



Projects and Procurement Sub-Committee – Main Agenda

Date: WEDNESDAY, 28 JANUARY 2026
Time: 3.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Benjamin Murphy (Chairman)	Stephen Hodgson
Philip Woodhouse (Deputy Chairman)	Deputy Andrien Meyers
Simon Burrows	Deputy Alastair Moss
Deputy Timothy Butcher	Deputy Dawn Wright
Deputy Anne Corbett	

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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 18th November 2025.

For Decision
(Pages 7 - 12)

4. **(PUBLIC) OUTSTANDING ACTIONS LOG**

Joint Report of the Chamberlain and the Town Clerk.

For Information
(Pages 13 - 14)

5. **CITY OF LONDON STREET HOMELESSNESS OUTREACH AND SUPPORT SERVICE – STAGE 1 PROCUREMENT STRATEGY**

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

For Decision
(Pages 15 - 24)

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

Report of the City Surveyor.

For Information
(Pages 25 - 34)

7. ***GW2 (PROJECT PROPOSAL): AVONDALE SQUARE ESTATE EXTERNAL WORKS (PHASE 1: POINT BLOCKS)**

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

For Information

8. ***GW3 (OUTLINE OPTIONS APPRAISAL): TRANSFORMING FLEET STREET**

Report of the Executive Director, Environment.

For Information

9. ***GW5 (AUTHORITY TO START WORK): FENCHURCH STREET AREA HEALTHY STREETS PLAN**
Report of the Executive Director, Environment.

For Information
10. ***GW5 (AUTHORITY TO START WORK): ST. PAUL'S GYRATORY TRANSFORMATION PROJECT – GREYFRIARS SQUARE**
Report of the Executive Director, Environment.

For Information
11. ***GW6 (PROJECT CLOSURE): HOLLOWAY ESTATE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**
Report of the Executive Director of Community and Children's Services.

For Information
12. ***GW6 (PROJECT CLOSURE): MIDDLESEX STREET ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**
Report of the Executive Director of Community and Children's Services.

For Information
13. ***GW6 (PROJECT CLOSURE): PETTICOAT TOWER BALCONY SCREENS**
Report of the Executive Director, Environment.

For Information
14. ***GW6 (PROJECT CLOSURE): PETTICOAT TOWER FIRE DOORS**
Report of the Executive Director, Environment.

For Information
15. ***GW6 (PROJECT CLOSURE): SYDENHAM HILL WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**
Report of the Executive Director of Community and Children's Services.

For Information
16. ***GW6 (PROJECT CLOSURE): WINDSOR HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**
Report of the Executive Director of Community and Children's Services.

For Information

17. ***GW6 (PROJECT CLOSURE): YORK WAY ESTATE - COLD WATER DISTRIBUTION SYSTEM REPLACEMENT**

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

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 18th November 2025.

For Decision
(Pages 35 - 38)

22. **(NON-PUBLIC) OUTSTANDING ACTIONS LOG**

Joint Report of the Chamberlain and the Town Clerk.

For Information
(Pages 39 - 40)

23. **DOMESTIC & COMMUNAL GAS & ELECTRICAL APPLIANCE TESTING AND MAINTENANCE AT DCCS HOUSING PROPERTIES - PROCUREMENT STAGE 1 STRATEGY**

Report of the Executive Director, Environment.

For Decision
(Pages 41 - 52)

24. **EXTENSION OF THE NATIONAL UNIFORM MANAGED SERVICE (NUMS) CONTRACT FOR THE CITY OF LONDON POLICE**

Report of the Commissioner of the City of London Police.

For Decision
(Pages 53 - 60)

25. **PROPOSED PPSC PERFORMANCE REPORTING**

Report of the Chamberlain.

For Decision
(Pages 61 - 70)

26. **CITY OF LONDON ENTERPRISE PORTFOLIO REPORTING (DECEMBER 2025)**

Report of the Chamberlain.

For Information
(Pages 71 - 76)

27. ***GW6 (PROJECT CLOSURE): (CITY'S ESTATE DESIGNATED SALES POOL) -
10-12 BREWERY ROAD - MAJOR REFURBISHMENT**

Report of the City Surveyor.

For Information

28. ***GW6 (PROJECT CLOSURE): CLSG INTERIM SIXTH FORM EXPANSION SPACE**

Report of the City Surveyor.

For Information

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

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

PROJECTS AND PROCUREMENT SUB-COMMITTEE

Tuesday, 18 November 2025

Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 18 November 2025 at 3.45 pm

Present

Members:

Deputy Benjamin Murphy (Chairman)
Philip Woodhouse (Deputy Chairman)
Simon Burrows
Deputy Timothy Butcher
Deputy Anne Corbett
Stephen Hodgson

Officers:

Genine Whitehorne	- Commercial Director
Nadhim Ahmed	- Chamberlain's Department
James Carter	- Chamberlain's Department
Oliqur Chowdhury	- Chamberlain's Department
Michael Curtis	- Chamberlain's Department
Tom Gillings	- Chamberlain's Department
Sandra Milburn	- Chamberlain's Department
Daniel Peattie	- Chamberlain's Department
Charlene Ulett-Fakolujo	- Chamberlain's Department
Matt Baker	- City Surveyor's Department
Emma Bushell	- City Surveyor's Department
Mark Donaldson	- City Surveyor's Department
Adam Fjaerem	- City Surveyor's Department
Joanne Hunneybell	- City Surveyor's Department
Daniel Tyler	- City Surveyor's Department
Adrian Kelly	- Community & Children's Services Department
Jagdeep Bilkhu	- Environment Department
Tom Noble	- Environment Department
John Cater	- Town Clerk's Department

1. APOLOGIES

An apology for absence was received from Deputy Andrien Meyers.

