Finance Committee – Appendices Pack

Date: **TUESDAY, 1 JULY 2025**

Time: **12.45 pm**

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

Members: Deputy Henry Colthurst (Chairman)
Deputy Andrien Meyers (Deputy Chair)
Shahnan Bakth
Brendan Barns
Alderman Alexander Barr
Deputy Emily Benn
Nicholas Bensted-Smith
Deputy Timothy Butcher
Deputy Bethany Coombs
Deputy Anne Corbett
Elizabeth Corrin
Simon Duckworth OBE DL
Susan Farrington
Steve Goodman OBE
Alderman Prem Goyal CBE
Alderwoman Martha Grekos
Deputy Madush Gupta

Stephen Hodgson
Adam Hogg
Sandra Jenner
Deputy Paul Martinelli
Alderman Bronek Masojada
Deputy Benjamin Murphy
Alderwoman Jennette Newman
Fraser Peck
Hugh Selka
Deputy Oliver Sells KC
Deputy Sir Michael Snyder
James St John Davis
Deputy James Thomson CBE
James Tumbridge
Mark Wheatley
Deputy Christopher Hayward, Policy and Resources Committee (Ex-Officio Member)

Enquiries: **John Cater**

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

6. **NEW PROJECT PROCEDURE / P3 FRAMEWORK**
   Report of the Chamberlain.

For Decision
(Pages 151 - 184)

11. **UPDATE FROM INTERNAL AUDIT - ASSURANCE FINANCIAL CONTROL**
    Report of the Chamberlain.

For Information
(Pages 185 - 186)

13. **RISK MANAGEMENT UPDATE REPORT**
    Report of the Chamberlain.

For Information
(Pages 187 - 208)

21. **CLSG FUNDING REVIEW**
    Report of the Chamberlain.

For Decision
(Pages 209 - 214)

City of London Corporation

Project, Programme and Portfolio (P3) Framework

1   INTRODUCTION

1.1   The P3 Framework provides the framework for the conception, delivery, monitoring and closure of programmes and projects within the City of London Corporation.   The purpose of the P3 Framework is to:

- Provide a structured decision-making framework to ensure that projects are viable and likely to succeed

1.2   Support strategic decision making aligned to the Corporation's strategic priorities for Members and senior officers – with an emphasis upon impact including climate impact, social value, and benefits/outcomes 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 P3 Framework provides the basis for compliance and the governance requirements are proportionate to the complexity and risk of the project concerned

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

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

1.4   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).

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

2 PORTFOLIOS, PROGRAMMES AND PROJECTS

2.1 The City Corporation has adopted Portfolio Management practices. The 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, policy 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 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 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.

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)

Projects and programmes below Tier 3 thresholds can be managed in accordance with Corporation best practice as set out within this P3 framework.

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 includes projects and programmes undertaken by the Corporation's Institutions

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 Standalone procurements are explicitly excluded from the P3 Framework although a project or programme may contain a procurement as part of its wider delivery.

3.5 Any projects that start out below Tier 3 and are therefore out of scope and then develop to be Tier 3 projects will become in scope and enter the gateway approval process and requirements of the P3 Framework (e.g. due to an increase in estimated whole life cost).   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 over £100m

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

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

4.2   Tier 3 – Aligns to strategic outcomes, clearly defined approach, requires some technical innovation and with minimal impact upon people – typically costs £250k to £5m

Tiering assessments will be initially carried out using a corporate tiering tool (to be available to Officers later in 2025).

4.3   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.

4.4   Project or programme managers should use the Corporation's tiering tool to perform the initial assessment. An estimated Tier should be undertaken at the early stage of project conception and will be refined as business cases are developed. 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 their 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 Corporation and ensure consistency.

4.5   Investment property projects and programmes have increased Tier 3 financial provision and an increased threshold for entering the Gateway process. These levels can vary and are approved separately in agreement with 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 high-level dashboard reports on their progress, identifying notable risks and proposed mitigations

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

- Reviewing the City Corporation's project management processes, developing project management skills and expertise and systematically embedding commercial approaches that share investment and risk

- Calling in Tier 1 – Tier 3 projects or programmes for "deep dives" into their progress where the project or programme has Corporation funding (i.e. CBF or CoLP projects and programmes that have no Corporation funding 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:

- Approve gateways for Tier 1 and Tier 2 projects and programmes

- 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 and include Members on the governance. There are no 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 and Governance & Member Services 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 Corporation. Where projects are part-funded by CBF then they should seek approval from Service committees and 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) require approval by the Court of Common Council and Policy and Resources Committee following a full business case. Prior to approval by Court of Common Council and whilst the project or programme is in a feasibility stage, Tier 0 projects and programmes will be overseen by Service Committees. Cross-cutting projects and programmes (i.e. those that cover multiple committees) will be assessed on a case-by-case basis through consultation and engagement with the EPMO and Governance & Member Services (and by extension with relevant Committee Chairs) in line with the Standing Orders noted above (Section 3.5).

Officer Governance

5.7 The City Corporation operates an officer-level City of London Corporation Portfolio Board. Town Clerk chairs this board and it meets monthly. The City of London Corporation Portfolio Board:

- Holds strategic oversight of delivery and strategic risks and opportunities, ensuring investment delivers 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

5.8   In addition, each Portfolio of the City Corporation has its own departmental Portfolio Board or Institution 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.

5.9   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.

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

5.11   The Chamberlain and Chief Financial Officer chairs the Chamberlain Assurance Board. The board makes recommendations to the Portfolio Board on the financial viability of gateway submissions and deep-dive financial issues to be addressed. It also makes recommendations to Portfolio Board on investments required in the Corporation's pipeline of projects and programmes.   The board is primarily focused upon Tier 0 - Tier 1 projects although can also call in projects of any other tier.

5.12   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 and who will sit on this board.

5.13   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 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

5.14   Each programme under the scope of the P3 Framework must have a programme board. These will normally be chaired by the SRO (Senior Responsible Officer) of the programme.   All programmes and projects must define their decision making governance.   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 Corporate EPMO team.

5.15   The department responsible for the delivery of a project or programme will assign a project or programme manager to each project or programme.

