

City of London Corporation

Project, Programme and Portfolio (P3) Framework

1 INTRODUCTION

- 1.1 The P3 Framework provides the framework for the conception, delivery, monitoring and closure of programmes and projects within the City of London Corporation. The purpose of the P3 Framework is to:
- Provide a structured decision-making framework to ensure that projects are viable and likely to succeed
 - Support strategic decision making for Members and senior officers – with an emphasis upon impact including climate impact, social value, and benefits/outcomes realisation. and Return on Investment (ROI)
 - Encourage consistency of delivery across the organisation whilst allowing for flexibility to respond to circumstances
 - Provide oversight of the conception and delivery of projects – the P3 Framework provides the basis for compliance and the governance requirements are proportionate to the complexity and risk of the project concerned
 - Ensure that we have policies to discharge our statutory and non-statutory duties with proper oversight and control
- 1.2 This document is not intended to be used as a project or programme management methodology; different standards can be adopted according to the specific requirements of the project or programme.
- 1.3 Unless otherwise mentioned, all figures provided in this document for the value of projects and programmes exclude any provision for risk or Value Added Tax (VAT).
- 1.4 If you have any queries or comments about the P3 Framework, portfolio, programme, or project management generally at the City Corporation, please contact the ePMO team at epmo@cityoflondon.gov.uk.

2 PORTFOLIOS, PROGRAMMES AND PROJECTS

2.1 The City Corporation has adopted Portfolio Management practices. The Corporation uses the following definitions :¹

- Portfolios: 'are used to select, prioritise and control an organisation's programmes and projects, in line with its strategic objectives and capacity to deliver. Their goal is to balance the implementation of change initiatives and the maintenance of business as usual while optimising return on investment.'
- Programmes are 'unique and transient strategic endeavours, undertaken to achieve a defined set of objectives, incorporating a group of related projects and change management activities.'
- Projects are 'unique, transient endeavours, undertaken to bring about change and achieve planned objectives, which can be defined in terms of outputs, outcomes or benefits.'

2.2 A transformation project will introduce a new service, policy or capability. Such projects deliver significant change in services, systems or processes. They will likely require dedicated resources and governance to succeed. Ongoing operational activities and services that maintain current performance levels and are repeatable should not be considered to be transformational and should not be constructed as a project.

2.3 Related projects that are interdependent upon each other and work towards shared outcomes should be grouped together as a programme and clearly identified as such within the relevant Corporation frameworks, reporting, and tools.

2.4 Each project or programme must have a defined accountable owner and a responsible owner.

- Accountable owner - This is the department or institution with the ultimate accountability for the delivery of the project or programme and for defining its desired outcomes and budget constraints. The accountable departments assign a Senior Responsible Owner (SRO) to the programme or project (see section 5)
- Responsible owner—The responsible owner is the department or party delivering the project or programme. The project or programme can be delivered by the same department as the accountable department, an external supplier, or another department within the Corporation.

2.5 The use of portfolio managers to manage individual portfolios is optional and can be assigned by individual departments as required. This role can also be undertaken using local PMO structures where these exist.

¹ Derived from the Association of Project Management (APM)

3 SCOPE OF THE FRAMEWORK

- 3.1 All revenue and capital projects or programmes considered to be Tier 3 or above (typically over £250k in total estimated cost of the project) come under the requirements of the P3 Framework.
- 3.2 Please note the following specific inclusions to the P3 Framework:
- Projects funded through revenue, transformation projects, capital projects, investment property projects, climate action strategy and innovation projects and programmes
 - The P3 Framework includes projects and programmes undertaken by the Corporation's Institutions
 - The P3 Framework applies to projects and programmes whether funded through ring-fenced funds or otherwise
- 3.3 Standalone procurements are explicitly excluded from the P3 Framework although a project or programme may contain a procurement as part of its wider delivery.
- 3.4 Any projects that start out below Tier 3 and are therefore out of scope and then develop to be Tier 3 projects will become in scope and enter the gateway approval process and requirements of the P3 Framework. It is not, in general, expected that projects will need to start from the beginning when they do so. However, advice should be sought from the EPMO on individual cases.
- 3.5 To allow projects to proceed at the appropriate speed and to ensure that the City Corporation can take advantage of circumstances as they arise, Standing Order 50(04) authorises the Town Clerk, in consultation with the Projects and Procurement Sub-Committee or the Chairman and Deputy Chairman thereof as appropriate, to vary the P3 Framework in relation to individual projects in cases when it is deemed relevant to do so. Before individual projects are proposed to be varied they must consult with the EPMO and agree an alternative structure to provide a sound basis for justifying the project or programme and for its oversight and control. Variations to the P3 Framework will only be agreed in exceptional circumstances.

4 PROJECT AND PROGRAMME TIERS

- 4.1 All projects and programmes must be tiered according to financial value, complexity and impact on people. The following are the broad definitions of each Tier:
- Tier 0 – Major capital infrastructure programme – High-profile to the City Corporation, directly addresses the strategic outcomes of the Corporation and typically has a total delivery cost of over £100m
 - Tier 1 – Complex – Delivers strategic outcomes for the City Corporation, high levels of uncertainty, requires new or innovative practice, complex to deliver – typically £20m-£100m
 - Tier 2 – Strategic – Contributes to strategic outcomes, contains uncertainty, requires some technical innovation and with moderate impact upon people – typically £5m - £20m total delivery cost

- Tier 3 – Aligns to strategic outcomes, clearly defined approach, requires some technical innovation and with minimal impact upon people – typically costs £250k to £5m
- 4.2 A project or programme that is less than a Tier 3 project (typically less than £250k) is considered to be “Business as Usual.” However, departments and institutions are encouraged to utilise the ePMO system to manage these projects.
- 4.3 Project or programme managers should use the Corporation’s tiering tool to perform the initial assessment. An estimated Tier should be undertaken at the early stage of project conception and will be refined as business cases are developed. This tiering tool should be used as guidance with the proposal for the actual tiering made by the project or programme manager with their justification for their proposed tiering of a project. City of London Corporation Portfolio Board or Project and Procurement Sub-Committee can revise tiering should they consider it appropriate to do so. The ePMO will review tiering across the Corporation and ensure consistency.
- 4.4 Investment property projects and programmes have increased Tier 3 financial provision and an increased threshold for entering the Gateway process. These levels can vary and are approved separately in agreement with RASC, Investment Committee and City Bridge Foundation.

