



## **Corporate Asset Sub (Finance) Committee APPENDICES PACK**

**Date:** THURSDAY, 1 NOVEMBER 2018  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Nicholas Bensted-Smith (Chairman)  
Dominic Christian (Deputy Chairman)  
Randall Anderson  
Marianne Fredericks  
Alderman Alison Gowman  
Michael Hudson  
Deputy Wendy Hyde  
Deputy Jamie Ingham Clark  
Jeremy Mayhew  
Deputy Joyce Nash  
Jeremy Simons  
Deputy Philip Woodhouse

**Enquiries:** John Cater  
[john.cater@cityoflondon.gov.uk](mailto:john.cater@cityoflondon.gov.uk)

**Lunch will be served for Members in the Guildhall Club at 1pm**

**John Barradell  
Town Clerk and Chief Executive**

## **AGENDA**

6. **ENERGY PERFORMANCE 2018/19 Q1 REPORT**  
Report of the City Surveyor

**For Information**  
(Pages 99 - 100)

7. **GUILDHALL YARD REFURBISHMENT/REPLACEMENT OF PAVIOURS AND DRAINAGE**  
Report of the City Surveyor

**For Decision**  
(Pages 101 - 104)

9. **CWP PROGRESS REPORT Q2 2018/2019**  
Report of the City Surveyor

**For Information**  
(Pages 105 - 106)

10. **MANSION HOUSE EXTERNAL CLEANING AND LIGHTNING**  
Report of the City Surveyor

**For Decision**  
(Pages 107 - 120)

18. **OPERATIONAL PROPERTY: CAPITAL PROJECTS 2018/19**  
Report of the Town Clerk

**For Information**  
(Pages 121 - 124)

19. **OPR OVERALL PROGRAMME UPDATE REPORT**  
Joint Report of the Chamberlain and the City Surveyor

**For Information**  
(Pages 125 - 130)

20. **LETTING OF 2ND - 5TH FLOORS, 78-83 UPPER THAMES ST EC4 (WALBROOK WHARF OFFICES)**  
Report of the City Surveyor

**For Decision**  
(Pages 131 - 136)

21. **HOLLOWAY ESTATE (IAF)**  
Report of the Director of Community and Children's Services

**For Decision**  
(Pages 137 - 142)

22. **GUILDHALL BUDGET 2019/20 BID**  
Report of the City Surveyor

**For Decision**  
(Pages 143 - 148)

25. **GSMD - CAPITAL CAP UPDATE REPORT**  
Report of the Director of Operations and Buildings – Barbican Centre.

**For Information**  
(Pages 149 - 160)

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## Appendix A. Markets energy consumption breakdown

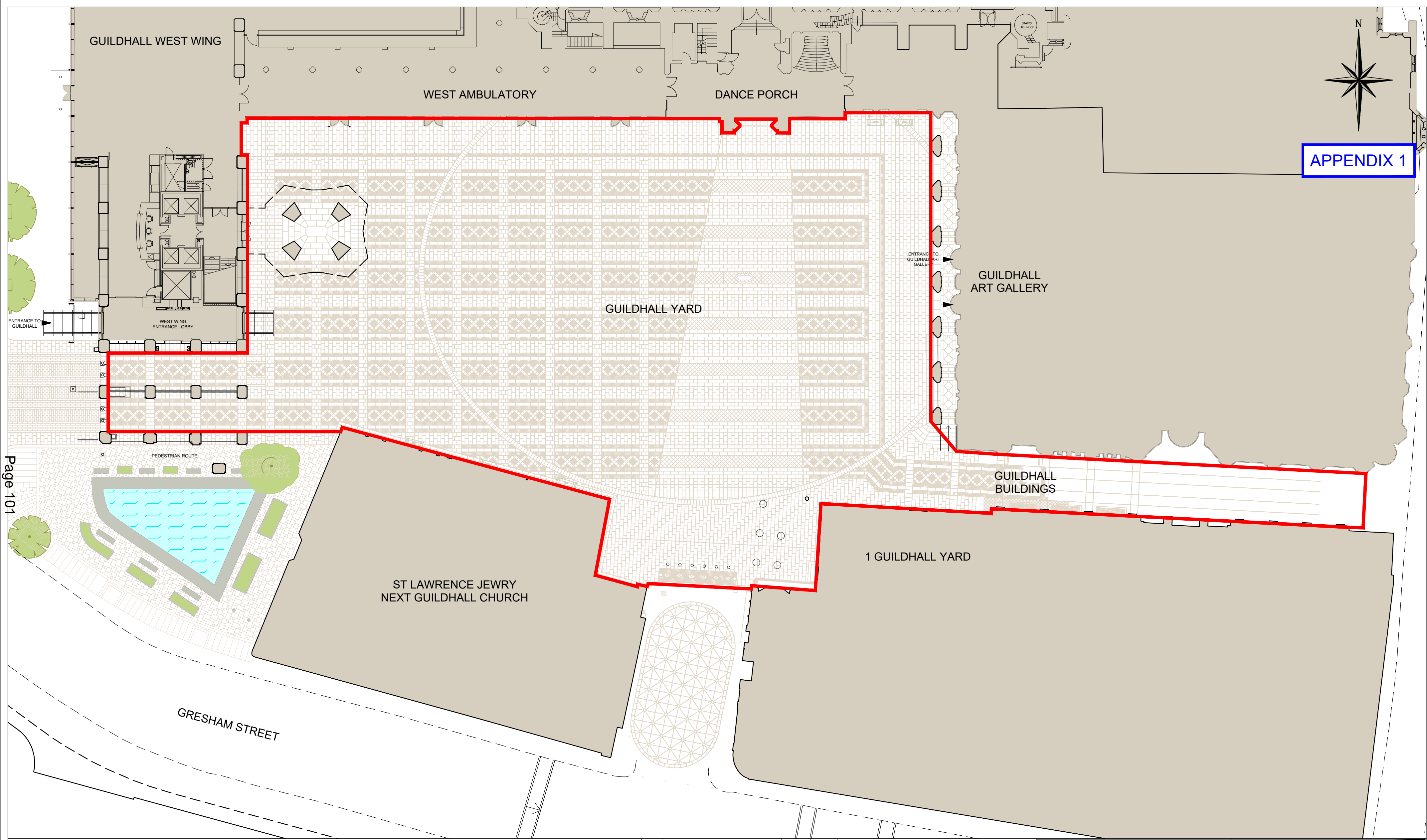
Over 75% of the total energy consumption for the Markets and Consumer Protection department relates to electricity consumption within the three markets. Of this about 70% relates to tenant supplies and 30% to landlord services. Table B1 below compares the Q1 2018/19 consumption against that of Q4 2017/18 and shows landlord's consumption increase of 2.92%, tenant consumption reduction by -1.30%, resulting in a total decrease of -0.03%.