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 public minutes and non-public summary of the meeting of the Sub-Committee held on 14th October were approved as an accurate record.

4. **OUTSTANDING (PUBLIC) ACTIONS LOG**

The Sub-Committee received a Report of the Town Clerk concerning public actions from previous meeting.

Officers confirmed that, had the new £20m threshold been in place, 39 contract awards would have gone to the Court of Common Council for approval from 1st January 2020 – 2025; this contrasts with the actual number of 67 awards approved by Court under the old threshold of £5m during that time.

RESOLVED: - that the Sub-Committee noted the Report.

5. **ANNUAL REVIEW OF COMPOSITION AND TERMS OF REFERENCE**

The Sub-Committee considered a Report of the Town Clerk concerning the annual Review of the Sub-Committee's own Terms of Reference.

The Chairman informed the Sub-Committee that he had asked the Commercial Director to amend the wording under paragraph C to reflect the revised project tiering.

He also asked that references to the Procurement Code were replaced by Procurement Policy to take effect from the beginning of the next civic year.

In addition, he asked that, going forward, the composition of the Sub-Committee be expanded to include the Chairman of the Capital Buildings Board.

Members reflected on the occasional low attendance at recent meetings of the Sub-Committee and resultant risk to meeting quoracy. Acknowledging these concerns, the Chairman hoped that with the new appointments from the City of London Police Authority Board and the Capital Buildings Board the attendance levels at future meetings would stabilise and the risk to quoracy would be reduced.

RESOLVED: - that the Sub-Committee:

- Agreed that the Sub-Committee's Terms of Reference set out at Appendix A sufficiently encapsulates the responsibilities of the Sub-Committee;
- Agreed that the Chair of the Capital Buildings Board should be added to the Composition as an automatic appointment of the Sub-Committee going forward (effective immediately).
- Agreed that Delegated Authority be given to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to consider the final wording of the revised terms of reference, for onward consideration and approval by the Finance Committee.

6. **INTEGRATED FACILITIES MANAGEMENT (IFM) FORWARD STRATEGY TO 2033**

The Sub-Committee received a Report of the City Surveyor concerning the proposed approach to the Integrated Facilities Management (IFM) Strategy to 2033.

RESOLVED: - that the Sub-Committee:

- Supported the continuation of the 6 Integrated Facilities Management (IFM) contracts and not utilise the break clause.
- Approved the further consolidation strategy, and associated increase in contract value, of outlying facilities management contracts (BMS and Lifts) into the relevant IFM contract to deliver financial and operational efficiencies. Enable the City Surveyor to identify further efficiencies by taking advantage of additional economies of scale.

7. ***GW3: CROSSRAIL LIVERPOOL STREET URBAN INTEGRATION (PHASE 2)**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Liverpool Street public realm.

The Chairman informed the Sub-Committee that the proposed planning application for the significant remodelling of the entrances and concourse to Liverpool Street Station may have a material impact on this project. Officers would keep the Sub-Committee updated on this matter.

RESOLVED: - that the Sub-Committee noted the Report.

8. ***GW4: AIR SOURCE HEAT PUMP AND PHOTOVOLTAIC INSTALLATION AT THE MANSION HOUSE**

The Sub-Committee received a Report of the City Surveyor concerning the installation of air source heat pumps and photovoltaic panels on the roof of the Mansion House.

The Sub-Committee noted that there was a delay to planning permission for the installation due to the requirement for some additional drawings to be finalised and submitted; a final planning approval decision was due before Christmas.

Members encouraged officers to look at the recurring theme of planning application related delays in projects and seek to build in contingency within the timeline to allow for these eventualities; in addition, they were keen for planning colleagues to review and consider ways in which the planning process could be streamlined when the City of London Corporation itself was the planning authority.

RESOLVED: - that the Sub-Committee noted the Report.

9. ***GW4: PIPE SUBWAYS OF HOLBORN VIADUCT AND SNOW HILL OVER THAMESLINK**

The Sub-Committee received a Report of the Executive Director, Environment concerning the pipe subways of Holborn Viaduct and Snow Hill.

RESOLVED: - that the Sub-Committee noted the Report

10. ***GW6: DECENT HOMES CALL-BACKS 2020-22**

The Sub-Committee received a Report of the Executive Director of Community and Children's Services concerning works for a number of City of London tenanted properties.

RESOLVED: - that the Sub-Committee noted the Report.

11. ***GW6: RENEWAL OF FLAT ROOF COVERINGS AT PETTICOAT SQUARE, MIDDLESEX STREET**

The Sub-Committee received a Report of the Executive Director of Community and Children's Services concerning the replacement of flat roof coverings at Petticoat Square, Middlesex Street.

RESOLVED: - that the Sub-Committee noted the Report.

12. ***GW6: RENEWAL OF ROOF COVERINGS AT DRON HOUSE, TOWER HAMLETS**

The Sub-Committee received a Report of the Executive Director of Community and Children's Services concerning the replacement of roof coverings at Dron House, Tower Hamlets.

RESOLVED: - that the Sub-Committee noted the Report.

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

There were no public questions.

14. **ANY URGENT BUSINESS**

There was one additional item of urgent public business.

