

PROJECTS AND PROCUREMENT SUB-COMMITTEE
Monday, 10 June 2024

Draft Minutes of the meeting of the Projects and Procurement Sub-Committee held
in the Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 10 June 2024
at 1.45 pm

Present

Members:

Deputy Randall Anderson (Chairman)
Deputy Rehana Ameer (Deputy Chair)
Mary Durcan
Deputy Elizabeth King

Observer (via MS Teams)

Philip Woodhouse

Officers:

Genine Whitehorne	- Commercial Director
Ola Obadara	- City Surveyor's Department
Sue Penn	- City of London Police
Daniel Peattie	- Chamberlain's Department
Sarah Baker	- Chamberlain's Department
Oliqur Chowdhury	- Chamberlain's Department
James Carter	- Chamberlain's Department
David Cooke	- Chamberlain's Department
Monica Patel	- Chamberlain's Department
John Barker	- Community & Children's Services
Damon Ellis	- Community & Children's Services
Michael Gwyther-Jones	- Community & Children's Services
Philippe Greaves	- Community & Children's Services
Melanie Charalambous	- Environment
Gillian Howard	- Environment
Adam Fjaerem	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Marcelina Gilka	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
John Cater	- Town Clerk's Department

1. APOLOGIES

In advance of the meeting, formal apologies were received from Alderman Tim Hailes and Philip Woodhouse.

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

There were no declarations under the Code of Conduct.

3. **APPOINTMENT OF A DEPUTY CHAIR FOR 2024/25**

In advance of the meeting, Members of the Sub-Committee were advised that the Chairman of the Finance Committee, had indicated that he was content for the Sub-Committee to nominate its own Deputy Chair via an indicative vote at today's meeting. The Chairman of the Finance Committee would then exercise his nomination rights on the basis of this vote to ratify the Deputy Chair's position.

The Town Clerk confirmed that, after expressions of interest had been sought in the run-up to the meeting, Deputy Rehana Ameer had expressed an interest in serving as Deputy Chair of the Sub-Committee for the year ensuing. Members welcomed Deputy Ameer's interest and endorsed her nomination to the Chairman of the Finance Committee for ratification.

The Deputy Chair thanked her fellow Members for placing their confidence in her.

RESOLVED - that being the only Member expressing a willingness to serve, Deputy Rehana Ameer be nominated as Deputy Chair of the Projects and Procurement Sub-Committee for the year ensuing, subject to the Chairman of the Finance Committee subsequently exercising his nomination rights to ratify the Deputy Chair's position.

4. **MINUTES**

RESOLVED – that the draft public minutes and non-public summary of the meeting of the Sub-Committee held on Monday, 15 April 2024 be approved as an accurate record.

5. **EMERGENCY AND TEMPORARY ACCOMMODATION PLACEMENTS - STAGE 1 STRATEGY REPORT AND STAGE 2**

The Sub-Committee considered a Joint Report of the Chamberlain and the Executive Director of Community and Children's Services concerning the procurement strategy for Homeless Households accessing placements in Emergency and Temporary Accommodation.

The Chairman queried whether, in the interests of efficiency, the number of Committees this Report was being considered by could have been fewer, and, whether it was appropriate that the service Committee for these matters, i.e., the Community and Children's Services Committee, only received this Report for information and not for approval; this latter point highlighted a broader issue which had been raised by the previous Chairman of the Sub-Committee and would be part of the discussions around the changes to procurement governance processes at the City.

RESOLVED – that the Sub-Committee:

- Approved the procurement strategy via a direct award call-off from the YPO framework (Commissioning Solution ref 1017 / Commissioning Solution 2 ref 001231), to the Access Group.

- Granted delegated authority to the Community and Children's Services Category Board for the approval of the two-year extension, should it be required.

6. **UPDATE ON PORTFOLIO MANAGEMENT IMPLEMENTATION**

The Sub-Committee received a Report of the Chamberlain concerning an update on the implementation of the project portfolio management model.

The Chairman informed Members that there would be a funding request associated with this piece of work which will be addressed through the Finance Committee.

