

# City of London Project Procedure

---

Oct 2018

## Overview

1. Projects are one of the key ways that the City of London Corporation delivers its strategic aims and priorities. The City Corporation is committed to ensuring that projects are delivered efficiently and that the best use is made of the resources available to the organisation.
2. The Project Procedure is approved by the Policy and Resources Committee. Any changes to the Project Procedure require the authorisation of the Policy and Resources Committee.
3. The Project Procedure has been designed to encourage consistency of delivery across the organisation, while allowing flexibility to respond to circumstances with appropriate speed. It is designed to ensure that our work reflects our strategies, and that we have policies in place to discharge our statutory and non-statutory duties with proper oversight and control.
4. All projects over £50,000 that have tangible, physical deliverables (including IS projects) must be recorded on the Corporation's Project Portfolio Management tool.
5. The Project Procedure applies to the following categories of projects that have tangible, physical deliverables (including IS projects):
  - a. Capital and supplementary revenue projects over £50,000
  - b. Routine revenue projects over £250,000
  - c. Capital and supplementary revenue projects delivered with ringfenced funds over £250,000 (e.g. Section 278, Designated Sales Pools, Additional Works Programmes, Housing Revenue Account)
6. Some large Capital projects will be overseen by the Capital Buildings Committee, indicatively where the project is £100m+ or where it has been referred there by the Court of Common Council. For these projects, Capital Buildings Committee will be responsible for;
  - (i) overall direction
  - (ii) review of progress; and
  - (iii) decisions on significant option development and key policy choices.

If oversight is transferred to the Capital Buildings Committee those projects will not be required to be seen at Projects Sub-Committee. Refer to the Capital Building Committee Clerk for guidance on governance and reporting requirements.
7. The Projects Procedure does not apply for Capital and supplementary revenue projects under £50,000 or revenue projects under £250,000 or ringfenced projects under £250,000. Where a mixture of funding is used the lowest threshold will apply. It is recommended the Gateway process documentation is used for projects outside of the Projects Procedure. Projects of any value can be 'called in' to Projects Sub-Committee and any that develop to be within the thresholds will then enter the gateway approval process.

7.1 Delegations exist within the projects procedure. Where delegations are made (to Chief Officer) it is expected that the gateway approval process documentation will be completed, even if it is not required to be presented to Member committees. This is to ensure that good governance and record keeping is maintained. Chamberlains Audit and Risk teams will conduct period audits of projects under the thresholds or under delegated approval limits to ensure that appropriately rigorous governance and documentation is maintained.

8. This document contains information about:

- Governance
- Resource Allocation Timetable
- Approval Process
- Ringfenced Funds
- Routine Revenue Projects
- Changes to Projects: Before Agreement at Authority to Start Work
- The Project Sum
- Risk and Costed Risk Provision
- Changes to Projects: After Agreement at Authority to Start Work
- Procurement and Contract Letting
- Project Toolkit

9. If you have any queries or comments about the Project Procedure or about project management generally at the City Corporation, please contact the Town Clerk's Programme Office

[Corporate.ProgrammeOffice@cityoflondon.gov.uk](mailto:Corporate.ProgrammeOffice@cityoflondon.gov.uk)

## **Changes to Projects: General**

45. In cases where:

- the financial implications will be higher or lower than the agreed confidence range (capital or revenue expenditure or income/returns/savings);
- the overall programme needs to be accelerated or delayed +/- 10% of time against the last numbered Gateway report;
- the specification will be significantly different to that agreed, i.e. there will be a shortfall against one or more of the key objectives/ SMART targets, or the inclusion or reduction in the parameters of the project, which may include changing operational performance criteria and business benefits;

Officers will report to the Committee(s) or Chief Officer who approved the last Gateway report on the circumstances, the options available and a recommended course of action. For example, if circumstances change on the Light and Regular routes where Authority to start work is delegated to Chief Officer, they would need to return to Committee to progress to the next gateway.

If additional unallocated City Corporation resources are required (i.e. from Central resources, not local risk budgets), the approval of the Policy and Resources Committee must also be obtained as Service Committees cannot approve Central resources.

In such cases the Policy and Resources Committee must be advised of the impact of the proposed increase in the City's overall Programme and any agreed increase must be reported to the next meeting of the Resource Allocation Sub-Committee for appropriate adjustments to be made to the City Corporation's Programme.

Note that Chamberlains have prepared guidance on the preparation of Whole Life Costing (available on the corporate intranet).

These will not apply to the costed risk provision drawdown increases to budgets as they have already been considered and delegated [See 49]: