

PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 12 December 2018

**Minutes of the meeting of the Projects Sub (Policy and Resources) Committee
held at the Guildhall EC2 at 10.00 am**

Present

Members:

Deputy Keith Bottomley (Chairman)	Marianne Fredericks
Deputy Jamie Ingham Clark (Deputy Chairman)	Deputy Catherine McGuinness
Randall Anderson	Andrew McMurtrie
Karina Dostalova	Deputy Philip Woodhouse

Officers:

Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Chris Bell	- Chamberlain's Department - Procurement
Jonathan Chapman	- Chamberlain's Department
Ola Obadara	- City Surveyor's Department
Chris Hartwell	- City Surveyor's Department
Simon Glynn	- Department for the Built Environment
Leah Coburn	- Department for the Built Environment
Melanie Charalambous	- Department for the Built Environment
Paul Monaghan	- Department for the Built Environment
Paul Murtagh	- Department for Community and Children's Services
Gerald Mehrtens	- Department for Community and Children's Services
Colin Buttery	- Director of Open Spaces
Gary Burks	- Open Spaces Department
Cornell Farrell	- Barbican Centre
Kiran Jafari	- Barbican Centre
David Drane	- City of London Police
Pete O'Doherty	- City of London Police
Pauline Weaver	- City of London Police
Sarah Williams	- City of London Police

1. APOLOGIES

Apologies were received from Nick Bensted-Smith, Anne Fairweather, Chris Hayward and James Tumbridge.

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

There were no declarations.

3. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 7 November 2018 be approved as a correct record.

4. **ACTIONS**

Members considered a report of the Town Clerk regarding actions arising from previous meetings and the following points were made.

Great Arthur House – Gateway 7 Outcome Report

The Town Clerk noted that the Great Arthur House Gateway 7 Outcome report was due at the January 2019 meeting.

New Project Procedure

The Chairman noted that the new project procedure would go live from January 2019, and that explanatory messaging would be issued to both officers and Members to highlight the change in procedure. The refreshed policy around projects would be reviewed by Members in April 2019 once additional resources had been secured for the Town Clerk's Project Management Office.

Project Managers' Academy

The Chairman noted that this action was an item on the agenda that day at Item 6 (Projects Management Academy) and could therefore be closed.

Mansion House External Cleaning

The Town Clerk noted that the final option would be considered at Gateway 5 (not Gateway 4) in May 2019. In response to a comment from a Member regarding the length of time for the project to reach Gateway 5, the City Surveyor agreed to circulate the project schedule to Members outside of the meeting.

Blackfriars Bridge Parapet Refurbishment/*Illuminated River*

The Director of the Built Environment noted that this action had been fed into the project and that monthly meetings were taking place between relevant officers. He noted that access was proving an issue due to constraints imposed by the Thames Tideway Tunnel project. Members agreed this action could be closed.

Public Realm Projects

The Chairman noted that this action was on the agenda that day at Item 15 (Review of Projects within the Department of the Built Environment) and could therefore be closed.

RESOLVED, that the report be received.

5. **GATEWAY APPROVAL PROCESS**

RESOLVED, that the Gateway Approval Process be noted.

6. **PROJECT MANAGEMENT ACADEMY**

Members considered a report of the Director of Human Resources regarding the Project Management Academy and the following points were made.

- The Chairman welcomed the report and stated that in his view the establishment of the academy would play a major role in ensuring effective delivery of projects by the City of London Corporation.
- The Director of Human Resources noted that two levels of project management qualifications would be offered by the academy: a foundation level qualification for any staff involved in the administration and delivery of projects, and an advanced qualification for staff responsible for leading on the delivery of projects or programmes.
- In response to a question from a Member, the Director of Human Resources noted that core elements of all standard project management methodologies would be offered by the academy.

RESOLVED, that the report be received.

7. **GATEWAY 3/4 ISSUE - MIDDLESEX STREET ESTATE LIFT REFURBISHMENT**

Members considered a Gateway 3/4 Issue report of the Director of Community and Children's Services regarding the Middlesex Street Estate Lift Refurbishment.

