



## Projects and Procurement Sub-Committee **INFORMATION PACK**

**Date:** MONDAY, 15 JANUARY 2024  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Alderman Timothy Hailes (Chairman) Deputy Charles Edward Lord  
Deputy Shравan Joshi (Deputy Chairman) Paul Martinelli  
Deputy Randall Anderson Anett Rideg  
Deputy Keith Bottomley Tom Sleigh  
Deputy Madush Gupta Luis Felipe Tilleria  
Caroline Haines Philip Woodhouse  
Deputy Christopher Hayward

**Enquiries:** Polly Dunn  
Polly.Dunn@cityoflondon.gov.uk

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**Ian Thomas CBE**  
Town Clerk and Chief Executive

## AGENDA

5. **\*GW2 - DAUNTSEY HOUSE, FREDERICKS PLACE - PUBLIC REALM IMPROVEMENTS**  
Report of the Executive Director Environment.  

**For Information**  
(Pages 5 - 18)
6. **\*GW345 - BEMS PHASE 1 STAGE 3**  
Report of the City Surveyor.  

**For Information**  
(Pages 19 - 38)
7. **\*GW5 - BANK JUNCTION IMPROVEMENTS: ALL CHANGE AT BANK**  
Report of the Executive Director Environment.  

**For Information**  
(Pages 39 - 68)
8. **\*GW6: BARBICAN CENTRE- NEW RETAIL UNIT**  
Report of the Chief Executive Officer, Barbican Centre.  

**For Information**  
(Pages 69 - 76)
15. **\*GW1-2: FREEMEN'S SCHOOL DINING HALL INTERNAL REFURBISHMENT**  
Report of the City Surveyor.  

**For Information**  
(Pages 77 - 86)
16. **\*GW1-4: RADIO SYSTEM INFRASTRUCTURE REPLACEMENT (BARBICAN AND GSMD)**  
Joint report of the Chief Executive Officer, Barbican Centre and the Principal of the Guildhall School of Music and Drama.  

**For Information**  
(Pages 87 - 108)
17. **\*GW1-4: CITY OF LONDON SCHOOL REVENUE WORKS 2024/25 (SUMMER WORKS 2024)**  
Report of the City Surveyor.  

**For Information**  
(Pages 109 - 128)

18. **\*GW3-4: CITY OF LONDON SCHOOL MASTERPLAN - CATERING PROJECT**  
Report of the City Surveyor.
- For Information**  
(Pages 129 - 144)
19. **\*GW34: WILLIAM BLAKE ESTATE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**  
Report of the Executive Director of Community and Children's Services.
- For Information**  
(Pages 145 - 174)
20. **\*GW4: HR, PAYROLL, FINANCE SOLUTION, ERP (ENTERPRISE RESOURCE PLANNING)**  
Report of the Chamberlain.
- For Information**  
(Pages 175 - 246)
21. **\*GW5 ISSUES: CITY OF LONDON PRIMARY ACADEMY ISLINGTON**  
Report of the City Surveyor.
- For Information**  
(Pages 247 - 252)
22. **\*GW5 - EARLY CLOSURE: CITY FUND - REFURBISHMENT/EXTENSION OF 1-6 BROAD STREET PLACE AND 15-17 ELDON STREET**  
Report of the City Surveyor.
- For Information**  
(Pages 253 - 264)

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<b>Committees:</b> Streets and Walkways Sub Committee - for decision Projects and Procurement Sub-Committee – for information	<b>Dates:</b> 07 November 2023 15 January 2024
<b>Subject:</b> Dauntsey House, Frederick’s Place - Public Realm Improvements (S278)	<b>Gateway 2:</b> <b>Project Proposal</b> Light
<b>Unique Project Identifier:</b> <i>TBC at the next reporting stage</i>	
<b>Report of:</b> Interim Executive Director Environment	<b>For Decision</b>
<b>Report Author:</b> Emmanuel Ojugo	
<h1 style="margin: 0;">PUBLIC</h1>	

## Recommendations

<b>1. Next steps and requested decisions</b>	<p><b>Project Description:</b> Public realm improvements related to the redevelopment of Dauntsey House, 4A &amp; 4B Frederick’s Place, to improve pedestrian movement, including, but not restricted to:</p> <ul style="list-style-type: none"> <li>- Raising sections of public highway,</li> <li>- Improving lighting coverage,</li> <li>- Introducing greenery and seating,</li> <li>- Introducing measures to maintain the performance of local highway network.</li> </ul> <p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p> <p><b>Next Steps:</b></p> <p><u>Evaluation and Design to reach the next gateway:</u></p> <ul style="list-style-type: none"> <li>○ Carry out site location surveys to establish conditions, subject to access.</li> <li>○ Appoint consultants if necessary</li> <li>○ Develop design with the City Highways Team to reach the next reporting stage</li> <li>○ Develop an outline design for consultation.</li> <li>○ Draft the Section 278 Agreement in accordance with the legal obligation stated in the Section 106 Deed of Agreement.</li> </ul> <p><b>Requested Decisions:</b></p> <ul style="list-style-type: none"> <li>i. That budget of £25,000 is approved for Evaluation and Design to reach the next Gateway;</li> </ul>
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	<p>ii. Note the total estimated cost of the project <b>£350K - £600K</b> (excluding risk), funded from the Section 106 and Section 278;</p> <p>iii. Permission to enter into a Section 278 Agreement in accordance with the completed Section 106 Deed of Agreement related to the redevelopment of Dauntsey House, 4A &amp; 4B Frederick's Place.</p>																				
<p><b>2. Resource requirements to reach next Gateway</b></p>	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Staff Costs (P&amp;T)</td> <td>Project Management, Design Development, Section 278 scope</td> <td>Section 106</td> <td>12,000</td> </tr> <tr> <td>Staff Costs (DES - Engineer)</td> <td>Civils, Design Development</td> <td>Section 106</td> <td>8,000</td> </tr> <tr> <td>Fees</td> <td>Survey information</td> <td>Section 106</td> <td>5,000</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> <td>25,000</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs (P&T)	Project Management, Design Development, Section 278 scope	Section 106	12,000	Staff Costs (DES - Engineer)	Civils, Design Development	Section 106	8,000	Fees	Survey information	Section 106	5,000	<b>Total</b>			25,000
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	Fees	Survey information	Section 106	5,000																	
	<b>Total</b>			25,000																	
<p><b>Costed Risk Provision requested for this Gateway: X</b> (Cost Risk Provision is not deemed necessary at this stage).</p>																					
<p><b>3. Governance arrangements</b></p>	<ul style="list-style-type: none"> <li>• Streets and Walkways Sub-Committee of Planning and Transportation Committee.</li> <li>• Senior Responsible Officer: Brue McVean.</li> <li>• At this stage it is not deemed necessary to form a project board to manage governance.</li> </ul>																				

### Project Summary

<p><b>4. Context</b></p>	<p>4.1. There is a legal obligation to mitigate the effects of the Dauntsey House, 4A &amp; 4B Frederick's Place development as stated in the completed Section 106 Agreement.</p>
<p><b>5. Brief description of project</b></p>	<p>5.1. According to Schedule 9 of the completed Section 106 Agreement that provides the mechanism for entering into a Section 278 Agreement; the works may include but will not be limited to:</p>

	<ul style="list-style-type: none"> <li>• Works to Ironmonger Lane, including new paving and raised section of carriageway or raised table to cater for new and existing pedestrian movement between Frederick's Place, St Olave's Court and Prudent Passage,</li> <li>• Other improvements may include new lighting works to accommodate pedestrian movement immediately south of the development around private loading areas; an increase in greenery subject to site conditions, seating and historical interpretation.</li> </ul>
<b>6. Consequences if project not approved</b>	<p>6.1. If this project is not approved the City would not fulfil its legal obligation to enter into a Section 278 Agreement to mitigate the effects of the development. There will be no mechanism through which the highway changes required to accommodate the new building can be delivered without investment.</p> <p>6.2. The developer will be in breach of their Section 106 covenant if they are unable to enter into a Section 278 agreement to enable highway improvement work unless the City waives or varies the covenant.</p> <p>6.3. The City would need to fund any increases in maintenance liability costs made necessary by the development.</p>
<b>7. SMART project objectives</b>	<p>7.1. Improve pedestrian accessibility particularly between Ironmonger Lane, Frederick's Place and Old Jewry.</p> <p>7.2. Increase greenery in the area subject to site conditions.</p> <p>7.3. Improved lighting around the development and provision of seating in the area.</p> <p>7.4. Include local historic interpretation in the design/potential for public art.</p>
<b>8. Key benefits</b>	<p>8.1. An increased public perception of safety is expected due to improved lighting and the quality of materials used.</p> <p>8.2. An increase in greening and seating coverage in the area.</p> <p>8.3. The developer's aspirations and requirements met, by ensuring the surrounding highways work is completed in alignment with the developer's programme.</p>
<b>9. Project category</b>	4a. Fully reimbursable
<b>10. Project priority</b>	C. Desirable
<b>11. Notable exclusions</b>	11.1. No notable exclusions at this stage

## Options Appraisal

<p><b>12. Overview of options</b></p>	<p>12.1. It is proposed to develop options and present them at the next reporting stage in accordance with the Transport Strategy objectives and in collaboration with key stakeholders including the Cheapside Business Alliance.</p> <p>12.2. Options will focus mainly on how works are to be phased accord with existing development and highways activity in the area.</p>
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## Project Planning

<p><b>13. Delivery period and key dates</b></p>	<p><b>Overall project:</b> Public realm works are expected to be completed within approx. 6-8 months of approval to start works (Gateway 5) – subject to the developer's programme.</p> <p><b>Key dates:</b></p> <ul style="list-style-type: none"> <li>- Streets and Walkways Committee approval to initiate the project - Nov 2023</li> <li>- Produce design brief - Q1 2024</li> <li>Carry out site surveys - Q2 2024</li> <li>- Outline design for local consultation - Q3 2024</li> <li>- Gateway 3/4 – Q4 2024</li> </ul> <p><b>Other works dates to coordinate:</b> Project manager to maintained regular communication with developer and local stakeholders.</p>
<p><b>14. Risk implications</b></p>	<p><b>Overall project risk:</b> Low</p> <p>Post Gateway 3/4, it is proposed to request that a Gateway 5 report is delegated provided costs identified at Gateway 3/4 are not exceeded.</p> <ul style="list-style-type: none"> <li>• <b>Full cost of works unknown</b> <i>Risk response: accept</i> As the design develops, the likely cost of the scheme will be established..</li> <li>• <b>Costs of the work prove excessive</b> <i>Risk response: reduce</i> The scheme will be designed efficiently with options and associated costs will be agreed as part of the Section 278 Agreement which will contain a standard mechanism for seeking reasonable excess funds, should they be required.</li> <li>• <b>Project not delivered to programme</b> <i>Risk response: accept</i> Access to carry out the public realm improvement works are subject to the developer's programme. Any excessive</li> </ul>



	changes to the project programme will be subject to the Gateway reporting process.
<b>15. Stakeholders and consultees</b>	<p>15.1. Developer of 9 Dauntsey House, 4A &amp; 4B Frederick's Place</p> <p>15.2. Owners/occupiers of adjacent buildings to Dauntsey House, 4A &amp; 4B Frederick's Place</p> <p>15.3. Local Ward Members</p> <p>15.4. Cheapside Business Alliance</p> <p>15.5. Internal City teams including Highway, City Garden, and the Access Team.</p>

### Resource Implications

<b>16. Total estimated cost</b>	<p><b>Likely cost range (excluding risk):</b> <i>Anticipated lifetime cost to deliver this project (excluding risk).</i></p> <p>Note: £350K-£600K. Costed risk will be determined at the next reporting gateway.</p>									
<b>17. Funding strategy</b>	<p>Choose 1:</p> <p>Partial funding confirmed</p>	<p>Choose 1:</p> <p>External - Funded wholly by contributions from external third parties</p> <table border="1" data-bbox="531 1050 1399 1451"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>S106 related to the redevelopment of Dauntsey House, 4A &amp; 4B Frederick's Place</td> <td>25K</td> </tr> <tr> <td>S278 related to the redevelopment of Dauntsey House, 4A &amp; 4B Frederick's Place</td> <td><b>325K – 575K</b></td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td><b>350K – 600K</b></td> </tr> </tbody> </table> <p>Note: The £25,000 funding is identified here is a requirement of the approved Section 106 Design and Evaluation obligation.</p> <p>It is further noted that funding required to carry out implementation is to be established entering into a legal Section 278 Agreement to be agreed prior to Gateway 5.</p>	Funds/Sources of Funding	Cost (£)	S106 related to the redevelopment of Dauntsey House, 4A & 4B Frederick's Place	25K	S278 related to the redevelopment of Dauntsey House, 4A & 4B Frederick's Place	<b>325K – 575K</b>	<b>Total</b>	<b>350K – 600K</b>
Funds/Sources of Funding	Cost (£)									
S106 related to the redevelopment of Dauntsey House, 4A & 4B Frederick's Place	25K									
S278 related to the redevelopment of Dauntsey House, 4A & 4B Frederick's Place	<b>325K – 575K</b>									
<b>Total</b>	<b>350K – 600K</b>									
<b>18. Investment appraisal</b>	<p>Not applicable.</p> <p><b>On-going revenue implications</b></p> <p>18.1. Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at Gateway 5 when the detailed design will be finalised.</p>									

