



Projects and Procurement Sub-Committee – Main Agenda Pack

Date: MONDAY, 9 DECEMBER 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Randall Anderson (Chair) Alderwoman Elizabeth Anne King
Deputy Rehana Ameer (Deputy Chair) Eamonn Mullally
Mary Durcan Philip Woodhouse
Alderman Timothy Hailes

Enquiries: John Cater
John.Cater@cityoflondon.gov.uk

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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 agree the public minutes and non-public summary of the meeting held on 21st October 2024.

For Decision
(Pages 9 - 12)

4. **PORTFOLIO MANAGEMENT IMPLEMENTATION UPDATE**

Report of the Chamberlain.

For Decision
(Pages 13 - 38)

5. **PROCUREMENT CODE REVIEW**

Report of the Chamberlain.

For Decision
(Pages 39 - 44)

6. **RESPONSIBLE PROCUREMENT MID-YEAR IMPACT REPORT**

Report of the Chamberlain.

For Information
(Pages 45 - 52)

7. **EXTENSION OF CONTRACT FOR THE PAN-LONDON SEXUAL HEALTH E-SERVICES CONTRACT**

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

For Decision
(Pages 53 - 60)

8. ***GW1-5: CITY OF LONDON POLICE - DEVICE REFRESH**

Report of the Chamberlain.

For Information

9. ***GW2: CLIMATE ACTION STRATEGY (CAS) - OPTIMISATION FOR SITES CONNECTED TO CITIGEN**

Report of the City Surveyor.

For Information

10. ***GW2: FLEET STREET AREA PROGRAMME: HOLBORN VIADUCT LIGHTING IMPROVEMENTS**

Report of the Executive Director, Environment.

For Information

11. ***GW2: TRANSFORMING FLEET STREET - (FLEET STREET AREA PROGRAMME)**

Report of the Executive Director, Environment.

For Information

12. ***GW3: LEADENHALL STREET IMPROVEMENTS - CITY CLUSTER VISION PROGRAMME**

Report of the Executive Director, Environment.

For Information

13. ***GW3&4: BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL TRAFFIC ORDER TO REINTRODUCE TAXIS**

Report of the Executive Director, Environment.

For Information

14. ***GW4: 2 ALDERMANBURY**

Report of the Executive Director, Environment.

For Information

15. ***GW4: CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 3 CITY GREENING AND BIODIVERSITY (FANN STREET AND ST PETER WESTCHEAP)**
Report of the Executive Director, Environment.
For Information
16. ***GW4: LLOYDS AVENUE IMPROVEMENTS (COOL STREETS AND GREENING PROGRAMME AND CITY CLUSTER PROGRAMME)**
Report of the Executive Director, Environment.
For Information
17. ***GW6: DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**
Report of the Executive Director, Environment.
For Information
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
19. **ANY URGENT BUSINESS**
20. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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
21. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 21st October 2024.
For Decision
(Pages 61 - 64)

22. **REVIEW OF STRATEGIC PROCUREMENT AND CONTRACT MANAGEMENT**

- a) Strategic Review of Procurement and Contract Management - Key Findings and Recommendations (Pages 65 - 86)

Report of the Chamberlain.

- b) Review of Strategic Procurement and Contract Management Recommendation Report (Pages 87 - 104)

Report of the Chamberlain.

23. **ART TRANSPORT FRAMEWORK - PROCUREMENT STAGE 1 STRATEGY REPORT**

Report of the Interim CEO, Barbican Centre.

For Decision
(Pages 105 - 110)

24. **POLICE CYBER ALARM APPROVAL TO PUBLISH TENDER PRIOR TO NEW PROCUREMENT**

Report of the Commissioner of the City of London Police.

For Decision
(Pages 111 - 126)

25. **CITY SCHOOLS' CATERING**

Joint Report of the Headmaster, City of London School, and Headmistress, City of London School for Girls.

For Decision
(Pages 127 - 148)

26. **CONTRACT EXTENSION FOR CITY OF LONDON FREEMEN'S SCHOOL TRANSPORT MANAGED SERVICE**

Report of the Headmaster, City of London Freemen's School.

For Decision
(Pages 149 - 166)

27. **EXTENSION OF LONDON WIDE HAZARDOUS WASTE COLLECTION AND DISPOSAL SERVICE CONTRACT**

Report of the Executive Director, Environment.

For Decision
(Pages 167 - 182)

28. **CONSTRUCTION CATEGORY BOARD RISK MANAGEMENT - COLC
CONSTRUCTION RISK REGISTER**
Report of the City Surveyor.
For Information
(Pages 183 - 196)
29. ***GW1-4: THE GROTTO, WANSTEAD PARK RESTORATION 2024-26**
Report of the Executive Director, Environment.
For Information
30. ***GW4: IT NETWORK SEGREGATED TUNNELLING PROJECT**
Report of the Chamberlain.
For Information
31. ***GW6: CITY JUNIOR SCHOOL EXPANSION**
Report of the City Surveyor.
For Information
32. ***GW6: IT SERVICE TRANSITION PROGRAMME**
Report of the Chamberlain.
For Information
33. **RESPONSIBLE PROCUREMENT MID-YEAR REPORT APPENDIX**
Appendix to Item 6
For Information
(Pages 197 - 206)
34. **PORTFOLIO MANAGEMENT - APPENDIX - PORTFOLIO DASHBOARD**
Appendix to Item 4
For Information
(Pages 207 - 208)
35. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**

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

To consider any items which, in the view of the Chairman, should be dealt with in non-public session as a matter of urgency because of special circumstances (in accordance with S100B(4) of the Local Government Act 1972).

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PROJECTS AND PROCUREMENT SUB-COMMITTEE Monday, 21 October 2024

Draft Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 21 October 2024 at 1.45 pm

Present

Members:

Deputy Randall Anderson (Chair)
Mary Durcan
Alderman Timothy Hailes JP
Alderwoman Elizabeth Anne King, BEM JP
Eamonn Mullally

Observer:

Philip Woodhouse

Officers:

Genine Whitehorne	Director, Commercial, Change and Portfolio Delivery
Daniel Peattie	Chamberlain's Department
Polly Dunn	Interim Assistant Town Clerk
John Galvin	City Surveyor's Department
Emma Bushell	City Surveyor's Department
Gillian Howard	Environment Department
Jack Elliot	City Surveyor's Department
Ola Obadara	City Surveyor's Department
Lara Opebiyi	Chamberlain's Department
Sam Lee	Environment Department
Ruth Kocher	Environment Department
John Cater	Committee Clerk

1. **APOLOGIES**

In advance of the meeting, formal apologies were received from Deputy Rehana Ameer 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. **MINUTES**

RESOLVED – that the draft public minutes and non-public summary of the last meeting of the Sub-Committee, held on Monday 23 September 2024, be approved as an accurate record.

4. ***GW2 - COMBINED SECTION 278 PROJECT INITIATION REPORT**

The Sub-Committee received a Report of the Executive Director of Environment concerning Section 278 agreements for the planning applications

at Friary Court, 61 – 65 Holborn Viaduct, Middlesex Street Estate, 10 King William Street, and 122 Minories respectively.

RESOLVED – that the Sub-Committee noted the Report.

5. ***GW2 - VISION ZERO PROGRAMME**

The Sub-Committee received a Report of the Executive Director of Environment concerning the City Corporation's Vision Zero Plan 2023 - 2028.

RESOLVED – that the Sub-Committee noted the Report.

6. ***GW5 - 1-2 BROADGATE 278 HIGHWAY WORKS**

The Sub-Committee received a Report of the Executive Director of Environment concerning the Section 278 highway works in the vicinity of the 1-2 Broadgate development.

RESOLVED – that the Sub-Committee noted the Report.

7. ***GW4 - BUNHILL, BARBICAN AND GOLDEN LANE HEALTHY NEIGHBOURHOODS PLAN**

The Sub-Committee received a Report of the Executive Director of Environment concerning the draft Bunhill, Barbican and Golden Lane Healthy Neighbourhoods Plan.

RESOLVED – that the Sub-Committee noted the Report.

8. ***GW4&5 - CITY CYCLEWAYS PROGRAMME**

The Sub-Committee received a Report of the Executive Director of Environment concerning the Aldgate to Blackfriars Cycleway project.

RESOLVED – that the Sub-Committee noted the Report.

9. ***GW6 - BEECH STREET TRANSFORMATION AND PUBLIC REALM PROJECT**

The Sub-Committee received a Report of the Executive Director of Environment concerning the Beech Street Transformation and Public Realm Project

RESOLVED – that the Sub-Committee noted the Report.

10. ***GW6 - QUEENSBRIDGE HOUSE HOTEL SECTION 278 PUBLIC REALM ENHANCEMENTS AND HIGHWAY WORKS**

The Sub-Committee received a Report of the Executive Director of Environment concerning the Section 278 Public Realm Enhancements and Highway Works related to the Queensbridge House Hotel (now Westin London City) development.

RESOLVED – that the Sub-Committee noted the Report.

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

There were no questions in the public section of the meeting.

12. **ANY URGENT BUSINESS**

There was no other urgent public business.

13. **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.

14. **NON-PUBLIC MINUTES**

RESOLVED – that the draft non-public minutes of the last meeting of the Sub-Committee, held on Monday 23 September 2024, be approved as an accurate record.

15. **STAGE 1 AND 2 REPORT FOR THE PROVISION OF ELECTRICITY AND GAS SUPPLIES**

The Sub-Committee considered a Report of the City Surveyor concerning the procurement strategy to directly award the provision of Electricity and Gas Supplies to the City of London portfolio, including Operational Property, Investment Property, Bridge House Foundation & City of London Housing Estates.

