



Projects and Procurement Sub-Committee

Date: MONDAY, 15 JULY 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Randall Anderson (Chair) Alderman Timothy Hailes JP
Deputy Rehana Ameer (Deputy Chair) Eamonn Mullally
Mary Durcan Philip Woodhouse

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting of the Sub-Committee held on Monday, 10th June 2024.

For Decision
(Pages 7 - 14)

4. **STRATEGIC PROCUREMENT REVIEW**

The Director, Commercial, Change and Portfolio Delivery to be heard.

For Information

5. **FUNDING FOR EPMO SYSTEM**

Report of the Chamberlain.

For Decision
(Pages 15 - 22)

6. **FORWARD PLAN**

Report of the Chamberlain.

For Information
(Pages 23 - 24)

7. ***ISSUE REPORT - SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION**

Report of the City Operations Director.

For Information

8. ***GW1/2: DAUNTSEY HOUSE, FREDERICK'S PLACE - PUBLIC REALM IMPROVEMENTS (\$278)**

Report of the Executive Director, Environment.

For Information

9. ***GW2: CLIMATE ACTION STRATEGY (CAS) – CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS**
Report of the City Surveyor.

For Information

10. ***GW2: CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME – HEAT DECARBONISATION**
Report of the City Surveyor.

For Information

11. ***GW2: TEMPLE AVENUE IMPROVEMENTS (FLEET STREET AREA PROGRAMME)**
Report of the Executive Director, Environment.

For Information

12. ***GW3: 2 ALDERMANBURY SQUARE**
Report of the Executive Director, Environment.

For Information

13. ***GW3: MUSEUM OF LONDON S278**
Report of the Executive Director, Environment.

For Information

14. ***GW3/4: CREECHURCH LANE AREA IMPROVEMENTS (CITY CLUSTER PROGRAMME)**
Report of the Executive Director, Environment.

For Information

15. ***GW3/4: MILLENNIUM BRIDGE HOUSE AREA IMPROVEMENTS S278**
Report of the Executive Director, Environment.

For Information

16. ***GW4: CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 4 SUDS (SUSTAINABLE URBAN DRAINAGE) FOR CLIMATE RESILIENCE**

Report of the Executive Director, Environment.

For Information

17. ***GW6: CAR PARK & OTHER SIGNAGE PHASE 3**

Report of the Interim CEO, Barbican Centre.

For Information

18. ***GW6: 21 MOORFIELDS AND FORE STREET AVENUE S278 MOOR LANE ENVIRONMENTAL ENHANCEMENTS**

Report of the Executive Director, Environment.

For Information

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

20. **ANY URGENT BUSINESS**

21. **EXCLUSION OF THE PUBLIC AND PRESS**

MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act 1972.

For Decision

22. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting of the Sub-Committee held on Monday, 10th June 2024.

For Decision
(Pages 25 - 30)

23. **THE NPCC CYBERCRIME PROGRAMME BLOCKCHAIN FORENSIC TOOL**
Report of the Commissioner of the City of London Police.
For Decision
(Pages 31 - 36)
24. **GW4: BARBICAN RENEWAL - INFRASTRUCTURE PHASE 1**
Joint Report of the City Surveyor and the Interim CEO, Barbican Centre.
For Decision
(Pages 37 - 84)
25. **END USER DEVICES - REFRESH CONTRACT**
Report of the Chamberlain.
For Decision
(Pages 85 - 94)
26. **JULY 2024 PORTFOLIO OVERVIEW**
Report of the Chamberlain.
For Information
(Pages 95 - 128)
27. **NON-COMPLIANT WAIVER REPORT**
Report of the Executive Director of Community & Children's Services.
For Information
(Pages 129 - 136)
28. ***CITIGEN AND HEAT NETWORK ZONING UPDATE**
Report of the City Surveyor.
For Information
29. ***GW3/4/5: CENTRAL CRIMINAL COURT - CELL AREA DUCTING AND EXTRACT SYSTEM BALANCING**
Report of the City Surveyor.
For Information
30. ***GW5: SYDENHAM HILL REDEVELOPMENT**
Report of the City Surveyor.

