

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2860

Title: Continuation of Funding for the Counter Terrorism Preparedness Network (CTPN)

Executive Summary:

Launched by the Mayor of London, the [Counter Terrorism Preparedness Network \(CTPN\)](#) is a global collaboration focused on strengthening city-level preparedness against terrorism and hostile state threats. It is hosted by the GLA and jointly funded with international partners, notably the City of Stockholm.

The current agreement expires on 31 March 2027. This decision seeks approval to continue London's participation for another four years (1 April 2027 to 31 March 2031). This term aligns with the current agreement; expectations from fellow governing cities; and the planning cycle for European projects.

The decision is being taken under the delegated authority provided by Mayoral Decision MD3476, which enables approval of London Resilience programme expenditure within agreed budgets. As per the CTPN Funding and Governance Agreement, London's contribution is currently £37,875 per year. Over four years this totals £151,500, plus inflationary costs and salary increases. The expected overall total is £165,000.

London is also requested to absorb the costs for one international event (which rotates between governing cities), at an extra cost of £100,000. The approval is conditional on future budget availability, and the inclusion of an appropriate annual break clause (or equivalent) that ensures there is no reliance placed on unconfirmed budgets, and the decision does not unduly bind future Mayoral administrations.

Decision:

That the Assistant Director (Director of London Resilience) approves:

- expenditure of up to £100,000 in 2026-27, to host a CTPN international event in London, provided this is affordable within the London Resilience Unit's (LRU) budget allocation
- continued GLA participation in CTPN for four years (1 April 2027 to 31 March 2031)
- expenditure of up to £265,000 over the four years, covering London's programme contribution; estimated inflationary and pay-related uplifts; and provision for one annual international event
- receipt of £75,750 plus inflation per year from the City of Stockholm, for CTPN running costs
- receipt of up to £100,000 per year from UK Counter Terrorism Policing, based on invoices relating and ringfenced to a specific deliverable within the CTPN programme they have agreed to fund
- entry into a revised CTPN Funding and Governance Agreement with international partners in support of sustainability – subject to the inclusion of break clauses to allow termination where required, and provisions that continuation is subject to budget approval and availability
- establishment and implementation of a modular charging framework, including entering arrangements for commissioned work and the receipt of external funding or grant income.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities. It has my approval.

Name: Katherine Richardson

Position: Assistant Director Resilience

Signature:



Date:

11 September 2026

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The threats from terrorism and hostile state activity persist as high and evolving risks to London and other global cities. The current situation is widely recognised to be extremely fragile; it is critical that a proactive and progressive approach towards preparedness is maintained.
- 1.2. The Counter Terrorism Preparedness Network (CTPN) is an international collaboration that brings together leaders, practitioners, and academics. Its work informs city-level policies and practices that build preparedness and resilience, helping to keep our cities and communities safe from threats.
- 1.3. An Executive Board governs the network. It is facilitated through an International Board of members spanning Europe, North America, Australia, and New Zealand, as well as relevant national and international organisations. It is coordinated via the London Resilience Unit (LRU), hosted by the GLA.
- 1.4. The CTPN is unique and fills a gap. It is the only international network focussed on counter terrorism preparedness at a city level. The CTPN dominates this space; its work is underpinned by the belief that cities are essential building blocks for security and preparedness. The CTPN's strategic positioning, outreach and influence have never been greater; it has significant potential to develop further.
- 1.5. Since its formation in 2017, the CTPN has become recognised and respected for delivering high-quality research, events, exercises, and projects as well as exchanges. Its work complements political agendas, London's preparedness, and the priorities of its members. These includes partners such as UK Counter Terrorism Policing and the United Nations.
- 1.6. Consistent and allocated funding is required to sustain the network, whilst it continues to deliver at a high international level. A decision is required so that London can participate beyond 31 March 2027.
- 1.7. The benefits and deliverables of the CTPN far outweigh the costs. Running costs are relatively low (based on just 1.6 FTE staff, with 0.6 hosted and paid for by another governing city). Outputs and outcomes are relatively high, as per its track record and the annual work programme.
- 1.8. Mayoral Decision MD3476 (London Resilience: Delegated Authority for LRF Programme Spend and LRU Operational Spend), signed on 26 March 2026, delegated authority to the Director of London Resilience to approve the receipt of external income and associated expenditure for London Resilience Forum (LRF) programme delivery, as well as expenditure within the approved LRU operational budget, subject to relevant governance processes. This delegation took effect from 1 April 2026 and applies to routine operational and programme expenditure that is not novel, contentious or repercussive. The proposed expenditure and income associated with the CTPN fall within the scope of these delegated powers, as the activity forms part of the LRU's resilience programme, is consistent with approved budgets and partner funding arrangements. It will be managed in accordance with MD3476 and the GLA's governance requirements.

2. Objectives and expected outcomes

- 2.1. The objective of continuing the CTPN is to support London's preparedness and resilience through international collaboration. This will be achieved by:
 - strengthening city-to-city learning, partnerships, and collaborations internationally
 - delivering a threat-based programme of exchanges, research, events/exercises, and projects
 - informing and developing the preparedness and capabilities of London and other cities
 - maintaining London's leadership role in international resilience activity.