6 THE CITY OF LONDON CORPORATION GATEWAY PROCESS

6.1 All projects within the scope of the P3 Framework will follow a gated process for project development and delivery. Projects and programmes are generally expected to follow each gate in sequence, although options exist for fast-tracking the gateways for Tier 3 and Tier 2 projects. 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.
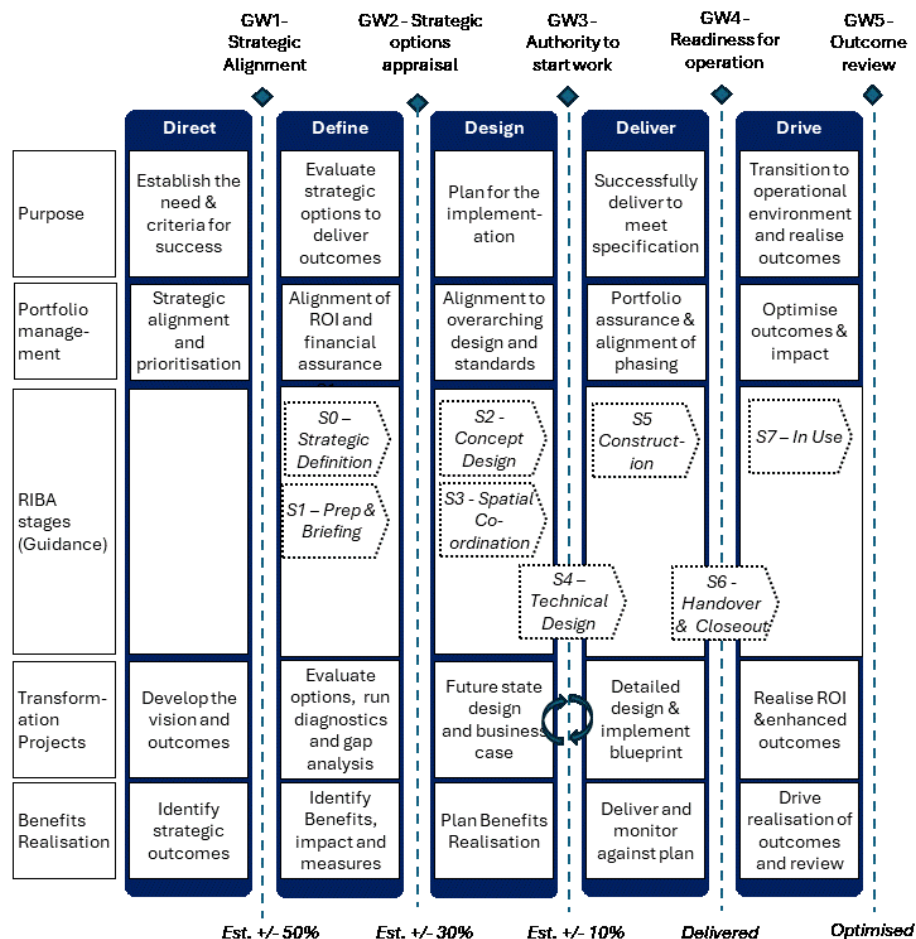
6.2 The gated process aims to ensure a sound basis for project delivery. At the initial gateways, business cases will be produced, and unviable projects and programmes should be identified early and closed. As the project evolves and more accurate business cases are made, the expectation is that the 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 of delivery and benefits and state the assumptions used in their calculations. At the first gateway, these may, for example, be based on estimates from other similar projects undertaken previously. 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 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, 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 • 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 Corporation and the net zero design standard • The governance arrangements for the future gateways have been identified • Relevant lessons learned from other similar projects • The likely procurement stages that will be required and at which stages of the gateway process	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
	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 of doing nothing • Evaluate the funding strategy for each option • Re-evaluate the Governance & Procurement Approval Timeline • The RAID log is further updated - Identify high-level risks and assumptions (early RAID log) • Perform a sustainability climate impact assessment against the design standard – where relevant, this should include taking a full life cycle 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 and change management and transformation is identified within the business case. In addition the define stage is where the design standard would be first implemented.	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 • Equalities Impact Assessment (when relevant) • Benefits map • Procurement strategy (PT3)

Phase	Key Activities	Documentation and artefacts
		• 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 GW2 • Re-evaluate cost estimated for the preferred option • Re-evaluate funding strategy for preferred option • Re-evaluate the Governance & 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, 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) • Climate Impact Assessment Optional documents: • Procurement strategy (PT3)

Phase	Key Activities	Documentation and artefacts
		• 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. • 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.	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
	• Perform quality assurance to ensure programme outputs meet strategic objectives. The default approval for the end of the deliver phase is the SRO of the project a 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. • 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	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

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 should use the system as a working tool 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 above requirements are a minimum for project and programme management within the City Corporation. Other documentation may be required to adhere to standards such as RIBA, the City Corporation's net zero design standard, or specific project 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, DITS, the Governance team and Chamberlains in the first phase 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 per 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 inline 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 the first Gateway, 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 Corporation. The Corporate impact and benefits team can be consulted upon for advice 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 (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 Strategy team. 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 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 officer boards must be cleared prior to entering Member Committees. 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 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 ICT (Information Communication Technology) 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.
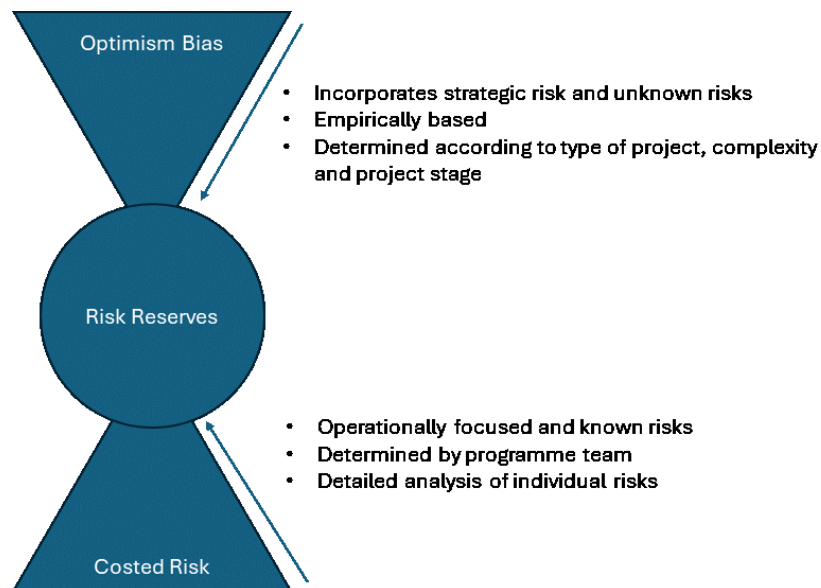
10.2   The costed risk analysis determines the overall costed risk provision.   Any agreed Costed risk provision will be set aside from the project budget and cannot be accessed without a budget adjustment being authorised by the project or programme's SRO.   If the cumulative total costed risk drawn 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
er Tier 0 – Major Programme	• Major capital infrastructure programme • High-profile to the City of London Corporation • Directly addresses the strategic outcomes of the Corporation	£100m+
Tier 1 - Complex	• Delivers strategic outcomes • Complex to deliver • High levels of uncertainty • Requires new or innovative practice • Significant impact on people	£20m-£100m
Tier 2 - Strategic	• Contributes to strategic outcomes • Some uncertainty • Requires some technical innovation • Moderate impact on people	£5m-£20m
Tier 3 – Tactical	• Aligns to strategic outcomes • Clearly defined delivery approach • Requires little innovation • Minimal impact on people	£250k-£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)		✓	✓		✓

