



Corporate Asset Sub (Finance) Committee (Appendices Pack)

Date: WEDNESDAY, 22 JULY 2020
Time: 1.45 pm
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Enquiries: Chris Rumbles
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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
[<https://youtu.be/Bbl_XleKfLo>](https://youtu.be/Bbl_XleKfLo)

John Barradell
Town Clerk and Chief Executive

AGENDA

7. ASSET MANAGEMENT - PROGRESS REPORT

Report of the City Surveyor.

For Information
(Pages 1 - 12)

9. CITY SURVEYOR'S BUSINESS PLAN 2019/2020 Q4

Report of the City Surveyor.

For Information
(Pages 13 - 18)

10. CITY SURVEYOR'S RISK REGISTER 2019/20 Q4

Report of the City Surveyor.

(N.B. – To be read in conjunction with the non-public appendix at item 21)

For Information
(Pages 19 - 40)

12. CORPORATE FACILITIES MANAGEMENT - UPDATE REPORT

Report of the City Surveyor.

For Information
(Pages 41 - 46)

15. GUILDHALL WEST WING BARRIERS GW6 OUTCOME REPORT

Report of the City Surveyor.

For Decision
(Pages 47 - 48)

22. NON-PUBLIC APPENDIX: CITY SURVEYOR'S RISK REGISTER 2019/20 Q4

To be read in conjunction with item 10.

For Information
(Pages 49 - 50)

24. 20 / 21 ALDERMANBURY - ROUND 2 TENDER RETURNS UPDATE

Report of the City Surveyor.

For Decision
(Pages 51 - 52)

25. **GSMD CAPITAL CAP UPDATE**

Report of the Managing Director, Barbican Centre.

For Decision
(Pages 53 - 56)

26. **80 FENCHURCH STREET HIGHWAY DISPOSAL**

Report of the City Surveyor.

For Decision
(Pages 57 - 58)

27. **65A BASINGHALL STREET**

Report of the City Surveyor.

For Decision
(Pages 59 - 62)

28. **GW2 GREAT HALL INTERNAL HEALTH AND SAFETY RESTORATION WORKS**

Report of the City Surveyor.

For Decision
(Pages 63 - 70)

31. **GUILDHALL AND WALBROOK WHARF - MAJOR PROJECTS UPDATE**

Report of the City Surveyor.

For Information
(Pages 71 - 74)

32. **COMMITTEE ROOMS AUDIO VISUAL EQUIPMENT**

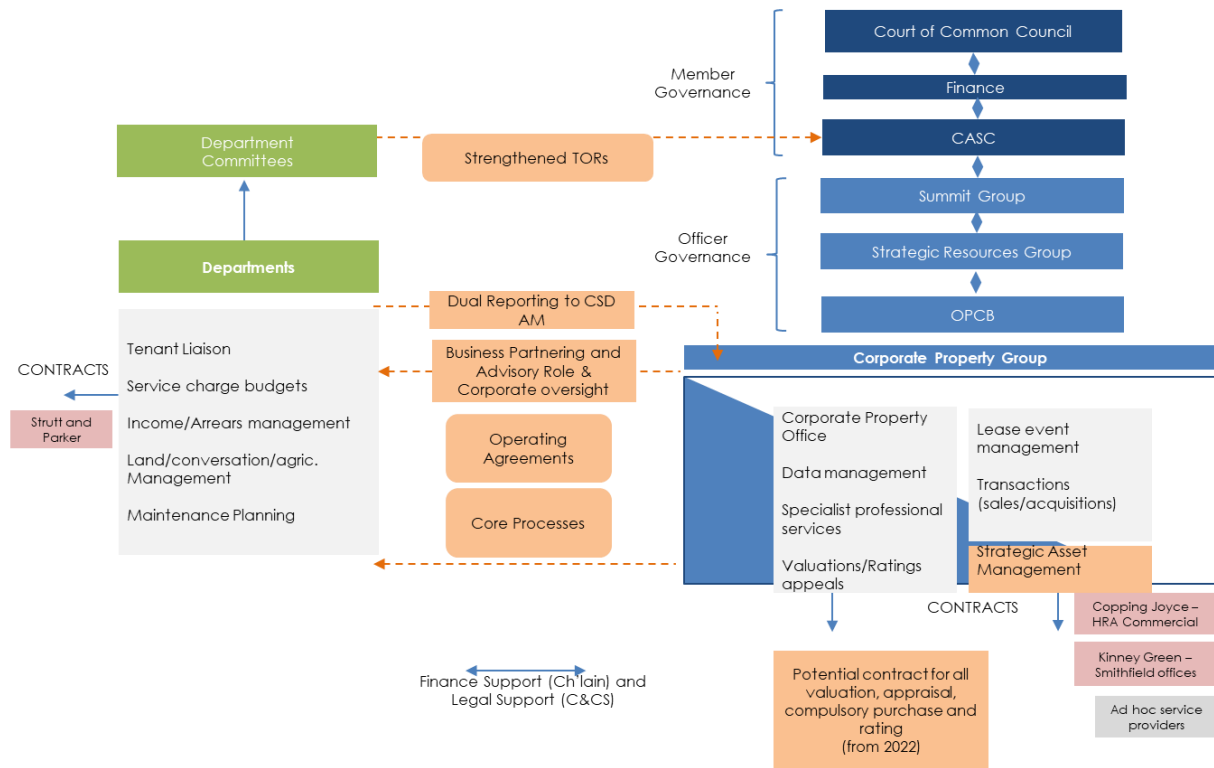
Report of the Chamberlain.

For Information
(Pages 75 - 78)

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Asset Management Progress Report Appendix 1

Current Operating Model for Asset Management *(AM changes and improvements in orange boxes)*



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Asset Management Progress Report - Appendix 2

Recommendations – Progress and Status

1	Town Clerk's department to propose enhancement of the Terms of Reference of CAsC to assist its role in overseeing operational estate matters
Progress	Draft changes to Terms of Reference for Finance Committee, CAsC and Service Committees were submitted in a paper to Operational Property Change Board (OPCB) and endorsed in September 2019. They have not been submitted for formal member approval pending the outcome of the Governance Review being undertaken as part of Fundamental Review, which may recommend wider reaching changes to Committees and their responsibilities.
Status	Complete, but Member approval and implementation on hold due to Governance Review.
Action/Next Step	The applicability of the draft changes proposed will be reviewed again in the light of the Governance Review and amended to reflect any changes to the Committee Structure that impact control and oversight of the Operational Property Estate.
2	Town Clerk's department to revise Officer Scheme of Delegations to reflect changes as outlined above and approved by committee/s required
Progress	Draft changes to General Provisions of Scheme of Officer delegations was included as part of recommendation 1 above and endorsed by OPCB in September 2019. Member approval and implementation deferred, pending outcome of Fundamental Review.
Status	Complete, but Member approval and implementation on hold.
Action/Next Step	Proposed changes to be reviewed following completion of Fundamental and Governance Reviews.
3	City Surveyor's department and Operational Departments to draft, agree and adopt new operating agreements confirming asset management /property roles, responsibilities and functional reporting.
Progress	Operating Agreements covering all strategic and operational asset management activities have been drawn up between CSD and all relevant Service/ Institutional Departments and endorsed by OPCB. They are effective from 1 st April 2020 however formal roll out, including Intranet launch has been impacted by resources

