

PROJECTS AND PROCUREMENT SUB-COMMITTEE
Monday, 9 December 2024

Minutes of the meeting of the Projects and Procurement Sub-Committee held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 9 December 2024
at 1.45 pm

Present

Members:

Deputy Randall Anderson (Chair)
Deputy Rehana Ameer (Deputy Chairman)
Mary Durcan
Alderman Timothy Hailes JP
Alderwoman Elizabeth Anne King, BEM JP
Eamonn Mullally

Observer

Philip Woodhouse

Officers:

Genine Whitehorne	Commercial Director
James Carter	Chamberlain's Department
Oli Chowdhury	Chamberlain's Department
Michael Curtis	Chamberlain's Department
Nish Dubey	Chamberlain's Department
Zakki Ghauri	Chamberlain's Department
Sandra Milburn	Chamberlain's Department
Lisa Moore	Chamberlain's Department
Lara Opebiyi	Chamberlain's Department
Daniel Peattie	Chamberlain's Department
Charlotte Rendle	Chamberlain's Department
Loredana Sandu	Chamberlain's Department
Alice Lobb	Barbican Centre
Oonagh O'Mahoney	City of London Freemen's School
Sarah Baker	City Surveyor's Department
Pete Collinson	City Surveyor's Department
Ola Obadara	City Surveyor's Department
Gillian Howard	Environment
Ian Hughes	Environment
Gordon Roy	Environment
Tom Noble	Environment
Rob Shakespeare	Environment
John Cater	Committee Clerk

1. APOLOGIES

In advance of the meeting, formal apologies were received from Philip Woodhouse.

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

There were no declarations.

3. **MINUTES**

RESOLVED – that the draft public minutes and non-public summary of the last meeting of the Sub-Committee, held on Monday 21 October 2024, be approved as an accurate record.

4. **PORTFOLIO MANAGEMENT IMPLEMENTATION UPDATE**

The Sub-Committee considered a Report of the Chamberlain concerning the implementation of the portfolio management approach.

Members welcomed the paper and asked that the momentum was maintained over the coming months.

In response to a query, officers emphasised that stakeholder engagement was critical and ongoing opportunities for officers and Members to engage in this process would continue to be provided, it was added that post full implementation (currently anticipated in the summer) there would be an early review of how the new approach was performing, this was likely to take place in September 2025.

Officers were also keen, post-election, to draw on and leverage the relevant expertise of the new cohort of Members when it came to projects and portfolio management.

Separately, officers confirmed that a key workstream had been around establishing baseline data; this had necessitated a lot of housekeeping by way of data cleansing. Whilst this had taken time, it was anticipated that it would lead to a successful data transition.

It was clarified that due to the Major Projects following the RIBA stages, careful consideration about how these would be aligned under the new approach would be required and as such, transition would take place after all smaller projects had been moved over.

Finally, it was highlighted that, given the extensive changes the organisation would be seeing, work was being undertaken to refresh the Project Management Academy. Further updates would be provided in due course.

RESOLVED – that the Sub-Committee:

- Approved the revised phasing and key milestones for the programme.

5. **PROCUREMENT CODE REVIEW**

The Sub-Committee considered a Report of the Chamberlain concerning a review of the Procurement Code.

Several Members expressed frustration at the high number of procurement waivers requests (16) recorded over the previous year; waivers were to be undertaken by rare exception and management should ensure that there are clear consequences if officers fail to correctly comply with the process.

RESOLVED – that the Sub-Committee recommend the below to the Court of Common Council:

1. Approve the development of a new Procurement Policy and supporting framework to replace the existing Procurement Code.
2. Authorise the Chamberlain in consultation with the Chairman and Deputy Chairman, to approve changes to the Procurement Code and supporting framework to align with the new Procurement Act 2023.
3. Approve the temporary increase of the threshold for the approval of procurement options and contract awards by the Court of Common Council to £20m until 31 July 2025 whilst the new Procurement Policy is developed.

6. **REVIEW OF STRATEGIC PROCUREMENT AND CONTRACT MANAGEMENT**

The Sub-Committee considered two Reports of the Chamberlain concerning the Corporation's Strategic Review of Procurement and Contract Management.

Several Members expressed their extreme frustration at the results and analysis outlined in the Report. Poor performance in these areas had a direct impact on service end users and it was vital that the organisation came together to rectify this record.

Members offered their fulsome support and encouragement to the Commercial Director to drive improvement in these areas.