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 10% 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 5-10% 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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Chamberlain's Corporate Risks

Code	CR35	Title	Unsustainable Medium Term Finances - City Fund

Description	**Causes:** Persistent high inflation, as reported and forecast by the Office for Budget Responsibility. Aging estate crystallising high levels of expenditure over short time period, putting pressure on Reserves. Reduction in rental income from the property investment portfolio to support Major Projects programmes. Anticipated reductions in public sector funding (local government and Police), escalating demands (both revenue and capital), and an ambitious programme for major project delivery pose a threat to sustaining the Square Mile's vibrancy and growth. The Police Transform program fails to achieve anticipated budget mitigations outlined in the MTFP. **Event:** The failure to manage financial pressures within the fiscal year and achieve a sustainable savings programme, or to boost income generation to address the Corporation's projected medium-term financial deficit. **Effect:** Inability to establish a balanced budget, which is a statutory requirement for the City Fund. The City of London Corporation's reputation could suffer due to failure to meet financial objectives or the necessity to curtail services provided to businesses and the community. Challenges in executing the capital program and major projects within affordable limits.

Current Risk Assessment, Score & Trend Comparison		16	⬆ Increasing	Target Risk Assessment & Score		8
Likelihood	Likely	Impact	Major	Likelihood	Unlikely	Impact	Major
Risk Score	16	Review Date	12-May-2025	Risk Score	8	Target Date	31-Mar-2026

Latest Note	The 2025/26 budget and medium term financial plan has been updated. The Final Local Government Settlement has confirmed the business rates reset, which moves the risk rating from Amber to Red. Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2025/26 through carried forward from 2024/25 underspends. Pressures on adult social care, children services, security and policing continue and are addressed through increase in taxes and business rates premium. Other on-going pressures totalling £0.4m, plus net 2% inflation uplift approved in 2025/26 local risk budgets. The medium-term financial plan includes: • Reprofiling of cyclical works programme to cover bow-wave of outstanding works and provision for works going forward. • Funding strategy identifies where best to bring third party capital into surplus operational property opportunities, reducing demand on own Reserves. • Quarterly monitoring of capital programme against budgets. • Securing income generation opportunities. • Developing a savings programme aligned with the Town Clerk's Fantastic Five Years, supporting organisational excellence, focusing on efficiencies and transformation across services.

Agenda Item 13

Risk Level	Corporate		Department	Chamberlain's
Creation Date	19-Jun-2020		Risk Owner	Caroline Al-Beyerty
Approach	Reduce		Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services		Risk assigned to	Sonia Virdee
Head of Profession 2			Committee	Finance Committee
Head of Profession 3			Parent Risk	CR Corporate Risk Register

Actions related to this risk:
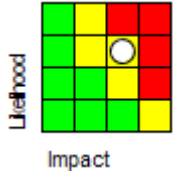
Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
CR35a Impact of inflation	Monitoring the impact of inflationary pressures (including pressures on energy costs) and construction inflation impacts on capex programme • Use of inflation contingency	Regular monitoring the office of budget responsibility's inflation forecasts, The Consumer Prices Index (CPI) rose by 3.5% in the 12 months to April 2025, up from 2.6% in the 12 months to March. Identify areas that are forecasting to exceed budget envelope due to inflation increases.	09-Jun-2025	Iain Jenkins	31-Mar-2026
CR35c Major Projects	Remain within the financial envelopes approved for major projects.	Monthly update on major projects forecasts and issues arising. Major projects are presented monthly to the Chamberlain's Assurance Board with an update to the Portfolio Board chaired by the Town Clerk/Chief Executive. Regular reporting to Capital Buildings Board, Finance Committee, and Policy and Resources Committee. All projects are currently forecast to be completed within budget, although there are quite significant risks to funding and costs, which will continue to be reviewed, particularly relating to SSD/FPEP.	09-Jun-2025	David Abbott	31-Mar-2029
CR35f Achievement of current Savings Programme	Delivering the current savings programme and securing permanent year-on-year savings (including Police Authority) • Develop income generation opportunities	Court of Common Council, in March 2025 reaffirmed the profiling of remaining fundamental review savings. Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to events across the Corporation, Advertising and sponsorship, Filming inside and outside the square mile, Retail opportunities and Fees and Charges. An Income Generation Working Party has been established to recommend direction, momentum and prioritisation on income	10-Jun-2025	Mark Paddon; Daniel Peattie; Ellie Robles	31-Mar-2026

| | | generation opportunities. This coupled with 2025 Star Chamber outputs will provide a cross-corporation programme to deliver.

Pressures and mitigations are being recorded at a more granular level to improve the tracking and reporting on savings during the year, this information will be incorporated into the budget monitoring reports from 2025/26 quarter 1 onwards to help inform Members of key risks and progress. An update on the savings was reviewed by the Efficiency and Performance Working Party at its June meeting. One of the outcomes was to review how we inform Committee Chairs on City Funds' overall position. This will be addressed in an informal meeting before Policy and Resource Away Day.

Savings programmes/initiatives will continue to be considered during the 2025/26 financial year in line with the Town Clerk's Fantastic Five Years with the aim to deliver by April 2026.

Officer Star Chambers led by the Town Clerk have commenced and will continue into September 2025, with a progress update being presented to Policy and Resources away day in July 2025 on income generation and savings across the Corporation to inform the 2026/27 budget setting work. | | | |
| *CR35p Plans in place to reduce future deficits* | Plans in place to reduce future deficits. | The revised medium-term financial plan is only balanced over the next five years with the use of general fund reserves and further savings and/or revenue raising by increasing Council Tax and Business Rate Premium. City Fund moves into deficit position from 2026/27 onwards. The Final Local Government Settlement confirms plans to reset the business rates retention system and plans to engage with councils about reforms to the funding system. This consultation has begun in early 2025, with implementation of these reforms starting through the multi-year Settlement in 2026/27.