	being diverted to Covid-19 associated activity. Some aspects of the Operating Agreements e.g. Core Processes and additional reporting requirements are subject to an additional resource bid.
Status	Complete.
Action/Next Step	Implementation effective from 1 st April 2020. Operating Agreements will be reviewed regularly between CSD and Departments and changes made to reflect agreed revisions in responsibilities or to the Corporation's Target Operating Model.
4	City Surveyor's department to create brief of professional services required and in consultation with City Procurement tender for a call off agreement to support capacity to deliver the asset management services as provided in the new operating procedures, asset management plans and service agreements.
Progress	<p>A comprehensive review of supply chain arrangements under the current operating model concluded with a recommendation to OPCB in September 2019 for a limited scope contract to include annual capital asset valuations (some of which are undertaken in house), rating services and other ad hoc feasibility and appraisal advice. This would deliver some additional capacity within CSD to focus on strategic asset management, but preserves the flexibility to procure external professional advice on a "horses for courses" basis, reflective of the diversity of the operational property estate and the local and specialist nature of required professional and transactional services.</p> <p>A draft scope of services has been prepared for the competitive tendering of a contract via a suitable government framework, but is subject to approval of a business case, given anticipated additional resource costs.</p>
Status	Complete, but procurement is subject to business case approval for a limited scope call off contract for valuation and rating when the rating services contract is scheduled for renewal in May 2022.
Action/Next Steps	Business case to be submitted for Member approval.
5	City Surveyor's department and HR to update job descriptions for those responsible for asset management in departments, as provided in the operating procedures and operating agreements and reorganise to best align with the External Asset Management Partner recommendation.
Progress	CSD job descriptions have been reviewed and are already appropriately drawn for Corporate Asset Managers within the

	Corporate Property Group. The devolved management structure of Service Depts and dispersed responsibilities for asset management activities prevents the imposition of systematic changes to Job Descriptions by the Corporate Centre. OPCB has agreed the appropriate approach is for Departments to review for themselves the implications of new policies, corporate processes and reporting requirements on current staff roles, capacity and skills and only change job descriptions on a case by case basis if considered necessary.
Status	Complete.
Action/Next Steps	Departments to review requirement for changes to JDs and implement as necessary or where roles come up for recruitment.
6	City Surveyor's department and HR to identify all operational department staff with an asset management responsibility and create a property functional reporting line to City Surveyor's department via relevant Department Chief Officer.
Progress	The activity baselining exercise conducted by the Programme has identified for most Departments the key staff with responsibility for asset management. A paper detailing reporting and consultation responsibilities from Departments to CSD under the current operating model has been approved via consultation with Depts and endorsed by OPCB. Further communications to help embed the new functional reporting responsibilities will follow shortly.
Status	Complete
Action/next Steps	Implementation from 1 st April 2020
7	Operational Departments to be responsible for reporting routinely the management (including arrears) of third-party interests to CAsC as well as their service committee.
Progress	Core process agreed for periodic reporting of property income and arrears by Departments to Service Committees, with a portfolio report from CSD to CAsC. A standard arrears and aged debt financial report is being prepared by Chamberlains, and officers have developed a standard Committee report template, in line with reporting on investment property.
Status	Partially implemented.
Action/next steps	Service departments to present property income and arrears reporting to Service Committees, and CSD Asset Management to develop into a cycle of twice-yearly portfolio reporting on March and September quarter days. The intention is to submit the first of these reports after Q2.

8	City Surveyor's department and Operational Departments to draft, agree and adopt new 'operating procedures' manuals concerning strategic asset management.
Progress	<p>New corporate Core Processes agreed with Departments and endorsed by OPCB for 6 priority asset management activities Processes for property acquisition, vacant and surplus space, income and service collection and arrears management, and Dept reporting are effective from 01/4/20, however formal roll out, including Intranet launch has been impacted by resources being diverted to Covid-19 associated activity. It is intended that further communications to help embed the new Core Processes will follow shortly. Processes that are capable of being implemented with only limited impact on existing resources i.e. could be implemented through minor reprioritisation are:</p> <ul style="list-style-type: none"> (a) Property Acquisition (b) Vacant, Underutilised and Surplus property (c) Income and Arrears Management (d) Dual Reporting to CSD <p>Implementation of new processes for (e) asset management planning and (f) asset performance reporting are subject to a further business case/resource bid.</p> <p>A new consolidated core process for all property data management is still in preparation by CSD Plans and Records team.</p>
Status	Part completed.
Actions/Next Steps	Full implementation of Asset Management Planning and Performance Reporting processes subject to resource bid to follow. Data Management Core Process to be developed by CSD Plans and Records Team. All Core Processes will need to be reviewed against any changes to Target Operating Model.
9	City Surveyor and operational departments to review with the Chamberlain a mechanism to change current collection and allocation of income to departmental central risk i.e. as with investment property rents and arrears except for local risk income conceived and generated by service-based initiatives linked to relevant assets.
Progress	Review of 3 rd party income allocation with Chamberlains has been completed. There is inconsistency in the way in which income is allocated and budgeted, but the amount of Local Risk property income across Departmental budgets is too small to justify changes to risk allocation and would remove Departmental incentive for managing income efficiently.

Status	Review complete - recommendation not to progress with budget location changes, pending outcome of Fundamental Review.
Actions/next steps	Allocation of budget risk will be reviewed against any future changes to Target Operating Model.
10	City Surveyor's department to consolidate property data changes and systems management of building data into City Surveyor's department
Progress	<p>City Surveyor's Plans and Records team has assumed responsibility for all data entry and updating OPN (asset/lease management) and MICAD (FM and compliance) .In addition some redundant software has been decommissioned and multiple heritage asset databases are being consolidated.</p> <p>Data cleansing is taking place as records are updated and a more comprehensive audit will be required before transferring OPN to a new system. (see recommendation 12).</p>
Status	Some progress made, but pace is limited by staff resources available and prioritising higher value transactional activities for both investment and operational property.
Action/next steps	Action plan for next 12 months to continue progress to improve compliance with processes for plans and drawing updates, address data errors as new records and updates come through, and to develop a single Corporation wide process for updating property records on OPN.
11	City Surveyor's department to instigate a new project to identify and deliver better asset management information to support financial sustainability across the operational estate.
Progress	<p>CSD has defined a suite of reports that are deliverable without significant investment in new property IT systems, helpful to CAsC in discharging its responsibilities for oversight of the operational portfolio and furthering its understanding of financial risk and sustainability, informative to addressing short term performance issues and long term strategic asset planning and evidence of good industry practice in the Corporation's stewardship of assets.</p> <p>These include:</p> <ul style="list-style-type: none"> • Twice yearly report by CSD to CAsC on 3rd party property income and arrears, • An annual report to CAsC on the Total Occupancy Cost of the Operational property estate

	<ul style="list-style-type: none"> Annual benchmark report on portfolio performance – across a range of criteria including utilisation, condition, service amenity, energy efficiency and compliance <p>Note all reports above require a reprioritisation of existing activity with support from the Chamberlain's department to accommodate more asset management related reporting at a portfolio level. Prototypes of the first two reports have been prepared by the programme with guidance on how they should be developed into a repeatable output. The third report will be developed through engagement between CSD and Departments on a regular asset challenge process, so the timescale in which a summary report can be produced for CAsC will be dependent on the programming of planning work, including reprioritisation of existing activity over the next 12-24 months.</p>
Status	Project instigated
Actions/next steps	Further development and implementation of recommended reporting is dependent on approval of business case for additional resources within CSD and in other Departments as necessary.
12	City Surveyor's department to work with and support the Chamberlain to identify a replacement system for OPN that meets the objectives of not just the investment, but also operational estate.
Progress	<p>Review of system options by AM SBR has confirmed the preferred solution for Operational Property Estate is to include requirements (except social housing) within scope of IPG specification for new system to manage investment estate, as core requirements for managing 3rd party rents and service charges are the same.</p> <p>An officer Working Group with representation has identified two possible solutions. In principle approval for c. £1m funding secured from Policy & Resources in November 2019 to procure and implement in FY 2020/21, with system likely to be acquired via a tender off a government IT framework. Migration of Operational Property onto new system would be likely to follow Investment Estate, timescale to be determined.</p>
Status	Direction of travel and funding agreed in principle, but subject to final ratification and timetable, options appraisal and procurement of new system.
Actions/Next Steps	Develop procurement approach and detailed project execution plan.