5 PORTFOLIO GOVERNANCE

Member Governance

- 5.1 The Policy and Resources Committee will approve the City Corporation’s portfolios. This approval will occur at the annual meeting of committee Chairs at the Resource Allocation Subcommittee (RASC).
- 5.2 Projects and Procurement Sub-committee is responsible for:
- Overseeing the total portfolio of projects within the City Corporation and receiving regular high-level dashboard reports on their progress, identifying notable risks and proposed mitigations
 - Maintaining the definition of the portfolios in use within the Corporation and their constituent project and programmes, including any updates to them
 - Recommending how political oversight of relevant Tier 1 and Tier 2 projects can best be achieved where several committees are stakeholders on the proposed project
 - Reviewing the City Corporation’s project management processes, developing project management skills and expertise and systematically embedding commercial approaches that share investment and risk
 - Calling in Tier 1 – Tier 3 projects or programmes for “deep dives” into their progress where the project or programme has Corporation funding (i.e. purely CBF or CoLP projects and programmes are excluded).
- 5.3 Service Committees will oversee Tier 1 and Tier 2 projects and programmes. These Committees will:

- Approve gateways for Tier 1 and Tier 2 projects and programmes
 - Review change requests where the change will result in the total project expenditure exceeding £5m (although the authorisation for the increased budget will rest with RASC or Finance Committee and, where appropriate, Court of Common Council)
 - Receive Issues Reports on programmes and projects that have been categorised as “Red” under the status reporting of the City Corporation (including Tier 3 projects).
- 5.4 Project steering or working groups can be created for a project or programme and include Members on the governance. There are no formal terms of reference for their governance, however they could be used to engage with external stakeholders and provide recommendations to the Project or Programme Board.
- 5.5 Projects that are fully funded by City Bridge Foundation (CBF) have specific governance approvals separate to that from the remainder of the Corporation. Where projects are part funded by CBF then they should seek approval from service committees and City Bridge Foundation.
- 5.6 Tier 0 projects and programmes (i.e. capital programmes with a value of £100m+ directly delivered by the City Corporation) require approval by the Court of Common Council and Policy and Resources Committee following a full business case. Prior to approval by Court of Common Council and whilst the project or programme is in a feasibility stage, Tier 0 projects and programmes will be overseen by Service Committees.

Officer Governance

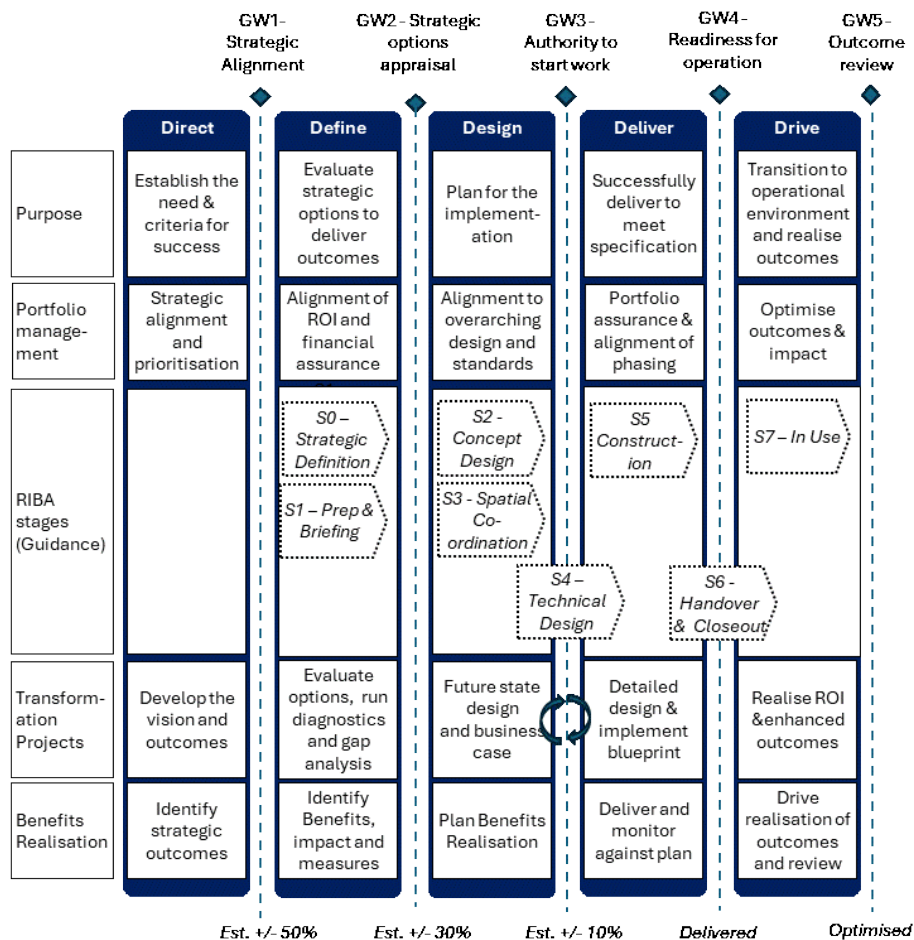
- 5.7 The City Corporation operates an officer-level City of London Corporation Portfolio Board. Town Clerk chairs this board and it meets monthly. The City of London Corporation Portfolio Board:
- Holds strategic oversight of delivery and strategic risks and opportunities, ensuring investment delivers the Corporation’s strategic aims, value for money and social value.
 - Has oversight of each of the Corporation’s portfolios and will receive regular strategic dashboards - updating on key projects which require intervention and oversight by Portfolio Board as well as Portfolio level risks and benefits
 - Makes recommendations to Members on the relative strengths and weaknesses between potential investments in projects and programmes
 - Undertakes “Deep dives” into portfolios, programmes and projects at its request
 - Endorses business cases for Tier 0-Tier 1 gateway papers before they are submitted to Member Committees – Portfolio Board can require changes before submission to Members and can advise Members on these submissions
- 5.8 In addition, each Portfolio of the City Corporation has its own departmental Portfolio Board or Institution Portfolio Board. Departmental Portfolio Boards oversee the pipeline of projects and programmes within their portfolio and are chaired by a ‘Portfolio Executive’. The boards assign SROs to Tier 1-3 projects and programmes within their Portfolio.

- 5.9 In addition, sub-portfolio boards may be established at the instigation of the departmental portfolio board. Should a Portfolio Executive deem these necessary, then they will assign an SRO to the sub-portfolio.
- 5.10 The department concerned will provide any secretariat requirements for the portfolio, programme or project boards.
- 5.11 The Chamberlain and Chief Financial Officer chairs the Chamberlain Assurance Board. The board makes recommendations to the Portfolio Board on the financial viability of gateway submissions and deep-dive financial issues to be addressed. It also makes recommendations to Portfolio Board on investments required in the Corporation's pipeline of projects and programmes. The board is primarily focused upon Tier 0 - Tier 1 projects although can also call in projects of any other tier.
- 5.12 Each Portfolio will have a 'Portfolio Executive' who holds overall accountability for the portfolio. This is normally a Executive Leadership Board (ELB) member assigned by the City of London Corporation Portfolio Board and who will sit on this board.
- 5.13 Senior Responsible Owner (SROs) will be assigned to portfolios, sub-portfolios, projects and programmes as follows:
- Sub-Portfolios – A direct report to an ELB Member assigned by the 'Portfolio Executive' of a Portfolio
 - Tier 0 Project or Programme (Pipeline and Delivery) – SLT member assigned by the City of London Corporation Portfolio Board
 - Tier 1 project or programme – SLT member or next tier assigned by the Departmental Portfolio Board
 - Tier 2 project or programme – A Direct report to a SLT member assigned by Departmental Portfolio Board
 - Tier 3 project or programme – Assistant Director or above assigned by the Departmental Portfolio Board
- 5.14 Each programme under the scope of the P3 Framework must have a programme board. These will normally be chaired by the SRO (Senior Responsible Officer) of the programme. All programmes and projects must define their decision making governance. This is normally expected to be exercised through a project board although the decisions for this board can be undertaken via correspondence where the size of the project does not warrant dedicated meetings. Advice can be provided by the Corporate EPMO team.
- 5.15 The department responsible for the delivery of a project or programme will assign a project or programme manager to each project or programme.