2.2. Expected outputs include:

- thematic reports and guidance
- the delivery of multiple events and exercises
- formal exchanges between multi-agency partners
- wider engagement with partner initiatives (including European Commission projects).

2.3. Expected outcomes include:

- improved preparedness and capabilities
- stronger domestic and international relationships
- enhanced skills and knowledge from sector training and professional development.

3. Equality comments

3.1. Under section 149 of the Equality Act 2010, as a public authority, the Mayor and the GLA must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation, and any other conduct prohibited by the Equality Act; and advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic and persons who do not
- protected characteristics under the Equality Act comprise age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, and marriage/civil partnership status (the duty for the last characteristic is to eliminate unlawful discrimination).

3.2. The potential impacts of this decision have been considered. No adverse impact is expected on equalities issues, or any people with relevant protected characteristics under the Equality Act.

3.3. A previous Equality Impact Assessment of the CTPN confirmed positive impacts in supporting inclusive resilience planning and protecting all communities. This remains proportionate and accurate.

3.4. The CTPN Executive Governance Board pays due regard to the Equalities Act 2010 and Section 33 of the GLA Act 1999. The Terms of Reference for the CTPN Executive Governance Board state the need to “ensure an inclusive and diverse approach towards Network governance and membership.”

3.5. The CTPN activity promotes inclusive approaches to preparedness, including consideration of vulnerable groups, community cohesion, and diverse representation in events. For example, the CTPN:

- builds a human-centred approach into its tabletop exercises
- intentionally includes the voices of victims and survivors in its work
- has delivered an international workshop focussed on equality in security
- author reports such as *Communicating with Diverse Populations*...which also promote equality.

4. Other considerations

Key risks and issues

4.1. The provision of continuation funding for the CTPN mitigates against the following risks and issues:

- Insufficient funding and resources would cease deliverables and associated progress in London and beyond. This would reduce collective preparedness for terrorism and hostile state threats – widely considered to be high risk and high impact. This would also have reputational implications, given the CTPN’s profile. It would mean failure to meet and/or support various strategic priorities that are otherwise within the CTPN’s remit and scope.
- The CTPN offers a core arm for GLA international engagement and collaboration. A lack of continuation funding would negatively impact this benefit. London would lose access to leading international collaboration and learning, which would have reputational impacts.
- The CTPN demonstrates that the GLA is proactively and collaboratively working to address and prepare for some of the most serious threats faced by cities. A lack of funding could result in negative optics in the wake of any attack that may occur.
- There is a risk associated with a four-year commitment extending beyond the current Mayoral term. This risk is mitigated through explicit budget caveats and break clauses in the agreement.

Link to Mayoral priorities

- 4.2. This work links to the [Mayor’s priority](#) to ensure the safety and security of London; and to wider work on city resilience, and building international relations. The CTPN is also directly embedded in the [Mayor of London’s City Resilience Strategy](#). One of the Strategy’s actions is to expand city collaboration on counter terrorism preparedness through the CTPN.
- 4.3. Resilience is recognised in the GLA’s Portfolio Management Framework as a cross-cutting principle, rather than a standalone programme. The LRU focuses on embedding resilience considerations across Mayoral strategies and delivery plans. As such, the CTPN and other resilience activities contribute directly to London’s overall resilience.

Strategies and priorities

- 4.4. The CTPN follows the position of the European Commission Counter Terrorism Agenda. This encouraged strategic dialogue between cities, and highlighted cities as the backbone of urban security. The CTPN closely aligns with a wide range of strategies at all levels. For London, this includes the London Resilience Partnership Strategy; and GLA obligations under the Civil Contingencies Act 2004. London’s work as part of the CTPN also supports progress against the Lord Harris Review on London’s Preparedness to Respond to a Major Terrorist Incident.

Practical benefits

- 4.5. The CTPN provides ready access to a significant network of senior leaders and experts in preparedness, resilience and counter terrorism across Europe, North America, Australia, and New Zealand. Its membership also includes academic institutions, and international organisations. It facilitates the sharing of knowledge, experiences and practices that can inform the development of arrangements locally, in the following ways:
 - Outputs and learning from the CTPN are fed into London resilience arrangements to support continuous improvement. There are direct benefits for individual/lead agencies (e.g. UK Counter Terrorism Policing, Metropolitan Police, and local authorities) through engagement and participation with CTPN deliverables, training and exercises, and exchanges on specific matters with counterparts. This means learning can be applied in London and channelled via relevant boards such as CONTEST Board (the UK’s strategy for countering terrorism), the Security Review Committee, the London Resilience Forum, and Hostile State Subgroup.
 - The London Resilience Partnership benefits from open access to CTPN products and deliverables. These include recommendations that can be factored into the London Lessons Database. This means CTPN report recommendations can be used as part of the capability development process to help inform and develop city-wide, multi-agency, and organisational preparedness in London.