	18.2. These costs will be assessed and covered by the developer under a Section 278 agreement, thereby mitigating the impact on local risk budgets.
<b>19. Procurement strategy/route to market</b>	<p>19.1. It is anticipated that all works will be undertaken by the City's Highways term contractor, FM Conway. This will be confirmed at Gateway 5.</p> <p>19.2. A design brief seeking expressions of interest will be drafted to develop the full scope of the Section 278 works area, following procurement rules.</p> <p>19.3. The Construction Design will be overseen by the City of London Highways Team.</p> <p>19.4. The materials and specification of the design will be the City's standard specification, in accordance with the City Public Realm Supplementary Planning Document.</p>
<b>20. Legal implications</b>	20.1. A Section 106 Agreement has been approved and provides the mechanism to enter into a subsequent Section 278 Agreement is being negotiated with the developer. This is to be finalised prior to the submission of a Gateway 5 report.
<b>21. Corporate property implications</b>	None.
<b>22. Traffic implications</b>	22.1. The proposed adjacent works are unlikely to have any long-term impact on vehicular traffic and will improve pedestrian flows.
<b>23. Sustainability and energy implications</b>	<p>23.1. It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes.</p> <p>23.2. The project will seek to introduce greenery in the local area.</p>
<b>24. IS implications</b>	None
<b>25. Equality Impact Assessment</b>	<p>An equality impact assessment (scoping exercise) will be undertaken as part of the pre evaluation process. Should a more fulsome assessment be required this will be carried out as part of the design development process.</p> <p>The City of London's Street Accessibility Tool (COLSAT) will also be used to establish the existing issues and for the progressing design to improve on this situation.</p>
<b>26. Data Protection Impact Assessment</b>	None

## **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	Site Location Plan

## **Contact**

<b>Report Author</b>	Emmanuel Ojugo
<b>Email Address</b>	<a href="mailto:emmanuel.ojugo@cityoflondon.gov.uk">emmanuel.ojugo@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 73321158

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# Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	Dauntsey House, Frederick's Place - Public Realm Improvements (S278)		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	TBC
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Emmanuel Ojugo

Description and purpose
<b>[7] Project Description</b>
<p>The project seeks to deliver changes to areas of public highway in the vicinity of the development at Dauntsey House, 4A &amp; 4B Frederick's Place. The project is to be fully funded by the developer through a Section 278 agreement.</p> <p>The scope of the project is referred to in the associated Section 106 agreement and includes but is not limited to the following inclusive of relandscaping, greening, tree planting, resurfacing and wayfinding:</p> <ul style="list-style-type: none"> <li>• Works to Ironmonger Lane, including new paving and raised section of carriageway or raised table to cater for new and existing pedestrian movement between Frederick's Place, St Olave's Court and Prudent Passage,</li> <li>• Other improvements may include new lighting works to accommodate waiting and loading restrictions, any works necessary to accommodate pedestrian movement immediately south of the Development around the private loading area; an increase in greenery subject to site conditions, seating and historical interpretation.</li> </ul> <p>A sum of £25,000 has been identified to cover the City's reasonable costs to undertake evaluation and design of the S278 works.</p> <p>Other Considerations</p>

It should be noted that proposals must consider planned improvements to Old Jewry as part of the ongoing Healthy Streets programme and other areas of highway activity in the wider Guildhall/Bank area.

**[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?**

The redevelopment of Dauntsey House is one of a number of redevelopments and activities in the Bank area that will facilitate public realm and highway improvements. Whilst Bank junction is the most prominent project, Members will be aware that prior to the Dauntsey House development currently under construction, Frederick's Place saw the refurbishment of Listed Buildings within this 18th Century Georgian enclave. The Dauntsey House development will create a new pedestrian link between Ironmonger Lane to the north of the site and Frederick's Place to the south.

Old Jewry is partially restricted to motor vehicles particularly at its junction with Cheapside and this has supported an increase in retail activity and footfall. There is therefore a need to ensure the integrity of the street network to accommodate an increase in pedestrian footfall and other sustainable forms of transport, whilst accommodating the servicing/maintenance needs of local occupiers and businesses. The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make development acceptable; it is therefore necessary for the City to work closely with local stakeholders to ensure the needs of the area are met due to expected increases in visitors to the local catchment and wider Guildhall/Bank area.

**[9] What is the link to the City of London Corporate plan outcomes?**

- [1] People are safe and feel safe.
- [2] People enjoy good health and wellbeing.
- [9] Our spaces are secure, resilient and well-maintained.
- [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
- [11] Our spaces are digitally and physically well-connected and responsive.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration.

**[10] What is the link to the departmental business plan objectives?**

Providing an enhanced environment for all users.

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/idea that leads to improvement	Y

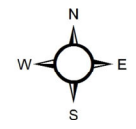
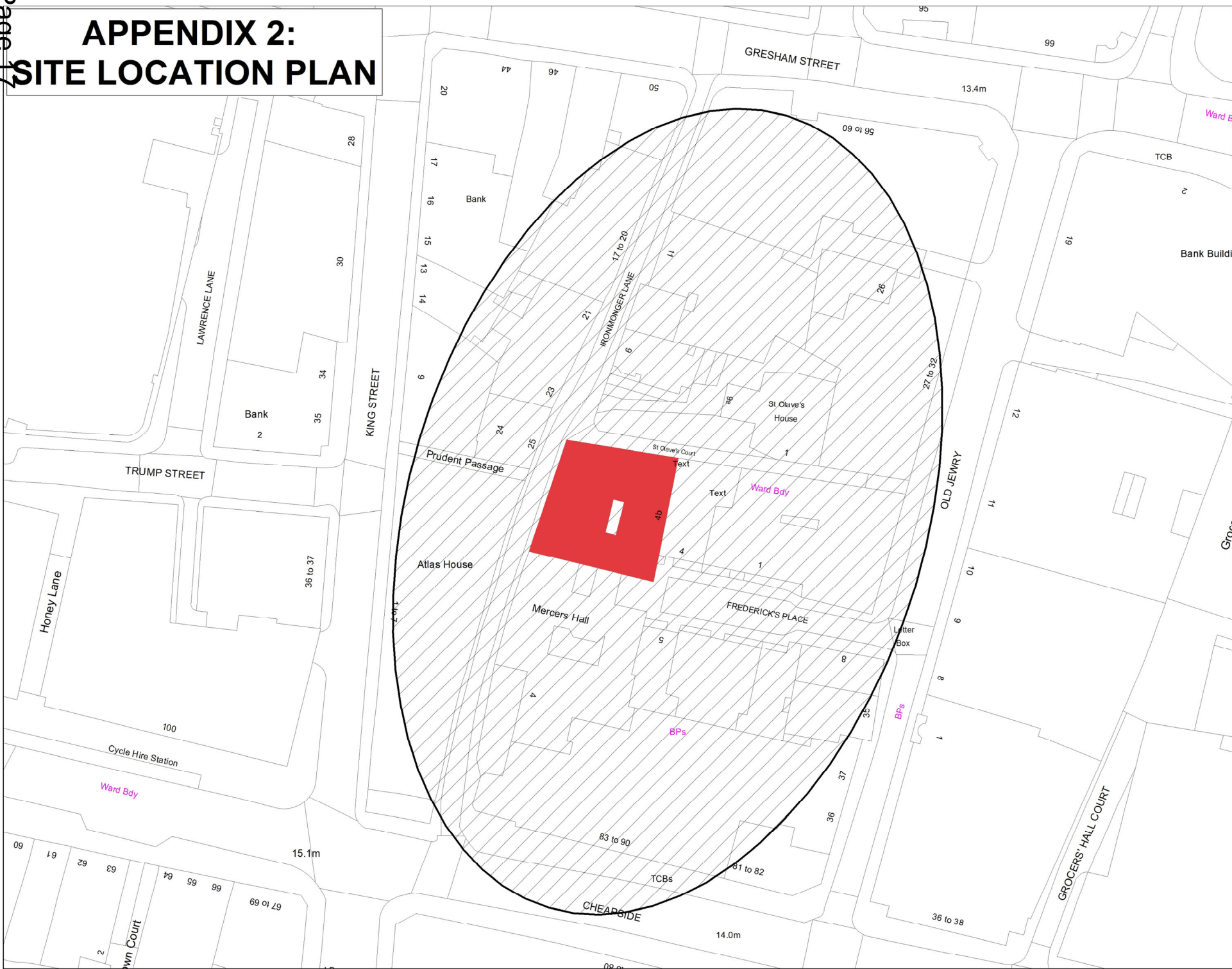
<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development.	
2) Integration of new pedestrian routes with the surrounding public highway	
3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.	
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>	
No	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £350,000 Upper Range estimate: £600,000	
The broad cost range reflects the options for the redesign of the area described in paragraph 7: <b>Project Description</b> .	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
Commuted sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard.	
<b>[16] What are the expected sources of funding for this project?</b>	
The project will be fully funded by the developer through Section 106/278 agreement.	
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>	
Lower Range estimate: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme	

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage? &lt;(Add additional internal or external stakeholders where required) &gt;</b>	
Chamberlains: Finance	Officer Name: TBC

Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
<b>[20] Is this project being delivered internally on behalf of another department?          If not ignore this question. If so:          Please note the Client supplier departments.          Who will be the Officer responsible for the designing of the project?          If the supplier department will take over the day-to-day responsibility for          the project, when will this occur in its design and delivery?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>



# APPENDIX 2: SITE LOCATION PLAN



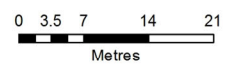
**Dautsey House,  
Frederick's Place -  
Public Realm  
Improvements (S278)**

**Legend**

- REDEVELOPMENT SITE
- INDICATIVE PROJECT AREA

Created by:  
E Ojugo

Date Created:  
28 Sep 2023



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# Agenda Item 6

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<p><b>Committees:</b></p> <p><b>RAc</b> (under their Service Committee role) for decision</p> <p><b>P &amp; R</b> for information</p> <p><b>Projects &amp; Procurement Sub Committee (For information)</b></p>	<p><b>Dates:</b></p> <p>30 November 2023</p> <p>14 December 2023</p> <p>14 December 2023</p> <p>4 December 2023</p>
<p><b>Subject:</b> BEMS Upgrade Project – Phase 1, Stage3: Guildhall East Wing</p> <p><b>Unique Project Identifier: 12268</b></p>	<p><b>Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)</b></p>
<p><b>Report of:</b> City Surveyor</p> <p><b>Report Author:</b> Brendan Crowley</p>	<p><b>For Decision</b></p>

<p><b>1. Status update</b></p>	<p>Project Description: Building Energy Management Systems (BEMS) monitor and control the Heating, Ventilation and Air Conditioning (HVAC) systems, and other building systems across the Corporation. The BEMS is vital for ensuring the continuity and performance of building services, including their energy efficient operation. The BEMS systems at several sites are now obsolete, unsupported, and at end-of-life. ‘BEMS Upgrade Project Phase 1’ includes upgrades for: London Metropolitan Archives, Walbrook Wharf and the Guildhall East Wing and is being delivered in 3 stages.</p> <p>Note: there is a request to de-scope the migration of the BEMS in the CoLP GYE offices due to future planned works in this building, please see further explanation below in section 4.</p> <p><b>RAG Status:</b> Amber (Amber at last gateway)</p> <p><b>Risk Status:</b> Medium (Medium at last gateway)</p> <p><b>Total Estimated Cost of Project for stage 3 (excluding risk):</b> £684,226. £716,495. (incl. risk). This is an increase of £1,208 from the Gateway2 issue report.</p> <p><b>Change in Total Estimated Cost of Stage 3 of Project (including risk):</b> £1,208</p> <p>Spend to Date: Spend to date for Stage 3 of the project is £20,372 on Consultancy fees.</p>
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	<p>Funding Source: City Fund/City’s Cash &amp; CWP funding</p> <p><b>Slippage:</b> The initial project cost estimate (which informed earlier GW papers) were developed from a set of initial broad-brush site surveys. These estimate costs needed to be refined with more detailed technical surveys. Guildhall East Wing is a complex building which required a detail design specification to be delivered by Hilson Moran Ltd. This design took additional time along with the generation of accurate pricing for the BEMS specialist. This project also required the full completion of the PSDS GYE AHU project before this BEMS project could be started. Practical completion of the PSDS project is expected in Oct 2023. See section 3. for budget implications of de-scope.</p>
<p><b>2. Next steps and requested decisions</b></p>	<p><b>Next Gateway:</b> Gateway 6: Outcome Report</p> <p>Note: that central funding has been agreed in principle and will therefore require further approval of RASC to draw down the funds.</p> <p><b>Requested Decisions:</b> Approve <b>Option 3:</b> Migration of BEMS systems to Ecostruxure platform at Guildhall East Wing, except GYE Police Offices. This involves the migration of the relevant BEMS systems on site, procured via the Minor Works Frame, and delivered by the Minor Projects Team.</p> <ol style="list-style-type: none"> <li>1. Approve that a budget of £663,854 excluding risk be allocated to Stage 3 Guildhall East Wing, to reach the Gateway 6. Breakdown of costs: <ul style="list-style-type: none"> <li>• Consultants Fees = £20,465</li> <li>• Works = £643,389</li> </ul> </li> <li>2. Note that by approving Option 3, there is a de-scope of the project to exclude GYE Police Offices, further explanation in section 4.</li> <li>3. Approve that a CRP budget of £32,269 is allocated to Stage3: Guildhall East Wing, to reach the next gateway. Please Appendix 2 Risk Register for details.</li> </ol> <p><b>4. Next Steps:</b></p> <ol style="list-style-type: none"> <li>a) Secure project approval.</li> <li>b) Appoint Consultancy services for delivery &amp; project management.</li> <li>c) Procure principal contractor services from preferred supplier via minor works framework.</li> <li>d) Request fixed cost proposal form contractors via principal contractor.</li> <li>e) Carry out hand over to assigned project manager from City Surveyor’s Minor Projects Team.</li> <li>f) Engage with site stakeholders at Guildhall to plan the phasing of the works.</li> <li>g) Start installation works.</li> </ol>
<p><b>3. Budget</b></p>	