6 THE CITY OF LONDON CORPORATION GATEWAY PROCESS

- 6.1 All projects within the scope of the P3 Framework will follow a gated process for project development and delivery. Projects and programmes are generally expected to follow each

gate in sequence, although options exist for fast-tracking the gateways for Tier 3 and Tier 2 projects. The governance levels and extent of documentation required will differ according to each tier of the project or programme. The gateways are shown in the diagram below.



- 6.2 The gated process aims to ensure a sound basis for project delivery. At the initial gateways, business cases will be produced, and unviable projects and programmes should be identified early and closed. As the project evolves and more accurate business cases are made, the expectation is that the confidence range of costs and benefits will narrow as Officers obtain greater certainty about the project and the associated risks and issues.
- 6.3 Projects, from their conception, should estimate the total cost of delivery and benefits and state the assumptions used in their calculations. At the first gateway, these may, for example, be based on estimates from other similar projects undertaken previously. Reviewers of business cases should challenge the assumptions, examine any potential bias, and seek dissenting opinions. The critical decision at each gateway is to determine whether there is sufficient clarity as to whether it is worth investing further resources to proceed to the next gateway or whether the project should be stopped.
- 6.4 Projects and programmes proceed through a sequential series of phases and gates.

Phase	Key Activities	Documentation and artefacts
1 – Direct	The purpose of the direct phase is to develop a compelling argument for the necessity of the programme/project and to ensure its alignment with strategic objectives whilst recognising affordability limitations. Where there are two departments involved in a project, an accountable and responsible department, then it is expected that the accountable portfolio (client) will normally undertake this stage of the work. They will specify when they intend to hand the work over to any delivery team. A strategic case is produced that: • Outlines the compelling narrative as to why the project or programme is required and required at this time • Assesses the proposed outcomes consistent with the City Corporation's strategic objectives – including alignment to the Climate Action Strategy, impact on communities and businesses • An initial tiering is produced using the tiering assessment tool • An assessment of the cost saving potential, revenue generating potential, as well as the extent to which it addresses statutory requirements • Considers early cost/benefit analysis where applicable • Provides initial assessments of timescales and complexity • Outlines affordability and budget constraints • The source of proposed funding is identified and whether the funds have already been included within the capital plan • Explains the alignment to sustainability goals of the Corporation and the net zero design standard • The governance arrangements for the future gateways have been identified • Relevant lessons learned from other similar projects • The likely procurement stages that will be required and at which stages of the gateway process	Mandatory documents: • Strategic Case – including cost and benefits estimate • First iterations of tiering Assessment Optional documents: • Governance schedule • Procurement schedule • RAID Log

Phase	Key Activities	Documentation and artefacts
	Once the gateway has been approved, assign Project or Programme Manager and establish the project or programme board as required.	
2 - Define	The purpose of the define phase is to explore strategic options and develop a robust outline business case that will inform decision-making and ensure that the best approach is selected. • An outline business case is produced containing several options for the delivery of the project or programme • Evaluate costs estimates for each option – this includes the cost of doing nothing • Evaluate the funding strategy for each option • Re-evaluate the Governance & Procurement Approval Timeline • The RAID log is further updated - Identify high-level risks and assumptions (early RAID log) • Perform a sustainability climate impact assessment against the design standard – where relevant, this should include taking a full life cycle view from inception to decommissioning • Develop the plan for the subsequent gateways together with the budget for the design stage – this will be encapsulated in a project brief • Benefits development - Gather data and evidence for community/business need, consider co-design and stakeholder engagement and define 'measures for success'. At this stage, any requirement for people and change management and transformation is identified within the business case. In addition the define stage is where the design standard would be first implemented.	Mandatory documents: • Outline Business Case – including cost estimates with assumptions and benefits • Climate Impact Assessment (Net Zero Design standard for construction) and other climate action considerations • Project Brief Optional documents: • Tiering Assessment • An initial project initiation document (PID) (will be iterated throughout the project) • Governance & Procurement Approval timeline • Stakeholder engagement plan and change management plan • Equalities Impact Assessment (when relevant) • Benefits map • Procurement strategy (PT3)

Phase	Key Activities	Documentation and artefacts
		Procurement award report (PT8) post-tender
3 - Design	The purpose of the design phase is to develop a detailed business case, create comprehensive project plans, and ensure the project is ready for implementation. This stage involves refining the preferred option and undertaking an outline design. By the end of this stage the programme or project must have secured the necessary budgetary approvals. Key activities include: - Develop a detailed business case for the preferred option approved at GW2 - Re-evaluate cost estimated for the preferred option - Re-evaluate funding strategy for preferred option - Re-evaluate the Governance & Procurement Approval Timeline for preferred Option - Create a Project Schedule - Update the RAID log. - Develop an Outcomes Delivery Plan - Establish the project/programme budget. - Develop a Procurement Plan. - Prepare a Project Brief At Gateway 3 (“Authority to start work”), a proposed confidence range for all benefits, costs, and schedules must be submitted.	Mandatory documents: - Full Business Case – including cost estimates with documented assumptions - Project Initiation Document (PID) – including resource schedule - Project Schedule - Updated RAID log - Outcomes Delivery Plan (incl. benefits register) Where relevant, the next iterations of: - Tiering Assessment - Governance & Procurement Approval timeline - Stakeholder engagement plan and change management plan - Equalities Impact Assessment (Mandatory when relevant) - Climate Impact Assessment Optional documents: - Procurement strategy (PT3)

Phase	Key Activities	Documentation and artefacts
		Procurement award report (PT8)
4 - Deliver	The purpose of the deliver phase is to successfully deliver the project or programme by executing the project plan, managing resources, and ensuring that deliverables meet the specified requirements and objectives. This stage focuses on the actual implementation of project activities for projects and coordination of benefits and outputs for programmes. This phase can include completing the detailed technical design. Projects: - Execute project tasks according to the project plan. - Monitor and control project progress, ensuring alignment with the project schedule. - Manage project resources, including personnel, budget, and equipment. - Implement change control processes to manage project changes. - Conduct regular status meetings and report progress to stakeholders. - Perform quality assurance to ensure deliverables meet specified requirements - Handle project risks and issues as they arise. Programmes: - Coordinate and oversee the execution of multiple related projects. - Ensure alignment of projects with the programme's strategic objectives. - Manage interdependencies and resource allocation across projects. - Monitor the delivery of programme benefits and outputs. - Implement change control processes to manage programme-level changes. - Conduct regular programme status reviews and stakeholder communications.	Mandatory documents: - Project/ Programme Status Reports - Action and Decision log (updated continuously) - RAID log (updated continuously) - Benefits dashboard Optional documents: - Issues Reports - Change Requests - Operational readiness review - Closure plan - Procurement strategy (PT3) - Procurement award report (PT8)

Phase	Key Activities	Documentation and artefacts
	Perform quality assurance to ensure programme outputs meet strategic objectives. The default approval for the end of the deliver phase is the SRO of the project a programme. This can be changed to the project manager or a service committee according to the nature of the project or programme. Where delegated to the project manager, they must mark the completion of the end of phase on the ePMO system. However, in most circumstances, it is also recommended that an operational readiness review and accompanying documentation is produced.	
5 - Drive	The purpose of the drive phase is to complete the project or programme by transitioning deliverables to the operational environment, capturing lessons learned, and formally closing the project or programme. This stage ensures that all objectives are met, benefits are realised, and the success of the project or programme is measured against financial, non-financial, and strategic goals. - Oversee the transition of programme outputs to business-as-usual operations. - Conduct a final programme review and gather feedback from stakeholders. - Perform a benefits realisation review to confirm that expected benefits have been achieved (this should address the realisation of sustainability goals) - Capture and document lessons learned. - Formally close the programme and release programme resources. - Ensure ongoing monitoring of benefits delivery is established The Audit Team will: - Select projects and programmes for formal evaluation and audit reports developed as necessary	Mandatory documents: - Programme or Project Closure Report - Outcome Report - Lessons Learned Report NB This can be one document if the project or programme is closed prior to Gateway 3. Optional documents: - Project Casestudy