The Chairman reminded the Sub-Committee that Members of PPSC were invited to join the new Portfolio Management Launch Event from 10:30 to 12:30 on the 25th November, where the Enterprise Programme Management Office (EPMO) team will be covering the framework from the perspective of decision makers and holding a Q&A. The event would take place in the Livery Hall at Guildhall.

15. **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 Schedule 12A of the Local Government Act.

16. **NON-PUBLIC MINUTES**

RESOLVED: - that the non-public minutes of the meeting of the Sub-Committee held on 14th October were approved as an accurate record.

17. OUTSTANDING (NON-PUBLIC) ACTIONS LOG

The Sub-Committee received a Report of the Town Clerk concerning non-public actions from previous meeting.

18. PAN LONDON SEXUAL HEALTH PROGRAMME ESERVICE (SHL.UK)

The Sub-Committee considered a joint Report of the Chamberlain and the Executive Director of Community and Children's Services concerning the Pan-London Sexual Health Programme eService (SHL.UK).

19. HEAT NETWORK ZONING (PHASE 1) PROCUREMENT STAGE 1

The Sub-Committee considered a Report of the City Surveyor concerning Phase 1 of the Heat Networking Zoning across the City of London.

20. UPDATED CORPORATE RISK 33

The Sub-Committee considered a Report of the Chamberlain concerning Corporate Risk 33 (Project Portfolio strategic impact and/or financial value).

21. CITY OF LONDON ENTERPRISE PORTFOLIO REPORTING (OCTOBER 2025)

The Sub-Committee received a Report of the Chamberlain providing an overview of the Enterprise Portfolio of projects and programmes.

22. UPDATE ON THE IMPLEMENTATION AND IMPLICATIONS OF THE PROCUREMENT ACT 2023

The Sub-Committee received a Report of the Chamberlain concerning the implementation of the Procurement Act 2023 and its implications on how the City of London Corporation undertakes its procurement and commercial activities.

23. *GW5: GUILDHALL COOLING PLANT REPLACEMENT

The Sub-Committee received a Report of the City Surveyor concerning the cooling needs of the Guildhall Complex.

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

There were no non-public questions.

25. NON-PUBLIC ANY URGENT BUSINESS

There were no additional items of urgent non-public business.

The meeting ended at 4.25 pm

Chairman

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

PROJECTS AND PROCUREMENT SUB-COMMITTEE – Action Tracker – January 2026

Items from meeting held 14 October 2025		
ITEM	Action	Officer and target date
4. PROCUREMENT IMPROVEMENT AND TRANSFORMATION PROGRAMME RESET	Create a central depository of all key governance documents via SharePoint which would be accessible for Members of the Sub-Committee.	Commercial Director – 28 January 2026
4. PROCUREMENT IMPROVEMENT AND TRANSFORMATION PROGRAMME RESET	Produce procurement processes and aligned governance workflow chats to bring clarity and open opportunities for simplification and automation.	Commercial Director – 25 March 2026
4. PROCUREMENT IMPROVEMENT AND TRANSFORMATION PROGRAMME RESET	Working with Members, the Director will propose KPI reporting to identify BAU and change progress.	Commercial Director – 25 March 2026

*Closed items will be removed from the tracker

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City of London Corporation Committee Report

Committee(s): Projects and Procurement Sub-Committee – For decision Finance Committee – For decision Community & Children's Services Committee – For information Homelessness and Rough Sleeping Sub-Committee – For information	Dated: 28 th January 2026 17 th February 2026 28 th January 2026 12 th February 2026
Subject: City of London Street Homelessness Outreach and Support Service – Stage 1 Procurement Strategy Report	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Providing Excellent Services Actions 5 and 6 Provides Statutory Duties under the Homelessness Reduction Act 2017 and Housing Act 1996 Part VII
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	
What is the source of Funding?	City Fund Central Government Grant for Rough Sleeping Prevention and Relief
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Judith Finlay – Executive Director, Department of Community and Children's Services Genine Whitehorn – Commercial Director - Director of Commercial

	Change & Portfolio Delivery
Report author:	<p>John Barker – Commissioning Manager, Homelessness & Rough Sleeping</p> <p>Mohammad Mostafa – Procurement and Contracts Manager</p>

Summary

This report seeks member approval for the recommended procurement strategy and evaluation criteria to be used in the selection of a preferred supplier for a Street Homelessness Outreach and Support service contract, supporting the work of the Department of Community and Children's Services. This is required under Section 16.3 of the Corporation's Procurement Code Part One as the estimated contract value exceeds £2m.

In accordance with the Procurement Code Section 16.2 the contract value has been determined as up to £8.3 million dependent on anticipated funding opportunities over the life of the contract, which is proposed for a core term of 3 years and an optional extension of two further years.

The recommendation is to undertake a procurement under the Competitive Flexible Procedure as outlined by the Procurement Act 2023 to procure the contract with the evaluation criteria ratio on a 55 / 15 / 30% Quality / Responsible Procurement / Price ratio, reviewed and approved by the DCCS Category board on September 18th 2025.

Recommendation(s)

Approve the procurement strategy under the Competitive Flexible Procedure (Procurement Act 2023) and the evaluation criteria on a 55 / 15 / 30% Quality / Responsible Procurement / Price ratio.