16. **SECURE CITY PROGRAMME (SCP) ISSUES REPORT**

The Sub-Committee considered a Joint Report of the Executive Director of Environment and the Commissioner of the City of London Police concerning the Secure City Programme (SCP).

17. **STRATEGIC PROCUREMENT REVIEW UPDATE**

The Sub-Committee received a Report of the Chamberlain concerning the City Corporation's Strategic Procurement and Contract Management Review.

18. **PORTFOLIO OVERVIEW**

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

19. ***GW1-4 - CITY OF LONDON SCHOOL RMI PROGRAMME 2025-26**

The Sub-Committee received a Joint Report of the Headmaster, City of London School and the City Surveyor concerning the School's annual revenue, maintenance and improvement (RMI) works programme.

20. ***GW2 - GSMD ACCOMMODATION STRATEGY - SUNDIAL COURT OPTIONS APPRAISAL**

The Sub-Committee received a Report of the Principal of the Guildhall School of Music and Drama (GSMD) concerning the viability of GSMD's current student accommodation provision at Sundial Court and consideration of options to support GSMD's future accommodation strategy.

21. ***GW2 - GSMD SAFE TECHNICAL ACCESS & RIGGING INFRASTRUCTURE AND SAFE TECHNICAL ACCESS AND WORKING AT HEIGHT - SILK STREET THEATRE**
The Sub-Committee received a Report of the Principal of the Guildhall School of Music and Drama (GSMD) concerning Safe Technical Access & Rigging Infrastructure and Safe technical access and working at height at the Silk Street Theatre.
22. ***GW5 - FINSBURY CIRCUS GARDENS REINSTATEMENT**
The Sub-Committee received a Joint Report of the Executive Director of Environment and the City Surveyor concerning the reinstatement works at Finsbury Circus Gardens.
23. ***GW5 - ORACLE PROPERTY MANAGER REPLACEMENT PROGRAMME - MRI HORIZON**
The Sub-Committee received a Report of the City Surveyor concerning the Oracle Property Manager Replacement Programme.
24. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**
Two questions were raised.
25. **NON-PUBLIC ANY URGENT BUSINESS**
Three urgent items of business were raised.
26. **CONFIDENTIAL MINUTES**
RESOLVED – that the draft confidential minutes of the last meeting of the Sub-Committee, held on Monday 23 September 2024, be approved as an accurate record.

The meeting ended at 2.20 pm

Chairman

Contact Officer: John Cater
John.Cater@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Projects and Procurement sub-Committee – For decision	Dated: 9 th December 2024
Subject: Portfolio Management Implementation Update	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of:	Caroline Al-Beyerty, Chamberlain
Report author:	Genine Whitehorne Director, Commercial, Change and Portfolio Delivery

Summary

This report provides an update on the implementation of the portfolio management approach as agreed by the Policy and Resources Committee on 06 July 2023. The paper includes:

- Summary of progress to date
- Overview of implementation approach

Recommendation

Members are asked to:

- Approve the revised phasing and key milestones for the programme.

Main Report

Background

1. In July 2023, Policy and Resources Committee was presented with the findings of the project governance review and the proposal to introduce a portfolio approach

to programme and project management. At that committee, Members endorsed the proposals for the creation of an Enterprise Portfolio Management Office (EPMO) as part of an integrated Commercial, Change and Portfolio Delivery directorate.

2. In addition, a key finding from the review was an urgent lack of capacity and internal capabilities to effectively embed a portfolio management approach. This has been addressed through the development of an EPMO as part of the reorganisation of the Commercial and Project Governance divisions. The recruitment to the positions is now largely complete.
3. The objectives of the portfolio management implementation are to:
 - Create governance and processes that work across all types of project within the Corporation – Transformation, Construction and Innovation
 - Implement a single unified framework which delivers governance proportionate to the complexity of the project or programme – Tiering of projects and programmes
 - Build strategic oversight of Portfolios of projects and programmes – embed accountability and responsibility for delivery and enable strategic oversight for senior officers and Members
 - Provide the basis of Corporate compliance and assurance of project delivery
 - Reduce the level of bureaucracy involved for project managers and thereby increase the pace of delivery
4. A Portfolio Board chaired by Town Clerk has been established and will transition into an operational state in March 2025. This board will act as the gateway to Member governance.

Current Position

5. There has already been significant work to design the new governance, processes and systems that will be adopted by the Corporation. This includes baselining projects and programmes, constructing a series of Portfolios of projects and programmes to provide strategic oversight, development of health-checks on projects and programmes as well as detailed work on the development of the Corporation's new project procedure.
6. In addition, there has been significant progress since the last update to Project and Procurement Sub-Committee. This includes:
 - Completing the procurement of Cora systems as our chosen system provider for the new ePMO system
 - Undertaking the second review of high-risk projects within the Corporation
 - Developing a specification for revised training for PM Academy – we are currently agreeing budget and a proposal
 - Re-invigorating our approach to stakeholder engagement and comms
 - Further development of the revised Gateways for the Corporation and the new Project Procedure

- The recruitment campaign for the EPMO has been successful and further capacity has been bought into the team
7. The Cora systems implementation has now commenced. This project will initially focus upon the City of London Police for the initial deployment (Phase 1a) to develop a minimum viable product and to prototype the new system ahead of a wider deployment. In parallel, the project team is gathering detailed requirements for the wider Corporation rollout (phase 1b). This will include workshops across the Corporation to cover functionality as the construction of risk registers, gantt charts, reporting and project resourcing. It will be the single point of truth for the Corporation's project and programmes and will enable the introduction of portfolio management processes.
 8. The project team originally proposed that approval for the new project procedure would be sought from Court of Common Council in Autumn 2024. The project team acknowledges that there have been delays to this date as well the wider programme. This has been due to:
 - The need for further reviews to ensure that the project procedures works for all type of project in the Corporation.
 - Procurement of Cora and agreement to the Statement of Work taking longer than originally expected.
 - Recruitment delays - team has been working with two officers that were recruited specifically to work on the programme. Further capacity has now been brought into the team although some new roles have still to be onboarded.
 9. The programme teams' work has also highlighted the need to develop proposals for new processes for the funding processes of projects and programmes in parallel to the new project procedure. This is to address the need for time delays in setting up new codes, difficulties in understanding and managing the governance processes for budget approval and uncertainty regarding approved budget envelopes. It is the intention to approve these proposals with the revised project procedure.
 10. The programme has been reviewing our approach to training with our supplier PM Academy. Revisions are proposed to this training to align it with the new gateways, as well as to provide targeted training interventions for specific learner types. This would include revised training in the construction of business cases, risk management, benefits management as well as in the leadership of projects and programmes. The specification requires further work as well as a proposal from PM Academy. This could require additional budget for the roll out of new training to support the roll out of portfolio management and we are working with Finance colleagues to identify the source of the funding. Additionally, there is currently a resource shortage for overseeing the PM Academy work which needs to be addressed.
 11. The team is now in a position to move into implementation. The programme has been constructed as a series of workstreams each with their own activities and deliverables.

Workstream	Core activities and deliverables
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Cora Implementation	<ul style="list-style-type: none"> • Update base project data for migration to Cora • Gather and collate user requirements from workshops • Cora Training • Management of go-live
Training (PM Academy)	<ul style="list-style-type: none"> • Liaise with PM Academy for training and external change management support • Update training resources on the intranet
Stakeholder Engagement & Comms	<ul style="list-style-type: none"> • Design and coordinate change management interventions • Stakeholder engagement, comms for launch of portfolio mgmt. • Update comms resources on the intranet
Benefits Reporting & Measures	<ul style="list-style-type: none"> • Design of benefits realisation and impact reporting to input into Cora • Review and design of gateway submissions and business cases
Project Procedure Changes	<ul style="list-style-type: none"> • Project procedure document • Scenarios for gateways • Update PM guidance for gateway submissions
Operational Readiness & Governance	<ul style="list-style-type: none"> • Launch departmental portfolio boards and establish reporting cycle • Enable reporting of projects and portfolios • Review readiness to transition to new gateways (project by project basis) • Hands-on support to project managers

12. The approach to communications and stakeholder engagement has been refreshed. This includes the launch of an intranet page for the programme and channels for project managers to ask questions of the programme team. A 'guiding coalition' has been constructed to provide support from departments for the planning of the transition that is required. Individual project managers have been identified from a cross section of departments to form a 'change champions' forum to encourage advocacy for the new approach.

13. The new project procedure is designed to be applicable to all types of project and programme as well as projects and programmes of all value. However, given the complexities of the separate governance structures for Tier 0 projects (previously known as major programmes) we will deploy the new gateways to these at a later stage. The precise date will be proposed and agreed with Members. In the meantime, Tier 0 projects and programmes will still have access to Cora and adopt the new processes and its reporting functionality.

Proposals

14. There is a significant level of change involved which necessitates a phased approach to delivery. It is proposed for this to occur in two phases:

Phase	Date	Delivery
Phase 1 - Build the foundations for better Portfolio Governance	March 2025	<ul style="list-style-type: none"> • Launch a unified project management tool (Cora) to manage projects across City of London Corporation • Enable Portfolio Dashboard Reporting available to Portfolio Board and PPsC (for first meeting after March) • Create a 'single source of truth' by updating project data
Phase 2- embed the new project procedure with supporting capabilities and governance	July 2025	<ul style="list-style-type: none"> • Develop the new project procedure with officer input – launch the new Gateways • New Project Funding Proposals • Refine & launch project procedure, supported by training & member engagement

15. Appendices 1 and 2 provide further details of the programme schedule as further details of the changes at each phase and how they will impact Chief Officers, Members and Project Managers.

