates, which include offices, residential housing, open spaces, schools and markets.
	Achieve net zero carbon emissions across all our activities, including investments and supply chain, by 2040:
	Emissions refers to indirect emissions produced by our activities and assets that while we do not control of, we have influence over them.
	Value chain refers to our financial investments, leases and supply chain.
	Support the Square Mile to reach net zero by 2040:
	Emissions refers to city emissions produced from buildings, public spaces, infrastructure, operations and stakeholders in the Square Mile.
	Square Mile refers to all buildings, public spaces, infrastructure, operations and stakeholders within the 1.12 square mile of the City of London.
	Building climate resilience across our buildings, public spaces and the Square Mile:
	Building resilience refers to making interventions to mitigate the risks of climate change.
Climate Change	The United Nations Framework Convention on Climate Change defines this as a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere, and which is in addition to natural climate variability observed over comparable time periods.
Climate Impact Assessment	An Assessment to be carried out for every project, tailored to project type and tier, which assesses the impact of the project on the climate and CAS. It might include compliance with our Net Zero Design Standard, Circular Economy Framework, planning guidance, climate resilience, and impact on nature and biodiversity.
Climate Resilience	The ability to prepare for, recover from and adapt to the impacts of climate change. For the City of London this will mean hotter drier summers, warmer wetter winters, more extreme weather events and sea level rise.
Costed risk provision	Funding allocated to project budgets to deal with risk items, should they arise.
Embodied Carbon	The carbon footprint of a material. It considers how many greenhouse gases (GHGs) are released throughout the supply chain and is often measured from cradle to (factory) gate, or cradle to site (of use).
Gateway Process	Current governance procedures for projects within the City Corporation. Projects proceed incrementally through stages subject to approval at each gateway.
Greenhouse Gases (GHGs)	Greenhouse gases contribute to the greenhouse effect, which prevents heat loss from the Earth's atmosphere. Primary greenhouse gases include carbon dioxide, methane, and water vapor, with others like nitrous oxides

	and fluorinated gases. Human activity has increased concentrations of these gases.
Issue	Issues are risks that have materialised. They are the current problems or obstacles that are affecting the project or programme.
Issues Report	Reports outlining issues which could impact on project delivery and require attention. Issues reports can be submitted at any stage.
Nature Recovery	The process of restoring and improving the natural environment to benefit wildlife and people. It includes creating wildlife-rich places, restoring habitats, and improving access to nature.
Net Zero Design Standards	An internal set of standards to accelerate the net zero transition of our housing, corporate and investment portfolios. Designers and developers must comply by incorporating net zero and climate resilience considerations across the whole life cycle of an asset.
Net Zero Emissions	This is achieved when emissions of greenhouse gases caused by human activity to the atmosphere are balanced by removals over a specified period.
P3 Framework	Framework for application of projects to ensure consistency in how projects are delivered across the organisation.
RAID	A RAID (Risks, Assumptions, Issues and Dependencies) serves as the centralised repository for capturing, tracking and monitoring these elements throughout the project lifecycle.
Responsible Procurement and Policy	The Responsible Procurement Policy applies to all contracts awarded by the City Corporation. It requires action from officers with purchasing responsibilities and suppliers.
	Responsible procurement — or in other words, sourcing products and services ethically, sustainably, and from organisations that share our values — is integral to the broader Corporate Plan at the City Corporation. As a responsible business we seek to use our spending power to the benefit of our community and wider stakeholders.
Responsible Procurement Policy Commitments	The City Corporation commits to working with its supply chain to:
	Take Climate Action and minimise environmental impacts of procurement on our operations and throughout our supply chain
	Encourage and facilitate Supplier Diversity (Diverse Owned Enterprises and SMEs) through direct contracts, partnerships and active monitoring
	Embed equity, diversity and inclusion throughout the contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain and industry
	Protect human rights in our supply chain by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses

	Facilitate meaningful work-related opportunities, which are actively targeted to enable social mobility and inclusion
	Achieve meaningful social value outcomes according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement
	There are toolkits with more information on why each commitment is important and how to implement.
Risk	A risk can be defined as "the effect of uncertainty on our objectives". It can also be expressed as the chance of something affecting our business objectives. Once realized it becomes an issue.
Senior Leadership Team (SLT)	The leadership team for the City of London Corporation comprised of Chief Officers. SLT holds officer executive oversight of Tier 0 programmes, strategies, processes and systems. It includes: • Town Clerk and Chief Executive • Chamberlain and Chief Financial Officer • Comptroller and City Solicitor • Chief Strategy Officer • Executive Director of Community and Children's Services • Chief People Officer • Deputy Town Clerk • Executive Director, Innovation and Growth • Executive Director, Environment • Executive Director, Corporate Communications and External Affairs • City Surveyor and Executive Director of Property • The Remembrancer
Service Committee	Committee that specialises in a certain area and holds the budget/is seeking the works. Sometimes called Spending Committee.
Service Committees	Committee that specialises in a certain area and holds the budget/is seeking the works. Each department has a representative Committee. Sometimes called Spending Committee.
Social Value	Whilst the Corporation does not yet have an organisation-wide definition of social value, in addition to responsible procurement social value can refer to the benefit of a project/programme to communities and wider stakeholders including: the sum total of all the positive effects deriving from an activity, project, or intervention of any kind. This goes beyond the direct economic impact that a project has (i.e. the income/revenue it generates minus the cost of completing it) to factor in:

	Indirect economic benefits - e.g. money recirculating through local supply chains, the upskilling of workforces, job creation
	Environmental benefits - e.g. reductions in carbon emissions, the restoration of natural environments and preservation of biodiversity
	Wellbeing benefits - e.g. measures to support the physical and mental health of workforces and communities, providing well-paid, meaningful work
	Social benefits - e.g. provision of communal amenities like libraries, playgrounds, and community spaces, support for and involvement with community group.
	Definition from Thrive Platform
	Projects and programmes can create additional social, economic and environmental benefits. In the built environment social value is created when buildings, places and infrastructure improve people's quality of life (UKGBC)
	Using our levers through 'Impact investing' to generate positive, measurable social and environmental impact alongside a financial return - Global City Report, 2024
	The enduring and systemic change created within communities that leads to improved quality of life and results in a more inclusive, equitable and just society - ARUP, whitepaper 2022
Total estimated cost	The total estimated cost to design and deliver the project from start to finish, including fees, works, staffing etc. As you proceed through the gateway process, you will vary this total incrementally and any costed risk provision drawn down should be included in the next update to the total estimated cost.
Total estimated cost	The total estimated cost of the total package of activity on a project, itemised into different line items such as Staff, Works, Fees etc.
Transformation Project	A transformation project is a strategic initiative aimed at fundamentally changing the operations, processes, culture or technology within the Corporation or one of the institutions. They also include Transformation portfolio currently also includes cost-saving projects or income generation.
Whole Life Costing	Measuring the cost of an asset over its entire life including maintenance, repair, operational cost, potential disposal cost.

APPENDIX B – TIERING DEFINITIONS

Tier	Definition	Estimated total cost
Tier 0 – Major Programme	• Major capital infrastructure programme • High-profile to the City of London Corporation • Directly addresses the strategic outcomes of the Corporation	Greater than £100m (incl. £100m)
Tier 1 - Complex	• Delivers strategic outcomes • Complex to deliver • High levels of uncertainty • Requires new or innovative practice • Significant impact on people	Between £20m (incl. £20m) and less than £100m
Tier 2 - Strategic	• Contributes to strategic outcomes • Some uncertainty • Requires some technical innovation • Moderate impact on people	Between £5m (incl. £5m) and less than £20m
Tier 3 – Tactical	• Aligns to strategic outcomes • Clearly defined delivery approach • Requires little innovation • Minimal impact on people	Between £250k (incl. £250k) and up to £5m

APPENDIX C – GATEWAY APPROVALS BY TIER

Please note for all tiers: Projects fully funded by City Bridge Foundation are not required to be seen at Portfolio Board, Chamberlains Assurance Board or RASC.

TIER 0

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓		✓
Chief Officer Approval/Portfolio Executive	✓	✓	✓	**	✓
Chamberlain Assurance Board	✓	✓	✓		✓
Priorities Board (new capital bids)		✓*			
City of London Portfolio Board	✓	✓	✓		✓
Member Committees					
Service Committee(s)	✓	✓	✓		
Nominated Committee (***)					✓
RASC		✓*			
Court of Common Council			✓		

(*) = Prior to Gateway 3 (Authority to Start Work) the project must approve the budget for the delivery of the project or programme with RASC where it is to be included in the capital programme.   This can occur at any stage prior to GW3.

(**) = At Gateway 4 (~Readiness for Operation) responsibility defaults to the SRO of the project or programme.   However, this can be specified to reside elsewhere at the previous Gateway 3.

(***) = At Gateway 3 ("Authority to Start Work") responsibility for the delivery of the project or programme is assigned to a particular committee and approved at Court of Common Council

TIER 1

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓	**	✓

	GW1	GW2	GW3	GW4	GW5
Chief Officer Approval/Portfolio Executive (***)	✓	✓	✓		✓
Chamberlain Assurance Board	✓	✓	✓		✓
Priorities Board (new capital bids)		✓*			
City of London Portfolio Board	✓	✓	✓		✓
Member Committees					
Service Committee(s)		✓	✓		✓
RASC (new capital bids)		✓*			
Court of Common Council			✓		

(*) = Prior to Gateway 3 (Authority to Start Work) the project must approve the budget for the delivery of the project or programme with RASC where it is to be included in the capital programme.   This can occur at any stage prior to GW3.

(**) = At Gateway 4 (~Readiness for Operation) responsibility defaults to the SRO of the project or programme.   However, this can be specified to reside elsewhere at the previous Gateway 3.

TIER 2

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓	**	✓
Chief Officer Approval/Portfolio Executive (***)	✓	✓	✓		✓
Priorities board (new capital bids)		✓*			
Chamberlain Assurance Board					✓
City of London Portfolio Board					✓
Member Committees					
Service Committee(s)		✓	✓		✓

	GW1	GW2	GW3	GW4	GW5
RASC (new capital bids)		*			
Court of Common Council					

(*) = Prior to Gateway 3 (Authority to Start Work) the project must approve the budget for the delivery of the project or programme with RASC where it is to be included in the capital programme.   This can occur at any stage prior to GW3.

(**) = At Gateway 4 (Readiness for Operation) responsibility defaults to the SRO of the project or programme.   However, this can be specified to reside elsewhere at the previous Gateway 3.

(***) = Projects requiring CoLP endorsement need to attend both the Strategic Change Board and the Strategic Finance Board.   Other officer boards within CoLP are not required. However, the membership of these boards should be consulted as part of project delivery.

TIER 3

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓	*	✓
Chief Officer Approval/Portfolio Executive(**)	✓	✓	✓		✓
Chamberlain Assurance Board					
City of London Portfolio Board					
Member Committees					
Service Committee(s)					
RASC (new capital bids)					
Court of Common Council					

(*) = At Gateway 4 (~Readiness for Operation) responsibility defaults to the SRO of the project or programme.   However, this can be specified to reside elsewhere at the previous Gateway 3.

(**) = Projects requiring CoLP approval are endorsed at both the Strategic Change Board and the Strategic Finance Board.   Other officer boards within CoLP are not required. However, the membership of these boards should be consulted as part of project delivery.

