PROJECTS AND PROCUREMENT SUB-COMMITTEE
Monday, 16 June 2025

Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 16 June 2025 at 1.45 pm

Present

Members:
Deputy Benjamin Murphy (Chairman)
Simon Burrows
Deputy Anne Corbett
Alderman Timothy Hailes JP
Stephen Hodgson
Deputy Andrien Meyers

Observer:
Deputy Timothy Butcher

Officers:

Genine Whitehorne	-	Commercial Director
Ola Obadara	-	Property Projects Director
Nadhim Ahmed	-	Chamberlain’s Department
Oliqur Chowdhury	-	Chamberlain’s Department
Michael Curtis	-	Chamberlain’s Department
Nish Dubey	-	Chamberlain’s Department
Sandra Milburn	-	Chamberlain’s Department
Matthew Miles	-	Chamberlain’s Department
Lisa Moore	-	Chamberlan’s Department
Ellen Murphy	-	Chamberlain’s Department
Monica Patel	-	Chamberlain’s Department
Charlene Ulett-Fakolujo	-	Chamberlain’s Department
Mitch Walker	-	Chamberlain’s Department
Alice Lobb	-	Barbican Centre
Matt Baker	-	City Surveyor’s Department
Mark Donaldson	-	City Surveyor’s Department
Sophie Courtright	-	Community and Children’s Services
John Cater	-	Committee Clerk

1. **APOLOGIES**
   In advance of the meeting, a formal apology for absence was 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 public minutes and non-public summaries of the last meeting of the Sub-Committee, held on Monday, 19th May 2025, be approved as an accurate record.

4. **FORWARD PLAN**

The Sub-Committee received the Forward Work Plan.

The Chairman informed Members that the Plan would be updated shortly with the remaining 2025/26 Sub-Committee meeting dates.

RESOLVED, that – the Sub-Committee noted the Report.

5. **NEW PROJECT PROCEDURE / P3 FRAMEWORK**

The Sub-Committee considered a Report of the Chamberlain concerning the City Corporation's new Project Procedure.

Several Members commended the paper – it represented the culmination of an enormous piece of work which would, with a successful rollout, provide the Corporation with a step change in how the organisation both manages and delivers successful outcomes from projects.

The Commercial Director welcomed these comments and confirmed the Procedure had received fulsome endorsement at the Town Clerk's most recent Senior Leadership Team meeting with colleagues noting that this represented a whole organisation solution.

Fundamentally, it was anticipated that the new procedure would enable Members to both focus on the strategic challenges facing the organisation and retain confidence that day-to-day operational project activity was being managed robustly with risks mitigated and reporting and escalatory channels put in place should concerns arise.

A Member noted that they were encouraged by the level of stakeholder engagement over the course of this work and it was apparent that the initial degree of scepticism held by some officers had been changed to one of relative confidence about the future outlook.

Whilst acknowledging the principle for the need for higher thresholds as proposed in the procedure, Members urged caution, particularly in the initial phase and asked that controls and robust reporting was put in place to ensure the Sub-Committee had broad oversight of those projects which now fell below the threshold for Member governance; officers would work on the best solution to present this to the Sub-Committee. The Chairman proposed that Red rated projects were, as a given, highlighted to the Sub-Committee with emerging Amber rated items also being submitted for scrutiny.

Separately, Members urged officers to hold a tough line against any departmental and/or Service Committee attempts to deviate from the approach outlined in the new procedure. Whilst flexibility to accommodate specific particularities should be exercised, this should be by exception and clearly result in beneficial outcomes for both the department/institution and the Corporation itself, with the cost of allowing flexibility clearly spelt out. Any proposed changes should also come before the Sub-Committee for scrutiny and sign-off. Additionally, it was stressed that Report templates needed to stay consistent.

It was anticipated that the new Project Procedure would enhance contract management at the City Corporation, which traditionally had a patchy record with pockets of good and bad practice and outcomes. There was recognition that contract management was a broader piece of work which was being enhanced by new Learning & Development opportunities being rolled out, plus greater collaboration between the corporate centre and those parts of the Corporation family which traditionally did not manage a high volume of contracts.

Officers emphasised that financial reporting would be significantly more streamlined under the new Procedure with greater clarity about the approved budget and project spending embedded in the reporting for officers and Members alike to oversee.

Members stressed the critical importance of ensuring Cora was bedded down as soon as possible; they were encouraged by the confirmation that Chamberlain's representatives were embedding themselves across departments to work on ensuring that the data going into Cora was robust.

Officers confirmed that Cora consolidation with ERP was envisaged in 2026; this was due to the latter programme being six to nine months behind the Cora roll out. A Report, focussing on this, provisionally titled - Phase 3: financial integration, would be submitted to the Sub-Committee in due course.

The Chairman informed the Sub-Committee that he was working with officers on a number of small tidying up amendments in the Procedure document; these would be included in the version of the Procedure paper submitted to the Court of Common Council meeting at the end of July. He asked for a decision tree to be added to the document as this would, in time, provide officers with a clear and accessible go-to guide for most governance queries.

Members agreed that, going forward, the best nomenclature for this was Policy Framework, this provided the optimal way to embed this across the organisation with the requisite controls in place, plus clarity around responsibilities and accountability.

Officers clarified that most requirements for Tier 0 were the same as Tier 1; the distinction between these Tiers concerned Member governance, namely, Tier 0 projects, comprising the major construction programmes at the City Corporation of £100m +, had for some years been overseen by the Capital Buildings Board (CBB).

