

PROJECTS AND PROCUREMENT SUB-COMMITTEE
Tuesday, 14 October 2025

Minutes of the meeting of the Projects and Procurement Sub-Committee held at
Committee Rooms, 2nd Floor, West Wing, Guildhall on Tuesday, 14 October 2025 at
3.00 pm

Present

Members:

Deputy Benjamin Murphy (Chairman)
Philip Woodhouse (Deputy Chairman)
Simon Burrows
Deputy Timothy Butcher
Deputy Anne Corbett
Alderman Timothy Hailes JP
Stephen Hodgson

Observer:

Deputy Andrien Meyers

Officers:

Genine Whitehorne	- Commercial Director
Ian Hughes	- City Operations Director
Ola Obadara	- Property Projects Director
Nadhim Ahmed	- Chamberlain's Department
Kashi Akhtar	- Chamberlain's Department
Gideon Botha	- Chamberlain's Department
James Carter	- Chamberlain's Department
Michael Curtis	- Chamberlain's Department
Daniel Peattie	- Chamberlain's Department
Charlene Ulett-Fakolujo	- Chamberlain's Department
Aga Watt	- Chamberlain's Department
Sarah Baker	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Ben Bishop	- Environment Department
Gillian Howard	- Environment Department
Bruce McVean	- Environment Department
Paul Monaghan	- Environment Department
Tom Noble	- Environment Department
Kristian Turner	- Environment Department
John Cater	- Committee Clerk

1. APOLOGIES

An apology for absence was received from Deputy Andrien Meyers.

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

There were no Declarations under the Code of Conduct.

3. **MINUTES**

RESOLVED: - that the public minutes and non-public summaries of the meetings of the Sub-Committee held on 21st July and 4th September were approved as accurate records.

4. **PROCUREMENT IMPROVEMENT AND TRANSFORMATION PROGRAMME RESET**

The Sub-Committee considered a Report of the Chamberlain regarding progress to date on delivery of the Procurement Improvement Programme.

The Commercial Director emphasised that the initial support for the increase in the threshold from £5m to £20m at which contract award approvals are presented to the Court of Common Council for consideration was led by the Project and Procurement Sub-Committee. Given that this sum not been reviewed in the previous 10 – 15 years, the Sub-Committee considered the £5m threshold as disproportionately low and a hinderance to efficient governance; £20m was considered a more appropriate reflection of the Corporation's risk tolerance. It was also stressed that the Projects and Procurement Sub-Committee and the Finance Committee would continue to carry out with vigour their scrutiny roles on contract awards.

A Member queried how many contract awards would have gone to the Court of Common Council for approval if the £20m threshold had been in place over the past five years. The Commercial Director responded that she would come back to the Member after the meeting with the figure.

A Member highlighted that the tendency in the past for the team to be reprioritised elsewhere to deal with BAU issues and risks that had emerged in other parts of the organisation at the cost of change and transformation efforts was being rectified. The Commercial Director responded that, whilst she acknowledged that the team would continue to serve as a critical enabling function for the City Corporation, the Programme's progress had been hindered by the lack of capacity for current team members to take forward actions, in addition to undertaking their substantive day-to-day roles. Bolstering the team with new dedicated roles focussing primarily on progressing the Programme would provide current team members with capacity gains over the coming period, and she welcomed the Sub-Committee's support for the expansion in her team.

Noting the updated Terms of Reference for Category Boards and newly established procurement pipeline document, the Chairman asked the Commercial Director to provide a central depository of all key governance documents via SharePoint which would be accessible for Members of the Sub-Committee to review.

Reflecting on the Redesigning Procurement Processes and Governance section on page 21, the Chairman stated that it would be helpful to see the process workflows from different views, i.e. from the perspective of officers internally and the vendors externally to gain valuable insights which, in turn,

can drive efficiencies, such as the elimination of duplication and the introduction of AI.

The Chairman asked that it would be useful in future to be provided more information about the differences between the change team and the BAU team, whether that is, for instance, standard contract management, responding to emails in a timely manner, rolling contracts in contrast to designing new systems, policies and strategic work which would fit into a transformation focus. The Director responded that she would like to work with Members over the coming months to refine what the reporting to the Sub-Committee looks like, both from the Transformation end and the BAU areas, drawing out the key metrics therein.

The Deputy Chairman asked that the procurement team differentiate between local authority functions and private functions. He noted that some of the institutions, such as the City Schools, have faced frustration and constraints in procuring goods and services in the current one-size-fits-all model. The Director confirmed that this was one of the expected outcomes of the programme, in addition to releasing benefits from the updated Procurement Act. A Member agreed that a one-size-fits-all approach was sub-optimal, and the organisation should recognise and encourage those who are able to move more nimbly to do so, however, that did not mean that people could simply go away and do their own thing; factoring this into the model going forward was crucial.

RESOLVED: - that the Sub-Committee:

- Approved the revised project plan and associated timeline
- Endorsed the allocation of £270,000 from the Finance Committee Project Contingency, under delegated authority, to resource the improvement programme as set out in paragraph 25.
- Approved the extension of the increased threshold (£20m) at which contract award approvals are presented to Court of Common Council to May 2026 when the new policy is due to be in effect

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

The Sub-Committee received a Report of the Executive Director, Environment Department concerning the Cool Streets and Greening Programme.

The Deputy Chairman queried whether officers could explore opportunities for major businesses in the Square Mile to sponsor some of these projects.