RESOLVED, that Members

- Approve an increase of £522,500.00 to the total estimated cost of the project, noting a new total of £1,555,000.00, comprised of £1,382,500.00 for the tendered refurbishment works and £172,500.00 to cover fees and staff costs.
- Note that a Gateway 5 – Authority to Start Work report will be submitted for Chief Officer approval as per the regular approval track.

8. **GATEWAY 2 PROJECT PROPOSAL - 80 FENCHURCH STREET S278**

Members considered a Gateway 2 Project Proposal report of the Director of the Built Environment regarding 80 Fenchurch Street s278.

RESOLVED, that Members

- Approve the commencement of the project;
- Approve the recovery of existing shadow code staff costs from the received £40,000 design and evaluation sum;
- Delegate authority to the Director of the Built Environment to approve the start of work (Gateway 5);

- Delegate authority to the Director of the Built Environment to approve budget adjustments within the approved total project budget amount.

9. **GATEWAY 2 PROJECT PROPOSAL - CREED COURT S278**

Members considered a Gateway 2 Project Proposal report of the Director of the Built Environment regarding Creed Court s278.

RESOLVED, that Members

- Authorise officers to enter into a s278 agreement with the developer;
- Authorise officers to proceed with the evaluation process with a Gateway 3/4 Options Appraisal report in due course, under the Regular reporting process.

10. **GATEWAY 3/4/5 - FREDERICK'S PLACE ENVIRONMENTAL ENHANCEMENTS S278**

Members considered a Gateway 3/4/5 Authority to Start Work report of the Director of the Built Environment regarding Frederick's Place Environmental Enhancements s78 and the following points were made. The Town Clerk referred Members to a tabled letter from the developer regarding the proposed colour palette of the scheme that had been received since the agenda papers had gone to press.

RESOLVED, that

- The project be approved at a cost of £543,230, as per the report and letter requesting the change of colour palette dated 30 November 2018 from the Mercers' Company, as funded by a Section 278 agreement with the developer of 1-3,7&8 Frederick's Place, The Mercers' Company;
- Authority be given for the release of funds to purchase long lead-time materials and associated costs amounting to £43,500, in advance of the full s278 payment to avoid delays to the programme, subject to the letter of agreement with the developer. The amount to be deducted from the full s278 payment;
- Authority to start work be granted subject to completion of the s278 and receipt of full funding from the developer;
- Approval be given for City officers to publish proposals in relation to any necessary traffic orders or other consents to implement the project as described in this report (Traffic orders will be necessary to implement a loading restriction, relocate the motorcycle parking and to remove the disabled parking bay);
- Delegated authority be given to the Director of Transportation and Public Realm to consider any objections to the traffic orders detailed in this report;

- Any underspend from the previous gateway be transferred to the implementation budget;
- Delegated authority be given to the Assistant Director of City Public Realm and Head of Finance to adjust the project budget between staff costs, fees and works providing the overall budget is not exceeded.

11. **GATEWAY 2 PROJECT PROPOSAL - BARBICAN ESTATE REDECORATION PROGRAMME 2020-2025**

Members considered a Gateway 2 Project Proposal report of the Director of Community and Children's Services regarding the Barbican Estate Redecoration Programme 2020-2025.

RESOLVED, that Members

- Approve the project to progress to Gateway 3/4 (Options Appraisal) via the regular approval track.
- Approve a budget of £37,500 to reach the next Gateway.

12. **GATEWAY 5 ISSUE - THAMES COURT FOOTBRIDGE**

Members considered a Gateway 5 Issue report of the Director of the Built Environment regarding the Thames Court Footbridge. Members noted that the bridge was scheduled to be open to the public in February 2019.

RESOLVED, that the report be received.

13. **GATEWAY 3/4 OPTIONS APPRAISAL - CREMATOR REPLACEMENT - CITY OF LONDON CEMETERY AND CREMATORIUM**

Members considered a Gateway 3/4 Options Appraisal report of the Director of Open Spaces regarding Cremator Replacement at the City of London Cemetery and Crematorium and the following points were made.

