

Projects and Procurement Sub-Committee – Main Agenda

Date: **MONDAY, 19 MAY 2025**

Time: 1.45 pm

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

Members: Deputy Benjamin Murphy **Deputy Andrien Meyers** Philip Woodhouse

(Chairman)

Deputy Anne Corbett Representative of the Police Authority

Stephen Hodgson Board (appointed – 14/05)

Representative of the Digital Services

Committee (appointed – 15/05) Representative of the Port Health & **Environmental Services Committee**

(appointed – 02/06)

Enquiries: John Cater

John.Cater@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

https://www.youtube.com/@CityofLondonCorporation/streams

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

> Ian Thomas CBE **Town Clerk and Chief Executive**

AGENDA

1	٨	D	\cap		\cap	GI		C
	А	Р,	U	Ľ	U	GI	ᆮ	3

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

3. **ELECTION OF DEPUTY CHAIR**

For Decision

4. MINUTES

To agree the public minutes and non-public summary of the meeting held on 4 February 2025.

For Decision (Pages 5 - 10)

5. **COMMERCIAL, CHANGE & PORTFOLIO DELIVERY RISK REGISTER UPDATE** Report of the Chamberlain.

For Information (Pages 11 - 24)

6. *GW3: 65 GRESHAM STREET S278

Report of the Executive Director, Environment.

For Information

7. *GW3&4: MOOR LANE ENVIRONMENTAL ENHANCEMENTS

Report of the Executive Director, Environment.

For Information

8. *GW5: BANK JUNCTION IMPROVEMENTS

Report of the Executive Director, Environment.

For Information

9. *GW6: 40 LEADENHALL STREET SECTION 278 HIGHWAY WORKS

Report of the Executive Director, Environment.

For Information

10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

11. ANY URGENT BUSINESS

12. EXCLUSION OF THE PUBLIC

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business 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.

For Decision

13. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 4 February 2025.

For Decision

(Pages 25 - 28)

14. PROCUREMENT STRATEGY FOR THE APPOINTMENT OF A STRATEGIC PARTNER FOR TRANSFORMATION

Report of the Chamberlain.

For Decision

(Pages 29 - 60)

15. **ENFORCEMENT AGENTS FOR REVENUES AND PARKING - STAGE 1 STRATEGY**

Report of the Chamberlain.

For Decision

(Pages 61 - 66)

16. CONNECT TO WORK PROGRAMME - DELIVERY PARTNER PROCUREMENT STAGE 2 STRATEGY

Report of the Executive Director, Innovation and Growth.

For Decision

(Pages 67 - 72)

17. CITY SCHOOLS CATERING - STAGE 2 AWARD REPORT

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

For Decision

(Pages 73 - 86)

18. PORTFOLIO DASHBOARD COVER REPORT - MAY 2025

Report of the Chamberlain.

For Information

(Pages 87 - 90)

19. *GW2: COLLINSON COURT NEW HOMES

Report of the Director of Community & Children's Services.

For Information

20. *GW345: FREEMEN'S SCHOOL DINING HALL INTERNAL REFURBISHMENT Report of the City Surveyor.

For Information

- 21. NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE
- 22. NON-PUBLIC ANY URGENT BUSINESS

PROJECTS AND PROCUREMENT SUB-COMMITTEE Tuesday, 4 February 2025

Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 4 February 2025 at 1.45 pm

Present

Members:

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

Observer:

Philip Woodhouse

Officers:

Genine Whitehorne Nadhim Ahmed James Carter Michael Curtis Wayne Fitzgerald Lara Opebiyi **Daniel Peattie** Yasin Razaaq Loredana Sandu Sarah Baker Ola Obadara Dean Elsworth Philippe Greaves Michael Gwyther-Jones Lochlan MacDonald James Aggio-Brewe Gillian Howard John Cater

- Chamberlain's Department
- City Surveyor's Department
- City Surveyor's Department
- Community & Children's Services
- Environment Department
- Environment Department
- Committee Clerk

1. APOLOGIES

In advance of the meeting, a formal apology for absence was received from Deputy Rehana Ameer.

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 9 December 2024, be approved as an accurate record.

Separately, the Chair confirmed that the Reports on today's agenda which had also been submitted to the Streets & Walkways Sub-Committee at their meeting earlier in the day, had all been approved.

4. COMMERCIAL, CHANGE & PORTFOLIO DELIVERY RISK REGISTER UPDATE

The Sub-Committee received a Report of the Chamberlain concerning an update on the risk management activities within the Commercial, Change & Portfolio Delivery (CCPD) Division.