For Information

**31. *WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS,
HOLLOWAY, SOUTHWARK, SYDENHAM HILL AND WINDSOR HOUSE**

For Information

- a) *Window Replacement and Common Parts Redecorations: Holloway Estate
Report of the Executive Director of Community and Children's Services.
- b) *Window Replacement and Common Parts Redecorations: Southwark Estates
Report of the Executive Director of Community and Children's Services.
- c) *Window Replacement and Common Parts Redecorations: Sydenham Hill
Report of the Executive Director of Community and Children's Services.
- d) *Window Replacement and Common Parts Redecorations: Windsor House
Report of the Executive Director of Community and Children's Services.

32. *GW6: ASSESSMENT CENTRE FOR ROUGH SLEEPERS

Joint Report of the City Surveyor and the Executive Director of Community & Children's Services.

For Information

33. NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE

34. NON-PUBLIC ANY URGENT BUSINESS

PROJECTS AND PROCUREMENT SUB-COMMITTEE

Monday, 10 June 2024

Draft Minutes of the meeting of the Projects and Procurement Sub-Committee held in the Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 10 June 2024 at 1.45 pm

Present

Members:

Deputy Randall Anderson (Chairman)
Deputy Rehana Ameer (Deputy Chair)
Mary Durcan
Deputy Elizabeth King

Observer (via MS Teams)

Philip Woodhouse

Officers:

Genine Whitehorne	- Commercial Director
Ola Obadara	- City Surveyor's Department
Sue Penn	- City of London Police
Daniel Peattie	- Chamberlain's Department
Sarah Baker	- Chamberlain's Department
Oliqur Chowdhury	- Chamberlain's Department
James Carter	- Chamberlain's Department
David Cooke	- Chamberlain's Department
Monica Patel	- Chamberlain's Department
John Barker	- Community & Children's Services
Damon Ellis	- Community & Children's Services
Michael Gwyther-Jones	- Community & Children's Services
Philippe Greaves	- Community & Children's Services
Melanie Charalambous	- Environment
Gillian Howard	- Environment
Adam Fjaerem	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Marcelina Gilka	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
John Cater	- Town Clerk's Department

1. APOLOGIES

In advance of the meeting, formal apologies were received from Alderman Tim Hailes and Philip Woodhouse.

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

There were no declarations under the Code of Conduct.

3. **APPOINTMENT OF A DEPUTY CHAIR FOR 2024/25**

In advance of the meeting, Members of the Sub-Committee were advised that the Chairman of the Finance Committee, had indicated that he was content for the Sub-Committee to nominate its own Deputy Chair via an indicative vote at today's meeting. The Chairman of the Finance Committee would then exercise his nomination rights on the basis of this vote to ratify the Deputy Chair's position.

The Town Clerk confirmed that, after expressions of interest had been sought in the run-up to the meeting, Deputy Rehana Ameer had expressed an interest in serving as Deputy Chair of the Sub-Committee for the year ensuing. Members welcomed Deputy Ameer's interest and endorsed her nomination to the Chairman of the Finance Committee for ratification.

The Deputy Chair thanked her fellow Members for placing their confidence in her.

RESOLVED - that being the only Member expressing a willingness to serve, Deputy Rehana Ameer be nominated as Deputy Chair of the Projects and Procurement Sub-Committee for the year ensuing, subject to the Chairman of the Finance Committee subsequently exercising his nomination rights to ratify the Deputy Chair's position.

4. **MINUTES**

RESOLVED – that the draft public minutes and non-public summary of the meeting of the Sub-Committee held on Monday, 15 April 2024 be approved as an accurate record.

5. **EMERGENCY AND TEMPORARY ACCOMMODATION PLACEMENTS - STAGE 1 STRATEGY REPORT AND STAGE 2**

The Sub-Committee considered a Joint Report of the Chamberlain and the Executive Director of Community and Children's Services concerning the procurement strategy for Homeless Households accessing placements in Emergency and Temporary Accommodation.

The Chairman queried whether, in the interests of efficiency, the number of Committees this Report was being considered by could have been fewer, and, whether it was appropriate that the service Committee for these matters, i.e., the Community and Children's Services Committee, only received this Report for information and not for approval; this latter point highlighted a broader issue which had been raised by the previous Chairman of the Sub-Committee and would be part of the discussions around the changes to procurement governance processes at the City.