- In response to a question from a Member, the Director of Open Spaces replied that officers were seeking to replace the cremators at the present time rather than waiting for further central government guidelines as the existing cremators were twenty years old and beginning to fail. Replacing the existing cremators in a timely fashion would minimise the levels of mercury that was being emitted.
- In response to a comment from a Member, the Chamberlain agreed to circulate a corrected summary of the level of payback that could be expected from the replacement cremators.
- The Chairman congratulated the Director of Open Spaces for the comprehensive project risk register included within the report.

RESOLVED, that Members

- Approve Option 5 (Remove all old cremators and replace with two new cremators complete with flue gas treatment plant).
- Approve a total project budget of £1,100,000.

14. **QUEENHITHE AND VINTRY PUBLIC REALM IMPROVEMENTS PROGRAMME REPORT**

Members considered a Queenhithe and Vintry public realm improvements programme report of the Director of the Built Environment regarding Mansion House Station environs public realm enhancements (Gateway 3), Queensbridge House Hotel s278 (Gateway 2) and Globe View Walkway (Gateway 4/5) and the following points were made.

- The Chairman noted that the new format of the report sought to provide Members with a combined approach to considering similar public realm projects.
- In response to a question, the Director of the Built Environment replied that the delays to the Queensbridge House Hotel project were due to construction delays faced by the developer of the hotel.

RESOLVED, that Members

- Agree the proposed programming approach which will include joint project Gateway reporting and updates;
- Approve funding of £65,000 from TfL Local Implementation Plan (LIP) to progress the Globe View Walkway project to Gateway 4/5;
- Approve Option 2 of the Mansion House Station Environs project with funding of £71,500 from TfL LIP to progress to Gateway 4/5;
- Approve initiation of the Queensbridge House Hotel S278 project with funding of £57,800 from the developer to reach the next gateway.

15. **REVIEW OF PROJECTS WITHIN THE BUILT ENVIRONMENT DIRECTORATE**

Members considered a report of the Director of the Built Environment regarding a review of projects within the Built Environment Directorate and the following points were made.

- A Member welcomed the review and noted that it took a considerable degree of institutional courage to cancel initiated projects, particularly given the number of strategic projects forecast by the City of London Corporation over the next decade.

RESOLVED, that Members

- Agree the project prioritisation approach outlined within the report at paragraphs 15-18.
- Agree that those projects which are (a) fully funded by s278 monies (b) have Gateway 5 approval (c) are fully funded by Bridge House Estate or (d) are fully funded by s106 monies fall outside the scope of the review.
- Agree the allocation of s106 monies as set out in in Appendix 3 and allocate any additional funding associated with the specified s106 agreements as a result of interest or indexation in accordance with Table E.
- Note that the funding allocation set out in Table E (Appendix 3) is committed to the projects identified and will be transferred to project budgets upon Member approval of individual project reports via the Gateway approval process.
- Agree to the archiving of 43 pre-project proposals (at Gateway 0) from the *Project Vision* system as set out in Table D.
- Note that a forthcoming report will be brought to Committees in Quarter 1, 2019 which will outline a list of current projects to be continued, reduced in scope or stopped, for Members' approval
- Note that a ten-year plan of future prioritised projects, to be reviewed annually, will be appended to the forthcoming report (described in recommendation 6).

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

18. **EXCLUSION OF THE PUBLIC**

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

19. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 7 November 2018 be approved as a correct record.

20. **NON-PUBLIC ACTIONS**

Members considered a report of the Town Clerk regarding non-public actions arising from previous meetings.