APPENDIX D – RAG STATUS DEFINITIONS

Status	Recommended criteria
RED	• Increase of greater than 15% or more in the total estimated cost • Significant increase requested against approved budget • Delays against critical milestones, causing slippage of 15% or more against the estimated baseline completion date/range • Problems with quality that lead to significant work at additional cost or impact the VFM/benefits realisation • Failure to meet one or more of the project's SMART targets • Significant lack of resources that cannot be resolved by the Project Manager • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed or the benefits not achieved • Scope change that creates significant negative impact on the project costs/timescales, VFM or benefits realization
AMBER	• Increase of 5-15% in the total estimated cost • Moderate increase requested against approved budget • Delays against baseline critical milestones, causing slippage of up to 5-15% against the estimated baseline completion date/range • Problems with quality that can be managed with minimal impact • Danger of being unable to meet one or more of the project's SMART targets • Lack of resources that can be mitigated by the Project Manager; • Dissatisfaction or resistance from stakeholders addressed by the Project Manager • Possibility of scope change being mitigated by the Project Manager
GREEN	• Up to 5% change in total estimated cost • Delays against baseline critical milestones, causing slippage of up to 5% against the estimated baseline completion date/range • Quality at expected levels • Project SMART targets expected to be met • No resource problems identified • Stakeholders remain satisfied • No changes to scope or scope change with no further implications for cost/quality/time.

APPENDIX E – ILLUSTRATIVE QUESTIONS AT EACH GATEWAY

Gateway 1 – Strategic Alignment	1. Does the programme meet its Portfolio outcomes and objectives? How does this project contribute towards achievement of the Corporate Plan, Climate Action Strategy, SME Strategy or other corporate objectives? 2. Is this programme needed now? 3. Have critical stakeholders been identified? How will the public react? 4. What are the criteria for successfully delivering this project? What are the cost constraints and ROI expectations. 5. Are the strategic risk scenarios plausible?
Gateway 2 – Strategic Options Appraisal	1. Have credible alternatives been assessed? 2. To what extent are we free from bias in our financial estimates? 3. Have the cost and benefit assumptions underpinning the business case been challenged? 4. Which option maximises social value and financial return, given the risk? How ambitious are our climate impact requirements? 5. Have lessons been learned from previous project delivery?
Gateway 3 – Authority to start work	1. Do I have confidence in the business case to approve the investment? 2. How do we know that plans are accurate? 3. Is the risk provision appropriate for a project of this type? 4. Have stakeholders and the public been adequately engaged? 5. Has a budget been secured to deliver the programme?
Gateway 4 – Readiness for Operation	1. Is the operation ready to accept the programme outcomes and deliverables? Are criteria suitable? 2. Have all deliverables been quality-assured? 3. Are the original outcomes still going to be achieved? 4. Have all the critical risks and issues been resolved? 5. How will the operation drive through the realisation of outcomes and benefits?

Gateway 5 – Outcome Review	1. Did the project and programme deliver the outcomes expected from it – what evidence do we have? e.g. did we realise climate impact requirements or other social value benefits post completion 2. What lessons did we learn from this programme? 3. How will these lessons impact other projects and programmes? 4. What changes have been made to the business plan? 5. Have all defects now been resolved?

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List of Applications for the Freedom

To be presented on Thursday, 24th July, 2025

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

Set out below is the Chamberlain's list of applicants for the Freedom of the City together with the names, etc. of those nominating them.

Edward Andrew Fletcher Addison
The Rt. Hon The Lord Mayor
Ald. Sheriff Gregory Percy Jones KC