- 6.5 The ePMO monitors the progress of projects from start to finish and will use the ePMO system as the basis to do so. Departmental project teams should use the system as a working tool and maintain up to date information regarding each project or programme. This specifically includes project schedules, risk and issues, gateway submissions, tiering assessment, project team resourcing, issues reports, closure reports, status reports and change control.
- 6.6 The above requirements are a minimum for project and programme management within the City Corporation. Other documentation may be required to adhere to standards such as RIBA, the City Corporation's net zero design standard, or specific project or programme requirements. The City Surveyor's Property Projects Division provides advice on the equivalent RIBA stages.
- 6.7 Projects and programmes are expected to consult with the ePMO, the commercial team, DITS, the Governance team and Chamberlains in the first phase and on an ongoing basis.

Alignment with Financial Processes

- 6.8 The approval of budgets (both capital and revenue) and funding is set out within the financial regulations. Progress through the gateway stages will not supersede or replace other financial approvals. (Interim updates/proposal)
- 6.9 No expenditure should be incurred, either capital or revenue, without appropriate approvals as per the scheme of delegation.
- 6.10 A project may consist of both capital and revenue budgets, but these would be classified as one project in total.
- 6.11 A project with purely revenue costs will be managed inline with other revenue budgets, meaning costs must be coded directly to revenue cost centres to ensure clarity and transparency of reporting. Should feasibility costs initially incurred as revenue costs, subsequently be identified as capital, these can then be transferred to a capital cost centre.
- 6.12 Quarterly forecasts for the current financial year, and life of the project must be provided in line with the corporate monitoring guidelines to identify over/underspends and slippage within the capital programme. Major projects (Tier 0) must provide monthly forecasts in line with Major Project reporting timelines.
- 6.13 Gateway reports should include the capital and revenue budgets confirming these are still sufficient to cover the remaining forecast expenditure. If forecasts are expected to exceed these budgets, appropriate approvals to increase budgets must first be confirmed before proceeding to the next gateway.

Alignment with Procurement Processes

- 6.14 A project or programme may have procurements throughout the conception and delivery of the project or programme. These can include the need for client advisors or for a main delivery contractor. At the first Gateway, the project or programme should identify the procurements that will be necessary at each phase and provide a plan in alignment with the gateways.

- 6.15 Procurement governance is designed to ensure that all procurement is adequately scrutinised without creating unnecessary delay. Specific consideration has been given to procurements which are a part of wider project. For procurements which are part of a project, development and approval of the procurement strategy will follow the same governance as any other procurement. However, at the award stage, either the Chief Officer or the Category Board (dependent on contract value) will prepare their recommendation report which will be sent to the Senior Responsible Officer for the project. From that point it is back within project governance and the Commercial Services team will await confirmation that the award decision has been approved before continuing to complete the documentation.
- 6.16 All contracts will be subject to the Responsible Procurement Policy that requires contractors to contribute toward the City Corporation's responsible procurement commitments. Expectations of supply chain should be considered as part of the benefits realisation plan.

Alignment with Impact and Benefits Realisation Management (BRM)

- 6.17 Project and programme managers will ensure that the impact of projects and programmes, including Responsible Procurement, climate impact, social value and benefits/outcomes are assessed and managed throughout the project lifecycle. Project Managers should consult the benefits strategy and framework which defines the unified approach to Benefits Management to be taken throughout the Corporation. The Corporate impact and benefits team can be consulted upon for advice and will work with Project Managers on assurance and monitoring throughout the project's delivery and closure.
- 6.18 Responsible procurement is a critical aspect of delivering impact through our contracts and project delivery. The Responsible Procurement Policy applies to all contracts awarded by the City Corporation. It specifies specific actions required from project managers with purchasing responsibilities as well as suppliers. Where appropriate, project managers will ensure that the Benefits Realisation Plan of the project contains appropriate actions upon suppliers.
- 6.19 All projects are encouraged to demonstrate measurable outcomes to meeting the targets within the Climate Action Strategy (CAS). This is mandatory for those projects which are fully funded or co-funded by the Climate Action Strategy (CAS). All projects are required to complete a Climate Impact Assessment at Gateways 2 and to obtain approval from the Climate Action Strategy team. For construction projects, this will include compliance with the Net Zero Design Standard. Where at Gateway 2 it has been assessed that there is a climate impact, then at Gateway 3 there will be a further quantification and mitigation of the assessment.

Variations on the Gateway process

- 6.20 Project managers can access variations to fast-track projects through the gateways for Tier 2 and Tier 3 projects and programmes.
- Tier 2 projects can combine Gateways 2 and 3 where, for example, no options are to be considered for the delivery of the project or programme
 - Tier 3 projects can combine Gateways 1 to 3 and proceed directly to 'Authority to Start Work' where, for example, there is already agreed funding for the project or programme

- 6.21 When Gateways are combined, the justification must be included within the first Gateway submission that the project or programme undertakes. The Departmental Portfolio Board or Portfolio Executive decides whether to accept the proposed combination. The ePMO team can be consulted for advice.
- 6.22 An additional gateway can be utilised after Gateway 2 (Gateway 2b). This Gateway is only for those projects or programmes that need to fix a budget before entering the design phase and then subsequently vary the scope of the work during this phase. This additional gateway needs to be established and proposed as part of the first gateway submission and in consultation with the Service Committee concerned, the ePMO team and Financial services team. Any additional Gateway 2b will follow the same governance approvals as Gateway 2.
- 6.23 Programmes may have individual projects or phasing that require a funding request separate from the main programme submission. In this situation, these projects can commence the gateway process at the last stage of the overall programme and do not need to recommence from the first gateway.

7 APPROVAL OF GATEWAY SUBMISSIONS

- 7.1 The pathway for approving gateway submissions will depend upon the project or programme's tiering and the specific gateway involved. The principle is that the required governance for the project or programme increases as its cost and impact increases. The general routes for approval are as follows:
- Tier 3 – Authority for approval of all gates rests with the Portfolio Executive
 - Tier 2 – Authority for approval rests with the Service Committee(s) for Gateways 2, 3 and 5
 - Tier 1 – Gateway submissions must be approved by City of London Portfolio Board prior to submission to Service Committee(s) and at Gateway 3 (“Authority to Start Work”) the project will need to be approved by Court of Common Council
 - Tier 0 - Whilst Tier 0 programmes are at a feasibility stage (i.e., gateways 1 and 2) and are part of the pipeline of potential projects and programmes, they will be overseen by the relevant Service Committee. At Gateway 3, the project or programme will need to propose the Member governance for the programmes which will be approved by the Court of Common Council.
- 7.2 In addition, where Tier 0 - Tier 2 programmes require approval for entry onto the Capital Programme then they must do so prior to Gateway 3 (“Authority to Start Work”) through an approval by Resource Allocation Sub Committee (RASC).
- 7.3 Please see Appendix C for the precise officer boards and committees required at each Gateway for each Tier.
- 7.4 All gateway submissions must be submitted and managed through the ePMO system.
- 7.5 All officer boards must be cleared prior to entering Member Committees. For each Gateway Paper, officers will liaise with the Town Clerk’s department in order that the Report is considered

by all relevant Committees in a timeframe and order which will ensure governance is both expeditious and effective.