	<p>7. Note: the provisional funding approved to meet the total estimated project cost for 'BEMS Upgrade Project – Phase 1' project was £823,920 (excl. risk), £904,769 (incl. risk). In addition to this, approval was given for the reallocation of £229,200 of the unrequired central funding (£114,600 City Fund and £114,600 City's Cash) from 'Energy Reduction Programme – Phase 1' to the 'BEMS Upgrade ProjectCPG Estate – Phase 1' in the November 2021 GW2 issue report, see supporting papers. Additional funding is from CWP C1522CW002L. Please refer to table 2 in Appendix 3 for project funding matrix.</p> <p>8. Approval was previously given for Phase 1 to be delivered in <u>three</u> stages. This paper addresses Stage 3 - the works at Guildhall East Wing.</p> <p>9. The cost of Stage 3 is estimated to be £684,226 (excl. Risk), for funding stream breakdown for stages 1, 2 &amp; 3 of the project please refer to table 2 in Appendix 3. For recommended option 2: <b>Costed Risk Provision requested for this Gateway: £32,269</b> (as detailed in the Risk Register – Appendix 2)</p> <p>Please see below Phase 1 Project overall cost summary (for details on actual Stage 1 &amp; 2 project spend to date see App. 3):</p> <table border="1" data-bbox="528 1057 1422 1630"> <thead> <tr> <th>Phase1 Stage</th> <th>Cost Excl. Risk</th> <th>Risk budget</th> <th>Cost Incl. Risk</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Stage 1 – GH (PSDS)</td> <td>£325,558*</td> <td>£6,833</td> <td>£332,391</td> <td>Delivered as part of PSDS Project in 2022/23</td> </tr> <tr> <td>Stage2 – LMA &amp; WW</td> <td>£234,642</td> <td>£34,838</td> <td>£269,480</td> <td>Completed in Sept 2023</td> </tr> <tr> <td>Stage3 - GH</td> <td>£684,226</td> <td>£32,269</td> <td>£716,495</td> <td>Addressed in this paper</td> </tr> <tr> <td>Phase1 Total</td> <td>£1,244,426</td> <td>£73,940</td> <td>£1,318,366</td> <td></td> </tr> </tbody> </table> <p>*Note: variations relating to BEMS for the PSDS project were funded by CWP fund R0720CW007L.</p>	Phase1 Stage	Cost Excl. Risk	Risk budget	Cost Incl. Risk	Comments	Stage 1 – GH (PSDS)	£325,558*	£6,833	£332,391	Delivered as part of PSDS Project in 2022/23	Stage2 – LMA & WW	£234,642	£34,838	£269,480	Completed in Sept 2023	Stage3 - GH	£684,226	£32,269	£716,495	Addressed in this paper	Phase1 Total	£1,244,426	£73,940	£1,318,366	
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Phase1 Total	£1,244,426	£73,940	£1,318,366																							
<p><b>4. Overview of project options</b></p>	<p>10. 'BEMS Upgrade Project Phase 1' is being delivered in 3 stages. Stage 1 &amp; 2 have already been delivered in <u>two</u> separate stages, stage 1 relates to the Guildhall and was delivered as part of the 'Guildhall Ventilation PSDS Project'. Stage 2 covered the upgrades at London Metropolitan Archive (LMA) and Walbrook Wharf, see background papers. Stages 1 and 2 were completed in September and October 2023.</p>																									

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	<p>11. De-scope: On advice from the Guildhall Manager all projects for the GYE CoLP Offices are to be put on-hold for now, due to the planned CoLP office refurbishment project when replacement or changes to any of the existing plant and assets will be incorporated into CoLP design requirements. As a result, we request that the migration of the BEMS system for the offices are de-scoped from this project. The preferred approach would be to upgrade the BEMS as part of the office refurbishment project. All other BEMS panels remain in scope for this project. This reduction scope has not resulted in a reduction project cost, however. Initial estimates were based on broad-brush surveys which didn't have sufficient detail. Detailed design work by Hilson Moran Consultants, together with cost increases on hardware &amp; labour have meant the true cost is higher than initially estimated. Therefore, the available budget can cover the reduced scope for Stage 3 but no more, therefore there is no intention to request further funding now or at GW5.</p> <p>12. If the decision is to keep the GYE CoLP Offices in-scope for this project stage then further funding will be required. As stated above detailed design / QS work has arrived at cost of £800,000 for the GYE offices, proving the initial high-level costings at GW1 were vastly underestimated. This sum will be required to be added to the current available funding, to fund the work in offices. It is felt this is not a sensible investment considering the uncertainty around the future use of the offices, and the likely whole-sale reconfiguration of the M&amp;E / BEMS services for the offices during the refurbishment project.</p> <p>13. Options presented in this report:</p> <p><u>Option1</u> – The “Do nothing” approach.</p> <p><u>Option2</u> – Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, keeping the GYE police Office in scope.</p> <p><u>Option3</u> – Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, excluding the GYE police Office from the scope.</p>
<p><b>5. Recommended option</b></p>	<p>Option 3 - Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, excluding the GYE police Office from the project scope. This is the preferred option as the existing system is end of life and at risk of failure, new BEMS platform will provide benefits in terms of performance and savings. Inclusion of GYE offices in the scope is not seen as a sensible investment. We recommend that the works be procured via Minor Works framework.</p>
<p><b>6. Risk</b></p>	<p>A CRP of <b>£32,269</b> is required to migration the following common risks for the projects:</p> <ul style="list-style-type: none"> <li>• <i>Supply and instal of equipment costs higher than expected.</i></li> <li>• <i>Consultancy services - costs higher than expected.</i></li> <li>• <i>Asbestos removal cost higher than expected.</i></li> <li>• <i>Poor environmental control during works at LMA - danger to archived artefacts.</i></li> <li>• <i>Unforeseen extra Out of hours working required.</i></li> </ul>

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	<ul style="list-style-type: none"> <li>IT costs higher than expected due to need for network segregation.</li> </ul>
<b>7. Procurement approach</b>	CityProc have approved direct award to preferred supplier via Minor Works Framework for Stage 3.
<b>8. Design summary</b>	<p>13. MCC9 BMS Panel Net-Controller Extend Enterprise Server licensing as needed for the required EcoStruxure controller and take a backup of the Net-Controller II. Decommission and replace the Net-Controller II and input/output modules with an EcoStruxure AS-P Automation Server and input/output modules. Connect the AS-P to the existing local CoL IT network Ethernet data point. Replace all input instrumentation.</p> <p>14. MCC8 BMS Panel Net-Controller Decommission and replace the Net-Controller II and input/output modules with an EcoStruxure AS-P Automation Server, input/output modules and Ethernet managed switch for a private network connected to the second port of the AS-P. Connect the AS-P to the existing local CoL IT network Ethernet data point. Re-connect the RS-485 sub-network. All Infnit controllers to be replaced with RS-485 compatible RCPs. Replace all input instrumentation.</p> <p>15. MCC11 and Fire Damper BMS Panel Net-Controller Decommission and replace the Net-Controller II and input/output modules with an EcoStruxure AS-P Automation Server, input/output modules and Ethernet managed switch for a private network connected to the second port of the AS-P. Connect the AS-P to the existing local CoL IT network Ethernet data point. Re-connect the RS-485 sub-network. All Infnit controllers to be replaced with RS-485 compatible RCPs. Replace all input instrumentation.</p>
<b>9. Delivery.</b>	<p>Details of how the project will be delivered, including the proposed contractor(s) and/or supplier(s)</p> <p>16. Project will be managed by the Minor Works Team (City Surveyors). Client-side Project Manager will be Chris Sharpe.</p> <p>17. Contract for the works will via the Measured Terms Contract– Sykes &amp; Sons Ltd.</p> <p>18. BEMS specialist has already been engaged to propose solutions and costs. Sykes will request a quote from 3 supplier and consult with the client on these.</p>
<b>10. Success criteria</b>	<p>19. Replacement of all obsolete legacy BEMS hardware and software</p> <p>20. Successful installation and commissioning of new EcoStruxure BEMS hardware and Software.</p>

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	<p>21. Improved system reliability and future proofing business as usual operation of these key corporation sites and through installation modern building controls.</p> <p>22. Enhanced user experience through interactive graphics, trend data presentation and alarm management facilities.</p> <p>23. Integration of the new BEMS system with 3<sup>rd</sup> party systems on site, and with the Enterprise server at Guildhall. As well at the new Building Analytics software package being procured via the PSDS. programme</p>
<b>11. Progress reporting</b>	Progress report will be provided to the senior responsible officer and the City Surveyor on a regular basis. Project Vision will be updated monthly, and issue reports will return to committee as necessary.

**Appendices**

<b>Appendix 1</b>	Project Cover Sheet
<b>Appendix 2</b>	Risk Register
<b>Appendix 3</b>	Phase 1 Project Summary

**Contact**

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### Options Appraisal Matrix

Option Summary	Option 1	Option 2	Option 3
<b>1. Brief description of option</b>	Do nothing approach.	Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, keeping the GYE Police Offices in scope.	Migration of legacy BEMS systems to Ecostruxure platform at Guildhall East Wing, excluding the GYE Police Office from the project scope.
<b>2. Scope and exclusions</b>	No Capital or CWP funding investment required with the decision not to install new BEMS platforms.	Full migration of BEMS system at Guildhall East Wing, funded by a combination of City's Cash, City Fund and CPW funding. Procure works via the Intermediate Works Frameworks as single contract. It is estimated that an additional £800,000 will be required to fund the migrate the BEMS for offices, to be added to the current available funding.	Migration of BEMS at Guildhall East Wing excluding the GYE Police Office system. To be funded by a combination of City's Cash, City Fund and CPW funding. Procure works via the Intermediate Works Frameworks as single contract.
<b>Project Planning</b>			
<b>3. Programme and key dates</b>	n/a	<ol style="list-style-type: none"> <li>1. Secure project approval - Nov 2023</li> <li>2. Procure consultancy services for Phase 1 Stage 3 – Dec 2023</li> <li>3. Procure principal contractor services from preferred supplier via minor works framework – Jan 2024</li> <li>4. Place order with Contractor Mar 2024</li> <li>5. Set out project phasing for on-sites works with consultant, PM and contractor - Feb 2024</li> </ol>	<ol style="list-style-type: none"> <li>1. Secure project approval - Nov 2023</li> <li>2. Procure consultancy services for Phase 1 Stage 3 – Dec 2023</li> <li>3. Procure principal contractor services from preferred supplier via minor works framework – Jan 2024</li> <li>4. Place order with Contractor Mar 2024</li> <li>5. Set out project phasing for on-sites works with consultant, PM and contractor - Feb 2024</li> <li>6. Engage with site stakeholders at Guildhall to and agree project phasing - Feb 2024</li> </ol>

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Option Summary	Option 1	Option 2	Option 3
		<ol style="list-style-type: none"> <li>6. Engage with site stakeholders at Guildhall to and agree project phasing - Feb 2024</li> <li>7. Start on site April 2024</li> <li>8. Practical completion of works on both sites Dec '24</li> <li>9. System handover June '25</li> <li>10. Gateway 6 report 6 months after project completion</li> </ol>	<ol style="list-style-type: none"> <li>7. Start on site April 2024</li> <li>8. Practical completion of works on both sites Dec '24</li> <li>9. System handover Jan'25</li> <li>10. Gateway 6 report 6 months after project completion</li> </ol>
<p><b>4. Risk implications</b></p>	<ul style="list-style-type: none"> <li>• Carbon Action Strategy not supported by not utilising latest Building control technology.</li> <li>• Reduced ability to enable energy and carbon savings.</li> </ul>	<p>Risk Status: Medium.</p> <ol style="list-style-type: none"> <li>11. It is estimated that an additional £800,000 will be required to fund the migration of the BEMS for offices, to be added to the current available funding.</li> <li>12. Potential for current Police Office BEMS to fail before office refurbishment project takes place.</li> <li>13. Guildhall works Principal Contractor quote is Higher than expected.</li> <li>14. IT enabling works costs higher than expected</li> <li>15. Asbestos removal cost higher than expected</li> <li>16. Supply and install equipment cost higher than expected.</li> <li>17. Supply and install equipment cost higher than expected.</li> <li>18. Consultancy services - addition requirements Fee</li> </ol>	<p>Risk Status: Medium.</p> <ol style="list-style-type: none"> <li>11. Guildhall works Principal Contractor quote higher than expected.</li> <li>12. IT enabling works costs higher than expected</li> <li>13. Asbestos removal cost higher than expected</li> <li>14. Supply and install equipment cost higher than expected.</li> <li>15. Supply and install equipment cost higher than expected.</li> <li>16. Consultancy services - addition requirements Fee</li> </ol>

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Option Summary	Option 1	Option 2	Option 3
<b>5. Stakeholders and consultees</b>	None	<p>Peter Ochser – Guildhall building Manager.</p> <p>Luca Pagliaroli – Guildhall Tech Services manager</p> <p>David Clelland – IT</p> <p>Johnathon Cooper – City Surveyors</p> <p>Chris Sharpe - City Surveyors</p> <p>Graeme Low – City Surveyors</p> <p>•</p>	<p>Peter Ochser – Guildhall building Manager.</p> <p>Luca Pagliaroli – Guildhall Tech Services manager</p> <p>David Clelland – IT</p> <p>Johnathon Cooper – City Surveyors</p> <p>Chris Sharpe - City Surveyors</p> <p>Graeme Low – City Surveyors</p>
<b>6. Benefits of option</b>	No resource requirements to manage the project.	<p>19. Mitigate risk of system failure and impact on business continuity, through removal of all obsolete legacy BEMS hardware and software.</p> <p>20. Improved system reliability and ensuring business-as-usual for these key corporation sites and through installation of a modern building controls platform.</p> <p>21. Enhanced user experience through interactive graphics, trend data presentation and alarm management facilities.</p> <p>22. Support for the Carbon Action Strategy through improved plant optimisation and reduction in energy consumption and carbon emissions.</p> <p>23. Integration of the new BEMS system with 3<sup>rd</sup> party systems on site, and with the Enterprise Server at</p>	<p>17. Mitigate risk of system failure and impact on business continuity, through removal of all obsolete legacy BEMS hardware and software.</p> <p>18. Improved system reliability and ensuring business-as-usual for these key corporation sites and through installation of a modern building controls platform.</p> <p>19. Enhanced user experience through interactive graphics, trend data presentation and alarm management facilities.</p> <p>20. Support for the Carbon Action Strategy through improved plant optimisation and reduction in energy consumption and carbon emissions.</p> <p>21. Integration of the new BEMS system with 3<sup>rd</sup> party systems on site, and with the Enterprise Server at Guildhall. As well as the new Building Analytics</p>

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Option Summary	Option 1	Option 2	Option 3
		Guildhall. As well as the new Building Analytics software package being procured via the PSDS programme.	software package being procured via the PSDS programme.
<b>7. Disbenefits of option</b>	<ul style="list-style-type: none"> <li>No potential energy/carbon savings delivered.</li> <li>Carbon Action Strategy not supported.</li> </ul>	<p>It is estimated that an additional £800,000 will be required to fund the migrate the BEMS for offices, to be added to the current available funding.</p> <p>Likely waste of significant funding due to the uncertainty around the future use of the offices, and the likely whole-sale reconfiguration of the M&amp;E / BEMS services for the offices during the refurbishment project.</p>	Requirement for additional Project Management resource from City Surveyors to oversee project.
<b>Resource Implications</b>			
<b>8. Total estimated cost</b>	£0.00	<b>£ 1,516,495 Including Risk</b>	<b>£716,495 Including Risk</b>
<b>9. Funding strategy</b>	n/a	<ul style="list-style-type: none"> <li>City Fund</li> <li>City's Cash</li> <li>CWP funding</li> </ul>	<ul style="list-style-type: none"> <li>City Fund</li> <li>City's Cash</li> <li>CWP funding</li> </ul>
<b>10. Investment appraisal</b>	n/a	The Corporate Energy Team have carried out assessment of the ROI based on the savings delivered by option 2 (a & b) compared to no associated saving with option 1. This	The Corporate Energy Team have carried out assessment of the ROI based on the savings delivered by option 2 (a & b) compared to no associated saving with option 1. This ROI is

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Option Summary	Option 1	Option 2	Option 3
		ROI is modest as this is not an energy efficiency project. It is an essential business continuity project to replaced failing equipment.	modest as this is not an energy efficiency project. It is an essential business continuity project to replaced failing equipment.
<b>11. Estimated capital value/return</b>	n/a	The project is estimated to deliver savings of £15,000/ann. in maintenance and energy costs.	The project is estimated to deliver savings of £12,000/ann. in maintenance and energy costs.
<b>12. Ongoing revenue implications</b>	n/a	There is no additional on-going revenue implications for the new equipment as it is like for like replacement of assets already maintained as part of the City's BEMS Service Contract.	There is no additional on-going revenue implications for the new equipment as it is like for like replacement of assets already maintained as part of the City's BEMS Service Contract.
<b>13. Affordability</b>	n/a	Option is not fully covered under the allocated and approved Capital and GH east Wing BEMS CWP C1522CW002L funding budget.	Option is covered under the allocated and approved Capital and GH east Wing BEMS CWP C1522CW002L funding budget.
<b>14. Legal implications</b>	n/a	n/a	n/a
<b>15. Corporate property implications</b>	none	Consultation required with City Surveyors Corporate Property Team to ensure new equipment captured in the asset register for each site, replacing of existing legacy assets.	Consultation required with City Surveyors Corporate Property Team to ensure new equipment captured in the asset register for each site, replacing of existing legacy assets.
<b>16. Traffic implications</b>	none	none	none

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<b>Option Summary</b>	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b>17. Sustainability and energy implications</b>	<ul style="list-style-type: none"> <li>No potential energy/carbon savings delivered.</li> <li>Carbon Action Strategy not supported.</li> </ul>	Project is being developed by the Corporate Energy team via the to deliver energy and carbon saving in line with the Climate Action Strategy	Project is being developed by the Corporate Energy team via the to deliver energy and carbon saving in line with the Climate Action Strategy
<b>18. IS implications</b>	none	Opportunity Outline submitted to IT PMO for survey to any IT network extension requirements associated with the project. IT have provided network architect support.	Opportunity Outline submitted to IT PMO for survey to any IT network extension requirements associated with the project. IT have provided network architect support.
<b>19. Equality Impact Assessment</b>	none	none	none
<b>20. Data Protection Impact Assessment</b>	none	none	none
<b>21. Recommendation</b>	Not recommended	Not recommended	Recommended

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# Project Coversheet

## [1] Ownership & Status

### UPI:

**Core Project Name:** BEMS Upgrade Project - Phase 1, Stage3: Guildhall East Wing.

**Programme Affiliation** (if applicable): BEMS Upgrade Project-CPG Estate – Phase 1.

**Project Manager:** Brendan Crowley

**Definition of need:** The Current BEMS platform is obsolete, end-of-life & increasingly unreliable. We intend to:

1. Mitigate the Life Safety Risk posed by the failure of the obsolete system which monitors &, in some cases, controls the fire & smoke emergency plant with the installation a new, fit-for-purpose BEMS.
2. Mitigate this significant business risk to the Corporation with the upgrade of the system the latest BEMS platform, Schnieder EcoStruxure.
3. Invest in a modern, flexible & easily optimised control system for the CPG estate building assets. Bringing with it improved building energy performance and, as such, supporting the Carbon Action Strategy with a target of reaching Net Zero CO2 emissions by 2027.
4. Use the new BEMS as a platform to implement further innovative smart building technologies and to allow for integration with other systems e.g. CAFM software, energy management software and IoT integration.

### Key measures of success:

1. Have a fully reliable, resilient BEMS which meets customer needs at the stage 3 site: Guildhall East Wing.
2. Have building assets that are optimised to operate as efficiently as possible via a new BEMS platform and via integration with energy management software, resulting in energy consumption savings.

### Expected timeframe for the project delivery:

Original range:

- Lower Range estimate: 1/11/2021
- Upper Range estimate: 1/6/2023

Revised range:

- Lower Range estimate: 1/08/2024
- Upper Range estimate: 31/01/2025

### Key Milestones:

**Are we on track for completing the project against the expected timeframe for project delivery?** No

The project has been delayed due to longer than anticipated survey time at the Guildhall) required to develop the fully costed proposal for the BEMS upgrades to inform the GW345 paper. A delay in completing Stage 1 GYE AHU (PSDS) project as pushed on delivery timeframe for Stage 3 as both projects could not have been delivered in parallel for building operation reasons.

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?** No

## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

#### 'Project Briefing' G1 report (as approved by Chief Officer 04/02/21):

- Total Estimated Cost (excluding risk): £822,000
- Costed Risk Against the Project: £82,200
- Estimated Programme Dates:  
GW 2 - PSC -31/03/21, CASC 28/04/21

*Scope/Design Change and Impact:* Approval was previously given for Phase 1 to be delivered in two stages, with stage 1 which relates to the Guildhall being delivered as part of the 'Guildhall Ventilation PSDS Project', see background papers. It was then requested

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in the Gateway345 paper (Stage2 LMA and Walbrook Wharf) that Phase 1 be progressed in three stages as follows:

- Stage 1: PSDS Guildhall Art Gallery ventilation BEMS upgrade project (as approved at GW2).
- Stage 2: LMA and Walbrook wharf BEMS upgrade, which this report will address.
- Stage 3: Guildhall East Wing BEMS upgrade (this GW 345 paper).

**‘Project Proposal’ G2 report (as approved by PSC 14/04/21):**

- Total Estimated Cost (excluding risk): **£823,920**
- Resources to reach next Gateway (excluding risk): £16,867
- Spend to date: £1,916.40
- Costed Risk Against the Project: £7,250
- CRP Requested: £7,250 at GW2
- CRP Drawn Down: £0.00
- Estimated Programme Dates:

GW2 (Issue) – CPB 03/11/2021, PSC 03/11/2021

- Total Estimated Cost (excluding risk): £1,190,355
- Resources to reach next Gateway (excluding risk n/a)
- Spend to date: £1,916.40
- Costed Risk Against the Project: £121,023
- CRP Requested: n/a
- CRP Drawn Down: £0
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**‘Options Appraisal and Design’ G345 report Stage 2 LMA and Walbrook wharf (as approved by PSC Delegated Authority:**

- Total Estimated Cost (excluding risk): £234,642
- Resources to reach next Gateway (excluding risk): £234,642
- Spend to date: £4,858.20
- Costed Risk Against the Project: £34,838
- CRP Requested: £34,838
- CRP Drawn Down: £34,838

Estimated Programme Dates: Practical completion of works for both sites is Oct 2023

**‘Options Appraisal and Design’ G345 report Stage 3 Guildhall:**

- Total Estimated Cost (excluding risk): £234,642
- Resources to reach next Gateway (excluding risk): £684,226
- Spend to date: £20,372
- Costed Risk Against the Project: £32,269
- CRP Requested: £32,269
- CRP Drawn Down: £0

Estimated Programme Dates: Practical completion of works for both sites is Jan 2025



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<p><i>Scope/Design Change and Impact:</i></p>
<p><b>'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):</b></p> <ul style="list-style-type: none"><li>• Total Estimated Cost (excluding risk):</li><li>• Resources to reach next Gateway (excluding risk)</li><li>• Spend to date:</li><li>• Costed Risk Against the Project:</li><li>• CRP Requested:</li><li>• CRP Drawn Down:</li><li>• Estimated Programme Dates:</li></ul>
<p><i>Scope/Design Change and Impact:</i></p>
<p><b>Total anticipated on-going commitment post-delivery [£]:&lt;Current Range&gt;</b> <b>Programme Affiliation [£1,318,366]: for all of Phase 1 programme.</b></p>

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City of London: Projects Procedure Corporate Risks Register

Project Name:	BEMS Upgrade Project-Phase 1, Stage3: Guildhall Ea	PM's overall risk rating:	Medium	CRP requested this gateway	£ 32,269	Average unmitigated risk	6.6	Open Risks	17
Unique project identifier:	12268	Total estimated cost (exc risk):	£ 686,226	Total CRP used to date	£ -	Average mitigated risk score	4.2	Closed Risks	0

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)
R1	5	(10) Physical	Presence of asbestos containing material which requires management prior to surveys/works being undertaken	Additional project costs and time delays	Unlikely	Minor	2	£10,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Survey to reduce uncertainty (cost included in project budget), add in float time to account for potential delays. If risk provision is insufficient then review impact on business case (and payback) before considering whether to either descope to exclude areas of higher management cost to to request additional funding.	£0.00	Unlikely	Minor	£1,000.00	2	£0.00	Management/removal of asbestos to allow safe installation of works.	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		Post Migration cost to be covered from Principal Contractor contingency
R2	5	(2) Financial	Supply and install equipment costs higher than expected.	Insufficient budget to deliver all project scope &/or enabling works, hence impact on business case.	Unlikely	Serious	4	£6,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Work closely with PC and Consultant engineer to ensure full scope is achieved and all potential, additional enabling works are identified.	£0.00	Unlikely	Serious	£21,769.00	4	£0.00	Cover any additional equipment costs	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		Post Migration cost to be covered from Principal Contractor contingency
R3	5	(2) Financial	If enabling works costs higher than expected	Additional project costs and time delays	Possible	Serious	6	£6,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Close collaboration with RDC Tech and Col. IT to assess impact on IT network	£0.00	Unlikely	Serious	£3,500.00	4	£0.00	Cover extra IT costs	20/09/2023	City Surveyor's, Corporate Energy Team	City Surveyor's, Corporate Energy Team	Graeme Low	
R4	5	(2) Financial	Extra Out of hours working required	Insufficient budget to cover extra OOH Working	Possible	Serious	6	£12,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Engagement with Stakeholder to establish how much work needs to be OOH	£0.00	Possible	Minor	£3,000.00	3	£0.00	Cover extra OOH costs sub contractors	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		Post Migration cost to be covered from Principal Contractor contingency
R5	5	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitable. The potential impact of the disruption could be some ventilation, heating or cooling systems being unavailable for a number days.	Unlikely	Serious	4	£0.00	N	B - Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could include the timing of works, provision of temporary alternative services, and ensuring this is well communicated to stakeholders.	£0.00	Likely	Minor	£0.00	4	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R6	5	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially; project delays and legal action.	Possible	Major	12	£0.00	N	B - Fairly Confident	Ensure project is specified, designed, procured, and installed/managed in accordance with regulations and Col policies. A competent Project Manager, with appropriate experience in building services installations, will be appointed to manage the projects from GW3/4 stage until installation completion and hand-over and ensure compliance with regulations and Col. policies.	£0.00	Rare	Extreme	£0.00	8	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R7	5	(4) Contractual/Partnership	Installation is not compliant	Depending the nature of the compliance this could have minor to major issues. It could result in essential services being shut-down or building areas being unoccupied.	Unlikely	Major	8	£22,000.00	N	B - Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources; ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Extreme	£0.00	8	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R8	5	(4) Contractual/Partnership	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major dissatisfaction depending on the resulting issues.	Unlikely	Major	8	£0.00	N	B - Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resources; ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Major	£0.00	4	£0.00		20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R9	5	(2) Financial	Consultancy services - addition requirements Fee	If Consultant requires extra hours to complete services	Possible	Minor	3	£5,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Work closely with Successful consultancy firm to ensure services are cover under tender fee proposal	£0.00	Unlikely	Serious	£3,000.00	4	£0.00	Cover extra hours consultancy services	20/09/2023	City Surveyor's, Corporate Energy Team	Graeme Low		

R10	5	(2) Financial	Additional £800,000 will be required to fund the migration the BEMS for the GYE police offices, to be added to the current available funding.	Current funding cant cover the cost of migrating the GYE Police offices BEMS	Likely	Extreme	32	£800,000.00	N	8 – Fairly Confident	Descope GYE Police offices BEMS from Project	£0.00	Unlikely	Serious	£0.00	4	£0.00		13/10/2023	City Surveyor's, Corporate Energy Team	Graeme Low		
R92								£0.00				£0.00			£0.00		£0.00						
R93								£0.00				£0.00			£0.00		£0.00						
R94								£0.00				£0.00			£0.00		£0.00						
R95								£0.00				£0.00			£0.00		£0.00						
R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

Appendix 3 Phase1 Project Summary:

Phase1 Stage	Cost Excl. Risk	Risk budget	Cost Incl. Risk	Committed	Comments
Stage 1 – GH (PSDS)	£325,558*	£6,833	£332,391	£332,391	Delivered as part of PSDS Project in 2022/23
Stage2 – LMA & WW	£234,642	£34,838	£269,480	£255,625	Completed in Sept 2023
Stage3 - GH	£684,226	£32,269	£716,495	N/A	Addressed in this GW345 paper
Phase1 Total	£1,244,426	£73,940	£1,318,366		

Table 1 Phase1 project cost budget breakdown including spend to date / committed cost.

Funding Streams	Stage 1	Stage 2	Stage 3	Fund Stream Totals
BEMS Ph1 Capital funding- City's Cash	£166,196		£159,316	£325,511
BEMS Ph1 Capital funding- City Fund	£166,196	£253,700	£159,363	£579,258
BEMS Ph1 GW 1 Original Capital funding allocation				<b>£904,770</b>
ERP Ph 1 Capital funding - City's Cash			£114,600	£114,600
ERP Ph 1 Capital funding - City Fund			£114,600	£114,600
ERP Ph 1 Capital funding Total				<b>£229,200</b>
CWP C1522CW002L			£169,455*	<b>£169,455</b>
R0722CW003L		£8,000		£8,000
S106 -LMA		£7,780		£7,780
<b>Stage Totals</b>	<b>£332,391</b>	<b>£269,480</b>	<b>£717,334</b>	
<b>Project Total</b>				<b>£1,319,205</b>

Table 2 Phase1 project budget funding matrix

\* CWP fund C1522CW002L had an initial balance of £169,455. £20,372 of this was used for consultant fees to get to GW345, a further £1,600 was used for a separate BEMS cyclical works job, bringing the current balance to £147,483.

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<p><b>Committees:</b> Streets and Walkways Sub Committee- (for information)</p> <p>Projects and procurement Sub Committee (for information)</p>	<p><b>Dates:</b> 07 November 2023</p> <p>04 December 2023</p>
<p><b>Subject:</b> Bank Junction Improvements: All Change at Bank</p> <p><b>Unique Project Identifier:</b> 11401</p>	<p><b>Gateway 5 Complex Progress Report</b></p>
<p><b>Report of:</b> <b>Interim Executive Director Environment</b></p> <p>Choose an item.</p> <p><b>Report Author:</b> Gillian Howard</p>	<p><b>For Information</b></p>
<h2 style="margin: 0;">PUBLIC</h2>	

<p><b>1. Status update</b></p>	<p><b>Project Description:</b> To improve the safety, air quality and pedestrian experience of the area around the Bank junction to reflect the historic and iconic surroundings with the appropriate sense of place.</p> <p><b>RAG Status:</b> Amber (Amber at last report to Committee)</p> <p><b>Risk Status:</b> Medium (Medium at last report to Committee)</p> <p><b>Total Estimated Cost of Project (excluding risk): £6.67M - £7.3M</b> (max figure includes utilisation of unspent costed risk to deliver public realm enhancements if available, and inclusion of the Cool Streets funding and the recent inclusion of the £500k for the traffic mix and timing review)</p> <p><b>Spend to Date:</b> £3,476,194 (latest staff costs still to run – 20/10/23 and includes expenditure to date on the traffic and timing review).</p> <p><b>Costed Risk Provision Utilised:</b> £423,502 (of which £0 has been drawn down since the last report to Committee);</p>
<p><b>2. Key points to note</b></p>	<p><b>Next Gateway:</b> Choose an item. <b>Gateway 6</b></p> <p><b>Key Points:</b></p> <ul style="list-style-type: none"> <li>• Work has progressed well and to programme.</li> </ul>

	<ul style="list-style-type: none"> <li>• Works will cease for a few weeks whilst preparation for the Lord Mayor’s Show 2023 is undertaken and will restart towards the end of November.</li> <li>• Queen Victoria Street &amp; Threadneedle Street are closed to motor vehicles.</li> <li>• A substantial part of the programme has been completed which was the most disruptive, and there have only been a limited number of issues.</li> </ul>																						
<b>3. Reporting period</b>	<i>September 2022 to October 2023</i>																						
<b>4. Progress to date</b>	<ol style="list-style-type: none"> <li>1. Construction of the All Change at Bank project commenced in earnest in November 2022 following the Lord Mayor’s Show. The focus of work has been on the areas that are required to be completed for this year’s Show, enabling substantial areas to be made available for viewing the event.</li> <li>2. The plan in Appendix 2 highlights the areas that have been completed.</li> <li>3. It was agreed in the Gateway 5 report in December 2021 that as the risk decreases and the risk provision is released, the money will be diverted towards the further delivery of the enhancements of the scheme. In September 2022, those enhancements were prioritised and agreed by Members as set out in Table 1.</li> <li>4. The approval of the Costed Risk release was delegated to the Chief Officer (now Executive Director)</li> </ol> <p>Table 1</p> <table border="1" data-bbox="528 1352 1385 2009"> <thead> <tr> <th data-bbox="528 1352 619 1395">Rank</th> <th data-bbox="619 1352 1385 1395">Public Realm priorities</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 1395 619 1469">1</td> <td data-bbox="619 1395 1385 1469">Yorkstone crossing outside BoE on Threadneedle St</td> </tr> <tr> <td data-bbox="528 1469 619 1512">2</td> <td data-bbox="619 1469 1385 1512">Accessible ramp outside the Royal Exchange</td> </tr> <tr> <td data-bbox="528 1512 619 1554">3</td> <td data-bbox="619 1512 1385 1554">Seating on Threadneedle Street</td> </tr> <tr> <td data-bbox="528 1554 619 1628">4</td> <td data-bbox="619 1554 1385 1628">Seating on Queen Victoria Street</td> </tr> <tr> <td data-bbox="528 1628 619 1702">5</td> <td data-bbox="619 1628 1385 1702">Two planting pots near to Wellington Statue (Royal Exchange)</td> </tr> <tr> <td data-bbox="528 1702 619 1776">6</td> <td data-bbox="619 1702 1385 1776">Two planting pots outside Mansion House</td> </tr> <tr> <td data-bbox="528 1776 619 1850">7</td> <td data-bbox="619 1776 1385 1850">Granite setts on the remainder of Threadneedle St cycle lane</td> </tr> <tr> <td data-bbox="528 1850 619 1924">8</td> <td data-bbox="619 1850 1385 1924">Removal of planter wall outside the Royal Exchange to open up space</td> </tr> <tr> <td data-bbox="528 1924 619 1966">9</td> <td data-bbox="619 1924 1385 1966">Two planting pots outside BoE</td> </tr> <tr> <td data-bbox="528 1966 619 2009">10</td> <td data-bbox="619 1966 1385 2009">Three further pots outside Royal Exchange</td> </tr> </tbody> </table>	Rank	Public Realm priorities	1	Yorkstone crossing outside BoE on Threadneedle St	2	Accessible ramp outside the Royal Exchange	3	Seating on Threadneedle Street	4	Seating on Queen Victoria Street	5	Two planting pots near to Wellington Statue (Royal Exchange)	6	Two planting pots outside Mansion House	7	Granite setts on the remainder of Threadneedle St cycle lane	8	Removal of planter wall outside the Royal Exchange to open up space	9	Two planting pots outside BoE	10	Three further pots outside Royal Exchange
Rank	Public Realm priorities																						
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	<p>11 Granite setts on Queen Victoria Street</p> <p>5. We are now approaching a period where a significant proportion of the work has been undertaken and that some of the Costed Risk provision can be released. This is due to some of the risks closing, or about to close, and no longer able to become an issue for the project. The updated risk register to date is in Appendix 4.</p> <p>6. It is anticipated that this release will be sufficient to commit to the material of choice of Yorkstone for the raised crossing outside of the Bank of England (Priority 1 above), and granite setts on the remainder of Threadneedle Street (Priority 7). Whilst the granite setts are lower down the priority order, this is an item that cannot be revisited at the end of the construction and needs to be undertaken as part of the next phase of works. If things continue as they have done to date, we would anticipate that we should be able to deliver items 1-7 in the above table. Items 2-6 are all elements that can be done after the main works have completed.</p> <p>7. The item at number 11 – Granite setts on Queen Victoria Street (on the raised table) will not be taken forward as the programme of works required this decision to be taken well in advance of the ability to release funding from the costed risk budget. As it was low down on the priority list it was decided to continue with this table in black top/tarmac as had previously been agreed.</p> <p>8. Of the work that has completed to date, the project remains on programme which is in part to do with the excellent partnership working with TfL (Transport for London) to coordinate work, road closures, bus service changes and traffic signal changes both temporary and long term and working over and near the underground structure and entry and exits. Without the ongoing collaboration it would have been difficult to complete such a large and complex area of work in the time available.</p> <p>9. There have been small delays and issues have arisen during the year, but the overall programme has been maintained. In addition, FM Conway have maintained a high standard of workmanship throughout the work delivered to date, particularly on the quality of the laying of the Yorkstone.</p> <p><u>Mansion House Street</u></p>	
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10. The most significant pavement widening can be seen outside Mansion House and is illustrated in the photos in appendix 5.
11. Three new granite benches have been installed in this area alongside new heritage light columns and lanterns.
12. The old CCTV column that was in the island of Mansion House Street has been relocated to its new home allowing for the carriageway to be narrowed to two lanes from its previous four (reduced to three in 2020 with temporary pavement widening).
13. The pavement widening has allowed the opportunity for the restaurant at 1 Lombard Street to have a few tables and Chairs licensed outside. Ongoing monitoring of how the new pavement space is utilised as works complete will take place to ensure that the balance between the need for people movement and the desire to activate space is maintained.

#### Queen Victoria Street

14. Queen Victoria Street with its junction to Mansion House Street at Poultry has been altered and motor vehicles can no longer enter or exit here. This has meant that the bus services using Queen Victoria Street are now permanently rerouted and use Poultry to enter and exit Bank. This change permanently took place in July 2023
15. The carriageway has been raised to incorporate Walbrook to improve the crossing experience for people walking in this area.

#### Poultry

16. Work on Poultry was limited and focused on the revised crossing points to narrow the carriageway and tie in with the revised vehicle and people movements.
17. In addition to the work the project is delivering, a new taxi rank is also due to be installed (subject to statutory consultation results) on Poultry outside of the hotel entrance. This is privately funded and does not form part of the project.
18. At this stage taxis will still be required to u turn during the restricted hours, and any future changes to this rely on the traffic mix and timing review that is taking place (subject of a separate report to the Planning and Transportation Committee in November and Court of Common Council in December).

### Threadneedle Street

19. At Threadneedle Street the entry to the main junction has been completed, which included the extension of the area of pavement further into the junction from the steps that lead to the Duke of Wellington statue, providing greater circulation space for people walking or waiting at the crossing point.
20. Threadneedle Street has changed between Bartholomew Lane and the junction, and no longer allows for motor vehicles at any time along this stretch of street (outside of the Bank of England). This happened in July and bus services that previously used Threadneedle Street have been permanently diverted to use Cornhill. The exception to this is route 133 which now uses King William Street and Poultry following a separate and more recent bus consultation by TfL whereby the route was changed and no longer serves Liverpool Street station. This came into effect in April 2023.

### Princes Street

21. The entry exit to the junction has been reduced to one lane on Princes Street. This remains two-way via traffic light control, for buses and cycles. Other vehicles requiring access to Cornhill can use Princes Street southbound and turn left into Cornhill.
22. Prior to any work in 2019, Princes Street had three lanes for traffic, 2 southbound and one northbound. This change is a significant improvement for people walking and using the entrances to Bank station on this corner.

### Cornhill

23. Work to narrow the carriageway and widen the pavements into the junction has taken place with an area of raised carriageway for improved crossing. Carriage way work only extends as far as the James Henry Greathead statue.

### King Willim Street/Lombard Street

24. Work on this section was one of the first sections to be delivered but has been limited to footway widening and carriageway resurfacing. It includes a large increase of pavement by Mansion House Place to tie in with the new kerb outside Mansion House.
25. Proposals under the Pedestrian Priority Programme to reconstruct King William Street will see a vast improvement to the whole of this street, which will link into the overall upgrade of the movement through the junction at Bank.