RESOLVED – that the Sub-Committee noted the Report.

5. FLEET STREET AREA PROGRAMME - UPDATE REPORT

The Sub-Committee received a Report of the Executive Director, Environment concerning the delivery of the Fleet Street Area Programme.

In response to a query, officers confirmed that the Lord Mayor's Show logistics have been taken into account in the work being undertaken for the Programme.

RESOLVED – that the Sub-Committee noted the Report.

6. *GW2 - COMBINED SECTION 278 PROJECT INITIATION REPORT

The Sub-Committee received a Report of the Executive Director, Environment concerning Section 278 agreements relating to projects at 5-10 Great Tower Street, 75 London Wall, and 10-16 Bevis Marks.

RESOLVED – that the Sub-Committee noted the Report.

7. *GW2 - FLEET STREET AREA COURTS AND LANES IMPROVEMENTS (FLEET STREET AREA PROGRAMME)

The Sub-Committee received a Report of the Executive Director, Environment concerning the Fleet Street Area Programme.

In response to a query, officers confirmed that the Lord Mayor's Show logistics have been taken into account in the work being undertaken for the Programme.

RESOLVED – that the Sub-Committee noted the Report.

8. *ISSUE REPORT - PUBLIC SWITCHED TELEPHONE NETWORK (PSTN) REPLACEMENT

The Sub-Committee received a Report of the Chamberlain concerning the replacement for the Public Switched Telephone Network (PSTN).

RESOLVED – that the Sub-Committee noted the Report.

9. *GW3 - SALISBURY SQUARE DEVELOPMENT HIGHWAY AND PUBLIC REALM WORKS

The Sub-Committee received a Report of the Executive Director, Environment concerning the highway and public realm works related to the Salisbury Square Development.

RESOLVED – that the Sub-Committee noted the Report.

10. *GW3/4 - CRIPPLEGATE HOUSE, 1 GOLDEN LANE S278 PUBLIC REALM AND HIGHWAY WORKS

The Sub-Committee received a Report of the Executive Director, Environment concerning the highway and public realm works related to the Cripplegate House, 1 Golden Lane project.

RESOLVED – that the Sub-Committee noted the Report.

11. *GW3/4 - MOOR LANE ENVIRONMENTAL ENHANCEMENTS

The Sub-Committee received a Report of the Executive Director, Environment concerning public realm enhancements at Moor Lane.

RESOLVED – that the Sub-Committee noted the Report.

12. *GW4 - THE LONDON MUSEUM S278

The Sub-Committee received a Report of the Executive Director, Environment concerning highway and public realm works related to the new London Museum development.

RESOLVED – that the Sub-Committee noted the Report.

13. *GW5 - MOORGATE CROSSRAIL STATION LINKS - ROPEMAKER STREET JUNCTION IMPROVEMENTS

The Sub-Committee received a Report of the Executive Director, Environment concerning the Moorgate Crossrail Station Links Project.

RESOLVED – that the Sub-Committee noted the Report.

14. *GW5 - PEDESTRIAN PRIORITY STREETS PROGRAMME - PHASE 1 - CHEAPSIDE

The Sub-Committee received a Report of the Executive Director, Environment concerning the Pedestrian Priority Streets Programme Phase 1 related to Cheapside.

In response to a query, officers confirmed that the Lord Mayor's Show logistics have been taken into account in the work being undertaken for the Programme.

RESOLVED – that the Sub-Committee noted the Report.

15. *GW5 - ST. PAUL'S GYRATORY TRANSFORMATION PROJECT - PHASE 1 (NEW HIGHWAY LAYOUT)

The Sub-Committee received a Report of the Executive Director, Environment concerning Phase 1 of the St. Paul's Gyratory Transformation Project.

RESOLVED – that the Sub-Committee noted the Report.

16. *GW6 - MIDDLESEX STREET AREA ENHANCEMENT PHASE 2: PETTICOAT LANE MARKET IMPROVEMENTS AND PUBLIC REALM

The Sub-Committee received a Report of the Executive Director, Environment concerning Phase 2 of the Middlesex Street Area Enhancement Plan related to improvements at Petticoat Lane Market and the northern and central sections of Middlesex Street.

RESOLVED – that the Sub-Committee noted the Report.

17. *GW6 - ONE CROWN PLACE - SECTION 278 HIGHWAY WORKS

The Sub-Committee received a Report of the Executive Director, Environment concerning Section 278 highway works related to the One Crown Place development.

