



## **Corporate Asset Sub (Finance) Committee (Appendices Pack)**

**Date:** WEDNESDAY, 24 NOVEMBER 2021  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**6. ENERGY REDUCTION PROGRAMME - PHASE 1**

Report of the City Surveyor.

**For Decision**  
(Pages 5 - 14)

**7. BEMS UPGRADE PROJECT-CPG ESTATE - PHASE 1**

Report of the City Surveyor.

**For Decision**  
(Pages 15 - 22)

**8. 2021/22 ENERGY PERFORMANCE Q2 UPDATE**

Report of the City Surveyor.

**For Information**  
(Pages 23 - 26)

**9. CAS NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO**

Report of the City Surveyor.

**For Information**  
(Pages 27 - 28)

**10. CYCLICAL WORKS PROGRAMME - PROGRESS REPORT Q1/Q2**

Report of the City Surveyor.

**For Information**  
(Pages 29 - 32)

11. **CYCLICAL WORKS PROGRAMME 22/23 BID REPORT**

Report of the City Surveyor.

**For Decision**  
(Pages 33 - 92)

12. **BUSINESS PLAN 2021-26 QUARTER 2 2021/22 UPDATE**

Report of the City Surveyor.

**For Information**  
(Pages 93 - 100)

13. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER -QUARTER 2 2021/22 UPDATE**

Report of the City Surveyor.

**For Information**  
(Pages 101 - 114)

14. **DRAFT CITY SURVEYOR'S DEPARTMENT BUSINESS PLAN FOR 2022/23**

Report of the City Surveyor.

**For Decision**  
(Pages 115 - 118)

15. **THE CITY'S HERITAGE ESTATE - MID YEAR UPDATE**

Report of the City Surveyor.

**For Information**  
(Pages 119 - 124)

16. **ANNUAL REPORT ON CORPORATE ASSET MANAGEMENT STRATEGY**

Report of the City Surveyor.

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

23. **GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**

Report of the City Surveyor.

**For Decision**  
(Pages 131 - 144)

24. **HIGHWAY LAND DISPOSAL: 4 LINDSEY STREET, EC1A**

Report of the City Surveyor.

**For Decision**  
(Pages 145 - 146)

25. **HIGHWAY LAND DISPOSAL: 50 FENCHURCH STREET, EC3M 3JY**

Report of the City Surveyor.

**For Decision**  
(Pages 147 - 152)

26. **ANNUAL REPORT ON OPERATIONAL PROPERTY PORFOLIO**

Report of the City Surveyor.

**For Information**  
(Pages 153 - 164)

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## Project Coversheet

### [1] Ownership & Status

**UPI:** 12210

**Core Project Name:** Energy Reduction Programme – Phase 1

**Programme Affiliation** (if applicable): Energy Reduction Programme

**Project Manager:** Mark Donaldson

**Definition of need:** this is Phase 1 of the energy reduction programme which aims to achieve energy savings through spend-to-save capital projects. This programme aims to deliver carbon emission reductions in support of the City of London's Climate Action Strategy goal to be net zero by 2027 within the corporate operational buildings.

**Key measures of success:**

- Typical energy costs savings of at least £114,858/yr.
- Achieve a simple payback of 5 years or less.
- Meet the performance requirements for the ventilated spaces.

**Expected timeframe for the project delivery:** Completion by March 2023.

**Key Milestones:**

Nov-21	GW2(issue) report approved to change project scope and agree new funding arrangement.
Jan-22	GW 3/4/5 reports approved for LED lighting for Tower Hill Coach and Car Park and Smithfield Car Park
	GW 3/4 report approved for LED lighting for Central Criminal Court
Apr-22	Procurement completed for LED Lighting works for Tower Hill Coach and Car Park
May-22	Works start for Tower Hill Coach and Car Park
Jun-22	Procurement completed for LED Lighting works for Smithfield Car Park
	Procurement completed for LED Lighting works for Central Criminal Court
	GW5 report approved for LED lighting for Central Criminal Court
Jul-22	Works completed for Tower Hill Coach and Car Park
	Works start for Smithfield Car Park
	Works start for Central Criminal Court Lighting
Nov-22	Works completed for LED Lighting for Smithfield Car Park
Dec-22	GW6 approved for LED Lighting works for Tower Hill Coach and Car Park
	Works completed for LED lighting for Central Criminal Court
Mar-23	GW6 for LED Lighting for Smithfield Car Park
	GW6 for LED Lighting for Central Criminal Court

**Are we on track for completing the project against the expected timeframe for project delivery?** Y (against the above revised timeframe)

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

### [2] Finance and Costed Risk

**Headline Financial, Scope and Design Changes:**

**'Project Briefing' G1 report (as approved by Chief Officer 15/12/2019):**

- Total Estimated Cost (excluding risk): £1,076,002
- Costed Risk Against the Project: Not determined at this stage.
- Estimated Programme Dates: Lower Range estimate: 01/02/2020 – 31/12/2020, Upper Range estimate: 01/04/2020 – 31/12/2021

**'Project Proposal' G2 report (as approved by PSC on 16/03/2020):**

- Total Estimated Cost (excluding risk): £1,153,000
- Resources to reach next Gateway (excluding risk): £40,250
- Spend to date: £0
- Costed Risk Against the Project: £149,700
- CRP Requested: £10,100
- CRP Drawn Down: £0
- Estimated Programme Dates: GW3/4 between Jul-20 to Oct-20; GW5 between Dec-20 to Jun-21; Completion between Dec-21 and Jul-22; GW6 between May-22 and Jan-23.

*Scope/Design Change and Impact: the programme timeline was extended due to staff resource constraints with progressing the development of the projects.*

**'Project Proposal' Issue G2 report (this report, to be presented to PSC on 17/11/2021):**

- Total Estimated Cost (excluding risk): £490,089
- Resources to reach next Gateway (excluding risk): £0
- Spend to date: £13,345
- Costed Risk Against the Project: £128,298
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:

Nov-21	GW2(issue) report approved to change project scope and agree new funding arrangement.
Jan-22	GW 3/4/5 reports approved for LED lighting for Tower Hill Coach and Car Park and Smithfield Car Park
	GW 3/4 report approved for LED lighting for Central Criminal Court
Apr-22	Procurement completed for LED Lighting works for Tower Hill Coach and Car Park
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Jul-22	Works completed for Tower Hill Coach and Car Park
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Nov-22	Works completed for LED Lighting for Smithfield Car Park
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	Works completed for LED lighting for Central Criminal Court
Mar-23	GW6 for LED Lighting for Smithfield Car Park
	GW6 for LED Lighting for Central Criminal Court

*Scope/Design Change and Impact: this issue report sets out a significant change in the scope of the scope, reducing from 8 sub-projects to 3 sub-projects. This is mainly due to sub-projects now being delivered through the PSDS project. The three sub-projects which are to be progressed, all of which are for LED lighting, will be presented through separate gateway reports in future: 1) Tower Hill Coach and Car Park, 2) Smithfield Car Park, 3) Central Criminal Court.*

**‘Options Appraisal and Design’ G3-4 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**‘Authority to start Work’ G5 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]:** The new plant will require maintenance, but as it is replacing existing plant and as it is anticipated to have a lower maintenance requirement, there should be no on-going maintenance costs higher than the existing.

**Programme Affiliation [£]:** Energy Reduction Programme

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# Energy Reduction Programme Phase 1 - Appendix 2 Risk Register

## City of London: Projects Procedure Corporate Risks Register

Project name: Energy Reduction Programme – Phase 1

Unique project identifier: 12210

Total est cost (exc risk) £490089

Corporate Risk Matrix score table

PM's overall risk rating	Medium		Minor impact	Serious impact	Major impact	Extreme impact
Avg risk pre-mitigation	10.3	Likely	4	8	16	32
Avg risk post-mitigation	4.7	Possible	3	6	12	24
Red risks (open)	4	Unlikely	2	4	8	16
Amber risks (open)	13	Rare	1	2	4	8
Green risks (open)	1					

Costed risks identified (All)

£126,298.50 26%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£126,298.50 26%

" "

Costed risk post-mitigation (open)

£0.00 0%

" "

Costed Risk Provision requested

£0.00 0%

CRP as % of total estimated cost of project

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
8	8.6	£107,278.50	0	7	1
0	0.0	£0.00	0	0	0
3	9.3	£4,020.00	1	2	0
5	12.0	£15,000.00	2	3	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	12.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
1	16.0	£0.00	1	0	0

Issues (open)	0
All Issues	0

Open Issues  
All Issues

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

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

# Energy Reduction Programme Phase 1 -Appendix 2 Risk Register

## City of London: Projects Procedure Corporate Risks Register

Project Name:			Energy Reduction Programme – Phase 1					PM's overall risk rating:			Medium		CRP requested this gateway		£ -		Average unmitigated risk		10.3		Open Risks		18	
Unique project identifier:			12210					Total estimated cost (exc risk):			£ 490,089		Total CRP used to date		£ -		Average mitigated risk score		4.7		Closed Risks		0	
General risk classification											Mitigation actions													
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR Realised & moved to issues	Comment(s)	
R1	5	(10) Physical	Presence of asbestos containing material which requires management prior to surveys/works being undertaken	Additional project costs and time delays	Likely	Major	16	£0.00	N	C – Uncomfortable	Survey to reduce uncertainty (cost included in project budget), add in float time to account for potential delays. If risk provision is insufficient then review impact on business case (and payback) before considering whether to either descope to exclude areas of higher management cost to to request additional funding.	£0.00	Likely	Minor	£0.00	4	£0.00	Management/removal of asbestos to allow safe installation of works.	17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R2	2	(2) Financial	Consulting Services Engineers costs higher than requested for at GW2 or additional surveys required	Insufficient technical review, leading to lower budget confidence in options appraisal and recommendation	Possible	Minor	3	£0.00	N	B – Fairly Confident	Good project and budget control	£0.00	Rare	Minor	£0.00	1	£0.00	Commission additional technical surveys as advised by engineering consultants.	17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R3	5	(2) Financial	Tender costs higher than anticipated budget cost	Insufficient budget to deliver all project scope and hence impact on business case	Possible	Major	12	£103,078.50	N	C – Uncomfortable	Budget costs and risk provision to be refined between GW2-GW3/4 through further market testing and technical reviews. If costs higher than budget, reduce project scope (value engineer). If reduced scope will impact the business case significantly then an Issue Report will be raised for a decision on this or option for maintaining scope through additional funding (setting out impact on payback period).	£68,719.00	Possible	Major	£0.00	12	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R4	4	(2) Financial	Design costs higher than requested for at GW3/4	Unable to progress to tender on one or more projects.	Possible	Major	12	£0.00	N	B – Fairly Confident	Included costed risk for GW4 which equates to 40% in addition to original estimated costs.	£0.00	Possible	Minor	£0.00	3	£0.00	Commission additional design work as advised by Project Manager.	17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R5	6	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitable. The potential impact of the disruption is project specific. Could result in part or full building closure, occupant/user complaints, project delay/delayment, and increased costs.	Likely	Major	16	£0.00	N	B – Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could include the timing of works, provision of temporary alternative services, and ensuring this is well communicated to stakeholders.	£0.00	Likely	Minor	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R6	6	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially; project delays and legal action.	Possible	Extreme	24	£0.00	N	B – Fairly Confident	Ensure project is specified, designed, procured, and installed/managed in accordance with regulations and Col policies. A competent Project Manager, with appropriate experience in building services installations, will be appointed to manage the projects from GW3/4 stage until installation completion and hand-over and ensure compliance with regulations and Col policies.	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R7	6	(4) Contractual/Partnership	Installation is not compliant	Depending the the nature of the compliance this could have minor to major issues. It could result in essential services being shut-down or building areas being unoccupied.	Unlikely	Extreme	16	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R8	6	(5) H&S/Wellbeing	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major dissatisfaction depending on the resulting issues.	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Major	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			

# Energy Reduction Programme Phase 1 -Appendix 2 Risk Register

R9	6	(2) Financial	Projected energy savings not achieved	Longer payback period which erodes the business case which is based on a short spend-to-save payback	Possible	Serious	6	£0.00	N	B – Fairly Confident	Energy saving calculations have been based on conservative assumptions, but will be further reviewed between GW2-3/4 to ensure projections are still realistic. If lower energy savings are due to system performance this will be investigated and may require engaging with the installer/contractor or designer.	£0.00	Possible	Minor	£0.00	3	£0.00			17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R10	6	(8) Technology	Installed assets fail before anticipated life	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	B – Fairly Confident	Specify quality equipment with a high confidence for meeting project life basis for whole-life-cost business case. Ensure efficient assets are under appropriate maintenance contract and that maintenance is carried out in accordance with manufacturers recommendations.	£0.00	Unlikely	Serious	£0.00	4	£0.00			17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R11	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	B – Fairly Confident	Consult with corporate property stakeholders to ensure alignment with existing asset and building plans. Where there is a significant risk of assets becoming redundant before their anticipated simple payback consider mitigating through reducing installation scope to areas less likely to be effected.	£0.00	Unlikely	Serious	£0.00	4	£0.00			17/01/20	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R12	3	(2) Financial	Delays to decision making or surveys due to a significant outbreak of the Corona virus.	Delays to project programme.	Possible	Major	12	£0.00	N	A – Very Confident	Revise project programme as required	£0.00	Possible	Serious	£0.00	6	£0.00			18/10/21	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R13	5	(2) Financial	Delay in allocating Project Manager to manage the process (GWS approval).	Delay to project programme	Possible	Serious	6	£0.00	N	B – Fairly Confident	Liaise with Building Surveying Group in advance	£0.00	Possible	Minor	£0.00	3	£0.00			18/10/21	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R14	5	(2) Financial	Budget for project management support is insufficient due to scope or programme changes	Without sufficient project management support there is a risk to project delivery	Possible	Serious	6	£4,200.00	N	C – Uncomfortable	Increased projected management support. Estimated CRP to be requested at GW5	£2,800.00	Possible	Minor	£0.00	3	£0.00			18/10/21	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R15	5	(4) Contractud/Part nership	Additional time is required from site staff to accommodate site access for the works than originally planned	This could incur additional staff costs	Possible	Serious	6	£1,020.00	N	C – Uncomfortable	Increased projected management support. Estimated CRP to be requested at GW5	£680.00	Possible	Minor	£0.00	3	£0.00			18/10/21	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R16	5	(5) H&S/Wellbeing	Asbestos containing materials are identified as requiring management prior to works being carried out	Increased projects costs and delays	Possible	Serious	6	£7,500.00	N	C – Uncomfortable	CRP included for addressing asbestos removal costs. If CRP is insufficient, then consideration will need to be made to reducing project scope to exclude areas with significant asbestos issues.	£5,000.00	Possible	Serious	£0.00	6	£0.00			18/10/21	City Surveyor's, Corporate Energy Team	Mark Donaldson			
R17	5	(5) H&S/Wellbeing	Electical wiring identified as requiring replacement due to condition to allow works being carried out	Increased projects costs and delays	Possible	Serious	6	£7,500.00	N	C – Uncomfortable	CRP included for addressing minor electrical wiring replacement costs. If CRP is insufficient, then consideration will need to be made to reducing project scope to exclude areas with significant wiring condition issues.	£5,000.00	Possible	Serious	£0.00	6	£0.00								
R18	5	(4) Contractud/Part nership	Works result in damage to unavoidable building internal decoration or retained furniture fittings	Increased projects costs and delays	Possible	Serious	6	£3,000.00	N	C – Uncomfortable	CRP requested to allow for any potential making good requirements, such as redecoration	£2,000.00	Possible	Minor	£0.00	3	£0.00								
R19								£0.00				£0.00			£0.00		£0.00								
R20								£0.00				£0.00			£0.00		£0.00								
R21								£0.00				£0.00			£0.00		£0.00								
R22								£0.00				£0.00			£0.00		£0.00								
R23								£0.00				£0.00			£0.00		£0.00								
R24								£0.00				£0.00			£0.00		£0.00								
R25								£0.00				£0.00			£0.00		£0.00								
R26								£0.00				£0.00			£0.00		£0.00								
R27								£0.00				£0.00			£0.00		£0.00								
R28								£0.00				£0.00			£0.00		£0.00								
R29								£0.00				£0.00			£0.00		£0.00								
R30								£0.00				£0.00			£0.00		£0.00								
R31								£0.00				£0.00			£0.00		£0.00								
R32								£0.00				£0.00			£0.00		£0.00								
R33								£0.00				£0.00			£0.00		£0.00								
R34								£0.00				£0.00			£0.00		£0.00								
R35								£0.00				£0.00			£0.00		£0.00								
R36								£0.00				£0.00			£0.00		£0.00								
R37								£0.00				£0.00			£0.00		£0.00								
R38								£0.00				£0.00			£0.00		£0.00								
R39								£0.00				£0.00			£0.00		£0.00								
R40								£0.00				£0.00			£0.00		£0.00								
R41								£0.00				£0.00			£0.00		£0.00								
R42								£0.00				£0.00			£0.00		£0.00								
R43								£0.00				£0.00			£0.00		£0.00								
R44								£0.00				£0.00			£0.00		£0.00								
R45								£0.00				£0.00			£0.00		£0.00								
R46								£0.00				£0.00			£0.00		£0.00								
R47								£0.00				£0.00			£0.00		£0.00								
R48								£0.00				£0.00			£0.00		£0.00								
R49								£0.00				£0.00			£0.00		£0.00								
R50								£0.00				£0.00			£0.00		£0.00								

## Energy Reduction Programme Phase 1 -Appendix 2 Risk Register

R51									\$0.00				\$0.00		\$0.00	\$0.00				
R52									\$0.00				\$0.00		\$0.00	\$0.00				
R53									\$0.00				\$0.00		\$0.00	\$0.00				
R54									\$0.00				\$0.00		\$0.00	\$0.00				
R55									\$0.00				\$0.00		\$0.00	\$0.00				
R56									\$0.00				\$0.00		\$0.00	\$0.00				
R57									\$0.00				\$0.00		\$0.00	\$0.00				
R58									\$0.00				\$0.00		\$0.00	\$0.00				
R59									\$0.00				\$0.00		\$0.00	\$0.00				
R60									\$0.00				\$0.00		\$0.00	\$0.00				
R61									\$0.00				\$0.00		\$0.00	\$0.00				
R62									\$0.00				\$0.00		\$0.00	\$0.00				
R63									\$0.00				\$0.00		\$0.00	\$0.00				
R64									\$0.00				\$0.00		\$0.00	\$0.00				
R65									\$0.00				\$0.00		\$0.00	\$0.00				
R66									\$0.00				\$0.00		\$0.00	\$0.00				
R67									\$0.00				\$0.00		\$0.00	\$0.00				
R68									\$0.00				\$0.00		\$0.00	\$0.00				
R69									\$0.00				\$0.00		\$0.00	\$0.00				
R70									\$0.00				\$0.00		\$0.00	\$0.00				
R71									\$0.00				\$0.00		\$0.00	\$0.00				
R72									\$0.00				\$0.00		\$0.00	\$0.00				
R73									\$0.00				\$0.00		\$0.00	\$0.00				
R74									\$0.00				\$0.00		\$0.00	\$0.00				
R75									\$0.00				\$0.00		\$0.00	\$0.00				
R76									\$0.00				\$0.00		\$0.00	\$0.00				
R77									\$0.00				\$0.00		\$0.00	\$0.00				
R78									\$0.00				\$0.00		\$0.00	\$0.00				
R79									\$0.00				\$0.00		\$0.00	\$0.00				
R80									\$0.00				\$0.00		\$0.00	\$0.00				
R81									\$0.00				\$0.00		\$0.00	\$0.00				
R82									\$0.00				\$0.00		\$0.00	\$0.00				
R83									\$0.00				\$0.00		\$0.00	\$0.00				
R84									\$0.00				\$0.00		\$0.00	\$0.00				
R85									\$0.00				\$0.00		\$0.00	\$0.00				
R86									\$0.00				\$0.00		\$0.00	\$0.00				
R87									\$0.00				\$0.00		\$0.00	\$0.00				
R88									\$0.00				\$0.00		\$0.00	\$0.00				
R89									\$0.00				\$0.00		\$0.00	\$0.00				
R90									\$0.00				\$0.00		\$0.00	\$0.00				
R91									\$0.00				\$0.00		\$0.00	\$0.00				
R92									\$0.00				\$0.00		\$0.00	\$0.00				
R93									\$0.00				\$0.00		\$0.00	\$0.00				
R94									\$0.00				\$0.00		\$0.00	\$0.00				
R95									\$0.00				\$0.00		\$0.00	\$0.00				
R96									\$0.00				\$0.00		\$0.00	\$0.00				
R97									\$0.00				\$0.00		\$0.00	\$0.00				
R98									\$0.00				\$0.00		\$0.00	\$0.00				
R99									\$0.00				\$0.00		\$0.00	\$0.00				
R100									\$0.00				\$0.00		\$0.00	\$0.00				



## Appendix 3. Projects budget breakdown

The following presents for each of the three proposed in scope projects, the breakdown of the total estimated project costs and separately the anticipated CRP.

### Central Criminal Court LED Lighting

Item	Funds	Est. Cost (£)	Anticipated spend date
Consultant Services engineers for electrical wiring inspection	GW2 approved budget (City Fund)	£7,195	Already spent
Consultant Services engineers for further surveys	To be requested at gateway 3/4	£8,000	Q4 2021/22
Asbestos R&D surveys		£5,000	Q4 2021/22
Asbestos removals to enable consultant surveys		£1,500	Q4 2021/22
H&S Advisor		£1,500	Q4 2021/22
LED Lighting Supply & Installation	To be requested at gateway 5	£196,875	Q2-4 2022/23
LED Lighting Commissioning		£6,000	Q3-4 2022/23
Principal contractor prelims & overheads (5%)		£10,144	Q2-4 2022/23
Building control		£2,000	Q2-4 2022/23
Project Management resource		£8,000	Q1-4 2022/23
Staff costs		£2,400	Q2-4 2022/23
<b>Total</b>		<b>£248,614</b>	

### CRP

Item	Funds	Cost (£)
Tender prices higher than current est.	To be requested at gateway 5	£39,375
PC Prelims & overheads (5%)		£2,029
Project Management		£1,600
Staff costs		£480
Asbestos		£5,000
Wiring		£5,000
Making good		£2,000
<b>Total</b>		<b>£55,484</b>

### Smithfield Car Park LED Lighting

Item	Funds	Cost (£)
LED Lighting Supply & Installation	To be requested at gateway 5	£85,000
Principal contractor prelims & overheads (5%)		£4,250
<b>Total</b>		<b>£89,250</b>

#### CRP

None.

### Tower Hill Coach & Car Park LED Lighting

Item	Funds	Cost (£)
Consultant Services engineers for electrical wiring inspection	GW2 approved budget (City Fund)	£6,150
LED Lighting Supply & Installation	To be requested at gateway 5	£130,000
LED Lighting Commissioning		£1,500
Principal contractor prelims & overheads (5%)		£6,575
Building control		£1,000
Project Management resource		£6,000
Staff costs		£1,000
<b>Total</b>		<b>£152,225</b>

#### CRP

Item	Funds	Cost (£)
Tender prices higher than current est.	To be requested at gateway 5	£26,000
PC Prelims & overheads (5%)		£1,315
Project Management		£1,200
<b>Total</b>		<b>£28,515</b>

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## Project Coversheet

### [1] Ownership & Status

**UPI:**

**Core Project Name:**

**Programme Affiliation** (if applicable):

**Project Manager:**

**Definition of need:** <What issue are we trying to solve or opportunity realise (Project Briefing [8])>

**Key measures of success:** <1-3 qualitative/quantitative (not, on time/budget)

**Expected timeframe for the project delivery:** <Current Range>

**Key Milestones:**

**Are we on track for completing the project against the expected timeframe for project delivery?** <Y/N>

<If not, what has caused this and what officer action has/is being taken?>

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

<If so what and how?>

### [2] Finance and Costed Risk

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

**'Project Briefing' G1 report (as approved by Chief Officer xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Costed Risk Against the Project:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**'Project Proposal' G2 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**'Options Appraisal and Design' G3-4 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:

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- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):**

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]:**<Current Range>  
**Programme Affiliation [£]:**<(If applicable) What is the estimated total programme cost including this project:>

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

 Project name: *BEMS Upgrade project – Phase 1*

Unique project identifier:

Total est cost (exc risk) £1190355

Corporate Risk Matrix score table

PM's overall risk rating

Medium

Avg risk pre-mitigation

10.1

Avg risk post-mitigation

4.8

Red risks (open)

4

Amber risks (open)

9

Green risks (open)

3

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

Costed risks identified (All)

£250,850.00 21%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£250,850.00 21%

" "

Costed risk post-mitigation (open)

£80,850.00 7%

" "

Costed Risk Provision requested

£0.00 0%

CRP as % of total estimated cost of project

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
0	0.0	£0.00	0	0	0
10	7.0	£212,850.00	0	7	3
0	0.0	£0.00	0	0	0
1	16.0	£0.00	1	0	0
3	16.0	£0.00	2	1	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
1	12.0	£0.00	0	1	0
0	0.0	£0.00	0	0	0
1	16.0	£38,000.00	1	0	0

Issues (open)

1

Open Issues

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

All Issues

1

All Issues

 Cost to resolve all issues  
(on completion)

£406,000.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			PM's overall risk rating:				Medium		CRP requested this gateway		£ -		Average unmitigated risk		10.1		Open Risks		16																							
Unique project identifier:			Total estimated cost (exc risk):				£ 1,190,355		Total CRP used to date		£ -		Average mitigated risk score		4.8		Closed Risks		0																							
General risk classification																			Mitigation actions																			Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR Realised & moved to issues	Comment(s)																			
R1	5	(10) Physical	Presence of asbestos containing material which requires management prior to surveys/works being undertaken	Additional project costs and time delays	Likely	Major	16	£38,000.00	N	C – Uncomfortable	Survey to reduce uncertainty (cost included in project budget), add in float time to account for potential delays, if risk	£0.00	Likely	Minor	£13,000.00	4	£0.00	Management/removal of asbestos to allow safe installation of works	17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R2	2	(2) Financial	Consulting Services Engineers costs higher than requested for at GW2 or additional surveys required	Insufficient technical review, leading to lower budget confidence in options appraisal and recommendation	Possible	Minor	3	£22,250.00	Y - for costed impact post-mitigation	B – Fairly Confident	Included costed risk for GW2 which equates to 40% in addition to original estimated costs.	£0.00	Rare	Minor	£7,250.00	1	£0.00	Commission additional technical surveys as advised by engineering consultants	17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R3	4	(2) Financial	Tender costs higher than anticipated budget cost	Insufficient budget to deliver all project scope and hence impact on business case	Possible	Major	12	£0.00	N	C – Uncomfortable	Budget costs and risk provision to be refined between GW2-GW3/4 through further market testing and technical	£0.00	Possible	Major	£0.00	12	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R4	4	(2) Financial	Design costs higher than requested for at GW3/4	Unable to progress to tender on one or more projects.	Possible	Major	12	£32,400.00	N	B – Fairly Confident	Included costed risk for GW4 which equates to 50% in addition to original estimated costs.	£0.00	Possible	Minor	£10,400.00	3	£0.00	Commission additional design work as advised by Project Manager.	17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R5	6	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitable. The	Likely	Major	16	£0.00	N	B – Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the	£0.00	Likely	Minor	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R6	6	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially; project delays and lost costs.	Possible	Extreme	24	£0.00	N	B – Fairly Confident	Ensure project is specified, designed, procured, and installed/managed in accordance with regulations.	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R7	6	(4) Contractual/Partnership	Installation is not compliant	Ensuring the nature of the compliance this could have minor to major issues. It could result in essential	Unlikely	Extreme	16	£0.00	N	B – Fairly Confident	Control of Contractors, and Project Manager resource: ensure specification and	£0.00	Rare	Extreme	£0.00	8	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R8	6	(5) H&S/Wellbeing	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major dissatisfaction depending on the user/office ten use	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets	£0.00	Rare	Major	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R9	6	(2) Financial	Projected energy savings not achieved	Longer payback period which erodes the business case which is based on a short spend-to-save payback	Possible	Serious	6	£0.00	N	B – Fairly Confident	Energy saving calculations have been based on conservative assumptions, but will be further reviewed between GW2-3/4 to ensure projections are still	£0.00	Possible	Minor	£0.00	3	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R10	6	(8) Technology	Installed assets fail before anticipated life	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	B – Fairly Confident	Specify energy equipment with a high confidence for	£0.00	Unlikely	Serious	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R11	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	B – Fairly Confident	Consult with corporate property stakeholders to ensure alignment with existing asset and building plans. Where there is a	£0.00	Unlikely	Serious	£0.00	4	£0.00		17/01/20	City Surveyor's, Corporate Energy Team	James Rooke																					
R12	3	(2) Financial	Delays to decision making or surveys due to a significant outbreak of the Corona virus.	Delays to project programme.	Possible	Minor	3	£25,000.00	N	C – Uncomfortable	Revise project programme as required	£0.00	Possible	Minor	£5,000.00	3	£0.00																									
R13	4	(2) Financial	Delay in providing/recruiting Project Manager to manage the process following GW3/4 approval.	Delay to project programme	Likely	Minor	4	£0.00	N	B – Fairly Confident	Prepare recruitment process prior to GW3/4 decision.	£0.00	Likely	Minor	£0.00	4	£0.00																									
R14	3	(2) Financial	Extra IT network infrastructure required Col IT to meet security policy	Additional project costs and time delays	Possible	Serious	6	£45,000.00	N	C – Uncomfortable	Contact microprogramme surveys of GW2 using IT specialist. Consult closely with Col IT to ensure compliance with IT	£0.00	Possible	Serious	£15,000.00	6	£0.00	Commission additional IT technical surveys as advised by engineering consultants.	03/03/21	City Surveyor's, Corporate Energy Team	James Rooke																					
R15	3	(2) Financial	Brexit - significant delay to BMS/IT parts lead time	Additional project costs and time delays	Possible	Serious	6	£38,000.00	N	C – Uncomfortable	Get assurance for supplier that parts will be available on time.	£0.00	Unlikely	Serious	£10,000.00	4	£0.00		04/03/21	City Surveyor's, Corporate Energy Team	James Rooke																					
R16	4	(2) Financial	Requirement for supplementary dehum/humidification plant to maintain GAG and LMA environmental conditions during install phase	Poor environmental control - danger to gallery artefacts	Possible	Serious	6	£50,000.00	N	C – Uncomfortable	Install supplementary mobile plant to maintain gallery environmental conditions	£0.00	Unlikely	Serious	£20,000.00	4	£0.00		16/03/21	City Surveyor's, Corporate Energy Team	James Rooke																					
R17								£0.00				£0.00				£0.00	£0.00																									
R18								£0.00				£0.00				£0.00	£0.00																									
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BEMS Upgrade Project Appendix 3 Project budget breakdown

Project Element	Fund	Total incl. risk
<b>GH EW Stg1 Parts, install &amp; config *</b>		
<b>GH EW Stg1 Total Costs</b>	GW2 approved budget (City Fund/City's Cash 50/50)	£332,391.00
<b>LMA BEMS Parts, install &amp; config</b>	GW2 approved budget (City Fund & CWP - R0722CW003L)	£89,796
<b>LMA VRF Integration</b>		£8,140
<b>LMA IT Network</b>		£14,829
<b>LMA PC fee (10%)</b>		£16,915
<b>LMA Consultancy Services</b>		£16,500
<b>LMA Total Costs - Stg 2</b>		£146,200
<b>WW BEMS Parts, install &amp; config</b>	GW2 approved budget (City Fund)	£67,870
<b>WW Add. IO</b>		£11,000
<b>WW Daikin Integration</b>		£5,500
<b>WW IT Network</b>		£1,650
<b>WW PC fee (10%)</b>		£12,903
<b>WW Consultancy Services</b>		£16,500
<b>WW Total Costs - Stg2</b>		£115,500
<b>GH EW Stg2 BEMS Parts, install &amp; config</b>	GW2 approved budget (City Fund & City's Cash 50/50), CWP C1522CW002L & ERP funding reallocation	£458,205
<b>GH EW Stg2 VRF Int.</b>		£23,000
<b>GH EW Stg2 VAV upgrade:30%</b>		£68,493
<b>GH EW Stg2 IT Network</b>		£57,500
<b>GH EW Stg2 PC fee (15%)</b>		£87,088
<b>GH EW Stg2 Consultant Services</b>		£23,000
<b>GH EW Stg2 Total Site Costs</b>		£717,287
<b>Total Proj. Cost Stg 2</b>		£978,987
<b>Total Proj. Cost Stg 1 &amp; 2</b>		£1,311,378

Note:

\*This project element is now aligned with PSDS GH Ventilation Project

LMA – London Metropolitan Archive

WW – Walbrook Wharf


GH EW – Guildhall East Wing

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## Energy Performance Q2 Update – Appendix 1

### 1. Top 30 Site Energy Performance & Bottom 5 Performance Overview

Performance comparison by top 30 sites: Q2 2021/22 with Q2 2020/21

Row Labels	 Sum of Sep-20	Sum of Sep-21	kWh Difference	%
Animal Reception Centre	790,647	730,249	- 60,398	-8%
Barbican Arts Centre	17,384,466	12,988,109	- 4,396,357	-25%
Baynard House Car Park	160,772	169,216	8,444	5%
Billingsgate Market	3,614,165	3,384,633	- 229,532	-6%
Bishopsgate Police Station	3,112,496	2,455,624	- 656,871	-21%
Central Criminal Court	6,044,649	6,325,765	281,115	5%
City of London Crematorium	2,810,354	2,377,809	- 432,545	-15%
City of London Freeman's School	4,181,767	3,841,259	- 340,508	-8%
City of London School	2,916,539	3,136,383	219,843	8%
City of London School For Girls	2,199,197	1,842,933	- 356,264	-16%
GSMD	1,731,783	1,861,827	130,044	8%
GSMD - Milton Court	2,572,852	3,006,352	433,500	17%
GSMD - Sundial Court	1,462,352	1,739,046	276,694	19%
Guildhall Complex	16,085,645	14,434,214	- 1,651,431	-10%
London Central Market (Smithfield)	11,785,831	9,996,693	- 1,789,138	-15%
London Metropolitan Archives	1,451,656	1,360,058	- 91,597	-6%
London Wall Car Park	239,829	215,076	- 24,753	-10%
Mansion House	1,800,099	1,985,776	185,677	10%
Mayor's Court	244,595	287,635	43,040	18%
New Spitalfields Market (Landlords)	6,454,378	5,783,149	- 671,228	-10%
New Street (21)	1,859,677	2,044,964	185,287	10%
Open Spaces East Heath & Kenwood	160,503	195,720	35,217	22%
Open Spaces Epping Forest	658,195	625,540	- 32,655	-5%
Open Spaces Golders Hill & Extension	323,689	299,632	- 24,057	-7%
Open Spaces Hampstead Heath Leisure	594,006	594,296	291	0%
Open Spaces Parliament Hill	313,771	252,362	- 61,410	-20%
Streetlighting	2,666,328	2,100,601	- 565,727	-21%
Tower Bridge	2,130,933	1,819,516	- 311,417	-15%
Tower Hill Coach & Car Park	521,933	494,413	- 27,520	-5%
Walbrook Wharf Cleansing Depot	1,886,909	1,781,279	- 105,629	-6%
<b>Grand Total</b>	<b>98,160,015</b>	<b>88,130,130</b>	<b>- 10,029,884</b>	<b>-10%</b>