RESOLVED – that the Sub-Committee:

- Approved the procurement strategy via a direct award call-off from the YPO framework (Commissioning Solution ref 1017 / Commissioning Solution 2 ref 001231), to the Access Group.

- Granted delegated authority to the Community and Children’s Services Category Board for the approval of the two-year extension, should it be required.

6. UPDATE ON PORTFOLIO MANAGEMENT IMPLEMENTATION

The Sub-Committee received a Report of the Chamberlain concerning an update on the implementation of the project portfolio management model.

The Chairman informed Members that there would be a funding request associated with this piece of work which will be addressed through the Finance Committee.

In response to a concern raised about whether sufficient resources were in place to manage the multiple projects the City was undertaking, the Director of Commercial, Change and Portfolio Delivery responded that, whilst different departments of the organisation had specific localised arrangements which depended in large part on the scale and number of projects being managed (e.g. the Environment Department had its own PMO function), as a whole, the resources the organisation had dedicated to project management and delivery had, historically, failed to match the high levels of project activity, which in turn had resulted, all too frequently, in damaging outcomes for the City.

The move to a portfolio approach should ensure that projects across the board are better aligned with the Corporation’s priorities; a significant example of this new approach is the recently stood up Town Clerk’s Portfolio Board - this key senior officer scrutiny body will act as a gateway for projects which go on to enter the Member domain.

The Chairman highlighted one of the concerns raised in the Report, namely, that the costs of five out of nine projects more than doubled over the course of their project lifecycles. The Director of Commercial, Change and Portfolio Delivery responded that establishing more financial discipline across the City’s projects would be a key outcome, and work was ongoing within the Chamberlain’s department to embed this in the system; it was unfortunately all too frequently the case that project managers had, at the feasibility stage, underestimated the costs for capital projects in particular; a key focus would be around ensuring officers are more robust about aligning funding requests with project lifecycles.

RESOLVED – that the Sub-Committee noted the Report.

7. COOL STREETS AND GREENING - PROGRAMME UPDATE

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning an update on the delivery of the Cool Streets and Greening Programme (CSG).

RESOLVED – that the Sub-Committee noted the Report.

8. ***GW3-4 - CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS: MANSION HOUSE - PLANNING PERMISSION APPLICATION**

The Sub-Committee received a Report of the City Surveyor concerning the planning permission application to install an Air Source Heat Pump (ASHP) and Photovoltaic (PV) array onto the roof of the Mansion House.

The City Surveyor informed Members that approval of the recommendations in the Report by the Resource Allocation Sub-Committee was still pending.

RESOLVED – that the Sub-Committee noted the Report.

9. ***GW5 - CITY GREENING AND BIODIVERSITY: LONDON WALL /MOORGATE RE-LANDSCAPING**

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning the London Wall/Moorgate relandscaping project (Phase 3 of the Cool Streets and Greening Programme (CSG)).

RESOLVED – that the Sub-Committee noted the Report.

10. ***GW3-5 - STONECUTTER COURT - SECTION 278 (S278) HIGHWAYS AND PUBLIC REALM WORKS**

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning the Section 278 (S278) Highways and Public Realm Works for Stonecutter Court, 1 Stonecutter Street.

RESOLVED – that the Sub-Committee noted the Report.

11. ***GW5 - PEDESTRIAN PRIORITY STREETS PROGRAMME - CHANCERY LANE**

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning the Chancery Lane Experimental Traffic Order (ETO) (Pedestrian Priority Streets Programme).

RESOLVED – that the Sub-Committee noted the Report.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There was one question.

A Member raised concerns about the inadequacy of the procurement process for the City's three independent schools, namely, that the City's centrally imposed one-size fits all approach to procurement did not provide an agile, responsive, or effective method for undertaking capital works at the schools resulting in significant extra costs and time, leaving the schools at a disadvantage against their competitor institutions.

He suggested that, as a matter of urgency, the City should establish a set of procedures for the independent schools, with the support of the Finance Committee, to allow the schools to develop their own procurement business

appropriate processes which will be robust, financially competitive, and agile, with governance and oversight at Board level.