13	City Surveyor's department to work with Town Clerks to better integrate Standing Orders concerning asset management into the annual business planning process
Progress	Core process concluded with Departments for the production of Corporate Asset Management Plans (Standing Order 53), Property Acquisition (Standing Order 55) and Surplus Property disposal (Standing Orders 56 to 58). These prescribe the identification of surplus property and new space requirements as part of the asset management planning and review process, which is integrated with the annual business planning and capital bid cycle to ensure there is a direct and explicit link between corporate and service objectives and priority actions, projects and investments relating to assets
Status	Completed
Actions/next steps	Implementation subject to CSD and Department resources for development of detailed property specific Asset Management Plans.
14	City Surveyor's department with support of Operational Departments to continue to develop Asset Management Plans across all the operational estate requiring regular review meetings with service departments.
Progress	<p>Following completion of an initial phase in 2018, engagement with Departments on a second phase of high-level asset management plans is now underway.</p> <p>However, the new Core Process for Asset Management Planning prescribes a more rigorous approach for the production of plans that will challenge the performance and efficiency of operational assets at a granular level and over the medium to long term would expect to drive out further opportunities for the consolidation of occupations to improve efficient use, release of surplus land and buildings for disposal, or income generation.</p>
Status	Partially implemented
Actions/next steps	Full implementation will require a business case for additional resources in CSD and some Depts to fully engage. Covid 19 and agile working will provide more opportunities to rationalise space required by CoL.
15	City Surveyor's department (and operational departments where not managed directly by City Surveyor) to update and enhance building Forward Maintenance Plans, regularly report on "bow wave" of deferred expenditure and seek approval to additional resources where required.

Progress	<p>CSD currently report on CWP and deferred maintenance (Bow Wave) annually to CASC and at the Committee's request a report was submitted in January that also provided a five year forward view of maintenance liability.</p> <p>For 2020/21 it is proposed to develop an annual composite report on maintenance liabilities, that includes deferred expenditure, AWP/CWP, ringfenced property and major works – with 5 year forecast and including impact of transformation projects.</p> <p>It is also proposed to instigate a programme of building condition surveys to get a more accurate view on future liabilities, and time profile of likely spend. For 2020/21 budget has been set aside from the CWP for two pilot surveys, and if they demonstrate clear value, a special funding bid may be put together for the full survey programme that will provide COL with a much improved view of the condition of assets and support better strategic planning of assets.</p>
Status	Partially complete, but further progress to be made in 2020.
Actions/next steps	Development by CSD Operations Group and Asset Management of a composite report on estate condition and forward maintenance liabilities. Progress pilot surveys and potential funding bid through 2020/21.
16	City Surveyor's department to undertake utilisation surveys across the operational estate, identifying key assets for opportunities for rationalisation/ disposal or alternative use, seeking approval to additional resources where necessary.
Progress	AM SBR has concluded that there is currently no financial justification for a systematic programme of new surveys to fulfil reporting requirements. Any requirement for surveys on specific buildings or areas can be identified both through asset challenge that is part of a more mature asset management planning process, or as required to support business cases for moves or the expansion of a service. However, Covid 19 and current working patterns will assist and the re forecasting of existing budgets and preparation of departmental business plans for 2021/22 will provide new opportunities to release under- utilised space.
Status	Not implemented as a full programme but will be progressed as part of roll out of asset management plans and business planning process.
Next Steps/actions	None specific. Work with departments to identify space required for future occupations and surplus accommodation.

17	City Surveyor's department to continue to implement the Guildhall Workplace strategy programme through support of dedicated and now appointed Workplace Manager
Progress	2 nd , 3 rd , 4 th and 5 th floors of Walbrook Wharf now vacated and relocated to Guildhall complex, and space released and let to Unity . Ground and first floors of WW will remain in CoL occupation until alternative space is identified as next phase.
Status	Programme of moves from Walbrook Wharf completed by March 2020.
Next Steps/actions	Identify accommodation for occupiers of ground and first floor from Walbrook, and integrate HR policies and IT activities into making use of accommodation more flexible. Guildhall Masterplan opportunity to be reviewed by members.

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CITY SURVEYORS DEPARTMENT - LOCAL RISK OUTTURN STATEMENT 2019/20				
	Final Approved		(Over)/Under	Note
LOCAL RISK BUDGET	Budget	Outturn	Spend	
	£000	£000	£000	
City Surveyor				
City Fund				
City Fund Estate & Leadenhall	(1,902)	(2,083)	(181)	1
CPAT & City Centre	(562)	(544)	18	
Walbrook Wharf	(1,057)	(1,095)	(38)	
Mayor's & City of London Court	(23)	(40)	(17)	
Recoverable Projects	0	0	0	
Lower Thames St Roman Bath	(8)	(9)	(1)	
R&M & MI Work for other departments	(1,441)	(1,351)	90	2
Corporate FM cleaning & security	(110)	(125)	(15)	
	(5,103)	(5,247)	(144)	
City's Cash				
City's Cash Estate	(3,274)	(3,271)	3	
Departmental	(10,140)	(10,135)	5	
Mayoralty & Shrievally-	(93)	(112)	(19)	
R&M & MI Work for other departments	(2,173)	(2,304)	(131)	3
Corporate FM cleaning & security	(632)	(733)	(101)	4
	(16,312)	(16,555)	(243)	
Bridge House Estates				
Bridge House Estates	(1,779)	(1,779)	0	
Tower Bridge Corporate FM cleaning	(258)	(256)	2	
	(2,037)	(2,035)	2	
Guildhall Administration				
Guildhall Complex	(8,705)	(8,640)	65	5
	(8,705)	(8,640)	65	
Total City Surveyor Local Risk	(32,157)	(32,477)	(320)	

Notes

- Overspend comprises reduced income due to waiver of service charge for roof works at Leadenhall Market and extra business rates at 1-7 Whittington Ave due to delay in letting. This was partly offset by saving on professional fees due to lower voids.
- Reduction in requirement for reactive repairs and maintenance works on City Fund operational property estate.
- Additional reactive repairs and maintenance work across Open Spaces.
- Security costs at Mansion House significantly higher than anticipated.
- Saving on energy due to initiatives including active monitoring of the Building Management Systems implemented during the financial year.