## 2. Bottom 5 Performing Sites

### Weather Corrected data

Current Bottom 5	Sep-20	Sep-21	kWh Difference	% Difference	Performance Overview
GSMD - Milton Court	2,572,852	3,006,352	433,500	17%	A semi return to normal practices coupled with good shutdown practices is suspected. GSMD Sundial Court is still showing an improvement in consumption versus Sept 2019 when consumption was 3.4M kWh.
Central Criminal Court	6,044,649	6,325,765	281,115	5%	A semi return to normal practices coupled with good shutdown practices is suspected. It should be noted that the Central Criminal Court has improved as values in 2019 were 7.3 M kWh.
GSMD - Sundial Court	1,462,352	1,739,046	276,694	19%	A semi return to normal practices coupled with good shutdown practices is suspected. GSMD Sundial Court is still showing an improvement in consumption versus Sept 2019 when consumption was 1.8M kWh.
City of London School	2,916,539	3,136,383	219,843	8%	A semi return to normal practices is thought to be the reason for the uptick, as it should be noted that 2019 consumption was recorded as 3.3M kWh.
Mansion House	1,800,099	1,985,776	185,677	10%	Although Mansion House was shut down, an AHU and BEMS upgrade could be the reason for the increase. It should be noted that 2019 consumption was recorded as 2.2M kWh

## 3.CO<sub>2</sub> Targets for City of London Corporation

City of London (own operations)	Units	Scope	2018	2019	2020	2021	2022	2023	2024	2025	2026	2030	2035	2040
Corporate Properties and Landlord Area	ktCO <sub>2</sub> e	Scope 1 & 2	36.4	33.9	30.4	24.4	22.8	19.4	18.1	17.0	14.85	7.2	4.5	3.1
Carbon Removals and Land Management (Scope 1)	ktCO <sub>2</sub> e	Scope 1	-16.2	-16.2	-16.2	-16.2	-16.2	-16.2	-16.2	-16.2	-17.64	-17.6	-17.6	-17.6
<b>Total net zero emissions</b>	<b>ktCO<sub>2</sub>e</b>	<b>Scope 1 &amp; 2</b>	<b>20.2</b>	<b>17.7</b>	<b>14.2</b>	<b>8.19</b>	<b>6.54</b>	<b>3.18</b>	<b>1.83</b>	<b>0.76</b>	<b>-2.79</b>	<b>-10.5</b>	<b>-13.1</b>	<b>-14.6</b>
Net (negative removed)	ktCO <sub>2</sub> e	Scope 1 & 2	16.2	16.2	16.2	16.2	16.2	16.2	16.2	16.2	17.6			
% reduction against baseline year	%	Scope 1 & 2	0%	-7%	-16%	-33%	-37%	-47%	-50%	-53%	-59%			
Target amount to reduce in period	ktCO <sub>2</sub> e	Scope 1 & 2					13.6		4.7		3.2			
% of target to deliver in that period	%	Scope 1 & 2					63%		22%		15%			
Total target amount to reduce	ktCO <sub>2</sub> e	Scope 1 & 2									21.5	To be reduced by 2026/7		

## 4. Timetable for the completion of PSDS Projects

Project	Practical Completion
RA-W	Mar-22
Guildhall Ventilation	Mar-22
Energy Software	Nov-21

## 5. List of Sites in an energy performance partnership with Vital Energi

Guildhall Complex	City of London School	London Metropolitan Archives
Barbican Arts Centre	City of London School for Girls	
London Central Market (Smithfield)	Walbrook Wharf Cleansing Depot	
Central Criminal Court	Tower Bridge	
New Spitalfields Market (Landlords)	GSMD - Milton Court	
City of London Freeman's School	Mansion House	
Billingsgate Market	GSMD	

Vital Energi are also in the early stages of mobilising surveys for a further tranche of 15 sites, for which it is estimated to take around 4 months to produce high level recommendations for all. Following this, projects will be selected to enter into investment level design. Projects under consideration will typically include (but not limited to):

- Energy efficient lighting and controls
- Improvements to HVAC systems
- Optimisation and improvement of BMS controls
- Hydraulic and pumping optimisation
- Low carbon heating
- Renewables
- Fabric measures and draught proofing

## 6. Cumulative Carbon Savings

		Carbon Savings - Cumulative (tCO <sub>2</sub> e/yr)								
		Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
		2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
PSDS	Gas	0	0	0	0	358	357	355	354	353
	Elec	0	0	0	0	595	622	579	585	548
	Citigen Heat	0	0	0	0	93	88	83	78	73
	Citigen Coolth	0	0	0	0	88	92	85	86	81
Phase 1 & 2	Gas	0	0	0	0	7	7	7	7	7
	Elec	0	0	0	0	93	97	91	91	86
	Citigen Heat	0	0	0	0	18	17	17	16	15
	Citigen Coolth	0	0	0	0	4	5	4	4	4
Energy Saving Loan scheme	Elec	23	21	19	15	14	14	13	13	12
GHC Chillers	Elec	0	0	0	0	0	179	166	168	157
Operational management	Gas	0	348	347	349	365	387	409	431	453
	Elec	14	355	351	277	290	348	367	413	427
	Citigen Heat	0	0	120	71	86	104	119	132	143
	Citigen Coolth	0	14	362	278	271	301	297	316	312
CAS	Gas				0	153	598	885	1,170	1,451
	Elec				0	356	1,192	1,527	1,963	2,233
	Citigen Heat				0	50	188	266	334	392
	Citigen Coolth				0	38	145	196	259	300
<b>Total</b>		<b>37</b>	<b>738</b>	<b>1,200</b>	<b>991</b>	<b>2,879</b>	<b>4,740</b>	<b>5,467</b>	<b>6,421</b>	<b>7,045</b>

## 7. Chart Data

This chart provides backing data for the carbon trajectory chart. Note that 2021/22 represents the current, rolling year (October 2020 to September 2021).

	Actual				Projected				
Portfolio	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Total Carbon Housing	10,610	7,968	7,970	7,847	6,368	5,271	4,884	4,955	4,577
Total Carbon IPG	3,220	3,775	1,842	1,820	1,889	1,590	1,484	1,502	1,397
Total Carbon CPG	22,177	21,251	16,363	16,439	16,782	14,006	12,671	11,653	10,804
Carbon kt CPG	22	21	16	16	17	14	13	12	11
Carbon kt All	36	33	26	26	25	21	19	18	17
kt Saved	-	3	10	10	-	-	-	-	-
Tonnes Saved	-	3,014	9,832	9,901	-	-	-	-	-
% Saved			-27%	-27%	-	-	-	-	-

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## Appendix 1

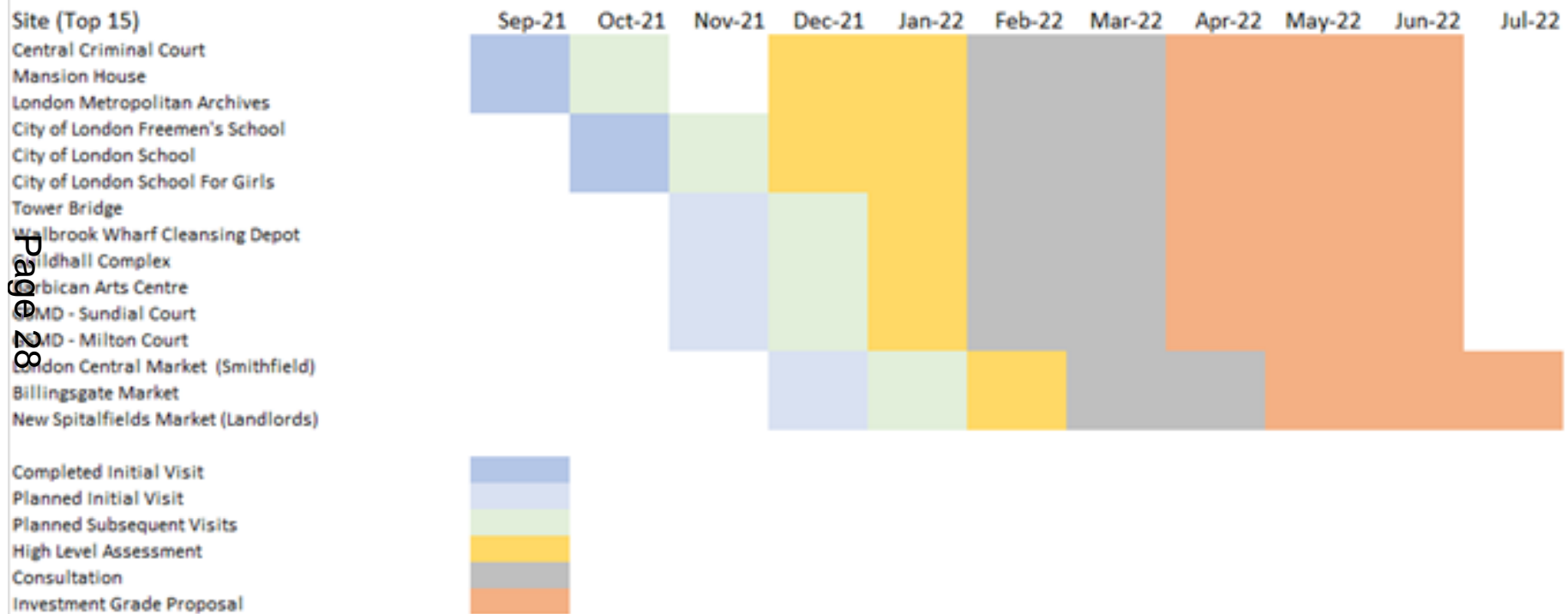
List of top 15 Corporate sites for assessment

Site	tCO2 2019	tCO2 2020	GIA (M <sup>2</sup> )
<b>Guildhall Complex</b>	3,008	2,588	65,952
<b>Barbican Arts Centre</b>	3,002	2,375	83,027
<b>London Central Market (Smithfield)</b>	3,094	2,223	75,035
<b>Central Criminal Court</b>	1,716	1,435	38,553
<b>New Spitalfields Market (Landlords)</b>	1,560	1,409	36,217
<b>City of London Freeman's School</b>	909	832	23,352
<b>Billingsgate Market</b>	816	726	16,795
<b>City of London School</b>	609	595	19,745
<b>City of London School for Girls</b>	524	520	10,829
<b>Walbrook Wharf Cleansing Depot</b>	354	401	18,230
<b>Tower Bridge</b>	489	397	4,253
<b>GSMD - Milton Court</b>	537	389	13,103
<b>Mansion House</b>	431	349	8,235
<b>GSMD</b>	420	317	10,795
<b>London Metropolitan Archives</b>	259	263	14,467

## Appendix 2

### Corporate Site Survey Programme

#### Vital Energi Retrofit Campaign





## Cyclical Works Programme Progress Report by fund and area

Appendix A – 2018/19 Cyclical Works Programme							
		Original Budget	Latest Budget	Committed	Actual	Total Cost	Balance
City's Cash	Corporate	347,000	48,000	4,727	15,134	19,861	28,139
	Guildhall School	25,000	30,000	9,979	5,181	15,160	14,840
	Heritage	74,000	150,000	13,911	131,586	145,497	4,503
	Open Spaces	284,000	631,000	145,085	257,276	402,361	228,639
		730,000	859,000	173,702	409,177	582,879	276,121
City Fund	Barbican	340,000	222,000	59,482	152,957	212,439	9,561
	Corporate	575,000	747,000	293,345	147,011	440,356	306,644
	Heritage	0	0	0	0	0	0
	Open Spaces	149,000	198,000	9,009	140,061	149,070	48,930
		1,064,000	1,167,000	361,836	440,029	801,865	365,135
Guildhall	Corporate	118,000	161,000	25,000	8	25,008	135,992
	Heritage	98,000	408,000	217,472	190,180	407,652	348
	Open Spaces					0	0
		216,000	569,000	242,472	190,188	432,660	136,340
		2,010,000	2,595,000	778,010	1,039,394	1,817,404	777,596

Appendix B – 2019/20 Cyclical Works Programme							
		Original Budget	Latest Budget	Committed	Actual	Total Cost	Balance
City's Cash	Corporate	428,000	622,000	119,672	179,193	298,865	323,135
	Guildhall School	157,000	78,000	12,411	12,746	25,157	52,843
	Heritage	117,000	143,000	99,493	40,623	140,116	2,884
	Open Spaces	771,000	946,000	276,409	141,124	417,533	528,467
		1,473,000	1,789,000	507,985	373,686	881,671	907,329
City Fund	Barbican	690,000	822,000	20,127	85,343	105,470	716,530
	Corporate	1,147,000	1,305,000	331,877	177,394	509,271	795,729
	Heritage		63,000	39,000	23,532	62,532	468
	Open Spaces		205,000	12,771	72,472	85,243	119,757
		1,837,000	2,395,000	403,775	358,741	762,516	1,632,484
Guildhall	Corporate	211,000	416,000	190,437	160,593	351,030	64,970
	Heritage	48,000	216,000	8,694	42,458	51,152	164,848
	Open Spaces						
		259,000	632,000	199,131	203,051	402,182	229,818
		3,569,000	4,816,000	1,110,891	935,478	2,046,369	2,769,631

<b>Appendix C – 2020/21 Cyclical Works Programme</b>							
		<b>Original Budget</b>	<b>Latest Budget</b>	<b>Committed</b>	<b>Actual</b>	<b>Total Cost</b>	<b>Balance</b>
City's Cash	Corporate	532,000	109,000	3,584	78,000	81,584	27,416
	Guildhall School	770,000	691,000	61,019	267,268	328,287	362,713
	Heritage	6,000	62,000	9,347	48,788	58,135	3,865
	Open Spaces	471,000	259,000	39,737	180,000	219,737	39,263
		1,779,000	1,121,000	113,687	574,056	687,743	433,257
City Fund	Barbican	1,785,000	800,000	13,080	250	13,330	786,670
	Corporate	2,000	152,000	36,285	84,500	120,785	31,215
	Heritage	4,000	50,000	0	10,004	10,004	39,996
	Open Spaces	309,000	261,000	70,643	137,242	207,885	53,115
		2,100,000	1,263,000	120,008	231,996	352,004	910,996
Guildhall	Corporate	120,000	120,000	0	44,025	44,025	75,975
	Heritage	233,000	123,000	95,500	18,280	113,780	9,220
	Open Spaces					0	0
		353,000	243,000	95,500	62,305	157,805	85,195
		4,232,000	2,627,000	329,195	868,357	1,197,552	1,429,448

Appendix D – 2021/22 Cyclical Works Programme							
		Original Budget	Latest Budget	Committed	Actual	Total Cost	Balance
City's Cash	Corporate	299,000	66,000	26,643	28,132	54,775	11,225
	Guildhall School	738,000	50,000	0	3,300	3,300	46,700
	Heritage	172,000	170,000	145,759	0	145,759	24,241
	Open Spaces	140,000	140,000	9,436	41,420	50,856	89,144
		1,349,000	426,000	181,838	72,852	254,690	171,310
City Fund	Barbican	972,000	515,000	19,500	0	19,500	495,500
	Corporate	413,000	309,000	126,660	119,836	246,496	62,504
	Heritage	0	0	0	0	0	0
	Open Spaces	60,000	0	0	0	0	0
		1,445,000	824,000	146,160	119,836	265,996	558,004
Guildhall	Corporate	1,167,000	916,000	284,891	320,151	605,042	310,958
	Heritage						
	Open Spaces						
		1,167,000	916,000	284,891	320,151	605,042	310,958
		3,961,000	2,166,000	612,889	512,839	1,125,728	1,040,272

- **CWP 22/23 Bid Report - Appendix 1 – Review of the Cyclical Works Programme (CWP) September 2020**

<b>Committee(s):</b> Corporate Asset Sub Committee	<b>Date:</b> 15 <sup>th</sup> September 2020
<b>Subject:</b> Review of the Cyclical Works Programme (CWP)	<b>Public</b>
<b>Report of:</b> City Surveyor CS:	<b>For Decision</b>
<b>Report authors:</b> Pete Collinson – Operations Group Director Alison Bunn – Head of FM (Operations Group) Jonathan Cooper – Head of Minor Projects (Operations Group)	

## Summary

This report sets out a proposal to enhance the Cyclical Works Programme (CWP). The main points are:

- Moving to a condition-based maintenance approach through the new Computer Aided Facilities Management (CAFM) system currently being procured and due to be implemented Autumn 2021
- Focus the programme delivery into a single financial year
- Removal of smaller value projects under £10,000 by uplifting the City Surveyor's, DBE's or Barbican's local risk budget respectively (using funds previously earmarked for the CWP) to allow project delivery to focus on the larger scale projects
- Altering the project prioritisation matrix to make it more fit for purpose and a fairer system for all properties
- A smaller CWP programme of £3.6m for 2021/22 picking up only essential health and safety works to allow project delivery teams to catch up works delayed due to COVID19 restrictions
- Smoothing of the already agreed CWP programme to create a '4<sup>th</sup>' year
- Introduction of 3-5 yearly building condition surveys funded from funds previously earmarked for the CWP
- Revised key performance indicators to align with these recommendations
- To support the proposed changes to recalibrate the way the Corporation delivers projects in line with any proposed Target Operating Model (TOM) actions and via the correct governance route. The precise details to be reported once the details of the TOM become clearer

## Recommendation

Members are asked to:

- Approve the new approach set out in this report in paragraphs 5 to 19 in preparation for the bid process for 2022/23
- Approve the changes to the project scoring criteria set out in Appendix 1

- **CWP 22/23 Bid Report - Appendix 1 – Review of the Cyclical Works Programme (CWP) September 2020**
- Approve the bid of £3.6m for the CWP programme for 2021/22 as set out in Appendix 2
- If the new approach set out in paras 5 to 19 is agreed a further report will be submitted setting out the precise financial implications for 2022/23 which will also require the agreement of Resource Allocation Sub-Committee

### **Current Position**

1. The Cyclical Works Programme (CWP) commenced in April 2017 which replaced the Additional Works Programme (AWP)
2. CWP has been running for 3 years and with the onset of the Target Operating Model (TOM) and Fundamental Review (FR), it has provided the opportunity to review the process to ensure it remains fit for purpose
3. The CWP does not include the three independent Schools, Spitalfields Market, Billingsgate Market and the Police sites excluding Guildhall Yard East.
4. All projects which are individually or collectively valued over £250,000 are excluded from the CWP and form part of the annual Capital Bid process

### **Proposed Changes – CWP Methodology**

5. Remove any project below the value of £10,000 from the bid list and increase the day to day maintenance budget held within City Surveyor's, Barbican or DBE local risk for the works to be delivered via the project arm of the respective maintenance contract and/or the Minor Works framework as part as BAU activity

For the bid list for 2020/21 this would remove 569 of 1,126 or 50.5% of projects and reduce the value of the bid list down by £2,440,020 or 6.5%

The benefits to this recommendation would be:

- The smaller value projects are often lower scoring so this would ensure that the works are undertaken to maintain to a good standard across all properties
  - Delivery of the projects for example in City Surveyors case, would continue through Skanska giving better economies of scale and act as an extension of day to day planned maintenance activity to potential create efficiencies
  - Allow the project team to concentrate on more substantial projects
  - This level of expenditure is more akin to day to day repairs and maintenance rather than cyclical works
6. Remove DBE statutory reservoir inspections and move to their respective local risk budget as this is a legal requirement so the funding should be guaranteed and not part of a bid process

For the bid list for 2020/21 this would remove 19 projects from the list with an overall monetary value of £107,500 to be met from funds previously earmarked for the CWP

- **CWP 22/23 Bid Report - Appendix 1 – Review of the Cyclical Works Programme (CWP) September 2020**

The benefits of this recommendation would be:

- Confirmed funding for statutory inspections which is a legal requirement and will ensure that the City remains compliant

7. Remove all the quinquennial inspections from the bid list and move to the City Surveyor's Heritage local risk budget.

For the bid list for 2020/21 this would remove 20 projects with an overall monetary value of £55,000. to be met from funds previously earmarked for the CWP

The benefits of this recommendation would be:

- Confirmed funding for an inspection which will ensure all our heritage assets are maintained in the correct manner

8. Revamp the project prioritisation model developed for the CWP to ensure that it reflects the whole of the property portfolio and ensures that all building assets are represented equally.

It is proposed to remove the 'Maintaining Income Stream' and replace it with a 'Sustainability' category and alter the weighting for each category. Appendix 1 explains the detail.

The benefits of this recommendation would be:

- More emphasis is given to asset performance and maintaining the good standard of our properties
- Stops the maintaining income stream from skewing the data and loading all funding to certain properties
- Allows the ability for Sustainability projects to be included as they will be returning the investment with lower energy costs (in the context of the recent Climate Change Action - Sustainable Buildings approach)

9. Take into account any newly revised policies for property maintenance and allow for the sustainability projects to include improvements rather than a like for like replacement.

The benefits of this recommendation would be:

- Adhering to CoL policies
- Ensure we are using the most up to date sustainability technology
- Payback period reduced which will bring greater long-term energy savings

10. Provide funding for all projects that are required, i.e. fund the whole bid list

The benefits of this recommendation would be:

- Reduction in the backlog of maintenance - whilst the initial bid year is likely to be high this would not be sustained as the backlog of works would be reduced
- Ability to maintain operational properties to a good standard

- **CWP 22/23 Bid Report - Appendix 1 – Review of the Cyclical Works Programme (CWP) September 2020**

Though it is accepted this would be constrained by available resources in any one year.

11. Categorise the projects into specific areas:

Barbican

Guildhall School

Heritage – Mansion House, Central Criminal Court, Smithfield Market

Open Spaces

The benefits of this recommendation would be:

- Clear demarcation of where funding is being spent
- Mirror individual Asset Management Plans (AMP)

12. Undertake a smaller CWP programme in 2021/22 of £3.6m where only essential health and safety projects are funded. See Appendix 2 for the project details.

Benefits of this recommendation would be:

- All outstanding projects completed
- Ability to refocus the CWP and start year 2022/23 afresh considering condition-based data as part of the next generation CAFM system
- Essential works funded to ensure that all urgent items are completed
- Savings could be utilised for new urgent projects or project budget increases

13. Utilisation of the new Computer Aided Facilities Management (CAFM) system in place from November 2021 to begin to create condition-based maintenance plans which will drive the bid list going forward

Benefits of this recommendation would be:

- Accurate bid lists which are based on condition and only projects that need to proceed will be included
- Longer term efficiency savings on the CWP once the known backlog is reduced
- Better understanding of what the backlog of maintenance includes
- Accurate data fed from the day to day Planned Preventative Maintenance (PPM) and reactive repairs – connecting day to day maintenance with cyclical requirements
- This also offers the opportunity to further align the FM, project and CAFM team to ensure a joined-up approach is achieved

14. Smoothing of the current programme of works to create a 4<sup>th</sup> year. This was at the request of the Chamberlain to ease the pressure of expenditure particularly in the 20/21 and 21/22 financial years. Works programmed to be completed in the latter years of the programme have been forecast later to create a 4<sup>th</sup> year, this means the current £26.3million CWP works programme is spread over 4 years rather than 3. A further report will be coming to this committee in November to go through the detail for Members to confirm.



- **CWP 22/23 Bid Report - Appendix 1 – Review of the Cyclical Works Programme (CWP) September 2020**

Benefits of this recommendation would be:

- Accurate forecast expenditure for the next 4 years of CWP
- Resources can be appropriately diverted to other parts of the business, as deemed necessary
- Ability to focus resource for the delivery of urgent projects in the 21/22 programme

### **Proposed Changes – Project Delivery**

15. The proposed changes will require a revision of the organisational structure and resource utilised to deliver CWP. This would be carried out through the correct governance route

The benefits of this recommendation would be:

- Fit for purpose structure with the resource and expertise allied with new methodology and delivery proposals
- Use external consultants when we need to flex up e.g. for when CWP increases in one year and to not affect the in-house team when the CWP flexes down another year
- Potential to further utilise Skanska to deliver primarily engineering projects where value for money can be demonstrated

16. Introduction of 3-5 yearly stock condition surveys to all CoL property

The benefits of this recommendation would be:

- Update the forward maintenance plans, using the CAFM system, creating a symbiotic relationship between the planned preventative maintenance and the forward maintenance plan
- Rolling programme will ensure that our condition data is always current, creating confidence within the FMP and to better address any backlog impacts

17. Focussed programme delivery into single financial year

The benefits of this recommendation would be:

- More focus on actual project delivery and a better understanding of what projects will be delivered and when
- All urgent projects delivered in a timely manner
- More straight forward performance monitoring mechanisms
- Delivery of clear priorities to the property, carrying less risk for the corporation
- Projects will be planned in the prior year(s) with permissions sought and design complete so that works can be delivered within programmed year. Projects team will need appropriate budget provision in order to commission surveys etc.

### **Proposed Changes – Measurement / Key Performance Indicators**

18. Comparison of overall projects completed rather than budget spent

- **CWP 22/23 Bid Report - Appendix 1 – Review of the Cyclical Works Programme (CWP) September 2020**

The benefits of this recommendation would be:

- Moves focus away from increasing project expenditure to delivering projects and encourages a focus of achieving savings for the Corporation
- Potential to incentivise efficiencies made e.g. return efficiencies to CWP budget or local risk
- Introduce a spend to save initiative based on condition and not shelf life
- Adhere to value for money (VFM) linked to asset management plans
- Deliver additional projects 'in-year' i.e. over deliver

19. Emphasis on reducing reactive repairs demand and reducing any major failures

The benefits of this recommendation would be:

- Ensuring that the condition surveys are informing and prioritising the correct works across the portfolio. Potential to reduce expenditure on reactive repairs and reducing impact to building users
- Improved reputation of the corporation as building managers/ owners

20. Client/ End user project satisfaction surveys

The benefits of this recommendation would be:

- Objective data that demonstrates that the correct projects are being undertaken and prioritised appropriately
- Highlights areas of improvement and contractor performance levels that can later be implemented in to their Contractual KPI's

### **Financial Implications**

21. A number of the proposals set out above have potentially significant financial implications. Should Members agree to the proposed approach a further report will be submitted setting out the full financial implication for approval, before they are actioned.

### **Corporate and Strategic Implications**

22. The CWP links to the City Surveyor's Business Plan:

**Strategic asset management:** We will develop asset management strategies that align Corporate Property Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments' objectives.

**Property assets and facilities management:** We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management plans, facilities management including hard (planned and reactive maintenance) and

- **CWP 22/23 Bid Report - Appendix 1 – Review of the Cyclical Works Programme (CWP) September 2020**

soft services (cleaning, security, etc), cyclical projects and minor improvements and delivery of major capital projects for refurbishments and new builds.

## **Conclusion**

23. The CWP methodology has been shared and discussed with our key stakeholders and whilst many are supportive of the new approach there are some concerns about the reduced 21/22 programme and also concerns around all projects being delivered within a timely manner and how that would fit into the business operational needs.
24. The new process will allow us to more accurately predict the CWP spend over the next 3 – 5 years through more accurate cyclical maintenance plans. This will enable future financial planning by the Chamberlain.
25. By implementing the proposal in this report, a more effective, accurate and efficient approach can be achieved.
26. Should this committee agree to these proposals a further report will be presented with the 2020/23 CWP bid to explain the details on programme delivery and slippage.

## **Appendices**

- Appendix 1 – Proposed Changes to Project Scoring Criteria
- Appendix 2 – CWP Bid List 2021/22

### **Appendix 1 – Proposed Changes to Project Scoring Criteria**

<b>Current Category</b>	<b>Current Weighting</b>	<b>Proposed Category</b>	<b>Proposed Weighting</b>
Health, Safety, Security & Equality	5	Health, Safety and Security	5
Asset Performance including Energy Efficiency	5	Asset Performance	5
CoL Reputational	4	CoL Reputational	3
Maintaining Income Stream	4	Sustainability & Equality	4
Client Feedback	2	Client Feedback	3

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CWP Bid Appendix 2 City Cash Scoring Matrix

Criteria	Health, Safety & Security		COL Reputational		Sustainability & Equality		Asset performance		Client Feedback	
	Criteria weighting		5		4		5		2	
	Description		1 To what extent is the COL exposed to risk if project not undertaken in this programme 2 Is the project required to meet a statutory compliance standard (e.g. Reservoir Act) 3 Is the project required to meet the equivalent of a highways agency standard (structural integrity)		1 To what extent is the COL reputation tarnished or risked if the project is not undertaken in this programme 2 How does the proposed work maintain or protect the heritage of the property or its local standing		To what extent does the specific project contribute towards Sustainability and Equality in accordance with the Climate Action Strategy and Equalities Act		What impact will sudden unexpected failure of the asset have on the COL to deliver its front line services	
	Note		Any immediate high risk should be dealt with using LR budgets		Although technically a whole building is protected under a listing - there are key features or attributes that led to its listing status		Reference made to the Climate Action Strategy and Equalities, Inclusion and Diversity Policies		1 The evidence should be demonstrable not hearsay. NB its not sufficient to indicate a broad support for all projects 2 Client feedback may in some cases result in the project being deleted or deferred	
	RATING SCALE	0								
		1	No H&S implications	1 No reputational impact 2 Non public support space, temporary use, underutilised or 3 Not listed, General operational building, staff welfare or 4 Listed (any grade) but project not relevant to listing status		1 No impact on Sustainability 2 No impact on Equality		Failure will have little or no impact on front line service delivery		The occupying department has not identified this project as a priority
		3	1 Where works are considered industry best practice 2 Where works have been recommended in a Fire Risk Assessment	Isolated service user /stakeholder complaints contained within business unit		1 Where the project will improve Energy Efficiency and Sustainability 2 Where works are required to cover provision of welfare facilities for Members of the public generally		1 Failure will have minor impact on service delivery, typically up to 1 day 2 unexpected failure unaffordable against local risk budget		1 The Head of Service has identified this project as key to their service delivery 2 There were other relevant factors that were not available to the evaluation team
		5	There is deemed to be a valid and current health and safety risk and that risk is likely to increase disproportionately if works are not undertaken within a reasonable time frame (say within 18 months).	Adverse local media coverage, multiple service user & stakeholder complaints but with careful handling it can be managed		1 Where the project will significantly improve energy efficiency and sustainability 2 Where works are needed to facilities that are relied upon by a protected group in a general purpose building such as public car park		1 Service disruption 2-5 days 2 Repeated failure of the asset - repairs proved unsuccessful. 3 Beyond economic repair 4 There is no viable long term workaround solution		1 A Consultative Committee has expressed its wish that the project be considered of more importance than others 2 A Chief Officer has expressed a wish that the project be considered as more important than others
		7	1 Where failure to provide might negate insurance cover 2 Required to maintain to the equivalent of a highways agency standard	1 Adverse national media coverage 1-3 days 2 Grade 2 or 2*, Conservation area or of national importance		1 Project will assist with delivering the Climate Action Strategy 2 Where works are needed to facilities that are specifically provided for a protected group such as primary school, medical centre and Children's Library		Service Disruption > 1week to 4 weeks		A Member or Service Committee has expressed a wish that the project be given priority over others
		9	1 Required to provide to comply with statutory requirements 2 Where failure to provide could have effect on wider populous	1 National publicity more than 3 days . Possible resignation of A Member or chief Officer 2 Scheduled Ancient Monument, Grade 1, National Importance 3 Required as a result of Court case		1 Project is mandated by Law 2 Where failure to provide could have effect on wider populous		Service disruption > 4 weeks.		1 CASC has expressed their wish that the project be included as a priority list project (above the line) 2 A Senior Grand Committee has expressed a wish that the project be included a priority list project (above the line)

		Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback
		Criteria weighting	5	4	5	5	2

				Health, Safety & Security*	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	Total	Cumulative
Property	Location	Project Title	Budget cost	Score	Score	Score	Score	Score		
Guildhall School	Guildhall School	Radio system infrastructure replacement	250,000	9	5	3	9	1	127	£250,000
Guildhall School	Guildhall School - Sundial Court	Replace/repair Sundial Courtyard lighting	50,000	7	5	7	5	1	117	£300,000
Guildhall School	Guildhall School - Silk Street	Replace calorifiers, immersion heaters, and heater exchangers	100,000	7	7	7	3	1	115	£400,000
Guildhall School	Guildhall School - Silk Street and Milton Court	Replace wireless comms systems in Silk Street and Milton Court venues	60,000	7	5	1	9	1	107	£460,000
Guildhall School	Guildhall School - Silk Street	Replace/upgrade faulty Theatre comms system	100,000	7	5	1	9	1	107	£560,000
Epping Forest	General	BRIDGE/CULVERTS PRINCIPLE INSPECTION	55,000	7	3	1	5	1	79	£615,000
Epping Forest	General	HYDROLOGY ASSESSMENT SURVEYS	40,000	7	3	1	5	1	79	£655,000
Epping Forest	General	MINOR BRIDGE/CULVERT OVERHAUL	15,000	7	3	1	5	1	79	£670,000
Epping Forest	Wanstead Flats General	CLEANING AND REMEDIAL WORK TO ALDERSBROOK TUNNEL CULVERT	20,000	7	3	1	5	1	79	£690,000
Hampstead Heath	General/ Infrastructure	DESILTING (ALL PONDS)	75,000	7	3	1	5	1	79	£765,000
Hampstead Heath	General/ Infrastructure	PRINCIPAL STRUCTURAL INSPECTIONS	25,000	7	3	1	5	1	79	£790,000
Hampstead Heath	General/ Infrastructure	RESERVOIR SUPERVISION	25,000	7	3	1	5	1	79	£815,000
Hampstead Heath	General/ Infrastructure	TEST OF ALL INLET/OUT PIPES & VALVES (PONDS)	15,000	7	3	1	5	1	79	£830,000
Hampstead Heath	General/ Infrastructure	VALVE REPLACEMENT (ALL PONDS)	45,000	7	3	1	5	1	79	£875,000
Parliament Hill Fields	Staff Yard Building Complex	UNDERGROUND FUEL TANK REPLACEMENT	90,000	7	3	1	5	1	79	£965,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - HEALTH & SAFETY WORKS CONTINGENCY	15,000	7	3	1	5	1	79	£980,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - STRENGTHENING WORKS	15,000	7	3	1	5	1	79	£995,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - TIMBER SURVEY/OVERHAUL	40,000	7	3	1	5	1	79	£1,035,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	HILL GARDEN BOUNDARY WALL OVERHAUL	15,000	7	3	1	5	1	79	£1,050,000
CoL Magistrate's Court	CoL Magistrate's Court	LIFT No. 1 LIFT REFURBISHMENT (PASSENGER) (LEFT HAND FOYER)	40,000	7	3	1	5	1	79	£1,090,000
CoL Magistrate's Court	CoL Magistrate's Court	LIFT No. 2 LIFT REFURBISHMENT (PASSENGER) (RIGHT HAND FOYER)	40,000	7	3	1	5	1	79	£1,130,000
Guildhall School	Guildhall School - Sundial Court	Replace security alarms on secondary fire escape routes (internal/external)	50,000	7	3	1	5	1	79	£1,180,000
Guildhall School	Guildhall School - Milton Court	Dye Room: Review/Replace LEV	15,000	7	5	1	3	1	77	£1,195,000
Guildhall School	Guildhall School - Silk Street	Blast Film/Annealed Glass replacement	200,000	7	3	1	3	3	73	£1,395,000
Highgate Wood (Area 10)	General	FABRIC CONDITION SURVEY FOR FMP	15,000	6	5	5	5	1	102	£1,410,000
CoL Magistrate's Court	CoL Magistrate's Court	FABRIC CONDITION SURVEY FOR FMP	15,000	6	5	5	5	1	102	£1,425,000
Burnham Beeches	Public Toilets/Information Centre/Café	SEWAGE PUMPING STATION REPLACEMENT	20,000	6	5	3	5	1	92	£1,445,000
Burnham Beeches	1 Juniper Cottage	SEWAGE PUMPING STATION REPLACEMENT/PUMPS	15,000	6	5	3	5	1	92	£1,460,000
Highgate Ponds	Men's Bathing Changing Enclosure	SEWAGE PUMP REPLACEMENT	25,000	6	5	3	5	1	92	£1,485,000
Kenwood	Kenwood Yard	SEWAGE PUMPING STATION REPLACEMENT	25,000	6	5	3	5	1	92	£1,510,000
Epping Forest	Wanstead Park, Historic Landscape	PUMP HOUSE RESTORATION	55,000	6	7	1	5	1	90	£1,565,000
Epping Forest	The Grotto, Wanstead Park	RUIN CONSERVATION	100,000	6	7	1	5	1	90	£1,665,000
Epping Forest	Copped Hall General	BRICK HA HA RESTORATION	220,000	6	7	1	5	1	90	£1,885,000
Epping Forest	The Temple, Wanstead Park	COMISSION CONSERVATION MANAGEMENT PLAN	25,000	6	7	1	5	1	90	£1,910,000
Epping Forest	Copped Hall Pillboxes	SECURITY GRILLS	20,000	6	7	1	5	1	90	£1,930,000
Epping Forest	Queen Elizabeth Hunting Lodge	CONSERVATION MANAGEMENT PLAN REVIEW	20,000	6	7	1	5	1	90	£1,950,000
Epping Forest	Wanstead Flats General	REMEDIAL WHARFING WORKS AT HOLLOW POND	30,000	6	7	1	5	1	90	£1,980,000
Guildhall School	Guildhall School	Construction Workshop: Replacement winch for window at street level	30,000	6	3	1	7	1	84	£2,010,000
City Commons	General	DRAINAGE WORKS	15,000	6	5	1	5	1	82	£2,025,000
City Commons	General	DRAINAGE REPLACEMENT	25,000	6	5	1	5	1	82	£2,050,000
Epping Forest	General	DRAINAGE SURVEY & WORKS	120,000	6	5	1	5	1	82	£2,170,000

