

GLA Group Collaborative Procurement Service

Collaborative Procurement Board

TERMS OF REFERENCE [REVISED]

Version:	1.0 (FINAL)
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1. Introduction

The Collaborative Procurement Board ('the Board') is accountable for:

- a) The strategic direction and approach to procurement across certain agreed 'in-direct' spend categories where (all or parts of) the GLA Group are seeking to purchase similar goods, works and/or services, ensuring the maximum benefits of collaboration are realised and that the GLA Group's Collaborative Procurement Service is as economic, efficient and effective as possible.
- b) Driving best practice and standardised approaches in procurement enabling support services across the GLA Group with the aim of adopting a collaborative solution to drive savings and deliver efficiencies.
- c) Oversight of the Collaborative Procurement Service and business plan delivery, including the reporting of benefits (cashable and non-cashable), service improvements and, where appropriate, service expansion.

*The Board shall also oversee the effective implementation and progress of the Mayor's Responsible Procurement Policy and supporting Implementation Plan across all spend categories (whether those categories are 'in-scope' for Collaborative Procurement or not).

***NOTE:** From April 2026, Responsible Procurement governance may continue to be part of a new GLA Group Shared Procurement Board, provided representation is suitable.

This document set outs the terms of reference, purpose, role and remit of the Collaborative Procurement Board.

2. Purpose of the Collaborative Procurement Board

1. To provide strategic direction and senior leadership to ensure the service is effectively delivered and provides value for money for London, including improvements to the service and the measuring, monitoring and good management of benefits deriving from collaborative procurement opportunities.
2. To provide strategic direction and senior leadership for the direction and oversight of in-scope 'indirect' category procurement delivered by the Collaborative Procurement Service on behalf of the GLA Group, including, where appropriate, the exploration and endorsement of an increased scope to other and/or more complex procurement categories) based on a collective GLA Group pipeline of future procurement requirements.

3. To facilitate the sharing of procurement best practice and stimulate further standardisation and collaboration across enabling tools, policies, processes, KPIs and other benefit tracking areas.
4. To provide an overarching governance structure to ensure the effective delivery and performance of the Collaborative Procurement Service by TfL Procurement & Commercial (P&C) in its capacity as Group Lead Procurement Body.
5. *To oversee the effective strategic implementation and progress of the Mayor's Responsible Procurement Policy and supporting Implementation Plan across the GLA Group.

3. Exercise of delegation and key activities

1. To note relevant collaborative procurement 'Procurement Strategies' and 'Contract Award Recommendations' (typically where the estimated contract value is £1million or greater) for 'in-scope' procurement category items to be carried out by the Collaborative Procurement Service.
2. To provide current and longer-term direction and strategic challenge to the ongoing management of the 'in-scope' categories and commercial arrangements in place (currently or proposed in the future) ensuring collaborative procurements are, and the Collaborative Procurement Service is, deemed economic, efficient and effective as far as possible.
3. To oversee the timely tracking and reporting of benefits (including, but not limited to, cashable savings and non-cashable benefits) in respect of in-scope 'indirect' category procurement delivered by the Collaborative Procurement Service.
4. To duly consider relevant finance and performance management information in respect of the Collaborative Procurement Service.
5. To lead the evaluation of other supply chain collaboration opportunities, such as whether more complex categories of spend should be procured by the Collaborative Procurement Service, expansion into the wider public sector (either within Greater London and/or other parts of the United Kingdom), or to offer enhanced commercial opportunities for others.
6. To be assured and have oversight of best practice public sector procurement protocols and procedures (in line with relevant United Kingdom legislation and/or corporate policy/ies applicable to the GLA Group organisations) for use by the Collaborative Procurement Service.
7. To support and leverage wider knowledge sharing and standardisation of enabling practices, category management, processes and benefit tracking.
8. To act as a group of ambassadors for GLA Group collaborative procurement, providing visible leadership and advocacy across the GLA Group, championing the work of the Collaborative Procurement Service.

9. To involve and empower the right senior leaders and subject matter experts from their respective GLA Group organisation and hold them to account for their contribution and what they deliver.
10. To address and resolve any escalated conflict(s) and/or issue(s) from the Collaborative Procurement Service.

To undertake anything that it considers expedient or necessary to facilitate the above.

