



Projects and Procurement Sub-Committee

Date: THURSDAY, 4 SEPTEMBER 2025
Time: 3.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Benjamin Murphy (Chairman)
Philip Woodhouse (Deputy Chairman)
Simon Burrows
Deputy Timothy Butcher
Deputy Anne Corbett
Alderman Timothy Hailes JP
Stephen Hodgson
Deputy Andrien Meyers

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<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. **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 21 July 2025.

To follow

For Decision

4. **COMMERCIAL, CHANGE & PORTFOLIO DELIVERY RISK REGISTER UPDATE**

Report of the Chamberlain.

For Information
(Pages 5 - 24)

5. ***GW3 - TEMPLE AVENUE PUBLIC REALM IMPROVEMENTS**

Report of the Executive Director, Environment.

For Information

6. ***GW3/4 - FENCHURCH STREET AREA HEALTHY STREETS PLAN**

Report of the Executive Director, Environment.

For Information

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

8. **ANY URGENT BUSINESS**

9. **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

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 21 July 2025.

To follow

For Decision

11. **STAGE 2 AWARD PROCUREMENT REPORT - PROCUREMENT OF POLICE CYBERALARM**

Report of the Commissioner of the City of London Police.

For Decision
(Pages 25 - 32)

12. **STAGE 2 AWARD PROCUREMENT REPORT - ENFORCEMENT AGENTS FOR REVENUES AND PARKING**

Report of the Chamberlain.

For Decision
(Pages 33 - 38)

13. **CORPORATE RISK 33 - LIMITED PORTFOLIO-LEVEL OVERSIGHT AND LACK OF CONSISTENT USE OF CORPORATE PRIORITISATION PROCESSES RISK APPETITE STATEMENT**

Report of the Chamberlain.

For Decision
(Pages 39 - 50)

14. **BARBICAN RESIDENTIAL MAINTENANCE CONTRACT - VERBAL UPDATE**

The Director of Property and Estate Management – Barbican to be heard

For Information

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

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

City of London Corporation Committee Report

Committee(s): Projects and Procurement Sub Committee	Dated: 04/09/2025
Subject: Commercial, Change & Portfolio Delivery Risk Register Update	Public report: For Information
This proposal: delivers Corporate Plan 2024-29 outcomes provides statutory duties provides business enabling functions	Enables All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
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:	Leah Woodlock, Chamberlain's Department

Summary

This report updates on risk management in the CCPD Division of the Chamberlain's Department. The division has one AMBER Corporate Risk CR33 (Limited portfolio-level oversight and lack of consistent use of corporate prioritisation processes)) and five service-level risks, all regularly monitored. Quarterly, the Project and Procurement Sub-Committee receives this report to stay informed on current and emerging risks.

Recommendation(s)

Members are asked to:

- Note the updates on the current risks

Main Report

Background

1. In accordance with the City of London Corporation's Risk Management Framework, each Chief Officer is required to provide regular reports to the relevant Committee regarding the principal risks within their department. The Projects and Procurement Sub-Committee will receive quarterly updates on risk management for the Commercial, Change & Portfolio Delivery Division.

Current Position

2. The Commercial, Change and Portfolio Delivery (CCPD) Division currently has **one** AMBER Corporate Risk **CR33** – Limited portfolio-level oversight and lack of consistent use of corporate prioritisation processes and **five** service level risks. The CCPD Management Team regularly reviews all risks and implements actions intended to mitigate their potential impact.
3. The Corporate Risk CR33 – Limited portfolio-level oversight and lack of consistent use of corporate prioritisation processes following the approval of the P3 Framework has been reviewed and update, key changes to the risk include:
 - i. The title has been updated to reflect the risk overarching the entire project portfolio rather than the focusing just on Major Projects.
 - ii. The risk has been rescoped to capture the effectiveness and efficiency of all project and programme management rather than just Major Programmes (Tier 4). While higher-value programmes exert a greater influence on the Medium-Term Financial Plan and cash flow for both funds, the overall success of the project portfolio remains critically important.
4. Details of the CCPD managed risks are included in appendix 1 of this report.

Corporate & Strategic Implications –

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 objectives.

Financial implications – Realisation of the risk could lead to financial losses, increased costs, or reduced revenue. It may also affect the organisation's financial stability and require additional funding or budget adjustments.