16. The precise dates and key milestones for the programme are as follows:

Milestone	Date
Reporting workshops with Members	December 2024
Reporting workshop with Chief Officers	21st January 2025
Informal engagement with members on new project procedure complete	14th February 2025
Strategic dashboards available for Portfolio Board and PPsC	25th March 2025
Project Procedure approved at Portfolio Board	25th March 2025
Project Procedure approved through PPsC, Finance and CoCo	TBC - May
Go-Live for New Gateways	End of July

Review of gateway implementation complete	September 2025
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17. The intention is to engage members on their requirements for portfolio reporting dashboards in December. There will also be a demonstration of the Cora product and the type of reporting that it can undertake. The intention is to identify the information that is required to support Member decision making.
18. In addition, in early February prior to the election period there will be informal engagement with Members on the new project procedure and the proposals for project funding. A series of scenarios of how the new project procedure will work for a range of projects and programme will be presented. The intention is to gain substantive feedback on the new project procedure ahead of seeking formal approval in May.
19. Please note that the dates above assume that there will be Member approval at Court of Common Council for the new project procedure in May 2025.
20. The transition to the new gateways will be complex and will require changes to new governance, processes and systems. The new ePMO team will provide hands-on support to project managers including including launching departmental portfolio boards, establishing the regular reporting cycle, enabling reporting of projects and portfolios and reviewing the readiness to transition to new gateways.

Corporate & Strategic Implications –

Financial implications – none. There is a potential need for further funding for revision of PM Academy training.

Resource implications – the recruitment of additional team members has enabled the project to move into an implementation phase - there is currently a resource shortage for the Skills and Capability Manager

Legal implications – none.

Risk implications – the changes proposed represent a significant change to established ways of working. A comprehensive engagement and communications plan is being developed to support the change and ensure all stakeholders understand the implications.

Equalities implications – none.

Climate implications - none.

Security implications – none.

Conclusion

21. The implementation of the new portfolio management approach is a comprehensive and complex activity. The proposed approach attempts to manage this complexity and allow for the phased implementation aligned to risk.

Appendices

- Appendix 1 – Portfolio Management Status Update (Nov 2024)
- Appendix 2 – Portfolio Management Implementation Schedule
- Appendix 3 – Portfolio Management Transition Plan

Background Papers

[06 July Policy and Resources Committee – Project Governance review](#)

Genine Whitehorne

Director Commercial, Change and Portfolio Delivery

T: 07749 402140

E: genine.whitehorne@cityoflondon.gov.uk

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Programme	Portfolio Management Implementation			Headlines The provision of additional team members has provided capacity to construct workstreams for delivery and to move the programme into delivery. Workstreams have been planning and a phased approach is proposed for review at Portfolio Board. Cora contract is signed. Developed a specification for revised training for PM Academy – will require funding. We are currently undertaking further round of reviews to agree the project procedure and the new gateways. There is critical requirement for project funding proposals to be approved in parallel to the project procedure and an implementation plan. To be agreed as to whether to include Tier 0 programmes in the initial roll out of the new gateways.	Objectives 1. Enable strategic oversight for Members – a shift from operational detail to visibility of strategic risks 2. Enable the Corporation’s project managers to successfully deliver – proportionate processes that are more streamlined 3. Create an overarching framework that works for different types of project e.g. transformation, ICT, major programmes & capital 4. Introduce portfolio management structures 5. Align project management with financial forecasting and assurance processes
Director	Genine Whitehorne				
Lead	Matthew Miles				
Period ending	12th November 2024				
Overall RAG	A	→ Schedule	R ↓		
Resourcing	G	→ Budget	A →		

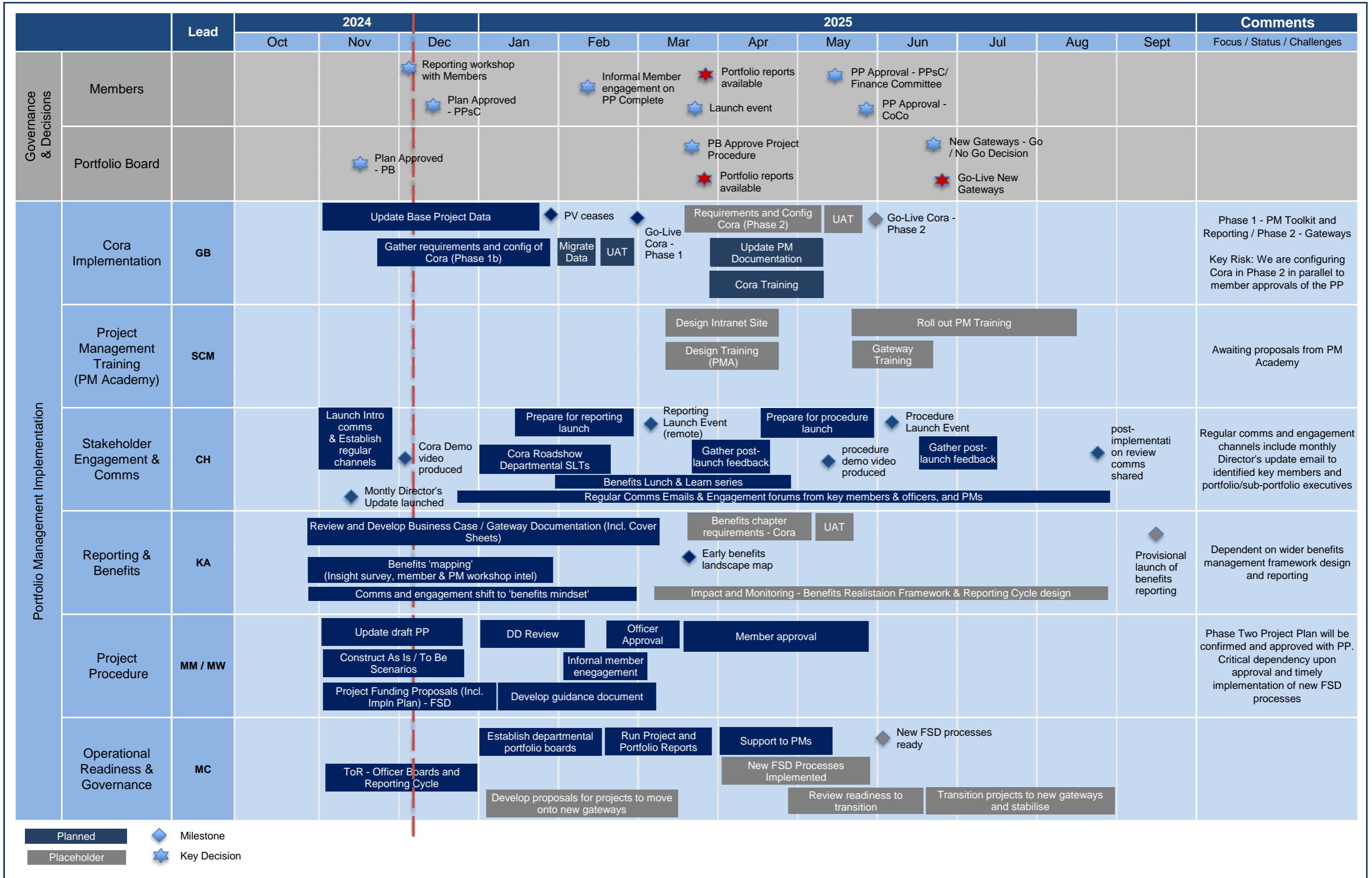
Progress against plan					Schedule	Resourcing	Benefits	Budget (£000s)	
Workstream	Lead	Stage	Overall	Headlines					
Cora Implementation	GB	Delivery	A ↑	Signed contract with Cora. Some delays in agreeing SoW. Kick off meeting for Cora Implementation w/c 11th Nov. Will require significant engagement on requirements.	A	G	N/A	G	TBC
Training (PM Academy)	MT	Planning	A →	To include existing elearning provision updated to reflect needs of new gateways Requires proposal and plan in line with roll out of new gateways. Budget reqd.	A	G	N/A	R	TBC
Stakeholder Engagement & Comms	CH	Planning	G →	Plan now in place to include PM engagement sessions as we move to implementation. Includes regular email updates, guiding coalition and change champtions.	G	G	N/A	G	TBC
Benefits Reporting and Measures	KA	Planning	G →	Design of benefits realisation and impact reporting to input into Cora Review and design of gateway submissions and business cases / gateway submissions.	G	G	N/A	G	TBC
Project Procedure	MM	Design	A →	Approval extended due to need for further engagement and to develop scenarios of real life examples. Seeking PB approval March and member approval concluding in May.	R	A	N/A	G	TBC
Operational Readiness and Governance	LO	Planning	G →	Will cover launching dept portfolio boards, establishing reporting cycle, enabling reporting of projects and portfolios as well reviewing readiness to transition to new gateways.	A	G	N/A	G	TBC

Major Issues & Risks							
Programme or workstream	Category	Type	Description	Impact	Probability (Risks only)	Action / Mitigation	Owner
Change Management	Stakeholders	Risk	Potential resistance to the new portfolio design and project procedure	High	Low	Reinvigated stakeholder engagement and comms with additional resourcing.	MM
EPMO System	Dependency	Risk	Agreement on introduction of new project feasibility funding and consequential new governance required.	High	Mediun	Requires review with Chamberlain and implementation plan developed.	DP
Programme	Planning	Risk	We have two workstreams running in parallel which could require significant engagement with the same departments.	High		Co-ordinated approach through guiding coalition.	MM
Programme	Planning	Risk	Significant levels of change for inlight programmes which risks destablbing programme delivery	High	Medium	Detailed readiness planning (on project by project basis).	LO
Programme	Dependency	Risk	Stakeholder Cora/systems feedback creates delay	High	Medium	Being clear with stakeholders with what specs can and cannot be revised; aligning workstreams,	GW
Programme	Resourcing	Issue	Will require funding for revised training offer	Medium		Review number of people who need training. Gain proposal from PM Academy	MM

Programme Healthcheck				Results
	Score	Last review	Focus and priority areas	
Budget	1	Nov-24	Need to review for accomodation of PM academy requirements and long term funding strategy for EPMO system and team.	
Governance and reporting	3	Nov-24	Will introduce programme board.	
Resourcing	2	Nov-24	Resourcing has significantly enhanced delivery capability of team	
Schedule	2	Nov-24	Working to rebaselined plan	
Risk and Issues	3	Nov-24	RAID constructed and in use.	
Outcomes	3	Nov-24	Benefits Workstream in place. Measures of success identified. Not yet tracking against these.	

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Portfolio Management Implementation - Roadmap



Planned ◆ Milestone
Placeholder ★ Key Decision

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Portfolio Management Transition Plan

*Prepared for PPsC
9th December 2024*

Background

- Since the last portfolio board we have:
 - Procured Cora systems as our chosen system provider
 - Undertaken the second round of high-risk projects review
 - Developed a specification for revised training for PM Academy – currently agreeing budget and a proposal
 - Brought further capacity into the team – embedded the team and created workstreams of activity
 - Re-invigorated our approach to stakeholder engagement and comms
- We are currently undertaking further round of reviews to agree the project procedure and the new gateways – in addition, it is proposed for an additional paper to cover project funding
- We are now in a position to move into implementation
- There is a significant level of change involved which necessitates a phased approach to delivery

To successfully embed the new portfolio management approach, we will launch our approach in two-phases

Portfolio Management will:

- Create governance and processes that work across all types of project
- Implement a single unified framework which delivers governance proportionate to the complexity of the project or programme
- Build strategic oversight of Portfolios of projects and programmes – embed accountability and responsibility for delivery
- Provide the basis of Corporate compliance and assurance of project delivery
- Reduce the level of bureaucracy involved - increase the pace of delivery

Nov ————— March ————— July

Phase 1 builds the foundations for better portfolio governance

- Launch a unified project management tool (Cora) to manage projects across the CoL
- Enable Portfolio Dashboard Reporting to Portfolio Board and PPsC
- Create a 'single source of truth' by updating project data

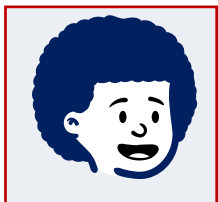
Phase 2 will embed the new project procedure with supporting capabilities and governance

- Develop the new project procedure with officer input - new Gateways
- New Project Funding Proposals
- Refine & launch project procedure, supported by training & member engagement

What will stakeholders see/do/feel differently? By March



Member view



Chief officer view



Project Manager View

See differently?

I receive strategic reporting on portfolios dashboards reports

I have strategic reporting on portfolios and the information by which to provide support

I have a best practice toolkit including Gantt Charts, RAID, Project which supports me in the successful delivery of my project or programme

Do Differently?

I am aware of strategic risks across Portfolios and can make informed decisions

I can start to make more strategic decisions on project delivery

I am beginning to update and refine data on Cora to build transparency

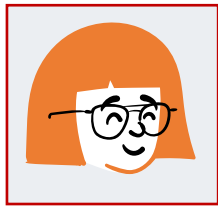
What will feel different?

I have the foundations for better governance decisions

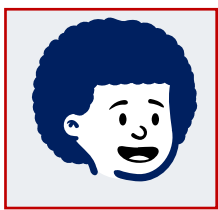
I have transparency on the status of my portfolios of projects

Reporting is no longer such a time-hungry task and I feel part of a wider Portfolio

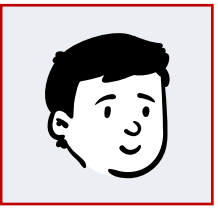
What will stakeholders see/do/feel differently? By June



Member view



Chief officer view



PM view

See differently?

I get fewer papers, at the right decision points, which have clearer proposals which balance risks and opportunities

I see the pace of delivery begin to increase
I can assess a project's financial and strategic value

There is less bureaucracy in the gateways and there are fewer of them

Do Differently?

My decisions are supported by more and better performance and benefits data on our People, Place & Planet

I am empowered to deliver and resolve issues
I can lead portfolio boards to manage the pipeline of my programmes

I prepare clearer and simpler gateway submissions that are appropriate to the size of my project

What will feel different?

I am able to steer and shape projects and programmes. I can focus on the bigger picture

I feel more in control of my portfolio's success
I am confident in my project team's delivery capabilities

I am equipped with the tools and capabilities to manage my projects

Workstreams

Cora Implementation	Lead: Gideon Botha Team: Michael Kyle, Matt Edwards, Scott	<ul style="list-style-type: none"> • Update base project data for migration to Cora • Gather & collate user requirements from workshops • Cora Training (Train the Trainers approach) • Management of go-live
Training (PM Academy)	Lead : Marco Tosato	<ul style="list-style-type: none"> • Liaise with PM Academy for training and external change management support • Update training resources on the intranet
Stakeholder Engagement & Comms	Lead: Catherine Hopkins	<ul style="list-style-type: none"> • Design and coordinate change management interventions • Stakeholder engagement, comms for launch of portfolio mgmt. • Update comms resources on the intranet
Benefits Reporting & Measures	Team: Kate Anderson, Laura Green	<ul style="list-style-type: none"> • Design of benefits realisation and impact reporting to input into Cora • Review and design of gateway submissions and business cases
Project Procedure Changes	Lead: Matthew Miles Team: Matthew Whiddett	<ul style="list-style-type: none"> • Project procedure document • Scenarios for gateways • Update PM guidance for gateway submissions
Operational Readiness & Governance	Lead: Head of EPMO Team: Lara Opebiyi, Sharifa Daley	<ul style="list-style-type: none"> • Launch departmental portfolio boards and establish reporting cycle • Enable reporting of projects and portfolios • Review readiness to transition to new gateways (project by project basis) • Hands-on support to project managers

Key Milestones

Milestone	Date
Reporting workshops with Members	December 2024
Reporting workshop with Chief Officers	21 st January 2025
Informal engagement with members on new project procedure complete	14 th February 2025
Strategic dashboards available for Portfolio Board and PPsC	25 th March 2025
Project Procedure approved at Portfolio Board	25 th March 2025
Project Procedure approved through PPsC, Finance and CoCo	TBC - May
Go-Live for New Gateways	End of July
Review of gateway implementation complete	September 2025

The date for the approval of the project procedure has been extended as a result of the need for further engagement and to develop a set of scenarios of projects– the intention is to engage members on the substantive changes informally in February prior to the pre-election period

Forward Plan for Members and PPsC

Key activity	Dates
Reporting Workshops with Members	3 rd December, 10 th December and 11 th December 2024
Informal engagement on the new project procedure	3 rd February – 14 th February 2025
Approval of new project procedure	May 2025

Scheduling of PPsC will be agreed in advance and aligned with the scheduling of Portfolio Board, Projects and Procurement sub-Committee, the Chamberlain's Project Assurance Board (and the proposed Transformation Delivery Board)

Next Steps

1. Member workshops on reporting - Early December
 - Demonstration of Cora
 - Member expectations on strategic dashboard reporting

2. Further build upon existing requirements and data gathering for Cora
 - Base project data and licence requirements – ongoing to go-live
 - Gather requirements in preparation for Cora workshops – November/December
 - Requirements workshops with Cora – January

3. (Re)launch stakeholder engagement
 - Produce stakeholder engagement plan for implementation phase – by 15th November
 - Launch intranet site – 22nd November
 - Establish Engagement forums - – by end of November
 - Reconfigure current working group – by end of November

4. Complete Project Procedure
 - Informal reviews with Members on the new Project Procedure – new year prior to election period Business Case Documentation
 - As Is / To Be Scenarios

5. Develop proposals for project funding governance and approve with the new project procedure

Supporting Slides

Stakeholder engagement and Communications

We have agreed the following principles to guide successful stakeholder engagement

Project objectives and approach should be easily accessible and enable CoL staff to learn more

We will create an intranet project landing page showing project deliverables, key launch dates, & project lead contact info
The landing page would be expanded with demonstrations of and guidance on project procedure and tools as they are developed

The project should seek and visibly action feedback from each stakeholder group

We will create a questions submissions box to be hosted on the intranet project page
We will conduct monthly 'you said, we did' feedback sessions to resolve received questions and share outcomes from requirements workshops

Senior officers and members owning change portfolios should have a clear view of project progress and planned launches

We will establish a monthly 'Director's Update' email update to be shared with all identified Portfolio/Sub-Portfolio execs (officers) and key members

Frontline staff should be active change agents and should not feel 'done to'

We will establish a fortnightly change champion forum to engage with key users and provide a space for two-way feedback

The project should be aligned with and have the same look and feel of comms for other projects in CCPD

ERP project comms will aim to use the same templates and forums
The project will establish a series of 'Lunch & Learn' sessions focused (on benefits mindset) with the capability development team

The project has 4 key stakeholder groups with distinct engagement needs



Key Members

Who are they? Chairs of committees receiving Cora reporting &/or engaged in the new project procedure