Members were encouraged by the recommendations in the Report and expressed their agreement about the need to shift from the current heavily regulated process to one that encourages a more strategic approach which allowed for calculated risk.

The Chair supported the streamlining of Member governance, suggesting that, providing local financial resource was available, the service Committee should be the sole arbiters at the initial proposal stage, and the Projects & Procurement Sub-Committee should then become involved, as an effective centre of excellence, when it came to going to market. Finance Committee should only become involved if the sum requested exceeded allocations in local risk budgets and central funding was required.

Members were supportive of a uniform approach at the internal governance stage, but asked that at this point, a determination was made around which route the procurement would then follow, i.e. depending on the status of the funds involved, a public (Procurement Act compliant) or a non-bespoke private route would be progressed.

Members noted the significant efficiencies derived from following the private route but, as custodians of taxpayers' money, acknowledged the City's

responsibilities to adhere to government procurement legislation. Whilst acknowledging the potential for efficiencies, the Commercial Director emphasised that much of the delay in the system was due to the Corporation's own internal governance procedures, not the public regulation per se.

Noting the ambition in the paper around increasing the thresholds, Members stressed that the quid pro quo for approving increases was the need for officer to cultivate more confidence and trust in a transparent process which was robustly enforced with officers held accountable. The Commercial Director responded that changes will only happen after the organisation can assure Members that the process works.

RESOLVED – that the Sub-Committee noted the Reports

7. **RESPONSIBLE PROCUREMENT MID-YEAR IMPACT REPORT**

The Sub-Committee considered a Report of the Chamberlain concerning Responsible Procurement.

Members asked officers to consider the wording to reflect the work the Corporation was doing more broadly to improve procurement processes.

RESOLVED – that the Sub-Committee:

- Approved the publication of the Responsible Procurement Mid-Year Impact Report 24-25 on our external website.
- Noted information on Responsible Procurement treatment paragraphs 13-22 in this paper.

8. **EXTENSION OF CONTRACT FOR THE PAN-LONDON SEXUAL HEALTH E-SERVICES CONTRACT**

The Sub-Committee considered a Joint Report of the Executive Director of Community & Children's Services and the Chamberlain concerning the extension of contract for the Pan-London Sexual Health E-Services contract.

RESOLVED – that the Sub-Committee:

- extended the current E-services contract with Preventx Ltd dated 15th August 2017 (currently due to expire on the 15 August 2025) for a further year to expire on 15 August 2026.

This recommendation is made concurrently with the approval of City Corporation continuing to act as the Lead Authority and accountable body for the procurement of a new Pan-London Sexual Health E-services contract and the host of the programme management service under an inter-authority agreement (Committee Report Stage 1A)

9. ***GW1-5: CITY OF LONDON POLICE - DEVICE REFRESH**

The Sub-Committee received a Report of the Chamberlain concerning the City of London Police's IT Device refresh programme.

RESOLVED – that the Sub-Committee noted the Report.

10. ***GW2: CLIMATE ACTION STRATEGY (CAS) - OPTIMISATION FOR SITES CONNECTED TO CITIGEN**

The Sub-CoThe Sub-Committee received a Report of the City Surveyor concerning the upgrade of internal heating and cooling circuits of sites and buildings connected to the Citigen district heating/cooling network.

RESOLVED – that the Sub-Committee noted the Report.

11. ***GW2: FLEET STREET AREA PROGRAMME: HOLBORN VIADUCT LIGHTING IMPROVEMENTS**

The Sub-Committee received a Report of the Executive Director, Environment concerning Holborn Viaduct Lighting Improvements.

RESOLVED – that the Sub-Committee noted the Report.

12. ***GW2: TRANSFORMING FLEET STREET - (FLEET STREET AREA PROGRAMME)**

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

RESOLVED – that the Sub-Committee noted the Report.

13. ***GW3: LEADENHALL STREET IMPROVEMENTS - CITY CLUSTER VISION PROGRAMME**

The Sub-Committee received a Report of the Executive Director, Environment concerning improvement to Leadenhall Street.

RESOLVED – that the Sub-Committee noted the Report.

14. ***GW3&4: BANK JUNCTION IMPROVEMENTS: EXPERIMENTAL TRAFFIC ORDER TO REINTRODUCE TAXIS**

The Sub-Committee received a Report of the Executive Director, Environment concerning The Bank Junction Improvements project.