a Drag Performer

Citizen and Blacksmith
Citizen and Leatherseller

Haringey, London

Salman Shahid Ali
Ald. Timothy Russell Hailes JP
James St John Davis, CC

a Banker

Citizen and Pewterer
Citizen and Gardener

Harrow, London

Gonzalo José Balta Sabogal
Simon Noel Ovens
John Francis Purnell

a Police Detective Sergeant

Citizen and Blacksmith
Citizen and Security Professional

Haywards Heath, West Sussex

Md Halim Bepari
Shahnan Bakth, CC
Ald. Prem Babu Goyal CBE

a Community Lawyer

Citizen and Draper
Citizen and Goldsmith

Newham, London

Emmanouil Bitzaros

Rafael Steinmetz Leffa
Fraser Stuart Peck, CC

a Governance, Risk & Compliance Manager

Citizen and International Banker
Citizen and Apothecary

Tower Hamlets, London

Mafalda Sofia Borea

The Rt. Hon The Lord Mayor
Ald. Sheriff Gregory Percy Jones KC

a U.N. Organisation Head of Partnerships

Citizen and Blacksmith
Citizen and Leatherseller

Westminster, London

Giulia Maria Bragagni

Wendy Mead OBE, CC
Paul Nicholas Martinelli, Deputy

a Student

Citizen and Glover
Citizen and Butcher

Farringdon Without, City of London

Alessandro Castellan	an Assistant Restaurant Manager	Haringey, London
Alessandro D'Amico	*Citizen and Marketor*	
Adeline Roche	*Citizen and Marketor*	
Brian Edward Conroy	an Engineer	Kent
Christopher Paul Grant	*Citizen and Baker*	
Russell Chweidan	*Citizen and Baker*	
Ekaterina Cunningham	a Strategy Director	Brent, London
Jamel Banda, CC	*Citizen and Poulter*	
Ald. Robert Picton Seymour Howard	*Citizen and Gardener*	
Jason James Dervin	an Estate Director	Chelmsford, Essex
Sir Michael Bear	*Citizen and Pavior*	
Lady Barbara Anne Bear	*Citizen and Musician*	
Tanya Du Plessis	a Reception Manager	Basildon, Essex
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Dame Catherine Fiona Woolf DBE	*Citizen and Solicitor*	
Keith Peter Duffy	an Entertainer & Charity Fundraiser	County Dublin, Ireland
Vincent Dignam	*Citizen and Carman*	
Ald. Vincent Thomas Keaveny CBE	*Citizen and Solicitor*	
James Paul Edwards	a Local Government Official	Waltham Forest, London
Simon D'Olier Duckworth OBE, DL, CC	*Citizen and Skinner*	
Dame Catherine Fiona Woolf DBE	*Citizen and Solicitor*	
Dr Giulio Garaffa	a Consultant Urological Surgeon	Barnet, London
Dr Shirin Parsno	*Citizen and Apothecary*	
John Alexander Smail	*Citizen and Distiller*	
Caroline Islay Gregory	a Hotel Owner	Inverness-Shire, Scotland
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Philippe Roland Rossiter	*Citizen and Innholder*	
Charlotte Kate Harries	a Chartered Accountant	Bromley, London
Jeffrey Peter Mallam Kelly	*Citizen and Musician*	
David Alun Hughes	*Citizen and Musician*	
Richard John Hatton, MBE	a Boxing Coach	Hyde, Greater Manchester
The Rt. Hon The Lord Mayor	*Citizen and Blacksmith*	
Ald. Robert Picton Seymour Howard	*Citizen and Gardener*	
Raphaël Herzog	a Hotel General Manager	Bristol
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Philippe Roland Rossiter	*Citizen and Innholder*	
James Richard Hiley-Jones	a Hotelier	Lymington, Hampshire
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Philippe Roland Rossiter	*Citizen and Innholder*	

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Lee Antony Hodgkinson	a Financial Services Executive	Tunbridge Wells, Kent
Ald. Michael Raymond Mainelli	Citizen and World Trader	
Ald. Vincent Thomas Keaveny CBE	Citizen and Solicitor	
Terence Henry Holland	an Asset Manager, retired	Bromley, London
Stephen David Willis	Citizen and Musician	
Dr Millan Sachania	Citizen and Musician	
David Michael Jeyes	a Building Surveyor, retired	Daventry, Northamptonshire
Richard George Turk	Citizen and Shipwright	
Claude Andrew Robert Fenemore-Jones	Citizen and Scrivener	
Thomas Patrick Lee	a Haulage & Civil Engineering Company Director	Watford, Hertfordshire
Sir Michael Bear	Citizen and Pavior	
Lady Barbara Anne Bear	Citizen and Musician	
Christopher Patrick Leonard	a Human Resources Director	Weybridge, Surrey
Peter David Mason CBE	Citizen and Glover	
Richard George Turk	Citizen and Shipwright	
Simon Eric Lester	a Local Government Officer, retired	Hertfordshire
James Richard Tumbridge, CC	Citizen and Clothworker	
Dawn Linsey Wright, Deputy	Citizen and Information Technologist	
Daniel Philip Levy	a Football Club Chairman	Hertfordshire
The Rt. Hon The Lord Mayor	Citizen and Blacksmith	
Ald. Sheriff Gregory Percy Jones KC	Citizen and Leatherseller	
David Charles Lowe	a Food Standards Agency Imports Strategy Director	Warwickshire
Peter Gerard Dunphy, Deputy	Citizen and Draper	
Jonathan Martin Averns	Citizen and Fletcher	
Philip Anthony Enright Luce	a Hospital Chief Executive	Buckinghamshire
Dr Mahmoud Saleh Barbir	Citizen and Apothecary	
Farid Youssef Barakat	Citizen and Loriner	
Sidney Stanley William Machin	a Post Office Engineer, retired	Dorset
Marianne Bernadette Fredericks, Deputy	Citizen and Baker	
Simon D'Olier Duckworth OBE, DL, CC	Citizen and Skinner	
Kathryn Teresa Maile	a Reiki Master	Wandsworth, London
Rae Anthony Maile	Citizen and Tobacco Pipe Maker & Tobacco Blender	
Michael Charles Terrell Prideaux	Citizen and Goldsmith	
Gary Douglas McClarty	an Insurance and I.T. Company Director	Coleraine, County Londonderry
Vincent Dignam	Citizen and Carman	
Jacqueline O'Donovan OBE	Citizen and Carman	

Andrew McStravick	a Business Management Consultant	Burgess Hill, West Sussex
Ann-Marie Jefferys	*Citizen and Glover*	
Anne Elizabeth Holden	*Citizen and Basketmaker*	
Callum Robert Newton	a Senior Research & Consultancy Associate	Lambeth, London
Andrew Whitton	*Citizen and Needlemaker*	
Patrick John Marsland-Roberts, TD	*Citizen and Carman*	
Shaun Phillip Orton	an Insurance Broker	Leigh On Sea, Essex
David James Sales, CC	*Citizen and Insurer*	
Nicholas Maxwell Lloyd Hughes	*Citizen and Solicitor*	
Anfisa Polyushkevych	a Photographer	Lambeth, London
John Alexander Smail	*Citizen and Distiller*	
Ald. Sir Charles Edward Beck Bowman	*Citizen and Grocer*	
Reverend James Scotson Radcliffe	a School Chaplain	Godalming, Surrey
Ald. Sir Peter Kenneth Estlin	*Citizen and International Banker*	
Ald. Sheriff Gregory Percy Jones KC	*Citizen and Leatherseller*	
Nitin Ramtri	a Hotel General Manager	Edinburgh, Scotland
David Alastair Morgan-Hewitt	*Citizen and Innholder*	
Philippe Roland Rossiter	*Citizen and Innholder*	
Alessandra Romeo	a Charity Co-Founder and Trustee	Farringdon Without, City of London
Wendy Mead OBE, CC	*Citizen and Glover*	
Paul Nicholas Martinelli, Deputy	*Citizen and Butcher*	
Rebecca Margaret Salter	an Artist	Haringey, London
HHJ Mark Lucraft	*Citizen and Founder*	
Fiona Josephine Adler	*Citizen and Tobacco Pipe Maker & Tobacco Blender*	
Paul David Scutt	an Export Courier, retired	Kensington & Chelsea, London
Barry John Frederick Theobald-Hicks of Danbury	*Citizen and Scrivener*	
John James Tunesi of Liongam, The Younger	*Citizen and Scrivener*	
Tariq Latif Sheikh	a Halal Meat Business Owner	Brent, London
Geoffrey Dawson	*Citizen and Glover*	
Dr Hilary Spencer	*Citizen and Wheelwright*	
Paul John Sims	a Construction Company Operations Director	Rickmansworth, Hertfordshire
Geraldine Amy Norris	*Citizen and Farrier*	
Mark Hill Abraham	*Citizen and Blacksmith*	
Squadron Leader Douglas Gordon Smith	a Royal Air Force Officer	Lincoln, Lincolnshire
Mark Sutherland Johnson	*Citizen and Woolman*	
Wing Commander Simon Charles Meade, OBE	*Citizen and Woolman*	