Officer Approvals

- 7.6 The relevant project or programme board will endorse all gateway submissions (except for the first Gateway).
- 7.7 Chamberlain's Assurance Board must receive all Gateway submissions for Tier 0 and Tier 1 (except Gateway 4). The board may call in Tier 2 projects and programmes if it wishes.
- 7.8 City Corporation Portfolio Board will act in an advisory capacity to Members for Projects and Programmes. Before submission to Members, it must endorse all gateway submissions for Tier 0-1 projects and programmes.
- 7.9 Projects or programmes fully funded by City Bridge Foundation have their own approval route. These projects will be approved by the CBF Portfolio Board. They are not required to be endorsed by either City of London Corporation Portfolio Board or Chamberlain's assurance board. Where projects are part funded by CBF then they should seek approval from both the relevant committees.
- 7.10 Projects requiring City of London Police (CoLP) endorsement will need to attend both the CoLP Strategic Change Board and the CoLP Strategic Finance Board. Other officer boards within CoLP are not required. However, the membership of these boards should be consulted as part of the construction of business cases and in project delivery.
- 7.11 No additional officer governance requirements exist for projects fully funded by the City Corporation. Any further proposed officer-level governance should be considered optional and non-mandatory.

Member Approvals

- 7.12 The Court of Common Council must approve Gateway 3 submissions with estimated costs above £20m.
- 7.13 Additional member governance requirements may apply to individual departments or institutions with cross-policy implications or cross-funding arrangements. The EPMO can advise on these requirements. In addition, the Projects and Procurement Sub-Committee and/or the Policy and Resources Committee will advise on the precise member governance requirements for individual projects and programmes with multiple member interests. This includes explicitly ICT (Information Communication Technology) and transformation projects and programmes that are cross-cutting in nature.
- 7.14 Whilst capital Tier 0 programmes are at a feasibility stage (i.e., gateways 1 and 2) and are part of the pipeline of potential projects and programmes, they will be overseen by the relevant Service Committee. At Gateway 3, the project or programme will need to be approved by the Court of Common Council. After this approval, oversight will be undertaken by a committee determined by Court of Common Council.

Urgency and delegated authority

- 7.15 Officers planning to submit papers to committees should understand the committee timetables and plan around them accordingly. A governance schedule should be constructed at the early stages of project planning and advice sought from the governance team. Urgency procedures should only be used in exceptional circumstances.
- 7.16 Where a decision is required rapidly and must be made outside of the regular Committee timetable, this can be done via the 'Urgency' system (see Standing Orders of the Court of Common Council: 41. Decisions between Meetings). In these instances, the power to make a decision will be delegated to the Town Clerk. Before exercising this power, comments from the Chairman and Deputy Chairman of the relevant Committee(s) will be sought.
- 7.17 Urgent requests are submitted to the relevant Committee clerk, who will make representations to the Town Clerk and Chairman and Deputy Chairman of the Committee.
- 7.18 A full gateway report as would normally be submitted to the relevant committee(s)) must be provided. If the decision is urgent and delegated authority has not previously been requested, you must provide a justification for the urgent decision (i.e. why can it not wait until the next meeting, why were you unable to present it at the previous meeting?). Once a decision has been taken it is reported to the next meeting of a committee and is reflected in the minutes of that meeting.
- 7.19 At meetings, Committees may decide they do not have enough information on the sitting date to make an informed decision and they may request additional information to be provided. Under such circumstances they may decide to delegate that decision outside of committee on receipt of the requested information. In these circumstances, the approval process is the same as for urgent approvals.

8 PORTFOLIO, PROGRAMME AND PROJECT STATUS REPORTING

- 8.1 The project or programme manager for every programme and project under the scope of the P3 Framework will submit a monthly status update report according to the City of London Corporation programme reporting timetable and using the ePMO system.
- 8.2 The following broad definitions are used as the status for each project or programme:

	Description	Indicative Budget Variance (Excl. Risk provision)	Indicative Schedule Variance
GREEN	Successful delivery of the project/programme to time, cost and quality appears highly likely, and there are no major outstanding issues that at this stage appear to threaten delivery	<5%	<5%

AMBER	Successful delivery appears feasible, but significant issues already exist requiring management attention. These issues appear resolvable at this stage and, if addressed promptly, should not present a significant cost/schedule overrun.	5-15%	5-15%
RED	Successful delivery of the project/programme appears unachievable. Major issues at this stage do not appear to be manageable or resolvable. The project/programme may need rebasing and overall viability re-assessed.	>15%	>15%

8.3 Please see Appendix D for other recommended criteria.

8.4 The City Corporation ePMO will produce strategic Portfolio Dashboards for each Portfolio according to the reporting timetable. These will be used as the basis for departmental portfolio board meetings. In addition, they will produce a single Portfolio Dashboard for the City of London Corporation portfolios and Tier 0 programmes. This document will report the progress of the Corporations' Portfolios, Programmes, and Projects at the City of London Corporation Portfolio Board and the Project and Procurement Sub-Committee, with the individual portfolio dashboards attached for information.

8.5 In addition, the impact and reporting team will produce Portfolio dashboards relating to benefits realisation and management, working with Project Managers and Portfolio Executives to provide assurance against benefits forecasts, delivery and risk.

8.6 There are in addition separate budget monitoring requirements from the financial services team of Chamberlains.

9 CHANGE CONTROL

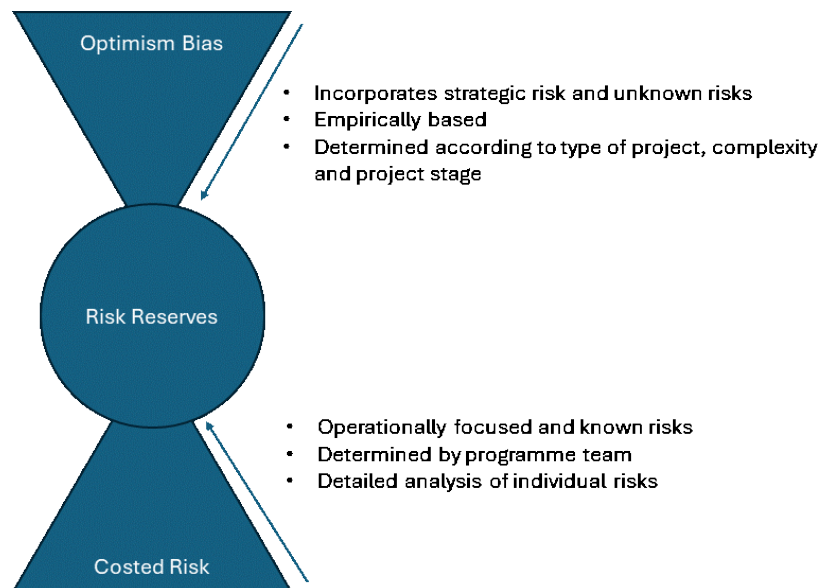
9.1 Throughout the production of gateway submissions, a proposed confidence range for the overall benefits, costs, and schedules of the project must be submitted. The project or programme manager must raise a change control whenever:

- The outcomes or specifications will be significantly different to that which have been agreed upon, i.e. there will be a shortfall against one or more of the key objectives
- The scope changes significantly due to regulatory changes, stakeholder requirements, project risk mitigation or missing requirements
- The financial implications will be higher than the agreed confidence range (capital or revenue expenditure)
- The expected benefits are lower than the agreed confidence range

- 9.2 When smaller changes are required below these thresholds then they should still be recorded in the ePMO system but can be approved by the Senior Responsible Owner (SRO).
- 9.3 The process contained within this section is separate to any contractual project change process that individual projects or programmes may have with suppliers.
- 9.4 The relevant departmental Portfolio Board must review the change control. Changes to projects and programmes can then be approved as follows:
- Tier 3 projects: by the relevant departmental Portfolio Board, providing that the total estimated expenditure of the project will not exceed £5m or if the change is accounted for by costed risk provision
 - Tier 2 projects: by the Service Committee concerned
 - Tier 1 projects: by the Service Committee concerned via the City of London Portfolio Board
 - Tier 0 project: All change requests for Tier 0 projects are submitted to the City of London Corporation Portfolio Board. The lead Service Committee approves the change if the project is before Gateway 3. If it is after Gateway 3, then the agreed governance committee approves the change control.
- 9.5 In addition, if additional City Corporation resources are required (i.e., from central resources, not local risk budgets), the change request must be approved at the next meeting of the Resource Allocation Subcommittee and from Finance Committee for appropriate adjustments to the City Corporation's Capital Programme. If the change control results in additional expenditure then the business case should be reviewed by the project manager and the SRO to determine whether the project is still viable.
- 9.6 Once approved, the change is integrated into the project schedule and resourcing, and a revised PID is issued to the Project or Programme Board. The project will no longer be considered "Red," and progress will be reported against the new plan.
- 9.7 Any proposed project scope, timeline, updated PID or resource changes must be submitted using the ePMO system. This will include details such as the nature of the change, rationale, budgetary impact, and resource implications.

10 RISK MANAGEMENT

- 10.1 Risk management is designed to address the proven tendency to be biased regarding capital costs and operating costs, project duration, and benefits delivery. Within the Corporation both 'costed risk' and 'optimism bias' approaches are utilised. Both approaches are mandated for projects which are Tier 0 or Tier 1. They are outlined in the diagram below.



- 10.2 The costed risk analysis determines the overall costed risk provision. Any agreed Costed risk provision will be set aside from the project budget and cannot be accessed without a budget adjustment being authorised by the project or programme's SRO. If the cumulative total costed risk drawn down by a project exceeds or is equal to £500,000, then a progress report detailing the reasons for the drawdown will be required for City of London Corporation Portfolio Board and the Service Committee concerned.
- 10.3 Where an optimism bias analysis has determined that there is likely to be further risk that has not yet been identified, then the additional provision can form an 'optimism bias' reserve. This provision can only be drawn down from authorisation from the Service Committee concerned as well as Finance Committee.
- 10.4 A completed corporate risk register is a compulsory requirement upon all projects and programmes within the scope of the P3 Framework. The ePMO system will be used for all aspects of the risk management process, including risk registers, assessment results, mitigation plans, and contingency plans.
- 10.5 Officers can request a costed risk provision at each Gateway stage based on seeking a provision to deal with contingent items (should they arise) before the next Gateway. The provision will not automatically roll forward at each gateway, and the case for costed risk must be made again. In addition, costed risk or optimism bias provision funding awarded for closed risks will be returned to its source at the next Gateway opportunity.
- 10.6 The ePMO, as well as the Audit service, will instigate reviews of risks across the Corporation's portfolios, programmes and projects.

11 PROJECT AND PROGRAMME CLOSURE

- 11.1 Once a project has entered the Gateway process it must have a formal closure. The closure process is triggered upon practical completion of deliverables or the project's cancellation.

Formal procedures apply both at the planned conclusion of the project after delivery (Gateway 5) or when the project or programme is closed at an earlier Gateway.

11.2 Closure reports must be submitted within twelve months of a project or programme entering Gateway 4 or after the decision to close a project. Should this not be possible (e.g., due to a commercial dispute), the closure report is still required within the twelve-month window; however, a supplementary outcome report can be produced later.

11.3 Closure reports are required to be submitted as follows:

	Before Gateway 3 (Authority to Start Work)	After Gateway 3 (Authority to Start Work)
Tier 0	The relevant Service Committee	The relevant Committee
Tier 1	The relevant Service Committee	The relevant Service Committee
Tier 2	City of London Corporation Portfolio Board	City of London Corporation Portfolio Board
Tier 3	Departmental Portfolio Board	Departmental Portfolio Board

11.4 The project or programme manager must update the status of the project or programme on the ePMO system. Projects and programmes should continue to provide status reports and be updated on the portfolio dashboard until they have been formally closed. A project can only be formally closed once a member of the ePMO team has approved it to do so.

11.5 The Project and Procurement sub-committee (PPsC) will be informed of projects and programmes that have been closed through portfolio reporting.

11.6 Projects are encouraged to capture lessons learned throughout the project lifecycle, but this exercise must be undertaken as part of the final phase. The approach to lessons learned should be defined and approved as part of the Project Initiation Document (PID).

11.7 The closure report must follow the template and should outline the project's outcomes, its benefits (and disbenefits), completion of project deliverables, stakeholders' satisfaction, resolution of any commercial disputes, settlement of accounts for the project, and successful handover to an operational environment.

11.8 Projects must consider case study opportunities with communities, businesses and stakeholders as the project delivers against its aims. In addition, consideration should be given to lessons learned concerning benefits management to apply to future projects/programmes.

APPENDIX A – GLOSSARY OF TERMS

Term	Definition
Benefit/output/outcome	Benefit A positive and measurable impact of change. Output The tangible or intangible product typically delivered by a project. Used interchangeably with deliverable and product. Outcome The changed circumstances or behaviour that results from the use of an output and leads to realisation of benefits Definition from APM Body of Knowledge 7th edition
Benefits Management and Realisation	Benefits management is the identification, definition, planning, tracking and realisation of benefits. Benefits realisation is the practice of ensuring that benefits are derived from outputs and outcomes. Project success is the satisfaction of stakeholder needs and is measured by the success criteria agreed at the start of a project. Definition from APM Body of Knowledge 7th edition
Biodiversity	The variety of plants and animals and other living things in a particular area or region. It encompasses habitat diversity, species diversity and genetic diversity. Biodiversity has its own value and has social and economic value for society.
Capital project	A long-term, substantial investment project aimed at creating, improving or maintaining a significant physical asset such as infrastructure, buildings or machinery.
Carbon Footprint	The amount of carbon dioxide (CO ₂) emissions associated with all the activities of a person or other entity (e.g., building, corporation, country, etc.).
Carbon sequestration	The process by which a carbon sink, such as forestry, reduces the amount of greenhouse gases in the atmosphere. The City Corporation is protecting and enhancing carbon removal potential through land management practices and habitat creation.
Climate Action	Efforts taken to reduce greenhouse gases and build resilience to create adaptability to climate change.
Climate Action Strategy	The City Corporation's Climate Action Strategy was adopted in 2020 and is a fully funded strategy with £68m to invest across six years. We have committed to the following four targets: Achieve net zero carbon emissions from our own operations by 2027: Emissions refers to direct emissions produced by our activities and assets that we own or control.