21. **VERBAL UPDATE - CITY OF LONDON PRIMARY ACADEMY ISLINGTON**
Members considered a tabled report of the Director of Community and Children's Services regarding City of London Primary Academy Islington Contract Issue Approval.
22. **GATEWAY 6 ISSUE - ACTION AND KNOW FRAUD CENTRE - CONTRACT**
Members considered a Gateway 6 Issue report of the Commissioner of Police regarding Action and Know Fraud Centre – Contract.
23. **GATEWAY 1/2/3/4 - CITY OF LONDON SCHOOL FOR GIRLS EXPANSION PROJECT**
Members considered a Gateway 1/2/3/4 report of the Headmistress regarding the City of London School for Girls Expansion Project.
24. **GATEWAY 1/2/3/4/5 AUTHORITY TO START WORK - CITY OF LONDON FREEMEN'S SCHOOL SPORTS HALL ROOF**
Members considered a Gateway 1/2/3/4/5 Authority to Start Work report of the City Surveyor regarding the City of London Freeman's School Sports Hall Roof.
25. **GATEWAY 4 ISSUE - CITY OF LONDON FREEMEN'S SCHOOL MAIN HOUSE REFURBISHMENT - ADDITIONAL FEE REQUEST**
Members considered a Gateway 4 Issue report of the City Surveyor regarding the City of London Freeman's School Main House Refurbishment – Additional Fee Request.
26. **CITY OF LONDON POLICE IT MODERNISATION EXECUTIVE SUMMARY**
Members considered a joint report of the Chamberlain and Commissioner of Police regarding the City of London Police IT Modernisation Executive Summary.
 - 26.1 **Gateway 1/2/3 Project Proposal and Options Appraisal - City of London Police IT Modernisation Managed Desktop & O365**
Members considered a Gateway 1/2/3 Options Appraisal joint report of the Chamberlain and Commissioner of Police regarding City of London Police IT Modernisation Managed Desktop and O365.
 - 26.2 **Gateway 1/2/3 Project Proposal & Options Appraisal - City of London Police IT Modernisation Security Zone**
Members considered a Gateway 1/2/3 Options Appraisal joint report of the Chamberlain and Commissioner of Police regarding the City of London Police IT Modernisation Security Zone.
27. **PROJECT CLOSURE - CUPOLA HOUSE, 209-212 TOTTENHAM COURT ROAD, LONDON WC1**
Members considered a project closure report of the City Surveyor regarding Cupola House, 209-212 Tottenham Court Road, London, WC1.

28. **GATEWAY 7 OUTCOME - CITY OF LONDON SCHOOL FOR GIRLS REFURBISHMENT PROGRAMME**
Members considered a Gateway 7 Outcome report of the Headmistress regarding the City of London School for Girls Refurbishment Programme.
29. **GATEWAY 7 OUTCOME - CITY OF LONDON POLICE MOBILE WORKING SERVICES**
Members considered a Gateway 7 Outcome report of the Commissioner of Police regarding City of London Police Mobile Working Services.
30. **GATEWAY 3/4 OPTIONS APPRAISAL - BARBICAN ART GALLERY 2019**
Members considered a Gateway 3/4 Options Appraisal report of the Managing Director, Barbican Centre, regarding the Barbican Art Gallery 2019.
31. **GATEWAY 1/2/3 PROJECT PROPOSAL & OPTIONS APPRAISAL - IT TRANSFORMATION PHASE II IT SERVICE 2020 CONTRACT - SOURCING**
Members considered a Gateway 1/2/3 Options Appraisal joint report of the Chamberlain and Commissioner of Police regarding City of London IT Transformation Phase II IT Service 2020 Contract – Sourcing.
32. **GATEWAY 1/2/3/4/5 AUTHORITY TO START WORK - IPG CYCLICAL LIFT PROJECTS 2018**
Members considered a Gateway 1/2/3/4/5 Authority to Start Work report of the City Surveyor regarding Investment Property Group (IPG) Cyclical Lift Projects 2018.
33. **BUILDINGS PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a report of the Director of Community and Children's Services regarding the Buildings Programme (Housing Projects) – Red, Amber and Green projects.
34. **OPEN SPACES PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a report of the Director of Open Spaces regarding the Open Spaces Programme – Red, Amber and Green projects.
35. **TOWN CLERK'S PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a report of the Town Clerk regarding the Town Clerk's Programme – Red, Amber and Green projects.
36. **TRANSPORTATION AND PUBLIC REALM PROGRAMME - RED, AMBER AND GREEN PROJECTS UPDATE REPORT**
Members considered a report of the Director of the Built Environment regarding the Transportation and Public Realm Programme – Red, Amber and Green projects.

37. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There was one question.

38. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no items of urgent business.

39. CONFIDENTIAL MINUTES - CIRCULATED SEPERATELY

RESOLVED, that the confidential minutes of the meeting held on 7 November 2018 be approved as a correct record.

The meeting closed at 12.40 pm

Chairman

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