RESOLVED – that the Sub-Committee noted the Report.

18. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no public questions.

19. ANY URGENT BUSINESS

There was no other urgent public business.

20. EXCLUSION OF THE PUBLIC AND PRESS

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.

21. NON-PUBLIC MINUTES

RESOLVED – that the draft non-public minutes of the last meeting of the Sub-Committee, held on Monday 9 December 2024, be approved as an accurate record.

22. CONNECT TO WORK - SERVICE PROVIDER PROCUREMENT STAGE 1 STRATEGY REPORT

The Sub-Committee considered a Report of the Executive Director, Innovation & Growth concerning the procurement strategy in relation to the Connect to Work (formerly known as Universal Support) employment programme.

23. FUTURE NETWORK PROGRAMME - PROCUREMENT OPTIONS APPRAISAL

The Sub-Committee considered a Report of the Chamberlain concerning the City Corporation's Future Network Programme.

24. COMPLIANT COMMITTEE WAIVER FOR A COMBINED IN-PATIENT DETOXIFICATION (IPD) AND STABILISATION SERVICE FOR LONDON

The Sub-Committee considered a Report of the Director for Community & Children's Services concerning a waiver for the provision of a combined hospital based In-Patient Detoxification (IPD) and stabilisation unit.

25. FUTURE NETWORK PROGRAMME - ISSUES REPORT

The Sub-Committee considered a Report of the Chamberlain concerning the City Corporation's Future Network Programme.

26. PORTFOLIO DASHBOARD COVER REPORT - FEBRUARY 2025

The Sub-Committee received a Report of the Chamberlain providing a comprehensive overview of the current status of various projects within the City Corporation.

27. *GW1-4 - GREAT ARTHUR HOUSE - ROOF AND CANOPY REFURBISHMENT.

The Sub-Committee received a Report of the Director of Community & Children's Services concerning the roof and canopy refurbishment project at Great Arthur House.

28. *GW4 - BARBICAN PODIUM WATERPROOFING, DRAINAGE AND LANDSCAPING WORKS (BEN JONSON, BRETON & CROMWELL HIGHWALK) PHASE 2 - 1ST PRIORITY ZONE

The Sub-Committee received a Report of the Director of Community & Children's Services concerning the refurbishment of the public realm, including replacement of the waterproof membrane, remedial works to drainage infrastructure, and landscaping works to the Barbican Podium.

29. *GW4 - L5-CLSG - SUMMER WORKS 2024-2027

The Sub-Committee received a Report of the City Surveyor concerning the three-year package of cyclical maintenance and improvements revenue (summer) works to provide refurbishment and upgrade of the City of London School for Girls (CLSG).

30. *GW5 - BARBICAN RENEWAL - PHASE 1 INFRASTRUCTURE - TASK ORDER 2

The Sub-Committee received a Report of the City Surveyor concerning the phase 1 infrastructure works of the Barbican Renewal Programme.

31. *GW5 - CLSG CATERING AND DINING UPGRADE

The Sub-Committee received a Report of the City Surveyor and the Headmistress of the City of London School for Girls concerning an urgent refurbishment and upgrade of the City of London School for Girls (CLSG) catering and dining facilities.

32. *GW5 - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING HIGH RISE BLOCKS

The Sub-Committee received a Report of the Director of Community & Children's Services concerning the installation of retrofit automatic water fire suppression systems (sprinklers) and fire alarms to the City Corporation's residential tower blocks.

33. *GW5 - REFURBISHMENT OR REPLACEMENT OF THE FORESHORE RIVER DEFENCES FRONTING RIVERBANK HOUSE, UPPER THAMES STREET, LONDON EC4

The Sub-Committee received a Joint Report of the City Surveyor and the Executive Director, Environment concerning the refurbishment or replacement of the Foreshore River Defences fronting Riverbank House.

34. *GW5 - MIDDLESEX STREET COMMUNAL HEATING REPLACEMENT

The Sub-Committee received a Report of the Director of Community & Children's Services concerning the replacement of the communal heating and hot water system in the Middlesex Street Estate.

35. *GW6 - WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES

The Sub-Committee received a Report of the City Surveyor concerning the replacement of mechanical and engineering services at Walbrook Wharf.

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

There were no non-public questions.

37. NON-PUBLIC ANY URGENT BUSINESS

There was no other urgent non-public business.