	<p>Funding for the King William Street proposals has only recently been agreed and was in its infancy when the construction work at Bank was due to start. There will be a need for the King William Street work to adjust some of the work undertaken at the junction to align the levels for drainage appropriately, but this will be kept to a minimum.</p> <p>26. Overall work has been successful and there are some photos of work undertaken to date in Appendix 5.</p>
<p><b>5. Next steps</b></p>	<p>27. Firstly, the formal commissioning of the new traffic signals will take place following the Lord Mayors Show. This should see the full operation of how the junction is due to work with the correct signal cycle times. The temporary lights are not as effective as the permanent traffic signals in terms of their capability and have therefore been running on a longer signal cycle time. There will be some further tweaks to the signal timing as work progresses and completes on Threadneedle Street and Queen Victoria Street.</p> <p>28. From the week commencing 27 November the full impact of the permanent traffic order will be in operation on Princes Street whereby the southbound compulsory left turn for all traffic, except buses and cycles, will be operational at all times (i.e., 24 hours a day and 7 days a week).</p> <p>29. This will include the changing of enforcement signs at the north end of Princes Street to “<i>No Motor vehicles except buses and for access</i>” followed by the ‘<i>compulsory left turn</i>’ sign on the approach to the traffic lights as you travel southbound. Vehicles can still access Grocers Hall Courtyard or turn around in Princes Street to drop off and exit Princes Street northbound.</p> <p>30. The northbound restriction to ‘buses and cycles only’ will also be effective at all times. The signage will be updated to ‘<i>no entry, except buses and cycles</i>’</p> <p>31. In terms of physical construction work, work will be focused on Queen Victoria Street and Threadneedle Street and will begin towards the end of November.</p> <p>32. Work on Queen Victoria Street will be by the Magistrates Court, across the junction with Bucklersbury and stretching further along towards the Bloomberg building. This will include the introduction of the rain gardens, tree planting, improved cycle parking facilities and the relocation of the taxi rank nearer to Bloomberg. Pavement widening along this section on both sides of the road revising the crossing</p>

	<p>between Bucklersbury and Number 1 Poultry, so that the carriageway is much narrower with no need for an island, making it much easier for people walking informally to cross at this location.</p> <p>33. On Threadneedle Street the widening of the rest of street from the junction to Bartholomew Lane will take place. This will include the raised area linking the Bank of England entrance to the Royal Exchange space, which will be done using Yorkstone. The tree pits will also be established. The slightly revised layout for the junction of Bartholomew Lane and Threadneedle Street will also be completed.</p> <p>34. Planting season is usually November to March, so it is quite likely that some of the planting programme will need to be extended into next autumn 2024 to ensure the greatest chance for success. However, we will look to maximise the opportunity for this planting season.</p> <p>35. As the physical carriageway and pavement work draws to an end in the spring, and the risks are closed on the costed risk register, more of the items in table 1 will be able to be programmed and delivered.</p> <p>36. A further progress report will be presented towards the end of the main construction in the Spring of 2024 to update on what else from the prioritised enhancements either have already been delivered or what else is affordable within the budget.</p>
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## **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Plan showing areas of completed work
<b>Appendix 3</b>	Plan showing areas of work left to complete
<b>Appendix 4</b>	Risk Register
<b>Appendix 5</b>	Before and After Photos

## **Contact**

<b>Report Author</b>	Gillian Howard
<b>Email Address</b>	Gillian.howard@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3139

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# Project Coversheet

## [1] Ownership & Status

**UPI: 11401**

**Core Project Name:** Bank Junction Improvements: All Change at Bank

**Programme Affiliation** (if applicable): Bank on Safety

**Project Manager:** Gillian Howard

**Definition of need:** The junction was identified in the Bank area strategy in 2013, as a space that did not work well for anyone. It was seen as dangerous and polluted with a high collision rate. This project was initiated to investigate solutions to these issues, to simplify the movement at the junction to create less conflict, to reallocate space to assist with the growth of pedestrian numbers and to ensure that the 'Place' function for the centre of the Bank conservation area is enhanced

### Key measures of success:

- 1) Reduction in total casualties – specific interest in reducing Killed and Seriously Injured.
- 2) Reduced NO<sub>2</sub> emission levels
- 3) Improved Pedestrian comfort levels
- 4) Improved perception of Place (as a place to spend time in, and not just pass through)

**Expected timeframe for the project delivery:** 3-4 years (following restarting it in January 2019)

### Key Milestones:

- 1) ~~Gateway 4 – September/October 2020 (was March/April 2020)~~
- 2) ~~Gateway 4c December 2020/January 2021 (received February 2021)~~
- 3) ~~Gateway 5 – September/October 2021 (was March April 2021). (received in December 2021)~~
- 4) Construction substantially complete by end 2022. (updated to Summer 2023) (subsequently updated to Spring 2024)

**Are we on track for completing the project against the expected timeframe for project delivery?** **N**

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

With its close relationship with the Bank on Safety scheme – the longer-term project has had media interest which has been managed by the media team. The public are currently aware that more change is forthcoming at Bank.

## [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:** Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.

### 'Project Proposal' G1/G2 report (as approved by PSC 05/12/2013):

- Total Estimated Cost (excluding risk): 4-6 million
- Resources to reach next Gateway (excluding risk) £532,000
- Spend to date: £434,000

## Appendix 1

- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down:
- Estimated Programme Dates: G3 anticipated June 2015 - scheme completion estimated 2019/2020

*Scope/Design Change and Impact: some slippage on timeframe for G3 with delays with consultant. Subsequently a fatality at the junction in June 2015 changed the approach to the project*

### **'Options Appraisal and Design' G3 report (as approved by PSC 01/12/2015):**

- Total Estimated Cost (excluding risk): 4-18 million
- Resources to reach next Gateway (excluding risk) £1,179,000
- Spend to date: £886,791
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 mid 2017; construction start late 2018 complete in 2020

*Scope/Design Change and Impact:*

The introduction of what became the Bank on Safety Scheme was initiated at the Gateway 3 stage of this project (in the same report). Intention to continue to work on both projects.

*This project was formally put on hold in February 2018 in an issues report*

*An issues report in January 2019 sought to restart the project with changes to the project approach. Members agreed a strategic option to pursue rather than continuing with looking at 4 rigid options following the experience and lessons of delivering the Bank on Safety scheme.*

*Both Planning and Transportation and Streets and Walkways Sub Committee changed the recommendation in the January 2019 Issues report to read:*

*“Proceed with feasibility design of Strategic Option 2 (semi pedestrian priority with some vehicle movement) to a Gateway 4 report, on the basis that the proposed timescales for the project be tightened, and that Strategic Option 1 be retained as the Corporation’s longer-term aspiration for the junction. The next phase of work will investigate different options for highways alignment, design of public realm and vehicle mix to inform the Gateway 4 report;”*

*The April 2019 issues report sought approval to the proposed project approach to achieve the strategic aim agreed in the January 2019 report with a request for further funds.*

*Due to the introduction of the organisations fundamental review the funding element of the April report was not confirmed until June 2019 following changes being made to the source of funding to be S106 and not OSPR.*



## Appendix 1

*A further Capital Funding Bid as part of the new annual process was submitted and £4m has been allocated from this process in addition to the existing £1.5m of S106 and TFL funding already secured.*

A second Gateway 3 was submitted:

**'Options Appraisal and Design' G3 report (as approved by PSC 27/05/2020):**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk) £1,583,457
- Spend to date: £1,190,861
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: G4 Sept/Oct 2020; construction start late 2021 complete in 2023

*Scope/Design Change and Impact*

*3 options out of 20 were agreed to proceed for further design.*

**'Options Appraisal and Design' G4 report: (as approved by Projects Sub 23/10/20)**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk): 541,935
- Spend to date: 1,381,474
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G4c December 2020/January 2021

*1 option chosen for detailed design to continue*

**'Options Appraisal and Design' G4b report: (as approved by Court of Common Council 3/12/20)**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (excluding risk): 541,935
- Spend to date: 1,381,474
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G4c December 2020/January 2021

**Detailed Design G4c report: (as approved by Projects Sub 23/02/2021)**

- Total Estimated Cost (excluding risk): 5-5.6 million
- Resources to reach next Gateway (G5) (excluding risk): 541,935
- Spend to date: 1,475,110
- Costed Risk Against the Project: 95,000
- CRP Requested: 95,000
- CRP Drawn Down: 0
- Estimated Programme Dates: Progress report on consultation findings – June/July 2021 followed by G5 October 2021.

## Appendix 1

*Agreement of the design option to be proceed to Public consultation.*

### **Issues report: (as approved by Projects Sub 23/07/21).**

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 693,258*
- *Spend to date: 1,613,003*
- *Costed Risk Against the Project: £253,500*
- *CRP Requested: 93,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: Progress report on consultation findings – September 2021 followed by G5 October 2021.*

*Scope/Design Change and Impact: the change to programme following more time needed to fully analyse the consultation results means that we will no longer be able to substantially complete the work by the end of 2022 as planned. It is still possible to complete a large area before the LM show 2022 but a substantial area will need to be completed after LM show.*

### **Issues report – public consultation findings report (As approved by Projects sub 15/09/21)**

- *Total Estimated Cost (excluding risk): 5-5.6 million*
- *Resources to reach next Gateway (G5) (excluding risk): 693,258*
- *Spend to date: 1,689,517*
- *Costed Risk Against the Project: £253,500*
- *CRP Requested: 93,000*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: G5 October 2021.*

### **‘Authority to start Work’ G5 report (as approved by Projects sub 15/012/22):**

- *Total Estimated Cost (excluding risk): £6.7 million (costed risk to be utilised on delivery when no longer needed for Risk – descoping options included in the report)*
- *Resources to reach next Gateway (excluding risk): 3,513,197 (+297k to 997k risk)*
- *Spend to date: £1,945,799*
- *Costed Risk Against the Project: £1,175,000*
- *CRP Requested: 390,000 (confirmed funding) to 1,090,000 (awaiting confirmation of capital bid)*
- *CRP Drawn Down: 0*
- *Estimated Programme Dates: construction completion summer 2023*

*Scope/Design Change and Impact:*

*Due to increasing contract costs, labour and materials, the original project budget of £5.6m was no longer going to deliver the basic functional change as designed. The report discussed how delivery could happen with no extra funding, which would be to not undertake the physical change in Queen Victoria Street or deliver any of the public realm enhancements that had been consulted upon.*

*A capital top up bid of £700k based on a anticipated 20% uplift in the prices used to estimate for the Gateway 5 had been applied for, but the final decisions on the funding was not going to be taken until the Court of Common Council in March*

## Appendix 1

2023. If the 700k was granted, the full base design would be achievable, and there would be scope to deliver some of the public realm enhancements by utilising costed risk provision that had not been required during the substantive build.

### **Issues Report September 2022: update on progress and Public realm priorities.**

- Total Estimated Cost (excluding risk): £6.7 million to max £6.8million utilising unspent costed risk
- Resources to reach next Gateway (excluding risk): 3,513,197 (+297k to 997k risk)
- Spend to date: £2,342,000
- Costed Risk Against the Project: £1,175,000
- CRP Requested: £666,498 (remaining)
- CRP Drawn Down: £423,502
- Estimated Programme Dates: construction completion Spring 2024

### *Scope/Design Change and Impact*

*Following the successful bid for funding to cover the increased inflationary costs and contract rises which ensured that the basic functional change of the project could be delivered, this report focused on the enhancements that needed to be prioritised as and when/or if funding became available to deliver them. The principle of using any unspent costed risk provision on the enhancements was approved at gateway 5. This report agreed a priority to which funding would be directed*

A series of reports relating to the traffic mix and timing review have also been received by committee (S&W) May 2022, February 2023, May 2023.

**An Urgency report** was considered in August 2023 regarding an additional £500k (Plus £150k CRP) to the budget specifically for progressing the traffic mix and timing review

- Total Estimated Cost (excluding risk): £6.7 million to max £7.3 million utilising unspent costed risk
- Spend to date: £3,495,398
- Costed Risk Against the Project: £1,240,000
- CRP Requested: £816,498 (remaining)
- CRP Drawn Down: £423,502
- Estimated Programme Dates: construction completion Spring 2024

**Total anticipated on-going commitment post-delivery [£]:** Value to TBC once the level of greening, seating and enhancement is confirmed following the prioritisation of the enhancements should there be funding to deliver these. The maintenance value is including in the cost estimates of the project and is not a further resource to acquire.

Estimate for rain gardens and trees is approx. £82k

There is a likely change to cleansing and maintenance costs of the area with additional greenery and seating.