	Operations refers to the sites, mainly buildings, that the City Corporation owns and operates, which include offices, residential housing, open spaces, schools and markets. Achieve net zero carbon emissions across all our activities, including investments and supply chain, by 2040: Emissions refers to indirect emissions produced by our activities and assets that while we do not control of, we have influence over them. Value chain refers to our financial investments, leases and supply chain. Support the Square Mile to reach net zero by 2040: Emissions refers to city emissions produced from buildings, public spaces, infrastructure, operations and stakeholders in the Square Mile. Square Mile refers to all buildings, public spaces, infrastructure, operations and stakeholders within the 1.12 square mile of the City of London. Building climate resilience across our buildings, public spaces and the Square Mile: Building resilience refers to making interventions to mitigate the risks of climate change.
Climate Change	The United Nations Framework Convention on Climate Change defines this as a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere, and which is in addition to natural climate variability observed over comparable time periods.
Climate Impact Assessment	An Assessment to be carried out for every project, tailored to project type and tier, which assesses the impact of the project on the climate and CAS. It might include compliance with our Net Zero Design Standard, Circular Economy Framework, planning guidance, climate resilience, and impact on nature and biodiversity.
Climate Resilience	The ability to prepare for, recover from and adapt to the impacts of climate change. For the City of London this will mean hotter drier summers, warmer wetter winters, more extreme weather events and sea level rise.
Costed risk provision	Funding allocated to project budgets to deal with risk items, should they arise.
Embodied Carbon	The carbon footprint of a material. It considers how many greenhouse gases (GHGs) are released throughout the supply chain and is often measured from cradle to (factory) gate, or cradle to site (of use).
Gateway Process	Current governance procedures for projects within the City Corporation. Projects proceed incrementally through stages subject to approval at each gateway.
Greenhouse Gases (GHGs)	Greenhouse gases contribute to the greenhouse effect, which prevents heat loss from the Earth's atmosphere. Primary greenhouse gases include carbon dioxide, methane, and water vapor, with others like nitrous oxides

	and fluorinated gases. Human activity has increased concentrations of these gases.
Issue	Issues are risks that have materialised. They are the current problems or obstacles that are affecting the project or programme.
Issues Report	Reports outlining issues which could impact on project delivery and require attention. Issues reports can be submitted at any stage.
Nature Recovery	The process of restoring and improving the natural environment to benefit wildlife and people. It includes creating wildlife-rich places, restoring habitats, and improving access to nature.
Net Zero Design Standards	An internal set of standards to accelerate the net zero transition of our housing, corporate and investment portfolios. Designers and developers must comply by incorporating net zero and climate resilience considerations across the whole life cycle of an asset.
Net Zero Emissions	This is achieved when emissions of greenhouse gases caused by human activity to the atmosphere are balanced by removals over a specified period.
P3 Framework	Framework for application of projects to ensure consistency in how projects are delivered across the organisation.
RAID	A RAID (Risks, Assumptions, Issues and Dependencies) serves as the centralised repository for capturing, tracking and monitoring these elements throughout the project lifecycle.
Responsible Procurement and Policy	The Responsible Procurement Policy applies to all contracts awarded by the City Corporation. It requires action from officers with purchasing responsibilities and suppliers. Responsible procurement — or in other words, sourcing products and services ethically, sustainably, and from organisations that share our values — is integral to the broader Corporate Plan at the City Corporation. As a responsible business we seek to use our spending power to the benefit of our community and wider stakeholders.
Responsible Procurement Policy Commitments	The City Corporation commits to working with its supply chain to: Take Climate Action and minimise environmental impacts of procurement on our operations and throughout our supply chain Encourage and facilitate Supplier Diversity (Diverse Owned Enterprises and SMEs) through direct contracts, partnerships and active monitoring Embed equity, diversity and inclusion throughout the contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain and industry Protect human rights in our supply chain by working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses

	Facilitate meaningful work-related opportunities, which are actively targeted to enable social mobility and inclusion Achieve meaningful social value outcomes according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement There are toolkits with more information on why each commitment is important and how to implement.
Risk	A risk can be defined as “the effect of uncertainty on our objectives”. It can also be expressed as the chance of something affecting our business objectives. Once realized it becomes an issue.
Senior Leadership Team (SLT)	The leadership team for the City of London Corporation comprised of Chief Officers. SLT holds officer executive oversight of Tier 0 programmes, strategies, processes and systems. It includes: • Town Clerk and Chief Executive • Chamberlain and Chief Financial Officer • Comptroller and City Solicitor • Chief Strategy Officer • Executive Director of Community and Children’s Services • Chief People Officer • Deputy Town Clerk • Executive Director, Innovation and Growth • Executive Director, Environment • Executive Director, Corporate Communications and External Affairs • City Surveyor and Executive Director of Property • The Remembrancer
Service Committee	Committee that specialises in a certain area and holds the budget/is seeking the works. Sometimes called Spending Committee.
Service Committees	Committee that specialises in a certain area and holds the budget/is seeking the works. Each department has a representative Committee. Sometimes called Spending Committee.
Social Value	Whilst the Corporation does not yet have an organisation-wide definition of social value, in addition to responsible procurement social value can refer to the benefit of a project/programme to communities and wider stakeholders including: the sum total of all the positive effects deriving from an activity, project, or intervention of any kind. This goes beyond the direct economic impact that a project has (i.e. the income/revenue it generates minus the cost of completing it) to factor in:

	Indirect economic benefits - e.g. money recirculating through local supply chains, the upskilling of workforces, job creation Environmental benefits - e.g. reductions in carbon emissions, the restoration of natural environments and preservation of biodiversity Wellbeing benefits - e.g. measures to support the physical and mental health of workforces and communities, providing well-paid, meaningful work Social benefits - e.g. provision of communal amenities like libraries, playgrounds, and community spaces, support for and involvement with community group. Definition from Thrive Platform Projects and programmes can create additional social, economic and environmental benefits. In the built environment social value is created when buildings, places and infrastructure improve people's quality of life (UKGBC) Using our levers through 'Impact investing' to generate positive, measurable social and environmental impact alongside a financial return - Global City Report, 2024 The enduring and systemic change created within communities that leads to improved quality of life and results in a more inclusive, equitable and just society - ARUP, whitepaper 2022
Total estimated cost	The total estimated cost to design and deliver the project from start to finish, including fees, works, staffing etc. As you proceed through the gateway process, you will vary this total incrementally and any costed risk provision drawn down should be included in the next update to the total estimated cost.
Total estimated cost	The total estimated cost of the total package of activity on a project, itemised into different line items such as Staff, Works, Fees etc.
Transformation Project	A transformation project is a strategic initiative aimed at fundamentally changing the operations, processes, culture or technology within the Corporation or one of the institutions. They also include Transformation portfolio currently also includes cost-saving projects or income generation.
Whole Life Costing	Measuring the cost of an asset over its entire life including maintenance, repair, operational cost, potential disposal cost.