Table B1. Absolute electricity split between tenants/landlord

	17/18 Q4 kWh	18/19 Q1 kWh	Diff. kWh	Diff. %
M&CP Landlord	6,813,467	7,012,376	198,909	2.92%
M&CP Tenants	15,761,522	15,556,074	-205,448	-1.30%
<b>Total</b>	<b>22,574,989</b>	<b>22,568,450</b>	<b>-6,539</b>	<b>-0.03%</b>

## Appendix B. TOP 30 sites by consumption: 2018/19 Q1 against 2017/18 Q4

Sites	Sum of 17/18 Q4	Sum of 18/19 Q1	Diff. kWh	Diff. %
Guildhall Complex	19,752,802	19,439,125	-313,677	-1.6%
London Central Market (Smithfield)	18,040,549	18,332,201	291,652	1.6%
Barbican Arts Centre	17,372,772	18,078,122	705,351	4.1%
Central Criminal Court	8,712,643	8,118,795	-593,848	-6.8%
New Spitalfields Market (Landlords)	7,371,260	7,200,104	-171,156	-2.3%
City of London Freeman's School	4,331,113	4,587,037	255,923	5.9%
Streetlighting	3,873,631	3,669,270	-204,360	-5.3%
GSMD - Milton Court	3,484,843	3,541,593	56,750	1.6%
Billingsgate Market	3,532,015	3,515,100	-16,915	-0.5%
Bishopsgate Police Station	3,450,449	3,507,752	57,303	1.7%
City of London Crematorium	3,219,325	3,304,585	85,260	2.6%
City of London School	3,238,659	2,995,540	-243,118	-7.5%
Mansion House	2,189,797	2,272,205	82,408	3.8%
GSMD	2,226,942	2,246,300	19,358	0.9%
City of London School For Girls	2,208,074	2,202,198	-5,876	-0.3%
Walbrook Wharf Cleansing Depot	1,920,594	1,975,464	54,870	2.9%
Tower Bridge	1,843,432	1,772,322	-71,110	-3.9%
GSMD - Sundial Court	1,701,149	1,705,758	4,610	0.3%
Wood Street Police Station	1,706,546	1,681,414	-25,132	-1.5%
London Metropolitan Archives	1,381,826	1,425,393	43,567	3.2%
Snowhill Police Station	988,661	930,671	-57,991	-5.9%
Animal Reception Centre	880,538	730,110	-150,428	-17.1%
Open Spaces Hampstead Heath Leisure	635,153	656,420	21,267	3.3%
Open Spaces Epping Forest	655,732	654,116	-1,615	-0.2%
Tower Hill Coach & Car Park	497,707	518,610	20,903	4.2%
Open Spaces Golders Hill & Extension	423,210	379,594	-43,616	-10.3%
Upper Thames Street Tunnel Lighting	260,690	285,937	25,247	9.7%
Open Spaces Parliament Hill	280,518	274,224	-6,294	-2.2%
Minories Car Park	239,952	244,831	4,879	2.0%
Mayor's Court	234,428	238,562	4,135	1.8%



APPENDIX 1

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Notes  
Do not scale. All dimensions to be checked on site.  
Errors to be reported to supervising officer.