**Programme Affiliation [£]:** with Bank on Safety Scheme up to £9.08 million

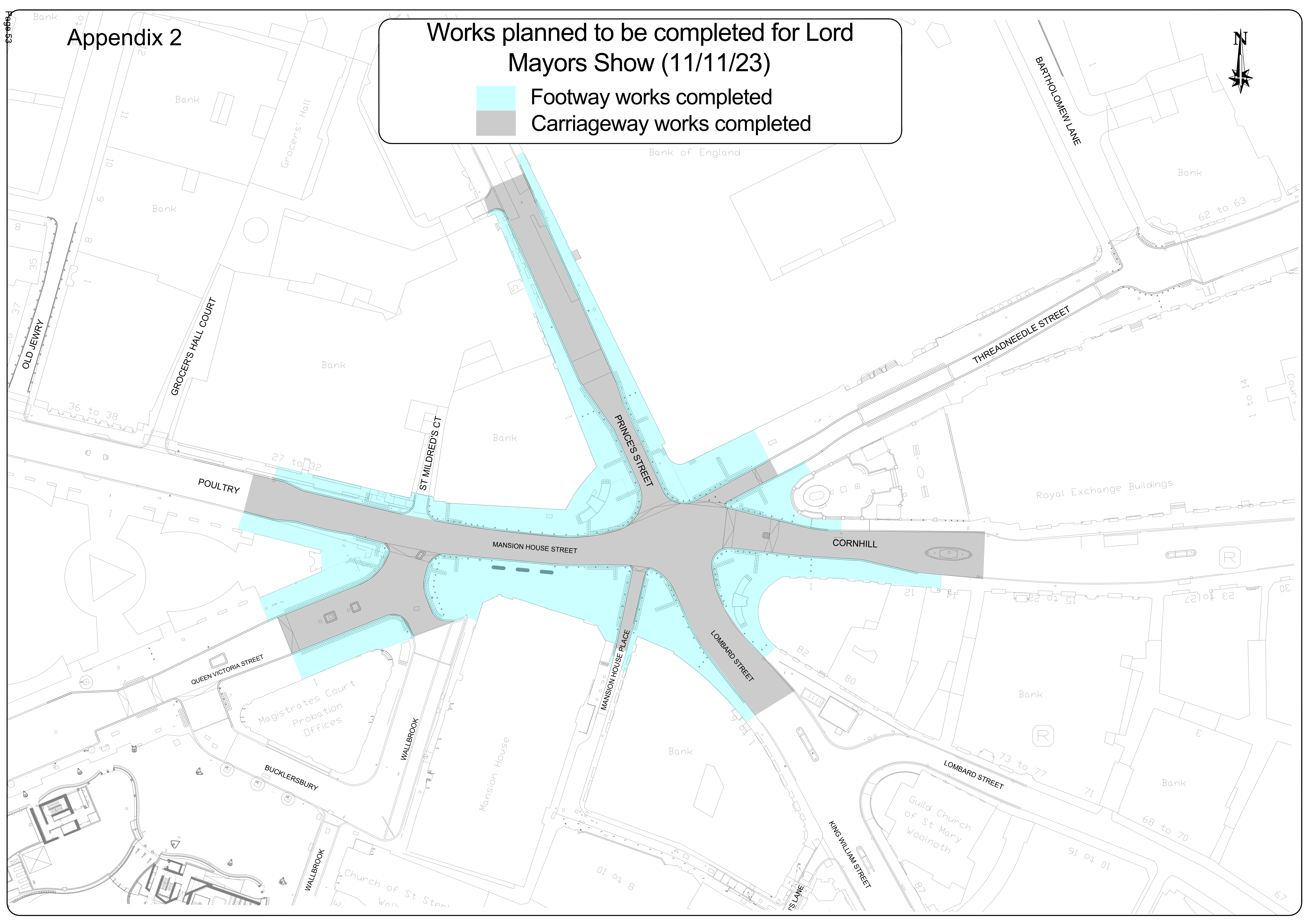
## Appendix 1

V14 July 2019



# Works planned to be completed for Lord Mayors Show (11/11/23)

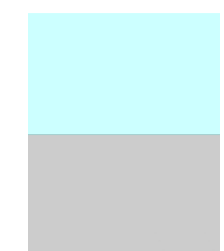
-  Footway works completed
-  Carriageway works completed



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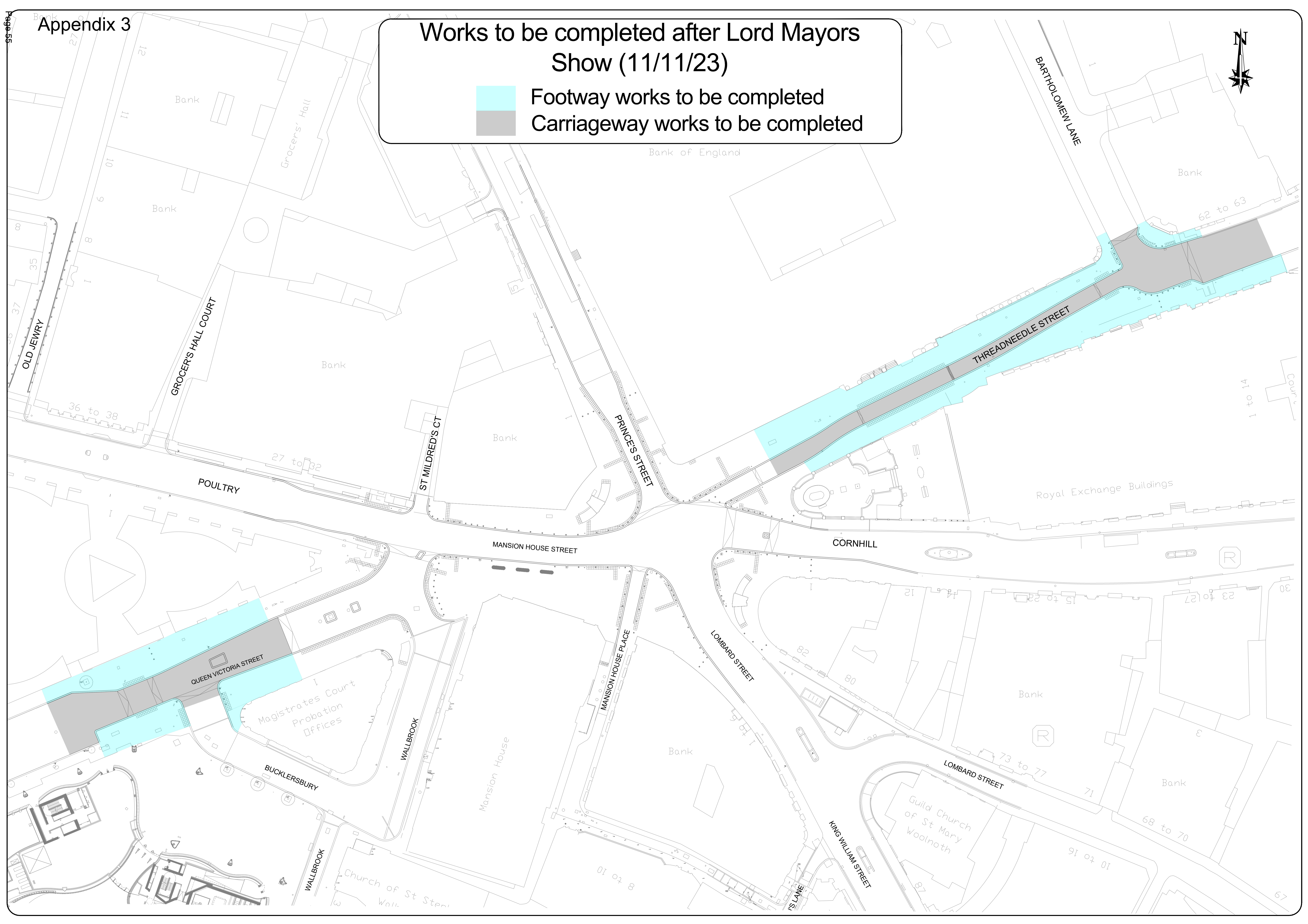


# Works to be completed after Lord Mayors Show (11/11/23)



Footway works to be completed

Carriageway works to be completed



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**City of London: Projects Procedure Corporate Risks Register**

Project name: *All Change at Bank*

Unique project identifier: *11401*

Total est cost (exc risk) *£6677930*

Corporate Risk Matrix score table

PM's overall risk rating	Medium
Avg risk pre-mitigation	8.8
Avg risk post-mitigation	5.8
Red risks (open)	0
Amber risks (open)	6
Green risks (open)	2

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£1,195,000.00	18%
£1,121,500.00	17%
£1,060,000.00	0%
£1,240,000.00	0%

Costed risk as % of total estimated cost of project

" "

" "

Costed Risk Provision requested

CRP as % of total estimated cost of project

- (1) Service Delivery/ Performance
- (1) Compliance/Regulatory
- (2) Financial
- (3) Reputation
- (4) Contractual/Partnership
- (4) Legal/ Statutory
- (5) H&S/Wellbeing
- (6) Safeguarding
- (7) Innovation
- (8) Technology
- (9) Environmental
- (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
2	7.0	£55,000.00	0	2	0
3	8.0	£157,000.00	1	1	0
4	5.5	£120,500.00	0	2	2
1	6.0	£8,000.00	0	1	0
1	12.0	£700,000.00	0	1	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
3	5.0	£81,000.00	0	2	1

Issues (open)	1
All Issues	1

Open Issues

All Issues

Extreme	Major	Serious	Minor
1	0	0	0
1	0	0	0

Cost to resolve all issues (on completion)

£432,502.00

Total CRP used to date

£432,502.00

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City of London: Projects Procedure Corporate Risks Register

Project Name: <b>All Change at Bank</b>	PM's overall risk rating: <b>Medium</b>	CRP requested this gateway: <b>£ 1,240,000</b>	Average unmitigated risk: <b>8.8</b>	Open Risks: <b>12</b>
Unique project identifier: <b>11401</b>	Total estimated cost (exec risk): <b>£ 6,677,930</b>	Total CRP used to date: <b>£ 432,502</b>	Average mitigated risk score: <b>5.8</b>	Closed Risks: <b>5</b>

General risk classification							Mitigation actions										Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	Inaccurate or incomplete project estimates, including baxters/ inflationary issues leads to budget increases	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall. More specifically, inflationary amounts predetermined earlier in a project may be found to be insufficient and require extra funding to cover any shortfall.	Likely	Serious	8	£7,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	* Undertake regular cost reviews via the highways team.	£0.00	Likely	Serious	£6,000.00	8	£0.00	staff time	14/09/2020	Leah Coburn	Ben Bishop		reduced impact rating now that we are have a significant portion of the build complete.
R2	4	(4) Contractual/Partnership	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL didn't go as planned.	Unlikely	Serious		£4,500.00		B - Fairly Confident	* Ensure early engagement with TfL buses in the design phases so they can consult internally * Design the measures to help minimise impacts on the bus network	£0.00	Unlikely	Minor			£0.00	Costs to cover TfL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Neil West	22/11/2021	
R3	5	(4) Contractual/Partnership	LUL engagement and their requirements on a project.	Further time and therefore resource may be required during construction	Unlikely	Minor	2	£3,000.00		A - Very Confident	* Ensure early engagement with LUL in the design phase to ascertain their requirements for working near their infrastructure.	£0.00	Rare	Minor		1	£0.00	Costs to cover LUL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Neil West	22/11/2021	
R4	4	(4) Legal/ Statutory	Issue(s) with external engagement and buy-in	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned	Possible	Serious		£7,000.00		A - Very Confident	As restrictions ease make contact with busiessnes that have not been engaging these last few months to ensure theyunderstad the proposals	£0.00	Rare	Minor			£0.00	Costs to cover staff time	14/09/2020	Leah Coburn	Gillian Howard	22/11/2021	TO this stage engagement has been contained within the estiamted budget.

R5	5	(2) Financial	Funding constraint/ conditions implications	Further resources may be required to identify additional funding or make alternative arrangements if constraints/ conditions change.	Unlikely	Serious	4	£3,500.00	Y - for costed impact post-mitigation	B - Fairly Confident	* Track and locate other possible additional funding streams * In co-operation with City Highways staff, strive to make efficiency savings where possible during detailed design phase.	£0.00	Unlikely	Serious	£2,000.00	4	£0.00	Costs to cover staff time	14/09/2020	Leah Coburn	Gillian Howard		
R6	5	(2) Financial	Accessibility and/ or security concerns lead to project change	Further changes to the project's design if necessary may impact on accessibility/ security concerns leading to further changes.	Unlikely	Serious	4	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	* On-going dialogue with the accessibility/ security workstreams	£0.00	Rare	Minor	£15,000.00	1	£0.00	Costs to cover staff and/ or fees	14/09/2020	Leah Coburn	Neil West		nothing over and above anticipated
R7	5	(1) Service Delivery/ Performance	Unforeseen technical and/ or engineering issues identified	Identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Unlikely	Major	8	£35,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	* Work closely with the highways team to help identify any unforeseen technical or engineering issues at an early stage.	£0.00	Unlikely	Serious	£22,000.00	4	£0.00	Costs to cover staff and/ or fees	14/09/2020	Leah Coburn	Ben Bishop/ Neil West		
R9	5	(10) Physical	Trial holes/ utility investigations lead to further information being required and an increase in time.	Delays could occur which result in unplanned costs if utility companies don't engage as expected or additional utility surveys are required.	Possible	Serious	6	£8,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Liaise closely with design engineers to work out an approach to cover utility delays or site discoveries. Trial holes to be undertaken once security measures have been developed further.	£0.00	Rare	Minor	£5,000.00	1	£0.00	staff time	14/09/2020	Leah Coburn	Ben/ Bishop/ Neil West		reworded to extend into construction given the risk around cost inflation and possible need to make alterations.
R10	5	(3) Reputation	Expectation of the look and feel of the scheme is higher than what can be achieved with the budget available.	It is possible that we lose support for the proposed changes whilst still having a need to make functional change to support the growth in pedestrian numbers.	Possible	Serious	6	£8,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Liaise closely with design engineers to maximise public realm opportunities that can be included, subject to site and budget constraints.	£0.00	Unlikely	Serious	£7,000.00	4	£0.00	cost to cover staff time	14/09/2020	Leah Coburn	Ben/ Bishop/ Neil West		reduced risk impacts now that we are a significant way into the build and look and finish.
R11	5	(1) Service Delivery/ Performance	Additional investigations or surveys may be required by internal/ external parties to further validate the design.	Delays could occur to the programme if validation of the design is delayed.	Unlikely	Serious	6	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Liaise with internal/ external parties at an early stage to agree the scope of any additional investigations/ surveys.	£0.00	Rare	Minor	£11,000.00	1	£0.00	Costs to cover staff time and/ or consultants time/fee	14/09/2020	Leah Coburn	Neil West		Nearing the end of the risk life.
R12	4	(1) Service Delivery/ Performance	We may need to cover more of the costs for TfL/ consultants fees for the Eastern Cluster project.	Delays could occur to the programme if funding isn't available to cover costs associated with the Eastern Cluster project.	Possible	Serious	6	£40,000.00	N	B - Fairly Confident	Ongoing dialogue with Eastern Cluster Team to understand budget constraints.	£0.00	Rare	Minor	£30,000.00	1	£0.00	Costs to cover TfL staff time and/or costs of their consultants	14/09/2020	Leah Coburn	Gillian Howard/ Neil West	29/07/2022	closed out by year end by ECC team, release 30k to works budget in next adjustment
R13	4	(1) Service Delivery/ Performance	Some of the temporary schemes implemented as part of the City Transportation's and TfL's response to COVID-19 may be made permanent and could impact on the proposals at Bank Junction.	Making some of the temporary measures permanent could impact on the viability of proceeding with the project.	Possible	Serious	6	£15,000.00		B - Fairly Confident	Ongoing monitoring and further sensitivity testing will be undertaken to help identify which temporary schemes could be made permanent.	£0.00	Rare	Minor			£0.00	Costs to cover staff time and/ or fees	14/09/2020	Leah Coburn	Gillian Howard/ Neil West	21/11/2022	release 30k to works budget
R14	5	(1) Compliance/Regulatory	legal challenge regarding the decision to proceed with an agreed scheme	significant staff cost and legal fees in defending any legal challenge as well as no longer able to meet the project timeframe	Unlikely	Major	8	£150,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	ensure a transparent considered scheme, linked to policy and that all processes are followed accordingly	£0.00	Unlikely	Major	£140,000.00	8	£0.00	Staff costs, counsel costs, fees	01/02/2021	Leah Coburn	Gillian Howard		Nearing the end of the risk life.
R15	4	(1) Service Delivery/ Performance	Delay to the TfL statutory bus consultation, delays the G5 submission	delay to programme - cannot guarantee progression of the scheme without the bus reroutings being approved by TfL.	Possible	Serious	6	£4,000.00	N	C - Uncomfortable	continue working with TfL to ensure they have all the information they need to progress the consultation in good time	£0.00	Unlikely	Serious		4	£0.00	Costs to cover staff time	24/05/2021	Leah Coburn	Gillian Howard/ Neil West	15/11/2021	