The Chairman and the Director of Commercial, Change and Portfolio Delivery responded that the scope of the upcoming Procurement Governance Review would include an appraisal of opportunities of where the City could exercise more freedom for procurement processes for those areas which sit outside of the local authority function and/or City Fund.

Whilst welcoming the challenge, the Director cautioned that, irrespective of City Fund or City Estate status, any alterations to arrangements would require careful consideration as contracts related to physical assets, such as the schools, would still need to address the public purpose question of those assets, to adhere to procurement regulations.

13. ANY URGENT BUSINESS

There was no other urgent public business.

14. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

15. NON-PUBLIC MINUTES

RESOLVED – that the draft non-public minutes of the meeting of the Sub-Committee held on Monday, 15 April 2024 be approved as an accurate record.

16. HOUSING REPAIRS AND MAINTENANCE CONTRACTS - PROCUREMENT STAGE 1

The Sub-Committee considered a Report of the Executive Director of Community and Children's Services concerning the procurement strategy and evaluation criteria to be used in the selection of the preferred suppliers for the City of London Corporation (COL) Repairs and Maintenance contracts.

17. EXTENSION TO LIFT MAINTENANCE - RESIDENTIAL CONTRACT

The Sub-Committee considered a Report of the Executive Director of Community and Children's Services concerning a contract to provide Residential Lift Maintenance services to the Barbican and HRA Estate.

18. BULK CLOSURE OF LEGACY PROJECTS (PROJECT CLEAN SLATE)

The Sub-Committee considered a Report of the Chamberlain concerning the bulk closure of Legacy Projects (Project Clean Slate).

19. PORTFOLIO OVERVIEW

The Sub-Committee received a Report of the Chamberlain providing an overview of the Projects Portfolio.

20. ***CITY OF LONDON POLICE - PROJECT CLOSURES**
The Sub-Committee received a Report of the Commissioner of the City of London Police providing a summary of proposed project closures, managed by the City of London Polices' Change Portfolio Office.
21. ***GW1-5 - CITY OF LONDON SCHOOL FOR GIRLS: CATERING AND DINING UPGRADE**
The Sub-Committee received a Joint Report of the City Surveyor and the Headmistress of the City of London School for Girls (CLSG) concerning the refurbishment and upgrade of the CLSG catering and dining facilities.
22. ***GW4 - CITY OF LONDON SCHOOL FOR GIRLS: SUMMER WORKS 2024-27**
The Sub-Committee received a Joint Report of the City Surveyor and the Headmistress of the City of London School for Girls (CLSG) concerning the three-year package of CLSG's cyclical maintenance and improvements revenue works programme.
23. ***GW3 - BARBICAN RENEWAL - DESIGN DEVELOPMENT**
The Sub-Committee received a Report of the CEO, Barbican Centre concerning the design development for the initial stages of the Barbican Renewal Masterplan.
24. ***GW5 - BARBICAN RENEWAL PROGRAMME - CRITICAL WORKS PHASE 0 OF INFRASTRUCTURE RENEWAL PROGRAMME**
The Sub-Committee received a Report of the City Surveyor concerning the critical works phase of the Barbican Centre Renewal Infrastructure Programme.
25. ***GW4 - WINDOWS AND COMMON PARTS REDECORATIONS - GOLDEN LANE ESTATE (PHASE 2 CULLUM WELCH, MAISONETTE BLOCKS, STANLEY COHEN AND GREAT ARTHUR HOUSE)**
The Sub-Committee received a Report of the Director of Community & Children's Services concerning Phase 2 of the Windows and Common Parts Redecorations at the Golden Lane Estate (Cullum Welch, Maisonette blocks, Stanley Cohen, and Great Arthur House).
26. ***GW5 - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS**
The Sub-Committee received a Report of the Director of Community & Children's Services concerning the installation of sprinklers to the City of London's residential tower block Petticoat Tower on the Middlesex Street Estate.
27. ***GW5 - ORACLE PROPERTY MANAGER (OPN) REPLACEMENT PROGRAMME**
The Sub-Committee received a Report of the City Surveyor concerning the Oracle Property Manager (OPN) Replacement Programme.

28. ***GW6 - CENTRAL CRIMINAL COURT: FIRE ALARM REPLACEMENTS AND ASSOCIATED PUBLIC ADDRESS SYSTEM**

The Sub-Committee received a Report of the City Surveyor concerning fire alarm replacements and the associated public address system at the Central Criminal Court.

29. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were two non-public questions.

30. **NON-PUBLIC ANY URGENT BUSINESS**

There was no other non-public urgent business.

The meeting ended at 2.35 pm

Chairman

Contact Officer: John Cater
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Agenda Item 5

Committee(s): Project and Procurement Sub Committee Finance Committee	Dated: 15/07/2024 23/07/2024
Subject: Funding for EPMO system	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1-12
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£1.205m (over 5 years)
What is the source of Funding?	Finance Committee contingency; recovery of cost from departmental local risk budgets
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Al-Beyerty, Caroline, Chamberlain & Chief Financial Officer	For Decision
Report author: Genine Whitehorne, Director Commercial, Change and Portfolio Delivery	

Summary

A new ePMO system is critical to the implementation of Portfolio Management within the Corporation. This system will provide significant efficiencies in project and programme delivery across the Corporation, enhance compliance as well as directly benefit Members, Chief Officers, project managers and corporate departments. The total cost of the system is £1.4m over 5 years. This cost represents 0.05% of the total current value of the Corporation's projects and programmes.

Recommendation(s)

Members are asked to:

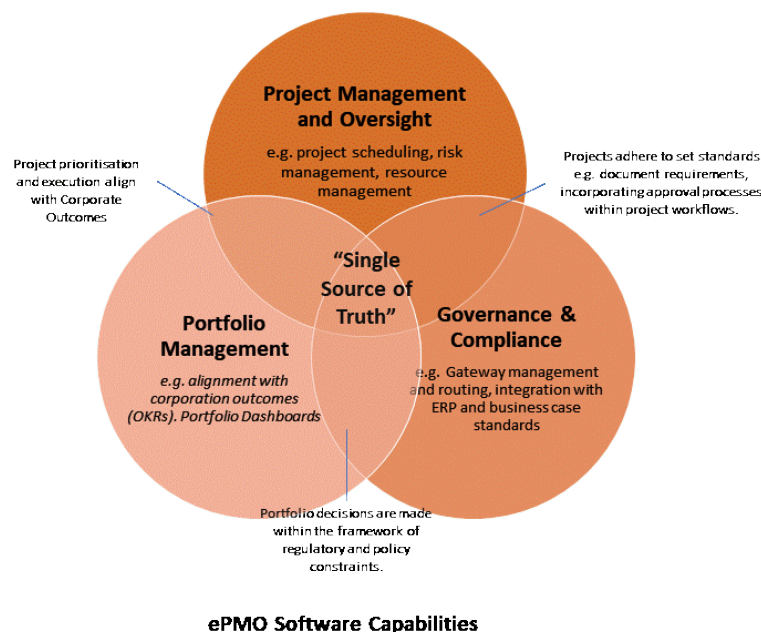
- Endorse the implementation of a new ePMO system at a potential cost of £1.405m over five years (subject to procurement)
- Approve the allocation of £145,000 from the Finance Committee, Project Contingency to support the year 1 costs of the new ePMO system
- Note that once procurement is complete the final cost will be reported back to Members for approval

- Note that it is intended that the funding of the additional cost in subsequent years will be met by recovery of costs from projects and existing departmental local risk budgets. The recharges will be agreed as part of the 25/26 budget setting process.

Main Report

Background

1. In July 2023, the Policy and Resources Committee approved the recommendation to move to a portfolio management model. The new delivery model will include a refresh of the Project Procedure, investment in skills and training, introduction of a new enterprise-wide Portfolio Management Office (ePMO), establishment of a comprehensive assurance framework, and integration of commercial and project governance.
2. Critical to the implementation of Portfolio Management is a new ePMO system. The new system will provide a replacement for the existing system which is unpopular and has limited capabilities. The current system is characterised by a lack of integration, poor user experience and inefficiencies which hinder its use as the central tool for collaboration, governance and decision making.



3. The EPMO system will contain the ‘single version of truth’ on the status of projects and programmes. The new system will embed the new project procedure and thereby formalise governance and compliance as well provide efficiencies.