**Key:**  
**— = Area of Paviours to be Repaired / Replaced**

**THIS DRAWING IS UPDATED WHENEVER  
WE ARE ADVISED OF ALTERATIONS  
TO ENSURE THAT THE LATEST LAYOUT  
IS ACCURATELY REPRESENTED**

Rev	Drawn	Date



**P.G.Wilkinson BSc MSc MRICS**  
*City Surveyor*  
**CITY SURVEYOR'S DEPARTMENT**  
Corporate Property Group:  
Plans & Records Section

Project : <b>CITY OF LONDON GUILDHALL COMPLEX</b>		Drawing : <b>GUILDHALL YARD (GROUND FLOOR LEVEL) RE-PAVING PROPOSALS</b>	
Scale at A2 : 1:250	Drawn by : S.B.	Drawing No:  4-C-40737	
Des : S.R.	App : 		
Date : SEE INFO NOTE (SHOWN IN RED)	Pro code UPRN	Revision	

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12025	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	Guildhall Yard Paviments repair/replacement		
<b>[3] Programme Affiliation (if applicable)</b>	Guildhall Art Gallery WC refurbishment		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Paul Wilkinson
<b>[5] Senior Responsible Officer</b>	Dorian Price
<b>[6] Project Manager</b>	tbc

Description and purpose					
<b>[7] Project Mission statement / Elevator pitch</b>					
To repair and/or replace the paviments and membrane throughout the Guildhall Yard.					
<b>[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)?</b>					
To replace damaged paviments membrane and drainage throughout the Yard to alleviate the ingress of water into the basements of various buildings. Number 3 project of prioritised projects agreed by CASC in October 17.					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [3] Our spaces are secure, resilient and well-maintained. [4] Our spaces inspire excellence, enterprise, creativity and collaboration.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
1. Property assets and facilities management 2. Fund management and income generation 3. Support and promote the City as a business location					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	Y	<b>Corporate:</b> Project developed as a large scale Corporate initiative	Y
<b>Mandatory:</b> Compliance with legislation, policy and audit	Y	<b>Sustainability:</b> Essential for business continuity	Y	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

Project Benchmarking:	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
1) Buildings at less risk of damage from water ingress from both the damaged paviments, membrane and the surface water drainage.	

2) Safer walking surface for both people and animal hooves
3) Heavier vehicles less likely to cause damage
<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>
Replacement/refurbishment of pavements will ensure that the Guildhall Yard remains in a good, safe, statutory compliant condition.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £1m Upper Range estimate: £3m
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Refurbishment/replacement of pavements will reduce on-going maintenance costs in the future and sanding/drain clearing operation.
<b>[16] What are the expected sources of funding for this project?</b>
City Cash Reserves
<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: April 2019 – March 2021 Upper Range estimate: July 2019 – June 2022

<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>	
The Guildhall Yard is used as a public space to welcome visitors to the City. Various public events are held eg Lunch Markets, and cultural events. The City's Cultural Strategy is to make the City more open, welcoming, and conducive to all users' needs; and this project may have a temporary impact on the Yard that may generate public or media impact and response which the City of London will need to manage.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
Chamberlains: Finance	Officer Name: John James, Dianne Merrifield
Chamberlains: Procurement	Officer Name: Mona Lewis
IT	Officer Name: n/a
HR	Officer Name: n/a
Communications	Officer Name: n/a
Corporate Property	Officer Name: Paul Friend
External	n/a
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. n/a</b>	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: 1/2

# Agenda Item 9

## Appendix A to CS 422/18 CWP Progress Report

### 2017/18 Cyclical Works Programme

CITY'S CASH 2017/18	Budget	Spent	Committed	Total	Left to spend
Mayor & Shrievalty, The Monument	£31,000	£19,021	£0	£19,021	£11,979
Mansion House	£309,541	£186,418	£33,528	£219,946	£89,595
Magistrates Court	£360,900	£123,866	£78,000	£201,866	£159,034
London Central Markets	£648,000	£149,016	£32,828	£181,844	£466,156
Guildhall School	£1,926,025	£364,404	£31,003	£395,407	£1,530,618
Epping Forest & City Commons	£1,393,012	£710,952	£44,942	£755,894	£637,118
West Ham Park & Bunhill Fields	£208,280	£36,335	£39,694	£76,029	£132,251
Hampstead Heath, Highgate Wood & Queen's Park	£1,378,626	£749,867	£65,644	£815,511	£563,115
Keats House	£100,000	£17,450	£14,950	£32,400	£67,600
Savings	£137,316			£0	£137,316
<b>TOTAL</b>	<b>£6,492,700</b>	<b>£2,357,329</b>	<b>£340,589</b>	<b>£2,697,918</b>	<b>£3,794,782</b>

CITY FUND 2017/18	Budget	Spent	Committed	Total	Left to spend
Barbican Centre	£2,421,000	£1,228,351	£398,590	£1,626,941	£794,059
Central Criminal Court, Mayor's Court, Roman Bath House	£356,500	£171,529	£5,680	£177,209	£179,291
Culture Heritage & Libraries, City Info Centre	£274,200	£126,555	£1,772	£128,327	£145,873
Planning & Transportation	£754,073	£201,568	£126,717	£328,285	£425,788
Port Health	£213,572	£131,212	£40,044	£171,256	£42,316
Other Open Spaces	£51,000	£28,000	£0	£28,000	£23,000
Savings	£73,355	0	0	£0	£73,355
<b>TOTAL</b>	<b>£4,143,700</b>	<b>£1,887,215</b>	<b>£572,803</b>	<b>£2,460,018</b>	<b>£1,683,682</b>

GUILDHALL ADMIN 2017/18	Budget	Spent	Committed	Total	Left to spend
Guildhall Complex	£1,437,261	£458,672	£359,816	£818,488	£618,773
Savings	£14,239				£14,239
<b>TOTAL</b>	<b>£1,451,500</b>	<b>£458,672</b>	<b>£359,816</b>	<b>£818,488</b>	<b>£633,012</b>

**Appendix B to CS 422/18 CWP Progress Report****2018/19 Cyclical Works Programme**

CITY'S CASH 2018/19	Budget	Spent	Committed	Total	Left to spend
Mayor & Shrievalty, The Monument	£98,500	£0	£3,000	£3,000	£95,500
Mansion House	£831,500	£110,852	£1,116	£111,968	£719,532
Magistrates Court	£55,000	£3,000	£14,000	£17,000	£38,000
London Central Markets	£297,500	£0	£52,880	£52,880	£244,620
Guildhall School	£35,000	£0	£0	£0	£35,000
Epping Forest & City Commons	£1,645,840	£178,540	£466,536	£645,076	£1,000,764
West Ham Park & Bunhill Fields	£597,700	£26,676	£80,250	£106,926	£490,774
Hampstead Heath, Highgate Wood & Queen's Park	£2,150,000	£293,913	£80,174	£374,087	£1,775,913
Keats House	£183,500	£1,190	£49,358	£50,548	£132,952
Savings	£11,100			£0	£11,100
<b>TOTAL</b>	<b>£5,905,640</b>	<b>£614,171</b>	<b>£747,314</b>	<b>£1,361,485</b>	<b>£4,544,155</b>

CITY FUND 2018/19	Budget	Spent	Committed	Total	Left to Spend
Barbican Centre	£1,129,000	£4,113	£45,700	£49,813	£1,079,187
Central Criminal Court, Mayor's Court, Roman Bath House	£366,000	£55,000	£35,000	£90,000	£276,000
Culture Heritage & Libraries, City Info Centre	£152,000	£26,000	£0	£26,000	£126,000
Planning & Transportation	£1,365,500	£2,543	£28,321	£30,864	£1,334,636
Port Health	£1,318,000	£28,542	£48,828	£77,370	£1,240,630
Other Open Spaces	£15,000	£0	£0	£0	£15,000
Savings	£100,000	0	0	£0	£100,000
<b>TOTAL</b>	<b>£4,445,500</b>	<b>£116,198</b>	<b>£157,849</b>	<b>£274,047</b>	<b>£4,171,453</b>

GUILDHALL ADMIN 2018/19	Budget	Spent	Committed	Total	Left to spend
Guildhall Complex	£1,428,500	£51,607	£76,868	£128,475	£1,300,025
Savings	£0	0	0	£0	£0
<b>TOTAL</b>	<b>£1,428,500</b>	<b>£51,607</b>	<b>£76,868</b>	<b>£128,475</b>	<b>£1,300,025</b>

## Appendix 1 - Options appraisal table

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
<b>1. Brief description</b>	Do nothing	To carry out essential and basic repairs to the stone masonry via rope access techniques.	Same as option 2. <b>In addition</b> - full repairs and stone cleaning to the North elevation, including security glazing replacement, repair of railings and portico stairs.	Same as option 2. <b>In addition</b> – full repairs and stone repairs to all elevations, including security glazing replacement, repair of railings and portico stairs.	To carry out a new lighting scheme, using energy efficient equipment, i.e. LEDs
<b>2. Scope and exclusions</b>	<ul style="list-style-type: none"> <li>To not do any work at this stage but carry out essential repairs on an if and when basis.</li> </ul> <p><b>Exclusions</b></p> <ul style="list-style-type: none"> <li>All work identified by the condition survey</li> </ul>	<ul style="list-style-type: none"> <li>Repairs to roofs,</li> <li>Redecorate specific windows,</li> <li>Derust and repair iron gates to North elevation,</li> <li>Masonry repairs to parapet walls,</li> <li>Repair point cracks to elevations</li> <li>Redecorate external doors,</li> <li>Repair/ replace existing lighting</li> </ul> <p><b>Exclusions</b></p>	<ul style="list-style-type: none"> <li>Essential repairs as identified in option 2, including:</li> <li>Glass replacement where required,</li> <li>Full masonry repairs to the North elevation,</li> <li>Stone cleaning to the North elevation.</li> </ul> <p><b>Exclusions</b></p> <ul style="list-style-type: none"> <li>Stone cleaning and full masonry repairs to North</li> </ul>	<ul style="list-style-type: none"> <li>Essential repairs as identified in option 2, including:</li> <li>Glass replacement where required,</li> <li>Full masonry repairs to all elevations,</li> <li>Stone cleaning to all elevations.</li> </ul>	<ul style="list-style-type: none"> <li>Additional lighting to the North elevation, which includes fittings and lamps to the ground floor doorways, windows, portico columns, pilasters,</li> <li>Refurbishment of existing decorative lanterns</li> </ul>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
		<ul style="list-style-type: none"> <li>Purely repair work only and stone cleaning excluded</li> </ul>	elevation only, excludes South, West and East elevations		
<b>Project Planning</b>					
<b>3. Programme and key dates</b>  <div>Page 108</div>	Not applicable	<p><b>Overall project:</b> envisage works to be carried out over a 6-month period, however this is subject to review by the Mansion House working party</p> <p><b>Key dates:</b> Due to required consultation on programme a full list of key dates will be submitted by April 2019 within a gateway 4 report</p> <p><b>Other works dates to coordinate:</b></p> <ul style="list-style-type: none"> <li>To coordinate work with Department of Built Environment due to Bank Junction Upgrade,</li> </ul>	<p><b>Overall project:</b> envisage works to be carried out over a 6 – 9-month period, however this is subject to review by the Mansion House working party</p> <p><b>Key dates:</b> Due to required consultation on programme a full list of key dates will be submitted by April 2019 within a gateway 4 report</p> <p><b>Other works dates to coordinate:</b></p> <p>To coordinate work with Department of Built Environment due to Bank Junction Upgrade,</p>	<p><b>Overall project:</b> envisage phasing of works over 2 years, however this is subject to review by the Mansion House working party</p> <p><b>Key dates:</b> Due to required consultation on programme a full list of key dates will be submitted by April 2019 within a gateway 4 report</p> <p><b>Other works dates to coordinate:</b></p> <ul style="list-style-type: none"> <li>To coordinate work with Department of Built Environment due to Bank Junction Upgrade,</li> </ul>	<p><b>Overall project:</b> envisage works to be carried out over a 6-month period, however this is subject to review by the Mansion House working party</p> <p><b>Key dates:</b> Due to required consultation on programme a full list of key dates will be submitted by April 2019 within a gateway 4 report</p> <p><b>Other works dates to coordinate:</b></p> <ul style="list-style-type: none"> <li>To coordinate work with Department of Built Environment due to Bank Junction Upgrade,</li> </ul>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
		<ul style="list-style-type: none"> <li>To coordinate works with Remembrancer and Department of Built Environment due to Lord Mayors Show</li> </ul>	<ul style="list-style-type: none"> <li>To coordinate works with Remembrancer and Department of Built Environment due to Lord Mayors Show</li> </ul>	<ul style="list-style-type: none"> <li>To coordinate works with Remembrancer and Department of Built Environment due to Lord Mayors Show</li> </ul>	<ul style="list-style-type: none"> <li>To coordinate works with Remembrancer and Department of Built Environment due to Lord Mayors Show</li> </ul>
<b>4. Risk implications</b>  Page 109	<ul style="list-style-type: none"> <li>Continued deterioration of the appearance of the building will continue.</li> <li>Continued minimal lighting to the North elevation of Mansion House.</li> <li>Work will be carried out on an ad-hoc basis and put pressure on local revenue budgets to carry out the work</li> </ul>	<b>Overall project risk:</b> Green  Risks will be provided by the working party and presented within a risk register which will form part of the gateway 4 report	<b>Overall project risk:</b> Green  Risks will be provided by the working party and presented within a risk register which will form part of the gateway 4 report	<b>Overall project risk:</b> Green  Risks will be provided by the working party and presented within a risk register which will form part of the gateway 4 report	<b>Overall project risk:</b> Green  Risks will be provided by the working party and presented within a risk register which will form part of the gateway 4 report
<b>5. Benefits and disbenefits</b>	<b>Benefits</b>	<b>Benefits</b>	<b>Benefits</b>	<b>Benefits</b> <ul style="list-style-type: none"> <li>Improvement of the current</li> </ul>	<b>Benefits</b>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
	<ul style="list-style-type: none"> <li>No further immediate costs at this stage</li> </ul> <p><b>Disbenefits</b></p> <ul style="list-style-type: none"> <li>Ad-hoc remedial work is likely to be costly for any future essential work required as lime mortar continues to fail</li> <li>Prolonging disturbance to the house for any future repairs</li> <li>No visual change to the building and decreases in confidence in the building</li> </ul>	<ul style="list-style-type: none"> <li>Maintains the building to current condition</li> <li>Initial capital cost will be minimal</li> <li>Avoids scaffolding</li> </ul> <p><b>Disbenefits</b></p> <ul style="list-style-type: none"> <li>No visual change to the building as no stone cleaning will be carried out</li> </ul>	<ul style="list-style-type: none"> <li>Partial improvement to the main elevation</li> <li>Avoids minimal impact from scaffolding as will concentrate on the North elevation</li> </ul> <p><b>Disbenefits</b></p> <ul style="list-style-type: none"> <li>No visual change to the other three elevations, including the main entrance at Walbrook</li> </ul>	<p>condition of the building</p> <ul style="list-style-type: none"> <li>Ensures that the appearance to all the building is greatly lifted and improved.</li> <li>Demonstrates the City's commitment to its historical portfolio</li> </ul> <p><b>Disbenefits</b></p> <ul style="list-style-type: none"> <li>Scaffolding to all elevations/ two elevations to carry out the work</li> </ul>	<ul style="list-style-type: none"> <li>Improvement of the current condition of the building</li> <li>Ensures that the appearance to all the building is greatly lifted and improved.</li> <li>Greater confidence in condition of building.</li> <li>Energy efficient equipment used so ongoing energy and maintenance costs are reasonable</li> <li>Demonstrates the City's commitment to its historical portfolio</li> </ul>
<b>6. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>Mansion House senior management</li> </ul>	<ul style="list-style-type: none"> <li>Mansion House senior management</li> <li>Built environment Department</li> </ul>	<ul style="list-style-type: none"> <li>Mansion House senior management</li> <li>Built environment Department</li> </ul>	<ul style="list-style-type: none"> <li>Mansion House senior management</li> <li>Built environment Department</li> </ul>	<ul style="list-style-type: none"> <li>Mansion House senior management</li> <li>Built environment Department</li> </ul>



	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
		<ul style="list-style-type: none"> <li>Bank Junction Upgrade Project Board</li> </ul>	<ul style="list-style-type: none"> <li>Bank Junction Upgrade Project Board</li> <li>Planning</li> <li>Historic England</li> <li>The Georgian Group</li> </ul>	<ul style="list-style-type: none"> <li>Bank Junction Upgrade Project Board</li> <li>Planning</li> <li>Historic England</li> <li>The Georgian Group</li> </ul>	<ul style="list-style-type: none"> <li>Bank Junction Upgrade Project Board</li> <li>Planning</li> <li>Historic England</li> <li>The Georgian Group</li> <li>City of London Police and the City Security Advisory Board</li> </ul>
<b>Resource Implications</b>					
<b>7. Total Estimated cost</b>	£0	£457,000	£872,000	£1,395,000	£60,000
<b>8. Funding strategy</b>	Not applicable	Initial costs and staff cost to reach gateway 4 will be funded from existing local risk repairs and maintenance budgets. However, there is no existing financial provision to meet the cost of delivering these works and therefore approval to the	Initial costs and staff cost to reach gateway 4 will be funded from existing local risk repairs and maintenance budgets. However, there is no existing financial provision to meet the cost of delivering these works and	Initial costs and staff cost to reach gateway 4 will be funded from existing local risk repairs and maintenance budgets. However, there is no existing financial provision to meet the cost of delivering these works and	Initial costs and staff cost to reach gateway 4 will be funded from existing local risk repairs and maintenance budgets. However, there is no existing financial provision to meet the cost of delivering these works and therefore approval to the