What do they need? For the new procedure and tool to provide the means to better steer and shape CoL's portfolio

What do we need from them? Feedback on reporting (once launched), support, signoff and buy in to new process

Key communication channels: Monthly Director's update (inc. launch announcements), benefits map walkthrough



Portfolio/ Sub-Portfolio Executives (Process Customers)

Who are they? Senior Officers who own portfolios & sub-portfolio (internal and entity officers)

What do they need? Better visibility and control of the shape and performance of the projects they own

What do we need from them? Support in transition to Cora and new procedure, engagement in departmental portfolio boards

Key communication channels: Monthly Director's update,, launch event & Lunch & Learns



Guiding Coalition (Process Users & SMEs)

Who are they? Officers who work closely with projects/ able to advise on alignment with enabling functions (e.g., Audit, IT, HR)

What do they need? A smarter, simpler, approach and tool for portfolio management that works for them

What do we need from them? Consultation on design of project procedure & Cora requirements

Key communication channels: Monthly Director's update guiding coalition forum (fortnightly), launch event & Lunch & Learns



Users & Change Champions (PMs & Project Sponsors/SROs)

Who are they? People who sponsor or manage project delivery (including Project and Programme managers)

What do they need? A tool and procedure that enables them to deliver & provide visibility of their projects

What do we need from them? Update and build project data, feedback on Cora functionality & procedure, UAT (SuperUsers only)

Key communication channels: SuperUsers forum (including feedback Q&As), launch events & Lunch & Learns

We will use existing and new comms channels to reach our stakeholders

Comms Channels

Name	Owner	Freq.	Type & Tone	Audience	Used For
Town Clerk Monthly email	Lorraine McLennan	Monthly	Email bulletin- formal	All- targeted to Key Political Members & Portfolio/ Sub-Portfolio Executives	Launch announcements, notification of events
Intranet landing page	Matthew Miles	Continuous	Intranet- core project materials	Everyone- targeted to Key Political Members & Portfolio/ Sub-Portfolio Executives	Basic info on project objectives and key dates
Kitchen & Toilet Posters	Lorraine McLennan	Ad hoc	Informal event announcements	Everyone- targeted to Users & SuperUsers	Announcement of Lunch & Learns, training/ launch events
Viva Connections updates	Lorraine McLennan	weekly	Polished updates with interactive elements	internal officers- targeted to Users & SuperUsers	Announcement of lunch & learns, training/ launch events, New procedure intro Cora demo (post launch)
Chamberlain's weekly email	Lorraine McLennan	weekly	TBC	CCPD only	Project progress updates, event announcements
All-staff call- chamberlains	Lorraine McLennan	monthly	Teams meeting- is this recorded?	CCPD only	Cora demo, outcomes reports
Monthly Director's update	TBC	Monthly	email	Portfolio/ Sub-Portfolio Executives Key Political Members	Project updates, Launch & event announcements
Ad-Hoc User Surveys	Catherine Hopkins	As needed	Short (c. 3 question) MS forms	Users & Change Champions Portfolio/ Sub-Portfolio Executives	Cora user temp check and feedback Process baselining and feedback

We will use existing and new comms channels to reach our stakeholders

Engagement forums

Name	Owner	Freq.	Type & Tone	Audience	Used For
Transformation board	TBC	monthly	Formal updates	????	Proposed project updates, escalation of risks, agreement of plan and deliverables
PPSC	John Cater & Randall Anderson	Monthly	Formal updates and officer engagement	Key Members	Progress update 1x in Dec, 2x informal workshop for benefit map and for roadshow presentation
PPSC workshops	John Cater & Randall Anderson	Monthly	Informal working group for member engagement	Key Members	Member engagement for draft process (scenarios)
Working group-guiding coalition	Matthew Miles	fortnightly	1x month	Guiding coalition	Reviewing proposed Cora design and project procedure documents
Change Champions forum	Catherine Hopkins	fortnightly	Meeting, visiting members of project team	Change Champions only, broadened to user forum at key points in project plan	Review draft project materials and requirements, Q&A- 'you said, we did' (filmed for sharing with broader users)
Lunch & Learns	Capability team (TBC)	Monthly (from March)	Meeting, learning from project teams	Users & Superusers	Developing benefits mindset and understanding of benefits drivers in CoL in preparation for procedure launch

City of London Corporation Committee Report

Committee(s): Projects & Procurement Sub-committee – For Decision Finance Committee – For Decision Court of Common Council	Dated: 09/12/2024 10/12/2024 09/01/2025
Subject: Procurement Code review	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • provides business-enabling functions 	Procurement Risk Governance
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of:	Chamberlain
Report author:	Sue Smith, Policy & Compliance Officer

Summary

This report introduces the upcoming procurement legislation and our plans to manage its impact on our policy on procurement, currently known as the Procurement Code.

It describes some of the challenges experienced by users in applying the current Code and the potential implications for governance and efficiency.

It sets out proposals for addressing both issues. The result of which will be a procurement policy presented in a substantially different, more usable, format. It will be supported by a different approach to the way we document our processes and associated guidance, to facilitate more robust governance and greater transparency.

The update of the Procurement Code will be undertaken in conjunction with the development and delivery of the procurement and contract management improvement plan which is the subject of another item on the agenda.

Recommendation(s)

Members are asked to recommend the below to the Court of Common Council:

1. Approve the development of a new Procurement Policy and supporting framework to replace the existing Procurement Code.
2. Authorise the Chamberlain in consultation with the Chairman and Deputy Chairman, to approve changes to the Procurement Code and supporting framework to align with the new Procurement Act 2023.
3. Approve the temporary increase of the threshold for the approval of procurement options and contract awards by the Court of Common Council to £20m until 31 July 2025 whilst the new Procurement Policy is developed.

Main Report

Background

1. The Procurement Code sets out how we expect our procurement activities to be conducted. It is a public document.
2. The last major review of the Procurement Code was in 2015 to reflect the introduction of the Public Contracts Regulations 2015. Minor revisions and updates have taken place on a six-monthly basis since then to ensure the Code remains in alignment with organisational structural changes and updates to other related policies (such as the Financial Regulations).
3. The latest version was republished in July 2023.

Current Position

4. The Procurement Code is presented in two parts. Part 1 was intended to set out the rules, with Part 2 being the guidance to support practitioners in applying them.
5. Both parts are large, wordy documents which users find difficult to navigate. This means they are reluctant to refer to them, and often they need help in interpreting them. There are examples where:-
 - a. The two parts are not consistent;
 - b. A rule does not apply to all parts of the organisation, or all spend types, but the extent of the exemption is not explicit;
 - c. The wording is not clear or concise and the precise meaning becomes difficult to determine and open to interpretation.
6. Feedback from stakeholders indicates that there are rules which, even with the best will, users have difficulty in complying with due to the issues identified above.. This means that there is a risk that the Corporation's procurement governance and system of internal control is not as robust or as efficient as intended. The new procurement regulations introduce an even greater level of transparency around

our decision making and present an opportunity to overhaul the approach to the Procurement Code to further strengthen the organisation's governance framework.

7. The Procurement Code needs to be updated to reflect the upcoming implementation of the Procurement Act 2023 and Procurement Regulations 2024. Following the announcement of a short delay, these are due to go live in February 2025. Officers are therefore seeking authorisation to amend the existing Code to be compliant while the new Procurement Policy is being developed.

Options

8. Minor revisions to comply with the new Procurement Act (2023) - it would be possible to simply change references to the old regulations to the new Act however this would be a missed opportunity to improve the clarity of the Code. This would not support the Commercial Service's improvement approach, strengthen governance arrangements, nor provide an enhanced stakeholder experience through clearer and easier to understand thereby reducing the time spent discussing different interpretations.
9. Update to the existing Procurement Code - In addition to the above option, further minimal modifications could be made to those areas which are not comprehensive or are currently open to interpretation to support enhanced clarity. This option would not improve the perception of the document's ease of use overall and may not increase compliance as a result.
10. Adopt a new Procurement Policy supported by a refreshed governance framework (recommended) - this option would involve extracting the high-level elements of the existing Code to form the basis of a new Procurement Policy. Examples of the best practice to be retained would include current position on competition, transparency and responsible procurement. This policy would form the public document, replacing Part 1 of the current Procurement Code. The remaining content of Part 1, and the entirety of Part 2, would become either documented, standardised processes, or supporting guidance. These would predominantly be hosted on the intranet with consideration given to ensuring accessibility by those outside of the main IT network. Wherever possible and practical, forms and approvals would become electronic versions which will make compliance, and the monitoring and reporting of such, easier for all concerned.

Proposals

11. The overarching procurement policy document will cross refer to related public policies such as our Living Wage Policy and our Modern Slavery Statement, and to the need for compliance with relevant external regulation. This will present a transparent and holistic view to the public, and suppliers, with no references to documents they are unable to see.
12. The new policy will make clear to what extent the various City Corporation functions are covered or exempt from both internal and external regulation.