- As a governing city, London can also influence the CTPN work programme, and commission research, events, and projects, whilst highlighting London as a resilient city.
- The cost represents value for money, given the scale of outputs and the contribution from international partners as well as cashable costs. Some tasks that fall within the remit of the Head of the CTPN would need to be done anyway – meaning the actual cost is diluted. This, alongside other cashable costs (such as in-kind collaborations from partners), emphasises value for money. Investing upfront in counter terrorism also has the potential to more than pay for itself in terms of recovery costs, as incidents are managed more effectively. The Head of the CTPN otherwise carries an on-call role in support of emergency response in London.

Conflicts of interest

4.4. No conflicts of interest have been identified by officers involved in the preparation of this decision.

5. Financial comments

5.1. Approval is sought for CTPN income and spend until 2030-31. This includes:

- pay and non-pay spend of £75,750 per year, funded by the City of Stockholm until 2030-31
- up to £100,000 spend funded from UK Counter Terrorism Policing for a ringfenced programme of work in 2026-27 (and potentially each year thereafter)
- up to £100,000 spend to organise the international CTPN conference in 2026-27; this is subject to event costs being covered by underspends in the LRU, given this event is currently unfunded.
- the next international CTPN conference in London is scheduled for 2030-31 as below.
- up to £37,875 spend, consisting of unfunded CTPN pay and non-pay costs; these will need to be met by underspends in the LRU.

5.2. The full breakdown of spend and income is shown in the table below:

Type	Income/spend item	2027-28	2028-29	2029-30	2030-31	4 Year Totals (£)
Income	City of Stockholm	(75,750)	(75,750)	(75,750)	(75,750)	(303,000)
Income	Counter Terrorism Policing (CTP) funding masterclass	(100,000)	(100,000)	(100,000)	(100,000)	(400,000)
Spend	Specific masterclass with CTP	100,000	100,000	100,000	100,000	400,000
Spend	CTPN pay spend (from cost centre G0111) with increments to be added annually	84,415	84,415	84,415	84,415	337,660
Spend	CTPN non-pay spend	29,210	29,210	29,210	29,210	116,840
Spend	International event in London				100,000	100,000
Total		37,875	37,875	37,875	137,875	251,500

5.3. Funding beyond this period is subject to future budget-setting processes.

6. Legal comments

- 6.1. The foregoing sections of this ADD indicate the decisions requested by the Director of Resilience concern the exercise of the GLA's general powers, falling within the GLA's statutory powers to do such things considered to further, or that are facilitative of, or conducive or incidental to, the promotion of economic development and wealth creation/social development, or the improvement of the environment of Greater London. In formulating the proposals in respect of the decisions sought, officers have complied with the Authority's related statutory duties to:
- pay due regard to the principle that there should be equality of opportunity for all people
 - consider how the proposals will promote the improvement of health persons, health inequalities between persons and to contribute towards the achievement of sustainable development
 - consult with appropriate bodies.
- 6.2. In taking the decisions requested, the Director of Resilience must have due regard to the Public Sector Equality Duty – namely the need to eliminate discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010; and to advance equality of opportunity, and foster good relations, between persons who share a relevant protected characteristic (age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation) and persons who do not (section 149 of the Equality Act 2010). To this end, the Director of Resilience should have particular regard to section 3, above.
- 6.3. The Director of Resilience must ensure that:
- no reliance is placed upon, nor commitments made that rely upon, the availability of future years' budgets, until such budgets are confirmed
 - appropriate governance and contractual agreements are in place, in accordance with MD3476 and the GLA's Contracts and Funding Code
 - a revised CTPN Funding and Governance Agreement is implemented.
- 6.4. Given that decisions exceed the current Mayoral term, officers must ensure that the terms of all agreements entered do not have the effect of fettering the discretion of any future administration, considering the London elections taking place in May 2028. Accordingly, officers must ensure all agreements that involve making such commitments:
- include a GLA right to terminate at any point for convenience (at no cost to the GLA)
 - are managed in such a manner, and any services, supplies, works deliverables, milestones and/or output requirements are structured, to mitigate risks of the GLA incurring abortive expenditure (which might reasonably be taken to fetter the exercise of such discretion).

7. Planned delivery approach and next steps

- 7.1. Subject to approval, officers will:
- finalise a revised agreement with international partners
 - ensure inclusion of required governance provisions
 - confirm London's continued participation.
- 7.2. Delivery will continue through the established CTPN governance structure and work programme.

Appendices and supporting papers:

- CTPN Funding and Governance Agreement (2023-27)

- CTPN Work Programme and Examples of Deliverables
- Endorsements and Testimonies, and Webpage
- Delegated Authority MD3476.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Strategic Programmes

Does this decision seek approval for activity falling within the remit of a programme delivery plan? NO

If YES, which programme/s does this fall within:

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Until what date: (a date is required if deferring)

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm the following (✓)

Drafting officer:

Alex Townsend-Drake has drafted this report in accordance with GLA procedures and confirms the following:

✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 24 August 2024.

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in this report.

Signature



Date

24 August 2026