Major Alexander David James Stewart	A Regular Army Officer	Easter Ross, Scotland
Christopher Desmond William McCorkell	*Citizen and Chartered Surveyor*	
Edmund John Stephenson Clarke	*Citizen and Clothworker*	
Shruti Tripathi Chopra	a Journalist	Chertsey, Surrey
Madush Gupta, Deputy	*Citizen and Pewterer*	
Ald. Timothy Russell Hailes JP	*Citizen and Pewterer*	
Robin Adrian Whitehouse	an Environmental Health Manager	Enfield, London
Peter Gerard Dunphy, Deputy	*Citizen and Draper*	
Marianne Bernadette Fredericks, Deputy	*Citizen and Baker*	
Andrew William Wilce	a Sacristan	Harrow, London
Rafael Steinmetz Leffa	*Citizen and International Banker*	
Jago Toner	*Citizen and International Banker*	
Dr Linda Yi-Chuang Yueh	an Economist	Wandsworth, London
Ald. Dame Susan Carol Langley OBE	*Citizen and Insurer*	
Ald. Sir William Anthony Bowater Russell	*Citizen and Haberdasher*	

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Report – Audit and Risk Management Committee Annual Report

To be presented on Thursday, 24th July 2025

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

The Audit and Risk Management Committee presents to the Court of Common Council its 2024/25 Annual Report, updating on its activity from 1 April 2024 to 31 March 2025. Providing this report to the Court of Common Council on an annual basis is in line with Chartered Instituted of Public Finance & Accounting (CIPFA) guidance on best practice for audit committees in order to effectively support the organisation; for the Court to understand the work of the Committee; and, for the Court to hold the Committee to account.

RECOMMENDATION

Members of the Court are asked to note the report.

MAIN REPORT

Background

1. The Audit & Risk Management Committee (the Committee) has a wide-ranging brief that underpins the City of London Corporation's governance processes by providing independent challenge and oversight of the adequacy of risk management, the internal control and financial reporting frameworks.

2. The Committee has served to scrutinise the risk management process at the City Corporation and enhance the maturity of risk management organisation wide. It has continued to play an important and integral part in ensuring key risks are reviewed through regular risk updates and deep dives of corporate risks (carried out by Internal Audit Team) on a rolling basis. The Committee has also served to improve engagement with the work of Internal Audit through receiving regular reports on completed work and monitoring the implementation of Internal Audit recommendations. It oversees the planning and delivery of the External Audit review of the Annual Accounts produced by the City of London Corporation across all operations.

3. This report details the work of the Committee for the period from 1 April 2024 to 31 March 2025 and outlines work in relation to the key remit areas of:

   - Annual Governance Framework
   - Internal Audit
   - Risk Management
   - Counter-Fraud
   - External Audit

- Financial Reporting

4. Members bring a wide range of skills and considerable experience in various technical and professional areas. They are supported by a periodic skills gap analysis conducted by the Nominations Committee. The Committee consists of 12 members, along with three external members who provide additional knowledge and skills.

Table 1: Members of the Audit & Risk Management Committee 2024/25

Alderman Prem Goyal (Chairman)
Alderwoman Elizabeth King (Deputy Chairman)
Gail Le Coz (Deputy Chair, External Member)
Christopher Boden, Deputy
Timothy Butcher, Deputy
Simon Burrows
Stephen Hodgson
David Sales
Ruby Sayed
Naresh Sonpar
James St John Davis (Ex-Officio, Member of the Finance Committee)
Dan Worsley (External Member)
Alderman Kawsar Zaman
x1 Vacancy (External Member)

5. The three external members are each appointed for a three-year term, which can be renewed twice. It is the intention of the Committee to fill the vacant position by September this year for Court approval.

- Dan Worsley (appointed for a three-year term expiring in April 2026)
- Gail Le Coz (appointed for a three-year term expiring in April 2027)
- Vacancy (to be appointed for a three-year term expiring in April 2028)

Changes Within the Year

6. There were no specific change events that require mention here.

Annual Governance Framework

7. The Accounts and Audit (England) Regulations 2015, which govern the City of London's City Fund activities, mandate that an audited body must annually review the effectiveness of its internal control, risk management, and governance systems. This review must be documented in an Annual Governance Statement (AGS), which is published alongside the authority's Statement of Accounts. The AGS aims to:

- Provide a brief description of the governance framework.
- Outline the activities undertaken to evaluate the governance framework and the results of that review.
- Present an action plan to enhance the effectiveness of the governance framework.