13. In common with most policies, the majority of content will be static to be reviewed on a periodic basis in line with any City Corporation policy on such things. Details such as financial thresholds, or procedural information, which may be subject to change, will be either be included as appendices or by reference to standalone documents.
14. The process and procedural elements of both parts of the current Code will be produced individually for ease of access. This will enable us to standardise and document them making them clearer and more accessible to those who need to use them. This will provide clarity around how the processes support the Policy.
15. To achieve this, contributors from around the organisation will be invited to take part in a review which will address the detail of how procurement projects are managed at a detailed and operational level, and also the governance around approving the projects. Outputs will be aligned with Standing Orders, Delegation of Authority and other relevant policies. (A workshop has already taken place to review the common causes of non-compliant spend and possible solutions.)
16. In contrast with the proposed Policy; the processes, forms, templates and guidance will reflect, in detail, the new requirements of the incoming legislation. As such, they should be reviewed frequently during the first 6-12 months following implementation of the new legislation as we strengthen our understanding of it. Any proposed changes will be done in consultation with relevant stakeholders where necessary.
17. With the delivery of appropriate training, and improved accessibility of the resources, the overall outcome will be greater clarity, leading to increased compliance. All instances of non-compliance should be recorded, whether or not they need pre-approval, to enable us to identify trends and thus weaknesses in either the processes or the behaviours. This will enable corrective action.
18. It is proposed to temporarily increase the threshold for the approval of procurement options and contract awards by the Court of Common Council whilst the new policy is being developed. This would result in an immediate streamlining of the approval process whilst retaining strong Member governance and oversight through both the Projects and Procurement sub-Committee and the Finance Committee. The temporary threshold of £20m would bring the City Corporation into alignment with other Local Authorities. The temporary threshold increase would be in place until 31 July 2025.

Key Data

19. Requests for waivers and contract extensions are a frequent source of frustration for requestors, for assisting Commercial team members, and for Compliance. This is due partly to the lack of understanding about the correct process and also a lack of clarity in the current Code.
20. Table 1 below shows that 2024 has seen an increase in the number of waivers handled to date. There is some inconsistency in the logging, possibly the result of

a change in policy in 2022. There are also some for which an update has never been provided. There is no written process which requires the decision to be reported back to the Policy & Compliance Officer.

21. It is difficult to quantify the resource expended however the Policy and Compliance Officer has reported processing over 200 emails relating directly to waiver requests in 3 months. It is estimated that on average it takes 2-3 working days to deal with each waiver request when the total input from relevant officers is calculated. The aim of the proposed changes is to develop the most streamlined and efficient approach through clear processes that are applied consistently across the organisation.

Table 1: Summary of waivers 2022-2024

Row Labels	Category	2024		2023		2022	
		No. waivers	Waiver value	No. waivers	Waiver value	No. waivers	Waiver value
Barbican Centre	Construction & Property Services	1	£151,046				
	Corporate Services					1	£80,000
	Facilities Services	1	£171,807				
Built Environment	Construction & Property Services			1	£123,679		
	Facilities Services			1	£0		
	Fleet	1	£23,914				
Chamberlain's	Corporate Services	1	£175,297				
	IT	1	£23,433				
City Surveyors	Construction & Property Services	5	£721,082			1	£565,710
CoL School	Corporate Services					1	£290,077
Commercial Services	Corporate Services					1	£135,000
DCCS	Construction & Property Services	1	£162,000				
	Corporate Services	1	£459,300				
	DCCS	2	£465,825	3	£976,275,000	7	£2,063,208
	IT	1	£416,755				
Guildhall School	Corporate Services					1	£43,316
Town Clerks	Corporate Services	1	£208,970				
Grand Total		16	£2,979,428	5	£976,398,679	12	£3,177,311

Corporate & Strategic Implications

Strategic implications – Having a clear policy statement, and processes designed to support it, will enable us to fulfil the need for compliance with external regulation on procurement and transparency. Making use of electronic communication and automated record-keeping will enable us to do this efficiently.

Financial implications - None

Resource implications – Efficiency savings likely through increased clarity and improved access to supporting resources and guidance.

Legal implications - None

Risk implications – Reduced risk of non-compliant spend resulting from increased clarity.

Equalities implications – None

Climate implications - None

Security implications - None

Conclusion

22. The Procurement Code needs to be updated. Restricting the update to only the regulations will make it difficult for users to understand how to incorporate the new requirements into their activities. It also misses a prime opportunity to address current inconsistencies and other sources of confusion.
23. Restructuring the documents as described, separating policy from process, will make the transition easier for all concerned. Addressing the various areas of confusion, caused directly by a lack of clarity in the documents, will improve compliance and efficiency and ultimately improve the perception of the function.
24. Members are accordingly recommended to authorise the Chamberlain to make the necessary amendments to the Procurement Code and to approve a temporary increase in procurement approval thresholds while a new Procurement Policy is developed.

Appendices

- None

Sue Smith

Interim Commercial Policy & Compliance Officer

E: sue.smith@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Projects and Procurement Sub Committee – For Decision	Dated: 9 December 2024
Subject: Responsible Procurement Midyear Impact Report	Public report For Decision
This proposal delivers Corporate Plan 2024-29 outcomes	All six outcomes of the Corporate Plan
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Caroline Al-Beyerty, Chamberlain
Report author:	Lisa Moore, Responsible Procurement Manager

Summary

Policy & Resources Committee approved publishing the first Responsible Procurement Impact Report in June 2024. The impact report provides examples for officers and suppliers as to what “good looks like” to the City Corporation. It is available on our website alongside the Responsible Procurement Policy. This report asks for permission to publish a mid-year impact report helping to create a ‘living report’ as we strive to be leaders in responsible procurement using our influence and leverage to shape how the public sector addresses the topic.

This report also provides some context for the impact report and how we are managing to leverage responsible procurement against our contract spending. This report aligns with the findings from the Strategic Procurement Review update paper in the context of Responsible Procurement.

Recommendation(s)

- Members are asked to approve the publication of the Responsible Procurement Mid-Year Impact Report 24-25 on our external website.
- Members are asked to note information on Responsible Procurement treatment paragraphs 13-22 in this paper.

Main Report

Background

1. In July 2022, Policy & Resources Committee approved an updated Responsible Procurement Policy which outlines the importance of responsible procurement (RP) as part of the overall value delivered through procurement; the responsibilities of buying officers at each stage of the commercial life cycle and the six RP commitments the City Corporation actively work on with its supply chain.

2. The six RP commitments are: taking climate action; promoting supplier diversity (diverse owned enterprises and SMEs); embedding equity, diversity and inclusion; guarding against modern slavery; facilitating work-related opportunities and delivering meaningful social value outcomes.
3. The RP Policy has a 15% RP weighting for all tenders over £100,000. Officers must consider how to incorporate RP in direct awards and contract extensions.
4. Policy & Resources Committee approved publishing the first RP Impact Report in June 2024. This report is available on our external website alongside the RP Policy. The impact report provides examples for officers and suppliers as to what “good looks like” to the City Corporation. Policy & Resources committee approved the first annual report, but it was agreed that subsequent reports would come to PPSC for approval as the precedent had been established.
5. The RP Annual Impact Report 23-24 was shared widely. Internally the report was shared with officers listed as live contract managers, at team meetings, in newsletters and the RP Refresh Series (seven short lunchtime learning sessions to revisit the basics and showcase RP in action by a contract manager or supplier). Externally, our communications team helped us publish on social media, it was published through the Climate Action newsletter and the social media accounts of our suppliers.
6. The RP Impact Report was largely well received with comments like “easy to read and follow”, “brings [RP] to life” and from a UK business not currently in our supply chain commented “It’s the first I’ve come across that clearly demonstrates real grounded impact. Useful to understand [the City Corporation] ... but also some lessons we can learn”.
7. The Annual Report acknowledged some of the limitations of the data available and set out a roadmap to improving our reporting capabilities. Acting on feedback from Members, we will work with the new Impact and Reporting team to help us contextualise outcomes e.g. 7% emissions reductions means x number of cars off the road, etc.

Current Position

8. The RP Mid Year Impact Report has been written as a ‘check in’ on the annual report road map to achieve better data, better involvement and better connection. It also includes seven spotlights to showcase some of the work that has been done in the first half of this year. The mid-year report is not meant to be a ‘mini’ annual report. We do not want to confuse our audiences with overall stats or impact as we are only halfway through the year.
9. This committee report seeks Member approval to publish this midyear report alongside the annual report on our external website. The RP Mid-Year report can be found in appendix one.

Key Data

10. The City Corporation spends roughly £500m each year on goods, services and works through third party spend.
11. The RP Team has compiled a RP Commitments Log which pulls out actions that suppliers have committed to doing as part of a tender response. In numbers:
 - Nearly 300 contracts have been reviewed so far valued at £1.9bn over the entire contract lifetime.
 - Of those mapped, 104 contracts with a total contract spend of £1.3bn include at least one RP deliverable at the time of tender.
 - This process has identified 93 unique suppliers and 58 contract managers.
 - 39 number of suppliers are known to the RP team for having delivered or will deliver RP in FY 24-25.
12. The RP team shares the log with officers that may be able to use the commitments made by suppliers. The RP team will be reaching out to contract managers to understand if the RP commitment has been delivered or if they need assistance.
13. Due to the volume of contracts, the log has focused on the RP commitments made in tender responses and does not currently track RP requirements included in the specification. Jaggaer, the new contract management system, includes functionality to input RP deliverables when creating a contract and officers can receive alerts to return evidence of delivery.