The meeting ended at 2.05 pm	
Chairman	

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

City of London Corporation Committee Report

Committee(s):	Dated:
Projects and Procurement Sub Committee	19/05/2025
Subject:	Public report:
Commercial, Change & Portfolio Delivery Risk Register	For Information
Update	1 of information
This proposal:	Enables All
delivers Corporate Plan 2024-29 outcomes	
provides statutory duties	
provides business enabling functions	
Does this proposal require extra revenue and/or	No
capital spending?	
If so, how much?	£
What is the source of Funding?	n/a
Has this Funding Source been agreed with the	n/a
Chamberlain's Department?	
Report of:	Caroline Al-Beyerty,
	Chamberlain
Report author:	Leah Woodlock,
	Chamberlain's Department

Summary

This report provides an update on the risk management activities within the Commercial, Change & Portfolio Delivery (CCPD) Division of the Chamberlain's Department. The report notes that the CCPD Division has one AMBER Corporate Risk related to Major Capital Schemes and five service-level risks, all of which are regularly reviewed and managed. This report is presented quarterly to keep the Project and Procurement Sub-Committee informed of current and emerging risks.

Recommendation(s)

Members are asked to:

Note the report.

Main Report

Background

The Risk Management Framework of the City of London Corporation mandates that each Chief Officer regularly reports to Committee on the key risks faced in their department. The Projects and Procurement Sub-Committee will receive quarterly updates on the Commercial, Change & Portfolio Delivery Division's Risk Register.

Current Position

The Commercial, Change and Portfolio Delivery (CCPD) Division currently has **one** AMBER Corporate Risk (CR33 – Major Capital Schemes) and **five** service level risks. All of the risks are regularly reviewed, and mitigating actions are in place to prevent the realisation of these risks. A high-level summary of each of the risks are listed below:

Corporate Risk - CR33 Major Capital Schemes (AMBER 12), monthly monitoring of cashflow forecasting continues and is reported monthly the Chamberlain's Assurance board for scrutiny. The new Cora Project Management system went live on April 22nd, which is the first step to improved reporting and project monitoring.

Departmental Risk - CHB003 Inconsistent application of the internal control environment (AMBER 8), procurement governance issues are being addressed through a review of procurement regulations, development on a training programme for the team and stakeholders.

In the April Management Team meeting, emerging risks related to staff vetting delays and transformation change fatigue were identified. These risks will be monitored and added to the risk register once they are finalised.

Detail of the CCPD managed risks are included in appendix 1 of this report.

Strategic implications – Alignment with the Risk Management Framework, to prevent realisation of risks that would prevent the City of London Corporation delivering the Corporate Plan.

Financial implications – Failure to mitigate risks would increase the risk of financial losses.

Resource implications – None

Legal implications – Failure to mitigate risks would increase the risk of legal action/challenge.

Risk implications – as per the report.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Conclusion

In conclusion, the CCPD Division remains committed to proactive risk management, ensuring that all identified risks are regularly reviewed and mitigated.

Appendices

Appendix 1 – CCPD Risk Register

Leah Woodlock

Chamberlain's Project Manager Chamberlain's Department

E: Leah.Woodlock@cityoflondon.gov.uk

Appendix 1 - CCPD Risk Register

Risk Level Description Corporate

Co	de	CR33	Title	Major Capital Schemes	
Des	scription	Cause: The City Corporation has set itself the ambition to deliver a p	ortfolio of major capital schem	nes in a fiscally constrained environment.	
		Event: There is insufficient resourcing and controls in place to effecti	vely oversee and administer t	the portfolio according to strategic priorities.	
		 Effects: Failure to deliver on corporate outcomes and strategic priorities. Schemes not delivered on time and therefore a delay to the realisat Potential for increased capital costs as a result of delayed decision Inability of the organisation to move at the required pace to secure of 	making, and ineffective oversi	ight and controls across the portfolio.	

Reputational impact on the Corporation vis-a- vis key stakeholders across London, UK Government, and investors.
Revenue impact of delayed delivery to services affected (e.g. Markets, Museum of London Grant, City of London Police).

Current Risk Assessment, Score & Trend Comparison	Impact	12	Constant	Target Risk Assessment & Score			8
Likelihood	Possible	Impact	Major	Likelihood	Unlikely	Impact	Major
Risk Score	12	Review Date	07-Apr-2025	Risk Score	8	Target Date	31-Mar-2029

The project governance review has recommended a move to a portfolio management model which will more effectively manage the prioritisation of projects aligned to strategic objectives and the allocation of resources to enable successful delivery.
Monthly monitoring of cashflow forecasting continues and is reported to relevant committees and the Chamberlain's Assurance Board.
The new project procedure is currently being drafted and proposals tested. The final draft is due to be approved by Summer 25/26.
A change in approach to the future of the markets has resulted in the cancellation of the Markets Co-location Programme. The landlord works at the Museum of London are nearing completion and work on Salisbury Square and the Future Police Estate Programme continues to plan.