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback		
			Criteria weighting	5	4	5	5	2		
Highgate Ponds (Area 2)	General	DRAINAGE OVERHAUL	60,000	6	5	1	5	1	82	£2,230,000
Hampstead Ponds (Area 3)	General	DRAINAGE OVERHAUL	40,000	6	5	1	5	1	82	£2,270,000
Vale of Health & East Heath Area 5/6	General	DRAINAGE OVERHAUL	40,000	6	5	1	5	1	82	£2,310,000
Vale of Health & East Heath Area 5/10	General	SURVEY - DRAINAGE	15,000	6	5	1	5	1	82	£2,325,000
Golders Hill Park Area 8	General	WATER MAINS/DRAINS REPLACEMENT	15,000	6	5	1	5	1	82	£2,340,000
Golders Hill Park	Zoo Shelter and Toilets	SEWAGE PUMPS/CONTROLS REPLACEMENT	25,000	6	5	1	5	1	82	£2,365,000
Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	PUMPING STATION SURFACE WATER/PUMPS REPLACEMENT	15,000	6	5	1	5	1	82	£2,380,000
Highgate Wood	Toilet Block, Incl. Mess Room	SEWAGE PUMP/TANK REPLACEMENT	25,000	6	5	1	5	1	82	£2,405,000
London Central Markets	Underground Car Park	DRAINAGE OVERHAUL	12,000	6	5	1	5	1	82	£2,417,000
London Central Markets	Poultry Market	POWER OPERATED DOORS REPLACEMENT (4 No.)	115,000	6	5	1	5	1	82	£2,532,000
Various	General	SPECIAL STRUCTURES INSPECTIONS	50,000	6	5	1	5	1	77	£2,582,000
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS BREAKDOWN	30,000	6	7	1	3	1	80	£2,612,000
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS CONSERVATION	125,000	6	7	1	3	1	80	£2,737,000
Guildhall School	Guildhall School - Silk Street	Replace failing Library shelving	25,000	6	5	1	3	1	72	£2,762,000
Guildhall School	Guildhall School - Silk Street	Replace carpet tiling throughout Library	60,000	6	5	1	3	1	72	£2,822,000
Burnham Beeches	General	GATES REPLACEMENT (3 No. ELECTRIC GATES)	60,000	6	3	1	3	1	64	£2,882,000
Kenwood (Area 4)	General	KENWOOD NURSERY - WALL REPAIRS	30,000	6	1	1	3	1	56	£2,912,000
London Central Markets	General	CONDENSER WATER PUMPS REPLACEMENT	35,000	6	5	7	5	1	107	£2,947,000
London Central Markets	General	SIDE STREAM FILTRATION REPLACEMENT	15,000	6	5	7	5	1	107	£2,962,000
London Central Markets	East Meat Trader	CONDENSOR WATER PIPEWORK REPLACEMENT	138,000	6	5	7	5	1	107	£3,100,000
London Central Markets	East Meat Trader	FUME EXTRACT DUCTWORK REPLACEMENT	15,000	6	5	7	5	1	107	£3,115,000
London Central Markets	West Meat Trader	TRACE HEATING REPLACEMENT	45,000	6	5	7	5	1	107	£3,160,000
London Central Markets	East Meat Trader	TRADERS POWER BUSBAR REPLACEMENT	145,000	4	5	7	5	1	107	
London Central Markets	East Meat Trader	HEATING PIPEWORK REPLACEMENT	120,000	4	5	7	5	1	107	
London Central Markets	West Meat Trader	LUMINAIRES REPLACEMENT	100,000	4	5	7	5	1	107	
London Central Markets	West Meat Trader	CONDENSOR WATER PIPEWORK REPLACEMENT	120,000	4	5	7	5	1	107	
The Monument	The Monument	LUMINAIRES REPLACEMENT (PAVILION)	30,000	4	5	7	5	1	107	
Guildhall School	Guildhall School - Silk Street	Replace VRF units in Library and Movement Rooms	150,000	4	5	7	5	1	107	
Guildhall School	Guildhall School - Milton Court	Concert Hall Orchestral lighting replacement	220,000	4	5	7	5	1	107	
Guildhall School	Guildhall School - Silk Street	Replace overhead heater (main entrance) and electric heaters (offices)	25,000	4	5	7	5	1	107	
Guildhall School	Guildhall School	Replace FCUs, splits and external condensors	175,000	4	5	7	5	1	107	
Epping Forest	44 The Plain	LANDLORDS LIGHTING & POWER REWIRE	25,000	4	3	7	5	1	99	
Epping Forest	Garden House, Pauls Nursery, High Beach	LANDLORDS LIGHTING & POWER REWIRE	20,000	4	3	7	5	1	99	
Epping Forest	Old Keepers Lodge, Wakes Arms	LANDLORDS LIGHTING & POWER REWIRE	20,000	4	3	7	5	1	99	
Epping Forest	1 Keepers Lodge, Wakes Arms	LANDLORDS LIGHTING & POWER REWIRE	20,000	4	3	7	5	1	99	
Epping Forest	Great Gregories Farm	MAIN ELECTRICAL HOUSING REPLACEMENT	50,000	4	3	7	5	1	99	
Parliament Hill Fields	Staff Yard Building Complex	LIGHTING AND SMALL POWER REPLACEMENT (INC. WIRING AND DISTRIBUTION BOARD)	30,000	4	3	7	5	1	99	
Parliament Hill Fields	Meadow Lodge	LANDLORDS LIGHTING & POWER REWIRE	20,000	4	3	7	5	1	99	
Parliament Hill Fields	Lido Buildings Complex	LANDLORDS LIGHTING & POWER REWIRE	30,000	4	3	7	5	1	99	
Highgate Wood	Toilet Block, Incl. Mess Room	LANDLORDS LIGHTING & POWER REWIRE	25,000	4	3	7	5	1	99	
10 Keats Grove	10 Keats Grove	LANDLORDS LIGHTING & POWER REWIRE	35,000	4	3	7	5	1	99	
The Monument	The Monument	LANDLORDS LIGHTING & POWER REWIRE	30,000	4	3	7	5	1	99	
Epping Forest	Great Gregories Farm	COMBINED MCB DISTRIBUTION BOARD REPLACEMENT	40,000	4	1	7	5	1	91	
Epping Forest	Great Gregories Farm	EXTERNAL FLOODLIGHTS REPLACEMENT	25,000	4	1	7	5	1	91	
Epping Forest	Great Gregories Farm	LIGHT FITTINGS REPLACEMENT (NEW BARN)	25,000	4	1	7	5	1	91	
Golders Hill Park Area	Staff Yard Complex	LIGHTING (INC EMERGENCY LIGHTING) REPLACEMENT (STAFF BOTHY)	20,000	4	1	7	5	1	91	

CWP Bid Appendix 2 City Cash Scoring Matrix

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
			Criteria weighting	5	4	5	5	2	
Golders Hill Park Area	Staff Yard Complex	LIGHTING (INC EMERGENCY LIGHTING) REPLACEMENT (STAFF OFFICE)	25,000	4	1	7	5	1	91
Golders Hill Park Area	Staff Yard Complex	LIGHTING (INC EMERGENCY LIGHTING) REPLACEMENT (WORKSHOP/STORES)	25,000	4	1	7	5	1	91
10 Keats Grove	10 Keats Grove	LIGHT FITTINGS REPLACEMENT (INC. EMERGENCY LIGHTING REPLACEMENT)	60,000	4	1	7	5	1	91
West Ham Park	Vehicle Shed, Mess Room (Nursery)	LANDLORDS LIGHTING & POWER REWIRE	15,000	4	1	7	5	1	91
City Commons	Merlewood Estate Office	LANDLORDS LIGHTING REWIRE	80,000	4	3	7	3	1	89
City Commons	Merlewood Estate Office	MAIN ELECTRICAL SWITCHGEAR REPLACEMENT	45,000	4	3	7	3	1	89
Epping Forest	Museum Store (Saw Mill), The Warren	LANDLORDS LIGHTING & POWER REWIRE	30,000	4	3	7	3	1	89
Epping Forest	General	FENCING OVERHAUL	15,000	4	5	1	5	1	72
Epping Forest	General	FOOTPATH/PAVING REPLACEMENT	45,000	4	5	1	5	1	72
Epping Forest	Wanstead Park, Historic Landscape	BOUNDARY FENCE SURVEY & REPLACEMENT	25,000	4	5	1	5	1	72
Epping Forest	Wanstead Flats General	LANDSCAPING (JUBILEE POND)	120,000	4	5	1	5	1	72
Epping Forest	Wanstead Park, Historic Landscape	LAKES - WHARFING REPLACEMENT	145,000	4	5	1	5	1	72
Epping Forest	Wanstead Park, Historic Landscape	LANDSCAPE WORKS	60,000	4	5	1	5	1	72
Hampstead Heath	General/ Infrastructure	FENCING OVERHAUL	30,000	4	5	1	5	1	72
Hampstead Heath	General/ Infrastructure	FOOTPATH OVERHAUL	200,000	4	5	1	5	1	72
Parliament Hill Fields (Area 1)	General	FENCING OVERHAUL/DECORATIONS	25,000	4	5	1	5	1	72
Parliament Hill Fields (Area 1)	General	PATH RESURFACING	25,000	4	5	1	5	1	72
Parliament Hill Fields	Tennis Courts and 3 Shelters	FENCING OVERHAUL/REPLACEMENT (PHASE 2)	15,000	4	5	1	5	1	72
Hampstead Ponds (Area 3)	General	PATH RESURFACING	25,000	4	5	1	5	1	72
Kenwood (Area 4)	General	FENCING OVERHAUL/REDECORATIONS (WOODEN NON PERIMETER SECTION AT ATHLONE GARDENS)	25,000	4	5	1	5	1	72
West Ham Area 7	General	FENCING OVERHAUL/DECORATIONS/ REPLACEMENT	25,000	4	5	1	5	1	72
Queen's Park (Area 11)	General	FOOTPATH RESURFACING	15,000	4	5	1	5	1	72
Keats House	General	PATHS RESURFACING	20,000	4	5	1	5	1	72
London Central Markets	General	SUPPLY & EXTRACT DUCTWORK SURVEY (ALL MARKETS)	30,000	4	5	1	5	1	72
London Central Markets	East Meat Trader	TOILET EXTRACT DUCTWORK REPLACEMENT	15,000	4	5	1	5	1	72
West Ham Park	East Lodge	FOOTPATH REPLACEMENT	15,000	4	5	1	5	1	72
Open Spaces	Bunhill Fields Burial Ground	PATHS RESTORATION WITHIN FENCED OFF AREA	15,000	4	7	1	3	1	70
Burnham Beeches	Estate Yard Complex	CCTV REPLACEMENT	20,000	4	3	1	5	1	64
Epping Forest	Changing Room C, Aldersbrook Road (Proposed New Store Area)	BUILDING DEMOLITION/ REFURBISHMENT	45,000	4	3	1	5	1	64
Parliament Hill Fields	Athletics Track Pavilion Complex	CCTV REPLACEMENT	20,000	4	3	1	5	1	64
Kenwood	Constabulary Building	CCTV REPLACEMENT	15,000	4	3	1	5	1	64
Golders Hill Park Area	Staff Yard Complex	CCTV REPLACEMENT	20,000	4	3	1	5	1	64
Keats House	Keats House	MANSAFE ROOF SYSTEM REPLACEMENT	15,000	4	3	1	5	1	64
10 Keats Grove	10 Keats Grove	MANSAFE ROOF SYSTEM REPLACEMENT	15,000	4	3	1	5	1	64
The Monument	The Monument	LIGHTNING PROTECTION REPLACEMENT	40,000	4	3	1	5	1	64
Burnham Beeches	General	CAR PARK/ROAD RESURFACING	30,000	4	5	1	3	1	62
Epping Forest	General	CAR PARK/ROAD OVERHAUL LEVELLING/RESURFACING	135,000	4	5	1	3	1	62
Epping Forest	Woodredon & Warlies Park - General	ROADS/PATHS GENERAL OVERHAUL	40,000	4	5	1	3	1	62
Burnham Beeches	Estate Yard Complex	FLOORING REPLACEMENT	15,000	4	3	1	3	1	54
London Central Markets	Underground Car Park	ESSENTIAL SERVICES SWITCHBOARD	25,000	3	5	7	5	1	97
Guildhall School	Guildhall School - Silk Street	Replace circulation and water distribution pumps	20,000	3	5	7	5	1	97
Epping Forest	The Warren House	ROOF REPLACEMENT (FELT)	50,000	3	3	7	5	1	89
Mansion House	Roof Area	ROOF REPLACEMENT (LOWER CORTILE)	90,000	3	3	7	5	1	89
Parliament Hill Fields	Lido Buildings Complex	POOL WATER SYSTEM REPLACEMENT	60,000	3	5	5	5	1	87
Guildhall School	Guildhall School - Sundial Court	Phased refurbishment of student accommodation (Phase 2/3)	200,000	3	7	3	5	1	85
Mansion House	General	BULK RELAMPING OF INACCESSIBLE AREAS	45,000	3	1	7	5	1	81
Guildhall School	Guildhall School - Silk Street	Replace/repair Lakeside lighting	25,000	3	3	3	7	1	79
Epping Forest	Butlers Retreat, Rangers Road	ROOF REPLACEMENT (TILE)	80,000	3	3	7	3	1	79
Epping Forest	Chingford Golf Course	ROOF REPLACEMENT ((FELT) (OVER 1ST FLR))	30,000	3	3	7	3	1	79



CWP Bid Appendix 2 City Cash Scoring Matrix

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
			Criteria weighting	5	4	5	5	2	
Highgate Wood	1 Coronation Cottage	ROOF REPLACEMENT (MAIN)	20,000	3	3	7	3	1	79
Highgate Wood	1 Sheppard Cottage	ROOF REPLACEMENT	15,000	3	3	7	3	1	79
Highgate Wood	2 Sheppard Cottage	ROOF REPLACEMENT	15,000	3	3	7	3	1	79
Keats House	Keats House	ROOF REPLACEMENT (MAIN HOUSE EXTENSION) (ASPHALT)	50,000	3	3	7	3	1	79
10 Keats Grove	10 Keats Grove	ROOF OVERHAUL	36,000	3	3	7	3	1	79
Coal Posts	Coal Posts	COAL TASK POST REFURBISHMENT	25,000	3	7	1	5	1	75
City Commons	Ashtead Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	15,000	3	5	1	5	1	67
City Commons	Spring Park General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	40,000	3	5	1	5	1	67
City Commons	Riddlesdown Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL (7 No. BOARDS)	25,000	3	5	1	5	1	67
City Commons	Kenley Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL	45,000	3	5	1	5	1	67
City Commons	Farthingdown & New Hill General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL (7 No. BOARDS)	20,000	3	5	1	5	1	67
City Commons	West Wickham Common General	CORPORATE IMAGE BOARDS REPLACEMENT/OVERHAUL (4 No. BOARDS D1)	40,000	3	5	1	5	1	67
Epping Forest	Chingford Golf Course	TOILETS REFURBISHMENT (PUBLIC)	20,000	3	5	1	5	1	67
Hampstead Heath	General/ Infrastructure	OVERHAUL OF ALL BANDSTANDS/SHELTERS	45,000	3	5	1	5	1	67
West Heath Area 7	General	SIGNS REPLACEMENT	20,000	3	5	1	5	1	67
London Central Markets	West Meat Trader	ROLLER SHUTTERS MOTORS REPLACEMENT	60,000	3	5	1	5	1	67
West Ham Park	General	CORPORATE SIGNAGE OVERHAUL & REPAINT	15,000	3	5	1	5	1	67
West Ham Park	Sports Changing Room	FLOORING REPLACEMENT (OTHER AREAS)	45,000	3	5	1	5	1	67
CoL Magistrate's Court	CoL Magistrate's Court	MAIN SWITCH PANEL REPLACEMENT	150,000	3	1	1	7	1	61
Parliament Hill Fields	Staff Yard Building Complex	FIRE ALARM REPLACEMENT	15,000	3	3	1	5	1	59
Parliament Hill Fields	Lido Buildings Complex	FIRE ALARM REPLACEMENT (LIDO INFO CENTRE)	45,000	3	3	1	5	1	59
Vale of Health and East Heath	Bothy and Yard	ROLLER SHUTTERS REPLACEMENT (1 No.) (ELECTRIC)	15,000	3	3	1	5	1	59
Queens Park	Cafeteria & Park Office	WINDOWS REPLACEMENT	30,000	3	3	3	3	1	59
Queens Park	The Lodge, Kingswood Avenue	WINDOWS REPLACEMENT	20,000	3	3	3	3	1	59
Keats House	Keats House	BRICKWORK POINTING ON RETAINING WALL	25,000	3	3	1	5	1	59
10 Keats Grove	10 Keats Grove	WINDOWS, DOORS, JOINERY AND MAIN ENTRANCE SHUTTER OVERHAUL	40,000	3	3	3	3	1	59
London Central Markets	General	WINDOWS DECORATION & OVERHAUL (DORMER) (PHASE 1)	145,000	3	3	3	3	1	59
CoL Magistrate's Court	CoL Magistrate's Court	FLOORING REPLACEMENT - GENERAL AREAS	15,000	3	3	1	5	1	59
The Monument	The Monument	BALUSTRADE OVERHAUL	20,000	3	3	1	5	1	59
West Ham Park	General	BOLLARD REPLACEMENT ((MAIN GATES) (ELECTRIC RISING))	15,000	3	3	1	5	1	59
West Ham Park	1 Margery Park Cottage	WINDOWS REPLACEMENT	30,000	3	3	3	3	1	59
West Ham Park	2 Margery Park Cottage	WINDOWS REPLACEMENT	30,000	3	3	3	3	1	59
London Central Markets	East Meat Trader	ROLLER SHUTTERS MOTORS REPLACEMENT	60,000	3	5	1	3	1	57
CoL Magistrate's Court	CoL Magistrate's Court	FIRE ALARM REPLACEMENT	170,000	3	5	1	3	1	57
Parliament Hill Fields	Staff Yard Building Complex	ROLLER SHUTTERS REPLACEMENT ((GARAGES) (No. 11))	15,000	3	3	1	3	1	49
Parliament Hill Fields	Lido Buildings Complex	ROLLER SHUTTER REPLACEMENT (8 No.)	20,000	3	3	1	3	1	49
Parliament Hill Fields	Traditional Playground Building	RETAINING WALL OVERHAUL	15,000	3	3	1	3	1	49
Parliament Hill Fields	Athletics Track Pavilion Complex	ROLLER SHUTTERS REPLACEMENT (5 No. POWERED)	15,000	3	3	1	3	1	49
Golders Hill Park Area	Staff Yard Complex	FLOORING REPLACEMENT	15,000	3	3	1	3	1	49
Mansion House	Principal Floor	CARPET REPLACEMENT (SALON/PASSAGE/ COLONADE)	80,000	3	3	1	3	1	49
West Ham Park	Pavilion Office	FLOORING REPLACEMENT	15,000	3	3	1	3	1	49
Guildhall School	Guildhall School - John Hosier Annex	Egg box ceiling replacement	20,000	3	3	1	3	1	49
West Heath	Hill Garden 'The Shelter'	STONE STAIRCASE TO SHELTER OVERHAUL	20,000	3	1	1	3	1	41
Epping Forest	Office, The Warren	HEAT SOURCE - BOILER REPLACEMENT (3 No.)	75,000	1	3	7	5	1	79
Epping Forest	Office, The Warren	HEAT SOURCE - CONTROLS REPLACEMENT	15,000	1	3	7	5	1	79
Epping Forest	Office, The Warren	HEAT SOURCE - PUMPS REPLACEMENT (3 No. SETS)	15,000	1	3	7	5	1	79
Epping Forest	Stable Block (Inc Arborologist Office), The Warren	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	15,000	1	3	7	5	1	79
Parliament Hill Fields	Athletics Track Pavilion Complex	SPACE HEATING - DISTRIBUTION PIPEWORK REPLACEMENT	15,000	1	3	7	5	1	79
Epping Forest	Old Keepers Lodge, Wakes Arms	BOILER REPLACEMENT	60,000	1	3	7	5	1	79
Mansion House	General	SPACE HEATING - DUCTWORK CLEANING (KITCHEN AREA)	30,000	1	1	7	5	1	71

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
			Criteria weighting	5	4	5	5	2	
City Commons	Merlewood Estate Office	WINDOWS/DOORS/FRAMES OVERHAUL/REPLACEMENT (UPVC)	45,000	1	3	7	3	1	69
Epping Forest	Bushwood Lodge, Bush Road	WINDOWS REPLACEMENT	15,000	1	3	7	3	1	69
Keats House	Keats House	INTERNAL DECORATION (MAIN HOUSE) (HISTORIC ROOMS)	15,000	1	7	1	5	1	65
Parliament Hill Fields	Athletics Track Pavilion Complex	RUNNING TRACK COLUMNS RELAMP	20,000	1	3	7	1	1	59
Mansion House	General	ANTIQUE FURNITURE REFURBISHMENT	25,000	1	7	1	3	1	55
Mansion House	General	FURNITURE RENOVATION (VARIOUS)	15,000	1	7	1	3	1	55
Mansion House	Ground Floor	KITCHEN EQUIPMENT REPLACEMENT	15,000	1	3	3	3	1	49
Burnham Beeches	General	SIGNS REPLACEMENT	20,000	1	5	1	3	1	47
Highgate Wood (Area 10)	General	CRICKET NETS REFURBISHMENT (BASE)	15,000	1	5	1	3	1	47
10 Keats Grove	10 Keats Grove	FLOORING OVERHAUL (CARPET)	15,000	1	5	1	3	1	47
West Heath	Hill Garden 'The Shelter'	WALLS RENDERING/REDECORATION	15,000	1	1	1	5	1	41
Burnham Beeches	Tower Wood (Log Cabin)/Outbuildings	KITCHEN REFURBISHMENT	15,000	1	3	1	3	1	39
Burnham Beeches	1 Coronation Cottage	FENCING REPLACEMENT	15,000	1	3	1	3	1	39
Burnham Beeches	2 Coronation Cottage	FENCING REPLACEMENT	15,000	1	3	1	3	1	39
Burnham Beeches	2 Coronation Cottage	KITCHEN REFURBISHMENT	15,000	1	3	1	3	1	39
City Commons	Treetops and Outbuilding (Staff Lodge), West Wickham Common	FENCING/GATES REPLACEMENT	15,000	1	3	1	3	1	39
Epping Forest	QEHL Interpretation Centre (The View)	INTERNAL DECORATIONS	25,000	1	3	1	3	1	39
Mansion House	Principal Floor	CHANDELIER CLEANING	15,000	1	3	1	3	1	39
Golders Hill Park Area 8	General	BRICKWORK REPOINTING (SERVICE ROAD)	15,000	1	1	1	3	1	31
Epping Forest	Chingford Golf Course	KITCHEN REFURBISHMENT (RESIDENTIAL FLAT)	15,000	1	3	1	1	1	29
Parliament Hill Fields	Lido Buildings Complex	DECORATIONS (LIDO)	15,000	1	3	1	1	1	29
Parliament Hill Fields	Lido Buildings Complex	INTERNAL DECORATIONS (STAFF MESS/CHANGING ROOMS)	15,000	1	3	1	1	1	29
Highgate Ponds	Men's Bathing Changing Enclosure	EXTERNAL/INTERNAL DECORATIONS	15,000	1	3	1	1	1	29
Kenwood	Ladies Bathing Pond Building	EXTERNAL DECORATION (LARCH CLADDING)	15,000	1	3	1	1	1	29
Queens Park	The Lodge, Kingswood Avenue	KITCHEN REFURBISHMENT	20,000	1	3	1	1	1	29
10 Keats Grove	10 Keats Grove	EXTERNAL DECORATIONS	75,000	1	3	1	1	1	29
CoL Magistrate's Court	CoL Magistrate's Court	INTERNAL DECORATIONS	20,000	1	3	1	1	1	29
Mansion House	Staircases	INTERNAL DECORATIONS (NORTH (BLUE))	40,000	1	3	1	1	1	29
Mansion House	2nd Floor	INTERNAL DECORATIONS (BALLROOM)	60,000	1	3	1	1	1	29
Mansion House	2nd Floor	INTERNAL DECORATIONS (BOUDOIR & BEDROOM)	75,000	1	3	1	1	1	29
Mansion House	2nd Floor	INTERNAL DECORATIONS (GALLERY TO EGYPTIAN HALL)	40,000	1	3	1	1	1	29
Mansion House	Principal Floor	INTERNAL DECORATIONS (EGYPTIAN HALL)	15,000	1	3	1	1	1	29
Mansion House	Ground Floor	INTERNAL DECORATIONS (TOILETS)	40,000	1	3	1	1	1	29
West Ham Park	Sports Changing Room	BRICKWORK REPOINTING	20,000	1	3	1	1	1	29
West Ham Park	Shelters	DECORATION FOR 3 x SHELTERS	15,000	1	3	1	1	1	29
Epping Forest	Old Keepers Lodge, Wakes Arms	KITCHEN REFURBISHMENT	15,000	1	3	1	1	1	29
City Commons	Estate Yard Office, Ashtead Common	INTERNAL DECORATIONS (INC. WORKSHOP AND GARAGE)	20,000	1	1	1	1	1	21
Total			£9,556,000						

Appendix 3 City Fund Risk Based Scoring Matrix

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	Criteria		Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback
	Criteria weighting		5	4	5	5	2
	Description		1 To what extent is the COL exposed to risk if project not undertaken in this programme 2 Is the project required to meet a statutory compliance standard (e.g. Reservoir Act) 3 Is the project required to meet the equivalent of a highways agency standard (structural integrity)	1 To what extent is the COL reputation tarnished or risked if the project is not undertaken in this programme 2 How does the proposed work maintain or protect the heritage of the property or its local standing	To what extent does the specific project contribute towards Sustainability and Equality in accordance with the Climate Action Strategy and Equalities Act	What impact will sudden unexpected failure of the asset have on the COL to deliver its front line services	1 Is the project of sufficient importance to the occupying department that they consider it meritorious from a front line service delivery perspective 2 Is their Member or committee or other interests that have not been taken into account
	Note		Any immediate high risk should be dealt with using LR budgets  Although technically a whole building is protected under a listing - there are key features or attributes that led to its listing status  Reference made to the Climate Action Strategy and Equalities, Inclusion and Diversity Policies  1 The evidence should be demonstrable not hearsay. NB its not sufficient to indicate a broad support for all projects 2 Client feedback may in some cases result in the project being deleted or deferred				
	RATING SCALE	0					
		1	No H&S implications	1 No reputational impact 2 Non public support space, temporary use, underutilised or 3 Not listed, General operational building, staff welfare or 4 Listed (any grade) but project not relevant to listing status	1 No impact on Sustainability 2 No impact on Equality	Failure will have little or no impact on front line service delivery	The occupying department has not identified this project as a priority
		3	1 Where works are considered industry best practice 2 Where works have been recommended in a Fire Risk Assessment	Isolated service user /stakeholder complaints contained within business unit	1 Where the project will improve Energy Efficiency and Sustainability 2 Where works are required to cover provision of welfare facilities for Members of the public generally	1 Failure will have minor impact on service delivery, typically up to 1 day 2 unexpected failure unaffordable against local risk budget	1 The Head of Service has identified this project as key to their service delivery 2 There were other relevant factors that were not available to the evaluation team
		5	There is deemed to be a valid and current health and safety risk and that risk is likely to increase disproportionately if works are not undertaken within a reasonable time frame (say within 18 months).	Adverse local media coverage, multiple service user & stakeholder complaints but with careful handling it can be managed	1 Where the project will significantly improve energy efficiency and sustainability 2 Where works are needed to facilities that are relied upon by a protected group in a general purpose building such as public car park	1 Service disruption 2-5 days 2 Repeated failure of the asset - repairs proved unsuccessful. 3 Beyond economic repair 4 There is no viable long term workaround solution	1 A Consultative Committee has expressed its wish that the project be considered of more importance than others 2 A Chief Officer has expressed a wish that the project be considered as more important than others
		7	1 Where failure to provide might negate insurance cover 2 Required to maintain to the equivalent of a highways agency standard	1 Adverse national media coverage 1-3 days 2 Grade 2 or 2*, Conservation area or of national importance	1 Project will assist with delivering the Climate Action Strategy 2 Where works are needed to facilities that are specifically provided for a protected group such as primary school, medical centre and Children's Library	Service Disruption > 1week to 4 weeks	A Member or Service Committee has expressed a wish that the project be given priority over others
		9	1 Required to provide to comply with statutory requirements 2 Where failure to provide could have effect on wider populous	1 National publicity more than 3 days . Possible resignation of A Member or chief Officer 2 Scheduled Ancient Monument, Grade 1, National Importance 3 Required as a result of Court case	1 Project is mandated by Law 2 Where failure to provide could have effect on wider populous	Service disruption > 4 weeks.	1 CASC has expressed their wish that the project be included as a priority list project (above the line) 2 A Senior Grand Committee has expressed a wish that the project be included a priority list project (above the line)

Appendix 3 City Fund Risk Based Scoring Matrix

		Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback
		Criteria weighting	5	4	5	5	2

				Health, Safety & Security*	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback		
Property	Location	Project Title	Budget cost	Score	Score	Score	Score	Score	Total	Cumulative
Barbican Centre	Barbican Centre	Replace Radio System - essential to coorindating emergency evacuations	250,000	9	5	3	7	1	117	£250,000
Barbican Centre	Barbican Centre	Barbican Centre suspended ceilings remedial following stat inspections	250,000	7	9	3	7	1	123	£500,000
Central Criminal Court	General	POWER REWIRE	240,000	7	5	7	5	1	117	£740,000
Barbican Centre	Barbican Centre	Barbican Centre CSPR and Theatre: Calorifiers and Immersion Heater	200,000	7	5	7	5	1	117	£940,000
Barbican Centre	Barbican Centre	Barbican Theatre: replace failed/life expired wireless comms	50,000	7	5	1	9	1	107	£990,000
Barbican Centre	Barbican Centre	Barbican Theatre: replace paging and show relay wiring distribution	40,000	7	5	1	9	1	107	£1,030,000
Barbican Centre	Barbican Centre	Fire Alarm Upgrades (Fire Safety)	105,000	7	7	1	7	1	105	£1,135,000
Barbican Centre	Barbican Centre	Electrical Infrastructure (Fire Safety)	210,000	7	7	1	7	1	105	£1,345,000
Central Criminal Court	General	BOILER INSURANCE INSPECTION (MINOR)	30,000	7	1	7	5	1	101	£1,375,000
Barbican Centre	Barbican Centre	Replace emergency lighting back up batteries	120,000	7	5	1	7	1	97	£1,495,000
Barbican Centre	Barbican Centre	Barbican Restaurants: improve air extraction in wash-up areas	50,000	7	7	1	5	1	95	£1,545,000
Barbican Centre	Barbican Centre	Redecoration of the Host changing rooms	25,000	7	3	3	5	1	89	£1,570,000
Footbridges	Bastion House London Wall Footbridge (33/W04)	MAJOR CONCRETE CLADDING OVERHAUL	45,000	7	5	1	5	1	87	£1,615,000
Footbridges	Bastion House London Wall Footbridge (33/W04)	FOOTBRIDGE RE-WATERPROOFING	40,000	7	5	1	5	1	87	£1,655,000
Footbridges	Basinghall Street Footbridge (33/W05)	FOOTBRIDGE RESURFACING (COMPLETE)	20,000	7	5	1	5	1	87	£1,675,000
Footbridges	Basinghall Street Footbridge (33/W05)	FOOTBRIDGE RE-WATERPROOFING	25,000	7	5	1	5	1	87	£1,700,000
Footbridges	Basinghall Street Footbridge (33/W05)	PARAPETS PAINTING	20,000	7	5	1	5	1	87	£1,720,000
Footbridges	Moor Lane South Footbridge (33/W08)	MAJOR CONCRETE CLADDING OVERHAUL	40,000	7	5	1	5	1	87	£1,760,000
Footbridges	Mondial House Upper Thames Street Footbridge (33/W18)	FOOTBRIDGE RESURFACING (ANTI-SLIP)	100,000	7	5	1	5	1	87	£1,860,000
Footbridges	Mondial House Upper Thames Street Footbridge (33/W18)	FOOTBRIDGE RE-WATERPROOFING	25,000	7	5	1	5	1	87	£1,885,000
Footbridges	Mondial House Upper Thames Street Footbridge (33/W18)	PARAPETS PAINTING	50,000	7	5	1	5	1	87	£1,935,000
Footbridges	St Magnus House Lower Thames Street Footbridge (33/W21)	FOOTBRIDGE RE-WATERPROOFING	25,000	7	5	1	5	1	87	£1,960,000
Footbridges	St Magnus House Lower Thames Street Footbridge (33/W21)	STRUCTURAL PAINTING	15,000	7	5	1	5	1	87	£1,975,000
Pedestrian Subways	Mansion House Pedestrian Subway (33/S04)	WATERPROOFING/WATER INGRESS	150,000	7	5	1	5	1	87	£2,125,000
Pedestrian Subways	Mansion House Pedestrian Subway (33/S04)	STRUCTURAL PAINTING	25,000	7	5	1	5	1	87	£2,150,000
Retaining Walls & Car Park Structures	Lambeth Hill Retaining Wall (33/R07)	RAILINGS PAINTING	15,000	7	5	1	5	1	87	£2,165,000
Retaining Walls & Car Park Structures	Queenhithe River Thames Wall (33/TW01/03)	CONCRETE OVERHAUL	15,000	7	5	1	5	1	87	£2,180,000
Retaining Walls & Car Park Structures	Queenhithe River Thames Wall (33/TW01/03)	MASONRY OVERHAUL	25,000	7	5	1	5	1	87	£2,205,000
Retaining Walls & Car Park Structures	Limeburner Retaining Wall (33/R08)	RAILINGS PAINTING	15,000	7	5	1	5	1	87	£2,220,000
Bridges	Holborn Viaduct Bridge Over Thameslink	BRICK REPAIRS & POINTING - ABUTMENT	55,000	7	3	1	5	1	79	£2,275,000
Bridges	Charterhouse Street over Railtrack	BRICK REPAIRS & REPOINTING	65,000	7	3	1	5	1	79	£2,340,000
Bridges	Charterhouse Street over Thameslink	BRICK REPAIRS & REPOINTING	65,000	7	3	1	5	1	79	£2,405,000
Bridges	St Botolph Bridge	BRICK REPAIRS & REPOINTING	30,000	7	3	1	5	1	79	£2,435,000
Bridges	Charterhouse Street Road Bridge	MINOR STRUCTURAL PAINTING	86,000	7	3	1	5	1	79	£2,521,000
Car Parks	Baynard House Car Park	LIFT REFURBISHMENT	15,000	7	3	1	5	1	79	£2,536,000
Car Parks	Minories Car Park	LIFT (NE) REFURBISHMENT	75,000	7	3	1	5	1	79	£2,611,000
Car Parks	Minories Car Park	LIFT (SW) REFURBISHMENT	75,000	7	3	1	5	1	79	£2,686,000
Libraries, Archives & Guildhall Art Gallery	LMA	LIFT A REFURBISHMENT (PASSENGER/GOODS) (MAIN ENTRANCE)	40,000	7	3	1	5	1	79	£2,726,000
Libraries, Archives & Guildhall Art Gallery	LMA	LIFT B REFURBISHMENT (PASSENGER/GOODS) (NORTH EAST BUILDING)	15,000	7	3	1	5	1	79	£2,741,000
Libraries, Archives & Guildhall Art Gallery	LMA	LIFT C REFURBISHMENT (PASSENGER/GOODS) (REAR OF BUILDING)	20,000	7	3	1	5	1	79	£2,761,000
Libraries, Archives & Guildhall Art Gallery	LMA	LIFT D REFURBISHMENT (PASSENGER/GOODS) (LOADING BAY)	40,000	7	3	1	5	1	79	£2,801,000
Libraries, Archives & Guildhall Art Gallery	LMA	LIFT E REFURBISHMENT (PASSENGER/GOODS) (NEW EXTENSION)	20,000	7	3	1	5	1	79	£2,821,000
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	LIFT No. 1 REFURBISHMENT	15,000	7	3	1	5	1	79	£2,836,000