The draft AGS for 2024/25 was presented at the 12 May meeting. Members of the Committee welcomed that it:

- provided assurance that actions that had identified in the AGS for 2023/24 were completed or being delivered
- expanded on the delivery of services that our stakeholders value
- noted sustainability as an important area for the organisation
- noted the lead Chief Officers who will ensure collaborative delivery cross City Corporation to implement the identified actions during 2025/26.

The AGS was approved at this meeting for signing by the Chairman of the Policy and Resources Committee and the Town Clerk and Chief Executive.

Internal Audit

8. The Committee received the Head of Audit & Risk Management's Annual Audit Opinion for the year ended 31 March 2025 in May 2025:

- "*The internal control environment, governance arrangements, and risk management processes within the City of London Corporation are generally effective. While there are areas for improvement, the organisation has demonstrated a strong commitment to maintaining a robust control framework and addressing identified weaknesses. The implementation of audit recommendations and ongoing efforts to enhance controls, governance, and risk management will further strengthen the organisation's overall resilience and effectiveness.*"

9. The programme of Internal Audit work is aligned to the City's corporate and departmental objectives and key risks so that assurance can be obtained on these areas. Internal Audit's work identified a number of opportunities for improving controls and procedures, with a "Limited (Red) Assurance" opinion having been provided in 10 cases. Those recommendations raised have been accepted by management and the Committee monitors the progress in recommendation implementation. The Committee has worked with the Head of Internal Audit to develop reporting information and the mechanisms for tracking implementation.

Risk Management

10. The Committee is tasked with monitoring and overseeing the City of London Corporation's risk management strategy, ensuring that the authority's assurance framework accurately reflects the risk environment.

11. The Committee is responsible for monitoring and overseeing the City of London Corporation's risk management strategy and to be satisfied that the authority's assurance framework properly reflects the risk environment.

12. During FY2024/25 the Committee reviewed developments to key components of the risk management framework which supports the strengthening of our organisational risk management culture. This will remain a priority for the next year as we continue to socialise and embed best practice throughout the organisation.

- The City of London Corporation's Risk Management Strategy 2024–2029 was adopted in May 2024 following endorsement from the Committee. A review of the first year's impact shows positive progress aligned with the Strategy's aims, increasing confidence in the risk landscape and its role in decision-making.

- A new Risk Management Policy, applying to the whole of the City Corporation and helping support the successful delivery of our services and strategic objectives, was developed and agreed by the Audit & Risk Management Committee in November 2024. As it applies across City Corporation, and noting their separate risk reporting governance structures, endorsement was also received from the City Bridge Foundation Board and City of London Police Authority Board in the third quarter of FY2024/25.

- Following the Risk Appetite Review, a new Risk Appetite Statement was developed during FY24/25 with input from Chief Officers, Heads of Profession and Members. This forms the final piece of the organisation's Risk Management Framework. The statement was endorsed by the Audit & Risk Management Committee, the City Bridge Foundation Board and the City of London Police Authority Board in the fourth quarter of FY2024/25 and approved by Court of Common Council on 22 May 2025.

13. The Chief Officer Risk Management Group (CORMG) met regularly during this period with their work on risks and overarching themes feeding into Committee update reports and the challenges/questions raised by Members during committee meetings on risk management incorporated into CORMG discussions.

14. In addition to contributing to and facilitating these core initiatives, the Committee has, over the course of 2024/25, supported effective risk management by providing oversight and assurance through its review of regular risk update reports. These reports covered corporate and red departmental-level risks, including any additions or removals from the corporate risk register, as well as broader risk management topics identified through officer governance processes.

Counter-Fraud

15. During 2024/25, the Corporate Anti-Fraud team completed 65 investigations across all fraud disciplines, with an associated value of £366,256. The majority of this relates to notional or preventative savings from tenancy fraud investigations.

16. In November 2024, a Member Briefing covering Counter-Fraud Activities was delivered to the Committee, providing an overview of the work streams of the Counter Fraud team, and detailing the team's response the risks of fraud at the City of London Corporation.

17. A series of fraud risk workshops have been provided by the Counter Fraud team during 2024/25, providing a platform to identify current, new and emerging fraud risks across service areas, and providing managers with the skills to develop, maintain, and better manage the risks of fraud in their service areas through the development and maintenance of fraud risk registers.

18. Social housing tenancy fraud and single person discount fraud remain key fraud risks areas for the Corporate Anti-Fraud team and a concern for the Committee; the team now has the capability through the London NFI fraud hub to undertake continuous auditing of these risk areas by matching to key data sets within the London NFI fraud hub. The Committee also received an update in the counter fraud update report during 2024/25 concerning the pan-London multiple employment fraud project, that identified one City of London officer undertaking dual roles across, and who subsequently resigned following investigation by the team.

External Audit and Financial Reporting

19. The progress made during 2023/24 to obtain approval of prior year accounts was reinforced during 2024/25. The Audit and Risk Management Committee were presented with the audit findings report, by Granth Thornton, for the City Fund 2023/24 and Pension Fund 2023/24 accounts at the September 2024 meeting. Following consideration and recommendation, this meant the City Fund accounts could proceed to being signed in accordance with the required statutory deadline. A further report from Grant Thornton was also brought to the November 2024 meeting which included their commentary on the City Fund's Valu for Money (VfM) arrangements.

20. Similar progress was also achieved on City's Estate with the draft audit report for the 2023/24 accounts being presented, by Crowe UK LLP, to the Audit and Risk Management Committee at the 4th November. This reported noted the progress made in preparation from the previous year and, following approval, again enabled the accounts to proceed and be signed formally in line with required deadlines.

21. The Committee also considered the City Bridge Foundation (CBF) 2023/24 accounts at the September 2024 meeting and recommended the approval of the financial statements to the CBF Board.

22. At the meeting on the 4th November, the Audit and Risk Committee also recommended for approval the annual reports of the 14 charities presented for the 23/24 financial year, to the relevant committees and trustees.