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Key Performance Indicators												
Ref	Title	Target	Group	Committee	Q1		Q2		Q3		Q4	
					Actual	RAG	Actual	RAG	Actual	RAG	Actual	RAG
KPI 1	Asset Realisation	£45.3m	CPG	CASC	on target	green	£8.9m	green	£8.9m	green	£63.8m	green
KPI 2	Energy Consumption	Min 4%	OG	CASC	2.50%	green	2.50%	green	-3.80%	green	tbc	tbc
KPI 3	Space Utilisation*	£3.620	CPG	CASC	on target	green	on target	green	on target	green	£3.653	amber
KPI 4	Property contract Performance Compliance	> 90%	OG	CASC	83.00%	amber	90.00%	green	90.00%	green	90.00%	green
KPI 5	Adherence to Budgetary Spend Profiles	95% to 105%	All	PIB; CASC	12.00%	green	29.37%	green	48.31%	green	84.30%	red
KPI 6	Capital Project - Delivery - defects on completion*	< 20%	PPG	PIB; CASC	n/a	n/a	n/a	n/a	n/a	n/a	11.00%	green
KPI 7	Capital Project - Project Status	< 20%	PPG	PIB; CASC	15.00%	green	15.00%	green	15.00%	green	14.00%	green
KPI 8	Capital Project- Health & Safety*	80%	PPG	PIB; CASC	n/a	n/a	80.0%	green	n/a	n/a	80.00%	green
KPI 9	Capital Project- Gateway Reports	> 70%	PPG	PIB; CASC	53.00%	amber	100.00%	green	100.00%	green	75.00%	green
KPI 10	Capital Project - Site sustainability waste management	> 90%	PPG	PIB; CASC	93.00%	green	92.00%	green	93.00%	green	96.00%	green
KPI 11	Rental Forecasts	£136m	IPG	PIB	on target	green	on target	green	on target	green	£138m	green
KPI 12	Minimise Arrears	< 2%	IPG	PIB	1.16%	green	1.12%	green	1.12%	green	1.30%	green
KPI 13	Minimise voids*	< 5%	IPG	PIB	3.15%	green	n/a	n/a	4.18%	green	2.94%	green
KPI 14	Outperform MSCI**	exceed bet	IPG	PIB	n/a	n/a	n/a	n/a	n/a	n/a	tbc	tbc
KPI 15	Customer satisfaction survey**	Baseline	CPAT	PIB; CASC	n/a	n/a	n/a	n/a	n/a	n/a	50%	green
KPI 16	Delivery of Strategic utility infrastructure	on schedule	CPAT	PIB; CASC	on target	green	on target	green	on target	green	100.00%	green
KPI 17	Supporting the retention and inward investment of businesses	on schedule	CPAT	PIB; CASC	on target	green	on target	green	on target	green	100.00%	green
	*reported bi annually											
	** reported annually											

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Headline Performance Charts Quarter 4 2019/20

Appendix C Page 1 of 1

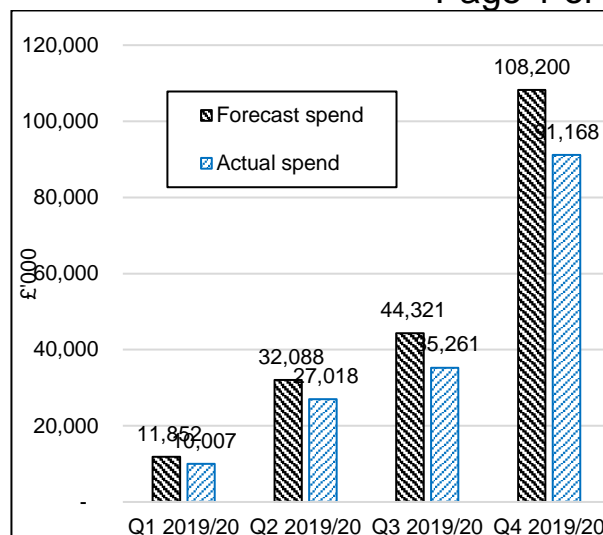
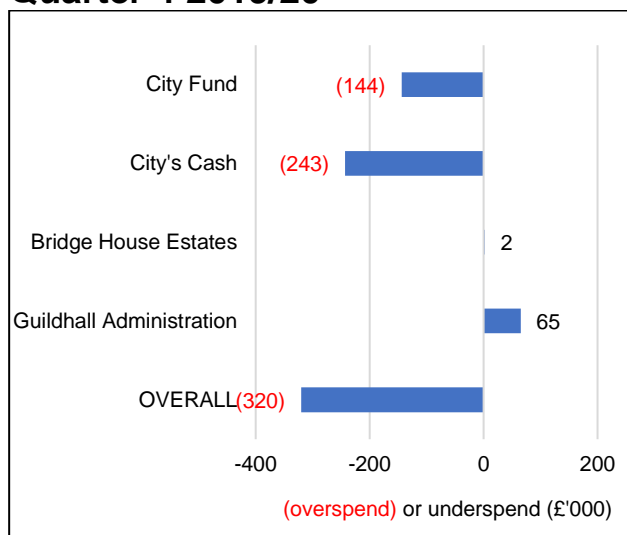


Figure 1 Outturn variance against latest agreed local risk budget – (overspend) or underspend

Figure 2 Capital project spend, forecast v actual

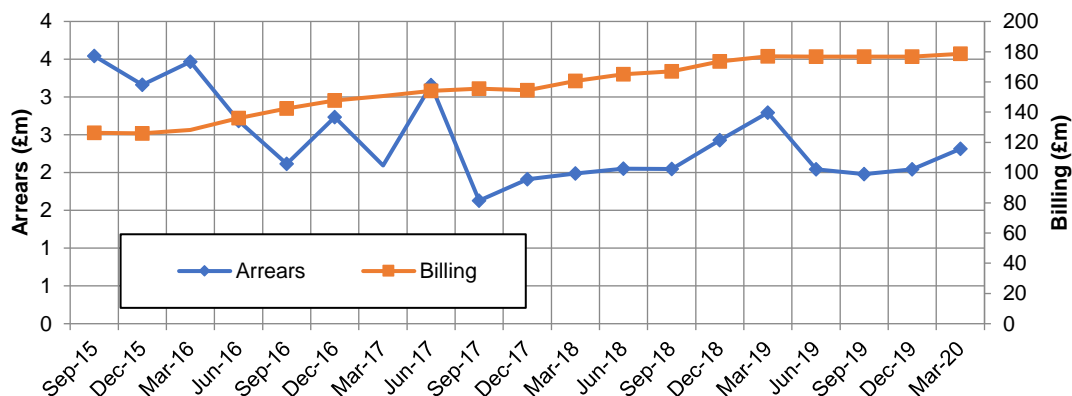


Figure 3 (Investment Properties) Commercial tenants' arrears compared to annual rolling billing run.