Appendix 3 City Fund Risk Based Scoring Matrix

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback		
			Criteria weighting	5	4	5	5	2		
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	LIFT No. 2 REFURBISHMENT	15,000	7	3	1	5	1	79	£2,851,000
Public Lifts	Atlantic House	LIFT REFURBISHMENT	25,000	7	3	1	5	1	79	£2,876,000
Public Lifts	Little Britain	LIFT REFURBISHMENT	95,000	7	3	1	5	1	79	£2,971,000
Public Lifts	1 London Wall Eastern Pavilion	LIFT REFURBISHMENT	20,000	7	3	1	5	1	79	£2,991,000
Public Lifts	1 London Wall Western Pavilion Down Escalator	ESCALATOR REFURBISHMENT	150,000	7	3	1	5	1	79	£3,141,000
Public Lifts	1 London Wall Western Pavilion Up Escalator	ESCALATOR REFURBISHMENT	150,000	7	3	1	5	1	79	£3,291,000
Public Lifts	Pilgrim Street	LIFT REFURBISHMENT	60,000	7	3	1	5	1	79	£3,351,000
Walbrook Wharf	Phase 1	LIFT No. PGL1 REFURBISHMENT (FOYER)	25,000	7	3	1	5	1	79	£3,376,000
Barbican Centre	Barbican Centre	Replacement of fire shutters and back up batteries/chargers (1st Phase)	250,000	7	3	1	5	1	79	£3,626,000
Barbican Centre	Barbican Centre	Conservatory: Drainage clear out and gully cutting	20,000	7	5	3	1	1	77	£3,646,000
Barbican Centre	Barbican Centre	Concert Hall Stage Access - Automated Steps SL and SR	80,000	6	7	7	7	1	130	£3,726,000
Public Lifts	General	REPLACEMENT/INSTALLATION GSM/AUTO DIALLER UNITS (VARIOUS LIFTS/ESCALATORS)	55,000	6	5	7	5	1	112	£3,781,000
Barbican Centre	Barbican Centre	Garden Room: H&S works to and replacement of perished glazing panels and rotten window bars	155,000	6	5	7	5	1	107	£3,936,000
Central Criminal Courts	General	FABRIC CONDITION SURVEY FOR FORWARD MAINTENANCE PLAN	120,000	6	5	5	5	1	102	£4,056,000
Central Criminal Court	South Wing	ACCESS CONTROL - POD OVERHAUL	180,000	6	5	5	5	1	102	£4,236,000
Lending Libraries	Lending Libraries	FABRIC CONDITION SURVEY FOR FORWARD MAINTENANCE PLAN	30,000	6	5	5	5	1	102	£4,266,000
Mayor's & CoL Court	Mayor's & COL Court	FABRIC CONDITION SURVEY FOR FORWARD MAINTENANCE PLAN	15,000	6	5	5	5	1	102	£4,281,000
Walbrook Wharf	General	FABRIC CONDITION SURVEY FOR FORWARD MAINTENANCE PLAN	25,000	6	5	5	5	1	102	£4,306,000
Open Spaces (City)	General	CONDITION SURVEY (PAVED AREAS - GARDEN & CHURCHYARD)	15,000	6	5	5	5	1	102	£4,321,000
Barbican Centre	Barbican Centre	Barbican Theatre: replacement of damaged auditorium carpet	70,000	6	5	3	5	1	92	£4,391,000
Barbican Centre	Barbican Centre	Replace fire/emergency evacuation signage (Fire Safety)	55,000	6	5	3	5	1	92	£4,446,000
Open Spaces (City)	General	QUINQUENNIAL INSPECTIONS	25,000	6	7	1	5	1	90	£4,471,000
Open Spaces (City)	General	STATUARY CONSERVATION (290)	15,000	6	7	1	5	1	90	£4,486,000
City Scheduled Monuments	City Wall	CONSERVATION WORKS	40,000	6	7	1	5	1	90	£4,526,000
Barbican Centre	Barbican Centre	Conservatory H&S Works: statutory load testing/survey, terrapin area and tethering	40,000	6	7	1	5	1	90	£4,566,000
Various	General	SPECIAL STRUCTURES INSPECTIONS	50,000	6	5	1	5	1	77	£4,616,000
Dock Offices	Denton	FIRE ALARM REPLACEMENT	15,000	6	3	1	5	1	74	£4,631,000
Libraries, Archives & Guildhall Art Gallery	LMA	SMOKE DETECTORS REPLACEMENT (EXTENSION)	15,000	6	3	1	5	1	74	£4,646,000
Walbrook Wharf	General	CRADLE REFURBISHMENT	20,000	6	1	1	5	1	66	£4,666,000
CoL Cemetery & Crematorium	General	FABRIC CONDITION SURVEY FOR FORWARD MAINTENANCE PLAN	30,000	4	5	5	5	1	92	
Car Parks	Tower Place Car & Coach Park	MECHANICAL VENTILATION CONTROLS REPLACEMENT	15,000	4	1	3	5	1	66	
Car Parks	Tower Place Car & Coach Park	MECHANICAL VENTILATION SYSTEMS CLEANING/INSPECTION	30,000	4	1	3	5	1	66	
Dock Offices	Denton	CCTV REPLACEMENT	25,000	4	3	1	5	1	64	
City Scheduled Monuments	Fort Gate House Viewing Chamber	CCTV REPLACEMENT	15,000	4	1	1	5	1	56	
Open Spaces (City)	General	PAVED AREAS (GARDEN & CHURCHYARD)	50,000	4	5	5	5	1	92	
Open Spaces (City)	General	CONSERVATION OF BOUNDARY WALLS/RAILINGS	75,000	4	5	5	5	1	92	
Barbican Centre	Barbican Centre	Concert Hall: Stage Surface Replacement	250,000	4	5	3	3	1	72	
Barbican Centre	Barbican Centre	Concert Hall: Accessibility Dressing Rooms and Toilets and refurbishment DR8-20	250,000	4	7	7	5	1	110	
Barbican Centre	Barbican Centre	Catering Block: repairs to Catering stairs (all levels including roadway)	40,000	4	7	3	7	1	100	
Car Parks	Tower Place Car & Coach Park	FLOOR MARKING & REPAINTING	75,000	4	3	3	5	1	74	
Car Parks	Tower Place Car & Coach Park	ROAD MARKINGS REPAINTING	40,000	4	3	3	5	1	74	
CoL Cemetery & Crematorium	General	DRAINAGE SYSTEM REPLACEMENT (SOUTH GATE)	100,000	4	3	3	5	1	74	
Barbican Centre	Barbican Centre	Cinema 2 & 3: Resolve Foyer heating issues (duplicate)	150,000	4	5	7	7	1	117	
Central Criminal Court	South Wing	COURTS 5 TO 16 REFURBISHMENT (REMAINING COURTS)	100,000	4	5	7	5	1	102	
Central Criminal Court	South Wing	JUDGES AND JURY ROOM REFURBISHMENT (COURTS 5-16)	60,000	4	5	7	5	1	102	
Barbican Centre	Barbican Centre	Barbican Centre: Replacement of Heating Plant (primary and secondary pumps, circulation pumps)	200,000	4	5	7	5	1	107	
Barbican Centre	Barbican Centre	Barbican Theatre: Refurbishment of backstage toilets	180,000	4	7	3	7	1	100	
Barbican Centre	Barbican Centre	Concert Hall: Replace CSPR AHU housing and drainage	200,000	4	9	3	5	1	98	
Libraries, Archives & Guildhall Art Gallery	Guildhall Library	LANDLORDS LIGHTING & POWER REWIRE (REMAINING WORK)	85,000	4	3	7	5	1	99	
Barbican Centre	Barbican Centre	Cinema 1 and Associated Areas: Refurb/replace Heating & Ventilation Plant	200,000	4	3	7	5	1	99	
CoL Cemetery & Crematorium	Main Entrance/Gatehouse/Parking Area (0)	LIGHTS REPLACEMENT (FRONT WALL/PASSAGE)	30,000	4	5	5	5	1	92	
Open Spaces (City)	General	RAILINGS DECORATION	50,000	4	5	5	5	1	92	
Open Spaces (City)	General	RAILINGS OVERHAUL	60,000	4	5	5	5	1	92	
Barbican Centre	Barbican Centre	Toilet refurbishment	120,000	4	5	7	3	1	92	
Barbican Centre	Barbican Centre	Lighting & Small Power in the North, East and West Staircases	150,000	4	5	7	3	1	97	



Appendix 3 City Fund Risk Based Scoring Matrix

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
			Criteria weighting	5	4	5	5	2	
Barbican Centre	Barbican Centre	Concert Hall: Replacement Flying System Controller	60,000	4	7	1	7	1	90
			250,000						
Barbican Centre	Barbican Centre	Catering: Replace or refurbish the dumb waiter (Level -2 Kitchen, Restaurant Block, Garden Room Kitchen, Level 4 Conservatory Terrace)		4	1	3	9	1	86
Barbican Centre	Barbican Centre	Catering: Replace or refurbish Goods Lift (Level -2 Kitchen, Restaurant Block, Garden Room)	250,000	4	1	3	9	1	86
Barbican Centre	Barbican Centre	Repair Loading Bay C Ventilation	10,000	4	3	3	7	1	84
Barbican Centre	Barbican Centre	Barbican Theatre: Substage electrical and data infrastructure upgrade	100,000	4	5	3	5	1	82
Barbican Centre	Barbican Centre	Barbican Bars Office (Level -1 Catering Block): Resolve ventilation issues	50,000	4	3	7	1	1	79
CoL Cemetery & Crematorium	General	FOOTPATH OVERHAUL	15,000	4	5	1	5	1	72
Barbican Centre	Barbican Centre	Water Storage Tanks Replacement	80,000	4	5	1	5	1	72
Barbican Centre	Barbican Centre	Concert Hall Circle Balcony Redecoration	90,000	4	5	3	3	1	72
Barbican Centre	Barbican Centre	Concert Hall Circle Balcony Sand & Seal Woodblock Flooring	120,000	4	5	3	3	1	72
Car Parks	Baynard House Car Park	ROAD RESURFACING	200,000	4	5	1	3	1	62
Car Parks	London Wall Car Park	ROAD OVERHAUL/RESURFACING	15,000	4	5	1	3	1	62
Car Parks	Tower Place Car & Coach Park	ROAD OVERHAUL/RESURFACING	15,000	4	5	1	3	1	62
CoL Cemetery & Crematorium	General	ROAD RESURFACING	100,000	4	5	1	3	1	62
CoL Cemetery & Crematorium	Flower Display Area Pond Old Crematorium (24)	PAVING REPLACEMENT	15,000						
				4	5	1	3	1	62
CoL Cemetery & Crematorium	Main Entrance/Gatehouse/Parking Area (0)	PARKING AREA SETTS/PAVING OVERHAUL	20,000						
				4	5	1	3	1	62
Barbican Centre	Barbican Centre	Barbican Centre: Replace Chilled Water Pumps (2 &3)	180,000	3	7	7	7	1	115
Barbican Centre	Barbican Centre	Replace circulation pumps (CSPR P37, P42, P45, P48, Theatre P26, NAS P1, P3)	100,000						
				3	5	7	5	1	97
Public Conveniences	Paternoster PC	LANDLORDS LIGHTING & POWER REWIRE	25,000	3	5	5	5	1	87
Public Conveniences	Paternoster PC	MECHANICAL PIPE SYSTEMS REPLACEMENTOVERHAUL	25,000	3	5	5	5	1	87
Public Conveniences	Paternoster PC	MECHANICAL VENTILATION SYSTEMS REPLACEMENT	20,000	3	5	5	5	1	87
Public Conveniences	Tower Place PC	LANDLORDS LIGHTING & POWER REWIRE	30,000	3	5	5	5	1	87
Public Conveniences	Tower Place PC	MECHANICAL PIPE SYSTEMS REPLACEMENT	40,000	3	5	5	5	1	87
Public Conveniences	Tower Place PC	MECHANICAL VENTILATION SYSTEMS REPLACEMENT	30,000	3	5	5	5	1	87
City Scheduled Monuments	Fort Gate House Viewing Chamber	LANDLORDS LIGHTING & POWER REWIRE	15,000						
				3	5	5	5	1	87
Barbican Centre	Barbican Centre	Refurbishment of Music storage facilities on Level -3	10,000	3	5	3	7	1	87
			100,000						
Barbican Centre	Barbican Centre	Public Spaces: External Redecorations Including External Walkways		3	5	5	5	1	87
Barbican Centre	Barbican Centre	Concert Hall: Re-Roping Flying System	65,000	3	7	3	5	1	85
Barbican Centre	Barbican Centre	Level 4 Link Bridge Refurbishment	200,000	3	3	7	3	1	79
Libraries, Archives & Guildhall Art Gallery	Guildhall Library	PUMPING STATION UPGRADE (3 No. UNITS INCL. PUMPS)	25,000						
				3	5	3	5	1	77
Statues, Fountains & Plaques	Statues, Fountains & Plaques	ROUTINE WORKS TO STATUES (HIGHWAY)	55,000						
				3	7	1	5	1	75
CoL Cemetery & Crematorium	Catacombs (7)	ROOF REPLACEMENT (ASPHALT)	150,000						
				3	5	3	3	1	67
CoL Cemetery & Crematorium	The Church (4)	ROOF REPLACEMENT	150,000						
				3	5	3	3	1	67
CoL Cemetery & Crematorium	Workshop Store (16a)	ROOF REPLACEMENT (METAL DECKING)	30,000						
				3	5	3	3	1	67
CoL Cemetery & Crematorium	Fitters Workshop (16D)	ROOF REPLACEMENT (METAL DECKING)	15,000						
				3	5	3	3	1	67
CoL Cemetery & Crematorium	Staff Changing Facilities (15) / Foreman's Office	ROOF REPLACEMENT (COPPER SHEETING)	75,000						
				3	5	3	3	1	67
CoL Cemetery & Crematorium	Public Toilets Adj Church (25A)	ROOF REPLACEMENT	25,000						
				3	5	3	3	1	67
CoL Cemetery & Crematorium	St. Andrews Memorial (21)	STONE OVERHAUL/CLEANING	25,000						
				3	5	1	5	1	67
Public Conveniences	Paternoster PC	TOILET REFURBISHMENT	25,000						
				3	5	1	5	1	67
Public Conveniences	Tower Place PC	TOILET REFURBISHMENT	30,000						
				3	5	1	5	1	67
CoL Cemetery & Crematorium	The Cottage (8)	ROOF REPLACEMENT (FLAT) (GARAGE/CONSERVATORY)	15,000						
				3	3	3	3	1	59
CoL Cemetery & Crematorium	Main Entrance/Gatehouse/Parking Area (0)	ROOF REPLACEMENT (TILE)	20,000						
				3	3	3	3	1	59
CoL Cemetery & Crematorium	Shelters (27a)	ROOF REPLACEMENT (SHINGLE)	15,000						
				3	3	3	3	1	59
CoL Cemetery & Crematorium	Shelters (12No.)(27B)	ROOF REPLACEMENT (FELT TILES)	15,000						
				3	3	3	3	1	59
CoL Cemetery & Crematorium	Stable Block(9)	ROOF STRUCTURAL SURVEY AND REMEDIAL WORK	15,000						
				3	3	3	3	1	59
CoL Cemetery & Crematorium	Gardeners Store (22)	ROOF REPLACEMENT (FELT)	15,000						
				3	3	3	3	1	59
CoL Cemetery & Crematorium	Store, Vehicle Shed(18)	ROOF REPLACEMENT (CORRUGATED SHEETS)	25,000						
				3	3	3	3	1	59
Central Criminal Courts	North Building	FLOORING RESURFACING ((CONCRETE) (BASEMENT & SUB BASEMENT))	40,000						
				3	3	1	5	1	59
City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	FLOORING REPLACEMENT ((TILE) (PUBLIC AREA))	25,000						
				3	3	1	5	1	59
Mayor's & CoL Court	Mayor's & COL Court	FLOORING REPLACEMENT	40,000						
				3	3	1	5	1	59
Open Spaces (City)	Gardeners Depot, Castle Baynard St	MECHANICAL PIPE SYSTEMS REPLACEMENT	15,000						
				3	3	1	5	1	59

Appendix 3 City Fund Risk Based Scoring Matrix

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
			Criteria weighting	5	4	5	5	2	
Central Criminal Court	North Building	MALE CHANGING ROOM REFURBISHMENT - 2ND FLOOR NORTH WING	50,000	3	3	1	5	1	59
Mayor's & CoL Court	Mayor's & COL Court	COURT PA & INDUCTION LOOPS REPLACEMENT (x 3)	25,000	1	5	7	5	1	87
Markets & Consumer Services	Animal Reception Centre	CONTROLS REPLACEMENT	50,000	1	5	7	5	1	87
Markets & Consumer Services	Animal Reception Centre	SPLIT UNITS REPLACEMENT	15,000	1	5	7	5	1	87
CoL Cemetary & Crematorium	Office Block (3)	LUMINAIRES REPLACEMENT	50,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	Office Block (3)	DHWS - BOILER REPLACEMENT (2 No.)	40,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	Office Block (3)	DHWS - FLUE REPLACEMENT	15,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	Workshops Buildings General (16)	SPACE HEATING - DISTRIBUTION PIPEWORK REPLACEMENT	25,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	Staff Changing Facilities (15) / Foreman's Office	CENTRAL HEATING SYSTEM REPLACEMENT	20,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	1-4 The Terrace (12)	BOILER REPLACEMENT (4 No.) (INC TANK REMOVAL/CONVERT TO MAINS)	50,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	1-4 The Terrace (12)	RADIATORS REPLACEMENT	15,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	Superintendent's House, Aldersbook Road (13)	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	15,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	Superintendent's House, Aldersbook Road (13)	RADIATORS REPLACEMENT	15,000	1	3	7	5	1	79
City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	AHU REPLACEMENT (3 UNITS)	45,000	1	3	7	5	1	79
Dock Offices	Denton	HEAT SOURCE - BOILER REPLACEMENT	15,000	1	3	7	5	1	79
Libraries, Archives & Guildhall Art Gallery	Guildhall Library	LIGHTING REPLACEMENT - 1ST PHASE	75,000	1	3	7	5	1	79
Libraries, Archives & Guildhall Art Gallery	LMA	HEATING SYSTEM SURVEY	40,000	1	3	7	5	1	79
Walbrook Wharf	Phase 1	LIGHTING REPLACEMENT	75,000	1	3	7	5	1	79
CoL Cemetary & Crematorium	Public Toilets Adj Chapel (25D)	INTERNAL REFURBISHMENT	20,000	1	5	5	5	1	77
Walbrook Wharf	Phase 2 (New Office Building)	REFUGE/DISABLED ALARMS REPLACEMENT	25,000	1	3	7	3	1	69
CoL Cemetary & Crematorium	The Cottage (8)	WINDOWS REPLACEMENT	25,000	1	3	7	3	1	69
CoL Cemetary & Crematorium	1-4 The Terrace (12)	WINDOWS REPLACEMENT	75,000	1	3	7	3	1	69
Walbrook Wharf	Phase 2 (New Office Building)	LIGHTING CONTROLS REPLACEMENT	75,000	1	3	7	3	1	69
CoL Cemetary & Crematorium	General	FLOODLIGHTING REPLACEMENT	25,000	1	5	3	3	1	57
Libraries, Archives & Guildhall Art Gallery	Barbican Library	CARPET REPLACEMENT (MAIN AREA)	50,000	1	5	1	5	1	57
Libraries, Archives & Guildhall Art Gallery	Guildhall Library	CARPET REPLACEMENT (PUBLIC AREAS)	45,000	1	5	1	5	1	57
Walbrook Wharf	Phase 1	SECURITY AND RECEPTION AREA REFURBISHMENT	100,000	1	5	1	5	1	57
Car Parks	Baynard House Car Park	DOORS REPLACEMENT (INTERNAL)	30,000	1	1	5	3	1	51
CoL Cemetary & Crematorium	Trad Crematorium (Was Known As Old Crem)	DHWS - POINT OF USE ELECTRIC WATER HEATER REPLACEMENT	15,000	1	1	5	3	1	51
Markets & Consumer Services	Animal Reception Centre	COLD WATER BOOSTER SET REPLACEMENT	15,000	1	3	3	3	1	49
CoL Cemetary & Crematorium	Workshops Buildings General (16)	LOCAL EXHAUST VENTILATION REPLACEMENT	30,000	1	3	1	5	1	49
CoL Cemetary & Crematorium	The Cottage (8)	CONSERVATORY REPLACEMENT	50,000	1	3	3	3	1	49
Libraries, Archives & Guildhall Art Gallery	Barbican Library	TOILET REFURBISHMENT	30,000	1	3	1	5	1	49
Libraries, Archives & Guildhall Art Gallery	Barbican Library	WINDOW BLINDS REPLACEMENT	15,000	1	3	1	5	1	49
Walbrook Wharf	Phase 1	DOORS REPLACEMENT (EXTERNAL FACING)	45,000	1	3	3	3	1	49
Walbrook Wharf	Phase 1	DOORS REPLACEMENT (INTERNAL)	45,000	1	3	3	3	1	49
Walbrook Wharf	Phase 2 (New Office Building)	VRV UNITS REPLACEMENT (TWO FLOORS)	85,000	1	3	1	5	1	49
Walbrook Wharf	Phase 3 (Old Building)	EXTERNAL DOORS AND SHUTTERS REPLACEMENT	180,000	1	3	3	3	1	49
Walbrook Wharf	Phase 3 (Old Building)	INTERNAL DOORS REPLACEMENT	15,000	1	3	3	3	1	49
Walbrook Wharf	Phase 3 (Old Building)	INTERNAL SLIDING SHUTTERS REPLACEMENT	150,000	1	3	3	3	1	49
Car Parks	Baynard House Car Park	SIGNAGE REPLACEMENT	15,000	1	5	1	3	1	47
Car Parks	London Wall Car Park	SIGNAGE REPLACEMENT	15,000	1	5	1	3	1	47
Car Parks	Minories Car Park	SIGNAGE REPLACEMENT	15,000	1	5	1	3	1	47
Car Parks	Tower Place Car & Coach Park	SIGNAGE REPLACEMENT	15,000	1	5	1	3	1	47
CoL Cemetary & Crematorium	Modern Crematorium (11)	CURTAIN REPLACEMENT (CHAPELS)	40,000	1	5	1	3	1	47
Barbican Centre	Barbican Centre	Conservatory Irrigation	250,000	1	5	3	1	1	47
CoL Cemetary & Crematorium	Workshop Store (16a)	ROLLER SHUTTERS REPLACEMENT (4 No.)	15,000	1	1	1	5	1	41
Libraries, Archives & Guildhall Art Gallery	LMA	ROLLER SHUTTER REPLACEMENT	60,000	1	1	1	5	1	41
Markets & Consumer Services	Animal Reception Centre	INTERNAL DECORATIONS	15,000	1	3	1	3	1	39
Car Parks	Baynard House Car Park	TOILET REFURBISHMENT	30,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Modern Crematorium (11)	FLOORING REPLACEMENT (WAITING ROOMS)	15,000	1	3	1	3	1	39

Appendix 3 City Fund Risk Based Scoring Matrix

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
			Criteria weighting	5	4	5	5	2	
CoL Cemetary & Crematorium	Modern Crematorium (11)	INTERNAL DECORATIONS	20,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Modern Crematorium (11)	INTERNAL DECORATIONS (CHAPELS)	15,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Office Block (3)	FLOORING REPLACEMENT	15,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Office Block (3)	KITCHEN REFURBISHMENT	15,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Office Block (3)	TOILET REFURBISHMENT (GROUND FLOOR)	25,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	1-4 The Terrace (12)	KITCHEN REFURBISHMENT (2 No. PROPERTIES)	25,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Superintendent's House, Aldersbrook Road (13)	BATHROOM REFURBISHMENT	15,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Superintendent's House, Aldersbrook Road (13)	KITCHEN REFURBISHMENT	25,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Store, Vehicle Shed(18)	ROLLER SHUTTERS REPLACEMENT (MANUAL)	20,000	1	3	1	3	1	39
Walbrook Wharf	Salt Store	SALT DECAY REMEDIAL WORKS	20,000	1	3	1	3	1	39
CoL Cemetary & Crematorium	Trad Crematorium (Was Known As Old Crem)	EXTERNAL DECORATIONS	15,000	1	3	1	1	1	29
CoL Cemetary & Crematorium	Trad Crematorium (Was Known As Old Crem)	INTERNAL DECORATIONS	20,000	1	3	1	1	1	29
CoL Cemetary & Crematorium	The Church (4)	INTERNAL DECORATIONS	20,000	1	3	1	1	1	29
CoL Cemetary & Crematorium	Chapel (5)	INTERNAL DECORATIONS	15,000	1	3	1	1	1	29
CoL Cemetary & Crematorium	Office Block (3)	INTERNAL DECORATION	15,000	1	3	1	1	1	29
CoL Cemetary & Crematorium	1-4 The Terrace (12)	EXTERNAL DECORATIONS	15,000	1	3	1	1	1	29
CoL Cemetary & Crematorium	Haywood Centre (1)	INTERNAL DECORATIONS (GROUND FLOOR)	15,000	1	3	1	1	1	29
Central Criminal Courts	North Building	GENERAL DECORATION (LOWER GROUND FLOOR)	30,000	1	3	1	1	1	29
Dock Offices	Denton	KITCHEN REFURBISHMENT	15,000	1	3	1	1	1	29
Libraries, Archives & Guildhall Art Gallery	Guildhall Library	KITCHEN REFURBISHMENT	25,000	1	3	1	1	1	29
Libraries, Archives & Guildhall Art Gallery	LMA	EXTERNAL DECORATION (PHASE 1)	20,000	1	3	1	1	1	29
Libraries, Archives & Guildhall Art Gallery	LMA	EXTERNAL DECORATION (EXTENSION BLOCK)	40,000	1	3	1	1	1	29
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	INTERNAL DECORATION (LIBRARY)	15,000	1	3	1	1	1	29
Open Spaces (City)	General	IMAGE BOARD REFURBISHMENT	15,000	1	3	1	1	1	29
Walbrook Wharf	Phase 1	FLOORING REPLACEMENT ((BASEMENT) (VINYL))	60,000	1	3	1	1	1	29
Walbrook Wharf	Phase 2 (New Office Building)	FLOORING REPLACEMENT (ALTRO VINYL)	15,000	1	3	1	1	1	29
Car Parks	London Wall Car Park	INTERNAL DECORATIONS (EAST END OF CAR PARK ONLY)	200,000	1	1	1	1	1	21
Car Parks	Tower Place Car & Coach Park	KIOSK REFURBISHMENT	40,000	1	1	1	1	1	21
CoL Cemetary & Crematorium	Modern Crematorium (11)	FLOOR CLEANING (TERAZZO) (SPECIALIST)	15,000	1	1	1	1	1	21
CoL Cemetary & Crematorium	Pond-Modern Crematorium (26A)	POND LINING REPLACEMENT	20,000	1	1	1	1	1	21
CoL Cemetary & Crematorium	Shelters (12No.)(27B)	EXTERNAL DECORATIONS	30,000	1	1	1	1	1	21
CoL Cemetary & Crematorium	Stable Block(9)	GARAGE DOORS OVERHAUL	15,000	1	1	1	1	1	21
Libraries, Archives & Guildhall Art Gallery	Guildhall Library	INTERNAL DECORATION (GENERAL)	20,000	1	1	1	1	1	21
Open Spaces (City)	Gardeners Depot, Castle Baynard St	INTERNAL DECORATIONS	15,000	1	1	1	1	1	21
Walbrook Wharf	Phase 2 (New Office Building)	CLADDING PAINTING INC. EXTERIOR DOORS (LUXALON RAIN SCREEN PANELS)	55,000	1	1	1	1	1	21
Total			13,541,000						



Criteria		Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback
Criteria weighting		5	4	5	5	2
Description		1 To what extent is the COL exposed to risk if project not undertaken in this programme 2 Is the project required to meet a statutory compliance standard (e.g. Reservoir Act) 3 Is the project required to meet the equivalent of a highways agency standard (structural integrity)	1 To what extent is the COL reputation tarnished or risked if the project is not undertaken in this programme 2 How does the proposed work maintain or protect the heritage of the property or its local standing	To what extent does the specific project contribute towards Sustainability and Equality in accordance with the Climate Action Strategy and Equalities Act	What impact will sudden unexpected failure of the asset have on the COL to deliver its front line services	1 Is the project of sufficient importance to the occupying department that they consider it meritorious from a front line service delivery perspective 2 Is their Member or committee or other interests that have not been taken into account
Note		Any immediate high risk should be dealt with using LR budgets		Although technically a whole building is protected under a listing - there are key features or attributes that led to its listing status		Reference made to the Climate Action Strategy and Equalities, Inclusion and Diversity Policies
RATING SCALE	0					
	1	No H&S implications	1 No reputational impact 2 Non public support space, temporary use, underutilised or 3 Not listed, General operational building, staff welfare or 4 Listed (any grade) but project not relevant to listing status	1 No impact on Sustainability 2 No impact on Equality	Failure will have little or no impact on front line service delivery	The occupying department has not identified this project as a priority
	3	1 Where works are considered industry best practice 2 Where works have been recommended in a Fire Risk Assessment	Isolated service user /stakeholder complaints contained within business unit	1 Where the project will improve Energy Efficiency and Sustainability 2 Where works are required to cover provision of welfare facilities for Members of the public generally	1 Failure will have minor impact on service delivery, typically up to 1 day 2 unexpected failure unaffordable against local risk budget	1 The Head of Service has identified this project as key to their service delivery 2 There were other relevant factors that were not available to the evaluation team
	5	There is deemed to be a valid and current health and safety risk and that risk is likely to increase disproportionately if works are not undertaken within a reasonable time frame (say within 18 months).	Adverse local media coverage, multiple service user & stakeholder complaints but with careful handling it can be managed	1 Where the project will significantly improve energy efficiency and sustainability 2 Where works are needed to facilities that are relied upon by a protected group in a general purpose building such as public car park	1 Service disruption 2-5 days 2 Repeated failure of the asset - repairs proved unsuccessful. 3 Beyond economic repair 4 There is no viable long term workaround solution	1 A Consultative Committee has expressed its wish that the project be considered of more importance than others 2 A Chief Officer has expressed a wish that the project be considered as more important than others
	7	1 Where failure to provide might negate insurance cover 2 Required to maintain to the equivalent of a highways agency standard	1 Adverse national media coverage 1-3 days 2 Grade 2 or 2*, Conservation area or of national importance	1 Project will assist with delivering the Climate Action Strategy 2 Where works are needed to facilities that are specifically provided for a protected group such as primary school, medical centre and Children's Library	Service Disruption > 1week to 4 weeks	A Member or Service Committee has expressed a wish that the project be given priority over others
	9	1 Required to provide to comply with statutory requirements 2 Where failure to provide could have effect on wider populous	1 National publicity more than 3 days . Possible resignation of A Member or chief Officer 2 Scheduled Ancient Monument, Grade 1, National Importance 3 Required as a result of Court case	1 Project is mandated by Law 2 Where failure to provide could have effect on wider populous	Service disruption > 4 weeks.	1 CASC has expressed their wish that the project be included as a priority list project (above the line) 2 A Senior Grand Committee has expressed a wish that the project be included a priority list project (above the line)