Main Report

Background

1. The City of London Corporation has historically contracted a Street Outreach service to identify and support rough sleepers within the Square Mile, with the current service and two related services all due to end on 31st October 2026.
2. Since 2018, Central Government has made specific funding available to address street homelessness across the United Kingdom and the current Outreach Service, alongside a number of related services, has benefitted from the addition of these resources to boost its reach and effectiveness.

Current Position

3. The Corporation has co-designed a new multi-functional Street Homelessness Outreach & Support Service taking onboard the learning from previous initiatives and challenges alongside input from people with lived experience of street homelessness and service access; that will comprise three of the currently separately contracted services under one contract with a single provider.
4. This service will meet the potential challenges of the next five years with flexibility, agility and the ability to take on new initiatives over its lifespan. This is reflected in the potential value and scope of the tender. This modular approach will also allow the Corporation to react to changing need, demand and priorities over the lifetime of the contract

Flexible Service

5. The contract will be based on a primary service, consisting of Street Outreach, Peripatetic Support for clients placed in temporary accommodation settings and Long Term Casework for individuals with more entrenched or complex and multiple needs.
6. The contract will also outline a number of potential additions to the service over the lifetime of the contract enabling the service to react to change on a local, sub regional or national level.
7. Optional extras may include but are not limited to:
 - 7.1 Specific premises
 - 7.2 Weather / Seasonal related responses such as providing enhanced support during cold or hot weather in addition to the normal service function during severe weather
 - 7.3 Providing support to specific demographics of clients such as those identifying as women and those with complex immigration issues
 - 7.4 Health improvement interventions
 - 7.5 Providing a bespoke response to the emergence or existence of “hot spots” or rough sleeping encampments in the City of London
 - 7.6 Providing an enhanced day service for street homeless individuals

- 7.7 Responding to potential legislative changes or strategic developments nationally in reducing rough sleeping
- 7.8 Providing an enhanced reconnection service
- 7.9 Research and investigation into wider national initiatives and market best practice
- 7.10 Specific Pilot projects to aid learning and development of practice
- 7.11 Prevention initiatives, especially those targeted at preventing a return to the streets
- 8. Each optional or potential service addition will be subject to a series of activation triggers including the availability of funding, ensuring the Corporation is able to react quickly to potential future funding opportunities, learning from the 5 years since the Covid Pandemic where funding opportunities have arisen for specific interventions.
- 9. The flexibility built into this this procurement is made transparent and explicit within the tender documentation.

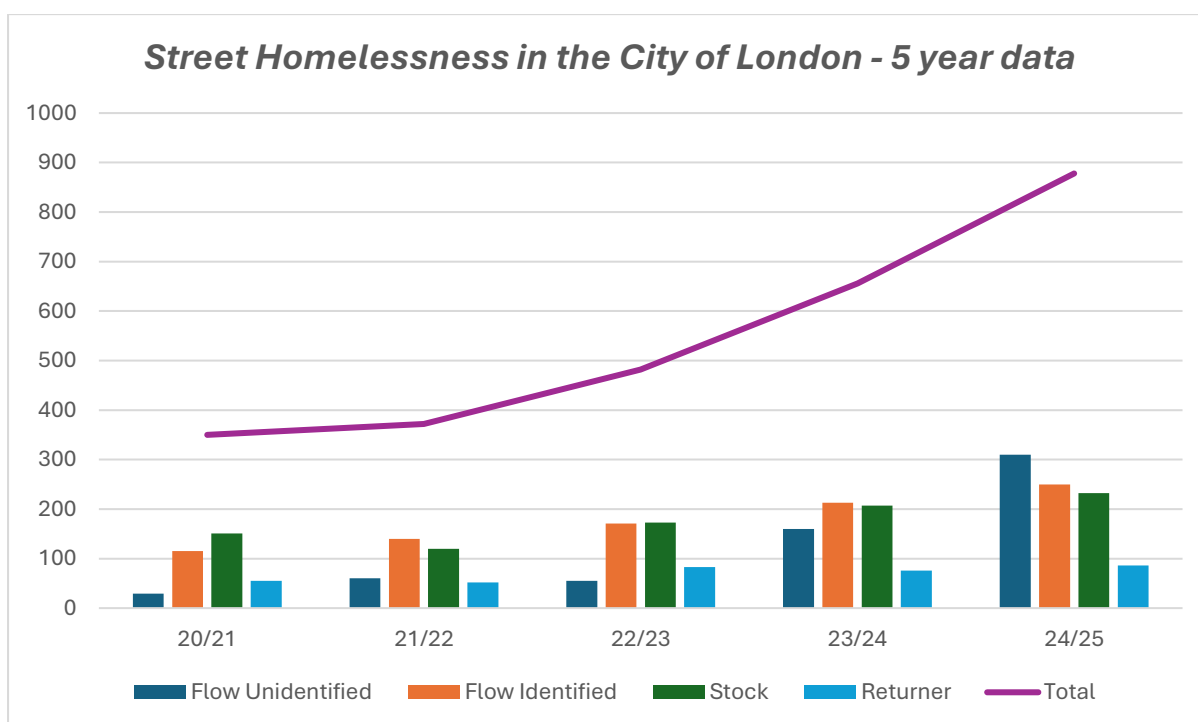
Funding

- 10. The table in Appendix 1 sets out the funding and budget structure for this procurement.
- 11. The total contract value is structured around the potential to flex the service delivery alongside the potential funding opportunities potentially available over the life of the contract.
- 12. The primary service will not exceed a cost that can be met within the Homelessness Prevention and Rough Sleeper Service budget including grant funding.
- 13. In accordance with the Procurement Code Rule 14 the contract value has been determined at a potential £8.3 million (total amount payable)