In response to a concern raised about whether sufficient resources were in place to manage the multiple projects the City was undertaking, the Director of Commercial, Change and Portfolio Delivery responded that, whilst different departments of the organisation had specific localised arrangements which depended in large part on the scale and number of projects being managed (e.g. the Environment Department had its own PMO function), as a whole, the resources the organisation had dedicated to project management and delivery had, historically, failed to match the high levels of project activity, which in turn had resulted, all too frequently, in damaging outcomes for the City.

The move to a portfolio approach should ensure that projects across the board are better aligned with the Corporation's priorities; a significant example of this new approach is the recently stood up Town Clerk's Portfolio Board - this key senior officer scrutiny body will act as a gateway for projects which go on to enter the Member domain.

The Chairman highlighted one of the concerns raised in the Report, namely, that the costs of five out of nine projects more than doubled over the course of their project lifecycles. The Director of Commercial, Change and Portfolio Delivery responded that establishing more financial discipline across the City's projects would be a key outcome, and work was ongoing within the Chamberlain's department to embed this in the system; it was unfortunately all too frequently the case that project managers had, at the feasibility stage, underestimated the costs for capital projects in particular; a key focus would be around ensuring officers are more robust about aligning funding requests with project lifecycles.

RESOLVED – that the Sub-Committee noted the Report.

7. **COOL STREETS AND GREENING - PROGRAMME UPDATE**

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning an update on the delivery of the Cool Streets and Greening Programme (CSG).

RESOLVED – that the Sub-Committee noted the Report.

8. ***GW3-4 - CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS: MANSION HOUSE - PLANNING PERMISSION APPLICATION**

The Sub-Committee received a Report of the City Surveyor concerning the planning permission application to install an Air Source Heat Pump (ASHP) and Photovoltaic (PV) array onto the roof of the Mansion House.

The City Surveyor informed Members that approval of the recommendations in the Report by the Resource Allocation Sub-Committee was still pending.

RESOLVED – that the Sub-Committee noted the Report.

9. ***GW5 - CITY GREENING AND BIODIVERSITY: LONDON WALL /MOORGATE RE-LANDSCAPING**

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning the London Wall/Moorgate relandscaping project (Phase 3 of the Cool Streets and Greening Programme (CSG)).

RESOLVED – that the Sub-Committee noted the Report.

10. ***GW3-5 - STONECUTTER COURT - SECTION 278 (S278) HIGHWAYS AND PUBLIC REALM WORKS**

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning the Section 278 (S278) Highways and Public Realm Works for Stonecutter Court, 1 Stonecutter Street.

RESOLVED – that the Sub-Committee noted the Report.

11. ***GW5 - PEDESTRIAN PRIORITY STREETS PROGRAMME - CHANCERY LANE**

The Sub-Committee received a Report of the Interim Executive Director of Environment concerning the Chancery Lane Experimental Traffic Order (ETO) (Pedestrian Priority Streets Programme).

RESOLVED – that the Sub-Committee noted the Report.

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

There was one question.

A Member raised concerns about the inadequacy of the procurement process for the City's three independent schools, namely, that the City's centrally imposed one-size fits all approach to procurement did not provide an agile, responsive, or effective method for undertaking capital works at the schools resulting in significant extra costs and time, leaving the schools at a disadvantage against their competitor institutions.

He suggested that, as a matter of urgency, the City should establish a set of procedures for the independent schools, with the support of the Finance Committee, to allow the schools to develop their own procurement business

appropriate processes which will be robust, financially competitive, and agile, with governance and oversight at Board level.

The Chairman and the Director of Commercial, Change and Portfolio Delivery responded that the scope of the upcoming Procurement Governance Review would include an appraisal of opportunities of where the City could exercise more freedom for procurement processes for those areas which sit outside of the local authority function and/or City Fund.

Whilst welcoming the challenge, the Director cautioned that, irrespective of City Fund or City Estate status, any alterations to arrangements would require careful consideration as contracts related to physical assets, such as the schools, would still need to address the public purpose question of those assets, to adhere to procurement regulations.