Responsible Procurement Treatment

14. This committee report also seeks to provide wider context for Members on the current state of how well RP is embedded and being delivered i.e. is what we are publishing in our Impact Report 'good' against our level of spend and number of contracts.
15. In November 2023, Action Sustainability, a management consultancy focused on sustainable procurement, produced a gap analysis assessing the treatment of RP at the City Corporation against the ISO 20400 Sustainable Procurement standard. We scored 2.73 out of 5 which is rated as 'Established' and above average for a first-time assessment. The overarching feedback is that our policy and commitments are well embedded in the process, but the further away from the RP team officers work, the less stakeholders across the organisation understand their role in RP delivery.
16. A strategic review of the City Corporation's approach to procurement and contract management was commissioned earlier this year. Human Engine was commissioned to carry out the review which seeks to address concerns regarding organisational capacity and capabilities. The recommendations of the ISO 20400 report will be integrated into the review.
17. The Chamberlain has submitted the initial findings from the review in another paper at this committee, but two of the relevant "key findings" for RP are:
 18. *Key Finding 1: There are tools in place, but people don't know how to use them.*

19. This aligns with the findings of the ISO20400 review. We have a toolkit for each RP commitment including guidance for each stage of the procurement lifecycle. Since the review, we've taken steps to retrain people with buying responsibilities through our RP Refresh Series which was delivered to over 100 officers.
20. *Key Finding 2: Contract Management exists at the extremes in the City Corporation. Some contracts managers are using a full suite of tools and approaches to manage their contracts in a systematic way. Others haven't even heard of the City Corporation's approach.*
21. It is still common for the Commercial Service to initiate conversations on RP with departmental stakeholders. Although there are a few areas of the business, for example, the City Surveyor's Operations team (Ops team), includes RP as BAU contract monitoring. The Ops team have been a key contributor to driving RP impact in our supply chain they have all undertaken IWFM (FM professional body) sustainability and social value training which outlines what good looks like in the sector, how to speak to suppliers and report on it. They work closely with the RP team but take responsibility for driving supplier delivery.
22. We collected some feedback from our commercial leads. Our ability to provide comprehensive oversight of our contract portfolio is currently limited. We do not have a corporate 'strategic supplier' list. Lack of central co-ordination is a recurring theme across procurement including supply chain management and supplier audits. The treatment of RP is still light touch overall, however it will form an implicit and consistent thread throughout the developing procurement and contract management improvement plan.
23. The expected outcomes from the strategic procurement and contract management review include a revised tiering system and a relaunch of the contract management framework; which will include RP. This will act as a helpful reminder of roles and responsibilities of those involved in the procurement and contract management process. The review will also provide recommendations regarding the capabilities required to drive the improvement across the organisation.

Options

24. Option 1: We do not publish the RP Mid-Year Report 24-25. This is not the recommended option. The City Corporation made a commitment to reporting on progress as part of the annual report. This mid-year update ensures transparency and accountability.
25. Option 2: Publish the RP Mid-Year Report 24-25. This is the recommended option as we strive to be leaders in RP using our influence and leverage to shape how the public sector addresses the topic. Publishing the mid-year report is one way that we are seeking to make our annual report into a 'living' report. Commercial Services has been using the RP Impact Report to engage with officers and suppliers on RP. A mid-year check-in helps to keep the conversation current as we work through the strategic procurement review.

Corporate & Strategic Implications –

Strategic implications – The RP Policy commitments support all six outcomes in the Corporate Plan. More information can be found in appendix two.

Financial implications – None

Resource implications - Compiling this report is resource intensive as it is mostly manual data collection.

Legal implications - The suppliers mentioned in the report have all confirmed their willingness to be part of this public report.

Risk implications - None

Equalities implications – The commitments in the RP Policy should positively impact or seek to reduce negative impacts on people with protected characteristics.

Climate implications - The commitments in the RP Policy should positively impact or seek to reduce negative impacts on climate and other aspects of environmental sustainability.

Security implications - None

Conclusion

26. Members are asked to approve the publication of the RP Midyear report 24-25 as we strive to be leaders in RP using our influence and leverage to shape how the public sector addresses the topic.

27. Members are asked to note RP impact reporting as a work in progress. The outcomes of the strategic procurement and contract management review will be important to facilitate RP impact reporting more efficiently and could have the power to fill potential gaps in our front-line services.

Appendices

- Non- Public Appendix 1 – Responsible Procurement Mid-Year Impact Report 24-25
- Appendix 2 – Responsible Procurement Commitments & the Corporate Plan 2024-29

Background Papers

- Policy & Resources Committee - 6 June 2024 Responsible Procurement Impact Report 23-24

Lisa Moore, Responsible Procurement Manager T: 020 7332 3276 E: Lisa.Moore@cityoflondon.gov.uk

Appendix Three: Responsible Procurement Commitments & the Corporate Plan 2024 - 2029



Dynamic Economic Growth through Supplier Diversity and Work Related Opportunities

- Supplier diversity promotes competition and innovation.
- Our suppliers are providing work related opportunities to plug the skills gap post Brexit and skills we need for a sustainable future.

Vibrant Thriving Destination through Human Rights and Modern Slavery

- Working with our suppliers to ensure that our collective supply chains promote ethical sourcing e.g. modern slavery due diligence and safe working environments.

Flourish Public Spaces through taking Climate Action

- Working with suppliers to conserve and enhance biodiversity in our open spaces and wider built environment

Providing Excellent Services through Supplier Diversity and Equity, Diversity & Inclusion

- Working with SMEs and Diverse Owned Enterprises to access public procurement supply chains through supplier readiness support and engagement events.
- Working with suppliers who take active steps to support Equity, Diversity and Inclusion.

Leading Sustainable Environment through taking Climate Action

- Promoting material reuse through the circular economy
- Supplier specific carbon emissions reporting for more accurate Footprinting

Diverse Engaged Communities through Social Value

- Our suppliers support our community support initiatives like the Retrofit Academy and London Careers Festival.
- Suppliers are contributing goods and services for our community groups and those of our target boroughs.

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Agenda Item 7

Committee(s)	Dated:
CoLC Health & Wellbeing Board - For information Procurement & Projects Sub Committee - For Approval Finance Committee - For Approval Court of the Common Council – For Approval	15th November 2024 9th December 2024 10th December 2024 9th January 2025
Subject: Extension of Contract for the Pan-London Sexual Health E- Services contract	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? Diverse engaged communities, providing excellent services	Outcome 2
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	The Public Health Grant
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Joint report of the Executive Director of Community & Children’s Services and the Chamberlain	For decision
Report author: Mona Hayat, Director of Sexual Health, DCCS	

Summary

30 of London’s local authorities, including the City of London Corporation (CoLC), collaboratively commission “open access” sexual health services, with the City Corporation acting as the accountable body for the participating authorities.

A small Programme team, hosted by The London Sexual Health Programme (LSHP) hosted by City Corporation as the Lead Authority and accountable body, manages the Pan-London Sexual Health E-Services contract on behalf of the 30 participating Authorities which has transformed sexual health for residents through digitally enabled solutions for self-care which are both convenient and cost effective. This contract is fully funded by the 30 participating authorities, inclusive of the London Sexual Health Programme (LSHP) team costs. The programme is also governed through the participating authority’s individual authorisation processes.

The Pan-London Sexual Health E-Services contract, valued at just over £200m, was initially awarded for 5 years in 2017 with the option to extend it by 4 further years.

A 12-month allowable extension is required to complete the reprocurement of the E-Services contract within an achievable timescale. The 30 participating Authorities have recommended to the City Corporation, via the E-Services Management Board (ESMB) of the 31 August 2024, that the current E-Services contract is extended by 1 further year from 15 August 2025 to 14 August 2026.

This report seeks a decision for the City Corporation as lead Authority and accountable body to extend the current E-services contract with Preventx Ltd dated 15th August 2017 currently due to expire on the 15th August 2025 for a further year to expire on 15 August 2026.

This decision is required concurrently with the policy decision for the City of London Corporation to continue act as the Lead Authority, being the accountable body and host of the London Sexual Health Programme Team for the next phase of the LSHP with a view to re-procuring the service. This is subject to each participating authority, including the City Corporation acting by its Health and Wellbeing Board, taking their local decisions to renew the arrangements and to meet the joint costs of the service (both the hosting costs and the service contract) with the City Corporation acting as the accountable body. Due to the potential risks, The City Corporation also needs to be satisfied that the arrangements agreed adequately protect the City Corporation acting as the Lead Authority.

Recommendations

It is recommended that:

- a. the current E-services contract with Preventx Ltd dated 15th August 2017 currently due to expire on the 15th August 2025 is extended for a further year to expire on 15 August 2026.

This recommendation is made concurrently with the approval of City Corporation continuing to act as the Lead Authority and accountable body for the procurement of a new Pan-London Sexual Health E-services contract and the host of the programme management service under an inter-authority agreement (Committee Report Stage 1A)

Main Report

Background

1. London's Sexual Health E-Service is part of the Pan London Sexual Health Programme (LSHP) which aims "to manage and deliver an efficient virtual service as part of a wider healthcare system that responds effectively to the sexual and reproductive health needs of London's residents."
2. In 2017 the 30 London local health authorities, including the City Corporation acting in that capacity, agreed to collaborate to deliver these sexual health services under an Inter-Authority Agreement (IAA) dated 16th May 2017, with the City Corporation also agreeing to be appointed as the Lead Authority, being the accountable body responsible for hosting the programme management service and procuring the E-service.

The contract for the provision of the E-Service, valued at over £200m, was awarded by the City Corporation on 15 August 2017, for a minimum 5-year term

with options to extend it by a maximum of 4 years. The contract was extended for a further 3-years extension in 2022, allowing for a further 1-year extension up to 14 August, 2026. The cost of the 12-month extension is £27m.