Resource implications – The risk could impact the availability and allocation of resources, including human resources, technology, and materials.

Legal implications - The risk could result in legal liabilities, regulatory compliance issues, or litigation. It may require legal consultation and the implementation of measures to ensure compliance with relevant laws and regulations.

Risk implications - The risk could affect the overall risk profile of the organisation.

Equalities implications – All projects under the framework will require comprehensive EQIA considerations.

Climate implications - The risk could have environmental impacts, such as contributing to climate change or affecting sustainability efforts.

Security implications - It may require the implementation of security measures to protect against threats and vulnerabilities.

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 – Corporate Risk CR33
- Appendix 2 – CCPD Risk Register

Leah Woodlock

Chamberlain's Project Manager

Chamberlain's Department

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CHB corporate, departmental and service risks - detailed report

Generated on: 01 August 2025 13:56



Risk Level Description Service

Code	CHB CCPD 001	Title	Procurement ACT 2023 Readiness
Description	<p>Cause: Ineffective implementation of the new Procurement Act, effective from 24 February 2025, across the City of London Corporations. The 2023 Act replaces the UK's complex EU-based system post-Brexit, aiming to simplify and modernise procurement, increase transparency, and improve accessibility for small businesses and new entrants.</p> <p>Effect: If the City of London Corporation mis implement the new Procurement Act 2023, several issues could arise:</p> <ul style="list-style-type: none">• Compliance Issues: The Corporation may face difficulties in adhering to the new regulations, leading to potential legal challenges and penalties.• Inefficiencies in Procurement Processes: Without proper implementation, the procurement processes could become more cumbersome and less transparent, resulting in delays and increased costs.• Lack of Oversight: The absence of a robust oversight mechanism could lead to irregularities and mismanagement in procurement activities. <p>Impact: The incorrect implementation/adoption of the Procurement Act 2023 could have significant negative impacts:</p> <ul style="list-style-type: none">• Financial Losses: Inefficiencies and non-compliance could lead to financial losses due to penalties, increased operational costs, and potential legal disputes.• Reputation Damage: The Corporation's reputation could be tarnished due to perceived mismanagement and lack of transparency in procurement practices.• Reduced Supplier Confidence: Suppliers may lose confidence in the Corporation's procurement processes, leading to a decrease in competition and innovation.• Missed Opportunities for Improvement: The intended benefits of the new Act, such as improved transparency, efficiency, and opportunities for small businesses, may not be realised.		

Current Risk Assessment, Score & Trend Comparison	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div> <div>12</div> <div><div></div></div> <div>Constant</div>			
	Likelihood	Possible	Impact	Major
	Risk Score	12	Review Date	31-Dec-2024

Target Risk Assessment & Score	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div> <div>4</div>			
	Likelihood	Unlikely	Impact	Serious
	Risk Score	4	Target Date	31-Mar-2026

Latest Note	<p>The commercial service have delivered training sessions to all client depts to set out implications of the new Procurement Act 2023. New PA23 processes and procedures are being implemented on a case-by-case basis. Additionally, a thorough review of the Procurement Code is underway to ensure alignment with the new regulations. They are also engaging with stakeholders to gather feedback and address concerns.</p> <p>These efforts aim to ensure a smooth transition to the new procurement framework and mitigate potential challenges.</p>
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Risk Level	Service	Department	Chamberlain's
Creation Date	31-Dec-2024	Risk Owner	James Carter
Approach	Avoid	Risk Administrator	Tom Gillings; Leah Woodlock
Head of Profession 1	Commercial	Risk assigned to	Chamberlain; James Carter
Head of Profession 2	Financial Services	Committee	Operational Property & Project Sub Committee
Head of Profession 3	Legal	Parent Risk	

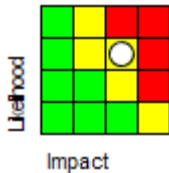

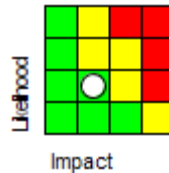
Actions related to this risk:

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
CHB CCPD 001a	Conduct a comprehensive review of existing procurement processes and documentation to ensure	Templates have been created and used for the majority of procurement processes. A review session of documents and processes will be held early Sept 2025 to discuss and review findings, lessons learned etc	90%	11 Aug 2025	James Carter	10 Sept 2025