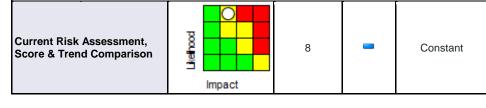
Risk Level	Corporate	Department	Chamberlain's
Creation Date	14-Feb-2020	Risk Owner	Caroline Al-Beyerty
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Genine Whitehorne
Head of Profession 2	Commercial	Committee	Finance Committee
Head of Profession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

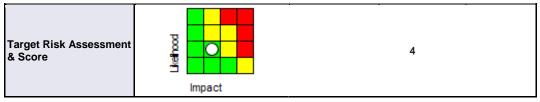
Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
CR33h New Project Governance Approach	Implement a new project governance approach	The Town Clerk's portfolio board commenced in November 2023. A portfolio overview report approved by Projects and Procurement sub-committee, with one-off funding approved by CoCo on 7 March, further work underway to identify permanent funding source. A drafted project procedure and guidance is currently being reviewed by the project governance working group. Work ongoing with project procedure, construction of gateways and scenarios. Significant level of change for departments which suggests a phased approach. • Phase 1 – Provision of PM Toolkit and enabling portfolio reporting to Portfolio Board and Members – reporting to commence from Summer 2025 • Phase 2 – Roll out of new Gateways in the Project Procedure from September 2025 Plan to be presented and approved at Portfolio Board, PPsC (June 25), Finance Committee (July 25), and CoCo (July 25).	07-Apr-2025	Matthew Miles	31-Jul-2025
CR33j Project Management Academy	Refresh the Project Management Academy	Exploratory discussions as part of soft market testing ongoing with prospective supplier to ascertain appetite and costings for an outline training proposal in line with new project procedure and framework/ PM Academy seeking for partners to undertake Green Book training. A vacancy in the Projects Skills and Capability Manager role is contributing pressures. However, an apprentice is being recruited to provide administrative support.	07-Apr-2025	Nadhim Ahmed	30-Sep-2025

CR33k New Project Management System	Procure and implement a new project management system	A broad programme of requirements workshops for the new Cora Project Management system completed in January 2025. Moreover, User Acceptance Testing (UAT) completed in March 2025. Identified issues are being resolved as part of system configuration. The approach to user engagement and training is currently being implemented, with the system expected to be in use for the first Portfolio reports at end May 2025.	07-Apr-2025	Matthew Miles	31-Jul-2025
CR33I Cashflow and Forecast Monitoring	Monitor the high-level cashflow/forecast monthly	The Investment Management Monthly Meeting has been established. The Chamberlain's Assurance Board has also been established to review the financial dashboards and forecasts for the Major Programmes, with updates provided to the Portfolio Board. The cashflow and capital realisation strategy was presented to Finance and Investment Committees in February. Quarterly monitoring/reporting will continue going forwards,	07-Apr-2025	David Abbott	31-Mar-2029
CR33m Secure Third-Party Funding	Secure Third-Party Funding	A project update report has been prepared Finance Committee, City Bridge Foundation Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	03-Dec-2024	Sonia Virdee; Paul Wilkinson	31-Mar-2029
CR33n Provide regular Member updates	Provide regular Member updates	A project update report has been prepared Projects and Procurement Sub Committee, Finance Committee, City Bridge Foundation Board and Policy & Resources Committee on a regular basis. This will continue throughout the lifespan of the Major Programmes.	03-Feb-2025	Sonia Virdee; Genine Whitehorne	31-Mar-2029