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## Appendix 5

### Aerial view looking west at Bank Junction

September 2014,  
Photo by MattFromLondon



October 2023





Bank Junction: looking west towards  
Mansion House)

January 2020



October 2023





# Princes Street (looking South towards Bank)

January 2020



October 2023





Bank Junction: looking east towards Royal Exchange) 2

January 2020



October 2023





Bank Junction: looking east towards Royal Exchange)

September 2020



July 2023



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<b>Committees:</b> <b>Barbican Finance and Risk Committee [for decision]</b>  <b>Barbican Centre Board [for information]</b>  <b>Projects and Procurement Sub-Committee [for information]</b>	<b>Dates:</b> 7 November 2022  17 November 2022  15 January 2024
<b>Subject:</b> Barbican Centre- New Retail Unit  <b>Unique Project Identifier:</b> 11584	<b>Gateway 6:</b> <b>Outcome Report Light</b>
<b>Report of:</b> CEO, Barbican Centre <b>Report Author:</b> Angela Murphy	<b>For Decision</b>
<h2 style="margin: 0;">PUBLIC</h2>	

### Summary

<b>1. Status update</b>	<p><b>Project Description:</b> The project consists of forming new floor area within a void space near the theatre, to create a new shop which will replace the existing shop unit. The area directly below the new floor and hospitality space will be incorporated into the shop, linked by a staircase and an access lift.</p> <p><b>RAG Status:</b> Amber (Amber at last report to Committee)</p> <p><b>Risk Status:</b> Medium (Medium at last report to committee)</p> <p><b>Costed Risk Provision Utilised:</b> CRP was not part of the project management process during the life of the project</p> <p><b>Final Outturn Cost:</b> £664,013 excluding staff costs.</p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <p>Members are asked to note the content of the report and approve the closure of this project.</p>

### 3. Key conclusions

The budget increased by 16% against the Gateway five report and there was a slippage of two months on estimated practical completion.

**Main objective** - The main project objectives were as follows:

- Increase the Barbican Centre's level of income by investing in a bigger and better retail space in an area of the Centre which attracts more footfall as per the original NPV forecasts **This was partially achieved (please see finance comments)**
- Make a space that was adaptable and accessible to all **This was achieved**
- Have sufficient volume of space to enable product development and to fully reflect the variety of artistic work that takes place at the Centre **This was achieved**

**Reasons for variance** - The budget for these works increased from the original estimates in 2013 due to inflation, and because the scope of works increased (eg: an additional wheelchair lift, structural works and glazing for the shop's enclosures). Delays to delivery resulted in an upheld claim for loss and expense, and an additional cost for display cabinets was also incurred, as outlined in an issue report in November 2016.

#### **Finance observations**

The investment initially had a repayment of 1.8 years. This took slightly longer at 2.8 years, though due to operational success in 16/17 we paid the loan fully in 16/17.

The income with investment, over five years, was projected at £7.47M. The actual income was closer to £3.4m.

The projected income was based on a yearly attendance higher than was achieved and the final year was impacted by COVID.

An internal review as to the reasons for an income drop included customer surveys, and external benchmarking. It became clear that there were a number of issues and challenges facing the Barbican retail operation - specific areas of concern identified included:

- The customer journey
- Our value proposition

- The environment both in store and out, look and feel.

A highly experienced external agency (20.20) was appointed in November 2018 to undertake a full review. They were commissioned to determine factors driving performance and recommend improvements.

20.20, presented a report in February 2019:

Firstly, they identified that setting foyer retail performance against venue ticket holder numbers did not reflect the observed biggest shopping audience.

Looking at the product offer, it was identified by 20.20 that our product range, which is well received and liked by our customers, is dominated by a small percentage of popular items. The wide product offer demonstrates a broad choice for customers, but the large number of underperforming products needed to be addressed.

From an Environment perspective, it was noted in the report that the foyer shop struggles with its visibility despite its location on the foyer, with additional challenges inside the shop.

#### **Actions taken by Retail**

##### Physical Shop:

- Arranged for the reduction in the height of some fixtures to allow for a better shopping experience
- Retro fitted several fixtures with lights and shelving/hanging options to add light to the Ground floor level and increase display options
- Fitted back drops to the window displays to allow for more impactful displays and removing the disruption to displays of the sightline through the shop.
- When the Foyer carpet was changed in 2020, the shop retained the existing floor to help differentiate it from the wider space

##### Product:

- Through regular analysis, have made efforts to smooth our pricing architecture and ensure we are offering the right amount of product at different price points.



- Regularly review poor performing items, both in terms of sales and margin, making decisions on their future in store based on the rationale for their presence.
- Continual work to improve our range through developing our own product and sourcing new products that will fill gaps in the current offer and speak to our audiences.

**Reporting:**

Now measure in store conversion, using a people counter system on the Foyer Shops two entrances/exits. This allows us to more effectively measure store footfall and conversion and use this data to more accurately budget.

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**Main learning and recommendations**

1. Practical completion was certified in December 2016 with a month for the contractors to remedy snags. However, the certificate of making good could not be issued until November 2019.  
Recommendation: review project closure procedures to ensure these are given a higher priority for completion.
2. The Barbican Centre agreed to pay a loss and expense claim by the contractor due to delays in 2016  
Recommendation: a more vigorous approach by both the consultant CA and PM may have recouped some of the L&E costs by claiming for LADS when this was an option.
3. The initial financial profiling of the impact of the shop was not accurate.  
Recommendation: greater research and market testing.  
More cautious forecasting

**Main Report**



## Design & Delivery Review

<p><b>4. Design into delivery</b></p>	<p>The design of the project i.e. the process/method in which we agreed to the works was appropriate. In hindsight, however, a time allowance should have been incorporated to allow for delays due to access issues</p>
<p><b>5. Options appraisal</b></p>	<p>This project commenced with a “combined gateway 1/2/3/4 project proposal and options appraisal”.</p> <p>The recommended option was to have carpet instead of stone flooring and a reduced number of display cabinets (at a saving of £69k). This gateway was approved in October 2015. However, a separate tender exercise was then undertaken to procure the display cabinets at a total cost of £52,150. In addition, a further £44,681 was identified as an increase in projects costs in an issues report issued in November 2016 but the report requests the budget is increased to £65,681 due to the “fast and fluid nature of the project and claims consciousness of the contractor “as the PM of the time noted.</p> <p>More robustness at the time with a baseline or freeze of scope should have been established to avoid the scope creep that took place</p>
<p><b>6. Procurement route</b></p>	<p>City Procurement undertook an open tender for the works with a tender evaluation ratio of 60% on quality and 40% on price. Post-tender interviews (attended by the architects, QS, City Procurement and Centre project staff) were conducted with the three most economically advantageous bids and Forcia were ranked first as a result of the evaluation.</p> <p>The approach taken allowed for numerous suppliers to bid for the work. This provided a variety of options and a high chance of finding a contractor capable of delivering the project. However, there were a number of budget alterations and contract claims post tender suggesting what may have appeared the most economically advantageous tender being not such post tender.</p>
<p><b>7. Skills base</b></p>	<p>The project manager for this Scheme changed more than once during the planning and delivery stages of the works. The current skills base of the project team is now sufficient to undertake projects such as these. The author cannot comment on the skills base of the PMs who were involved during the active periods of the scheme as they are no longer employed by the City.</p>
<p><b>8. Stakeholders</b></p>	<p>Stakeholders are satisfied with the outcome of the project. There was a delay in remedying defects due to understaffing/workload between PC and actual completion, which caused an issue with both the vitrines and the closure of the sliding doors on level G.</p>

	This caused minor interruption to business as usual and is now resolved
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### Variation Review

<p><b>9. Assessment of project against key milestones</b></p>	<p><b>Original estimated project end date (as per gateway 5):</b> October 2016</p> <p><b>Actual project end date:</b> Certificate of Practical Completion - December 2016 Certificate of Making Good- November 2019</p> <p>The two month's additional time in getting the works to PC, has a negative effect on overall project costs. This could have been mitigated by counter claiming for Liquidated and Ascertained Damages i.e., by issuing a non-completion certificate once the deadline for completing snagging items had been reached (Friday 3<sup>rd</sup> February 2017).</p>
<p><b>10. Assessment of project against Scope</b></p>	<p>This project did experience some scope creep. This may have been mitigated by clearer consultation with stakeholders in order to baseline the scope.</p>
<p><b>11. Risks and issues</b></p>	<ul style="list-style-type: none"> <li>- Scope creep added costs to the scheme</li> <li>- Costs due to scope creep added to the budget for both contractors and consultants</li> <li>- The chosen contractor's tender included a number of non-costed provisional items which were later to be deemed necessary</li> <li>- Delays caused claims by the contractor which were considered reasonable and a loss and expense sum was paid</li> </ul>
<p><b>12. Transition to BAU</b></p>	<p>There is no record to indicate that transition to BAU was problematic, and the shop is now fully functioning.</p>

### Value Review

<p><b>13. Budget</b></p>	<table border="1"> <tr> <td data-bbox="491 1720 783 1868"> <p><i>Estimated Outturn Cost (G1-4)</i></p> </td> <td data-bbox="783 1720 1390 1868"> <p>Estimated cost (including risk): £589,000 Estimated cost (excluding risk): £589,000</p> </td> </tr> </table>	<p><i>Estimated Outturn Cost (G1-4)</i></p>	<p>Estimated cost (including risk): £589,000 Estimated cost (excluding risk): £589,000</p>
<p><i>Estimated Outturn Cost (G1-4)</i></p>	<p>Estimated cost (including risk): £589,000 Estimated cost (excluding risk): £589,000</p>		

	<i>At Authority to Start work (G5) £</i>	<i>Final Outturn Cost</i>	<i>Difference</i>
<i>Fees</i>	102,685	119,013	16,328
<i>Works</i>	408,452	488,500 +26,000 (L&E)	106,048
<i>Purchases</i>	68,483	52,150	-16,333
<i>Enabling works</i>	2,500	516	-1,984
<i>Asbestos works</i>	4,000	1,150	-2850
<i>Building Control</i>	2,900	2,900	0
<i>Costed Risk Provision</i>	nil	nil	0
<b>TOTAL</b>	<b>589,020</b>	<b>690,299</b>	<b>101,209</b>
<i>Staff Costs</i>	40,000	43,500	3,500
<p>Please confirm whether the Final Account for this project has been verified.</p> <p>It has been verified</p>			
<b>14. Investment</b>	As outlined above		
<b>15. Assessment of project against SMART objectives</b>	The general objectives of the project were achieved. The retail unit was relocated to a larger, two floor area, near the Silk Street entrance, and offers a wider range of products in a more ergonomic environment		
<b>16. Key benefits realised</b>	Retail is satisfied with the larger retail space they now have which enables them to offer a wider range of products. Please see the financial analysis of the project against forecast benefits for further information.		

### Lessons Learned and Recommendations

<b>17. Positive reflections</b>	The retail unit is in keeping with the design and identity of the Barbican Centre.
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	<p>It is larger and more centrally located than the previous shop, which has now been successfully converted into an interactive play and learning space for the under-fives.</p> <p>Procurement route allowed for numerous suppliers to submit a tender which increased the chances of being able to find a supplier capable of delivering the project.</p>
<b>18.Improvement reflections</b>	<ol style="list-style-type: none"> <li>1. Baseline scope, with input from stakeholders at an earlier stage, so that costs and scope are not allowed to creep</li> <li>2. Provisional items in tender returns to be considered with caution and scored accordingly.</li> <li>3. Handover notes and detailed audit trail to enable new PMs to understand the rationale of previous PMs decisions</li> <li>4. More robust management of contractors, contract administrators and the external project team</li> <li>5. Consider the use of a Clerk of Works for quality management on site.</li> </ol> <p>Retail continues to record footfall and products on offer both in the shop and on-line.</p>
<b>19.Sharing best practice</b>	<p>All reports and project files should be stored on the projects drive, accessible to all project team members. This allows for business continuation when PMs leave. They will be referred to during the planning stage of future similar projects.</p>
<b>20.AOB</b>	<p>This outcome report was drafted in December 2019. It has taken almost three years to finalise because by December 2019 the project team for the Barbican and Guildhall School comprised one new temporary (12-month contract) PM and one project assistant. During the covid shutdowns both officers worked to accelerate and manage as many projects as possible due to the unprecedented access to the buildings. Post Covid, the small team have had to prioritise project delivery.</p>

**Contact**

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