13. ANY URGENT BUSINESS

There was no other urgent public business.

14. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

15. NON-PUBLIC MINUTES

RESOLVED – that the draft non-public minutes of the meeting of the Sub-Committee held on Monday, 15 April 2024 be approved as an accurate record.

16. HOUSING REPAIRS AND MAINTENANCE CONTRACTS - PROCUREMENT STAGE 1

The Sub-Committee considered a Report of the Executive Director of Community and Children's Services concerning the procurement strategy and evaluation criteria to be used in the selection of the preferred suppliers for the City of London Corporation (COL) Repairs and Maintenance contracts.

17. EXTENSION TO LIFT MAINTENANCE - RESIDENTIAL CONTRACT

The Sub-Committee considered a Report of the Executive Director of Community and Children's Services concerning a contract to provide Residential Lift Maintenance services to the Barbican and HRA Estate.

18. BULK CLOSURE OF LEGACY PROJECTS (PROJECT CLEAN SLATE)

The Sub-Committee considered a Report of the Chamberlain concerning the bulk closure of Legacy Projects (Project Clean Slate).

19. PORTFOLIO OVERVIEW

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

20. ***CITY OF LONDON POLICE - PROJECT CLOSURES**
The Sub-Committee received a Report of the Commissioner of the City of London Police providing a summary of proposed project closures, managed by the City of London Polices' Change Portfolio Office.
21. ***GW1-5 - CITY OF LONDON SCHOOL FOR GIRLS: CATERING AND DINING UPGRADE**
The Sub-Committee received a Joint Report of the City Surveyor and the Headmistress of the City of London School for Girls (CLSG) concerning the refurbishment and upgrade of the CLSG catering and dining facilities.
22. ***GW4 - CITY OF LONDON SCHOOL FOR GIRLS: SUMMER WORKS 2024-27**
The Sub-Committee received a Joint Report of the City Surveyor and the Headmistress of the City of London School for Girls (CLSG) concerning the three-year package of CLSG's cyclical maintenance and improvements revenue works programme.
23. ***GW3 - BARBICAN RENEWAL - DESIGN DEVELOPMENT**
The Sub-Committee received a Report of the CEO, Barbican Centre concerning the design development for the initial stages of the Barbican Renewal Masterplan.
24. ***GW5 - BARBICAN RENEWAL PROGRAMME - CRITICAL WORKS PHASE 0 OF INFRASTRUCTURE RENEWAL PROGRAMME**
The Sub-Committee received a Report of the City Surveyor concerning the critical works phase of the Barbican Centre Renewal Infrastructure Programme.
25. ***GW4 - WINDOWS AND COMMON PARTS REDECORATIONS - GOLDEN LANE ESTATE (PHASE 2 CULLUM WELCH, MAISONETTE BLOCKS, STANLEY COHEN AND GREAT ARTHUR HOUSE)**
The Sub-Committee received a Report of the Director of Community & Children's Services concerning Phase 2 of the Windows and Common Parts Redecorations at the Golden Lane Estate (Cullum Welch, Maisonette blocks, Stanley Cohen, and Great Arthur House).
26. ***GW5 - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS**
The Sub-Committee received a Report of the Director of Community & Children's Services concerning the installation of sprinklers to the City of London's residential tower block Petticoat Tower on the Middlesex Street Estate.
27. ***GW5 - ORACLE PROPERTY MANAGER (OPN) REPLACEMENT PROGRAMME**
The Sub-Committee received a Report of the City Surveyor concerning the Oracle Property Manager (OPN) Replacement Programme.

28. ***GW6 - CENTRAL CRIMINAL COURT: FIRE ALARM REPLACEMENTS AND ASSOCIATED PUBLIC ADDRESS SYSTEM**

The Sub-Committee received a Report of the City Surveyor concerning fire alarm replacements and the associated public address system at the Central Criminal Court.

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

There were two non-public questions.

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

There was no other non-public urgent business.

The meeting ended at 2.35 pm

Chairman

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