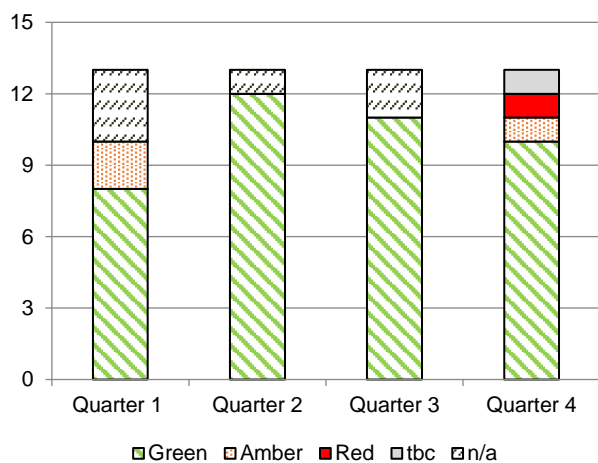


Figure 4 Performance of KPIs linked to Corporate Property (Corporate Asset Sub Committee)

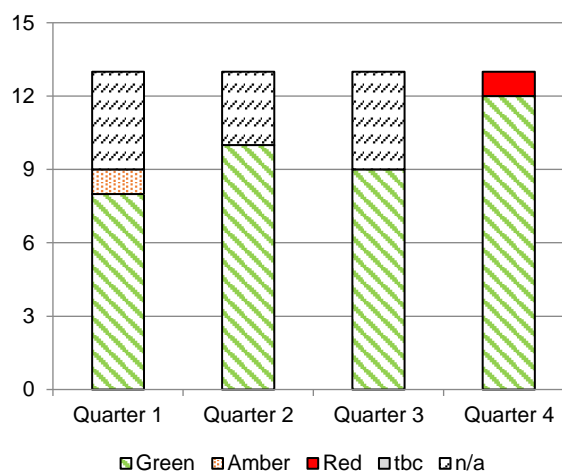


Figure 5 Performance of KPIs linked to Investment Property (Property Investment Board)

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Risk Register Appendix 1 - SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

Report Author: Faith Bowman

Generated on: 25 June 2020

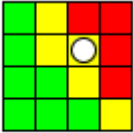
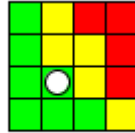


Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<div>Page 19</div> R SMT 001 Full in property performance	<p>Cause: Unexpected change or unknown impact of macro-economic policy (global and local political and economic decisions, change in interest rate, exchange rate, taxation, etc.)</p> <p>Event: Business sentiment changes and U.K. / London becomes less attractive to investors / tenants.</p> <p>Impact: Business Plan objectives are not achieved with resultant negative impact on income, yields, voids and arrears.</p>	<div> <div>Likelihood</div> <div>Impact</div> </div>	12	<p>This risk captures the long-run position and asset allocation within the property funds. Risks relating to the current Coronavirus situation (CVD19 SG PROP 01) are covered in a separate appendix.</p> <p>This risk also links to CR26 Brexit – particularly on the “impact of Brexit on City Corporation income streams”. This risk is owned by the Chamberlain.</p> <p>The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes:</p> <ol style="list-style-type: none"> 1. Use (office, retail, industrial) 2. Location (City, Southwark, West End etc.) 3. Tenancies (Long term Headlease geared, FRI, directly managed) 4. Covenants (multinationals, SME) 	<div> <div>Likelihood</div> <div>Impact</div> </div>	3	31-Mar-2021	<div> <div></div> </div>

03-Mar-2015 Nicholas Gill				5. Asset management (lease renewals, voids, arrears, etc) 6. Monitoring retail habits in change of building use 16 Jun 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 001c	Global and local economic and political decisions	SMT continues to closely monitor the position quarterly, including analysis of market reaction. This information is reported through to Property Investment Board regularly.	Nicholas Gill	16-Jun-2020	31-Mar-2021
SUR SMT 001d	Maintain a diverse mix of space, locations, and tenants to ensure the business has wide market appeal and is not reliant on particular business sector	IPG Management Team monitors development of property portfolio and tenant mix.	Nicholas Gill	16-Jun-2020	31-Mar-2021
SUR SMT 001e	Strategy review	Two strategy sessions have been held with Members of Property Investment Board to discuss what the future may look like in a post Covid-19 world. This will be kept under review as the year progresses		17-Jun-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 002 Insufficient budget to meet user and asset demand at Guildhall 10-Feb-2015 Peter Young	<p>Cause:</p> <ul style="list-style-type: none"> . Insufficient budget and accessibility due to the increase/intensification of use at Guildhall Complex. . Insufficient funding being made available for Major Works, Cyclical Works and Day to Day Maintenance Budget to manage the repair demands on the Guildhall Complex. <p>Event: Insufficient asset funding and lack of accessibility to complete all works due to increase/intensification of use at Guildhall Complex</p> <p>Impact: The standard of the Guildhall Complex will start to deteriorate, resulting in; poorer working environments leading to increased dissatisfaction and lower employee productivity and potential increase in breakdowns and reactive costs as the basic infrastructure of the Complex becomes beyond economic repair.</p>	<p>Likelihood</p>  <p>Impact</p>	12	<p>This risk captures the longer-term risks associated with funding for the Guildhall. Risks relating to the current Coronavirus situation (CVD19 SG PROP 05) are covered in a separate appendix.</p> <p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources.</p> <p>Whilst this risk reduces due to the uplift in Guildhall Admin budget, this is balanced by the projected increase in FTE occupation of the space.</p> <p>Some parts of the general infrastructure of the Guildhall Complex are becoming beyond economic life, resulting in main Mechanical/Electrical Plant and Fabric failing across the Complex. The Guildhall Masterplan considers a complete refurbishment of some parts of the general infrastructure and has been proposed as part of the Fundamental Review.</p> <p>16 Jun 2020</p>	<p>Likelihood</p>  <p>Impact</p>	4	31-Mar-2021	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002e	Fundamental Review of the Guildhall Complex	A wholesale review of the North Wing and West Wing was presented as an option to Members for consideration as part of the Fundamental Review. Initial feedback from Members was to investigate this proposal in more detail, and initial cost implications will be presented in the Spring.	Paul Wilkinson; Peter Young	16-Jun-2020	31-Jul-2020
SUR SMT 002f	Cross departmental working	Single point of contact for Profit and Loss to be created within the Remembrancer's Department. This activity has been agreed by CASC and a more detailed report, noting the key figures, will be presented to Members later in the year. The possibility of a sinking fund for the site has been explored and agreed by CASC. CSD will provide a facilities event-related operating business plan with the Remembrancer's Department, detailing the funding, management and operating arrangements including the funding sources. This action has been delayed due to current events (Covid-19) and this will be revisited shortly.	Remembrance r; Peter Collinson	16-Jun-2020	31-Dec-2020
SUR SMT 002g	Maintenance management	The department continues to work with Skanska, our Building Repairs and Maintenance Contractor, to review and improve the correct Planned Preventative Maintenance (PPM) regime. A report was presented to CASC in January 2020 with details of the deferred maintenance level (bow wave). Further discussions to be undertaken as part of the Corporate Property Asset Management Strategy to determine the property condition to which we're aspiring on a site-by-site basis (good or fair).	Peter Collinson	16-Jun-2020	31-Oct-2020
SUR SMT 002h	Prioritisation review	We are reviewing prioritisation list of major projects in light of covid-19 and the financial circumstances. This will also need to consider the Guildhall Masterplan and how this may impact projects.	Peter Collinson; Peter Young	16-Jun-2020	31-Mar-2021

[illegible]

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 014b	Additional funding report may be required	Draft additional funding report to committee (next report due 2021).	Alison Bunn	16-Jun-2020	31-Dec-2020
SUR SMT 014e	Corporate Property Asset Management Strategy	Asset Management Strategy to be reviewed and appropriate condition for our property assets be considered. This may be undertaken on a site-by-site basis. Report to be presented to Members in Spring/Summer 2020 (this action aligns with action SUR SMT 002g).	Peter Young	16-Jun-2020	31-Oct-2020
SUR SMT 014f	CWP process review	CWP process is currently under review. This will focus more clearly on asset need rather than on available funds. This will rely upon intelligent information from our MICAD system	Peter Collinson	16-Jun-2020	31-Mar-2021

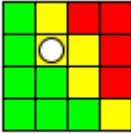
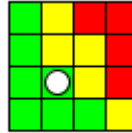

13 Dec-2018
4
Peter Collinson

13 Dec-2018
4
Peter Collinson

		BMS strategy, including for the Guildhall complex.			
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 005 Recruitment and retention of property professionals 17-Mar-2015 Paul Wilkinson	Cause: Uncompetitive pay structures within some professional grades, and work environment across the department Event: Increasingly attractive remuneration and reward packages offered elsewhere externally, particularly in the private sector Impact: Increased vacancies, objectives unachieved or delivered late, reduced customer satisfaction, less real estate activity, reduced employee wellbeing, demotivation of staff.	 Likelihood Impact	6	Within the CSD, it is proving challenging to recruit Chartered Surveyors, Chartered Engineers and Project Managers as the reward 'offer' (including pay) is lower than those being offered in the private sector at this moment in time. The current Covid-19 situation may increase the availability of skilled staff – however this may be a short-term impact. This will be kept under review. 16 Jun 2020	 Likelihood Impact	4	31-Mar-2021	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
SUR SMT 005a	Action Plans	The Action Plans developed following the Staff Survey (2018 and more recently 2019) are being delivered to address areas of focus for staff. The department has completed an Equalities and Diversity self-assessment (May), and this too has an Action Plan. Both these activities are focussed around improving our understanding of our staff and addressing areas of concern.			Paul Wilkinson	16-Jun-2020	31-Dec-2020
SUR SMT 05b	HR Communication	Highlighting emerging issues to our Human Resources Business Partner. This will initiate activities to understand and subsequently address this risk.			Paul Wilkinson	16-Jun-2020	31-Dec-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 016 Health and Wellbeing of Staff 16-Jun-2020	Cause: Extended period of working away from colleagues due to Covid-19 exacerbating stress levels. Event: Health and wellbeing of staff deteriorates Impact: lower staff morale, higher levels of sickness and turnover	 Likelihood Impact	6	This new risk considers the health and wellbeing of departmental staff. This is exacerbated under the current lockdown situation as a result of COVID-19. 16 Jun 2020	 Likelihood Impact	4		 Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
P age 27 SUR SMT 016a	Communications	All directors are having regular meetings with key staff and encouraging regular interaction at all levels throughout the department. The City Surveyor is holding weekly meetings with all departmental staff through Teams. Electronic staff newsletter was distributed on Friday 12 June. Each of these activities is focussed around ensuring that there is a common sense of purpose, issues can be identified early, and appropriate signposting can be made to ensure that at risk staff are able to access appropriate services.		Alec Childs; Peter Collinson; Nicholas Gill; Ola Obadara ; Peter Young	16-Jun-2020	31-Mar-2021
SUR SMT 016b	Return to work flexibility	Flexibility with returning to work is being considered, together with thought for staff who may wish to continue to work from home on a longer basis, self-risk assessments are one of the options being deliberated.		Alec Childs; Paul Wilkinson	16-Jun-2020	31-Mar-2021

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Risk Register Appendix 2: Copy of SUR COVID-19 - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Faith Bowman

Generated on: 09 July 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<p>Page 2 of 3</p> <p>COVID19 SG PROP 01 Impact on Investment portfolio (SUR)</p>	<p>Cause: The spread of COVID 19 has continued to escalate affecting business and trade.</p> <ul style="list-style-type: none"> . Lack of trade . Lower investment transactions . Lower lettings transactions . Longer development and refurbishment timelines . Longer and less accurate valuations <p>Event: The spread of COVID 19 impacts on the City Surveyors business, namely collection of rental income</p> <p>Effects: Through the spread of COVID 19 tenants are not able to pay their rental payments leading to rent arrears or forfeit leases on managed/FR&I tenants, confidence in the City of London Corporation and the City of London is damaged</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>RA sub provided a direction relating to the June rent quarter demands.</p> <p>Property Investment Board have agreed with this direction, and this decision was formalised under urgency.</p> <p>This relates to rent deferrals for Jun-Sep quarter and a rent-free period for those tenants that fall within the 'at risk' category.</p> <p>For both the Investment and Corporate Estates this has a value cap of £7m, of which Investment is £4.3m.</p> <p>No late interest will be charged on rent deferrals, and the Jun-Sep quarter will be deferred for six months.</p> <p>For Bridge House Estates properties,</p>	<p>Likelihood</p> <p>Impact</p>	8	02-Mar-2021	

01-Apr-2020 Nicholas Gill				decisions are made in the best interests of the charity. 09 Jul 2020				Constant
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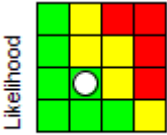
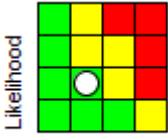