Key Data

- 14. High level data over the last 5 years demonstrates that street homelessness in the City of London has continued to rise: (source: "Rough sleeping in London (CHAIN reports)" - <https://data.london.gov.uk/dataset/chain-reports/>)

	20/21	21/22	22/23	23/24	24/25
Flow Unidentified	29	60	55	160	310
Flow Identified	115	140	171	213	250
Stock	151	120	173	207	232
Returner	55	52	83	76	86
Total	350	372	482	656	878
Increase		6.25%	29.5%	36.1%	33.8%



Category	Description
Flow	People who had never been seen rough sleeping prior to 2024/25 (i.e. new rough sleepers). Those within this category are further subdivided as follows: <ul style="list-style-type: none"> Unidentified - those new rough sleepers recorded without a name, and with only one contact. Identified - those new rough sleepers recorded with a name, and/or with more than one contact.
Stock	People who were also seen rough sleeping in 2023/24 (i.e. those seen across a minimum of two consecutive years).
Returner	People who were first seen rough sleeping prior to 2023/24 but were not seen during 2023/24 (i.e. those who have had a gap in their rough sleeping histories).

15. This continued rise in numbers supports the change of approach to a flexible service that can be enhanced and adjusted to meet changing need and demand.

Procurement Strategy Options

16. The following Route to Market Options have been considered:

16.1 Option 1 – Competitive Flexible Procedure under Procurement Act 2023

Advantages	Disadvantages	Risks
Space to work with the market on developing the service	More complex process needing input to refine it	Additional time and resource needed to input into the service risks the planned timeline for the procurement being missed

Allows for the appropriate level of competition		
Relevant to contract value		
Greater flexibility for the Corporation		
Scope for provider interviews and presentations vital to the process		

16.2 Option 2 – Open procurement process under Procurement Act 2023

Advantages	Disadvantages	Risks
Relevant to contract value	Potential for high response rate and associated time pressure	Procurement may not lead to the appointment of the best supplier due to the rigidity of this process and the flexible structure of the service specification and ITT
Allows full market access	No shortlisting stage can be undertaken	
Appropriate level of competition	Blunt instrument for a service which needs market involvement	

Proposals

17. The Recommended Procurement Strategy is Option 1, which is to undertake a procurement under the Competitive Flexible Procedure outlined by the Procurement Act 2023

Procurement Timetable

18. Key dates in the procurement are:

18.1 Tender opens – February 2026

18.2 Tender closes – March 2026 (6 weeks)

18.3 Identification of Successful Provider – June 2026

18.4 Contract Notification – August 2026

18.5 Mobilisation of service – September 2026 – October 2026

18.6 Service Commencement – 1st November 2026

Corporate & Strategic Implications

Strategic implications

19. This procurement allows the Corporation to continue to meet its statutory obligations under the Homelessness Reduction Act 2017 and also under the Housing Act 1996 Part VII
20. Additionally the procurement will contribute to the Corporate Plan to Provide Excellent Services and contribute to the Homelessness Strategy Priorities 1,2, 3 & 4.

Financial implications

21. The proposed procurement has an estimated maximum contract value of up to £8.3m over a potential five-year period, inclusive of optional service elements. The core outreach service will be funded from existing Homelessness Prevention and Rough Sleeping budgets and confirmed Central Government grant funding. Any additional or optional elements of the service will be subject to the availability of external funding and agreed activation triggers and will not be committed unless funding is secured. The procurement therefore does not create an unfunded pressure and can be delivered within the existing financial framework and budgetary approvals.

Resource implications

22. In activating any additional elements of this service over its lifetime, there will be a resource implication for the Commissioning Team, Comptrollers and officers from the Homelessness Prevention and Rough Sleeping service, however this will be less than resources needed to commission such schemes separately.

Legal Implications

23. The Comptroller and City Solicitor has been consulted in the preparation of this Report, and comments as follows :-
 - 23.1 The recommended Procurement Strategy is supported.
 - 23.2 The legal framework for the procurement will not only be governed by the Procurement Act 2023 (PA2023) but also by the following key secondary legislation :-
 - The Procurement Regulations 2024.
 - The Procurement Act 2023 (Consequential and Other Amendments) Regulations 2025.
 - 23.3 The stages of the procurement must be designed to be proportionate to the requirements of the service having regard to the nature, complexity, and cost of the contract in accordance with the Guidance from the Cabinet Office.
 - 23.4 Given the anticipated contract value will be in excess of £5m , it is a mandatory requirement under the PA 2023 for a contracting authority to set at least three Key Performance Indicators (KPIs) which would have to be set out in the Contract Details Notice.
 - 23.5 Whilst a mandatory 8 day standstill period will not apply to a light touch contract, it is advisable given the value to apply a voluntary standstill period to mitigate the risk of a successful challenge.

- 23.6 Break clauses will need to be considered for the contract terms in the event there are funding implications. Furthermore, given the proposed wider scope for the procurement of the contract, the potential risks will have to be carefully considered in consultation with the Chamberlain's Risk Management & Insurance Team to determine whether the insurance indemnity limits agreed for the current Outreach contract should be reviewed.
- 23.7 If the intention is for the successful bidder to occupy or partly occupy accommodation in Guildhall as in the case of the current Outreach contract, then consultation will have to take place with the City Surveyor as to the terms for a Licence. Should this be the intention, then the contract award will also be conditional on the successful bidder entering into the Licence. All bidders will need to be aware from the outset.
- 23.8 In order to mitigate any data protection risk, a Data Protection Impact Assessment must be undertaken in accordance with Article 35 of the UK GDPR. Any UK GDPR implications, and information sharing implications will have to be considered. CHAIN namely the Combined Homelessness & Information Network multi agency database will apply to an Outreach service. The City Corporation has previously entered into a Data Processing Agreement for CHAIN.
- 23.9 Exit implications such as TUPE etc for any current contracts will have to be considered.