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
		<p>allocation of additional resources by the Resource Allocation Sub and Policy and Resources Committee will be required at Gateway 4(a). Funding options will include:</p> <ul style="list-style-type: none"> <li>• City's Cash provision for new schemes (availability will depend on relative priority against other bids)</li> <li>• Allocation of proceeds from the disposal of surplus City's Cash operational properties</li> <li>• Additional call on City's Cash general reserves (also subject to approval of Court of Common Council)</li> </ul>	<p>therefore approval to the allocation of additional resources by the Resource Allocation Sub and Policy and Resources Committee will be required at Gateway 4(a). Funding options will include:</p> <ul style="list-style-type: none"> <li>• City's Cash provision for new schemes (availability will depend on relative priority against other bids)</li> <li>• Allocation of proceeds from the disposal of surplus City's Cash operational properties</li> <li>• Additional call on City's Cash general reserves (also</li> </ul>	<p>therefore approval to the allocation of additional resources by the Resource Allocation Sub and Policy and Resources Committee will be required at Gateway 4(a). Funding options will include:</p> <ul style="list-style-type: none"> <li>• City's Cash provision for new schemes (availability will depend on relative priority against other bids)</li> <li>• Allocation of proceeds from the disposal of surplus City's Cash operational properties</li> <li>• Additional call on City's Cash general reserves (also</li> </ul>	<p>allocation of additional resources by the Resource Allocation Sub and Policy and Resources Committee will be required at Gateway 4(a). Funding options will include:</p> <ul style="list-style-type: none"> <li>• City's Cash provision for new schemes (availability will depend on relative priority against other bids)</li> <li>• Allocation of proceeds from the disposal of surplus City's Cash operational properties</li> <li>• Additional call on City's Cash general reserves (also subject to approval of</li> </ul>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
			subject to approval of Court of Common Council)	subject to approval of Court of Common Council)	Court of Common Council)
<b>9. Estimated capital value/return</b>	Not applicable	Not applicable	Not applicable	Not applicable	No applicable
<b>10. Ongoing revenue implications</b>	This option would increase the cost of repairs as will be dealt with on an ad-hoc requests. Impact on the revenue local risk budget	This option would address high priority repairs, however does not cease from the future requirement to carry out other extensive repairs and stone cleaning	This option would address high priority repairs, however does not cease from the future requirement to carry out other extensive repairs and stone cleaning to most of the external elevations	This option has the largest upfront cost, however would mean that revenue costs would be reduced to cover routine maintenance from the local risk budget held by the City Surveyors Department	Minimal additional cost as LEDs will be used which are energy efficient and easier to maintain, rather than non-efficient lamps used with shorter lifespans
<b>11. Investment appraisal</b>	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
<b>12. Affordability</b>	<ul style="list-style-type: none"> <li>Increases future reactive works</li> <li>The House will still be subject to</li> </ul>	<ul style="list-style-type: none"> <li>Does not reduce reactive works in future</li> </ul>	<ul style="list-style-type: none"> <li>Potentially reduces reactive costs</li> </ul>	<ul style="list-style-type: none"> <li>Reduces reactive costs</li> <li>Phasing of works will be required by</li> </ul>	<ul style="list-style-type: none"> <li>Reasonable reactive costs in future</li> </ul>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
	further deterioration in appearance	<ul style="list-style-type: none"> <li>The House will still be subject to further deterioration in appearance</li> </ul>	<ul style="list-style-type: none"> <li>Predictable budget for medium term</li> <li>The House will still be subject to further deterioration in appearance</li> </ul>	the House, which will increase costs	
<b>13. Procurement Strategy/Route to Market</b> 1890114	Not applicable.	Consultants, further surveys and works will be procured in accordance with the purchasing arrangements details in the City of London Procurement Code. Procurement strategy will be provided within gateway 4 report.	Consultants, further surveys and works will be procured in accordance with the purchasing arrangements details in the City of London Procurement Code. Procurement strategy will be provided within gateway 4 report.	Consultants, further surveys and works will be procured in accordance with the purchasing arrangements details in the City of London Procurement Code. Procurement strategy will be provided within gateway 4 report.	Consultants, further surveys and works will be procured in accordance with the purchasing arrangements details in the City of London Procurement Code. Procurement strategy will be provided within gateway 4 report.
<b>14. Legal implications</b>	None	None	Listed building consent	Listed building consent	Listed building consent
<b>15. Corporate property implications</b>	16. Operational assets do not remain in a good, safe and	<ul style="list-style-type: none"> <li>Operational assets remain in a good, safe and statutory compliant condition.</li> </ul>	<ul style="list-style-type: none"> <li>Operational assets remain in a good, safe and statutory</li> </ul>	<ul style="list-style-type: none"> <li>Operational assets remain in a good, safe and statutory</li> </ul>	<ul style="list-style-type: none"> <li>Operational assets remain in a good, safe and statutory</li> </ul>

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
	<p>statutory compliant condition.</p> <p>17. Operational assets are not fit for purpose and meet service delivery needs.</p> <p>18. Property is not managed in line with Corporate Property Asset Management Strategy</p>		<p>compliant condition.</p> <ul style="list-style-type: none"> <li>Operational assets are fit for purpose and meet service delivery needs.</li> <li>Property is managed in line with Corporate Property Asset Management Strategy</li> </ul>	<p>compliant condition.</p> <ul style="list-style-type: none"> <li>Operational assets are fit for purpose and meet service delivery needs.</li> <li>Property is managed in line with Corporate Property Asset Management Strategy</li> </ul>	<p>compliant condition.</p> <ul style="list-style-type: none"> <li>Operational assets are fit for purpose and meet service delivery needs.</li> <li>Property is managed in line with Corporate Property Asset Management Strategy</li> </ul>
<p>19. <b>Traffic implications</b></p>	<ul style="list-style-type: none"> <li>None, however ad-hoc requests for licences for any future work</li> </ul>	<ul style="list-style-type: none"> <li>Discussion with DBE on impact to Bank Junction</li> <li>Licence for temporary road closure/ cordoned areas</li> </ul>	<ul style="list-style-type: none"> <li>Discussion with DBE on impact to Bank Junction</li> <li>Scaffolding licence required</li> </ul>	<ul style="list-style-type: none"> <li>Discussion with DBE on impact to Bank Junction</li> <li>Scaffolding licence required</li> </ul>	<ul style="list-style-type: none"> <li>Discussion with DBE on impact to Bank Junction</li> <li>Licence for temporary road closure/ cordoned areas</li> </ul>
<p>20. <b>Sustainability and energy implications</b></p>	Not applicable	Not applicable	<ul style="list-style-type: none"> <li>Potential reduction in heating loss due to repairs to windows</li> </ul>	<ul style="list-style-type: none"> <li>Potential reduction in heating loss due to repairs to windows</li> </ul>	<ul style="list-style-type: none"> <li>Energy efficient lighting used</li> </ul>