Future deficits should not be ignored, previously the business rate growth had been kept separate to fund the major projects and not relied on to balance the in-year position, due to increases in inflation and reductions in property income forecasts this is no longer possible. Radical decisions are now needed on how best to bring down the annual operating deficit, over and above those already identified (income generation, operational property review, investment property review), including major changes or stoppages to existing services provision and/or reduction in grants. This will require a renewed approach to transformation underpin by a clear communication plan to all members, so they are aware of the challenges ahead.

The focus of the May/June Star Chamber meetings is to increase the attention on efficiencies, preventative approaches, aligning to strategic priorities as well as the current income generation strategies. A second round is due to be scheduled for September to finalise and confirm the value of proposals identified by Chief Officers. | 06-Jun-2025 | Daniel Peattie | 31-Mar-2026 |

Code	CR38		Title	Unsustainable Medium Term Finances - City's Estate

Description	**Causes:** The embedded increased impact of inflation, following the peak of 10.7% in Autumn 2022 (as reported by the Office for Budget Responsibility). Aging estate crystallising high levels of expenditure over short time period, putting pressure on Reserves. Reduction in rental income from the property investment portfolio following post pandemic changes in workplace attendance reducing demand for grade B office accommodation. **Event:** Inability to manage financial pressures within the fiscal year, resulting in an inability to achieve anticipated savings and generate expected income, may necessitate additional reliance on investment drawdowns. Additionally, challenges in controlling construction inflation or the inability to readjust capital projects within budget parameters pose further risks. **Effects:** The City of London Corporation's reputation could suffer from failure to achieve financial goals or from reduced services to businesses and the community. Experience challenges in delivering the capital program and major projects within budgetary limits. Inability of expenditure to align with the corporate plan, leading to inefficient resource utilisation and reduced corporate performance.

<table>
<tr><td rowspan="3">Current Risk Assessment, Score & Trend Comparison</td><td colspan="3"></td><td>12</td><td>⬇</td><td>Decreasing</td><td rowspan="3">Target Risk Assessment & Score</td><td colspan="3"></td><td colspan="2">8</td></tr>
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Current Risk Assessment, Score & Trend Comparison		12	⬇	Decreasing	**Target Risk Assessment & Score**			8
Likelihood	Possible	**Impact**		Major	**Likelihood**	Unlikely	**Impact**	Major
Risk Score	12	**Review Date**		12-May-2025	**Risk Score**	8	**Target Date**	31-Mar-2026

| Latest Note | The 2025/26 budget and 5 and 20 year financial model has been updated. The revised position shifts the risk rating from Red to Amber.

Inflation rates to be monitored quarterly and an inflation contingency to be maintained in 2025/26 through carried forward from 2024/25 underspends. On-going pressures totalling £2.0m, plus net 2% inflation uplift approved in 2025/26 budgets.

The five-year financial plan includes reprofiling of cyclical works programme to cover bow-wave of outstanding works, plus a further provision for works going forward.

Earning more income from property investment portfolio. To this end the Investment Property Strategy was approved by Investment Committee in July 2024, and the team is currently being shaped in order to be able to deliver the strategy's objectives.

The funding strategy identifies where best to bring third-party capital, reducing demand on own Reserves.

Key mitigations include quarterly monitoring of capital programme against budgets and developing comprehensive business cases and securing and implementation plans for income generation opportunities. |
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	Developing a savings programme aligned with the Town Clerk's Fantastic Five Years, supporting organisational excellence, focusing on efficiencies and transformation across services.

Risk Level	Corporate	Department	Chamberlain's
Creation Date	31-Oct-2022	Risk Owner	Caroline Al-Beyerty
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Sonia Virdee
Head of Profession 2		Committee	Finance Committee
Head of Profession 3		Parent Risk	CR Corporate Risk Register

Actions related to this risk:

Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
CR38a Impact of inflation	Monitoring the impact of revenue inflationary pressures (including pressures on energy costs, cost of London living wage) and construction inflation impacts on capex programme • Monitor the use of inflation contingency	Regular monitoring the office of budget responsibility's inflation forecasts, The Consumer Prices Index (CPI) rose by 3.5% in the 12 months to April 2025, up from 2.6% in the 12 months to March.	09-Jun-2025	Iain Jenkins	31-Mar-2026
CR38e A reduction in key income streams and increase in bad Debt	Monitoring key income streams • i.e. rental income from the property investment portfolio.	This is being monitored monthly, with action being taken within the portfolio to maximise income generation opportunities. Ensure income generation schemes are sustainable and on-going opportunities are explored, these include but not limited to; Lord Mayor Show and events across the Corporation, Advertising and sponsorship, Filming inside and outside the square mile, Retail opportunities and Fees and Charges. Benchmarking exercises are currently being undertaken to provide a market comparison. Officer Star Chambers led by the Town Clerk have commenced and will continue into September 2025, with a progress update presented to Policy and Resources away day in July 2025 on income stream across the Corporation.	09-Jun-2025	Ellie Robles / Daniel Peattie	31-Mar-2026

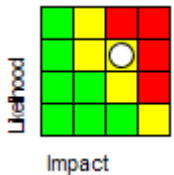| CR38f Achievement of current Savings Programme | Delivering the current savings programme and securing permanent year-on-year savings. | Quarterly revenue monitoring undertaken to ensure departments have appropriate plans in place to meet in-year pressures. High risk departments are undertaking monthly revenue monitoring. Regular updates to Executive Leadership Board / Senior Leadership built into monitoring timetable.

Pressures and mitigations are being recorded at a more granular level to improve the tracking and reporting on savings during the year, this information will be incorporated into the budget monitoring reports from 2025/26 quarter 1 onwards to help inform Members of key risks and progress. An update on the savings was reviewed by the Efficiency and Performance Working Party at its June meeting. One of the outcomes was to review how we inform Committee Chairs on City Funds' overall position. This will be addressed in an informal meeting before Policy and Resource Away Day.

An update on the revised 5 and 20 year financial plans were presented to the Joint RASC and Service Committee Chairman in January 2025. Which then informed the proposals taken forward and approved at Court of Common Council in March 2025.