4. Collaborative Procurement Board membership and representatives

Membership of the Collaborative Procurement Board shall consist of an appropriate senior representative, normally a director or equivalent (the 'Board Representative') from the following GLA Group organisations (one per organisation):

1. Greater London Authority (GLA)
2. London Fire Brigade (LFB)
3. London Legacy Development Corporation (LLDC)
4. Mayor's Office for Policing and Crime (MOPAC)
5. Metropolitan Police Service (MPS)
6. Old Oak & Park Royal Development Corporation (OPDC)
7. Transport for London (TfL)

Note: As the Board also oversees the effective implementation and progress of the Mayor's Responsible Procurement Policy and supporting Implementation Plan across all spend categories (whether those categories are 'in-scope' for Collaborative Procurement or not), each Board Representative (including the 'Alternate Representative'), shall be appropriately appointed to effectively fulfil this part of the role and represent Responsible Procurement across the whole of their GLA Group organisation.

Each Board Representative shall appoint an alternate representative (an 'Alternate Representative') to attend, speak and vote at a Collaborative Procurement Board meeting in his or her absence. Every appointment or removal of an Alternate Representative must be notified in writing to the Secretariat. An Alternate Representative may do anything a Board Representative may do under these procedures.

The Board may appoint one or more Special Advisors or Observers (who need not be an officer or employee of any of the GLA Group organisations).

At the direction of the Chair, the Collaborative Procurement Board may also invite other employees or officers from the GLA Group organisations to attend a meeting, on either a permanent or ad hoc basis.

5. Collaborative Procurement Board Chair

The Collaborative Procurement Board shall elect a Board Representative to act as the Chair of the Collaborative Procurement Board (the 'Chair').

A Chair shall usually be appointed for a duration of no longer than 36 months (3 years) before a new Chair is duly elected by the current Board Representatives.

The Collaborative Procurement Board shall also appoint from one of them a 'Deputy Chair' who shall preside over any meeting at which the Chair is absent and may exercise his or her powers at that meeting.

6. Quorum

Meetings of the Collaborative Procurement Board shall be quorate when at least half of the GLA Group organisations are present, as represented by their appointed Board Representative.

For the purpose of determining whether a quorum is present, a Board Representative may be counted in the quorum if they are able to participate in the proceedings of the meeting by remote means (i.e. via telephone or video link, such as Microsoft Teams) and remain so available throughout the discussion and decision for each item for which they are counted as part of the quorum.

A Board Representative who is obliged to withdraw due to a conflict of interest shall not be counted towards the quorum.

A meeting that is not quorate may continue to consider its business but cannot take any binding decision.

7. Voting

It is envisaged that most Collaborative Procurement Board decisions shall be made by consensus ('nem con').

In the event of a consensus not being reached, a decision can, at the request of the Chair or any single Board Representative present, be put to a vote of those Board Representatives present at the meeting and entitled to vote (including those participating by remote means as above).

Aside from the Chair, each Board Representative shall have one vote.

Voting shall be by a show of hands, or verbally where a member attends remote means.

In the case of an equal number of votes, the Chair may exercise a second or casting vote.

8. Meeting frequency

The Collaborative Procurement Board shall meet once per quarter (i.e. every three months).

Each meeting shall usually be scheduled for a minimum of one and a half hours between the hours of 9am to 5pm, Monday to Friday (excluding public holidays).

Meetings may be held virtually (e.g. via Microsoft Teams), in-person or in a hybrid way (a mix of virtual and in-person).

Additional Collaborative Procurement Board meetings may be convened from time-to-time as may be deemed necessary at the direction of the Chair. Usually, at least 5 working days advance notice shall be given.

9. Urgency

To ensure the Collaborative Procurement Board is able to progress its business in an efficient manner, urgent matters may be determined by agreement of the Chair through the following procedure.

Board Representatives shall receive an email notification which identifies:

- a) Details of the matter requiring decision or views and the reason for urgency (including an explanation as to why an emergency meeting is not proposed to be held to conduct the business).
- b) The date responses are required by.
- c) The name of the person or persons making or putting forward the proposal/decision.
- d) A time and date by which responses are required after which the Chair may take the decision on the Collaborative Procurement Board's behalf.

Two working days after the close of responses, the following shall be circulated to all Board Representatives:

- a) The outcome of the process/decision taken by the Chair (including responses received in agreement and responses received in disagreement); and the date when any decision comes into effect.
- b) Any mitigating action taken to address Board Representatives' stated views or concerns.

Where the Chair has taken a decision under this procedure a report concerning the action taken shall be placed on the agenda for the next scheduled meeting of the Collaborative Procurement Board (as a matter for notification only).

10. Secretariat

A Board Officer shall act as the Collaborative Procurement Board's Secretariat.

The Secretariat shall be appointed by the GLA (in conjunction with the Chair) who shall attend to provide secretarial, administrative and logistical support, take the minutes of the meeting and provide advice on governance and procedural matters as appropriate.

The Secretariat shall hold an up-to-date list of all Board Representatives, Alternate Representatives, Special Advisors and Observers.

11. Organisational arrangements

The Secretariat shall prepare a programme of meetings for each financial year (01 April to 31 March) in agreement with the Chair, but the Chair shall be able to call a Collaborative Procurement Board meeting at any time if he/she considers a meeting necessary.

Reasonable notice (ordinarily at least five clear working days) shall be given for all Collaborative Procurement Board meetings.

Recommendations to the Collaborative Procurement Board for a 'decision' or to 'note' shall be considered by way of a written report to the meeting.

An agenda, all reports and other items for consideration by the Collaborative Procurement Board shall be circulated by the Secretariat at least three clear working days prior to the meeting (excluding an emergency or special meeting of the Collaborative Procurement Board).

Papers shall normally be circulated by email in electronic form.

The names of all those present shall be recorded in the minutes by the Secretariat.

The minutes of the meeting shall be prepared by the Secretariat and shall be submitted for approval as to their accuracy to the next meeting.

12. Transparency

Agendas and reports for the Collaborative Procurement Board shall be posted on the GLA's website (london.gov.uk) at least two clear working days before the meeting to which they relate.

Reports shall be released with the agenda except in those cases where the Secretariat (in conjunction with the Chair) reasonably considers that information contained in the reports may be exempt from disclosure under an applicable exemption under the Freedom of Information (FOI) Act legislation. These papers shall be classed as 'reserved papers'.

The meetings of the Collaborative Procurement Board shall not be public.

Summary minutes of the meetings of the Collaborative Procurement Board shall be posted on the GLA's website within two weeks of the meeting to which they relate.

Where it is necessary to set out information within the minutes which is likely to be exempt from disclosure under an applicable exemption under the FOI legislation, both a public version and a confidential version of the relevant minute shall be produced.

13. Conflicts of Interest

Board Representatives and Alternate Representatives shall comply with any relevant policies and/or codes of conducts of their organisation in relation to handling and avoiding conflicts of interests.

In the event that a Board Representative or an Alternate Representative becomes aware that they, their close family or close friends have an interest in an item of business to be discussed by the Collaborative Procurement Board, they must declare the existence and nature of the interest to the Secretariat prior to the relevant meeting and shall not be counted as participating in the decision-making process for quorum or voting purposes.

The Secretariat shall record any conflicts of interest in the minutes of the meeting.

14. Appendix 1: In-scope 'indirect' spend categories (as current)

1. Business travel, accommodation & conferencing
2. Business management consultancy
3. Event management
4. Engineering consultancy
5. Learning and development
6. Legal services
7. Marketing advertising, media etc
8. Occupational health & EAP
9. Office equipment and supplies
10. Postage services
11. Print and print management
12. Professional services consultancy
13. Records storage & associated services
14. Recruitment services
15. Transcription & translation services

15. Document control

Date	Version	Author	Comments
01 October 2024	0.1 (draft)	Simon Carlaw	First re-draft of Board Terms of Reference – not circulated
25 October 2024	0.2 (draft)	Simon Carlaw	Initial live re-draft of Board Terms of Reference for review and feedback from Board members.
16 December 2024	0.3 (draft)	Simon Carlaw	Updated with feedback from Board members.
13 January 2025	0.4 (draft)	Simon Carlaw	Updated with feedback from Board members. Inclusion of appropriate wording from the GLA Group Collaboration standard terms of references. Other minor layout and content changes.
13 February 2025	0.5 (draft)	Simon Carlaw	Updated with feedback from Board Chair in respect of (1) Responsible Procurement remit and membership requirements, and (2) amendment to 'Exercise of delegation and key activities' section by replacing 'endorse' with 'note' in respect of relevant Procurement Strategies and Contract Award Recommendations.
26 February 2025	1.0 (final)	Simon Carlaw	Final version endorsed and approved by Collaborative Procurement Board.