Appendix 4 Guildhall Scoring Matrix

			Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback		
			Criteria weighting	5	4	5	5	2		
				Health, Safety & Security*	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback		
Property	Project Title	Budget cost		Score	Score	Score	Score	Score	Total	Cumulative
General	FABRIC CONDITION SURVEY FOR FORWARD MAINTENANCE PLANS	50,000		7	5	5	5	1	107	£50,000
General	GANTRY PLATFORMS REPLACEMENT (PLANT ROOMS)	75,000		7	3	3	5	1	89	£125,000
General	HEALTH AND SAFETY PAVING WORKS	25,000		7	5	1	5	1	87	£150,000
North Wing	LIFT No. 1 REFURBISHMENT (FIRE FIGHTING)	120,000		7	5	1	5	1	87	£270,000
North Wing	LIFT No. 2 REFURBISHMENT (FIRE FIGHTING)	120,000		7	5	1	5	1	87	£390,000
East Wing	LIFT No. 40 REFURBISHMENT (GOODS)	100,000		7	3	1	5	1	79	£490,000
North Wing	LIFT No. 8 REFURBISHMENT (KITCHEN)	25,000		7	3	1	5	1	79	£515,000
West Wing	LIFT No. 23 REFURBISHMENT (PASSENGER)	170,000		7	3	1	5	1	79	£685,000
General	Lift #25 REFURBISHMENT	120,000		7	3	1	5	1	79	£805,000
West Wing	MCP ELECTRIC CAR CHARGERS SAFETY WORKS	40,000		6	5	7	5	1	107	£845,000
North Wing	MOTORISED DAMPERS & BMS CONTROLS INSTALLATION	220,000		6	3	7	5	1	99	£1,065,000
General	CCTV CAMERAS REPLACEMENT (PART)	45,000		6	5	1	5	1	91	£1,110,000
General	SPECIAL STRUCTURES INSPECTIONS	50,000		6	5	1	5	1	82	£1,160,000
West Wing	BAGGAGE SCANNING EQUIPMENT REPLACEMENT	100,000		6	3	3	3	1	74	£1,260,000
General	FWT REMEDIALS	50,000		4	1	7	5	1	86	
General	FLOODING - FABRIC WORKS TO REMEDIATE PROBLEM	240,000		4	5	1	5	1	72	
Crypts	EMERGENCY LIGHTING REPLACEMENT	15,000		4	3	1	5	1	64	
General	DIRECT EXCHANGE UNITS REPLACEMENT (COOLING)	100,000		3	5	7	5	1	97	
General	ROOF H&V DUCT LAGGING AND HEATING PUMP REPLACEMENT (6 No.)	100,000		3					89	
General	FILTERED WATER UNITS REPLACEMENT (HOT/COLD WATER)	70,000		3	5	3	5	1	77	
Great Hall	EXTERNAL STONEMWORK INSPECTION	65,000		3	7	1	5	1	75	
Old Library	STONEMWORK (EXTERNAL) SURVEY & REMEDIAL WORK	60,000		3	7	1	5	1	75	
Dance Porch, North and South Ambulatory, West Entrance Area	ROOF SURVEY	15,000		3					71	
East Wing	STONEMWORK EXTERNAL SURVEY AND REMEDIAL WORK	60,000		3	5	1	5	1	67	
Crypts	MORTAR RECONSOLIDATION (PHENE NEALE ROOM)	25,000		3	7	1	3	1	65	
Crypts	STONE OVERHAUL	25,000		3	7	1	3	1	65	
General	SOLID DIVERTERS/SUMP PUMPS REPLACEMENT	30,000		3	3	1	5	1	59	
East Wing	EMERGENCY LIGHTING BATTERIES REPLACEMENT	30,000		3	3	1	5	1	59	
Dance Porch, North and South Ambulatory, West Entrance Area	EXTERNAL WALLS SURVEY	15,000		3					47	
City Centre	HEATING CONTROLS REPLACEMENT	60,000		1	3	7	5	1	79	
East Wing	DHWS - CONTROLS REPLACEMENT	60,000		1	3	7	5	1	79	
East Wing	HEAT SOURCE - CONTROLS REPLACEMENT	130,000		1	3	7	5	1	79	
East Wing	SPACE HEATING - CLEANING	120,000		1	3	7	5	1	79	
North Wing	BMS SERVER REPLACEMENT	40,000		1	3	7	5	1	79	
North Wing	CHILLER PRESSURE RELEASE VALVE REPLACEMENT	40,000		1	3	7	5	1	79	
North Wing	REMEDIAL WORKS TO PREVENT COLD SPOTS	60,000		1	3	7	5	1	79	
West Wing	BMS CONTROLS UPGRADE	50,000		1	3	7	5	1	79	
West Wing	SPACE HEATING - AHU CARBON FILTERS REPLACEMENT	25,000		1	3	7	5	1	79	
West Wing	SPACE HEATING - AHU OVERHAUL	75,000		1	3	7	5	1	79	
West Wing	SURVEY AND WORKS TO REINSTATE HVAC SERVICES	100,000		1	3	7	5	1	79	
West Wing Members Areas	HVAC SYSTEM REPLACEMENT (BEDROOMS AND FLATS)	250,000		1	3	7	5	1	79	
Old Library	EVENT SPACE HVAC WORKS	165,000		1	3	7	5	1	79	
North Wing	NORTH WING RECEPTION TOILETS REFURBISHMENT	30,000		1	5	5	5	1	77	
Print Room, Chief Commoner's Parlour, Ante Room Areas	STAIRS, BANNISTERS,HANDRAILS OVERHAUL	15,000		1	3	7	3	1	69	
Great Hall	JOINERY RESTORATION - MINSTREL'S BALCONY OVERHAUL	40,000		1	7	1	5	1	65	
City Centre	REVOLVING DOOR REPLACEMENT	75,000		1	3	3	5	1	59	
North Wing	STAFF KITCHEN EQUIPMENT REPLACEMENT	35,000		1	3	1	7	1	59	
Print Room, Chief Commoner's Parlour, Ante Room Areas	STAINED GLASS AND GLASS WINDOWS OVERHAUL	20,000		1	3	5	3	1	59	
Old Library	RAINWATER GOODS REPLACEMENT	60,000		1	3	1	5	1	49	
West Wing	METAL CEILING GENERAL REPLACEMENT-TILES ONLY	25,000		1	3	3	3	1	49	
Print Room, Chief Commoner's Parlour, Ante Room Areas	CEILINGS SURVEY	60,000		1	3	1	3	1	39	
Print Room, Chief Commoner's Parlour, Ante Room Areas	EXTERNAL & INTERNAL WALLS SURVEY	15,000		1	3	1	3	1	39	
West Wing Members Areas	2ND FLOOR COMMITTEE RECEPTION & WAITING AREA REFURBISHMENT	60,000		1	3	1	3	1	39	
General	INTERNAL DECORATIONS	45,000		1	5	1	1	1	37	
1 Guildhall Yard	INTERNAL DECORATIONS	30,000		1	3	1	1	1	29	
East Wing	WINDOW BLINDS REPLACEMENT	15,000		1	3	1	1	1	29	
Old Library	PICTURE RAILS OVERHAUL	15,000		1	3	1	1	1	29	

		Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
		Criteria weighting	5	4	5	5	2	
Print Room, Chief Commoner's Parlour, Ante Room Areas	STONE FLOORS SURVEY	20,000		1	3	1	1	29
West Wing Members Areas	2ND FLOOR COMMITTEE ROOMS BLINDS REPLACEMENT	60,000		1	3	1	1	29
West Wing Members Areas	3RD FLOOR FEMALE TOILET REFURBISHMENT	30,000		1	3	1	1	29
East Wing	CEILING CLEANING	20,000		1	1	1	1	21
East Wing	INTERNAL DECORATIONS	15,000		1	1	1	1	21
West Wing	CEILING, LIGHTING & DECORATION (BASEMENT LOBBY AREA)	25,000		1	1	1	1	21
West Wing Members Areas	4TH FLOOR CHIEF COMMONER'S FLAT REFURBISHMENT	15,000		1	1	1	1	21
Total		£4,060,000						

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## CWP Appendix 5 Projects £10k and under

Projects £10k and under

### Critical Needed in Year 1

Property	Location	Project Description	Value
Guildhall	General	STONE BENCHES OVERHAUL	3,500
Guildhall	Crypts	MASONRY OVERHAUL	7,000
Guildhall	Dance Porch, North and South Ambulatory, West Entrance Area	NORTH AMBULATORY WOOD FLOORING REFURBISHMENT	5,000
Guildhall	East Wing	FLOOR REPLACEMENT ATRIUM	10,000
Guildhall	East Wing	LIFT No. 36 REFURBISHMENT	3,500
Guildhall	East Wing	LIFT No. 37 REFURBISHMENT	3,500
Guildhall	East Wing	LIFT No. 38 REFURBISHMENT	6,000
Guildhall	East Wing	LIFT No. 43 REFURBISHMENT	3,500
Guildhall	Old Library	BALCONIES SURVEY	10,000
Guildhall	North Wing	BUILDING MAINTENANCE UNIT LIFTING TABLE	3,500
Guildhall	North Wing	LIFT No. 10 REFURBISHMENT	5,000
Guildhall	North Wing	LIFT No. 50 REFURBISHMENT	2,500
Guildhall	West Wing	CARPET REPLACEMENT CORRIDOR	10,000
Guildhall	West Wing	SMOKE CURTAIN REPLACEMENT	10,000
Guildhall	West Wing	LIFT No. 28 REFURBISHMENT	2,500
Guildhall	West Wing	LIFT No. 29 REFURBISHMENT	2,500
Guildhall	West Wing	LIFT No. 30 REFURBISHMENT	2,500
<b>Total</b>			<b>90,500</b>

### Less Critical Needed in Year 2

Property	Location	Project Description	Value
Guildhall	West Wing Members Areas	4TH FLOOR MALE TOILET PAINTWORK DECORATION	3,000

## Projects £10k and under

**Critical Needed in Year 1**

<b>Property</b>	<b>Location</b>	<b>Project Description</b>	<b>Value</b>
Open Spaces	Bunhill Fields Burial Ground	BRICK STRUCTURES REMEDIAL WORKS	5,000
Open Spaces	Bunhill Fields Burial Ground	MAIN GATES RESTORATION & DECORATION	3,000
Open Spaces	Bunhill Fields Burial Ground	PAVING OVERHAUL	7,000
Open Spaces	Bunhill Fields Burial Ground	LANDLORDS LIGHTING & POWER REWIRE	5,000
Burnham Beeches	General	CULVERT INSPECTION (2 No. CULVERTS)	3,000
Burnham Beeches	Estate Yard Complex	SECURITY ALARM REPLACEMENT	7,000
Burnham Beeches	Estate Yard Complex	DHWS - PUMP REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	DHWS - VALVES REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	HEAT SOURCE - DOSING SET REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	HEAT SOURCE - FLUE REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	HEAT SOURCE - PRESSURISATION SET REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	HEAT SOURCE - PUMPS REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	HEAT SOURCE - VALVES REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	HEAT SOURCE - WIRING REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	SPACE HEATING - AHU REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	SPACE HEATING - HEAT EMITTERS REPLACEMENT	1,500
Burnham Beeches	Estate Yard Complex	SPACE HEATING - VALVES REPLACEMENT	1,500
Burnham Beeches	Public Toilets, Information Centre & Café	CCTV & DVR REPLACEMENT	10,000
Burnham Beeches	Aston - Keepers Cottage	EXTERNAL LIGHTING REPLACEMENT	1,500

Burnham Beeches	Beech Cottage (Estate Yard)	EXTERNAL LIGHTING REPLACEMENT	1,500
Burnham Beeches	Beech Cottage (Estate Yard)	SECURITY ALARM REPLACEMENT	6,000
Burnham Beeches	Tower Wood	ROOF LIGHTS REPLACEMENT	7,000
Burnham Beeches	1 Coronation Cottage	GATE REPLACEMENT	7,000
Burnham Beeches	1 Coronation Cottage	EXTERNAL LIGHTING REPLACEMENT	1,500
Burnham Beeches	2 Coronation Cottage	EXTERNAL LIGHTING REPLACEMENT	1,500
Burnham Beeches	1 Juniper Cottage	SECURITY ALARM REPLACEMENT	6,000
City Commons	General	HYDROLOGY ASSESSMENT	7,000
City Commons	General	MINOR BRIDGES OVERHAUL	7,000
City Commons	Woodland Road Bridge, Ashtead Common (AC_RB_001)	GENERAL INSPECTION	1,000
City Commons	Greenway Bridge, Ashtead Common (AC_RB_008)	GENERAL INSPECTION	1,000
City Commons	Adams Bridge, Ashtead Common (AC_FB_010)	GENERAL INSPECTION	1,000
City Commons	Overdale Entrance Bridge, Ashtead Common (AC_FB_011)	GENERAL INSPECTION	1,000
City Commons	The Culvert Bridge, Ashtead Common (AC_FB_009)	GENERAL INSPECTION	1,000
City Commons	The Two Bridges, Ashtead Common (AC_RB_002 and 003)	GENERAL INSPECTION	2,500
City Commons	The Common Bridge, Ashtead Common (AC_FB_002)	GENERAL INSPECTION	1,000
City Commons	Bridleway 29 Bridge, Ashtead Common (AC_FB_004 to 006)	SUPERFICIAL INSPECTION	500
City Commons	Craddocks Avenue Sleeper Bridge, Ashtead Common	PRINCIPLE INSPECTION	1,500

City Commons	River Restoration Area (West) Abions & Bridge, Ashtead Common (AC_DM_001)	PRINCIPLE INSPECTION	1,500
City Commons	River Restoration Area (East) Culvert and Cabions, Ashtead Common (AC_FB_007)	GENERAL INSPECTION	1,000
City Commons	Estate Yard Office, Ashtead Common	DISABLED PLATFORM HOIST REPLACEMENT	10,000
City Commons	Estate Yard, Hovel & Outbuilding, Ashtead Common	HARDSTANDINGS REPLACEMENT	5,000
City Commons	Estate Yard, Hovel & Outbuilding, Ashtead Common	PAVED AREA REPLACEMENT	2,500
City Commons	Couldson Common General	SIGNAGE OVERHAUL	1,500
City Commons	Merlewood Estate Office	EXTERNAL WALLS REPOINTING	1,500
City Commons	Merlewood Estate Office	WHITE & YELLOW HATCH IN ENTRANCE REPLACEMENT	3,000
City Commons	Merlewood Estate Office	LIGHTING REPLACEMENT	5,000
City Commons	Merlewood Estate Office	SECURITY ALARM REPLACEMENT	10,000
City Commons	Training Block, Staff Welfare Facilities, Workshop & Tool Store, Merlewood Estate Yard	SECURITY ALARM REPLACEMENT	6,000
City Commons	Livestock Shed & Barn, Merlewood Estate	CLADDING DECORATION	6,500
City Commons	Livestock Shed & Barn, Merlewood Estate	SECURITY ALARM REPLACEMENT	3,000
City Commons	1 Merlewood Close	FENCING DECORATION	2,000
City Commons	1 Merlewood Close	FENCING REPLACEMENT	5,000
City Commons	2 Merlewood Close	FENCING DECORATION	1,500
City Commons	3 Merlewood Close	FENCING DECORATION	1,500
City Commons	3 Merlewood Close	SECURITY ALARM REPLACEMENT	6,000



City Commons	Ninehams Cottage, Senior Keeper's Residence, Merlewood Estate	FENCING & GATES REPLACEMENT	5,000
City Commons	Keepers Cottage, Merlewood Estate	FENCING REPLACEMENT	3,000
City Commons	Keepers Cottage, Merlewood Estate	RADIATORS REPLACEMENT	6,000
City Commons	Spring Park General	CAR PARK WHITE LINES REMARKING	3,000
City Commons	Spring Park Office & Tractor Shed	SECURITY ALARM REPLACEMENT	6,000
City Commons	Riddlesdown Common General	CAR PARK & ROAD RELINING	6,000
City Commons	Riddlesdown Common General	CAR PARK & ROADS RESURFACING	7,000
City Commons	Countryside Office, Riddlesdown Common	HARDSTANDINGS REPLACEMENT	7,000
City Commons	Countryside Office, Riddlesdown Common	ELECTRONIC ENTRY SYSTEM REPLACEMENT	3,500
City Commons	Countryside Office, Riddlesdown Common	SECURITY ALARM REPLACEMENT	6,000
City Commons	Farthingdown & New Hill General	ROAD GATE OVERHAUL	3,500
City Commons	Office/Garage, Farthingdown	ACCESS ROAD & RAMP HANDRAIL OVERHAUL	3,000
City Commons	Public Toilets, Farthingdown	WATER HEATER REPLACEMENT	5,000
City Commons	2 Farthingdown Cottage	BRICK WALL REPOINTING	2,500
City Commons	West Wickham Common General	CAR PARK FENCE REPLACEMENT	2,000
City Commons	West Wickham Common General	CAR PARK SIGN REPLACEMENT	2,500
City Commons	West Wickham Common General	FENCING REPLACEMENT	6,000
Coach Stores	Park Street Coach Stores	PERIODIC SURVEYS	5,000
Epping Forest	General	DRAINAGE WORKS	10,000
Epping Forest	General	RESERVOIR SUPERVISION	7,000
Epping Forest	Office, The Warren	COMFORT COOLING REPLACEMENT	7,000
Epping Forest	Office, The Warren	HEAT SOURCE - FLUE REPLACEMENT	10,000

Epping Forest	Office, The Warren	HEAT SOURCE - VALVES REPLACEMENT	7,000
Epping Forest	Stable Block (Arborologist Office), The Warren	DOORS REPLACEMENT	3,000
Epping Forest	Stable Block (Arborologist Office), The Warren	FLOORING REPLACEMENT (ARBOROLOGIST OFFICE)	1,500
Epping Forest	Stable Block (Arborologist Office), The Warren	WINDOWS REPLACEMENT	6,000
Epping Forest	Stable Block (Arborologist Office), The Warren	SECURITY ALARM REPLACEMENT	1,500
Epping Forest	Museum Store (Saw Mill), The Warren	DOOR REPLACEMENT	7,000
Epping Forest	Museum Store (Saw Mill), The Warren	RAINWATER GOODS REPLACEMENT	3,500
Epping Forest	Museum Store (Saw Mill), The Warren	LIGHT FITTINGS REPLACEMENT	5,000
Epping Forest	Museum Store (Saw Mill), The Warren	SECURITY ALARM REPLACEMENT	3,000
Epping Forest	The Warren Detached Garage	DOOR REPLACEMENT	3,500
Epping Forest	The Obelisk, Warren Field, The Warren	LIME PLASTER TO PLINTH REPLACEMENT	5,000
Epping Forest	Queen Elizabeth Hunting Lodge	BRICKWORK POINTING OVERHAUL	2,500
Epping Forest	Queen Elizabeth Hunting Lodge	INTERNAL SLABS POINTING	1,500
Epping Forest	44 The Plain	BRICKWORK REPOINTING	1,500
Epping Forest	44 The Plain	DOORS REPLACEMENT	5,000
Epping Forest	44 The Plain	ROOF REPLACEMENT	3,000
Epping Forest	44 The Plain	ROOF REPLACEMENT	6,000
Epping Forest	44 The Plain	SECURITY ALARM REPLACEMENT	6,000
Epping Forest	Public Toilets, High Beech	ALARM REPLACEMENT (DISABLED TOILET)	1,500
Epping Forest	Garden House, Pauls Nursery, High Beach	BRICKWORK POINTING OVERHAUL	5,000
Epping Forest	Garden House, Pauls Nursery, High Beach	FLOORING REPLACEMENT	5,000
Epping Forest	Garden House, Pauls Nursery, High Beach	ROOF REPLACEMENT	10,000
Epping Forest	Garden House, Pauls Nursery, High Beach	SHINGLES TREATMENT	3,500

Epping Forest	Garden House, Pauls Nursery, High Beach	SECURITY ALARM REPLACEMENT	6,000
Epping Forest	Old Keepers Lodge, Wakes Arms	MOSS REMOVAL FROM ROOFS	1,500
Epping Forest	Old Keepers Lodge, Wakes Arms	SECURITY ALARM REPLACEMENT	6,000
Epping Forest	East Lodge, Shaftesbury	SECURITY ALARM REPLACEMENT	6,000
Epping Forest	West Lodge, Shaftesbury	BOILER REPLACEMENT	7,000
Epping Forest	West Lodge, Shaftesbury	RADIATORS REPLACEMENT	3,000
Epping Forest	Wanstead Flats General	BOUNDARY FENCING REPLACEMENT	0
Epping Forest	Wanstead Park, Historic Landscape	DESIGN AND SETTING OUT FEES	7,000
Epping Forest	The Temple, Wanstead Park	SECURITY ALARM REPLACEMENT	7,000
Epping Forest	The Grotto, Wanstead Park	PUBLIC AREA OVERHAUL	1,500
Epping Forest	The Grotto, Wanstead Park	RAILINGS OVERHAUL & DECORATION	2,500
Epping Forest	Bushwood Lodge, Bush Road	BRICKWORK REPOINTING	1,500
Epping Forest	Gun Emplacement & Barrack Building Adj Monkams Hall & Kitchen Garden Wall	BRICKWORK REPOINTING	1,500
Epping Forest	Obelisk, Warlies Park	REDECORATE LIMEWASH	2,500
Epping Forest	The Temple, Warlies Park	STONE SURFACES OVERHAUL	7,000
Epping Forest	Obelisk, Pole Hill, Chingford	BRONZE PLAQUE REWAXING	1,500
Epping Forest	Eagle Pond Historic Landscape	POND RELINING (WHARFING)	7,000
Hampstead Heath	General & Infrastructure	(VIADUCT BRIDGE) VEGETATION CLEARANCE	7,000
Hampstead Heath	General & Infrastructure	EMBANKMENT MONITORING	6,500
Hampstead Heath	General & Infrastructure	GENERAL STRUCTURAL INSPECTIONS	6,000
Hampstead Heath	General & Infrastructure	WORKS TO MINOR BRIDGES	1,500
Hampstead Heath	General & Infrastructure	STATUE OVERHAUL & CLEANING	6,500

Hampstead Heath	434 A-D Archway Road	SECURITY ALARM REPLACEMENT	10,000
Hampstead Heath	436 A-D Archway Road	SECURITY ALARM REPLACEMENT	10,000
Parliament Hill Fields (Area 1)	General	QUINQUENNIAL HISTORICAL PROPERTIES SURVEY & LISTED SEWER VENT PIPE REDECORATION	3,000
Parliament Hill Fields	Staff Yard Building Complex	BOILER REPLACEMENT (OFFICE)	10,000
Parliament Hill Fields	Staff Yard Building Complex	RADIATOR REPLACEMENT (OFFICE)	3,000
Parliament Hill Fields	Meadow Lodge	RADIATORS REPLACEMENT	3,000
Parliament Hill Fields	PH-Bandstand	LANDLORDS LIGHTING & POWER REWIRE	3,000
Parliament Hill Fields	Lido Buildings Complex	FENCE OVERHAUL	2,000
Parliament Hill Fields	Lido Buildings Complex	PERIMETER WALL REPOINTING OVERHAUL	7,000
Parliament Hill Fields	Lido Buildings Complex	BOOSTER SET REPLACEMENT (POOLSIDE)	5,000
Parliament Hill Fields	Lido Buildings Complex	HOT WATER BOILER REPLACEMENT (SINKS)	10,000
Parliament Hill Fields	Lido Buildings Complex	POOL WATER SYSTEM REPLACEMENT	6,000
Parliament Hill Fields	One O'Clock Club Building	CCTV REPLACEMENT	5,000
Parliament Hill Fields	One O'Clock Club Building	EMERGENCY LIGHTING REPLACEMENT	5,000
Parliament Hill Fields	One O'Clock Club Building	LANDLORDS LIGHTING & POWER REWIRE	7,000
Parliament Hill Fields	One O'Clock Club Building	LIGHTING REPLACEMENT	5,000
Parliament Hill Fields	One O'Clock Club Building	SECURITY ALARM REPLACEMENT	2,500
Parliament Hill Fields	Adventure Playground Building	CCTV REPLACEMENT	5,000
Parliament Hill Fields	Adventure Playground Building	LIGHTING REPLACEMENT	5,000
Parliament Hill Fields	Adventure Playground Building	SECURITY ALARM REPLACEMENT	2,500
Parliament Hill Fields	Traditional Playground Building	CCTV REPLACEMENT	5,000

Parliament Hill Fields	Traditional Playground Building	ROLLER SHUTTER REPLACEMENT	10,000
Parliament Hill Fields	Traditional Playground Building	SECURITY ALARM REPLACEMENT	2,500
Parliament Hill Fields	Athletic's Track Pavillion Complex	FENCING DECORATION	10,000
Parliament Hill Fields	Athletic's Track Pavillion Complex	FIRST AID HUT EXTERNAL DECORATIONS	3,500
Parliament Hill Fields	Athletic's Track Pavillion Complex	FIRST AID HUT INTERNAL DECORATIONS	1,500
Parliament Hill Fields	Athletic's Track Pavillion Complex	GARAGE STORE EXTERNAL DECORATIONS	2,000
Parliament Hill Fields	Athletic's Track Pavillion Complex	GARAGE STORE LIGHTING REPLACEMENT	1,500
Parliament Hill Fields	Athletic's Track Pavillion Complex	SPACE HEATING - CONTROLS REPLACEMENT	1,500
Parliament Hill Fields	Athletic's Track Pavillion Complex	SPACE HEATING - RADIATORS REPLACEMENT	6,000
Parliament Hill Fields	Athletic's Track Pavillion Complex	SPACE HEATING - VALVES REPLACEMENT	1,500
Parliament Hill Fields	Playground Staff Toilet and Shelter	ELECTRIC & WATER HEATER REPLACEMENT	1,500
Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre "The Hive"	FENCING REPLACEMENT	3,500
Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre "The Hive"	FIRE ALARM REPLACEMENT	6,000
Highgate Ponds (Area 2)	General	SURVEY - GENERAL	7,000
Highgate Ponds (Area 2)	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	10,000
Highgate Ponds	Millfield Lane Toilets	FLOORING REPLACEMENT	7,000
Hampstead Ponds (Area 3)	General	FENCING OVERHAUL & DECORATIONS	5,000

Hampstead Ponds Area 3	Mixed Bathing Pond Complex	WATER HEATERS REPLACEMENT	1,500
Kenwood (Area 4)	General	GATES DECORATION	5,000
Kenwood (Area 4)	General	GATES OVERHAUL	6,000
Kenwood (Area 4)	General	SURVEY - GENERAL	7,000
Kenwood (Area 4)	General	GOODISON FOUNTAIN CLEANING & REPOINTING	3,500
Kenwood	Bothy Building	RAINWATER GOODS REPLACEMENT	3,000
Kenwood	Bothy Building	WINDOWS REPLACEMENT	10,000
Kenwood	Nursery Cottage	SECURITY ALARM REPLACEMENT	6,000
Kenwood	Kenwood Yard	LIGHTING REPLACEMENT	6,000
Kenwood	Handyman's Workshop and Stores	WINDOWS REPLACEMENT	10,000
Kenwood	Ladies Bathing Pond Building	SHOWER MIXER VALVES REPLACEMENT	2,500
Vale of Health & East Heath Area 5/8	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,500
West Heath Area 7	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,500
West Heath	Hill Garden 'The Shelter'	TIMBER BENCH OVERHAUL	6,000
West Heath	Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - ENGINEER TO MONITOR TIMBER STRUCTURES	5,000
Golders Hill Park Area 8	General	GATES OVERHAUL	10,000
Golders Hill Park	1 & 2 Golders Hill Houses	BRICKWORK REPOINTING	3,500
Golders Hill Park	1 & 2 Golders Hill Houses	SECURITY ALARM REPLACEMENT (No. 1)	6,000
Golders Hill Park	1 & 2 Golders Hill Houses	SECURITY ALARM REPLACEMENT (No. 2)	6,000
Golders Hill Park	Cafeteria and Public Toilets	FLOORING REPLACEMENT (TOILETS)	7,000

Golders Hill Park	Zoo Buildings Complex	ROOF REPLACEMENT (2 No.)	10,000
Golders Hill Park	Zoo Shelter and Toilets	FLOORING REPLACEMENT	7,000
Golders Hill Park	Shelter and Garages	LANDLORDS LIGHTING & POWER REWIRE	5,000
Golders Hill Park	Shelter and Garages	LIGHTING REPLACEMENT	3,000
Sandy Heath and Heath Extension	General	FENCING OVERHAUL & DECORATIONS	7,000
Highgate Wood (Area 10)	General	FENCING REPLACEMENT & DECORATION	7,000
Highgate Wood (Area 10)	General	SCORER'S HUT REFURBISHMENT	10,000
Highgate Wood	Education Hut	PHOTOVOLTAIC CELLS OVERHAUL	5,000
Highgate Wood	Education Hut	ROOF LIGHTS REPLACEMENT	7,000
Highgate Wood	Equipment Store, Highgate Wood	MANSAFE ROOF SYSTEM REPLACEMENT	5,000
Highgate Wood	Equipment Store, Highgate Wood	PHOTOVOLTAIC CELLS CONDITION SURVEY	3,500
Highgate Wood	Equipment Store, Highgate Wood	LANDLORDS LIGHTING & POWER REWIRE	5,000
Highgate Wood	Equipment Store, Highgate Wood	SECURITY ALARM REPLACEMENT	3,000
Highgate Wood	Toilet Block, Incl. Mess Room	LUMINAIRES REPLACEMENT	6,000
Highgate Wood	Toilet Block, Incl. Mess Room	SECURITY ALARM REPLACEMENT	1,500
Highgate Wood	The Lodge	RAINWATER GOODS OVERHAUL	1,500
Highgate Wood	1 Hornbeam Cottage	RAINWATER GOODS REPLACEMENT	3,000
Highgate Wood	1 Hornbeam Cottage	SECURITY ALARM REPLACEMENT	6,000
Highgate Wood	1 Coronation Cottage	SECURITY ALARM REPLACEMENT	6,000
Highgate Wood	1 Sheppard Cottage	RAINWATER GOODS REPLACEMENT	3,000
Highgate Wood	1 Sheppard Cottage	TIMBER TREATMENT	3,000
Highgate Wood	1 Sheppard Cottage	SECURITY ALARM REPLACEMENT	6,000
Highgate Wood	1 Sheppard Cottage	BOILER REPLACEMENT	10,000

Highgate Wood	2 Sheppard Cottage	SECURITY ALARM REPLACEMENT	6,000
Queens Park (Area 11)	General	FENCING REPLACEMENT & DECORATION	5,000
Queens Park	Toilet Block	HAND DRYERS REPLACEMENT	3,000
Queens Park	Bandstand, Queens Park	LANDLORDS LIGHTING & POWER REWIRE	5,000
Queens Park	Lych Gate	ROOF OVERHAUL	1,500
Keats House	General	FENCING OVERHAUL & REPLACEMENT	3,500
Keats House	Keats House	ROOF FLASHINGS REPLACEMENT (CONSERVATORY)	5,000
Keats House	Keats House	ROOF OVERHAUL (CONSERVATORY)	6,000
Keats House	Keats House	EXTERNAL FLOODLIGHTING REPLACEMENT	7,000
10 Keats Grove	10 Keats Grove	FLOORING OVERHAUL (WOOD)	6,000
10 Keats Grove	10 Keats Grove	GATES & SHUTTER DECORATION & REMEDIAL WORK	10,000
10 Keats Grove	10 Keats Grove	EXTERNAL LIGHTING REPLACEMENT	10,000
CoL Magistrate's Court	CoL Magistrate's Court	CONDITION SURVEY	6,000
CoL Magistrate's Court	CoL Magistrate's Court	SPACE HEATING - TERMINAL UNITS REPLACEMENT	7,000
Mansion House	General	LIGHTING SYSTEM SURVEY (ARTWORK)	10,000
Mansion House	General	BUILDING MANAGEMENT SYSTEM AND CONTROLS REPLACEMENT	6,000
Mansion House	Roof Area	EXTERNAL LAMP REPLACEMENT INCLUDING STAINED GLASS	5,000
The Monument	The Monument	BALUSTRADE OVERHAUL	7,000
The Monument	The Monument	BALUSTRADE SURVEY	7,000



The Monument	The Monument	ENTRANCE DOORS DECORATION	1,500
The Monument	The Monument	PA SYSTEM REPLACEMENT	2,500
West Ham Park	Ornamental Gardens	ROSE GARDEN PERGOLA OVERHAUL	1,500
West Ham Park	Ornamental Gardens	BRIDGE INSPECTION SURVEY	1,500
West Ham Park	Potting Shed (Nursery)	ROOF REPLACEMENT	5,000
West Ham Park	Potting Shed (Nursery)	LANDLORDS LIGHTING & POWER REWIRE	1,500
West Ham Park	Sports Changing Room	FASCIA BOARD REPLACEMENT	6,000
West Ham Park	Sports Changing Room	LOUVRE REPLACEMENT	5,000
West Ham Park	Sports Changing Room	EMERGENCY LIGHTING BATTERY REPLACEMENT	1,000
West Ham Park	Vehicle Shed, Mess Room (Nursery)	SECURITY ALARM REPLACEMENT	3,000
West Ham Park	Shelters	ROOF OVERHAUL	10,000
West Ham Park	Shelters	SHELTER BENCHES DECORATION	1,500
West Ham Park	Bandstand	TARMAC REPAINTING	3,000
West Ham Park	Bandstand	TARMAC RESURFACING	10,000
West Ham Park	Bandstand	LUMINAIRES REPLACEMENT	3,000
West Ham Park	East Lodge	SECURITY ALARM REPLACEMENT	6,000
West Ham Park	South Lodge	RAINWATER GOODS REPLACEMENT	3,000
West Ham Park	South Lodge	ROOF INSULATION	1,500
West Ham Park	South Lodge	ROOF REPLACEMENT	2,500
West Ham Park	South Lodge	SECURITY ALARM REPLACEMENT	6,000
West Ham Park	Portway Lodge	FOOTPATH REPLACEMENT	7,000
West Ham Park	Portway Lodge	ROOF SURVEY	1,500
West Ham Park	Portway Lodge	SECURITY ALARM REPLACEMENT	6,000
West Ham Park	1 Linden Cottage	SECURITY ALARM REPLACEMENT	6,000
West Ham Park	2 Linden Cottage	SECURITY ALARM REPLACEMENT	6,000
West Ham Park	1 Margery Park Cottage	SECURITY ALARM REPLACEMENT	6,000

West Ham Park	2 Margery Park Cottage	SECURITY ALARM REPLACEMENT	6,000
Vale of Heath	Local Monument Air Raid Shelter	SECURITY GRILLS INSTALLATION	5,000
Mansion House	General	BOMB BLAST NETS CLEAN	7,000
The Monument	The Monument	FABRIC CONDITION SURVEY FOR FMP	10,000
Temple Bar	Temple Bar	STONEWORK CLEANING	5,000
West Ham Park	General	PATHWAY REPAIRS	10,000
Guildhall School	Guildhall School - Milton Court	Studio Running Room (Level -2): Upgrade ventilation (H&S)	10,000
Guildhall School	Guildhall School - Silk Street	Replace Thermostatic Mixing Valves (TMVs including showers)	10,000
Guildhall School	Guildhall School - John Hosier Annex	Fire exit door refurbishment	10,000
Guildhall School	Guildhall School - Milton Court	Studio Running Room – Sink replacement and insertion of grease traps	8,000
<b>Total</b>			<b>£1,223,000</b>