The focus of the May/June Star Chamber meetings is to increase the attention on efficiencies, preventative approaches, aligning to strategic priorities as well as the current income generation strategies. A second round is due to be scheduled for September to finalise and confirm the value of proposals identified by Chief Officers. | 06-Jun-2025 | Daniel Peattie | 31-Mar-2026 |
| CR38g Major Projects Financial Envelope | Remain within the financial envelopes approved for major projects. | Monthly updates and budget monitoring on major projects forecasts and issues arising. Projects are routinely reviewed by the Chamberlain's Assurance Board.

The only major project remaining within City Estate is the MoL Landlord Works, which is nearing completion, as well as the funding contribution towards SSD.

The achievement of property disposals on time as well as drawdown from financial investments, will be needed to fund cashflows, which is being monitored as part of the cashflow reporting to Investment Committee. | 09-Jun-2025 | David Abbott | 31-Mar-2029 |
| CR38h Third Party Capital Funding | Bringing third party capital to surplus operational property opportunities. | Identified initial opportunities which have been supported by Resource Allocation Sub Committee.

Now that decision on markets has been made, remaining proposals for each opportunity has been worked through by the Chamberlain's and City Surveyor's | 16-Jun-2025 | Sonia Virdee; Robert Murphy | 31-Mar-2025 |

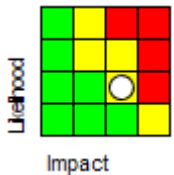|		teams and was submitted for member consideration to the Investment Committee in February. Progress will be updated to the Investment Committee on a quarterly basis.			
CR38i Charities Review (Natural Environment)	Undertake the Charities Review (Natural Environment)	The ability for charities to fundraise and generate more income to support ambitions for activities and operational property requirements. Finance Committee on 14 January, agreed to proceed with the implementation phase and move to a grant funding model for 2025/26. This was confirmed by RASC and P&R in February 2025. The two-year implementation phase commenced in April 2025 and will report progress to NE Committees in 2025 and interim outcomes to the Finance Committee in December 2025 with further reporting in 2026.	09-Jun-2025	Emily Brennan; Pauline Mouskis	31-Mar-2025
CR38j Plans in place to reduce future deficits.	Reduce annual operating deficit, including major changes or stoppages to existing services provision and/or reduction in grants.	Despite the Court of Common Council decision on the markets, City's Estate continues to produce annual operating deficits over the 5-year financial plan. Over the planning period, the revised cumulative deficit is forecast to be £395m in additional to the financial gain already modelled. Balance sheet modelling indicates this is manageable in the medium term. Stopping the markets co-location programme has strengthened net assets, supporting the sustainability of the City's Estate fund and investment portfolio. This will in turn allow the Corporation to progress with implementing the investment strategy in diversifying its investment assets, which according to longer term modelling, suggests recovery and a transition into surplus in 15 years. Implementing these decisions shifts the risk dial from red to amber. However, Members should note failure to implement the investment strategy will compromise the recovery of City's Estate's I&E position. Therefore, it is not recommended to add any additional pressure on City's Estate investment assets to allow time for the strategy to be embedded. Additionally, continued emphasis on efficiencies and reducing deficit funding for charities will require support and progress to ensure the sustainability and future viability of both Charities and City's Estate. Star Chambers led by the Town Clerk have commenced and will continue into June 2025. The focus of the Star Chamber meetings is to increase the attention on efficiencies, preventative approaches, aligning to strategic priorities as well as the current income generation strategies. A second round is due to be scheduled for	06-Jun-2025	Daniel Peattie	31-Mar-2025

		September to finalise and confirm the value of proposals identified by Chief Officers. An update is being presented to Policy and Resources away day in July 2025 on income generation and savings across the Corporation to inform the 2026/27 budget setting work			

Code	CR33	Title	Major Capital Schemes

Description	**Cause:** The City Corporation has set itself the ambition to deliver a portfolio of major capital schemes in a fiscally constrained environment. **Event:** There is insufficient resourcing and controls in place to effectively oversee and administer the portfolio according to strategic priorities. **Effects:** • Failure to deliver on corporate outcomes and strategic priorities. • Schemes not delivered on time and therefore a delay to the realisation of benefits. • Potential for increased capital costs as a result of delayed decision making, and ineffective oversight and controls across the portfolio. • Inability of the organisation to move at the required pace to secure decisions. • Reputational impact on the Corporation vis-a- vis key stakeholders across London, UK Government, and investors. • Revenue impact of delayed delivery to services affected (e.g. Markets, Museum of London Grant, City of London Police).

Current Risk Assessment, Score & Trend Comparison		12	▬	Constant	Target Risk Assessment & Score		8
Likelihood	Possible	**Impact**	Major		**Likelihood**	Unlikely	**Impact**	Major
Risk Score	12	**Review Date**	10-Jun-2025		**Risk Score**	8	**Target Date**	31-Mar-2029

| Latest Note | The project governance review has recommended a move to a portfolio management model which will more effectively manage the prioritisation of projects aligned to strategic objectives and the allocation of resources to enable successful delivery.

Monthly monitoring of cashflow forecasting continues and is reported to relevant committees and the Chamberlain's Assurance Board.

The new project procedure (P3 Framework) is in draft form having been endorsed by the Town Clerk's Portfolio Board. The final draft is due to be approved by Members Summer 25/26.

A change in approach to the future of the markets has resulted in the cancellation of the Markets Co-location Programme and the initiation of a new Markets Programme. The landlord works at the Museum of London are nearing completion, work on Salisbury Square and the Future Police Estate Programme continues to plan, and the Barbican Renewal Programme has been established with governance arrangements confirmed at P&R (May 2025). |
|---|---|

Risk Level	Corporate	Department	Chamberlain's
Creation Date	14-Feb-2020	Risk Owner	Caroline Al-Beyerty
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Genine Whitehorne
Head of Profession 2	Commercial	Committee	Finance Committee
Head of Profession 3	Programme Management	Parent Risk	CR Corporate Risk Register

Actions related to this risk:

Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
CR33h New Project Governance Approach	Implement a new project governance approach	The Town Clerk's portfolio board commenced in November 2023.

A portfolio overview report approved by Projects and Procurement sub-committee, with one-off funding approved by CoCo on 7 March, further work underway to identify permanent funding source.

A drafted project procedure and guidance document is in the process of going through Member governance, having been endorsed by the Town Clerk's Portfolio Board.

• Phase 1 – Provision of PM Toolkit and enabling portfolio reporting to Portfolio Board and Members – reporting to commence from Summer 2025
• Phase 2 – Roll out of new Gateways in the Project Procedure from November 2025 | 10-Jun-2025 | Matthew Miles | 31-Dec-2025 |

		Plan to be presented and approved at PPsC (June 25), Finance Committee (July 25), and CoCo (July 25).			
CR33j Project Management Academy	Refresh the Project Management Academy	Exploratory discussions as part of soft market testing ongoing with prospective supplier to ascertain appetite and costings for an outline training proposal in line with new project procedure and framework. A transformation funding proposal was submitted to undertake this work in April 2025, with funding approval confirmed in May 2025. A vacancy in the Projects Skills and Capability Manager role is contributing pressures. However, an apprentice is being recruited to provide administrative support.	10-Jun-2025	Nadhim Ahmed	30-Nov-2025
CR33k New Project Management System	Procure and implement a new project management system	A broad programme of requirements workshops for the new Cora Project Management system completed in January 2025. Moreover, User Acceptance Testing (UAT) completed in March 2025. Identified issues are being resolved as part of system configuration. The approach to user engagement and training is currently being implemented, with pilot portfolio dashboard reporting to be trialled in early May, with the system expected to be in use for the first full Portfolio reports at end May 2025. During transition data quality assurance is underway, with assured dashboard reporting expected in September 2025. Phase 2 system implementation planning is underway. This will cover changes associated with the updated Project Procedure and implementation of a benefits module. Delivery of a finance module and integration with finance systems will form Phase 3.	10-Jun-2025	Matthew Miles	31-Dec-2025
CR33l Cashflow and Forecast Monitoring	Monitor the high-level cashflow/forecast monthly	The Investment Management Monthly Meeting is ongoing. The Chamberlain's Assurance Board has also been established to review the financial dashboards and forecasts for the Major Programmes, with updates provided to the Portfolio Board. The cashflow and capital realisation strategy was presented to Finance and Investment Committees in February with a quarterly updated in May. Quarterly monitoring/reporting will continue going forwards.	11-Jun-2025	David Abbott	31-Mar-2029

		The achievement of property sales on time, as well as drawdown from financial investments, is necessary to fund cash outflows. This is a key risk that will continue to be monitored.			
CR33m Secure Third-Party Funding	Secure Third-Party Funding	A project update report is prepared for information to the Finance Committee, Capital Buildings Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	03-Jun-2025	Sonia Virdee; Paul Wilkinson	31-Mar-2029
CR33n Provide regular Member updates	Provide regular Member updates	A project update report is prepared for information to the Projects and Procurement Sub Committee, Finance Committee, Capital Buildings Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	03-Feb-2025	Sonia Virdee; Genine Whitehorne	31-Mar-2029

Risk Level Description Departmental

Code	CHB 002		Title	Housing Revenue Account Financials

Description	**Cause**: The embedded increased impact of inflation, following peak of 10.7% in Autumn 2022; capped rents and higher repairs and maintenance costs than originally foreseen. Potential issue around non-recoverability of elements of service charge costs and extensive planned 10 year programme of major works requiring funding source. **Event**: Inability to contain financial pressures on the Housing Revenue Account, especially around repairs and maintenance costs, management costs and depreciation charges. Additionally, challenges in controlling construction inflation or the inability to readjust capital projects within budget parameters pose further risk. **Effect**: The City Corporation's reputation is damaged due to failure to deliver housing services.

Current Risk Assessment, Score & Trend Comparison		16	▬	Constant	Target Risk Assessment & Score			8
Likelihood	Likely	**Impact**	Major	Likelihood	Unlikely	**Impact**		Major
Risk Score	16	**Review Date**	302-Sept-2025	Risk Score	8	**Target Date**		30Sept-2025

Latest Note	The latest financial position on the overall HRA was agreed in the latest Estimates report in January 2025. An updated five year financial projection was previously presented to members in September 2024. Latest projections show the revenue funding position remains precarious and vulnerable to revenue overspends, further delays to new build projects or significantly rising capital costs (leading to higher loan repayments and interest charges). On 7 March Court of Common Council approved rent increases of 7.7%. Work on a revised 10 year plan including the latest projections for works on GLE is expected to be ready for the P&R Away Day in July.

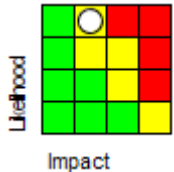| Risk Level	Departmental	Department	Chamberlain's
Creation Date	16-Oct-2023	Risk Owner	Sonia Virdee
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Mark Jarvis

Head of Profession 2	Estates & Facilities	Committee	Finance Committee
Head of Profession 3		Parent Risk	CHB Departmental Cross Cutting Risks
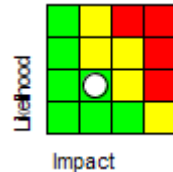
Actions related to this risk:

Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
CHB002a Capital Schemes Monitoring	Close monitoring of capital schemes is required during 2025/26, update to be provided in regular reporting of capital forecasts next due in July. Continue to monitor the risk around non-recovery of leaseholder contributions to capital projects.	Close monitoring of capital schemes is required during 2025/26, update to be provided in regular reporting of capital forecasts due in the revised HRA 10 Year Plan to be completed by July 2025. Further risk of delays to new build projects will impact the 10 Year Plan revenue projections. Continue to monitor the risk around non-recovery of leaseholder contributions to capital projects.\n\nMany other London Boroughs also have very fragile HRAs and we are working with local government colleagues as well as MHCLG and Treasury on wider solutions to current challenges.	10-Jun-2025	Mark Jarvis	31-July-2025
CHB002b Repairs & Maintenance	Increased repairs and maintenance costs and energy costs.	The Savills report identified high repairs and maintenance costs, management costs and depreciation charges.\nThe current repairs and maintenance contract is being re-procured in 2025/26.\nThe calculation of the depreciation charge has been reviewed with external valuers and significantly reduced as a result – this has helped to offset past inflationary revenue pressures.\nThe 2025/26 budgets show a very finely balanced position that will be updated in the review of the 10 Year Plan figures in July.	10-Jun-2024	Mark Jarvis	31-July-2025

Code	CHB 003		Title	Inconsistent application of the internal control environment

Description	**Cause**: Inconsistent application of internal controls across the City of London Corporation, including but not limited to: Failure of staff management to adhere to financial and procurement regulations, leading to: Poor Purchase Order Compliance, Inefficient budget management, Delays in setting up Project Codes due to governance, Ineffective contract and supplier management, Lack of management oversight of purchasing activities, Misinterpretation and inconsistent understanding of financial and procurement regulations, Inconsistent guidance from subject matter experts & Complex procedures driving officers towards using workarounds **Event**: • Increase in transactional errors • Decrease in payment performance • Impact on cashflow management and accuracy of forecasting • Heightened demand for customised approvals and urgent decisions • Diminished strategic challenge capacity • Disrupted delivery of Business as Usual (BAU) operations **Effect**: • Failure to achieve value for money • Negative internal and external audit opinions • Detrimental effects on supplier partnerships and commercial appeal to the market