Financial efficiencies

4. The new system is expected to significantly enhance the Corporation’s project and programme management processes. This is an important part of achieving the Brilliant Basics ambition as set out in the Corporate Plan. This will translate into potential productivity gains by:
- Enhanced project closures - A recent review identified £1.3 million tied up in legacy projects (completed over two years ago) within the MTFP. This extensive manual process highlighted the need for efficient project closure. The ePMO system will streamline this, allowing the ePMO team to track projects throughout their lifecycle and support project managers in achieving timely completion.
 - Enhanced reporting requirements – a systems requirements workshop held earlier this year found that departments are currently spending and estimated 30 person years per annum (approx. £1.7m) on reporting. The ePMO system will automate and reduce a significant portion of what is currently an entirely manual process.

Stakeholder benefits

Stakeholder	ePMO Features	Benefits
Members	<ul style="list-style-type: none"> • Provides timely and accurate visibility of progress and risks across the entire corporate portfolio • Aligns projects to Corporation outcomes • Aligns investment to strategic priorities 	<ul style="list-style-type: none"> • Enhanced strategic oversight and improved transparency • Enables proactive risk management and intervention • Better able to explain to residents the benefits of a project or programme
Chief Officers and SROs	<ul style="list-style-type: none"> • Embeds portfolio management and prioritisation of projects • Strategic oversight of resources • Clearer accountability and responsibility for delivery 	<ul style="list-style-type: none"> • Provides assurance projects are being well managed • More effective resource management and deployment • Pace of delivery has increased, and cost has reduced • Risks are proactively managed and better able to identify solutions
Chamberlain	<ul style="list-style-type: none"> • Embeds business case production • Enables reporting of budgeting, forecasting, and tracking actual spend • Integration with the new ERP system 	<ul style="list-style-type: none"> • Transparency of project financials including project spend and use of contingency • Enables early identification of potential financial risks • Improved compliance with financial processes • Enhanced internal system of financial control

Stakeholder	ePMO Features	Benefits
Members	<ul style="list-style-type: none"> • Provides timely and accurate visibility of progress and risks across the entire corporate portfolio • Aligns projects to Corporation outcomes • Aligns investment to strategic priorities 	<ul style="list-style-type: none"> • Enhanced strategic oversight and improved transparency • Enables proactive risk management and intervention • Better able to explain to residents the benefits of a project or programme
Project Managers	<ul style="list-style-type: none"> • Provides a comprehensive toolkit for project management • Gateway processes are automated and workflows to request approvals automatically generated • Embeds related projects together as programmes 	<ul style="list-style-type: none"> • Streamlined processes leading to more efficient decision making • Enables improved teamwork and collaboration across projects • Better understanding of, and compliance with, Corporation's governance processes • Potential productivity gains create greater internal project capacity
EPMO	<ul style="list-style-type: none"> • Single version of the truth for all types of project – innovation, capital and transformation • Workflow of gates is automated with approvals • Change control processes embedded • EPMO has strategic oversight of resources and skills • Dependency management between projects and programmes 	<ul style="list-style-type: none"> • Enhanced compliance with Corporation procedures • Identify high risk projects - enables targeted corporate support and/or audit work to be initiated • Improved team working and collaboration across Corporation • Lessons learned from project delivery utilised • Improved capacity planning within the Corporation • Support overall delivery assurance framework

Investing in a new system

5. The portfolio management implementation team has produced a set of requirements for a new ePMO tool and, following an internal options appraisal, has been engaging with a preferred supplier. These discussions are now at a

crucial stage, and we need to be assured that the system can be provided to the Corporation on commercially viable terms and a compliant route to market is identified.

6. The anticipated cost of the new system over a 5-year period is likely to be in the region of £1.4m. Whilst a procurement has not yet been run, a breakdown of likely costs is set out below based on the internal options appraisal:

	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Licences	£125k	£280k	£280k	£280k	£280k	£1,245k
Configuration	£80k	£80k	-	-	-	£160k
Total	£205k	£360k	£280k	£280k	£280k	£1,405k

7. The figure provided in 2025/26 for configuration is an estimate to allow for integration of the ERP system and to align new processes with the requirements of Tier 0 projects and programmes. Please note figures may be subject to inflationary uplifts in future years, however this would be negotiated and built into the contract terms as part of the procurement process.