**Less Critical Needed in Year 2**

<b>Property</b>	<b>Location</b>	<b>Project Description</b>	<b>Value</b>
Burnham Beeches	Estate Yard Complex	EXTERNAL DECORATIONS	10,000
Burnham Beeches	Estate Yard Complex	INTERNAL DECORATIONS	7,000
Burnham Beeches	Public Toilets, Information Centre & Café	EXTERNAL DECORATIONS	7,000
Burnham Beeches	Public Toilets, Information Centre & Café	INTERNAL DECORATIONS	10,000
City Commons	Coulsdon Common General	CORPORATE IMAGE BOARDS REPLACEMENT	6,000
City Commons	Livestock Shed & Barn, Merlewood Estate	EXTERNAL DECORATIONS	6,000
City Commons	Keepers Cottage, Merlewood Estate	SHOWER ROOM REFURBISHMENT	6,000
City Commons	Countryside Office, Riddlesdown Common	EXTERNAL DECORATIONS	3,000

City Commons	Public Toilets, Farthingdown	EXTERNAL DECORATIONS	3,500
City Commons	Public Toilets, Farthingdown	INTERNAL DECORATIONS	6,000
Coach Stores	Park Street Coach Stores	DECORATIONS	7,000
Epping Forest	Stable Block (Arborologist Office), The Warren	INTERNAL DECORATIONS	10,000
Epping Forest	Stable Block (Arborologist Office), The Warren	INTERNAL DECORATIONS (ARBOROLOGIST OFFICE)	2,000
Epping Forest	Museum Store (Saw Mill), The Warren	INTERNAL DECORATIONS	6,000
Epping Forest	44 The Plain	EXTERNAL DECORATIONS	6,000
Epping Forest	Senior Tutors Hse (Buxton)	DETACHED GARAGE OVERHAUL	8,000
Epping Forest	Public Toilets, High Beech	INTERNAL DECORATIONS	2,500
Epping Forest	Garden House, Pauls Nursery, High Beach	EXTERNAL DECORATIONS	1,500
Epping Forest	Garden House, Pauls Nursery, High Beach	INTERNAL DECORATIONS	3,500
Epping Forest	Keepers Lodge, Rangers Road	EXTERNAL DECORATIONS	5,000
Epping Forest	Keeper's Lodge, Baldwins Hill	EXTERNAL DECORATIONS	7,000
Epping Forest	North Lodge, Knighton Lane	EXTERNAL DECORATIONS	7,000
Epping Forest	Mill Plain, Oak Hill	EXTERNAL DECORATIONS	7,000
Epping Forest	The Glen, Forest Side	EXTERNAL DECORATIONS	3,000
Epping Forest	Ivydene, Forest Side	EXTERNAL DECORATIONS	3,500
Epping Forest	Old Keepers Lodge, Wakes Arms	EXTERNAL DECORATIONS	5,000
Epping Forest	1 Keepers Lodge, Wakes Arms	EXTERNAL DECORATIONS	5,000
Epping Forest	2 Keepers Lodge, Wakes Arms	EXTERNAL DECORATIONS	5,000
Epping Forest	Agricultural Stores	INTERNAL DECORATIONS	5,000
Epping Forest	31 Aldersbrook Rd, Wanstead Flats	BATHROOM REFURBISHMENT	5,000

Epping Forest	Garages at Wanstead Park	EXTERNAL DECORATIONS	3,000
Epping Forest	1 Keepers Lodge, Wanstead Park	EXTERNAL DECORATIONS	2,500
Epping Forest	2 Keepers Lodge, Wanstead Park	EXTERNAL DECORATIONS	6,000
Epping Forest	Groundsmans Residence, Capel Road	EXTERNAL DECORATIONS	3,500
Parliament Hill Fields	Meadow Lodge	KITCHEN REFURBISHMENT	7,000
Parliament Hill Fields	Tennis Courts and 3 Shelters	DECORATION	5,000
Parliament Hill Fields	PH-Bandstand	DECORATIONS	7,000
Parliament Hill Fields	PH-Bandstand	DECORATIONS & OVERHAUL TO HANDRAILS	1,500
Parliament Hill Fields	One O'Clock Club Building	EXTERNAL DECORATIONS	3,500
Parliament Hill Fields	One O'Clock Club Building	INTERNAL DECORATIONS	7,000
Parliament Hill Fields	Playground Staff Toilet and Shelter	KITCHEN REFURBISHMENT	3,000
Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre "The Hive"	EXTERNAL DECORATIONS	7,000
Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre "The Hive"	INTERNAL DECORATIONS	7,000
Highgate Ponds	Mens Bathing Lifeguards Hut	EXTERNAL & INTERNAL DECORATIONS	3,500
Hampstead Ponds	Football Field Shelter No. 11	DECORATIONS	1,500
Hampstead Ponds Area 3	Mixed Bathing Pond Complex	EXTERNAL DECORATIONS	10,000
Hampstead Ponds Area 3	Mixed Bathing Pond Complex	INTERNAL DECORATIONS	1,500
Kenwood	Bothy Building	EXTERNAL DECORATIONS	5,000
Kenwood	Handyman's Workshop and Stores	EXTERNAL DECORATIONS	6,000
Vale of Health and East Heath	Public Toilets	EXTERNAL DECORATIONS	5,000
Vale of Health and East Heath	The Round House East Heath	EXTERNAL DECORATIONS	2,500

West Heath	Hill Garden 'The Shelter'	INTERNAL DECORATIONS	3,500
Golders Hill Park	Cafeteria and Public Toilets	EXTERNAL DECORATIONS	10,000
Golders Hill Park	Zoo Shelter and Toilets	EXTERNAL DECORATIONS	3,000
Golders Hill Park	Zoo Shelter and Toilets	INTERNAL DECORATIONS	2,000
Golders Hill Park	Tennis Booking Hut and Shelter	INTERNAL DECORATIONS	2,000
Golders Hill Park	Tennis Shelters (3 No.)	DECORATIONS	2,500
Golders Hill Park	Deer Shelters and Huts	EXTERNAL DECORATIONS	2,500
Golders Hill Park	Flamingo Pond Shelter	EXTERNAL & INTERNAL DECORATIONS	2,500
Golders Hill Park	Shelter and Garages	DECORATIONS	2,500
Sandy Heath and Heath Extension	Public Toilets and Store	INTERNAL DECORATIONS	2,500
Highgate Wood	The Pavilion	EXTERNAL DECORATIONS	5,000
Highgate Wood	The Pavilion	INTERNAL DECORATIONS (EXCLUDES CAFE)	5,000
Highgate Wood	Equipment Store, Highgate Wood	EXTERNAL DECORATIONS	3,500
Highgate Wood	The Lodge	EXTERNAL DECORATIONS	2,500
Highgate Wood	1 Hornbeam Cottage	EXTERNAL DECORATIONS	7,000
Highgate Wood	1 Coronation Cottage	EXTERNAL DECORATIONS	5,000
Highgate Wood	1 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
Highgate Wood	1 Sheppard Cottage	KITCHEN REFURBISHMENT	7,000
Highgate Wood	2 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
Highgate Wood	Fuel Store	EXTERNAL DECORATIONS	2,000
Queens Park (Area 11)	General	CORPORATE IMAGE BOARDS DECORATION	3,000
Queens Park	Cafeteria & Park Office	TOILET REFURBISHMENT (PARK OFFICE)	3,000

Queens Park	Mess Room and Stores	INTERNAL DECORATIONS	3,500
Queens Park	Mess Room and Stores	KITCHEN REFURBISHMENT	7,000
Queens Park	The Lodge, Kingswood Avenue	BATHROOM REFURBISHMENT	7,000
Queens Park	Lych Gate	EXTERNAL DECORATIONS	3,000
Keats House	Keats House	KITCHEN REFURBISHMENT	7,000
Keats House	Keats House	TOILET REFURBISHMENT (STAFF TOILETS)	7,000
10 Keats Grove	10 Keats Grove	INTERNAL DECORATIONS	10,000
10 Keats Grove	10 Keats Grove	KITCHEN REFURBISHMENT	10,000
Mansion House	2nd Floor	INTERNAL DECORATIONS (BATHROOMS & KITCHEN)	10,000
Mansion House	Ground Floor	CARPET REPLACEMENT (CATERERS OFFICE)	5,000
Mansion House	Ground Floor	INTERNAL DECORATIONS (CATERERS OFFICE)	5,000
Mansion House	Ground Floor	INTERNAL DECORATIONS (WALBROOK HALL, LOBBY & CLOAKROOM)	7,000
Mansion House	Ground Floor	INTERNAL DECORATIONS (WASH UP AREA)	7,000
Mansion House	Ground Floor	INTERNAL DECORATIONS (YEOMAN POSTROOM)	5,000
The Monument	The Monument	DEEP CLEAN EXTERIOR (PAVILION)	2,500
The Monument	The Monument	INTERNAL DECORATIONS (PAVILION)	1,500
The Monument	The Monument	PLINTH STEAM CLEANING	7,000
The Monument	The Monument	PLUMB MONITORING AND RECORDING	10,000

West Ham Park	Potting Shed (Nursery)	INTERNAL DECORATIONS	3,000
West Ham Park	Playground Toilets	EXTERNAL DECORATIONS	3,000
West Ham Park	Bandstand	EXTERNAL DECORATIONS & OVERHAUL	7,000
West Ham Park	Portway Lodge	BATHROOM REPLACEMENT	10,000
Golders Hill Park	Staff Yard Complex	BOTHY KITCHEN REFURBISHMENT	8,000
<b>Total</b>			<b>£494,000</b>

Projects £10k and under

**Critical Needed in Year 1**

<b>Property</b>	<b>Location</b>	<b>Project Description</b>	<b>Value</b>
Markets & Consumer Services	Animal Reception Centre	ROOF OVERHAUL	10,000
Markets & Consumer Services	Animal Reception Centre	ROLLER SHUTTER & POWER DOORS OVERHAUL	10,000
Markets & Consumer Services	Animal Reception Centre	DHWS - VALVES REPLACEMENT	5,000
Markets & Consumer Services	Animal Reception Centre	DHWS - WIRING REPLACEMENT	5,000
Markets & Consumer Services	Animal Reception Centre	HEAT SOURCE - VALVES REPLACEMENT	5,000
Bridges	Shoe Lane Bridge	BRICK REPAIRS AND POINTING	7,000
Car Parks	Baynard House Car Park	HOSE REELS REPLACEMENT	3,000
Car Parks	Baynard House Car Park	PETROL INTERCEPTOR JET DRAINS CLEAN OUT	7,000
Car Parks	Baynard House Car Park	STAIR NOSINGS REPLACEMENT	7,000
Car Parks	London Wall Car Park	PETROL INTERCEPTOR JET DRAINS CLEAN OUT	7,000
Car Parks	London Wall Car Park	SPRINKLER COMPRESSOR REPLACEMENT	3,000
Car Parks	Minories Car Park	PETROL INTERCEPTOR JET DRAINS CLEAN OUT	7,000
Car Parks	Minories Car Park	STAIRCASE NOSING REPLACEMENT	7,000
Car Parks	Tower Place Car & Coach Park	GULLIES, DRAINS & INTERCEPTORS JETTING	10,000
Car Parks	Tower Place Car & Coach Park	STAIRCASE NOSINGS REPLACEMENT	7,500
CoL Cemetery & Crematorium	Pond-Modern Crematorium	POND PUMP REPLACEMENT	2,500
CoL Cemetery & Crematorium	Trad Crematorium	EXTERNAL MASONRY SURVEY	3,500
CoL Cemetery & Crematorium	Trad Crematorium	CCTV REPLACEMENT	10,000
CoL Cemetery & Crematorium	Pond Traditional Crematorium	POND PUMPS REPLACEMENT	1,500



CoL Cemetery & Crematorium	Flower Display Area Pond Old Crematorium	BRICKWORK OVERHAUL	2,500
CoL Cemetery & Crematorium	Flower Display Area Pond Old Crematorium	BRICKWORK REPOINTING	5,000
CoL Cemetery & Crematorium	Catacombs	EXTERNAL MASONRY SURVEY	3,500
CoL Cemetery & Crematorium	Catacombs	SPACE HEATING - DISTRIBUTION PIPEWORK REPLACEMENT	3,500
CoL Cemetery & Crematorium	Catacombs	SPACE HEATING - HEAT EMITTERS REPLACEMENT	6,000
CoL Cemetery & Crematorium	Catacombs	VENTILATION SURVEY	3,500
CoL Cemetery & Crematorium	The Church	LUMINAIRES REPLACEMENT	7,000
CoL Cemetery & Crematorium	Chapel	INDUCTION LOOP REPLACEMENT	2,500
CoL Cemetery & Crematorium	Office Block	EXTERNAL MASONRY SURVEY	5,000
CoL Cemetery & Crematorium	Office Block	ROLLER SHUTTERS REPLACEMENT	6,000
CoL Cemetery & Crematorium	Office Block	DHWS - PUMPS REPLACEMENT	6,000
CoL Cemetery & Crematorium	Workshops Buildings General	LUMINAIRES REPLACEMENT	6,000
CoL Cemetery & Crematorium	Workshops Buildings General	HEAT SOURCE - BOILER REPLACEMENT (MESS ROOM)	10,000
CoL Cemetery & Crematorium	Workshops Buildings General	HEAT SOURCE - BOILER REPLACEMENT (WORKSHOP)	10,000
CoL Cemetery & Crematorium	Workshops Buildings General	SPACE HEATING - HEAT EMITTERS REPLACEMENT	6,000
CoL Cemetery & Crematorium	Workshops Buildings General	SPACE HEATING - VALVES REPLACEMENT	1,500
CoL Cemetery & Crematorium	Carpenters Store	LANDLORDS LIGHTING & POWER REWIRE	7,000
CoL Cemetery & Crematorium	Carpenters Store	LUMINAIRES REPLACEMENT	1,500
CoL Cemetery & Crematorium	Paint Shop	LANDLORDS LIGHTING & POWER REWIRE	5,000
CoL Cemetery & Crematorium	Fitters Workshop	LANDLORDS LIGHTING & POWER REWIRE	3,000
CoL Cemetery & Crematorium	Staff Changing Facilities & Foreman's Office	FLOORING PAINTING	6,000

CoL Cemetery & Crematorium	Staff Changing Facilities & Foreman's Office	RAINWATER GOODS REPLACEMENT	7,000
CoL Cemetery & Crematorium	Staff Changing Facilities & Foreman's Office	WINDOWS REPLACEMENT	7,000
CoL Cemetery & Crematorium	Staff Changing Facilities & Foreman's Office	LUMINAIRES REPLACEMENT	7,000
CoL Cemetery & Crematorium	Training Centre	RAINWATER GOODS REPLACEMENT	6,000
CoL Cemetery & Crematorium	Public Toilets Adj Church	HAND DRYERS/ELECTRIC HEATER/WATER HEATER/LUMINAIRES REPLACEMENT	10,000
CoL Cemetery & Crematorium	Public Toilets St. Dionis	EXTERNAL MASONRY OVERHAUL	7,000
CoL Cemetery & Crematorium	Public Toilets St. Dionis	ROOF OVERHAUL	2,500
CoL Cemetery & Crematorium	Public Toilets St. Dionis	ROOF REPLACEMENT (SLATE)	6,000
CoL Cemetery & Crematorium	Public Toilets St. Dionis	WINDOWS REPLACEMENT	7,000
CoL Cemetery & Crematorium	Public Toilets Limes Ave	ROOF OVERHAUL	3,000
CoL Cemetery & Crematorium	Public Toilets Adj Chapel	ROOF REPLACEMENT (SLATE)	6,000
CoL Cemetery & Crematorium	Public Toilets Adj Chapel	DISABLED TOILET ALARM REPLACEMENT	2,500
CoL Cemetery & Crematorium	Public Toilets Adj Chapel	LANDLORDS LIGHTING & POWER REWIRE	2,500
CoL Cemetery & Crematorium	Public Toilets Adj Chapel	LUMINAIRES/WATER HEATER REPLACEMENT	2,500
CoL Cemetery & Crematorium	The Cottage	EXTERNAL MASONRY SURVEY	5,000
CoL Cemetery & Crematorium	The Cottage	RAINWATER GOODS REPLACEMENT	6,000
CoL Cemetery & Crematorium	The Cottage	ROOF OVERHAUL	2,500
CoL Cemetery & Crematorium	Superintendent's House, Aldersbook Road	FENCING REPLACEMENT	1,500
CoL Cemetery & Crematorium	Main Entrance, Gatehouse & Parking Area	EXTERNAL MASONRY SURVEY	3,500
CoL Cemetery & Crematorium	Main Entrance, Gatehouse & Parking Area	MAIN GATES SURVEY	5,000

CoL Cemetery & Crematorium	Main Entrance, Gatehouse & Parking Area	ROOF OVERHAUL	3,000
CoL Cemetery & Crematorium	Shelters	BRICKWORK REPOINTING	6,000
CoL Cemetery & Crematorium	Shelters	RAINWATER GOODS REPLACEMENT	3,000
CoL Cemetery & Crematorium	Shelters	ROOF OVERHAUL	1,500
CoL Cemetery & Crematorium	Shelters	WINDOWS REPLACEMENT	6,000
CoL Cemetery & Crematorium	Gardeners Store (Haywood Centre)	LANDLORDS LIGHTING & POWER REWIRE	6,000
CoL Cemetery & Crematorium	War Memorial Mem Road	STONE MEMORIAL CONSERVATION & RESTORATION WORK	10,000
CoL Cemetery & Crematorium	The Haywood Memorial	EXTERNAL MASONRY SURVEY	3,000
CoL Cemetery & Crematorium	Haywood Centre	EXTERNAL MASONRY SURVEY	3,000
CoL Cemetery & Crematorium	Haywood Centre	GARDEN PATIO OVERHAUL	3,000
CoL Cemetery & Crematorium	Stable Block	BRICKWORK WALLS REPOINTING	10,000
CoL Cemetery & Crematorium	Stable Block	EXTERNAL MASONRY SURVEY	3,500
CoL Cemetery & Crematorium	Stable Block	RAINWATER GOODS REPLACEMENT	5,000
CoL Cemetery & Crematorium	Stable Block	WINDOWS REPLACEMENT	3,000
CoL Cemetery & Crematorium	Gardeners Store	ROLLER SHUTTER REPLACEMENT	5,000
CoL Cemetery & Crematorium	Gardeners Store	WALLS REPOINTING	5,000
CoL Cemetery & Crematorium	Store, Vehicle Shed	WALLS REPOINTING	6,000
CoL Cemetery & Crematorium	Electrical Sub-Station	ROOF REPLACEMENT	10,000
Central Criminal Courts	North Building	FLOORING REPLACEMENT (LOWER GROUND & GROUND MEZZANINE)	9,000
City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	DOOR REPLACEMENT	6,000
City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	FLOORING REPLACEMENT (STAFF AREA)	5,000

City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	ROOF OVERHAUL	7,000
City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	FIRE ALARM PANEL REPLACEMENT	3,500
Dock Offices	Denton	SHOWER REFURBISHMENT	7,000
Dock Offices	Denton	WINDOWS OVERHAUL	10,000
Dock Offices	Denton	DHWS - PUMPS REPLACEMENT	2,500
Dock Offices	Denton	DHWS - VALVES & TRV'S REPLACEMENT	5,000
Footbridges	Bastion House London Wall Footbridge (33/W04)	EXPANSION JOINT REPLACEMENT	6,000
Footbridges	Basinghall Street Footbridge (33/W05)	EXPANSION JOINT REPLACEMENT	6,000
Footbridges	Moor Lane South Footbridge (33/W08)	EXPANSION JOINT REPLACEMENT	6,000
Footbridges	Mondial House Upper Thames Street Footbridge (33/W18)	EXPANSION JOINT REPLACEMENT	6,000
Footbridges	St Magnus House Lower Thames Street Footbridge (33/W21)	EXPANSION JOINT REPLACEMENT	6,000
Libraries, Archives & Guildhall Art Gallery	Barbican Library	WINDOW FILM REPLACEMENT (MUSIC LIBRARY)	5,000
Libraries, Archives & Guildhall Art Gallery	Guildhall Art Gallery	VACUUM CLEAN VISIBLE HIGH AREAS	10,000
Libraries, Archives & Guildhall Art Gallery	Guildhall Art Gallery	CONSOLIDATION & RECORD PHOTOGRAPHY (ROMAN AMPITHEATRE)	1,500
Libraries, Archives & Guildhall Art Gallery	Guildhall Art Gallery	MORTAR & TILES RECONSOLIDATION (ROMAN AMPHITHEATRE)	3,000

Libraries, Archives & Guildhall Art Gallery	Guildhall Art Gallery	SCRATCHED GLASS FLOOR PANEL REPLACEMENT (ROMAN AMPHITHEATRE)	7,000
Libraries, Archives & Guildhall Art Gallery	Guildhall Art Gallery	TRIABLE TERRACOTTA SURFACES CONSOLIDATION (ROMAN AMPHITHEATRE)	3,500
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	LIFT No. 3 REFURBISHMENT	7,000
Mayor's & CoL Court	Mayor's & COL Court	DISTRIBUTION BOARDS REPLACEMENT	10,000
Mayor's & CoL Court	Mayor's & COL Court	DHWS - POINT OF USE WATER HEATER REPLACEMENT	2,500
Open Spaces (City)	General	STEPS OVERHAUL (CLEARY GARDENS)	3,500
Open Spaces (City)	Gardeners Depot, Castle Baynard St	ROLLER SHUTTER REPLACEMENT	10,000
Open Spaces (City)	Gardeners Depot, Castle Baynard St	SUSPENDED CEILINGS REPLACEMENT	7,000
Open Spaces (City)	Gardeners Depot, Castle Baynard St	EMERGENCY LIGHTING REPLACEMENT	7,000
Open Spaces (City)	Gardeners Depot, Castle Baynard St	FIRE ALARM PANEL REPLACEMENT	3,000
Open Spaces (City)	Gardeners Depot, Castle Baynard St	FIRE ALARM REPLACEMENT	7,000
Open Spaces (City)	Gardeners Depot, Castle Baynard St	SECURITY ALARM REPLACEMENT	3,500
Open Spaces (City)	Gardeners Depot, Castle Baynard St	MECHANICAL VENTILATION SYSTEMS REPLACEMENT	3,000
Open Spaces (City)	Gardener's Hut, Portsoken Street	ROOF REPLACEMENT	1,500
Pedestrian Subways	Puddle Dock Pedestrian Subway (33/S02)	CONCRETE OVERHAUL	6,000
Pedestrian Subways	St Botolph Street 11-13 Pedestrian Subway (33/S14)	CONCRETE OVERHAUL	3,000
Public Conveniences	Paternoster PC	PLANT WORK REMEDIAL WORK	5,000
Public Conveniences	Paternoster PC	LUMINAIRES REPLACEMENT	3,000

Public Conveniences	Tower Place PC	MECHANICAL VENTILATION SYSTEMS CLEANING	3,500
Roman Bath House	Roman Bath House	FIRE DAMPER OVERHAUL	1,500
Roman Bath House	Roman Bath House	PERIODIC SURVEYS	5,000
City Scheduled Monuments	Fort Gate House Viewing Chamber	CONCRETE PAVING DEEP CLEAN	2,500
City Scheduled Monuments	Fort Gate House Viewing Chamber	LIGHTING REPLACEMENT	7,000
Statues, Fountains & Plaques	Statues, Fountains & Plaques	BOUNDARY DRAGONS REPAINTING	7,000
Statues, Fountains & Plaques	Statues, Fountains & Plaques	POLICE CALL POSTS REPAINTING	7,000
Walbrook Wharf	Phase 1	HOT WATER STORAGE VESSEL REPLACEMENT	5,000
Walbrook Wharf	Phase 2 (New Office Building)	WATER SENSOR REPLACEMENT (MECHANICAL)	5,000
Central Criminal Court	General	BOMB NET CLEANING	8,000
Roman Bath House	Roman Bath House	SALT REMOVAL	6,000
Barbican Centre	Barbican Centre	Repair Loading Bay C Ventilation	10,000
Barbican Centre	Barbican Centre	Refurbishment of Music storage facilities on Level -3	10,000
<b>Total</b>			<b>£690,500</b>

**Less Critical Needed in Year 2**

Property	Location	Project Description	Value
Markets & Consumer Services	Animal Reception Centre	KITCHEN REDECORATION (QUARANTINE BLOCK)	10,000
Car Parks	Baynard House Car Park	KITCHEN REFURBISHMENT (STAFF)	7,000
CoL Cemetery & Crematorium	Modern Crematorium	STAFF MESS ROOM REFURBISHMENT	7,000
CoL Cemetery & Crematorium	Trad Crematorium	FLOOR CLEANING	6,000
CoL Cemetery & Crematorium	Trad Crematorium	WINDOW CLEANING	3,000

CoL Cemetery & Crematorium	Office Block	BLINDS REPLACEMENT	6,000
CoL Cemetery & Crematorium	Staff Changing Facilities & Foreman's Office	EXTERNAL DECORATIONS	5,000
CoL Cemetery & Crematorium	Staff Changing Facilities & Foreman's Office	INTERNAL DECORATIONS	7,000
CoL Cemetery & Crematorium	Training Centre	TOILET REFURBISHMENT	3,500
CoL Cemetery & Crematorium	Public Toilets St. Dionis	EXTERNAL DECORATIONS	1,500
CoL Cemetery & Crematorium	Public Toilets St. Dionis	INTERNAL DECORATIONS	1,500
CoL Cemetery & Crematorium	Public Toilets Limes Ave	EXTERNAL DECORATIONS	5,000
CoL Cemetery & Crematorium	Public Toilets Limes Ave	INTERNAL DECORATIONS	5,000
CoL Cemetery & Crematorium	Public Toilets Adj Chapel	EXTERNAL DECORATIONS	2,500
CoL Cemetery & Crematorium	The Cottage	EXTERNAL DECORATIONS	6,000
CoL Cemetery & Crematorium	Main Entrance, Gatehouse & Parking Area	INTERNAL DECORATION	2,500
CoL Cemetery & Crematorium	Shelters	EXTERNAL DECORATIONS	5,000
CoL Cemetery & Crematorium	The Haywood Memorial	EXTERNAL DECORATIONS	1,500
CoL Cemetery & Crematorium	The Haywood Memorial	INTERNAL DECORATIONS	1,500
CoL Cemetery & Crematorium	The Haywood Memorial	INTERNAL MASONRY CLEANING	1,500
CoL Cemetery & Crematorium	Stable Block	EXTERNAL DECORATIONS	6,000
CoL Cemetery & Crematorium	Stable Block	INTERNAL DECORATIONS	6,000
CoL Cemetery & Crematorium	Gardeners Store	EXTERNAL DECORATIONS	2,500
CoL Cemetery & Crematorium	Electrical Sub-Station	EXTERNAL DECORATIONS	1,500
City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	INTERNAL DECORATION (OFFICE AREA)	3,000
City Information Centre, St. Pauls Churchyard	City Information Centre, St. Pauls Churchyard	TOILET REFURBISHMENT	10,000
Dock Offices	Denton	INTERNAL DECORATIONS	10,000

Libraries, Archives & Guildhall Art Gallery	Barbican Library	FLOOR CLEANING (STAFF TOILETS)	6,000
Libraries, Archives & Guildhall Art Gallery	Barbican Library	INTERNAL DECORATION (CHILDRENS LIBRARY)	5,000
Libraries, Archives & Guildhall Art Gallery	Guildhall Art Gallery	INTERNAL DECORATION (AMPHITHEATRE)	10,000
Libraries, Archives & Guildhall Art Gallery	Guildhall Art Gallery	INTERNAL DECORATION (CLOAKROOM)	10,000
Libraries, Archives & Guildhall Art Gallery	LMA	INTERNAL DECORATIONS (EXTENSION BLOCK)	5,000
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	CARPET CLEANING (LIBRARY)	1,500
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	FLOOR CLEANING (STAIRCASE)	6,000
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	INTERNAL DECORATION (OFFICE AREAS)	6,000
Libraries, Archives & Guildhall Art Gallery	Shoe Lane Library	INTERNAL DECORATION (STAIRCASE)	5,000
Mayor's & CoL Court	Mayor's & COL Court	KITCHEN REFURBISHMENT	7,000
Open Spaces (City)	Gardener's Hut, Portsoken Street	EXTERNAL DECORATIONS	1,000
Open Spaces (City)	Gardener's Hut, St Dunstan's in the East	EXTERNAL DECORATIONS	1,500
Public Conveniences	Paternoster PC	EXTERNAL & INTERNAL DECORATIONS	3,500
Public Conveniences	Paternoster PC	FLOOR POLISHING	3,500



Public Conveniences	Tower Place PC	EXTERNAL & INTERNAL DECORATIONS	5,000
Public Conveniences	Tower Place PC	FLOOR POLISHING	5,000
Statues, Fountains & Plaques	Statues, Fountains & Plaques	ST LAWRENCE FOUNTAIN CLEANING	7,000
Libraries, Archives & Guildhall Art Gallery	LMA	OFFICE INTERNAL DECORATIONS	10,000
Libraries, Archives & Guildhall Art Gallery	LMA	CORRIDOR INTERNAL DECORATIONS	10,000
<b>Total</b>			<b>£235,000</b>

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CWP Bid – Appendix 6: CWP 22/23 Risk – Proposed Funding

Risk Score	City Fund	City Cash	Guildhall	Health & Safety, Compliance and Security Project Examples	Consequence of not undertaking the Works
9	£250,000	£250,000	£0	Health & Safety – Radio System Replacement for Emergency Evacuations	Closure of the Barbican and Guildhall School due to an inadequate fire evacuation plan
7	£3,396,000	£1,145,000	£805,000	Health & Safety – Replacement of Fire Shutters  Compliance – Lift Refurbishments  Security – Blast Film/Annealed Glass Replacement	Closure of parts of the Guildhall due to an inadequate fire evacuation plan  Failing to meet our statutory obligations in relation to Lift Maintenance  Failing to meet our statutory obligations in relation to counter terrorism recommendations at the Guildhall School/Barbican
<b>Total</b>	<b>£3,646,000</b>	<b>£1,395,000</b>	<b>£805,000</b>		
5+	£1,765,000	£1,020,000	£455,000	Health & Safety – Sewage Pumping Station Replacement  Compliance – Conservations works on the City Wall  Security – Access Control Pod Overhaul	Potential for sewage to contaminate the men’s changing rooms at Highgate Ponds which would lead to closure and decontamination of the area  Increased likelihood that the City Wall will be added to the Heritage at Risk Register  Closure of the public entrance to the Central Criminal Court
<b>Total</b>	<b>£1,765,000</b>	<b>£1,020,000</b>	<b>£455,00</b>		

5-	£3,235,000	£3,807,000	£305,000	Health & Safety – Paths Surfacing  Compliance – Mansafe Roof System Replacement  Security – CCTV Replacement	Continued poor condition of paths throughout Open Spaces which will result in potential insurance claims due to slips, trips and falls  Inability to access the roof at Keats House to undertake PPM and reactive maintenance works which may result in the building closing due to failed systems that cannot be repaired  Inadequate security at our Port Health Offices due to non-compliant CCTV system
<b>Total</b>	<b>£3,235,000</b>	<b>£3,807,000</b>	<b>£305,000</b>		

#### Projects Under £10K

Total = £2,736,000

	City Cash	City Fund	Guildhall	Total
Critical Needed in Year 1	£1,223,000	£690,500	£90,500	<b>£2,004,000</b>
Less Critical Needed in Year 2	£494,000	£235,000	£3,000	<b>£732,000</b>
<b>Total</b>	<b>£1,717,000</b>	<b>£925,500</b>	<b>£93,500</b>	<b>£2,736,000</b>

#### Examples of critical projects under £10k

- Animal Reception Centre – Roller Shutter Doors Overhaul – if this work is not completed and the roller shutters fail then it will lead to the closure of the HARC as the shutters provide the required secure environment
- Car Parks – Petrol Interceptor Jet Drains Clean Out – needs to be completed to reduce the fire risk
- Public Toilets at the Cem and Crem – External Masonry Overhaul – brickwork is currently unstable and requires a more permanent fix which this project does
- City Information Centre – Fire Alarm Replacement – needs to be replaced before the system fails
- Footbridges – Expansion Joint Replacement – statutory requirement

- Bunhill Fields – paving overhaul – to maintain the paving in a safe manner to avoid slips, trips and falls
- Burnham Beeches Information Centre – CCTV Replacement – provision of a safe and secure building in a crime hot spot
- City Commons – General and Principle Engineering Inspections – statutory requirement
- Merlewood Estate Office – Security Alarm Replacement – provision of a safe and secure building in a crime hot spot
- Heritage – Quinquennial Inspections – statutory requirement
- Golders Hill Park Zoo Complex – Roof Replacement – needs to be completed to ensure that the City’s animal licence is maintained

### Options

1. Funding risk score 9 and 7 = £5,846,000
2. Funding risk score 9, 7 and 5+ = £9,086,000
3. Funding risk score 9, 7, 5+ and Critical Under £10k Projects = £11,090,000
4. Funding risk score 9, 7, 5+ and 5- = £16,433,000
5. Funding risk score 9, 7, 5+, 5- and Critical Under £10k Projects = £18,437,000

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Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
Criteria weighting	5	4	5	5	2	
Description	<b>1</b> To what extent is the COL exposed to risk if project not undertaken in this programme <b>2</b> Is the project required to meet a statutory compliance standard (e.g. Reservoir Act) <b>3</b> Is the project required to meet the equivalent of a highways agency standard (structural integrity)	<b>1</b> To what extent is the COL reputation tarnished or risked if the project is not undertaken in this programme <b>2</b> How does the proposed work maintain or protect the heritage of the property or its local standing	To what extent does the specific project contribute towards Sustainability and Equality in accordance with the Climate Action Strategy and Equalities Act	What impact will sudden unexpected failure of the asset have on the COL to deliver its front line services	<b>1</b> Is the project of sufficient importance to the occupying department that they consider it meritorious from a front line service delivery perspective <b>2</b> Is their Member or committee or other interests that have not been taken into account	
Note	Any immediate high risk should be dealt with using LR budgets					
	Although technically a whole building is protected under a listing - there are key features or attributes that led to its listing status	Reference made to the Climate Action Strategy and Equalities, Inclusion and Diversity Policies	1 The evidence should be demonstrable not hearsay. NB its not sufficient to indicate a broad support for all projects 2 Client feedback may in some cases result in the project being deleted or deferred			
RATING SCALE	0					
	1	No H&S implications	1 No reputational impact 2 Non public support space, temporary use, underutilised or 3 Not listed, General operational building, staff welfare or 4 Listed (any grade) but project not relevant to listing status	1 No impact on Sustainability 2 No impact on Equality	Failure will have little or no impact on front line service delivery	The occupying department has not identified this project as a priority
	3	1 Where works are considered industry best practice 2 Where works have been recommended in a Fire Risk Assessment	Isolated service user /stakeholder complaints contained within business unit	1 Where the project will improve Energy Efficiency and Sustainability 2 Where works are required to cover provision of welfare facilities for Members of the public generally	1 Failure will have minor impact on service delivery, typically up to 1 day 2 unexpected failure unaffordable against local risk budget	1 The Head of Service has identified this project as key to their service delivery 2 There were other relevant factors that were not available to the evaluation team
	5	There is deemed to be a valid and current health and safety risk and that risk is likely to increase disproportionately if works are not undertaken within a reasonable time frame (say within 18 months).	Adverse local media coverage, multiple service user & stakeholder complaints but with careful handling it can be managed	1 Where the project will significantly improve energy efficiency and sustainability 2 Where works are needed to facilities that are relied upon by a protected group in a general purpose building such as public car park	1 Service disruption 2-5 days 2 Repeated failure of the asset - repairs proved unsuccessful. 3 Beyond economic repair 4 There is no viable long term workaround solution	1 A Consultative Committee has expressed its wish that the project be considered of more importance than others 2 A Chief Officer has expressed a wish that the project be considered as more important than others
	7	1 Where failure to provide might negate insurance cover 2 Required to maintain to the equivalent of a highways agency standard	1 Adverse national media coverage 1-3 days 2 Grade 2 or 2*, Conservation area or of national importance	1 Project will assist with delivering the Climate Action Strategy 2 Where works are needed to facilities that are specifically provided for a protected group such as primary school, medical centre and Children's Library	Service Disruption > 1week to 4 weeks	A Member or Service Committee has expressed a wish that the project be given priority over others
	9	1 Required to provide to comply with statutory requirements 2 Where failure to provide could have effect on wider populous	1 National publicity more than 3 days . Possible resignation of A Member or chief Officer 2 Scheduled Ancient Monument, Grade 1, National Importance 3 Required as a result of Court case	1 Project is mandated by Law 2 Where failure to provide could have effect on wider populous	Service disruption > 4 weeks.	1 CASC has expressed their wish that the project be included as a priority list project (above the line) 2 A Senior Grand Committee has expressed a wish that the project be included a priority list project (above the line)

	Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback
	Criteria weighting	5	4	5	5	2

			Health, Safety & Security*	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	Total
Property	Project Title	Budget cost						
Central Criminal Court	Cells Ventilation Top Up	£1,000,000	9	7	7	9	1	155
London Central Markets	East Poultry Avenue Canopy Remedial Works	£600,000	9	5	1	7	1	107
London Central Markets	Glass Canopy Overhaul	£300,000	9	7	1	7	1	115
Baynard House Car Park	Sprinklers Replacement	£250,000	9	5	1	7	1	107
Central Criminal Court	Lighting to South Wing Courts	£2,000,000	7	7	7	9	1	145
Mansion House	Roof Replacement	£1,600,000	7	7	7	5	1	125
Guildhall	Switch Room - Asestos and Live Electrical Equipment Removal and Water Ingress Solution	£1,274,000	7	3	7	5	1	109
London Central Markets	Car Park Ceiling Coating Replacement	£1,050,000	7	5	1	7	1	97
Guildhall	Fire Stopping - Basement and Plant Areas	£420,000	7	3	7	5	1	109
Mansion House	Roof Repairs - Intermediate	£260,000	7	7	7	5	1	125
Guildhall	Post Covid New Ways of Working - Stage 2 Works and Furniture	£2,100,000	5	3	1	5	1	69
Hampstead Heath	Pergola Oak Structures - Repairs and Replacement	£1,400,000	5	5	1	5	1	77
Mayors Court	Heating Replacement	£1,350,000	5	5	7	5	1	107
Guildhall	Humidifcation Plant Replacement - Remaining Areas	£980,000	5	5	7	5	1	107
Guildhall	GYE - Space Heating - Heat Emitters Replacement	£1,008,000	3	3	7	5	1	89
Walbrook Wharf	Full Replacement of Phase 2 Heating and Cooling System	£735,000	3	3	7	5	1	89
Guildhall	Masterplan - Ongoing Preliminary Works	£490,000	3	3	7	5	1	89
Walbrook Wharf	Feasibility Study 2027 and Beyond	£350,000	3	3	7	5	1	89
Total		£17,167,000						



### Budget Monitoring Statement Quarter 2

#### CITY SURVEYOR'S DEPARTMENT - BUDGET MONITORING STATEMENT 2021-22

LOCAL RISK BUDGET Quarter 2	Latest Approved Budget £000	Quarter 2 Profile £000	Quarter 2 Total Expenditure £000	Under/ (Over) Spend for Period £000	Quarter 2 Projected Outcome £000	Under / (Over) Spend for 2021-22 £000	
<b>CITY SURVEYOR</b>							
<b>City Fund</b>							
City Fund Estate & Leadenhall	(2,132)	(552)	(553)	(1)	(2,132)	0	
CPAT & City Centre	(491)	(246)	(228)	18	(466)	25	
Walbrook Wharf	(929)	(464)	(408)	56	(888)	41	1
Mayor's & City of London Court	(20)	(11)	(12)	(1)	(21)	(1)	
Recoverable Projects	0	0	0	0	0	0	
Lower Thames St Roman Bath	(7)	(3)	(3)	0	(9)	(2)	
R&M & MI work for other departments	(1,255)	(627)	(742)	(115)	(1,245)	10	2
Corporate FM cleaning & security	(90)	(45)	(51)	(6)	(105)	(15)	
	(4,924)	(1,948)	(1,997)	(49)	(4,866)	58	
<b>City's Cash</b>							
City's Cash Estate	(3,291)	(1,144)	(1,191)	(47)	(3,291)	0	3
Departmental	(8,575)	(4,345)	(5,076)	(731)	(9,817)	(1,242)	4
Mayorality & Shrievalty	(93)	(50)	(34)	16	(99)	(6)	
R&M & MI work for other departments	(1,836)	(905)	(1,060)	(155)	(1,896)	(60)	5
Corporate FM cleaning & security	(602)	(297)	(303)	(6)	(616)	(14)	
	(14,397)	(6,741)	(7,664)	(923)	(15,719)	(1,322)	
<b>Bridge House Estates</b>							
Bridge House Estates	(2,495)	(766)	(714)	52	(2,449)	46	6
Tower Bridge Corporate FM cleaning	(262)	(131)	(106)	25	(221)	41	7
	(2,757)	(897)	(820)	77	(2,670)	87	
<b>Guildhall Administration</b>							
Guildhall Complex	(7,932)	(4,034)	(3,701)	333	(7,661)	271	8
	(7,932)	(4,034)	(3,701)	333	(7,661)	271	
<b>Total City Surveyor Local Risk</b>	<b>(30,010)</b>	<b>(13,620)</b>	<b>(14,182)</b>	<b>(562)</b>	<b>(30,916)</b>	<b>(906)</b>	

#### Notes

1. Savings principally on reactive repairs and maintenance due to reduced use of the Walbrook Wharf site.
2. Some large reactive repair items have recently been undertaken causing the spend to run ahead of profile. It is anticipated to be with budget by year-end.
3. Shortfall in service charge income offset in part by savings on energy, security, and cleaning budgets. It is anticipated to be in balance by year-end.
4. The principal element of this is the £904k savings the City Surveyor still needs to identify to meet his 12% and Fundamental Review savings targets. The balance comprises a shortfall in professional income due to market conditions.
5. Overspending comprises additional reactive works required in the first half of the year. On present trends it is unlikely that this overspend will be fully recovered by year-end.
6. Comprises underspend amounts on employees, energy, rates, cleaning, advertising, and cyclical works, plus additional dilapidations income anticipated for the year. This is partially offset by a shortfall in service charge income.
7. Saving due to changes in cleaning contract requirements.
8. Saving principally due to lower security overtime and other premises costs due to reduced operational use of the Guildhall Complex.

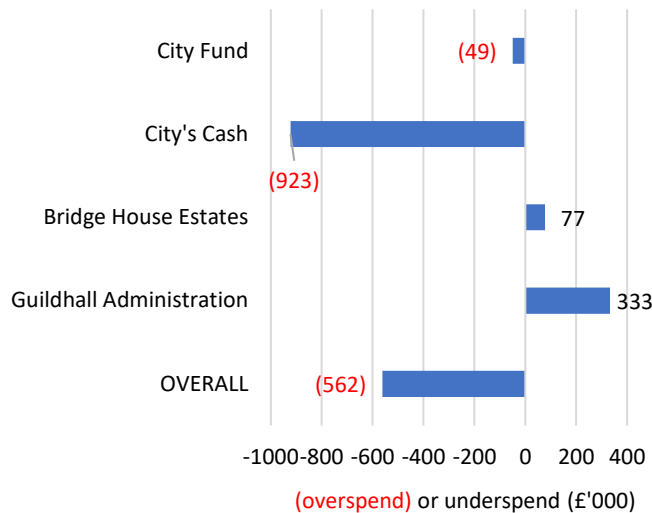
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Key Performance Indicators										
Ref	Title	Target	Group	Committee	Q1		Q2		Q3	
					Actual	RAG	Actual	RAG	Actual	RAG
KPI 1	Asset Realisation and additional income	£19m	CPG	CASC	on target	green	off target	amber		
KPI 2	Energy Consumption <sup>xxx</sup>	Min 4%	OG	CASC	16.00%	green	10.00%	green		
KPI 3	Space Utilisation*	£3,667	CPG	CASC	n/a	n/a	on target	green		
KPI 4	Property contract Performance Compliance	> 90%	OG	CASC	90.37%	green	96.30%	green		
KPI 5	Adherence to Budgetary Spend Profiles	95% to 10%	All	PIB; CASC	9.53%	green	31.92%	green		
KPI 6	Capital Project - Project Risk Status	< 20%	PPG	PIB; CASC	21.00%	amber	17.00%	green		
KPI 7	Capital Project- Health & Safety*	80%	PPG	PIB; CASC	n/a	n/a	87.00%	green		
KPI 8	Capital Project - Site sustainability waste management	> 90%	PPG	PIB; CASC	98.00%	green	98.00%	green		
KPI 9	Rental Forecasts <sup>xxxx</sup>	n/a	IPG	PIB	£122.19m	n/a	1bc	n/a		
KPI 10	Minimise Arrears <sup>xxxx</sup>	n/a	IPG	PIB	13.52%	n/a	12.03%	n/a		
KPI 11	Minimise voids (*) <sup>xxxx</sup>	n/a	IPG	PIB	3.45%	n/a	n/a	n/a		
KPI 12	Outperform MSC <sup>xx</sup>	exceed bc	IPG	PIB	n/a	n/a	n/a	n/a		
KPI 13	Delivery of improvements districts	on schedu	CPAT	PIB; CASC	on target	green	on target	green		
KPI 14	Digital infrastructure strategy	on schedu	CPAT	PIB; CASC	on target	green	off target	amber		
	*reported bi annually									
	** reported annually									
	xxx reported a quarter in arrears									
	xxxx RAG currently suspended									

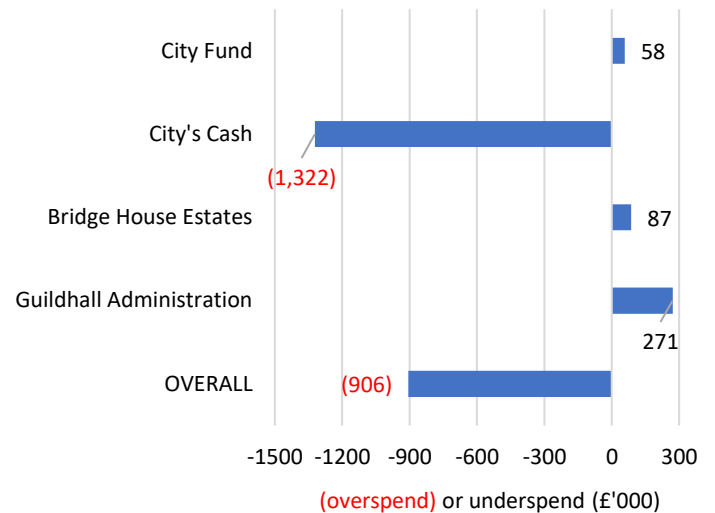
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## Headline Performance Charts Quarter 2 2021/22

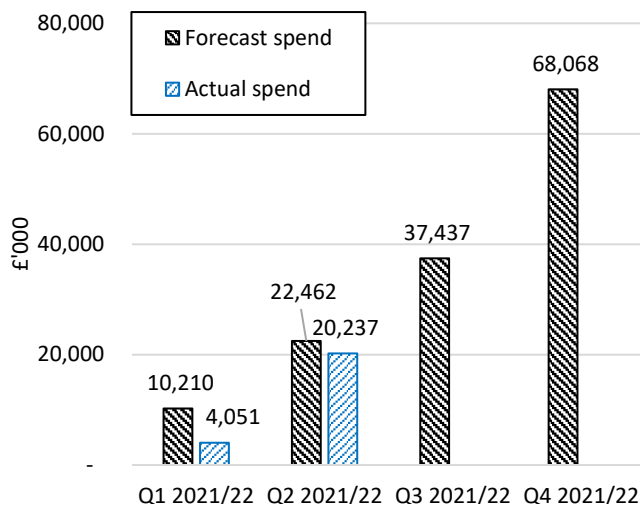
## Appendix C Page 1 of 1



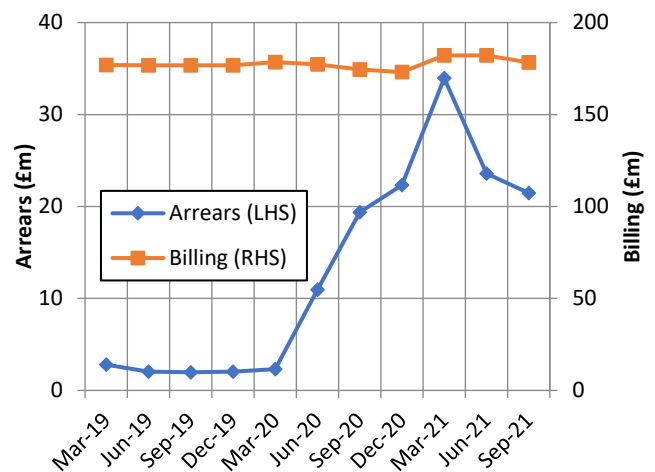
**Figure 1** End of quarter variance against profiled local risk budget – (overspend) or underspend



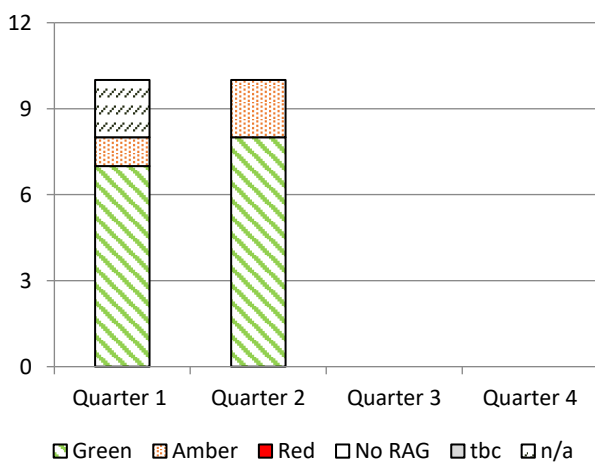
**Figure 2** Projected year-end variance of the local risk budget – (overspend) or underspend



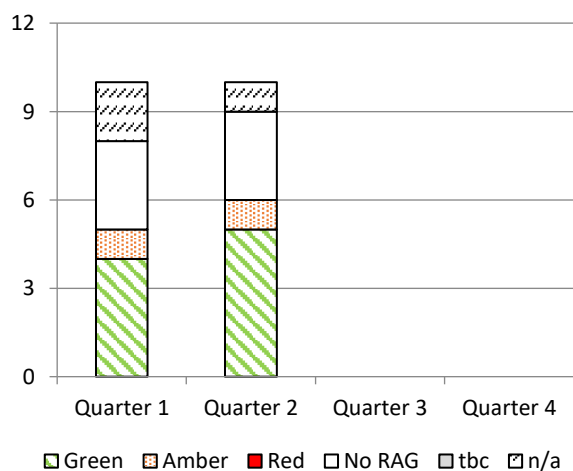
**Figure 3** All project spend, forecast v actual



**Figure 4** (Investment Properties) Commercial tenants' arrears compared to annual rolling billing run.



**Figure 5** Performance of KPIs linked to Corporate Property (Corporate Asset Sub Committee)



**Figure 6** Performance of KPIs linked to Investment Property (Property Investment Board)

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**Market Trends, July – September 2021**

1. In the City office letting market, Savills reported that take-up for the September Quarter reached some 1.08m sq ft across 64 deals. This brought the total for the nine months to the end of September to 2.65m sq ft (184 deals), which remains down by 50% on size, and down 39% in the number of deals transacted, on the 10-year average.

Grade A space continues to be the preference within the City, as 91% of take-up in the first half of the calendar year was of this quality. It should be noted though that the July to September quarterly take-up figures provides an air of positivity, with take-up the highest since the start of the COVID-19 pandemic.

At the end of September, there was 13.01m sq ft of available supply, equating to a vacancy rate of 9.3%. This is up by 330bps on the long-term average of 6%.

The continued bias for quality office space has insulated the quarterly headline and prime rents. The average prime rent for July to September in the City settled at £80.67 psf, which is up on the three months prior by 4.4% and same period last year by 4.7%. The average Grade A rent for the quarter settled at £67.05 psf; this is the highest quarterly figure since the April – June quarter 2020 (£68.10 psf).

2. In the West End office letting market, Savills reported that the September quarter take-up reached 1.5m sq ft, across 91 deals. This is the highest quarterly take-up to occur since same period in 2018 and brought the year-to-date total to 2.75m sq ft, 92% above where it stood this time last year.

The calendar year-to-date take-up is still down on the 10-year average by 11%, largely due to the subdued first six months of 2021.

In the July – September quarter the average Prime rent reached £120.00 per sq ft, taking the calendar year-to-date average to £118.25 per sq ft, where it stood at the end of 2019. Similarly, the average Grade A rent achieved so far in 2021 stands at £82.67 per sq ft, a rise of 3% from 2020. Comparatively, over the same period, we have seen average Grade B rents fall by 10% to reach £54.81 per sq ft.

3. In the City investment market, Savills confirmed that September saw twelve transactions totalling £1.013bn, the largest September ever recorded in the City market and the second-largest monthly turnover for the year (to date). Transactional volumes for September 2021 were seven times more than those achieved in the same month last year when only two buildings traded (£144.7m), highlighting a clear change in investor appetite in 2021. Total investment for the year now stands at £5.35bn across 60 deals, which is 117%

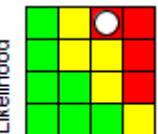
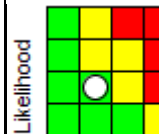
ahead of the same point in 2020, when there had only been 43 transactions, totalling £2.45bn. In the most recent quarter, investment totalled £2.34bn across 26 deals, significantly ahead of the same period in 2020 when only £640m traded and 14% ahead of the five-year average for the equivalent quarter investment, which is £2.05bn.

4. In the West End investment market, turnover stood at an estimated £277m in June, spread across five transactions. Whilst ahead of last year's figures, this is approximately 47% below the five-year monthly average. However, there is growing momentum and is best illustrated by analysis of April to June quarterly activity, which saw £832m trade across 20 transactions – a notable contrast to the near standstill conditions experienced over the same period a year prior, where volume stooped to £155m, spread across only nine transactions. Savills understand there is approximately £1.82bn available on the open market, which is likely to increase, although what is on the market is likely to be snapped up quickly.
5. Savills's Prime City yield is 3.75% reducing from 4% last quarter and now the same as pre-COVID, which compares with the West End prime yield of 3.25%.



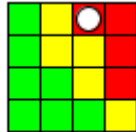
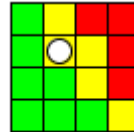

**Report Author:** Faith Bowman  
**Generated on:** 08 November 2021



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/Risk Approach	Current Risk score change indicator
P008 SMT 004 <b>Repairs and Maintenance</b>  04-Nov-2019 Peter Collinson	<b>Cause:</b> insufficient funds to manage maintenance and repair demand <b>Event:</b> Maintenance demands exceeds available funding. <b>Impact:</b> Assets do not perform at the anticipated levels – either through supporting our operational activities, or develop the income returns and capital appreciation. In extreme circumstances there may be H&S implications, or asset failure	Likelihood  Impact	16	This risk captures the earlier backlog maintenance risk. The five repairs and maintenance funding streams are identified, CWP, ring-fenced properties, local maintenance budgets, Capital projects and the revenue programme for the investment estate.  Note that the majority of this risk relates to the Corporate Estate.  <b>08 Nov 2021</b>	Likelihood  Impact	4	31-Mar-2023	Constant
							Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 004a	Cyclical Works Programme (CWP)	The CWP bid for 22/23 is valued at £29.8m, and these works are essential to keep the operational properties in a good standard.	Peter Collinson	08-Nov-2021	31-Mar-2023

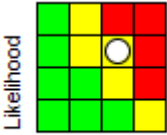
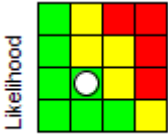

		This bid was subject to a bilateral meeting on 08/10 and following Member steer has subsequently been reduced to c.£11.1million. This paper will be presented to CASC in November 2021.			
SUR SMT 004b	Ring fenced budgets	CSD is communicating with ring fenced departments to identify appropriate building maintenance requirements and spend (forward maintenance). These department occupiers allocate funds for the maintenance of the built assets. Whilst the City Surveyor's Department recommends work to be undertaken, it is the occupying department who holds the budget responsibility and thus decides with final control over activity. This element is being mitigated through the delivery of the Internal Audit recommendation report, notably including the draft 'principles of occupation' document.	Peter Young	08-Nov-2021	31-Mar-2022
SUR SMT 004c	Repairs and Maintenance Budget	The local repairs and maintenance budget has come under significant pressure. The intelligent prioritising of works helps mitigate the impact of this issue.	Peter Collinson;	08-Nov-2021	31-Mar-2022
SUR SMT 004d	Revenue Programme (Investment Estate)	The allocation of sufficient funds to maintain our investment portfolio to a high standard is required to maximise income generation and asset appreciation. Discussions are on-going with internal colleagues such that sufficient provision is made from the rent received.	Nicholas Gill	08-Nov-2021	31-Mar-2022
SUR SMT 004e	Next generation CAFM system	The new CAFM system has been procured and is now in the mobilisation stage with a go live date of 24 November 2021 anticipated. There is a dedicated resource leading this project in the Property Contracts Performance Team so it is fully expected the project will be delivered on time.	Peter Collinson	08-Nov-2021	31-Mar-2022
SUR SMT 004f	Annual Capital Bids	The City Surveyor's Department have submitted proposed capital bids for 22/23 of £17.7m, these projects are all essential to keep the operational estate including the Guildhall in a good standard. Significant works have been identified from the recent Smithfield Market Condition Survey and if not funded present a live Health and Safety risk.	Peter Collinson Peter Young	08-Nov-2021	31-Mar-2023

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/Risk Approach	Current Risk score change indicator
<b>SUR SMT 005 Construction Price Inflation</b>  <div>Page 103</div> <div>21 Oct-2021</div>	<b>Cause:</b> Market conditions have led to input price inflation <b>Event:</b> Project and programme cost escalation <b>Impact:</b> Inability to delivery capital and revenue projects within budget		<b>16</b>	<p>Material costs and labour availability are combining to raise costs. This cost increase has already been seen in our tender returns, and this explains why this risk has increased likelihood to “likely”.</p> <p>There is the risk that there are further price rises. This will lead to some cancelled projects, or projects facing uplifts in costs. This therefore has a knock-on impact on other corporate priorities which require project delivery.</p> <p>These increased costs may impact the organisation’s ability to deliver capital and revenue projects within budget</p> <p><b>08 Nov 2021</b></p>		<b>6</b>	31-Mar-2023	 Increasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 005a	Buying Options	The department is working with legal and procurement to identify different buying options, thereby managing the risk to the department / organisation.	Ola Obadara	08-Nov-2021	31-Mar-2022
SUR SMT 005b	Committee Paper	A joint paper is being prepared by Procurement, Chamberlain's and City Surveyor's Department to be presented to the December Committee cycle of Project Sub Committee, Procurement Sub Committee and Policy and Resources. This will outline the impact and implications.	Ola Obadara	08-Nov-2021	31-Jan-2022

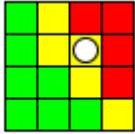
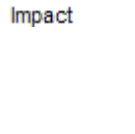
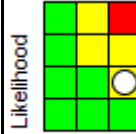


Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 001 Climate Acton Strategy - Deliver programme of works across operational and investment portfolios	<p><b>Cause:</b> Insufficient resources and prioritisation allocated to Climate Action.</p> <p><b>Event:</b> The City Surveyor's Department fails to deliver programme of works on time, to budget, or with the required contribution to assist the delivery of the City Corporation's Climate Action Strategy.</p> <p><b>Impact:</b> Failing to adequately invest in net zero initiatives leading to negative impact on our financial and property investments.</p>	 Likelihood Impact	12	<p>The Department has four workstreams (Investment Property, Corporate Property, Capital Projects and Resilience), , which detail the actions to be undertaken to mitigate this risk. The core issue currently facing the scheme is recruitment of appropriate skills and competencies. The team is working to resolve this item.</p> <p>Whilst this has caused delays, the team is confident that this should be recovered over 2022/23.</p> <p>If recruitment proceeds. The long-term delivery of the programme should not be impacted.</p> <p>Materials and technology availability is being tracked. Aligned to other departmental risks there are input price inflation and availability issues in the supply chain. This issue has increased the risk likelihood to "possible". This industry-wide issue continues to be tracked.</p> <p>Further risks may be highlighted as the programme evolves.</p> <p>The delivery of mitigations under this risk support the Corporate Risk CR30.</p>	 Likelihood Impact	4	31-Mar-2027	↑
13-Apr-2021 Peter Collinson				08 Nov 2021			Reduce	Increasin g

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 001a	Investment property	Investment Property Consultant has recently been appointed for the first phases. We are anticipating work commencement in September. This workstream will counter the possibility of low value / stranded assets.	Peter Collinson; James Rooke	08-Nov-2021	31-Mar-2027
SUR SMT 001b	Corporate Property	Mobilisation in progress facilitated by the delivery of the recruitment action.	Peter Collinson; James Rooke	08-Nov-2021	31-Mar-2027
SUR SMT 001c	Capital Projects	Mobilisation in progress facilitated by the delivery of the recruitment action. Guidelines / brief requires clarification, and this is being resolved with the relevant internal leads.	Peter Collinson; James Rooke	08-Nov-2021	31-Mar-2027
SUR SMT 001d	Resilience	Mobilisation in progress facilitated by the delivery of the recruitment action.	Peter Collinson; James Rooke	08-Nov-2021	31-Mar-2027
SUR SMT 001f	Monitoring and awareness	Review of targets annually to reflect changing industry standards. This is related to the 'carbon factor' of the electricity grid, and how rapidly this de-carbonises. This may change the programme or prioritisation of works.	Peter Collinson; James Rooke	08-Nov-2021	31-Mar-2027
SUR SMT 001g	Recruitment	There is a requirement to have a team of nine for climate action, but recruitment has been delayed by governance issues. The team has gone out to tender for a services contract which we are aiming to have in place by end of 2021.	Peter Collinson; James Rooke	08-Nov-2021	31-Mar-2027

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/Risk Approach	Current Risk score change indicator
<b>SUR SMT 002</b> <b>Insufficient budget to meet user and asset demand at Guildhall</b>  <div>Page 108</div>	<b>Cause:</b> Insufficient funding available for Major Works, Cyclical Works and Reactive Maintenance to manage the repair demands on the Guildhall Complex. <b>Event:</b> Insufficient asset funding. <b>Impact:</b> The standard of the Guildhall Complex will 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.	 Likelihood Impact	12	<p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources</p> <p>The department reviewed the prioritisation of major projects in light of covid-19 and the financial circumstances. This also considered the Guildhall Refurbishment and how this may impact projects. This review has been approved by CAsC.</p> <p>This risk has is influenced by other risks, notably the wider repairs and maintenance risk (SUR SMT 004).</p> <p><b>08 Nov 2021</b></p>	 Likelihood Impact	4	31-Mar-2023	  Increasing
							Reduce	

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. An Annual Bid for fees in 2021/22 was approved and this will be progressed to Gateway 2 stage in November 2021. The GW2 report will explore outline options for the future of the north and west wings to provide modern, fit-for-purpose accommodation for Members and Officers.	Paul Wilkinson; Peter Young	08-Nov-2021	31-Mar-2022
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.	Remembrancer; Peter Collinson	08-Nov-2021	31-Mar-2022
SUR SMT 002g	Maintenance Management	The department continues to work with Skanska, our Building Repairs and Maintenance	Peter	08-Nov-	31-Mar-

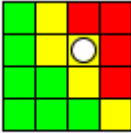
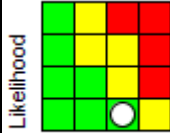

		Contractor, to review and improve the correct Planned Preventative Maintenance (PPM) regime.	Collinson	2021	2023
SUR SMT 002h	Prioritisation review	The department reviewed the prioritisation of major projects in light of covid-19 and the financial circumstances. This also considered the Guildhall Refurbishment and how this may impact projects. This review has been approved by CAsC, and the some bids approved by Resource Allocation Sub-Committee for funding in 2021/22.	Peter Collinson; Peter Young	08-Nov-2021	31-Mar-2022
SUR SMT 002j	Budget adjustment	The department is identifying how to maintain services across the complex in light of lower budget allocations for 2021-22 and ongoing Covid 19 conditions. This will identify areas where savings are being made and any changes in service to align to the new budget.	Peter Collinson; Peter Young	08-Nov-2021	31-Mar-2022
SUR SMT 002k	Annual Bid Process	Further bids for Guildhall major projects approved by CASC Aug 2021 and will be submitted for funding in 2022/23. CWP bid for minor projects to be approved by CASC on 30 September and then submitted to RASC.	Peter Young	08-Nov-2021	31-Mar-2022

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/Risk Approach	Current Risk score change indicator
<b>SUR SMT 003 Investment Strategy Risk</b>  17-May-2021 Nicholas Gill	<b>Cause:</b> The business environment declines, office workers do not return to their workplace in numbers anticipated, retail tenant failure, or demand moves away from City of London assets. <b>Event:</b> Lower rental levels achieved, lower demand, increased turnover of tenancies, increased tenant failure <b>Impact:</b> Inability to maximise property returns and income for an acceptable level of risk	 Likelihood  Impact	12	This risk captures a number of sub-risks which may impact the organisation's ability to maximise its property returns and income for an acceptable level of risk.  This risk combines the macro-economic risk (reported departmentally in earlier quarters) and risks that have previously been managed separately through the COVID-19 Risk Register.  <b>08 Nov 2021</b>	 Likelihood  Impact	8	31-Mar-2023	  Decreasing
							Reduce	

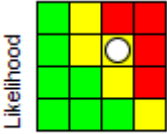
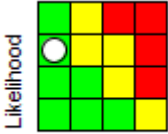

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 003a	Macro-economic  The strategy is to maintain a diverse portfolio that reduces the impact of this risk. This includes: 1. Use (office, retail, industrial) 2. Location (City, Southwark, West End etc.) 3. Tenancies (Long term Headlease geared, FRI, directly managed) 4. Covenants (multinationals, SME) 5. Asset management (lease renewals, voids, arrears, etc) 6. Monitoring retail habits in change of building use	The actions described are being undertaken and reviewed regularly with the Assistant Directors.	Nicholas Gill	20-Oct-2021	31-Mar-2023
SUR SMT 003b	Portfolio  Ensuring that the overall composition of the investment	This is achieved through regular market scanning, and the integration of learning into the Corporation's approach.	Nicholas Gill	08-Nov-2021	31-Mar-2023



	portfolio takes advantage of emerging segments of growth, whilst managing the exposure to property types which are showing reducing demand.				
SUR SMT 003c	<p>Climate Action</p> <p>The alignment of our portfolio with the future strategic needs of occupiers, particularly supporting their ESG (Environmental-Social-Governance) needs. Climate Action is principally managed through the Climate Action risk (SUR SMT 001). However, it is referenced here as there is a requirement to ensure that the properties offered by the City of London are meeting the emerging needs of tenants.</p>	Ensure that the properties offered by the COL are meeting the emerging needs of tenants.	Nicholas Gill	08-Nov-2021	31-Mar-2023
SUR SMT 003d	<p>Office risk</p> <p>A slow return of workers to the office may lower demand for office spaces, or the types of spaces required may necessitate additional works prior to letting</p>	The department is monitoring the return to the office through data supplied by partners (such as football information), market research reports, and tenant feedback. We have recently seen an increased demand for Cat A property types, however long-term trends are only just emerging.	Nicholas Gill	08-Nov-2021	31-Mar-2023
SUR SMT 003e	<p>Retail</p> <p>Changes in consumer preferences (moving to on-line retail) which has been accentuated through the COVID-19 pandemic. Elements of the City portfolio is also dependent on tourism, which has seen a significant decline over the last 12+ months. The speed at which this return is yet to be understood.</p>	<p>The moratorium on enforcement action is in place until March 2022.</p> <p>This element of the risk has been managed through</p> <ul style="list-style-type: none"> <li>. Move to monthly payments (offered to directly managed and FR&amp;I tenants).</li> <li>. Rent concessions for some tenants (Mar, Jun, Sep, Dec quarters). No further concessions are proposed.</li> <li>. Engagement with peers to understand wider market impacts.</li> <li>. Regular arrears monitoring, including the provision of bi-monthly dashboards Rental collection snapshot is being produced by Chamberlain's Department.</li> </ul>	Nicholas Gill	08-Nov-2021	31-Mar-2023

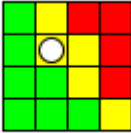
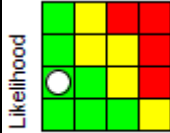

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>SUR SMT 006 Construction Consultancy Management</b>  14-Oct-2021 Ola Obadara	<b>Cause:</b> Poor performance by consultants <b>Event:</b> Abortive work, delays, or non-performance. <b>Impact:</b> Additional costs, project delays	 Likelihood Impact	<b>12</b>	This risk is being managed but it will take some time to resolve issues arising from contractors previously appointed. This relates to abortive design / development.  <b>08 Nov 2021</b>	 Likelihood Impact	<b>4</b>	30-Sep-2022	  Increasing
							Reduce	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
P a g e 1 0  S U R S M T 0 0 6 a	Commissioning stage	The department is exploring the opportunity to go to market at RIBA stage 3 rather than RIBA stage 4. This will prevent abortive design and development. The team is working closely with procurement to explore the implications of such a move.		Ola Obadara	08-Nov-2021	31-Mar-2022
S U R S M T 0 0 6 b	Legal	The team is working closely with the legal department to ensure that procurement activity aligns with project objectives.		Ola Obadara	08-Nov-2021	31-Mar-2022

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/Risk Approach	Current Risk score change indicator
<b>SUR SMT 007</b> <b>Energy Pricing</b>  <div>Page 111</div> 18-Oct-2021 Peter Collinson	<b>Cause:</b> Rapid increases in the market cost of energy <b>Event:</b> Increasing price born by the City of London Corporation <b>Impact:</b> Money directed to energy payments that could be used in other endeavours	 Likelihood Impact	<b>12</b>	The market cost of energy has increased rapidly through 2021 (market rises of around 300% over the last six months), and this has precipitated some supplier failure.  The City's volumes are largely closed out for 2021/22 and this will manage the risk in the short term.  Due to the current management action, the risk is scored at 6.  In the longer-term on-going volatility, combined with high pricing, does run the risk of diverting funding away from other activities. This is being closely monitored.  <b>08 Nov 2021</b>	 Likelihood Impact	<b>3</b>	31-Mar-2023	  Increasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 007a	Managing cost management	This element of the risk is being managed through the forward buying strategy, Power Purchase Agreement, and energy efficiency measures. These items combine to lower both the likelihood and impact of the risk over 2021/22. In the longer-term, pricing and volatility will be monitored for potential impacts, and strategies will be developed to manage this aspect.	Peter Collinson	08-Nov-2021	31-Mar-2023
SUR SMT 007b	Managing supplier failure	The City is contracted with TGP energy, which is a large multi-national with risk divested across both supply and generation. TGP has a low portion of income generated from UK	Peter Collinson	08-Nov-2021	31-Mar-2023

		domestic customers (thereby minimising price capping implications).			
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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/Risk Approach	Current Risk score change indicator
<b>SUR SMT 008 Special Structures</b>  20-Oct-2021 Peter Young	<b>Cause:</b> Lack of central register for special structures and/or ambiguity over accountability, responsibility for budget provision <b>Event:</b> Incomplete, or not up-to-date register of special structures <b>Impact:</b> Potential failure of special structure and/or forced closure of asset / space	 Likelihood	6	Special structures relate to those structural elements with an asset which supports other (often public) elements, so captures basements, sub-road spaces, supporting structures etc.  There is no current central register of these structures within the portfolio, and therefore no current prescribed or routine inspection regime in place to ensure that these structures remain in a suitable condition.  <b>08 Nov 2021</b>	 Likelihood	2	31-Mar-2023	 Constant
							Reduce	

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
SUR SMT 008a	Special Structures register	Funding to undertake the technical inspections, create the inventory and survey current condition is being sought in the CWP 22/23 Bid List. Once approved and funding becomes available in April 2022 the inspections will be instructed. It is anticipated that the process will run through 2022 and, depending on the gap between current and desired condition, further funding bid requests may result.			Peter Collinson; Peter Young	08-Nov-2021	31-Mar-2023

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## Our aims and objectives are...