Current Risk Assessment, Score & Trend Comparison		8	▬	Constant	Target Risk Assessment & Score				4
Likelihood	Likely	**Impact**		Serious	**Likelihood**	Unlikely	**Impact**		Serious
Risk Score	8	**Review Date**		26-Feb-2025	**Risk Score**	4	**Target Date**		31-Jul-2025

Latest Note	Materialising in various ways, indications are emerging of the inconsistent implementation of internal controls throughout the Corporation. The financial leadership group, consisting of finance representatives from across the corporation and its institutions, has been appointed to mitigate the risk of inconsistent application of the internal control environment by working with business customers. A number of mitigations have been identified to improve compliance and overall benefits of controls. FLG have been instructed to provide a list and evidence of further in-place actions to be added to the action list below.

A significant emphasis is placed on user training and understanding to ensure effective adherence to internal spending and purchasing controls.

This risk takes precedence as additional occurrences will adversely affect the ability to achieve a balanced medium-term financial plan.

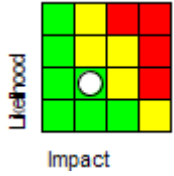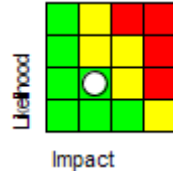| Risk Level	Departmental	Department	Chamberlain's
Creation Date	28-Feb-2024	Risk Owner	Caroline Al-Beyerty
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Commercial	Risk assigned to	Sonia Virdee
Head of Profession 2	Financial Services	Committee	Finance Committee
Head of Profession 3	Internal Audit	Parent Risk	

Actions related to this risk:

Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
CHB003c Project Governance Process Review	Review gateway process and project budget code creation.	The review of the gateway process is underway as part of action CR33h Considering the separation of capital accounting arrangements from project procured. A draft revision is currently being socialised amongst the working group. Some interdependencies to the Programme Sapphire (ERP) implementation exist.	07-Jun-2025	Matthew Miles	31-Jul-2025
CHB003e Review of procurement regulation	Review of procurement regulations	Procurement Code is being updated however the first presentation of the revised policy format has not landed well so it is being revisited. Consequently, the timeline for ultimate approval by Court of Common Council is likely now to be October. The revised schedule will see the Code brought to Projects and Procurement sub-Committee and Finance Committee in September,2025 and the Court of Common Council in October 2025.	10-Jun-2025	Sue Smith;	31-Oct - 2025
CHB003h Escalation and enforcement of non-compliance activities	Escalation and enforcement of non-compliance activities	Performance issues to be reported and dealt with by line manager, Financial Services Director and Commercial Director. Further non-compliance to be escalated to the Chamberlain.	16-Jun-2024	Sonia Virdee; Genine Whitehorne	31-Jul-2025

		Monthly reviews are taking place at Financial Leadership Group to highlight any areas of concern. A deep dive session focusing on issues is being planned for its June meeting			
CHB003i Finance Leadership Group Interventions	The Finance Leadership Group are responsible for partnering with departments and services to improve overall compliance.	Current actions and mitigations are reviewed and discussed at the monthly Finance Leadership Group. The performance of departments and institutions are reviewed monthly, with finance reps sharing their best practice on reducing non-compliance.	12-Jun-2025	Sonia Virdee	31-Jul-2025

Code	CHB 001		Title	Chamberlain's department transformation and knowledge transfer

Description	**Cause:** Transferring knowledge can be challenging due to resistance to change, poor training, or lack of proper documentation. **Event:** Culture change is insufficient. Corporate memory is lost. The Chamberlain's Department is not fit for the future. **Effect:** Chamberlain's Department fails to deliver its objectives.

Current Risk Assessment, Score & Trend Comparison		4	▬	Constant	Target Risk Assessment & Score			4
Likelihood	Unlikely	**Impact**		Serious	**Likelihood**	Unlikely	**Impact**	Serious
Risk Score	4	**Review Date**		09-Apr-2025	**Risk Score**	4	**Target Date**	31-Dec-2025

Latest Note	Most of the vacancies within the commercial, change and portfolio delivery team have been successfully recruited into. The approach to the remaining vacancies will be to recruit and fill on the basis of upcoming priorities. The Learning and Engagement Board continues to support and develop staff. A skills matrix assessment has been commissioned for Finance Staff, this is being piloted with the Financial Shared Services team, with the plan to extend to all finance teams within Chamberlain's department. A strategic review of Commercial and Contract management has been completed in November 2024. The implementation was approved by PPSC in December. The five improvement workstreams have been established with a core focus on readiness for the Procurement Act 2023. A procedure note review is underway and pending the positive results of this review, this risk will be deactivated.

Risk Level	Departmental	Department	Chamberlain's
Creation Date	12-Nov-2021	Risk Owner	Caroline Al-Beyerty
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Chamberlain
Head of Profession 2		Committee	Finance Committee