In response to a query, officers confirmed that, given Members' wish to keep up the pace with this project, it was anticipated that further updates would be brought to Committees in February 2025.

RESOLVED – that the Sub-Committee noted the Report.

15. ***GW4: 2 ALDERMANBURY**

The Sub-Committee received a Report of the Executive Director, Environment concerning 2 Aldermanbury Square.

Officers confirmed that all three options outlined in the Report met the City's planning requirements, however, it was felt that, on balance, Option 2 was the

most optimal solution which would provide for the most flexibility for any future developments on London Wall.

RESOLVED – that the Sub-Committee noted the Report.

16. ***GW4: CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 3 CITY GREENING AND BIODIVERSITY (FANN STREET AND ST PETER WESTCHEAP)**

The Sub-Committee received a Report of the Executive Director, Environment concerning Phase 3 of the Corporation's Cool Streets and Greening Programme.

RESOLVED – that the Sub-Committee noted the Report.

17. ***GW4: LLOYDS AVENUE IMPROVEMENTS (COOL STREETS AND GREENING PROGRAMME AND CITY CLUSTER PROGRAMME)**

The Sub-Committee received a Report of the Executive Director, Environment concerning improvements to Lloyds Avenue.

RESOLVED – that the Sub-Committee noted the Report.

18. ***GW6: DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Dominant House Footbridge.

RESOLVED – that the Sub-Committee noted the Report.

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

There were no questions.

20. **ANY URGENT BUSINESS**

There was no other business.

21. **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.

22. **NON-PUBLIC MINUTES**

RESOLVED – that the draft non-public minutes of the last meeting of the Sub-Committee, held on Monday 21 October 2024, be approved as an accurate record.

23. **ART TRANSPORT FRAMEWORK - PROCUREMENT STAGE 1 STRATEGY REPORT**

The Sub-Committee received a Report of the Interim CEO, Barbican Centre.

24. **POLICE CYBER ALARM APPROVAL TO PUBLISH TENDER PRIOR TO NEW PROCUREMENT**
The Sub-Committee received a Report of the Commissioner of the City of London Police.
25. **CITY SCHOOLS' CATERING**
The Sub-Committee received a Joint Report of the Headmaster of the City of London School and the Headmistress of the City of London School for Girls.
26. **CONTRACT EXTENSION FOR CITY OF LONDON FREEMEN'S SCHOOL TRANSPORT MANAGED SERVICE**
The Sub-Committee considered a Report of the Headmaster of the City of London Freeman's School.
27. **EXTENSION OF LONDON WIDE HAZARDOUS WASTE COLLECTION AND DISPOSAL SERVICE CONTRACT**
The Sub-Committee considered a Report of the Executive Director, Environment concerning the extension of London Wide Hazardous Waste Collection and Disposal Service Contract.
28. **CONSTRUCTION CATEGORY BOARD RISK MANAGEMENT - COLC CONSTRUCTION RISK REGISTER**
The Sub-Committee received a Report of the City Surveyor concerning current risks facing the delivery of construction projects in the City of London Corporation.
29. ***GW1-4: THE GROTTO, WANSTEAD PARK RESTORATION 2024-26**
The Sub-Committee received a Report of the Executive Director, Environment concerning the restoration of the Wanstead Park Grotto.
30. ***GW4: IT NETWORK SEGREGATED TUNNELLING PROJECT**
The Sub-Committee received a Report of the Chamberlain concerning the IT Network Segregated Tunnelling project.
31. ***GW6: CITY JUNIOR SCHOOL EXPANSION**
The Sub-Committee received a Report of the City Surveyor concerning the expansion of the City Junior School.
32. ***GW6: IT SERVICE TRANSITION PROGRAMME**
The Sub-Committee received a Report of the Chamberlain concerning the IT Service Transition Programme.
33. **RESPONSIBLE PROCUREMENT MID-YEAR REPORT APPENDIX RESOLVED** – that the Sub-Committee noted the non-public appendix to the Responsible Procurement Report (Item 6)
34. **PORTFOLIO MANAGEMENT - APPENDIX - PORTFOLIO DASHBOARD RESOLVED** – that the Sub-Committee noted the non-public appendix concerning the Corporation's Project Portfolio Overview.

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

There were no questions.

36. NON-PUBLIC ANY URGENT BUSINESS

There was no other business.

The meeting ended at 3.00 pm

Chairman

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