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SG PROP 01b	Monthly Payments	Move to monthly rent collections (March to June Quarter) for all directly managed and FR&I tenants (this does not apply to ground rents). To be reviewed in August for future periods.	Nicholas Gill	09-Jul-2020	31-Oct-2020
CVD19 SG PROP 01h	Members Paper	Member direction was received from RA Sub on 07/05, and this was ratified by PIB under urgency in mid-May. This relates to rent deferrals for Jun-Sep quarter and a rent-free period for those tenants that fall within the 'at risk' category. Consideration will now focus on September to December rent demands for 'at-risk' tenants. Meeting with Members on 04/06 to consider the recovery phase strategy and a further meeting has been arranged for 09/07.	Nicholas Gill	09-Jul-2020	30-Apr-2021
CVD19 SG PROP 01i	Rent Arrears	A report is being developed to understand our current property arrears, and how this has been impacted by Covid-19. This report will be presented to PIB on 22/07. This paper will initially be appended to the regular Rental Estimates report but can be extracted to be circulated to a wider audience. The government have extended the landlord restraint on legal action against tenants for non-payment of rent until 30/09.	Nicholas Gill	09-Jul-2020	31-Aug-2020
CVD19 SG PROP 01j	Monitor Impact	IPG to Monitor the impact on; . Lack of trade . Capacity of our tenants' ability to pay their rent . Investment transactions . Letting transactions . Refurbishments and Developments	Nicholas Gill	09-Jul-2020	31-Oct-2020
CVD19 SG PROP 01k	Snapshot reporting	With the assistance of Chamberlain's Department, a regular snapshot of rental collection (deferrals and rent frees) is being produced and monitored.	Nicholas Gill; John James	09-Jul-2020	30-Nov-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
CVD19 SG PROP 02 Property Projects (SUR) <div> <div>13 Apr-2020</div> <div>Obadara</div> </div>	<p>Cause: The spread of COVID 19 has continued to escalate affecting the Capital Projects which are currently underway.</p> <p>Event: The restrictions as a result of COVID-19 impacts on the delivery of Capital Projects for the City of London Corporation.</p> <p>Effects: Due to the restrictions as a result of COVID-19 Capital Projects by the Property Project Group will be affected resulting in project delays and financial consequences. (this can include shortages in labour or materials, or slowing of work due to PHE H&S guidance)</p>	<div> <div>Likelihood</div> <div>Impact</div> </div> <div>16</div>	<p>contractors are back on site.</p> <p>Following site assessments from contractors, the risk score has been increased. This has increased the likelihood to 'likely' from 'possible'. This is in response working constraints imposed by PHE which will impact the efficiency of the worksite. These assessments were only possible once the contractors were back on site, and PHE had released their guidance.</p> <p>09 Jul 2020</p>	<div> <div>Likelihood</div> <div>Impact</div> </div> <div>12</div>	31-Oct-2020	<div> <div>Constant</div> <div></div> </div>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CV19 SG PROP 02h	Contractor may request additional fees, additional statutory authority fees	Reduced prelims valued to the contractor if there is reduced resource on site - ask parties to demonstrate what additional costs are for, and which contractual clause it relates to, negotiate additional fees upfront ahead of agreeing start on site.	Ola Obadara	09-Jul-2020	31-Mar-2021
CV19 SG PROP 02i	Material and components	It is the contractor's responsibility for managing materials on site. There has been a potential issue with regards to the availability of materials and components when projects are on-site – particularly related to long lead items and those from abroad. Property Project Group is monitoring for impact, although this appears to be easing currently.	Ola Obadara	09-Jul-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SG PROP 03 Property Projects - Site Closure (SUR) 28-May-2020	Cause: COVID 19 and current or future PHE guidance. Event: Site cannot comply with current, or potential future PHE guidance and social distancing requirements Effects: Site shutdown until a point where social distancing requirements and PHE guidance allows a return to work.	 Likelihood Impact	8	This newly created risk reflects the fact that it will not be possible to recommence work at some sites due to current PHE and HSE guidance – particularly in relation to social distancing. Potential future PHE guidance may also mean further site closures. As contractors have returned to site, progress is being made across the piece, but some sites may need to shut in the future. 09 Jul 2020	 Likelihood Impact	8	31-Mar-2021	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SG PROP 03a	Contractual risks	The responsibility for delays, disruption, and commercial risks are typically spelled out in construction contracts and appropriately allocated to the party in the best position to mitigate such risks. Delays caused by COVID-19 impacts may be covered under a force majeure or similar clause of the contract. Contractors will argue that COVID-19 related delays were wholly unforeseeable and outside of the contractor's control, and therefore the contractor should not be held responsible. Under these circumstances, many contracts entitle the contractor to a time extension of the project completion date, and some contracts also allow for the contractor's recovery of increased performance costs.			Ola Obadara	09-Jul-2020	31-Mar-2021
CVD19 SG PROP 03b	Health and Safety.	Guidance from Government and CLC is regularly monitored with the Principal Designer, updated RAMS have been received from the contractor. Guidance to continue being reviewed. Ensure client is following CDM duties and providing plenty of welfare. Reviewing method statements to ensure alignment and compliance with PHE/HSE guidance.			Ola Obadara	09-Jul-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SG PROP 05 FM Team & Contractor Resilience (SUR) 26-Mar-2020 Peter Collinson	<p>Cause: The spread of COVID 19 has continued to escalate affecting the services the FM team and FM contractors deliver.</p> <p>Event: The spread of COVID 19 impacts on the delivery of FM services to the City of London Corporation buildings by its internal FM team and their service contractors.</p> <p>Effects: Through the spread of COVID 19 critical and other services delivered by the FM Team and their Contractors will be affected resulting in certain statutory legislation not being met.</p>	 <p>Likelihood</p> <p>Impact</p>	4	Risk transferred from the FM folder, approved by Gold 8 June 2020. Former risk no CVD19 SG FM 01. 10 Jun 2020	 <p>Likelihood</p> <p>Impact</p>	4		 Decreasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
CVD19 SG PROP 05b	Creation of a process to bring closed buildings back into working order so that they can be occupied by service departments again.	Work continues on the Premises Risk Assessments in line with government guidance. A working group has been set up to verify the risk assessment before it receives final sign off by the City Surveyor.			Alison Bunn	03-Jun-2020	30-Jun-2020

Risk Register Appendix 3 - SUR City Bridges - detailed report EXCLUDING COMPLETED ACTIONS for committee

Report Author: Faith Bowman

Generated on: 24 June 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
R CB 003 City Bridges: - Substantial vessel strikes 01-Nov-2018 Paul Wilkinson	Cause: Substantial Vessel strike Event: Structural damage to bridge Impact: Instability in bridge structure leading to possible collapse. Death / injury, disruption of traffic, reputational damage, additional costs to repair / replace	Likelihood Impact	16	No vessel strikes have been reported in the previous period. City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group. This risk is 'on-going' and, as such, the target date for the risk can be considered as a 'review date'. 24 Jun 2020	Likelihood Impact	16	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 003a	Navigation controls	Navigation is controlled by the Port of London Authority and navigation lights fixed to bridges. Paul Monaghan is an on-going member of the River Crossings Liaison Group. This Group has recently appointed a new Chair, and meetings have recommenced. Paul Monaghan updates CSD at the quarterly meetings as to any actions, activities, or change in the risk status of this item.	Nicholas Gill; Peter Young	24-Jun-2020	31-Mar-2021

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 006a	Counter Terrorism	Sequence of joint workshops were hosted by TFL over July 2019. These related to Threat Assessments for the bridges. The meetings involved TFL, the City Police, the MET Police and	Nicholas Gill; Paul	24-Jun-2020	31-Mar-2021

		<p>DBE. This investigated the risks associated with key bridges, with a different assessment made depending on the bridge.</p> <p>When TFL assess the overall risk, they applied a higher risk impact than the City currently assesses. However, this relates to the overall risk, rather than the element for which the City of London Corporation, and the City Surveyor's Department, is responsible.</p> <p>TFL and DBE will be holding a meeting relating to the threat assessments for the bridges. TFL will be taking the lead in terms of the response.</p> <p>Temporary mitigation by the Metropolitan Police remains in place, but this is not full Hostile Vehicle Mitigation.</p>	Monaghan; Peter Young		
SUR CB 006b	Policing	The City of London Police receive funding from Bridge House Estates to provide policing to the City Bridges. This funding has been updated for 2020/21.	Nicholas Gill; Paul Monaghan; Peter Young	24-Jun- 2020	31-Mar- 2021

5

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 007d	Tideway Tunnelling	The City's Engineer, Paul Monaghan is working with the Comptroller and City Solicitor through the Development Consent Order and negotiated protection for the river crossings and, in the case of Tower Bridge, reduced face loss. He and the engineering team are working with the planning lead, Ted Rayment, to ensure that these requirements are being met. Regular weekly, monthly and quarterly meetings take place with the respective parts of TTT. For support they have the existing commission with an external engineering consultant appointed for the inspection of river crossings. Note that liaison between the City of London Corporation at the TTT are continuing throughout this period of Covid-19.	Nicholas Gill; Peter Young	24-Jun-2020	31-Mar-2021
SUR CB 007e	Monitoring & Works	Monitoring is on-going on the bridge sites to ensure that risks are managed. Monitoring at Tower Bridge has been in place for circa three years. Millennium Bridge has had its tensioning adjusted to account for any movement.	Nicholas Gill; Paul Monaghan; Peter Young	24-Jun-2020	31-Mar-2021

Appendix 1 – KPI Contractor Performance

	Jan	Feb	Mar	Apr	May	Jun
Passes	39	40	46	41	8	0
Fails	5	4	4	3	0	0
Monthly Total KPIs	44	44	50	44	8	0
Monthly KPI Pass rate	88.64%	90.91%	92.00%	93.18%	100.00%	#DIV/0!
Qtr. Passes		125			49	
Qtr. Total		138			52	
Qtr. Pass Rate		90.58%			94.23%	
Quarter 4 2019/2020			Quarter 1 2020/2021			

The total number of KPIs over the two quarters has fallen for two reasons i) those measured quarterly have not occurred yet ii) several KPIs have been temporarily removed due to COVID-19.