23. Throughout the year, the Committee were provided with updates on progress on the preparation of these sets of accounts to ensure they had oversight of any diversion from planned timelines and changes to reporting requirements.

All of which we submit to the judgement of this Honourable Court.

DATED this 14th day of July 2025.

SIGNED on behalf of the Committee.

Alderman Prem Goyal, CBE
Chairman, Audit and Risk Management Committee

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Report – Comptroller and City Solicitor (Monitoring Officer)

Finding of Maladministration (Ombudsman Case ID – 24001090) - Emergency Support Scheme

To be presented on Thursday, 24th July 2025

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

SUMMARY

The Comptroller and City Solicitor is designated as the Corporation's Monitoring Officer under s.5 of the Local Government and Housing Act 1989 in respect of its local authority functions. The Monitoring Officer has a duty to report to the Court of Common Council where they are of the opinion that any proposal, decision or omission by the Court or its committees or officers has given rise or is likely to give rise to a contravention of any enactment or rule of law or any such maladministration or failure within the meaning of the Local Government Act 1974.

This report advises Members of a finding of Maladministration by the Local Government and Social Care Ombudsman ("the Ombudsman") dated 13 March 2025, a copy of which has been linked to this report.

The City of London delivers an Emergency Support Scheme to assist residents who are facing a crisis, emergency, or disaster and who are unable to afford essentials. The scheme provides help with the costs of food, clothing, household items, emergency travel and furniture (including white goods).

Since April 2013, London Borough of Lambeth have administered the Emergency Support Scheme on behalf of the City of London. The scheme is open to City of London residents and those living in temporary accommodation who are offered permanent accommodation in a City of London property.

To access the scheme residents must make an application and must meet the following criteria:

- be 16 years of age or over.

- live in the City of London or,

- be living in temporary accommodation provided by the City of London Corporation and have been offered permanent accommodation in a City Corporation property.

- not have savings of more than £6,000

- have an income of less than £30,000 per year or be in receipt of a qualifying benefit.

During the period relating to this complaint, the scheme provided a mixture of vouchers and reconditioned items.

On 20 April 2024, X complained to the Ombudsman that their award from the Emergency Support Scheme was not completely fulfilled and that there was a lack of response to emails when they followed up their application.

X advised the Ombudsman that they complained to Lambeth on 13 November 2023 about unfilled items from an award made on 1 June 2022.

Lambeth received a new application for help from the Emergency Support Scheme from X on 13 November 2023.

The Ombudsman has limited his investigation to the application made in November 2023. The City of London Corporation was notified by the Ombudsman of the complaint on 7 October 2024.

The Ombudsman found that there was fault in how the Council fulfilled the award it made to X under its Emergency Support Scheme in late 2023. This caused X some avoidable frustration but did not cause any further injustice. This report looks to review lessons learned in response to the above complaint.

RECOMMENDATION

The Court of Common Council is **recommended** to note the report.

MAIN REPORT

Background

1. During the 2023/24 budget year there were 72 applications for help from the Emergency Support Scheme. Of these, only 22 were successful. A substantial proportion of the unsuccessful applicants failed to meet the residency requirements.

2. At the time of X's initial (May 2022) and second application (November 2023), the scheme provided support in the form of vouchers for smaller items and reconditioned goods (white goods/beds etc) from an organisation called Emmaus. The contract with Emmaus ended in December 2023.

3. Prior to December 2023 when Emmaus provided reconditioned goods, a sizeable proportion of Emergency Support Scheme awards were not completely fulfilled as a significant number of applicants opted not to take the reconditioned items.

4. X made a number of applications for help from the Emergency Support Scheme in 2023 and 2024.

5. X's original award made in June 2022 was not completely fulfilled. X only received the Paypoint vouchers included in the initial award. It appears X did not contact Emmaus to request the larger items following the award in June 2022, but this was not in the scope of the Ombudsman investigation.

6. In response to the additional Emergency Support Scheme applications submitted, X received £1240 worth of vouchers - £250 was awarded in November 2023 and a further £300 in April 2024 and £690 in May 2024.

7. The April 2024 and May 2024 awards were made in lieu of the items not received from Emmaus despite X being notified that she was eligible for the items and that they would be provided.

8. The Ombudsman found that not all emails from X received a response and that there was no follow-up enquires made to find out why the Emmaus items were not delivered and why an alternative option was not offered.

9. As a resident in out of borough temporary accommodation X was not eligible for help from the Emergency Support Scheme. This is because out of borough residents in temporary accommodation are only eligible for help when moving into secure City of London accommodation.

10. X's temporary accommodation was furnished, and it is unlikely that X had a need to apply for help with larger items such as a bed as this was provided in the temporary accommodation.

11. It is accepted by Lambeth Borough Council that there was a failure in how the case was assessed and managed, particularly in why X was found to be eligible to access the scheme.

12. In investigating the complaint, the Ombudsman restricted themselves to examining the administration of the scheme and not the eligibility of the complainant as X was entitled to rely on the council's decision to accept the applications and make the awards.

13. The Ombudsman concluded that X suffered no financial loss and as they had received more than one award for two of the items resulting in X receiving an additional £300. However, the Ombudsman found that the overall administration of the application process caused X frustration and inconvenience due to the delays.

14. The Ombudsman recommended that the City Corporation make an apology to X for the delay and frustration and that no action should be taken to recover any amounts awarded.

Actions Taken

15. In response to the recommendation made by the Ombudsman the following action has been taken:

16. An apology has been issued to X for the delay and frustration and confirming that the City Corporation will not seek to recover any amounts from X.

17. The CoL website was updated on 22 April 2025 to make the residency requirements clearer and some additional information and links are due to be included for those who are not eligible to other sources of help.