Head of Profession 3			Parent Risk	CHB Departmental Cross Cutting Risks

Actions related to this risk:
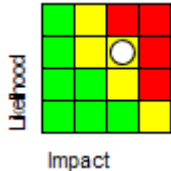
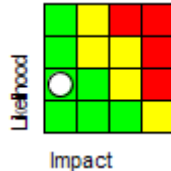| Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
CHB001b Sufficient means for upskilling team members	Colleagues are provided with the training they need to fulfil their role.	A CIPFA skills matrix to independently analyse strengths and areas for improvement for Chamberlain's staff. This has now been completed by FSS and Internal Audit. Results have been received for FSD, which are currently being reviewed. Treasury and Pensions are now in the process of undertaking the matrix. Key workstreams for the board have been identified and are currently being progressed. Lunchtime learning sessions are being delivered on a variety of topics in the coming months. Separate to the above, the Financial Services Division have carried out training sessions to support staffs continued professional development; these sessions have been mandated to support staff with upskilling through the year end close-down process. Training sessions will be programmed into annual forward plans to ensure continued development. In addition, succession planning is now being reviewed to support skill shortages within capital, supported by excellent interim support. Alongside the above the FSD are also launching their Financial Improvement and Transformation strategy (FIT) in June. This links to the Corporate Plan and People Strategy. One of the goals is to imbed best practice and transformation across the organisation.	10-Jun-2025	Phil Black	31-Dec-2025
CHB001g Commercial and Contract Management Improvement Plan	A draft improvement plan is being formulated following the recommendations from the strategic review. Further details will be provided in Q4 of the progress of identified quick wins.	A workstream has been identified within the Commercial Transformation plan which is focussing on training and development. This has specific deliverables and initiatives that are planned to be rolled out over Q4 and Q1 (FY 25-26). All Commercial Services team members have completed PA23 eLearning and also have completed a self assessment to identify the depth of their knowledge in skills-based criteria related to their roles with targeted procurement and soft skills training to be delivered via personalised 2025/26 development plans.	10-Jun-2025	Nish Dubey	31-Dec-2025
CHB001h Procedure Notes Review	Undertaking of an audit of all critical processes and ensuring	All process owners have been requested to provide evidence of procedure notes for critical processes for review by Chamberlain's SLT at the July meeting.	28-Jun-2025	Leah Woodlock	31-July-2025

	appropriate materials are in place				

Code	CHB 005		Title	Resistance to Transformation and Change (Change Fatigue)

Description	**Cause**: • Ineffective change management and business transformation activities • Culture of resisting change within the organisation • Resource capacity – staff are consumed by BAU tasks they have no further capacity to support change • Ineffective prioritisation of programmes **Event**: • Low user acceptance rates and failure to integrate the necessary cultural changes. • Low change readiness • Un-utilised technologies or enhancements • Additionally, the broader transformation programme (such as users not fully adopting the new ERP system), may face resistance. This can result in resistance to the business transformation that the transformation programme and other initiatives aim to achieve. **Effect**: • Decreased productivity, increased operational costs, and failure to achieve the desired outcomes of the Transformation programme and the broader transformation initiatives. The lack of business transformation may hinder the corporation's ability to modernise operations and align with the current corporate plan and strategies. Furthermore, the failure to achieve the transformation goals, such as improved efficiency, increased capacity, and better information management, may negatively impact the corporation's ability to deliver on its strategic objectives and maintain a competitive edge.

Current Risk Assessment, Score & Trend Comparison		12	▬	Constant	Target Risk Assessment & Score			2
Likelihood	Possible	**Impact**		Major	**Likelihood**	Unlikely	**Impact**	Minor
Risk Score	12	**Review Date**		12-May-2025	**Risk Score**	2	**Target Date**	30-Jun-2026

Latest Note	Currently, numerous transformation/improvement programs and new strategies are being implemented across the Chamberlain department and the wider City of London Corporation.

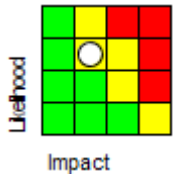| Risk Level	Departmental	Department	Chamberlain's
Creation Date	12-May-2025	Risk Owner	Genine Whitehorne
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Chamberlain
Head of Profession 2	Commercial	Committee	Finance Committee
Head of Profession 3	Strategy & Plans	Parent Risk	

Actions related to this risk:

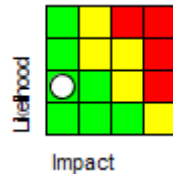| Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
CHB 004c Change Champions Network	Launch an officer change champion network	On the 2nd May, the Change champion network was launched. Programme Sapphire (ERP Programme) is being used as a launch pad for the network. A new lead for the Change Network has been appointed and will start in June.	60%	06-Jun-2025	Change Leads	31-May-2025
CHB 005a Stakeholder Engagement	Identifying and engaging with key stakeholders to enable success of the transformation	Introducing change leadership role to Future Ambition 18, utilising the bi-monthly meetings to present the change and transformation programmes.	20%	12-Jun-2025	Programme Leads	30-Apr-2026
CHB 005b Change Management Strategy	Develop a change management strategy	A need for a change management strategy has been identified and will form a requirement for the new transformation strategic partner.	0%	12-Jun-2025	Genine Whitehorne	30-Nov-2025

CHB 005d Strategic Transformation Partner	Procure a transformation partner to deliver the transformation agenda.	The specification for the strategic partner is being finalised, Project and Procurement Sub committee will be presented with the Procurement strategy in July.	0%	06-Jun-2025	Genine Whitehorne	31-Jul-2025

Code	CHB 004	Title	Vetting Delays

Description	**Cause**:
	• Due to the high demand for vetting services, CHB staff applications for security vetting are experiencing significant delays, potentially taking over 12 months from the point of application.
	Event:
	• The reduced capacity of DITS and CCPD staff allocated to COLP projects would cause significant delays in service delivery. This shortage of resources is creating a strain on the services provided to COLP, leading to a lack of resilience and impacting the timely execution of programs and support initiatives.
	Effect:
	• The shortage of eligible staff is creating a strain and reducing the resilience of services provided to COLP. This lack of resources is impacting the timely execution of programs and the ability to provide necessary support, leading to delays and inefficiencies.

Current Risk Assessment, Score & Trend Comparison		6	▬	Constant	Target Risk Assessment & Score		2
Likelihood	Possible	Impact	Serious	Likelihood	Unlikely	Impact	Minor
Risk Score	6	Review Date	12-May-2025	Risk Score	2	Target Date	12-May-2025

Latest Note	This risk has been identified due to the high demand for vetting services Chamberlain's staff applications (especially those in IT, Procurement and Projects) for security vetting are experiencing significant delays (both new applications and renewals). The timeframes for vetting, have identified weakened resource for the increasing demand of COLP projects.

Risk Level	Departmental	**Department**	Chamberlain's
Creation Date	12-May-2025	**Risk Owner**	Chamberlain
Approach	Reduce	**Risk Administrator**	Leah Woodlock
Head of Profession 1	Financial Services	**Risk assigned to**	Chamberlain; Zakki Ghauri; Genine Whitehorne
Head of Profession 2	Commercial	**Committee**	Finance Committee
Head of Profession 3	IT	**Parent Risk**	

Actions related to this risk:

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
HB 004a	*Hold regular Vetting Review Meetings*	Monthly meetings have now been scheduled to review current vetting status and prioritise	20%	12-Jun-2025	DITS	31-Dec-2025
HB 004b)	*Utilisation of the Police National Vetting Service (provided by Warwickshire Police*	Using the national vetting service, applications can be made to reduce the demand on the COLP service.	20%	12-Jun-2025	EPMO	31-Dec-2025

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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