Risk implications

24. The inherent risks in commissioning and procuring this service range between market interest / availability, provider failure, reputational risk by association and the risk of challenge from the market on the flexible nature of the proposal. These common risks are mitigated through the City of London Corporation's contract management arrangements, Commercial Services and Legal input.
25. Risks associated with the potential to bring in optional elements of the service will be mitigated by adherence to the procurement change control process and utilising the DCCS Category Board for approval.

Equalities implications

26. An Equalities Impact Assessment has been carried out in tandem with the service design for this scheme

Climate implications

27. The City of London Corporation has a Climate Action Strategy which sets out how we will achieve net zero carbon, build climate resilience and champion sustainable growth, both in the UK and globally. The commitment of the Supplier in supporting the City's Climate Action targets is fundamental. The Supplier will consider the lowest possible whole life carbon option and deliver year-on-year improvements relating to sustainability when providing goods, works and services on this contract. Improvements could be through obtaining data, minimising energy use, adopting circular economy principles, utilising sustainable procurement practices, trialling innovation or any other relevant means as discussed with the City Corporation. For every contract year, at least one recommendation should be made as to how to either improve data quality or

reduce carbon emissions.

28. Annual footprint reporting will be required for this contract. The Supplier must share all annual reports that reference sustainability, the environment and/ or carbon emissions with the City's Climate Action team (climateaction.pgs@cityoflondon.gov.uk) and work with the City Corporation to devise and deliver a strategy that measures, monitors and reduces your carbon footprint year on year in a clear and transparent way. The City Corporation calculates the footprint of the goods and services it buys annually and may request the Supplier to provide data relating to its organisational carbon footprint (including Purchased Goods & Services) or the footprint of goods and services provided through this contract.

Security implications

29. None

Conclusion

30. Following due consideration, the proposed procurement strategy and process outlined in Paragraph 12.1 above provides a compliant, efficient and competitive route to market appropriate to the scale and nature of this contract.

Appendices

Appendix 1 – Contract Value and Funding Calculation

John Barker
Commissioning Manager, Homelessness & Rough Sleeping
DCCS Commissioning
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Appendix 1 – Contract Value and Funding Calculation

Outreach Contract Potential Finances

Spreadsheet designed to calculate potential contract value of 5 year Outreach contract providing flexibility to adapt the service to need and opportunity

	Element	Source	Yr1	Yr2	Yr3	Yr4	Yr5	Totals	
1	City Funding for Outreach Provision	CoL	£480,000	£494,400	£509,232	£524,509	£540,244	£2,548,385	Primary Outreach
2	Grant Funding awarded to the City of London 17th December 2025	MHCLG	£500,000	£500,000	£500,000	£500,000	£500,000	£2,500,000	
3	Sub Regional Funding Supplement	MHCLG	£300,000	£300,000	£300,000	£300,000	£300,000	£1,500,000	Optional
4	Potential for Ad Hoc Award	Any	£350,000	£350,000	£350,000	£350,000	£350,000	£1,750,000	
	Totals	Combined	£1,630,000	£1,644,400	£1,659,232	£1,674,509	£1,690,244	£8,298,385	

The potential additional funding opportunities in Rows 3 & 4 are based on opportunities that have arisen during the life of the current service; and are not guaranteed.

City of London Corporation Committee Report

Committee(s): Projects and Procurement Sub Committee	Dated: 28/01/2026
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:	The Chamberlain
Report author:	Leah Woodlock, Chamberlain's Department

Summary

This report provides an update on risk management activities within the Commercial, Change and Portfolio Delivery (CCPD) Division. Currently, the division is managing one AMBER Corporate Risk (CR33: Project portfolio strategic impact and/or financial value), in addition to one AMBER Departmental Risk and three service-level risks, all of which are subject to regular monitoring. The Project and Procurement Sub-Committee receives this report on a quarterly basis to ensure ongoing awareness of both existing and emerging risks.

Recommendation(s)

Members are asked to:

- Note the updates on the current risks

Main Report

Background

1. Pursuant to the City of London Corporation's Risk Management Framework, each Chief Officer is obligated to submit regular reports to their respective Committee on the primary risks affecting their department. The Projects and Procurement Sub-Committee will receive quarterly updates concerning risk management within the Commercial, Change & Portfolio Delivery Division.

Current Position

2. The Commercial, Change and Portfolio Delivery (CCPD) Division currently has **one** AMBER Corporate Risk **CR33** – Project portfolio strategic impact and/or financial value, one AMBER Departmental Risk **CHB005** - Resistance to Transformation and Change (Change Fatigue) and **three** service level risks. The CCPD Management Team frequently evaluates risks and takes steps to reduce any possible effects.
3. Corporate Risk CR33 – Project Portfolio Strategic Impact and/or Financial Value addresses risks associated with both the strategic impact and financial value across the portfolio; the risk remains at an AMBER 12 level. The current mitigations reflect collaboration among project managers, finance, and commercial teams, and mobilisation of the P3 governance framework.
4. November marked the official launch of the P3 framework at a networking event for City Corporation project managers and stakeholders. Current efforts include developing a Project Management Academy and ongoing project portfolio data validation to improve reporting accuracy. The benefits framework module on Cora has been developed and user-tested during autumn.
5. 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 any risk could lead to financial losses, increased costs, or reduced revenue.