Officers responded that this was something on the Department's radar via an advertising workstream which was looking specifically at opportunities for branding and sponsorship, this was especially pertinent as the projects were concerned with climate action; a key focus for on many corporates CSR agenda.

The Natural Environment Board was taking the lead on governance for these matters; officers were also working with the Chamberlain's Department on the detail. Currently, there were two schools of thought - a "big bang" approach, encompassing all elements of the Programme with an associated promotional push by the Corporation to secure one headline partner or a bit more of a segmented approach which looked at each City Garden as distinct spaces that could attract individual sponsors.

Whilst highlighting that the Income Generation Working Party was the central function for leading on these types of matters, a Member was greatly encouraged that the NEB and officers were showing initiative in this particular area.

RESOLVED: - that the Sub-Committee noted the Report.

6. ***GW2: BARBICAN ESTATE ROOF AND BALCONY RENEWAL PROGRAMME**

The Sub-Committee received a Report of the Director of Community and Children's Services concerning the Barbican Residential Estate Roof and Balcony Renewal Programme.

RESOLVED: - that the Sub-Committee noted the Report.

7. ***GW2: BARBICAN ESTATE WINDOW REPAIRS PROGRAMME**

The Sub-Committee received a Report of the Director of Community and Children's Services concerning the Barbican Residential Estate Windows Repairs Programme.

RESOLVED: - that the Sub-Committee noted the Report.

8. ***GW2: COMBINED SECTION 278 PROJECT INITIATION REPORT**

The Sub-Committee received a Report of the Executive Director, Environment concerning combined Section 278 Projects.

RESOLVED: - that the Sub-Committee noted the Report.

9. ***GW3: SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION PROGRAMME (PHASE 1B)**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Smithfield Area Public Realm and Transportation Programme (Phase 1b).

RESOLVED: - that the Sub-Committee noted the Report.

10. ***GW3/4: ALDGATE TO BLACKFRIARS CYCLEWAY**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Aldgate to Blackfriars Cycleway.

RESOLVED: - that the Sub-Committee noted the Report.

11. ***GW3/4: DAUNTSEY HOUSE, FREDERICK'S PLACE - PUBLIC REALM IMPROVEMENTS (S278)**

The Sub-Committee received a Report of the Executive Director, Environment concerning public realm improvements at Dauntsey House, Frederick's Place.

RESOLVED: - that the Sub-Committee noted the Report.

12. ***GW3/4/5: PUBLIC SWITCHED TELEPHONE NETWORK (PSTN) REPLACEMENT**

The Sub-Committee received a Report of the Chamberlain concerning the Public Switched Telephone Network (PSTN) Replacement.

RESOLVED: - that the Sub-Committee noted the Report.

13. ***GW5: PEDESTRIAN PRIORITY STREETS PROGRAMME - THREADNEEDLE STREET & OLD BROAD STREET AND PROGRAMME UPDATE**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Pedestrian Priority Streets Programme for Threadneedle Street & Old Broad Street.

RESOLVED: - that the Sub-Committee noted the Report.

14. ***GW5: PEDESTRIAN PRIORITY STREETS PROGRAMME - OLD JEWRY**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Pedestrian Priority Streets Programme for Old Jewry.

RESOLVED: - that the Sub-Committee noted the Report.

15. ***GW6: MANSION HOUSE STATIONS ENVIRONS - LITTLE TRINITY LANE (PHASE 1)**

The Sub-Committee received a Report of the Executive Director, Environment concerning public realm improvements at the southern end of Little Trinity Lane.

RESOLVED: - that the Sub-Committee noted the Report.

16. ***GW6: 150 ALDERSGATE STREET SECTION 278**

The Sub-Committee received a Report of the Executive Director, Environment concerning Section 278 Works at 150 Aldersgate Street.

RESOLVED: - that the Sub-Committee noted the Report.

17. ***GW6: 16 OLD BAILEY - SECTION 278 HIGHWAY WORKS**

The Sub-Committee received a Report of the Executive Director, Environment concerning Section 278 Works at 16 Old Bailey.

RESOLVED: - that the Sub-Committee noted the Report.

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

There were no public questions.

19. **ANY URGENT BUSINESS**

There was no additional urgent public business.

20. **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.

21. **NON-PUBLIC MINUTES**

RESOLVED: - that the non-public minutes of the meetings of the Sub-Committee held on 21st July and 4th September were approved as accurate records.

22. **CITY OF LONDON ENTERPRISE PORTFOLIO REPORTING (SEPTEMBER 2025)**

The Sub-Committee received a Report of the Chamberlain providing an overview of the Enterprise Portfolio of projects and programmes.

23. ***GW4: BALDWINS AND BIRCH HALL PONDS**

The Sub-Committee received a Report of the Executive Director, Environment concerning Baldwins Pond.

24. ***GW6: MOORGATE CROSSRAIL STATION LINKS: FINSBURY CIRCUS WESTERN ARM**

The Sub-Committee received a Report of the Executive Director, Environment concerning the Moorgate Crossrail Station Links (MCSL) project.

RESOLVED: - that the Sub-Committee noted the Report.

25. ***GW6: ORACLE PROPERTY MANAGER (OPN) REPLACEMENT (MRI HORIZON IMPLEMENTATION, PHASES 1 AND 2)**

The Sub-Committee received a Report of the City Surveyor concerning the Oracle Property Manager (OPN) Replacement (MRI) Horizon Implementation Programme.

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

There were no non-public questions.

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

There was no additional urgent non-public business.

The meeting ended at 3.35 pm

Chairman

Contact Officer: John Cater
John.Cater@cityoflondon.gov.uk