Members asked that consideration be given to ensuring that Cora licenses were being utilised in the most efficient manner; it was important to clearly identify what, amongst the body of activity which sat under the £250K threshold fell out of scope, due to it being, for instance BAU work, officers would come back to the Sub-Committee on this point and to provide assurance on best use of Cora licenses.

After a Member identified a discrepancy concerning the time slippage definition for Red RAG Status in the Procedure, it was clarified by officers that this should be 15% (as opposed to the 10% stated on page 65 which was a typo).

In response to a query, officers confirmed that the principles of the City Bridge Foundation's Project Framework were aligned with the new project procedure.

RESOLVED, that – the Sub-Committee:

1. Approve the new P3 Framework, including:

    a) Approved the new project gateways – paragraphs 16-21
    b) Approved the increase of delegated authority to £5m for Chief Officers – paragraph 21
    c) Approved the increase of the threshold for Court of Common Council to receive gateway submissions to £20m – paragraph 21
    d) Noted the increase to £250k threshold for entering the gateway process – paragraph 21
    e) Approved that once a "Red" project approves a re-baselined plan with the Service Committee and Project and Procurement Sub-Committee, it can then proceed as a "Green" project – paragraph 21
    f) Approved the SRO of a project or programme to have delegated authority to draw down against the agreed costed risk profile – paragraph 21

2. Expanded the use of optimism bias with the established 'optimism bias' reserve to be authorised from the Service Committee and Finance Committee – paragraph 21

3. Noted that the new P3 Framework will take effect at a launch event on 25th November 2025

4. Approved that further updates can be made to the P3 Framework with approval from CoL Portfolio Board with Members approving changes to the delegation levels

5. Authorised the Chamberlain to make the necessary amendments to other documentation i.e. the Corporation's Financial Regulations and the Procurement Code in order to align these documents with the Framework.

6. PAN-LONDON SEXUAL HEALTH ESERVICE (SHL.UK)

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

RESOLVED, that – the Sub-Committee endorsed the procurement to the Finance Committee and the Court of Common Council for the replacement E-services contract, due to commence on 15 August 2026.

The Sub-Committee noted that this recommendation was made following the approval of the 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 (IAA).

7. **RESPONSIBLE PROCUREMENT IMPACT REPORT FY24-25**

The Sub-Committee considered a Report of the Chamberlain concerning the publication of the Responsible Procurement Impact Report for 2024/25.

Several Members welcomed the Report and encouraged officers to communicate the success of the work in this area more broadly; for example, by providing the representatives of some of the SMEs visibility via the Corporation's communication channels. It was particularly helpful to display to other London bodies outside of the Square Mile, such as the GLA, the successful impact the City was making through these efforts.

Officers confirmed that the efforts made in this area do feed back into the City Corporation's ambitions with respect to the Social Mobility Employer Index.

Officers informed Members that additional introductory comments from the Chairman of the Sub-Committee would be included in the final Report. These would sit alongside the wording at the beginning of the Report from the Town Clerk & Chief Executive.

It was confirmed that external publication of the Impact Report was scheduled for the first week of July.

RESOLVED, that – the Sub-Committee approved the publication of the Responsible Procurement Impact Report 2024-25 on our external website

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

There were no public questions.

9. **ANY URGENT BUSINESS**

There was no additional urgent public business.

10. **EXCLUSION OF THE PUBLIC**

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

11. **NON-PUBLIC MINUTES**
RESOLVED, that - the non-public minutes of the last meeting of the Sub-Committee, held on Monday, 19th May 2025, be approved as an accurate record.

12. **UPDATE ON PROCUREMENT TRANSFORMATION**
The Sub-Committee received a Report of the Chamberlain concerning the progress following the "Review of Strategic Procurement and Contract Management Recommendation Report" presented to the Projects and Procurement Sub-Committee in December 2024.

13. **ART TRANSPORT FRAMEWORK - PROCUREMENT STAGE 2 AWARD**
The Sub-Committee considered a Joint Report of the Interim CEO, Barbican Centre and the Chamberlain concerning the award for the Art Transport Framework Agreement for the City of London Corporation.

14. **MANAGED PRINT SERVICES - PROCUREMENT STAGE 2 AWARD**
The Sub-Committee considered a Report of the Chamberlain concerning the award of the Managed Print Services contract for the City of London Corporation.

15. **CITIGEN AND HEAT NETWORK ZONING – PREFERRED WAY FORWARD**
The Sub-Committee received a Report of the City Surveyor concerning low-carbon heat networks in the Square Mile.

16. **INCREASE IN CONTRACT VALUE FOR IFM LOT 6 - POLICE AND COURTS**
The Sub-Committee received a Report of the City Surveyor concerning an increase in the contract value for Integrated Facilities Management for Lot 6 – Police and Courts.

17. **GW2: SUMNER BUILDINGS**
The Sub-Committee received a Report of the Director of Community & Children's Services concerning the Sumner Buildings, Southwark.

18. **PORTFOLIO DASHBOARD COVER REPORT - JUNE 2025**
The Sub-Committee received a Report of the Chamberlain concerning the status of various projects within the City of London Corporation.

19. **NON-PUBLIC APPENDIX (RESPONSIBLE PROCUREMENT IMPACT REPORT 2024-25)**
The Sub-Committee considered the non-public appendix to Item 7.

20. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**
There was one non-public question.

21. **NON-PUBLIC ANY URGENT BUSINESS**
There was one item of non-public urgent business.

The meeting ended at 3.10 pm

Chairman

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