	<i>they align with the new regulations.</i>					
CHB CCPD 001b	<i>Ensure that all relevant staff members are thoroughly trained on the new regulations and their implications.</i>	All Commercial Service procurement staff have completed the GCC PA23 training. Ongoing ad hoc advice provided when required. Review session in Sept 2025 will highlight any further training needs.	100%	11 Aug 2025	James Carter	10 Sept 2025
CHB CCPD 001c	<i>Maintain clear and consistent communication with all stakeholders and customers involved in the procurement process.</i>	This includes providing regular updates on the implementation progress, addressing any concerns, and ensuring that everyone is aware of their roles and responsibilities.	10%	31-Dec-2024	Sue Smith	24-Feb-2026
CHB CCPD 001d	<i>Stakeholder Engagement: Engage with suppliers and other stakeholders.</i>	Engage with suppliers and other stakeholders to gather feedback and address any concerns they may have about the new regulations. This can help build trust and ensure that the procurement process is transparent and fair. The engagement with suppliers on new regulations and guiding them through those is now part of BAU tendering process where a procurement is subject to these regulations.	100%	14/08/2025	Nish Dubey	

Code	CHB CCPD 002	Title	Supplier Management
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Description	<p>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</p> <p>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.</p> <p>Event: is unable to effectively manage its suppliers due to several underlying issues.</p> <p>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.</p>
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Current Risk Assessment, Score & Trend Comparison			12		Increasing
	Likelihood	Possible	Impact	Major	
	Risk Score	12	Review Date	31-Dec-2024	
Target Risk Assessment & Score			4		
	Likelihood	Unlikely	Impact	Serious	
	Risk Score	4	Target Date	31-Mar-2026	

Latest Note	
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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	Nish Dubey
Head of Profession 2	Financial Services	Committee	Operational Property & Project Sub Committee
Head of Profession 3	Legal	Parent Risk	

Actions related to this risk:

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
<i>CHB CCPD 002a</i>	<i>Implement a Robust Supplier Performance Monitoring System</i>	A contract management dashboard is being developed in collaboration with the Income and Reporting Team to enable the collection and analysis of supplier performance data. The effectiveness of this tool will depend on robust data quality assurance within our systems. This is being addressed through the Contract Management workstream under the Commercial Transformation Programme, which includes measures to strengthen supplier self-reporting processes and incorporate independent assessments where appropriate.	10%	14/08/2025	Aga Watt/Duncan Taylor	30-Sep-2025
<i>CHB CCPD 002b</i>	<i>Enhance SME Engagement</i>	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. Engagement with small and medium enterprises (SMEs) is being progressed through active participation in MSDUK forums, which provide a valuable platform for knowledge sharing and relationship building. While targeted supplier	20%	14/08/2025	Nish Dubey	30-Sep-2025

		forums specific to the Corporation have not yet been established, these are planned as part of the Contract Management workstream under the Commercial Transformation Programme. In addition, training and support materials will be developed to help SMEs meet the Corporation's standards, ensuring their contributions are effectively harnessed to improve supplier management outcomes.				
CHB CCPD 002c	Improve Contract Management	Establish a centralised 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	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
Description	Cause: The Governance framework is currently being reviewed following recommendations included in the Commercial review. The current governance process is confusing and poorly documented and understood which creates confusion and inconsistencies. The current thresholds for procurement activities are set low which increases the burden on officers and the governance framework.		

	<p>Event: The delivery of the Corporations essential services are interrupted due to the inefficient governance processes. Customers utilise exception codes or undertake non-compliant governance to expediate purchases that undermine the Procurement Act leading increased legal and financial risks, procurement errors, and delays, ultimately undermining the effectiveness of the procurement governance framework and leading to decreased stakeholder satisfaction and potential reputational damage.</p> <p>Effect: non-compliance with procurement regulations, which can result in legal and financial repercussions. Inconsistent and inefficient procurement activities can lead to delays, errors, and suboptimal procurement outcomes. The increased workload on officers can reduce their productivity and effectiveness, leading to potential burnout and decreased morale.</p>
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Current Risk Assessment, Score & Trend Comparison	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div> <div>12</div> <div>↑</div> <div>Increasing</div>			
	Likelihood	Possible	Impact	Major
	Risk Score	12	Review Date	31-Dec-2024

Target Risk Assessment & Score	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div> <div>4</div>			
	Likelihood	Unlikely	Impact	Serious
	Risk Score	4	Target Date	31-Mar-2025

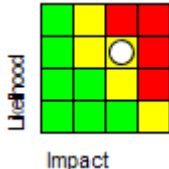


Latest Note	While there is, as yet, no new overall timetable for the new Procurement Code/Policy, discussions continue with key stakeholders around the issues which were preventing finalisation of the document. Work is also underway to address some of the more ‘ground level’ improvements which are not dependent on the Policy. These include improvements to the PAR e-form and corresponding intranet guidance, which have both been well received so far.
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Risk Level	Service	Department	Chamberlain's
Creation Date	09-Jan-2025	Risk Owner	CHB
Approach	Reduce	Risk Administrator	Tom Gillings; Leah Woodlock
Head of Profession 1	Commercial	Risk assigned to	Nish Dubey
Head of Profession 2	Financial Services	Committee	Projects & Procurement Sub Committee
Head of Profession 3	Legal	Parent Risk	

Actions related to this risk:

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
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CHB CCPD 004a	Review and Document Governance Processes	Develop and document clear governance processes and approval procedures.	20%		Sue Smith	31-May-2025
CHB CCPD 004b	Review and Adjust Procurement 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.	40%		Sue Smith	31-May-2025
CHB CCPD 004c	Enhance Training and Support for Internal Customers	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. Comprehensive training on PA23 was delivered to all departments in advance of go-live to ensure understanding of the procurement process and the Procurement Code. Further training sessions on PA23 and general procurement processes are being delivered as and when needs are identified. Most recently, an additional session was conducted with the GSMD team at the Barbican. This ongoing approach ensures that internal customers receive targeted support, helping to improve compliance and reduce the additional effort required for adherence to the Procurement Code.	100%	14/08/2025	Nish Dubey	

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		12		Constant	Target Risk Assessment & Score		8		
	Likelihood	Possible	Impact			Major	Likelihood	Unlikely	Impact
Risk Score	12	Review Date		12-August-2025	Risk Score	8	Target Date	01-Apr-2026	
Latest Note	<p>Following the Project Governance Review, a Skills and Capability Officer has been recruited to lead on the development of an updated Project Management Academy (Project Delivery Development Hub, PDDH). The training and development offer will incorporate face to face learning and e-learning modules, with detailed design of modules planned to take place once a supplier has been appointed. Preliminary market engagement has taken place with formal market engagement to appoint a supplier planned for September 2025.</p> <p>Training is currently focussed on user training for Cora (new portfolio management system, launched April 2025), with hybrid masterclasses to focus on specific areas of capability (e.g. planning/schedules, risk management). Internal communications using a range of channels are being used to raise awareness of the current learning and development offer, and what to expect in future,</p> <p>The wider learning and development offer is also being reviewed in the context of development of a project delivery development framework to take account of other learning and development opportunities that will support standard raising and the pathway to (e.g. APM corporate membership). Both the PDDH and the wider offer will aim to align with internal project delivery standards and industry best practice.</p>								
Risk Level	Service				Department	Chamberlain's			
Creation Date	17-Apr-2023				Risk Owner	Genine Whitehorne			
Approach	Reduce				Risk Administrator	Bryn Evans			

Head of Profession 1	Commercial	Risk assigned to	Nadhim Ahmed
Head of Profession 2	Financial Services	Committee	Project & Procurement Sub Committee
Head of Profession 3		Parent Risk	CHB PG Project Governance

Actions related to this risk:

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

Code	CHB CCPD 003	Title	Resource Capacity of the Commercial Service
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Description	<p>Cause: A combination of internal customers are not adhering to the procurement code, causing additional efforts to ensure compliance and existing 'clunky' processes. Junior members of the Commercial team due to volume are undertaking procurement processes such as Full Tender Service (FTS) procurements without appropriate training or experience. Internal customers have access issues or understanding of the procurement process and the procurement code.</p> <p>Impact: Resource constraints and inefficiencies within the team can cause delays and increased workload, affecting overall productivity. Non-adherence to the procurement code by customers necessitates additional efforts to rectify compliance issues, diverting resources from other critical tasks. This results in delays in contract awards and the production of purchase orders (POs), increasing the number of retrospective POs and causing delays to works and good services.</p> <p>Effect: There is an increased risk of procurement errors and non-compliance with regulations, which can result in legal and financial repercussions. Inefficiencies and delays in the procurement process can lead to missed opportunities and suboptimal procurement outcomes. The additional efforts required to ensure compliance and rectify issues caused by non-adherence to the procurement code can strain resources and reduce the team's ability to focus on other important tasks. Delays in contract awards and the production of POs can increase the number of retrospective POs and cause delays to works and good services. Leading to decreased stakeholder satisfaction and potential reputational damage.</p>
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Current Risk Assessment, Score & Trend Comparison	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div> <div><div>6</div><div>↓</div><div>Decreasing</div></div>			
	Likelihood	Possible	Impact	Serious
	Risk Score	6	Review Date	09-Jan-2025