3. The E-Service is provided by Preventx Ltd who sub-contract with Chelsea and Westminster NHS Trust and Lloyds Online Doctor for clinical leadership, patient care and the supply of medical treatments.
4. It provides online assessment for sexual health testing services by post with remote treatment for chlamydia. The E-Service is partnered with London's NHS Trusts who provide ongoing care to E-Service users as required. It provides contraception to residents of 16 authorities, who have called off this optional service line.
5. The E-Service has performed well against the key performance indicators, the supplier has been responsive to our evolving needs and service user feedback is consistently positive. When compared with providing similar care pathways in a traditional clinic setting, the E-Service provides value for money to the participating Authorities and convenience for their residents.
6. A small Programme team, the London Sexual Health Programme Team (LSHPT) hosted by the Directorate of Community and Children's Services within the City Corporation, manages the E-Service contract on behalf of 30 participating authorities under the IAA. The arrangements provide for the costs of the hosting to be met by the participating authorities as well as for recharging each of the local authorities for their residents' usage in a timely manner so that liquidity risk is managed for the City Corporation as the accountable body.
7. An E-Service Management Board (ESMB), comprising of representatives from each participating Authority, provides strategic oversight for the contract and makes recommendations to the City Corporation when variations, including extensions, to the contract are needed.

Current context

8. The 30 participating Authorities have recommended to the City Corporation, via the E-Services Management Board (ESMB) of the 31 August 2024, that the current E-Services contract is extended by 1 further year from 15 August 2025 to 15 August 2026.
9. This extension will ensure there is adequate time for all participating Authorities to obtain their own authorisations to extend the arrangements, including hosting and procurement by the City Corporation as the Lead Authority and accountable body, and to participate in any subsequent service contract awarded by the City Corporation, and for the delivery of a comprehensive competitive procurement process by the City Corporation as Lead Authority. Shared legal advice continues to be procured for the benefit of all those anticipating to advise on the revised IAA and proposed forthcoming competitive procurement, which advice will be funded by all of the participating authorities.
10. The new Provider Selection Regime (PSR) sets out the rules for procuring health care services in England by organisations termed Relevant Authorities. The key criteria under regulation 5 of the PSR are (a) quality and innovation, (b) value, (c) integration, collaboration and service sustainability, (d) improving access, reducing health inequalities and facilitating choice and (e) social value.

11. The participating Authorities reached a consensus in the ESMB of the 18 April 2024 for a competitive process to be undertaken for the (re)procurement of the Sexual Health E-services and this was endorsed by the authorities at a subsequent meeting of the LSHP's Strategic Board. City Corporation as the host authority has taken this decision on behalf of the Related Authorities via the IAA.

Consideration and Evaluation of options

12. The request to extend the current E-services contract with Preventx Ltd for a further year to expire on 15 August 2026 will ensure there is adequate time for all Authorities to obtain authorisation to extend the arrangements, including hosting and procurement by the City Corporation as the Lead Authority and accountable body, and to participate in any subsequent service contract awarded by the City Corporation, and for the delivery of a comprehensive competitive procurement process by the City Corporation. This will be guided by the expertise of City Corporation's Finance, Governance & Commercial Services, and Legal Services the Comptroller & City (CCS) Solicitor's. The CCS Department will oversee the execution of the legally binding service contract and would advise the City Corporation in relation to matters arising on the joint advice for the City Corporation, and as lead authority on the forthcoming procurement unless this substantive commercial legal advice was within the brief of the external legal advisers where the CCS would be limited to the drafting of the provisions for insurance and indemnities (alongside the Chamberlain under the Corporate governance framework of the CoLC) and execution formalities for the CoLC.

Recommended options

13. So that the local authorities have time to ensure there is adequate time for all Authorities to obtain authorisation to extend the arrangements, and to participate in any subsequent service contract awarded by the City Corporation, and the delivery of a comprehensive competitive procurement process by the City Corporation it is recommended that the City Corporation
 - (a) agrees to the current E-services contract with Preventx Ltd is extended for a further allowable year to expire on 14 August 2026 under the management of City of London Corporation as Lead Authority and accountable body for the procurement of a new Pan-London Sexual Health E-services contract and the host of the programme management service under an inter-authority agreement. This is aligned to the terms agreed by the majority of participating Authorities at the ESMB on the 31st August 2024.

Results Savings, efficiencies and benefits

14. The current contract for E-services provides value for money to the participating authorities when compared with providing similar care pathways in a traditional clinic setting. Since the inception of the E-services contract, London's system provides 50% more sexual health consultations than it did in 2017. Funding has been flat – this growth has been accommodated through efficiencies.
15. The greater the proportion of activity that happens online, the greater the efficiencies for the Authorities individually and collectively. Public Health England predict that the next 10 years will see a return on investment based on £9.00 saving for every £1 invested in publicly provided contraception.

16. The E-Service is addressing accessibility challenges for residents from deprived areas. 69% of STI Kits were ordered from the top 5 most deprived areas in London with 74% for routine contraception and 81% for Emergency contraception.
17. Providing the same care at lower prices enable the participating Authorities to meet the challenge of rising demand for sexual health testing that accompanies expanded uptake of Pre- Exposure Prophylaxis (PrEP) and fulfil the capital's commitment to becoming the first nation in the world to achieve zero new HIV transmissions by 2030.
18. The LSHP Team have a new dedicated senior Health Business Analyst joining the team in December 2024 to undertake all the data and financial modelling to detail the efficiency, effectiveness, value and behaviour of Pan-London residents accessing the Sexual Health E-Service and how it is critically improving health outcomes across all participating authorities. This information will underpin the impending Business Case for the new procurement to be approved across all Related Authorities to proceed to market via a PSR route.

Financial Implications

19. City Corporation acting as a trusted broker on behalf of the LSHP is of no cost to the Corporation. The LSHP will not be requesting an uplift from participating authorities during this period.
20. The extension of the E-Service contract for a further 12 months would result in a status quo position regarding how City Corporation manages the financial model on behalf of the participating authorities.
21. The value of the monthly invoices from the existing supplier under the current contract requires enhanced approval processes involving the Chamberlain, Chamberlain's Department, and the Executive Director of Community & Children's Services. The programme team includes a dedicated resource for recharging the participating authorities each month according to their residents' usage. The level of liquidity in the funds under the arrangements is regularly reviewed with the Chamberlain and any new measures to manage risk for the City Corporation as accountable body are then implemented.

Legal Implications

22. The existing IAA permits the service contract to be extended by one year with City Corporation procurement procedures being followed to affect this extension.
23. A continuation of the joint arrangements for a further 12-months means there will be a continuation of the existing governing arrangements, including financial commitments; this will include the City Corporation as local authority which decisions are for the Health and Wellbeing Board and will be considered separately by that Board should this reports recommendations be supported. The City Corporation, as the Lead Authority can then take the relevant steps to (re)procure the Sexual Health E-Service in accordance with the City Corporation's standard procurement procedures and a new IAA will be required after approvals are confirmed at City Corporation Stage 2 authorisation.

24. The IAA will clearly state the apportionment of liabilities across all participating authorities.

Risk Implications

25. There is significant risk for London's sexual health system if the City Corporation does not approve the 12-month contract extension on behalf of the Related Authorities.
26. If the mandate is not approved as recommended by the participating Authorities, this would create significant risk of major reputational damage for all participating Authorities and potential adverse publicity for all Authorities, including the City Corporation because the activity currently managed through the sexual health E-Service will be transferred back to in-person clinics across London. If this were to occur the LSHP team will have to support participating authorities with a streamlined contingency plan service due to service disruption and financial constraints.
27. Under the leadership of the LSHP, the impact of not approving a 12-month contract extension will limit the Programme's capability to seek a more effective and efficient supplier in a competitive market under the PSR regime. The current pan London Needs Assessment indicates that there are critical changes in resident profiles and trends that require a an updated service model and specification. The impact would mean service status quo and the existing contract will continue to deliver services out of contract.
28. A lack of continuity of service will create a significant rise in financial burden for all participating authorities that has not been accounted for. The LSHP would have to seek advice and guidance from each participating authority finance teams (including City Corporation through its own participation).

A disruption in service will have a impact on residents requiring STI and contraception support across the region. This is counter-intuitive to the values and principles of the City Corporation's Corporate Plan, specifically Outcome 2: Diverse engaged communities, providing excellent services.
29. Conducting an end-to-end procurement that meets the City of London Corporation procurement code will be untenable due to a lack of adequate time to deliver the procurement in a meaningful and compliant manner. This is would be a digression from the City Corporation's Corporate Plan.
30. The LSHP team are committed to ensuring a 12-month contract extension is negotiated carefully with the advice and support of the CoLC legal team (contract and governance) to aligns with the original contract's objectives. This is to avoid unintended consequences such as changes in terms, duration, and additional obligations. LSHP will be prudent in reviewing the terms of the extension.

Equalities implications

31. The Programme has sought external support from the Equalities & Human Rights Commission to ensure Public Sector Equalities Duty compliance. To ensure the Programme remains fully compliant throughout the duration of the Programme an Equalities Diversity & Inclusion Advisory Board (EDIAB) has been established as part of the existing governance structure to provide advice to the Statutory Board and Clinical Advisory Board on all matters related to the delivery of the Programme. The EDIAG consists of diverse service user representation to ensure service users' voices are heard and represented on all matters related to the Programme. This Group will be consulted on the Equalities Impact Assessment (EQIA) completed by the Programme.

Climate implications

N/A

Security implications

N/A

Conclusion

32. The City Corporation as a Lead Authority (and through its own participation as a local authority) will ensure an exemplary LSHP procurement process will be undertaken on behalf of all participating authorities with the approval of a 1-year extension that will provide timeline assurance.

By extending these arrangements, the City Corporation is provided with the opportunity to continue to enhance its reputation for delivering excellent public services, technological innovation and cost effectiveness.

Report author

Mona Hayat, Director of Sexual Health, DCCS

E: Mona.Hayat@cityoflondon.gov.uk

T: 07555 133206

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