The above table is the collective of all KPIs which we measure across corporate FM contracts.

Individual Contractor Performance

Company	KPI	Percentage	Avg Jan - Jun 2020
Servest	Cleaning Audits - Core Cleaning	>95%	97.83%
Servest	Cleaning Audits - Window, Periodic, Specialist	>95%	99.48%
Servest	Adherence to Cleaning Frequency	>100%	100.00%
Servest	Staffing	>95%	99.88%
Servest	Health & Safety	>100%	100.00%
Servest	Cleaning Weighted Score	>95%	98.23%
W Parker	Contract Management	100%	100.00%
W Parker	Quality Monitoring	85%	100.00%
W Parker	Adherence to Frequencies	100%	100.00%
W Parker	Health & Safety/Sustainability	100%	100.00%
W Parker	Complaints	<2	0.00%
W Parker	Complaints resolved within 5 days	100%	0.00%
W Parker	Overall Score	85%	100.00%
Skanska	Maintenance Services M1	100%	95.00%
Skanska	Maintenance Services M2	100%	95.00%

Skanska	Maintenance Services M3	100%	100.00%
Skanska	Maintenance Services M4	100%	95.65%
Skanska	Maintenance Services M5	100%	100.00%
Skanska	Maintenance Services M6	100%	100.00%
Skanska	Sustainability M1	100%	100.00%
Skanska	Sustainability M2	100%	100.00%
Skanska	Benchmarking & Continuous Improvement M1	100%	100.00%
Skanska	Benchmarking & Continuous Improvement M1	100%	100.00%
Skanska	Management M1	100%	100.00%
Skanska	Management M2	100%	100.00%
Skanska	Management M3	100%	100.00%
Skanska	Management M4	100%	100.00%
Baxterstorey	Food	20%	18.33%
Baxterstorey	Standard of Service	15%	15.00%
Baxterstorey	Hygiene and Cleanliness	15%	15.00%
Baxterstorey	Marketing and Merchandising	10%	9.00%
Baxterstorey	Health and Safety Management & Food Safety	10%	10.00%
Baxterstorey	Financial Performance	10%	9.00%

Baxterstorey	Contract Management	5%	3.67%
Baxterstorey	Complaints	5%	5.00%
Baxterstorey	Maintenance of Catering Equipment	5%	5.00%
Baxterstorey	Responsible Procurement	5%	5.00%
Baxterstorey	Total scoring	80%	95.00%
Beaver	Reactive Attendance	99%	96.00%
Beaver	Planned Monitoring	100%	100.00%
Beaver	Quality Assurance - Procedures	90%	100.00%
Beaver	Quality Assurance Adverse effects on the City	100%	100.00%
Beaver	Site Reporting	90%	93.00%
Beaver	Customer Survey	95%	100.00%
Amalgamated	Acute and Emergency priorities	100%	99.07%
Amalgamated	Priority 2-3	97%	97.00%
Amalgamated	Priority 4	95%	100.00%
Amalgamated	Insurance Defects	100%	100.00%
Amalgamated	In Service	99%	99.00%
Amalgamated	Repeat Breakdown	100%	100.00%
Amalgamated	PPM Schedule	100%	94.00%
Amalgamated	H&S	100%	100.00%

ISS	Emergency Response	99%	97.23%
ISS	Provision of Additional Guards	99%	100.00%
ISS	Mobile Patrols	99%	99.95%
ISS	Manned Guarding	99%	99.90%
ISS	SIA certification.	99%	100.00%
ISS	Incident response and reporting	100%	100.00%
ISS	Keyholding	100%	100.00%
ISS	H & S	100%	100.00%

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Project Coversheet

[1] Ownership & Status

UPI: 11782

Core Project Name: Guildhall West Wing Barriers

Programme Affiliation: N/A

Project Manager: Simon Collins, Senior Principal Engineer, City Surveyor's Dept.

Definition of need: To provide improved access control to Guildhall West Wing.

Key measures of success:

1. Enhanced physical security for Guildhall West Wing Reception in line with Counter Terrorism Security Advisers report July 2015.
2. Works completed with minimal impact on Guildhall operations.

Expected timeframe for the project delivery: Project inception was in September 2016, the barriers were operational in early May 2017 iaw the programme established at GW5.

Key Milestones:

- | | |
|--------------------------|----------------|
| • Gateway 1/2 | September 2016 |
| • Requirement finalised | December 2016 |
| • Gateway 5 | December 2016 |
| • Order placed | December 2016 |
| • Manufacturing complete | April 2017 |
| • Installation | April 2017 |
| • Completion | May 2017 |

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

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 Proposal' G 1/2 report (as approved by PSC 7 Sep, PRC 8 Sep, CASC 23 Sep 2016)

- Total Estimated Cost (excluding risk): Under £250,000
- Resources to reach next Gateway (excluding risk) £3,750
- Spend to date: Nil
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:

1. Gateway Report 1/ 2 to PSC	7th September 2016
2. Gateway 5	October 2016
3. Completion	December 2016

Scope/Design Change and Impact: N/A

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‘Authority to start Work’ G5 report (as approved by Chief officer)											
<ul style="list-style-type: none"> • Total Estimated Cost (excluding risk): £110,310 • Resources to reach next Gateway (excluding risk) £110,310 • Spend to date: £0 • Costed Risk Against the Project: £0 • CRP Requested: £0 • CRP Drawn Down: Nil • Estimated Programme Dates: <table> <tr> <td>1. Place order</td> <td>20 December 2016</td> </tr> <tr> <td>2. Approve Drawings for manufacture</td> <td>2 January 2017</td> </tr> <tr> <td>3. Manufacture complete</td> <td>16 April 2017</td> </tr> <tr> <td>4. Installation</td> <td>22-30 April 2017</td> </tr> <tr> <td>5. Completion</td> <td>May 2017</td> </tr> </table> 		1. Place order	20 December 2016	2. Approve Drawings for manufacture	2 January 2017	3. Manufacture complete	16 April 2017	4. Installation	22-30 April 2017	5. Completion	May 2017
1. Place order	20 December 2016										
2. Approve Drawings for manufacture	2 January 2017										
3. Manufacture complete	16 April 2017										
4. Installation	22-30 April 2017										
5. Completion	May 2017										
<p>Scope/Design Change and Impact: Extended stakeholder consultation and clarification of the operational requirement delayed finalisation of the specification. Original GW1/2 project timescale did not allow for 13 week delivery lead-time from the chosen manufacture.</p>											
<p>Total anticipated on-going commitment post-delivery [£]: Nil Programme Affiliation [£]: N/A</p>											

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