Risk Level Description Departmental

Code	CHB 003	Title	Inconsistent application of the internal control environment						
Description	Cause: Inconsistent application of internal controls ac	Cause: Inconsistent application of internal controls across the City of London Corporation, including but not limited to:							
	Failure of staff management to adhere to fine	ancial and procurement regulations, leadir	ng to: Poor Purchase Order Compliance						
	Inefficient budget management								
	Delays in setting up Project Codes due to go	Delays in setting up Project Codes due to governance							
	Ineffective contract and supplier manageme	Ineffective contract and supplier management							
	Lack of management oversight of purchasing activities								
	Misinterpretation and inconsistent understanding of financial and procurement regulations								
	• Inconsistent guidance from subject matter experts								
	Complex procedures driving officers towards using workarounds								
	Event:								
	Increase in transactional errors								
	Decrease in payment performance								
	Impact on cashflow management and accuracy of forecasting								
	Heightened demand for customised approvals and urgent decisions								
	Diminished strategic challenge capacity								
	Disrupted delivery of Business as Usual (BAU) operations								
	Effect:								
	Failure to achieve value for money								
	 Negative internal and external audit opinions 	3							
	Detrimental effects on supplier partnerships	and commercial appeal to the market							
		· · · · · · · · · · · · · · · · · · ·							





Likelihood	Likely	Impact	Serious
Risk Score	8	Review Date	26-Feb-2025

Likelihood	Unlikely	Impact	Serious
Risk Score	4	Target Date	31-Jul-2025

Latest Note Materialising in various ways, indications are emerging of the inconsistent implementation of internal controls throughout the Corporation. The financial landership group, consisting of finance representatives from acceptatives the corporation and its institutions, has been appointed to

The financial leadership group, consisting of finance representatives from across the corporation and its institutions, has been appointed to mitigate the risk of inconsistent application of the internal control environment by working with business customers.

A number of mitigations have been identified to improve compliance and overall benefits of controls. FLG have been instructed to provide a list and evidence of further in-place actions to be added to the action list below.

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

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

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

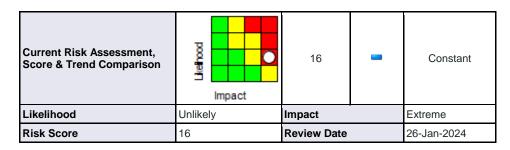
Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
Training	courses for all users.	New starters onboarded will include system training before login is authorised. Non-compliant users, are to repeat the training course. Budget Manager Training has commenced since December running on a monthly basis. There will be a pause in the delivery of the training between March and April to allow all staff to focus on year end closing. We intend to ramp up the number of training sessions available by having multiple sessions per month during the summer period.		12-Feb-2025	Daniel Peattie	31-Mar-2025

CHB003b Comprehensive Chamberlain's Integrated Dashboard	Design and maintain a comprehensive Chamberlain's Integrated Financial Performance Dashboard, seamlessly linking procurement and financial data.	Continue to report to ELB and senior management teams on the payment and PO compliance by teams/departments. Discussions are being held at the monthly finance leadership group on best practice and accountability. Reviewing reports and adding trends to dashboard. These reports will encourage accountability at the right level. Monthly reports are currently being shared with FLG and ELB by the Data Team	90%	03-Dec-2024	Leah Woodlock	30-Jun-2025
CHB003c Project Governance Process Review	Review gateway process and project budget code creation.	The review of the gateway process is underway as part of action CR33h Considering the separation of capital accounting arrangements from project procured. A draft revising is currently being socialised amongst the working group.	60%	12-Feb-2025	Matthew Miles	31-May-2025
CHB003e Review of procurement regulation	Review of procurement regulations and are explicit around requirements	First draft policy is under review by a limited group. Socialisation of the policy will be a larger working group and stakeholders in March 2025. The Policy will be presented to Projects and Procurement Sub-Committee in May for approval. Performance issues to be reported and dealt with by line manager, Financial Services Director and Commercial Director. Further non-compliance to be escalated to the Chamberlain. Monthly reviews are taking place at Financial Leadership Group to highlight any areas of concern.	50%	12-Feb-2025	Sue Smith; Genine Whitehorne	31-Jul-2025
CHB003h Escalation and enforcement of non-compliance activities	Escalation and enforcement of non- compliance activities	Performance issues to be reported and dealt with by line manager, Financial Services Director and Commercial Director. Further non-compliance to be escalated to the Chamberlain.	40%	03-Dec-2024	Sonia Virdee; Genine Whitehorne	31-Mar-2025

		Monthly reviews are taking place at Financial Leadership Group to highlight any areas of concern.				
Group Interventions	responsible for partnering with departments and services to improve overall compliance. An	Current actions and mitigations are reviewed and discussed at the month Finance Leadership Group. The performance of departments and institutions are reviewed monthly, with finance reps sharing their best practice on reducing noncompliance.	20%	12-Feb-2025	Sonia Virdee	31-Mar-2025

Risk Level Description Service

Code	CHB CCPD 005	Title	Portfolio Delivery Lack of Capacity				
Description	Lack of capacity and resilience in team affects CoL's ability to effectively manage the volume of approved projects.						