Resource implications – The risk mitigations require allocation of resources, including human resources, technology, and materials.

Legal implications - The risk may require legal consultation and the implementation of measures to ensure compliance with relevant laws and regulations.

Risk implications – As noted in 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 –Corporate, Change and Portfolio Delivery Risk Register

Leah Woodlock

Chamberlain's Project Manager

Chamberlain's Department

E: Leah.Woodlock@cityoflondon.gov.uk

CHB corporate, departmental and service risks - detailed report

Generated on: 06 January 2026 13:43

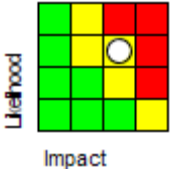



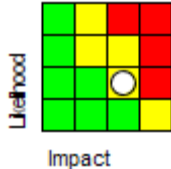
Corporate Risk(s) CR33 - Project portfolio strategic impact and/or financial value	Departmental Risk(s) CHB005 - Resistance to Transformation and Change (Change Fatigue)	Service Level Risk(s) CHB CCPD 002 – Supplier Management CHB CCPD 003 – Resource Capacity of the Commercial Service CHB CCPD 004 – Procurement Governance
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Risk Level Description Corporate

Code	CR33	Title	Project portfolio strategic impact and/or financial value
Description	<p>Cause: The City of London Corporation is committed to delivering a diverse and ambitious portfolio of projects spanning both capital and revenue projects. As part of strengthening governance and delivery oversight, the Corporation has introduced a new P3 (Projects, Programmes and Portfolio) Framework. The successful adoption of this framework is critical along with the development and appropriate utilisation of a strategic prioritisation tool to support consistent decision-making and alignment with corporate priorities. If the framework and its associated tools are not successfully embedded and adopted, it may result in fragmented governance, unclear accountability, and inability to deliver projects and programmes and achieve strategic intent.</p> <p>Event: Inadequate portfolio-level control and weak adherence to corporate prioritisation mechanisms result in consistent delays to project progression, evidently inconsistent delivery, and fragmented governance. Financial implications emerge from deferred starts and prolonged maintenance obligations, whilst increasing the risk of reputational damage due to perceived inefficiency and lack of transparency.</p> <p>Effect: The realisation of this risk would significantly undermine the Corporation’s ability to deliver its strategic priorities and realise intended benefits across both capital and non-capital programmes. Delays or abandonment of pipelined and future initiatives would weaken organisational momentum and credibility, while repeated slippages and inconsistent oversight could erode trust among key stakeholders, including government</p>		

	partners and the wider public. Financially, deferred project starts, and prolonged maintenance obligations would increase revenue expenditure, placing additional pressure on the Medium-Term Financial Plan (MTFP). The lack of effective governance and transparency would reduce assurance over programme performance, hinder informed decision-making, and compromise the Corporation's ability to respond with agility to emerging needs and opportunities. Collectively, these impacts would diminish the Corporation's reputation, operational efficiency, and long-term sustainability
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Current Risk Assessment, Score & Trend Comparison		12		Constant
Likelihood	Possible	Impact	Major	
Risk Score	12	Review Date	19-Dec-2025	

Target Risk Assessment & Score		8		
Likelihood	Unlikely	Impact	Major	
Risk Score	8	Target Date	31-Mar-2029	

Latest Note	<p>The CR33 Risk was updated in October from CR33 – Major Capital Schemes to CR33 – Project Portfolio strategic impact and/or financial value. The risk remains at the same risk score of AMBER 12.</p> <p>The revision to the risk includes widening the scope of the risk from only major projects to a holistic portfolio management to align with the new corporate approach. The mitigations reflect the collaborative approach to portfolio management across project managers, finance and commercial colleagues. The adoption of the new formalised and consistent governance under the new P3 framework is a key mitigation for this risk.</p> <p>November successfully celebrated the official launch of the P3 framework with a networking event for the City Corporation's Project managers and key stakeholders.</p> <p>Ongoing focuses include work to establish a new Project Management Academy and continuous data cleansing/validation exercises of the project portfolio to enhance reporting accuracy.</p> <p>During the Autumn the benefits framework module on Cora has been developed and tested by business users.</p>
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Risk Level	Corporate	Department	Chamberlain's
Creation Date	17-Oct-2025	Risk Owner	Genine Whitehorne
Approach	Reduce	Risk Administrator	Leah Woodlock

Head of Profession 1	Financial Services	Risk assigned to	Nadhim Ahmed
Head of Profession 2	Commercial	Committee	Project and Procurements Sub Committee
Head of Profession 3	Programme Management	Parent Risk	CR Corporate Risk Register

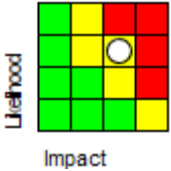

Actions related to this risk:

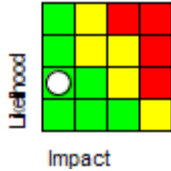
Ref No:	Action Description	Latest Note	Latest Note Date	Action Owner	Due Date
<i>CR33j Project Management Academy</i>	Refresh the Project Management Academy	<p>Internal training is available for all staff on the P3 Framework and the Cora Project Management system. As part of the P3 implementation process, a knowledge hub has been developed including masterclasses, instructional videos and guidance materials. This has assured that PMs have the requisite knowledge to comply with the requirements of the new governance framework.</p> <p>The new P3 Development Hub, which replaces the Project Management Academy, is now being developed and will be launched in June 2026. This includes a combination of COL led development opportunities and accredited learning provided by an external provider.</p>	19-Dec-2025	Matthew Miles	30-Jun-2026
<i>CR33l Cashflow and Forecast Monitoring</i>	Monitor the high-level cashflow/forecast monthly	<p>As part of the P3 framework, the Chamberlain's Assurance Board has been established to review the financial dashboards and forecasts for the Major Programmes and the wider portfolio, with guidance provided to the Portfolio Board. Quarterly monitoring/reporting will continue going forwards to Finance Committee and Investment Committee.</p> <p>The achievement of property sales on time, as well as drawdown from financial investments, is necessary to fund cash outflows. This is a key risk that will continue to be monitored.</p>	19-Dec-2025	Sonia Virdee	31-Mar-2029

Risk Level Description Departmental

Code	CHB 005	Title	Resistance to Transformation and Change (Change Fatigue)
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Description	<p>Cause:</p> <ul style="list-style-type: none">• Ineffective change management and business transformation activities• Culture of resisting change within the organisation• Resource capacity – staff are consumed by BAU tasks they have no further capacity to support change• Ineffective prioritisation of programmes <p>Event:</p> <ul style="list-style-type: none">• Low user acceptance rates and failure to integrate the necessary cultural changes.• Low change readiness• Un-utilised technologies or enhancements• Additionally, the broader transformation programme (such as users not fully adopting the new ERP system), may face resistance. This can result in resistance to the business transformation that the transformation programme and other initiatives aim to achieve. <p>Effect:</p> <p>Decreased productivity, increased operational costs, and failure to achieve the desired outcomes of the Transformation programme and the broader transformation initiatives. The lack of business transformation may hinder the corporation's ability to modernise operations and align with the current corporate plan and strategies. Furthermore, the failure to achieve the transformation goals, such as improved efficiency, increased capacity, and better information management, may negatively impact the corporation's ability to deliver on its strategic objectives and maintain a competitive edge.</p>
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Current Risk Assessment, Score & Trend Comparison		12		Constant
Likelihood	Possible	Impact	Major	
Risk Score	12	Review Date	20-Oct-2025	

Target Risk Assessment & Score		2		
Likelihood	Unlikely	Impact	Minor	
Risk Score	2	Target Date	30-Jun-2026	

Latest Note	<p>Currently, numerous transformation/improvement programs and new strategies are being implemented across the Chamberlain's department and the wider City of London Corporation.</p> <p>A Transformation Portfolio Lead and Change Portfolio Lead have been appointed over the summer to support the transformation agenda. An programme integration lead has also been appointed to oversee the Programme Sapphire and Ambition 25 programmes.</p>
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Risk Level	Departmental	Department	Chamberlain's
Creation Date	12-May-2025	Risk Owner	Genine Whitehorne
Approach	Reduce	Risk Administrator	Leah Woodlock
Head of Profession 1	Financial Services	Risk assigned to	Business Transformation Lead
Head of Profession 2	Commercial	Committee	Project and Procurements Sub Committee
Head of Profession 3	Strategy & Plans	Parent Risk	CHB Departmental Cross Cutting Risks

Actions related to this risk:

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
CHB 005a Stakeholder Engagement	Identifying and engaging with key stakeholders to enable success of the transformation	<p>Introducing change leadership role to Future Ambition 18, utilising the bi-monthly meetings to present the change and transformation programmes.</p> <p>The Integration and Change Director supporting Ambition 25 and ERP is now in post. The role will focus on aligning interdependencies between these two major transformation programmes to facilitate their successful implementation.</p>	17 Nov 2025	Genine Whitehorne	30-Apr-2026
CHB 005b Change Management Strategy	Develop a change management strategy	The change management strategy is currently being developed and tested through application in City of London Corporation's key priority programmes and projects, with a focus on A25, SAP and People Strategy	13-Nov-2025	Julie Simmons	01-Jun-2026
CHB 005d Strategic Transformation Partner	Procure a transformation partner to deliver the transformation agenda.	<p>The Transformation vision and approach is currently being refined following officer and Member engagement.</p> <p>The specification for a Partner will focus on developing a digital by design service delivery model enabled by AI.</p>	17-Nov-2025	Steve Strain	30 April 2026

		Soft market testing is planned for early 2026 before issuing the full tender. The intention is to have a contract in place for the start of the new Financial Year.			
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Risk Level Description Service

Code	Title	Risk owner	Current Impact	Current Likelihood	Current Risk Score	Current score	Target Impact	Target Likelihood	Target Risk Score	Target score	Target Date	Risk Approach	Flight Path
CHB CCPD 002	Supplier Management	Commercial Transformation Lead	4	3	12		2	2	4		31-Mar-2026	Reduce	
CHB CCPD 004	Procurement Governance	Commercial Transformation Lead	4	3	12		2	2	4		31-Sep-2026	Reduce	<hr/>
CHB CCPD 003	Resource Capacity of the Commercial Service	Commercial Transformation Lead	2	3	6		2	2	4		31-Mar-2026	Reduce	<hr/>

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