	Option 1	Option 2	Option 3	Option 4	Option 5
21. IS implications	None	None	None	None	None
22. Equality Impact Assessment	<ul style="list-style-type: none"><li>An equality impact assessment will not be undertaken</li></ul>	<ul style="list-style-type: none"><li>An equality impact assessment will not be undertaken</li></ul>	<ul style="list-style-type: none"><li>An equality impact assessment will not be undertaken</li></ul>	<ul style="list-style-type: none"><li>An equality impact assessment will not be undertaken</li></ul>	<ul style="list-style-type: none"><li>An equality impact assessment will not be undertaken</li></ul>
23. Data Protection Impact Assessment	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable
24. Recommendation	Not recommended	Not recommended	Not recommended	Recommended	Recommended
25. Next Gateway	None	Gateway 4	Gateway 4	Gateway 4	Gateway 4
26. Resource requirements to reach next Gateway					
		Item	Reason	Funds/ Source of Funding	Cost (£) rounded to '000
		To instruct a consultant to provide a programme and update the cost schedule	To present more detail as to logistics and costs attached to the agreed option at Gateway 4	Cyclical Works Programme (approved)	£7,500

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
		To instruct a consultant to develop an external lighting design	To present a detailed design for tender	Cyclical Works Programme (approved)	£7,500
		Staff costs	Project management	CSD local risk	£3,000
		<b>Total</b>			£18,000

## Appendix 2 – Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12029	<b>[1b] Departmental Reference Number</b>	CS/436-18
<b>[2] Core Project Name</b>	Mansion House – External Cleaning and Lighting		
<b>[3] Programme Affiliation</b> (if applicable)	Reviewed combining project with St Lawrence Jewry stone cleaning project. The risk identified would be delaying the St Lawrence Jewry project which is an advance stage. Also, concern as nature of work is specialist conservation which is less likely to yield economies-of-scale savings.		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Paul Wilkinson, City Surveyor
<b>[5] Senior Responsible Officer</b>	Vic Annells, Executive Director, Mansion House
<b>[6] Project Manager</b>	Jessica Lees, Property Facilities Manager. From gateway 5 the Project Manager will be Sunil Singh

Description and purpose					
<b>[7] Project Mission statement / Elevator pitch</b>					
To improve Members confidence in the appearance of Mansion House by identifying options on improving its condition and appearance					
<b>[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)?</b>					
Enhancement of an important Grade I listed building within the Bank Conservation Area					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[12] Our spaces are secure, resilient and well-maintained. [10] Our spaces inspire excellence, enterprise, creativity and collaboration.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
<i>Property asset and facilities management: key stakeholder satisfaction, capital project delivery</i> <i>Strategic asset management: internal stakeholder satisfaction, energy efficiency</i>					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	N	<b>Member:</b> Project developed from Member initiation	Y	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b>	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b>	N



Compliance with legislation, policy and audit				New opportunity/idea that leads to improvement	
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### Project Benchmarking:

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) Builds members and general public/ visitors confidence in the City
- 2) Improves the condition and appearance of the building
- 3) Improves the ongoing revenue costs as will be more manageable

**[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.)**

Reduces reactive costs on the stone masonry  
Provides reasonable maintenance costs for the upgrade in lighting – compare lighting costs  
Greater confidence in the building from members, specialists and the public – survey, advertising (i.e. Historic England, The Georgian Group)

**[14] What is the expected delivery cost of this project (range values)[£]?**

Lower Range estimate: £1,395,000  
Upper Range estimate: £1,455,000

**[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:**

Upon recommended options being approved the forward maintenance plan will be reviewed to reflect this

**[16] What are the expected sources of funding for this project?**

Funding to reach gateway 4 can be met from existing local risk repairs and maintenance budgets. However, there is no existing financial provision to meet the cost of delivering these works and therefore approval to the allocation of additional resources by the Resource Allocation Sub and Policy and Resources Committee will be required at Gateway 4(a). Funding options will include:

- City's Cash provision for new schemes (availability will depend on relative priority against other bids)
- Allocation of proceeds from the disposal of surplus City's Cash operational properties
- Additional call on City's Cash general reserves (also subject to approval of Court of Common Council)

**[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?**

Lower Range estimate: start – 6 months  
Upper Range estimate: start – 2 years  
The above is upon approval of gateway 5 and dependent as to which option Members approve

### Project Impact:

**[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?**

Possible media coverage as iconic building  
Could be used by the City as promotional advertising

**[19] Who has been actively consulted to develop this project to this stage?**

Chamberlains: Finance	Officer Name: John James
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Chamberlains: Procurement	Officer Name: Adrian Moody
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IT	Officer Name: Not applicable
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HR	Officer Name: Not applicable
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Communications	Officer Name: Not applicable
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Corporate Property	Officer Name: Paul Friend
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Other internal	Department of Built Environment – Gillian Howard
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**[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?**

Client	Department: Mansion House
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Supplier	Department: City Surveyor's
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Project Design Manager	Department: City Surveyor's
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Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>
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