Target Risk Assessment & Score	pooley Impact		12
Likelihood	Possible	Impact	Major
Risk Score	12	Target Date	30-Jun-2025

The team are carrying out the Project Governance review to ensure the CoL has the capability and capacity to deliver projects. They have also secured the interim resource to support
implementing the new Project Governance approach across the corporation.

Risk Level	Service	Department	Chamberlain's
Creation Date	17-Apr-2023	Risk Owner	Genine Whitehorne
Approach	Reduce	Risk Administrator	Tom Gillings; Genine Whitehorne; Leah Woodlock
Head of Profession 1	Programme Management	Risk assigned to	Leah Woodlock
Head of Profession 2		Committee	Operational Property & Project Sub Committee
Head of Profession 3		Parent Risk	CHB PG Project Governance

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
	Contribute to the new project governance project	The team are working closely with the project team to deliver the new Project Governance approach.	10%		CHB Project Governance	31-May-2024
COO PG 001b Resource the Project Governance Team	Resource the Project Governance Team to build team capacity and workload management	Interim resources have been appointed to support the delivery of key projects.	10%		CHB Project Governance	31-May-2024

			CHB CCPD 002	1	Title	Supplier Management
--	--	--	--------------	---	-------	---------------------

Description

Cause: The supplier management process is currently facing several challenges. Firstly, there is poor data and self-reporting on supplier performance, which makes it difficult to accurately assess and manage supplier capabilities. There is an increased legal and compliance risks due to reliance on supplier T&C's rather than city terms, which may not adequately protect the city's interests

Additionally, there is a lack of engagement with small and medium enterprises (SMEs), which means that a significant portion of the market is excluded from COL commercial activities and opportunities. Furthermore, departments are undertaking pre-market engagement without commercial support or guidance, which is essential for compliance purposes. This lack of oversight can lead to non-compliance with regulations and standards. There is also an omission of key performance indicator (KPI) reporting and contract management, which are critical for monitoring and ensuring supplier performance. Lastly, having incorrect contact details further complicates communication and coordination with suppliers, leading to potential misunderstandings and delays.

Event: is unable to effectively manage its suppliers due to several underlying issues.

Effect: The effect of this supplier management risk is multifaceted and can have significant consequences for the Corporation. Increased legal and compliance risks arise from relying on supplier terms and conditions (T&C's) rather than city terms, which may not adequately protect the city's interests. Not adhering to the Procurement Code can lead to market manipulation, resulting in unfair competition and ineffective market engagement, causing missed opportunities or incorrect supplier selection. Additionally, there is a heightened risk of supplier failure, which can disrupt service or product delivery. Financial losses are also a concern due to poor contract management and inappropriate awarding. Furthermore, the Corporation's reputation may suffer due to perceived or actual mismanagement, leading to reputational damage and heightened risk. Overall, these effects can undermine the Corporation's ability to effectively manage its suppliers and achieve its strategic objectives.

Current Risk Assessment, Score & Trend Comparison	pool	12	•	Increasing
Likelihood	Possible	Impact		Major
Risk Score	12	Review Date		31-Dec-2024

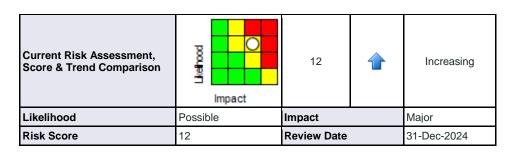
Target Risk Assessment & Score	DO Impact		4
Likelihood	Unlikely	Impact	Serious
Risk Score	4	Target Date	31-Mar-2025

Latest Note

Risk Level	Service	Department	Chamberlain's
Creation Date	09-Jan-2025	Risk Owner	COO Commercial Operations
Approach	Reduce	Risk Administrator	Tom Gillings; Leah Woodlock
Head of Profession 1	Commercial	Risk assigned to	Chamberlain
Head of Profession 2	Financial Services	Committee	Operational Property & Project Sub Committee
Head of Profession 3	Legal	Parent Risk	