APPENDIX B – TIERING DEFINITIONS

Tier	Definition	Estimated total cost
er Tier 0 – Major Programme	• Major capital infrastructure programme • High-profile to the City of London Corporation • Directly addresses the strategic outcomes of the Corporation	£100m+
Tier 1 - Complex	• Delivers strategic outcomes • Complex to deliver • High levels of uncertainty • Requires new or innovative practice • Significant impact on people	£20m-£100m
Tier 2 - Strategic	• Contributes to strategic outcomes • Some uncertainty • Requires some technical innovation • Moderate impact on people	£5m-£20m
Tier 3 – Tactical	• Aligns to strategic outcomes • Clearly defined delivery approach • Requires little innovation • Minimal impact on people	£250k-£5m

APPENDIX C – GATEWAY APPROVALS BY TIER

Please note for all tiers: Projects fully funded by City Bridge Foundation are not required to be seen at Portfolio Board, Chamberlains Assurance Board or RASC.

TIER 0

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓		✓
Chief Officer Approval/Portfolio Executive	✓	✓	✓	**	✓
Chamberlain Assurance Board	✓	✓	✓		✓
Priorities Board (new capital bids)	✓*				
City of London Portfolio Board	✓	✓	✓		✓
Member Committees					
Service Committee(s)	✓	✓	✓		
Nominated Committee (***)					✓
RASC	✓*				
Court of Common Council			✓		

(*) = Prior to Gateway 3 (Authority to Start Work) the project must approve the budget for the delivery of the project or programme with RASC where it is to be included in the capital programme. This can occur at any stage prior to GW3.

(**) = At Gateway 4 (~Readiness for Operation) responsibility defaults to the SRO of the project or programme. However, this can be specified to reside elsewhere at the previous Gateway 3.

(***) = At Gateway 3 ("Authority to Start Work") responsibility for the delivery of the project or programme is assigned to a particular committee and approved at Court of Common Council

TIER 1

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓	**	✓

Chief Officer Approval/Portfolio Executive (***)	✓	✓	✓		✓
Chamberlain Assurance Board	✓	✓	✓		✓
Priorities Board (new capital bids)	✓*				
City of London Portfolio Board	✓	✓	✓		✓
Member Committees					
Service Committee(s)		✓	✓		✓
RASC (new capital bids)	✓*				
Court of Common Council			✓		

(*) = Prior to Gateway 3 (Authority to Start Work) the project must approve the budget for the delivery of the project or programme with RASC where it is to be included in the capital programme. This can occur at any stage prior to GW3.

(**) = At Gateway 4 (~Readiness for Operation) responsibility defaults to the SRO of the project or programme. However, this can be specified to reside elsewhere at the previous Gateway 3.

TIER 2

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓	**	✓
Chief Officer Approval/Portfolio Executive (***)	✓	✓	✓		✓
Priorities board (new capital bids)	✓*				
Chamberlain Assurance Board					✓
City of London Portfolio Board					✓
Member Committees					
Service Committee(s)		✓	✓		✓

RASC (new capital bids)	*				
Court of Common Council					

(*) = Prior to Gateway 3 (Authority to Start Work) the project must approve the budget for the delivery of the project or programme with RASC where it is to be included in the capital programme. This can occur at any stage prior to GW3.

(**) = At Gateway 4 (Readiness for Operation) responsibility defaults to the SRO of the project or programme. However, this can be specified to reside elsewhere at the previous Gateway 3.

(***) = Projects requiring CoLP endorsement need to attend both the Strategic Change Board and the Strategic Finance Board. Other officer boards within CoLP are not required. However, the membership of these boards should be consulted as part of project delivery.

TIER 3

	GW1	GW2	GW3	GW4	GW5
Officer Boards					
Programme or Project Board		✓	✓	*	✓
Chief Officer Approval/Portfolio Executive(**)	✓	✓	✓		✓
Chamberlain Assurance Board					
City of London Portfolio Board					
Member Committees					
Service Committee(s)					
RASC (new capital bids)					
Court of Common Council					

(*) = At Gateway 4 (~Readiness for Operation) responsibility defaults to the SRO of the project or programme. However, this can be specified to reside elsewhere at the previous Gateway 3.

(**) = Projects requiring CoLP approval are endorsed at both the Strategic Change Board and the Strategic Finance Board. Other officer boards within CoLP are not required. However, the membership of these boards should be consulted as part of project delivery.

APPENDIX D – RAG STATUS DEFINITIONS

Status	Recommended criteria
RED	• Increase of greater than 15% or more in the total estimated cost • Significant increase requested against approved budget • Delays against critical milestones, causing slippage of 10% or more against the estimated baseline completion date/range • Problems with quality that lead to significant work at additional cost or impact the VFM/benefits realisation • Failure to meet one or more of the project's SMART targets • Significant lack of resources that cannot be resolved by the Project Manager • Dissatisfaction or resistance from stakeholders that mean acceptance may be delayed or the benefits not achieved • Scope change that creates significant negative impact on the project costs/timescales, VFM or benefits realization
AMBER	• Increase of 5-15% in the total estimated cost • Moderate increase requested against approved budget • Delays against baseline critical milestones, causing slippage of up to 5-10% against the estimated baseline completion date/range • Problems with quality that can be managed with minimal impact • Danger of being unable to meet one or more of the project's SMART targets • Lack of resources that can be mitigated by the Project Manager; • Dissatisfaction or resistance from stakeholders addressed by the Project Manager • Possibility of scope change being mitigated by the Project Manager
GREEN	• Up to 5% change in total estimated cost • Delays against baseline critical milestones, causing slippage of up to 5% against the estimated baseline completion date/range • Quality at expected levels • Project SMART targets expected to be met • No resource problems identified • Stakeholders remain satisfied • No changes to scope or scope change with no further implications for cost/quality/time.

APPENDIX E – ILLUSTRATIVE QUESTIONS AT EACH GATEWAY

Gateway 1 – Strategic Alignment	1. Does the programme meet its Portfolio outcomes and objectives? How does this project contribute towards achievement of the Corporate Plan, Climate Action Strategy, SME Strategy or other corporate objectives? 2. Is this programme needed now? 3. Have critical stakeholders been identified? How will the public react? 4. What are the criteria for successfully delivering this project? What are the cost constraints and ROI expectations. 5. Are the strategic risk scenarios plausible?
Gateway 2 – Strategic Options Appraisal	1. Have credible alternatives been assessed? 2. To what extent are we free from bias in our financial estimates? 3. Have the cost and benefit assumptions underpinning the business case been challenged? 4. Which option maximises social value and financial return, given the risk? How ambitious are our climate impact requirements? 5. Have lessons been learned from previous project delivery?
Gateway 3 – Authority to start work	1. Do I have confidence in the business case to approve the investment? 2. How do we know that plans are accurate? 3. Is the risk provision appropriate for a project of this type? 4. Have stakeholders and the public been adequately engaged? 5. Has a budget been secured to deliver the programme?
Gateway 4 – Readiness for Operation	1. Is the operation ready to accept the programme outcomes and deliverables? Are criteria suitable? 2. Have all deliverables been quality-assured? 3. Are the original outcomes still going to be achieved? 4. Have all the critical risks and issues been resolved? 5. How will the operation drive through the realisation of outcomes and benefits?

Gateway 5 – Outcome Review	1. Did the project and programme deliver the outcomes expected from it – what evidence do we have? e.g. did we realise climate impact requirements or other social value benefits post completion 2. What lessons did we learn from this programme? 3. How will these lessons impact other projects and programmes? 4. What changes have been made to the business plan? 5. Have all defects now been resolved?
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