8. The current system costs approximately £40k each year funded from the Project Governance budget. It is proposed that this £40k is repurposed to contribute to the cost of the new system. For year one, it is proposed that the cost of implementing and configuring the system should be met centrally as part of the implementation programme. This includes a small carry forward as part of the original project governance programme budget and the requested allocation from the Finance Committee, Project Contingency. Going forward costs will be met through a corporate recharge.

A breakdown of the proposed costing model is below:

	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Budget carried forward for implementation	£20k	-	-	-	-	£20k
Existing budget provision	£40k	£40k	£40k	£40k	£40k	£200k
Finance contingency reserve	£145k	-	-	-	-	£145
Recovery of cost from	-	£320k	£240k	£240k	£240k	£1,040k

departmental local risk budgets						
Total	£205	£360k	£280k	£280k	£280k	£1,405k

Options

9. Having undertaken a high-level review of systems in the market, the preferred system is considered to be the best option to meet COL requirements, however, there are other systems that would deliver limited improvements in project management but would not address the wider strategic goals of the Corporation such as necessarily providing financial transparency, routing approvals as well as the implementation of Portfolio Management. However, if funding is not available, the system requirements would need to be reviewed and a more system would more limited functionality could be considered.

Next steps

Should the recommendation be approved, a formal procurement process will commence. The next steps are to:

1. Agree the sourcing strategy and commence tender
2. Agree the mechanism for recharging projects and departments
3. Plan the transition and implement the new system – oversight of which will occur through the Project and Procurement Sub-Committee

Corporate & Strategic Implications

Strategic implications – an enhanced ePMO system is critical to improvement of project and programme delivery and the benefits that they provide to the City of London

Financial implications – the new ePMO system will likely cost £1.4m over a 5-year contract. The costs for year 1 are proposed to be met centrally and include a request for Finance Committee, Project Contingency as set out in the recommendations of this report. Funding for subsequent years has not yet been agreed but will be progressed as a matter of urgency by the Chamberlain's department. Any additional recharges will be agreed with departments and institutions in advance of the new financial year.

Resource implications – none

Legal implications - none

Risk implications – not implementing the new system will put at risk the full implementation of Portfolio Management in the Corporation,

Equalities implications – none

Climate implications - none

Security implications – security requirements (particularly for CoLP) are specified as part of the requirements for the system

Conclusion

A new ePMO system is critical to the implementation of Portfolio Management and will provide significant financial efficiencies and stakeholder benefits.

Genine Whitehorne

Director, Commercial, Change and Portfolio Delivery

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PROJECTS AND PROCUREMENT SUBCOMMITTEE – WORK PROGRAMME 2024-25

Please add the upcoming papers and include the report authors' names in brackets.

Responsible Officer	Paper Type	15 JULY 24	23 SEPT 24	21 OCT 24	18 NOV 24	9 DEC 24	JAN 25 – DATE TBC	FEB 25 – DATE TBC	MARCH 25 – DATE TBC	APRIL 25 – DATE TBC
REPORT OF THE CHAMBERLIAN	PUBLIC	<p>EPMO tool paper (Matt Miles)</p> <p>Strategic Procurement review (Verbal update from Human Engine)- Genine</p>								
	NON-PUBLIC	Portfolio Update (Sarah Baker)	<p>Portfolio Update (Sarah Baker)</p> <p>Managed Service Temporary Agency Resource – Stage 2 Award report (Monica Patel, Adeola Lawel and Daria Faeti)</p> <p>DITS End User Devices Corporate Contract – Options & Award Paper (TBC - Aga Watt)</p>	Portfolio Update (Sarah Baker)	Portfolio Update (Sarah Baker)	Portfolio Update (Sarah Baker)	Portfolio Update (Sarah Baker)	Portfolio Update (Sarah Baker)	Portfolio Update (Sarah Baker)	Portfolio Update (Sarah Baker)
	CONFIDENTIAL									
REPORT OF ANOTHER CHIEF OFFICER	PUBLIC									
	NON-PUBLIC	NON-PUBLIC REPORT - NPCC Cybercrime Programme Blockchain Increase in Contract Value – Aga Watt	Barbican Centre Catering Contract – Stage 2 Award report (Adrian Morgan and Daria Faeti)							
	CONFIDENTIAL									

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