18. An email reminder has been sent to CityAdvice and CoL teams who support and advise residents/clients to remind them of the eligibility requirements of the scheme.

19. The Council Tax and Benefits Manager and the Performance Manager for the Emergency Support Scheme in Lambeth met on 20 May 2025 to review the Ombudsman's findings and identify how to improve the service administration and prevent any future failures. Handling of complaints was discussed with the need to include the City at an earlier stage.

20. As a result of the review meeting, the Council Tax and Benefits Manager is in the process of putting together an information pack for Lambeth Emergency Support Scheme staff to help them to identify which temporary accommodation tenants are eligible for help and which are not. They will also be given contact details for the CoL Benefits Team who will confirm eligibility if requested.

Additional Actions

21. Prior to the final Ombudsman report this case was raised with the Corporate Anti-Fraud Manager. X was interviewed by the Corporate Anti-Fraud Manager about their applications to the Emergency Support Scheme as they had been provided furnished accommodation. Eligibility criteria were explained, and X was advised to speak with their Homelessness Officer if they had concerns about their accommodation or needed support going forward.

22. The Council Tax and Benefits Teams are taking part in a Fraud Awareness workshop on 25 June 2025 where this case will be discussed, and a Fraud Risk register will be drawn up which should include ways to identify and mitigate against these types of failures.

Financial Impact

23. There was no financial impact in relation to the complaint or the Ombudsman's conclusion other than the original cost of £1240 for the vouchers which had already been issued.

Legal Implications

24. The finding of Maladministration requires the Monitoring Officer to make a report to the Court of Common Council under s.5(aa) of the Local Government and Housing Act 1989. The Monitoring Officer is required to consulted with the Head of Paid Service (Town Clerk and Chief Executive) and the s.151 Officer (Chamberlain) in the preparation of this report and has done so.

Conclusion

25. The case has highlighted weaknesses in the administration of the scheme in several areas:

26. *Identifying eligibility for Temporary Accommodation clients* **-** The information pack being produced for Lambeth will include copies of the different tenancy agreements applicants may present with and will have clear instructions on who is eligible and who is not. Additionally contact details for the CoL Benefits Team for use by Lambeth staff should resolve this.

27. *Failure in fulfilment of awards made by Emmaus* - The issue of failure by Emmaus is no longer relevant as that contract has ended. All awards are now made using Cash Perks.

Background Papers

- [Appendix 1 – Ombudsman Final Decision](#)

All of which I submit to the judgement of this Honourable Court.

DATED this 19th day of June 2025.

SIGNED on behalf of the City Corporation.

Michael Cogher
Comptroller and City Solicitor

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Report – City Remembrancer

Measures introduced into Parliament which may have an effect on the work and services provided by the City Corporation.

To be presented on Thursday, 24th July 2025

To the Right Honourable The Lord Mayor, Aldermen and Commons of the City of London in Common Council assembled.

Parliamentary Acts	**In Force**
Data (Use and Access) Act 2024	19th June 2025

Clarifies and updates existing data protection regulations in the UK so as to provide a more consistent approach with current EU legislation, while also giving organisations the ability to automate certain decision making processes. Updates the keeping and maintenance of registers of births and deaths; establishes the Information Commission.

Statutory Instruments	**In Force**
The Companies Authorised to Register, Unregistered Companies and Overseas Companies (Application of Company Law) Regulations 2025	30th June 2025

Requires that directors and people with significant control of UK companies verify their identities with the registrar of companies before they can be registered, so as to reduce the potential for economic crime through UK corporate structures. The Regulations come into force only when sections of the sections of the Economic Crime and Corporate Transparency Act 2023 come fully into force (no date announced).

The Marking of Retail Goods Regulations 2025	1st July 2025

Provides the Secretary of State for Environment Food and Rural Affairs the power to require by notice that 'not for EU' labelling be placed on certain retail goods in Great Britain, in order to safeguard the supply of goods to Northern Ireland. If labelling is required, then the goods within the scope of the notice must be individually labelled as 'not for EU' – and local authorities (including the City of London) are granted the power to enforce this through means of inspection, seizure, and the issuance of penalties up to £2,500.

The Licensing Act 2003 (UEFA Women's European Football Championship Licensing Hours) Order 2025   3rd July 2025

Enables licenced premises to have the option of staying open an additional 2 hours (until 1am) on the 22nd, 23rd or 27th of July, but only if England or Wales women's football team are playing in the semi-finals of the Women's Euro 2025 tournament of that day.

The Terrorism Act 2000 (Proscribed Organisations) (Amendment) Order 2025   5th July 2025

Classifies three new organisations, including the group known as Palestine Action, as proscribed terror organisations under the Terrorism Act 2000. Creates a criminal offence to belong or profess to belong to such a group.

The Health and Care Act 2022 (Commencement No. 10 and Transitional and Saving Provision) Regulations 2025   7th July 2025

Authorises the Secretary of State or NHS England to issue information standards to individual public bodies which provide certain healthcare services (including the City of London in its capacity as a provider of adult social care or of health care relating to physical or mental health). Also enables the Secretary of State to require such bodies to provide evidence of compliance with such standards.

The Allocation of Housing (Qualification Criteria for Victims of Domestic Abuse and Care Leavers) (England) Regulations 2025   10th July 2025

Enables local housing authorities to move victims of domestic abuse into alternative accommodation.

The Criminal Justice Act 1988 (Offensive Weapons) (Amendment, Surrender and Compensation) (England and Wales) Order 2025   1st August 2025

Amends the list of offensive weapons in the Criminal Justic Act 1988 to include the type of blade often referred to as a 'ninja sword' as an offensive weapon. It will be illegal to import, manufacture, sell or possess such a weapon – and provides that a surrender scheme is available to those who currently possess such blades.

The text of the measures and the explanatory notes may be obtained from the Remembrancer's Office.

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