Target Risk Assessment & Score	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div> <div><div>4</div></div>			
	Likelihood	Unlikely	Impact	Serious
	Risk Score	4	Target Date	31-Dec-2025

Latest Note	
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Risk Level	Service	Department	Chamberlain's
Creation Date	09-Jan-2025	Risk Owner	Nish Dubey
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	

Actions related to this risk:

Ref No:	Action Description	Latest Note	Linked Actions Progress	Latest Note Date	Action Owner	Due Date
CHB CCPD 003a	<i>Streamlined and Update Processes</i>	Review and streamline existing procurement processes to eliminate inefficiencies and make them more user-friendly. This can involve automating certain tasks, simplifying procedures, and providing clear guidelines and templates. By making processes less 'clunky,' the team can work more efficiently and reduce	20%	14/08/2025	Nish Dubey	30- Dec- 2025

		<p>the additional efforts required to ensure compliance. The Commercial Improvement plan emphasizes the importance of updating processes and documentation to reflect new regulations and improve accessibility</p> <p>A review of all procurement processes is being undertaken as part of the Commercial Transformation Programme, with the aim of streamlining procedures, improving usability, and ensuring alignment with updated regulations. However, progress has been slower than anticipated due to the absence of dedicated transformational or analytical support within the team. Despite this, incremental improvements are being identified and implemented where possible, ensuring the direction of travel remains towards greater efficiency and accessibility.</p>				
CHB CCPD 003b	<i>Enhanced Training and Development Programs</i>	<p>Implement comprehensive training programs for junior members of the Commercial team to ensure they have the necessary skills and knowledge to undertake procurement processes such as Full Tender Service (FTS) procurements. This training should cover all aspects of the procurement process, including adherence to the procurement code, to reduce errors and improve efficiency. Additionally, establish a mentorship program where experienced team members can guide and support junior staff.</p> <p>A baseline survey of the Commercial team's technical and professional qualifications has been completed as part of the Commercial Transformation Programme under the "Training"</p>	30%	14/08/2025	Nish Dubey	31-Mar-2026

		workstream. A series of recommendations has been developed to address identified gaps, with implementation expected in Q4. Progress has been slower than planned due to the lack of dedicated transformational or analytical support within the team.				
CHB CCPD 003c	Improved Access to Resources and Support	<p>Address the access issues faced by internal customers by improving the availability and usability of intranet resources. This can include updating the intranet with clear and concise information on the procurement process and the procurement code, as well as providing easy-to-navigate resources and support channels for customers to get the help they need. The Commercial Improvement plan highlights the need for better communication and resource accessibility to support compliance.</p> <p>Improvements to the intranet have recently been introduced as part of the new Category Boards setup, enhancing access to procurement resources and guidance. This work remains in progress and will continue to evolve in line with the deployment of the Commercial Transformation Programme, ensuring clearer information, improved usability, and better support channels for internal customers.</p>	30%	14/08/2025	Nish Dubey	31-Mar-2025
CHB CCPD 003d	Regular Compliance Audits and Feedback Mechanisms	Conduct regular compliance audits to ensure that internal customers are adhering to the procurement code. These audits can	10%	14/08/2025	Nish Dubey	31-Mar-2026

		<p>identify non-compliance issues early and provide an opportunity to address them before they escalate. Additionally, establish a feedback loop where customers can report challenges and receive guidance. This approach aligns with the Commercial Improvement plan's focus on risk management and stakeholder engagement. This risk could be partially managed via Internal Audit, but it's more effective if first owned within the Commercial/Procurement function as part of an internal control and assurance framework. Internal Audit could then provide independent periodic reviews to test the robustness of compliance monitoring and follow-up on identified gaps.</p>				
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