Robust Supplier	Establish a comprehensive system for collecting and analysing supplier performance data	Establish a comprehensive system for collecting and analysing supplier performance data. This system should include regular self-reporting by suppliers, as well as independent audits and assessments. By having accurate and up-to-date performance data, the organization can make informed decisions and address any issues promptly.	0%	Aga Watt	30-Sep-2025
CHB CCPD 002b Enhance SME Engagement	Engage actively with SMEs	Actively involve small and medium enterprises (SMEs) in the supplier management process. This can be achieved by creating forums for SMEs to share their insights and expertise, as well as providing training and support to help them meet the Corporation's standards. Engaging SMEs will ensure that their valuable contributions are utilised, leading to better supplier management outcomes.	0%	Nish Dubey	30-Sep-2025
CHB CCPD 002c Improve Contract Management	Review the Contract Management Framework	Establish a centralized system for maintaining accurate contact details and managing contracts. This system should include regular updates and checks to ensure that contact information is correct and that key performance indicators (KPIs) are being monitored. By improving communication and contract management, the organization can enhance coordination with suppliers and ensure that performance is appropriately evaluated.	0%	Aga Watt	31-Dec-2025
CHB CCPD 002d Standardise Procedures	Standardise procedures	Develop and enforce standardized procurement procedures that align with the procurement code. These procedures should include clear guidelines for pre-market engagement, supplier selection, contract management, and performance monitoring. Ensure that all departments follow these standardized procedures to maintain consistency and compliance.	0%	Sue Smith	31-May-2025

Code	CHB CCPD 004	Title	Procurement Governance
	poorly documented and understood which creates confusion and incommendation and the governance framework. Event: The delivery of the Corporations essential services are interrugovernance to expediate purchases that undermine the Procurement effectiveness of the procurement governance framework and leading Effect: non-compliance with procurement regulations, which can resu	propriet on the current three pred due to the inefficient go Act leading increased legal to decreased stakeholder sault in legal and financial repe	ded in the Commercial review. The current governance process is confusing and esholds for procurement activities are set low which increases the burden on officers overnance processes. Customers utilise exception codes or undertake non-compliant and financial risks, procurement errors, and delays, ultimately undermining the atisfaction and potential reputational damage. rcussions. Inconsistent and inefficient procurement activities can lead to delays, eir productivity and effectiveness, leading to potential burnout and decreased morale.



Target Risk Assessment & Score	po O Impact		4
Likelihood	Unlikely	Impact	Serious
Risk Score	4	Target Date	31-Mar-2025

Latest Note

Risk Level	Service	Department	Chamberlain's
Creation Date	09-Jan-2025	Risk Owner	СНВ
Approach	Reduce	Risk Administrator	Tom Gillings; Leah Woodlock
Head of Profession 1	Commercial	Risk assigned to	Chamberlain
Head of Profession 2	Financial Services	Committee	Operational Property & Project Sub Committee
Head of Profession 3	Legal	Parent Risk	

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
CHB CCPD 004a		Develop and document clear governance processes and approval procedures.	0%			31-May-2025
CHB CCPD 004b	Thresholds	Conduct a review of the current procurement thresholds and consider raising them to reduce the burden on officers for governance. However, this should be accompanied by improved compliance measures to ensure that procurement activities remain within regulatory and ethical standards. Implementing automated compliance checks can help maintain adherence to the procurement code while allowing for higher thresholds.	0%			31-May-2025
CHB CCPD 004c		Provide comprehensive training and support for internal customers to ensure they understand the procurement process and the procurement code. This can include workshops, online resources, and one-on-one support. Improving access to intranet resources and providing clear, user-friendly guidance will help internal customers adhere to the procurement code and reduce the additional efforts required to ensure compliance.	0%			31-May-2025

Code CHB CCPD 006		Title	PM Lack of Knowledge
-------------------	--	-------	----------------------

Description Project managers across CoL lack of requisite knowledge and skills to effectively manage projects.

Current Risk Assessment, Score & Trend Comparison	Impact	12	•	Constant
Likelihood	Possible	Impact		Major
Risk Score	12	Review Date		17-Apr-2023

Target Risk Assessment & Score	Impact		8
Likelihood	Unlikely	Impact	Major
Risk Score	8	Target Date	17-Mar-2024

Latest Note	Assessing Project Manager capability across the CoL is part of the Project Governance Review.		
	The team are reviewing the Project Management Academy to re-launch it in the 23/34 financial year.		
	There is SRO training to support effective project management.		

Risk Level	Service	Department	Chamberlain's
Creation Date	17-Apr-2023	Risk Owner	Genine Whitehorne
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Genine Whitehorne
Head of Profession 2		Committee	Operational Property & Project Sub Committee
Head of Profession 3		Parent Risk	CHB PG Project Governance

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
						i

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



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



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



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



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



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



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



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



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