- **Strategic asset management** – We will develop and implement asset management strategies that align Corporate Property Asset Management Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments’ business plans – including, where relevant, supporting and driving the rationalisation of our operational estate. We will ensure the conservation of the City’s heritage assets.
- **Property assets and facilities management** – We will ensure buildings are fit for purpose, sustainable, energy efficient, safe and secure, accessible, meeting service needs and obligations to tenants as well as community expectations. Enhanced efficiencies will be driven by asset management and forward maintenance plans; provision of facilities management; and delivery of cyclical, minor improvement, and capital projects.
- **Fund management and income generation** – We will efficiently manage the City of London’s investment property portfolios (City Fund, City’s Estate and Bridge House Estates) to generate and grow income that can be reinvested into the organisation and underpin delivery of corporate priorities, deliver our local authority services and support charitable organisations through the Bridge House Estates.
- **Property Projects** – We will manage and deliver City of London major capital build projects to best practice ensuring delivery outcomes meets or exceeds our customers’ expectations. We will continually explore innovative ways to add value to projects with a conscious approach to sustainability and energy efficiency, ensuring procurement processes and governance comply with statutory and City of London regulations.
- **Support and promote the City as a business location** – We will champion the City as the best place in the world to do business and encourage the development of its connectivity, capacity and character.
- **Climate Action** – We will help transition the organisation to net-zero through the delivery of the Investment Property, Corporate Property, Capital Projects and Resilience workstreams.

## Our major workstreams this year will be...

- Actively manage the £4.1b investment portfolio to generate income in support of the City of London’s aspirations.
- Achieving efficiencies in the utilisation and asset management of the City’s operational properties and tenancies. We will focus on asset realisation, income protection and income generation from operational estate.
- Delivery of major Investment Property projects to deliver enhanced returns.
- Progression of the Museum of London and the Market co-location programmes.
- Providing facilities management, building engineering services and building surveying projects as well as technical advice to operational and investment properties.
- Providing property health and safety compliance and energy management – supporting the organisation’s Climate Action Strategy for buildings through decarbonisation projects.
- Rationalising the organisation’s property footprint.
- Providing support to the wider business and property communities in the square mile in partnership with existing and emerging Business Improvement Districts.
- Delivering the departmental Equality, Diversity and Inclusion action plan.
- Embedding the changed departmental structures from the Target Operating Model.

## The Corporate Plan outcomes we have a direct impact on are...

- 4 – *Communities are cohesive and have the facilities they need*
- 7 – *We are a global hub for innovation in finance and professional services, commerce and culture.*
- 12 – *Our spaces are secure, resilient and well maintained*

## Plans under consideration / development

Plan	Time Scale
Project Management Automation	Mar-2023
Provision of a common data environment	Mar-2023
MRI Horizon deployment	Jun -2022

## What's changed since last year, and areas of focus, for 2022/23

- A focus on income protection and tenant retention following the covid-19 pandemic. Income generation and maximisation will continue to be a key departmental priority throughout 2022/23.
- Dealing with increased arrears. Where properties are vacated, to expedite our void / remarketing activities to ensure positive income flows.
- Responding to the rapidly changing demands from clients – the 'office of tomorrow' – and building this into our refurbishment plans.
- Leverage benefits of the MRI Horizon programme, deliver improved business process, and driving out waste through the intelligent use of data (with Markets, Open Spaces and the Barbican).
- Delivering the Climate Action Strategy and supporting decarbonisation initiatives across all the department's operations. This includes a focus on delivering carbon reduction / climate action projects.
- Finalise Phase 2 of the TOM, including the integrated FM approach for implementation in 2023.
- Mobilisation and implementation of the BEMS system to deliver improved energy data management.
- Mobilisation of the next generation CAFM system, including the population of asset condition information, improving our capacity to move to condition-based maintenance scheduling.
- Review the security provision across the organisation under the guidance of the Strategic Security Director and Counter Terrorism Advisor.
- Cyclical works programme revision to better account for occupier requirements and property needs.
- Delivery of complex strategic programmes in an environment of increasing cost pressures.
- Emphasis on agility when responding to requests from the City for the delivery of property projects – within the current resource constraints.
- Increased focus on project delivery innovation in order to achieve greater VFM.
- Rescope of Business Improvement Districts (BIDs) priorities to capture the entire business ecosystem.
- Collaboration with the BIDs and the property industry to support the SME recovery. This includes supporting the local business loyalty app.
- Moving to remote and virtual meetings as a business norm – particularly with regards to project and client interactions.
- Support the reoccupation of the Guildhall including delivering enabling technology to ensure efficient use of space.
- Transition to the hybrid office of the future – collaborative, engaging, supportive.
- Ensure corporate priorities and best practice are embedded in departmental processes – including performance, risk, capital bids, and zero-based budgeting.
- Drive to eliminating waste, streamline our processes and procedures, delivering optimisation across the value chain.

## Our equalities, diversity and inclusion Action Plan

The department is committed to promoting Equalities, Diversity and Inclusion (ED&I). It has an active ED&I Network, seeking to:

- Increase knowledge and awareness of equality, diversity and inclusion issues within the City Surveyor's Department.
- Increase the number of applications we receive from underrepresented candidates.
- Develop links with professional bodies, educational institutions and other stakeholders to promote the City of London as an inclusive employer.

The Network has developed an Action Plan, aligned with best practice from our industry partner NLA (New London Architecture) focussing on four workstreams: Recruitment, Development, Advocacy, and a 'CSD specific' stream.





## Our strategic commitments

### Climate Action Strategy (CAS)

- Achievement of net zero emissions through project delivery (by 2027 for Operational estate and by 2040 across the investment portfolio).
- Positioning investment portfolio to meet CAS targets.
- Integrate the City's climate resilience measures into our capital build projects.

### Corporate Property Asset Management Strategy

- Efficient – supporting the rationalising of the estate and improving utilisation.
- Effective – meeting and challenging the needs of asset occupiers.
- Sustainable – delivering CAS objectives, building resilience, championing sustainable growth, and conserving our heritage assets for future generations.

### Investment Property Strategy

- MSCI out-performance.
- Rental income sustainability.
- Capital realisation and maximisation for re-investment.
- Support strategic and policy requirements of the City of London.

### Facilities Management (FM) Strategy

- Progress the integrated FM Strategy for implementation in 2023/24.
- This will look at and identify opportunity to create efficiencies by further integrating disparate FM functions.
- The strategy will be based upon class leading third generation FM principles.

### Digital Infrastructure Strategy

- 5g infrastructure network. (Subject to agreement)
- Rooftop infrastructure. (Subject to agreement)
- Provision of broadband infrastructure across property assets.

### Project and Programme Delivery

- Continuing support to the major programmes (Courts & Police, Museum of London, London Wall master planning, Markets co-location).
- Guildhall Refurbishment (West and North wings).
- Working to address the backlog of repairs and maintenance through the Cyclical Works Programme.

## Key Risks

	Minor	Serious	Major	Extreme
Likely			2	
Possible		1	5	
Unlikely				
Rare				

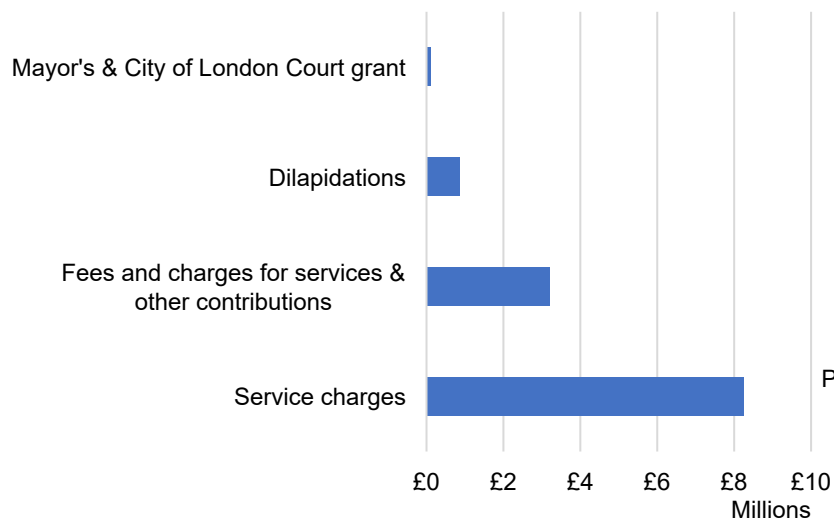
Table 1: November 2021 Risk Heatmap

Risk Title	Score
Repairs and Maintenance	16
Construction Price Inflation	16
Investment Strategy	12
Climate Action Strategy	12
Guildhall Budget Adequacy	12
Energy Pricing	12
Construction Consultancy Management	12
Special Structures	6

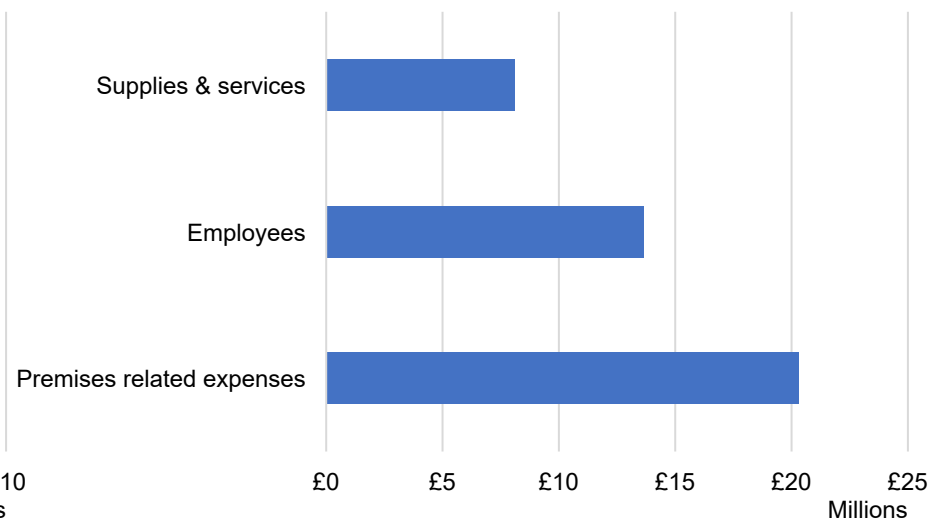
## Key Performance Indicators

KPI	Current Performance
Asset realisation and additional income	Behind target
Guildhall space utilisation	Ahead of target
Delivery of CAS milestones	New
Property contract performance compliance	Ahead of target
Adherence to budgetary spend profiles	On year-end target
Rental forecasts	Target to be set
Minimise arrears	Target to be set
Minimise voids	Target to be set
Outperformance of MSCI	Achieved target (2021/22)
Delivery of Business Improvement Districts	Ahead of target
Delivery of 5g network infrastructure through wireless concession	Behind target
Capital projects – project risk status	Ahead of target
Capital projects – health and safety	Ahead of target
Capital projects – site sustainability and waste management	Ahead of target

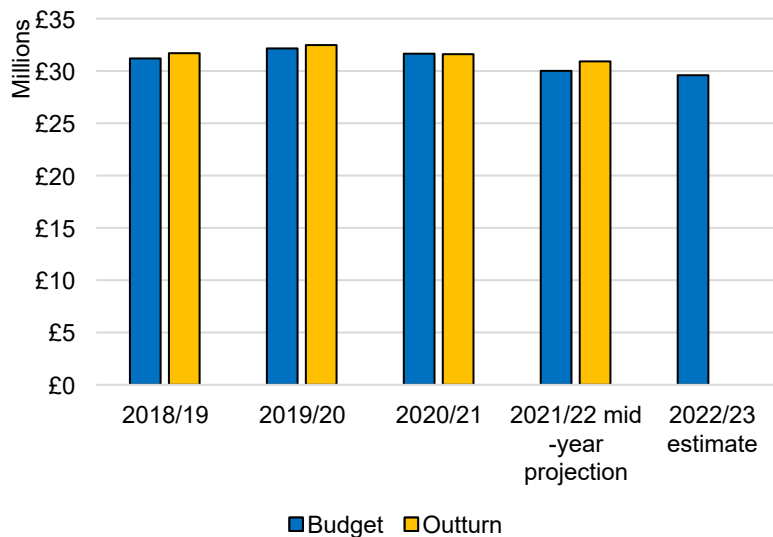
## Where our 'local risk' money comes from



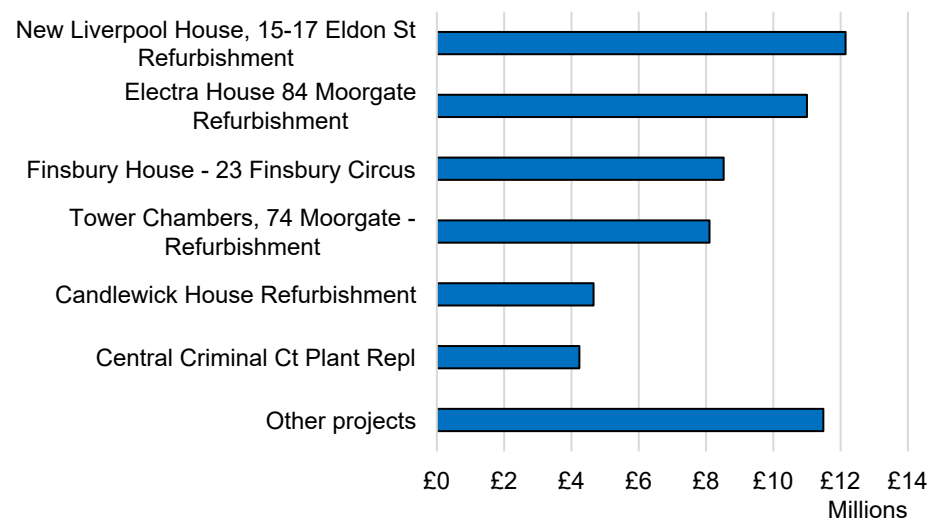
## Where our 'local risk' money is spent



## Budget vs Actual



## Capital Project Spend (City Surveyor's as Client)



# HERITAGE ESTATE SECTION - CITY SURVEYOR'S DEPARTMENT

LAST UPDATED: 04/11/2021

On Programme	Priority
RED	LOW
AMBER	MED
GREEN	HIGH

## STRATEGIC ASSET MANAGEMENT

### COMMITTEE PAPERS

HES PAPER			
Description	Comment	Dates	Status
Update on the objectives as set out in the April 2021 report and key projects undertaken by the City Surveyor in respect to the asset management and maintenance of the City of London's (CoL) extensive and unique Heritage Estate of over 870 assets.	Completed	28.04.21 24.11.21	Biannual
Report CoL progress to Historic England prior to commencement of their annual HARR inspections.	Completed	22.06.21	-


HARR – Heritage At Risk Register			
Description	Comment	Dates	Status
London Wall Car Park (works to prevent addition to HARR)	Complete apart from enclosure and interpretation to be added once funding is provided	-	In Progress
Fort Gate House (works to prevent addition to HARR)	New interpretation to be added once funding is provided	-	In Progress


London Wall (All Hallows)	Works due to start in Nov 2021.	-	In Progress
Roman Wall (90 Gracechurch Street basement)	Works during the early 2021 lockdown enabled Historic England to remove this entry in the 2020 HARR. (Heritage Estate Section only advise)	-	Completed
Kenley Common WWII fighter (group of 4)	New brickwork to the fighter pens at Kenley had suffered from an attack by ground water salts, rectification works carried out during August 2021. Historic England had indicated that if these repairs did not proceed, the pens would be added back into the HARR.	-	Works completed summer 2021
Wanstead Park	Awaiting funding	-	TBC
Wanstead Park Conservation Area	Awaiting funding	-	TBC
Gunhill Fields Conservation Area	Beyond the City's control	-	-
Grotto	Remedial repairs organised by HES and implement recommendations of CMP	-	In Progress
Ashted Park	2020 HARR report: ask Historic England what needs to be done	-	In Progress


## PROCUREMENT

HES FRAMEWORK CONTRACT				
Develop a CoL Heritage Framework to be able to draw down a wider range of conservation expertise. To be in place by April 2023	-	-	01/04/23	In Progress


HES RAILINGS CONTRACT				
Renew railings contract – Five year contract primarily for churchyard railings	-	-	-	In Progress


HES BUNHILL FIELDS MEMORIALS REPAIR CONTRACT				
Extend existing contract at the end of year 3. To be extended by Sep 2022	-	-	01/09/22	In Progress
Set up new contract after current contract expires. To be extended by Sep 2024	-	-	01/09/24	Planned


## DATABASES

HES MANAGEMENT OF HES DATABASES				
Management and update of HES databases for 870 Heritage assets	-	-	-	In Progress


## 20-YEAR PLANS

HES POPULATE 20-YEAR PLANS AND BID FOR FUTURE FUNDING				
Check recommendations and action plans from all Inspection Reports, Conservation Statements, Conservation Management Plans and populate their 20-year plans	-	-	-	As & when
Bid for next year's Cyclical Works Programme funding	-	-	-	As & when


## AGREEMENT WITH STATUTORY BODIES

HES ESTABLISH 5-YEAR AGREEMENTS WITH KEY ORGANISATIONS				
Set up 5-year Scheduled Monument agreement with Historic England to allow vegetation control	-	-	-	completed
Set up 5-year Faculty agreement with Diocese of London – to facilitate faculty process	-	-	-	In progress

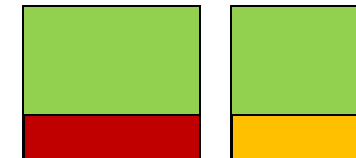

## ROLES & RESPONSIBILITIES

HES ESTABLISH ROLES & RESPONSABILITIES WITH CLIENT DEPARTMENTS				
Roles & responsibilities workshops with focus on City Gardens	-	-	Feb 2022	-


## ADVISORY ROLE

HES PROVIDE ADVICE ON THE STRATEGIC MANAGEMENT OF HISTORIC ASSETS				
Attending and proactively contributing to discussions in several boards and groups. For example: City Gardens Biodiversity Action Plan; City Arts Initiative; Wanstead Park Parkland Plan Project; Lord Mayor's Show; etc.	-	-	-	On-going

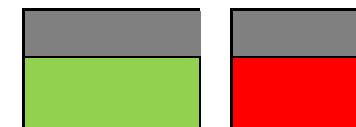

Attending client liaison meetings with Epping Forest, Hampstead Heath, City Gardens & West Ham Park, City of London Cemetery & Crematorium, The Mansion House, Tower Bridge & The Monument.	-	-	-	-
Arranging cyclical site visits to all priority sites in the HES portfolio	-	-	Quarterly	On-going



## PROJECT MANAGEMENT:

### LORD MAYOR'S SHOW

HES Contribution to the Lord Mayor's Show				
Management of all matters associated with the provision of the State Coach, the Semi-State Coaches and the City Marshal's Saddlery for the Lord Mayor's Show.	-	-	13.11.21	In progress



### CURRENT PROGRAMME

HES Current CWP Projects 2021/22				
Description:	Initial Budget		Deadline:	
Mansion House - External Gas Lantern repair at rear of the House	6,000	-	31.03.22	On site
Epping Forest - Drinking Fountains Chingford Plain Cattle Trough Renovation	2,837	-	31.03.22	Completed
Epping Forest - Drinking Fountains Cattle trough Drinking Fountains Overhaul	5,500	-	31.03.22	On site
Epping Forest - Lawrence Drinking Fountain Overhaul	1,192	-	31.03.22	Completed
City Scheduled Monuments - City Wall Conservation Works	40,000	-	31.03.23	Ordered
City Commons Farthingdown - Conservation Works Following Quinquennial Inspection	2,000	-	31.03.22	Spec stage
Bunhill Fields Burial Ground - Quinquennial Inspections	3,000	-	31.03.22	On site
City Wall - Conservation Work (£10,000 for bundle – Annual weed removal)	62,533	-	31.03.22	As & when
Ashted Common Conservation works following Quinquennial Inspection	1,220	-	31.03.22	Completed
Coulsdon Conservation works following Quinquennial Inspection	2,000	-	31.03.22	Completed
West Ham Park - Ornamental Gardens Fountain Safety Inspection	1,000	-	31.03.23	Ordered
Open Spaces Bunhill Fields Burial Ground Memorials Conservation	100,000	-	31.03.23	On site
Hampstead Heath - Statue Overhaul & Cleaning	3,318	-	31.03.22	Ordered



Golders Hill Park Quinquennial Inspection of Historical Properties	1,500	-	31.03.23	Spec stage
Hampstead Heath - General Quinquennial Inspection of Historical Properties	1,000	-	31.03.23	Spec stage
Kenwood General - Quinquennial Inspection of Historical Properties	1,000	-	31.03.23	Spec stage
Sandy Heath and Heath Extension - General Quinquennial Inspection of Historical Properties	1,500	-	31.03.23	Spec stage
City Scheduled Monuments - Fort Gate House Viewing Chamber - Periodic Surveys	3,500	-	31.03.23	Completed
Statues Fountains & Plaques Routine Clean	6,006	-	31.03.23	In progress
Open Spaces - Bunhill Fields - Memorials Conservation – Managed by PPG	102,000	-	31.03.22	On site
Bunhill Fields – Memorials – breakdown – Managed by PPG	30,000	-	31.04.23	On site
Bunhill Fields - Memorial conservation – Managed by PPG	125,000	-	31.04.22	On site
Bunhill Fields - Notable memorials overhaul – Managed by PPG	15,000	-	31.04.22	On site
OS Bunhill Fields Burial Memorials Conservation – Managed by PPG	57,730	-	31.03.22	On site
Bunhill Fields - Restored Memorials Overhaul – Managed by PPG	1,715	-	31.03.22	On site


HES 2021/22 City Surveyor Local Risk				
Coach Stores, Lord Mayor's state coach - routine maintenance & repairs	16,000	-	31.03.22	As & when
Coach Stores, Semi-State coaches & chariots routine maintenance etc	15,000	-	31.03.22	As & when
Glass doors for temporary coach house at guildhall for lord mayors state coach	31,000	-	31.03.22	Ordered
Roman Bath House, Removal of dirt, dust & general repairs, including environmental monitoring	3,000	-	31.03.22	As & when
Public Statuary - Servicing	35,000	-	31.03.22	In progress
Public Statuary - Breakdown (Highways Reactive)	40,000	-	31.03.22	As & when
Blue Plaques (Highways Reactive)	3,000	-	31.03.22	AS & when
Roman Amphitheatre - Annual cleaning and inspection	700	-	31.03.22	Ordered


HES 2021/22 River Bridges - Environment Department Local Risk				
Tower Bridge - Cleaning plaques and dragons	3,800	-	31.03.22	Ordered
Blackfriars Bridge - Cleaning plaques and dragons	1,700	-	31.03.22	Ordered
Millennium Bridge - Cleaning plaques	300	-	31.03.22	Ordered
London Bridge - Cleaning plaques and dragons	1,800	-	31.03.22	Ordered
Southwark Bridge - Cleaning plaques and dragons	600	-	31.03.22	Ordered


HES Other Works				
Guildhall Great Hall internal stonework health & safety. Capital Project	158,900	-	21.03.24	Spec Stage
Crossrail – Gazebo drinking fountain. Remove, restore & reinstate	161,506	-	31.03.23	In progress
Crossrail – Moorgate Dragon. Remove, restore & reinstate	5,244	-	31.03.22	In progress
London Troops War memorial – Erect wreath hanging chains	909	-	14.11.21	Ordered
The Accumulator Tower - Brickwork repairs and repainting. New project.	50,000	-	31.03.23	Spec stage
Wanstead Park – Ponds Capital Project - advice	-	-	-	As & when
Graffiti removal – Significant increase in attacks during 2021 at the St Lawrence drinking fountain. The £2,750 cost to date met by the Public Statuary - Breakdown (Highways Reactive) budget.	-	-	-	As & when
Remains of the Roman Forum located in an investment property - advice	-	-	-	As & when




**Appendix 1 – Corporate Property Asset Management Strategy 2020-25 – RAG status November 2021**

Ref	Theme	Objective	RAG Status	Comment
1	Efficiency	Seek to rationalise the operational estate through better utilisation to ensure a more efficient, effective and sustainable asset base		Chief officers continue to consider utilisation across the operational portfolio, including the requirements to report annually on any accommodation which is surplus to requirements. Total footprint across the operational estate decreased by 10,702 sqm GIA in 2021 (significantly due to the disposal of Wood Street Police Station). However, there is still an absence of a transparent and routine asset challenge process across the operational estate through both the annual business planning and Asset Management Plan processes (see further comments below).
2	Efficiency	Ensure capital and revenue investment into the operational estate is 'relevant and needed' to achieve Corporate Plan objectives.		Capital bids are evaluated by CSD and Chamberlain officer groups with categorisation in terms of for example 'Critical End of Life Replacement, High Profile Policy Initiative, Statutory Compliance/Health and Safety' etc prior to submission in the Annual Bid Process. In addition, similar criteria are assessed in revenue investment e.g. the CWP prior to bids going forward. However, the link between Business plan objectives and investment in operational assets could be improved and further challenged through a maturing of the Asset Management Plan process. Budgets allocated for capital investment may be limited in the short term due to availability of additional central resources.
3	Efficiency	Develop the current risk based approach to maintenance and renewal (subject to available budget)		Implementation of the replacement of the Computer Aided Facilities Management System (CAFM) is underway with the new system due to go live in November 2021. The new CAFM system will provide more accurate data on the operational estate enabling improved service provision and the driving of efficiencies

				through a risk based approach to maintenance and renewal. However, further clarification in respect of departmental accountability and responsibility for the repair and maintenance of all commercial operational assets is being developed.
4	Efficiency	Ensure capital and revenue projects are affordable, sustainable, prudent and directed to corporate priorities		Linking in with objective 2 above, projects are routinely challenged by CSD and Chamberlain officer groups and the Corporate Projects Board. Major ongoing projects aligned with Corporate priorities include Markets Co-location programme, Museum of London relocation, Police Accommodation Strategy, combined Courts and COLP facility at Salisbury Square, the emerging review of the Barbican Centre and CoL Primary Academy Islington (CoLPAI). The maturing Asset Management Plan process is also intended to help test the relevance of potential programmes and projects linking in turn to the Business Plan process.
5	Efficiency	Ensure annual revenue expenditure is efficiently managed to deliver value for money and reduce operational asset running costs		Approved annual revenue expenditure on the operational estate is routinely challenged by CSD and the Chamberlain department with support from City Procurement and the committee process. However, data on total costs of the operational estate and future financial sustainability for CoL is not currently measured or reported, although is proposed as part of the AM SBR recommendations.
6	Efficiency	Ensure future capital investment in the operational estate is aligned with 'invest to save' outcomes, full life cycle and both financial and non-financial assessment		Spend to save with associated payback periods is part of the evaluation process on capital project assessment, However full life cycle data is not yet a requirement of the Gateway Process. Reporting on the financial sustainability of the operational estate is a core recommendation of the AM SBR, currently on hold pending the outcome of the Governance review and Target Operating Model.
7	Effective	Ensure operational assets are maintained to a good, safe and statutory compliant condition		CSD continue to maintain the City's operational estate in a safe and compliant manner through the building repairs and maintenance contractor, the 2 <sup>nd</sup> generation CAFM system (which is designed to bring the in house teams onto the system and thus

				demonstrate compliance in one location). If the CWP bids are not funded in totality the backlog of maintenance will inevitably increase and the estate may not be maintained to a good condition within 22/23.
8	Effective	Maximise third party income for leased out property, including targeting effective support for businesses impacted by Covid-19		Current income (including service charge) from the third party estate (excluding Housing) stands at circa£12m per annum. A range of assistance packages have been offered to tenants and remain available to support tenants across the operational estate. This includes the COVID Recovery Fund Grant, temporary Rates Relief together with rent free, lease restructuring and repayment plans considered on a case by case basis. Since April 2020, additional rent has been secured by lease events on the operational estate. Note the risk of tenant default due to the effects of the pandemic remains high as routinely reported in the debt report to Resource Allocation Sub Committee.
9	Effective	Develop and mature the management of the portfolio by embedding the Asset Management (Service Based Review) recommendations		7 AM SBR recommendations have either been completed or substantially progressed into Business as Usual such as consolidating property data changes and systems management of building data, replacing OPN and enhancing Forward Maintenance Plans. The remaining 9 recommendations, including changes to committee Terms of References, Schemes of Delegations, Standing Orders etc, enhanced Asset Management Plan processes, Corporate Reporting, Operating Agreements etc are currently on hold at the direction of CASC awaiting the outcome of the Governance review and Target Operating Model, and some will require a business case.
10	Effective	Incorporate 'smart building technology', modern working practices post Covid-19 and improve connectivity for occupiers within the portfolio		Working practices have substantially changed as a result of Covid-19, including new entry, desk allocation and meeting requirements for Guildhall. Consideration of improved connectivity on operational assets will be introduced as part of the Openreach programme to replace their whole copper telephone network with fibre by 2026. In addition, the

				deployment of wireless infrastructure (wireless broadband, 4G and 5G mobile) across rooftops of operational assets continues with agents appointed to support COL.
11	Effective	Create added value through the property Asset Management Plan process		Asset Management Plans for the top 23 assets (by GIA) are now in circulation and quarterly progress meetings with occupiers ongoing. Joint engagement by the Asset Manager, Property Facilities Manager and the Business/Service lead of the occupying department is adding value in terms of coordinating, prioritising and providing a gap analysis on key property related issues. However, incorporation of Core processes, Asset Challenge and identifying opportunities for additional income/disposals is limited by current resources pending approval to all the AM SBR recommendations.
12	Effective	Ensure operational assets are relevant, fit for purpose and meet service delivery needs through a comprehensive Asset Challenge Process		Linked to 11 above, the development of Asset Management Plans and associated Asset Challenge process through the AM SBR is intended to ensure operational assets are relevant, fit for purpose and meet service delivery. However with implementation of the remaining AM SBR recommendations currently on hold there is concern on the pace to demonstrate efficient utilisation
13	Effective	Ensure asset management activity is aligned with Service Committee's business plans through the Asset Management Plan process to deliver asset related corporate and business objective		Linked to 11 and 12 above, Core Processes within the Asset Management Plan process are intended to strengthen the interrelationship between Service Committee's business plans and asset management activity. Currently there are 19 active requests for additional accommodation proposed by departments or circa 10,000 sq m (see Operational Property report) which have not been developed through the Asset Management Plan process. Note currently not all asset requirements arise directly from Business Plans which makes associated resource planning to support services challenging.
14	Sustainable	Support the proposed Climate Action Strategy; including the achievement of net zero carbon emissions, to build resilience and to champion sustainable growth		The Corporate Property Portfolio is supported through project plans NZ1 (Corporate Property and Landlord areas); RS3 (Resilient Buildings) and NZ3 (Capital Projects Design Standards). Following mobilisation of the Climate Action Strategy (CAS) in April. These

				<p>project plans have been developed to support the delivery of the CAS targets. Woven throughout these project plans is a Centre of Excellence, which is currently being put in place to provide the resource, skills and expertise required in areas such as Resilience, Energy Project Management and Design standards. Additionally, progress has begun on task CPG1A (Building Energy Surveys to top 15 sites by energy usage). Six sites (LMA, Mansion House, Central Criminal Court, Girls School, Boys School, Freeman's School) initially surveyed, with subsequent surveys taking place. Guildhall, Barbican Arts Centre and GSMD have already had a first tranche energy survey and are currently in construction for existing energy projects under the £10m Public Sector Decarbonisation Scheme. CPG1A will produce a detailed opportunities pipeline with a breakdown of costs and savings by asset. These opportunities will subsequently be integrated into the estates and asset management strategies.</p>
15	Sustainable	Achieve 40% energy savings by 2025/26		<p>Across the Corporate Portfolio significant progress has been made towards the Carbon Descent target of a 40% reduction in energy consumption by 2025. At the end of Q4 2020/21 the portfolio had reduced energy consumption by 36.1% (weather corrected) from the 08/09 baseline. Since then, we have adopted the Climate Action Strategy 2018/19 baseline and new CO2 targets for the Corporate Portfolio aligned to the 2027 Net Zero Target for our scope 1 &amp; 2 emissions. We remain ahead of target having reduced CO2 emissions by 9,832 tonnes since 2018/19 (rolling 12 months to Q1 2021/22) or 23%. This has been achieved through Energy Team interventions, such as improved management of BEMS systems and efficiently managing building energy usage during the Pandemic. The introduction of PSDS projects across GSMD, Barbican Art Centre, Guildhall and LMA in 2022 and the build out of future CAS energy saving projects is expected to ensure delivery of the 40% target and more recent CAS derived targets.</p>

16	Sustainable	Optimise the sustainability performance of the existing property portfolio (subject to available budget)		Government grant secured towards carbon and energy saving projects at the Guildhall, Barbican and GSMD. These include a range of building upgrades and improved controls to reduce the carbon footprint of the buildings by approximately 20%. This project benefits from 100% grant funding and will also result in lower energy bills. Work will start in October 2021 and continue until March 2022
17	Sustainable	Target BREEAM of excellent on all new buildings		For example, BREEAM was a target agreed during the outline planning application process for the co-located market and has been secured through a condition attached to the OPA approval, in March 2021.
18	Sustainable	Maintain Heritage assets through investment and prevent their inclusion on the Heritage at Risk Register wherever possible (subject to available budget)		Progress is being made to provide the service with improved management tools – database, programme management, risk register. Projects include the summer survey and works to the Great Hall to address immediate concerns. CWP bids to ensure surveys are undertaken in a timely manner to mitigate H&S risks are currently awaiting approval for 2022/23.
19	Sustainable	Ensure where Heritage assets are not in the sole ownership of the City to drive the collective responsibility to maintain and prevent their inclusion on the Heritage at Risk Register		Given the size and complexity of the portfolio, 874 listed assets, staff resourcing focuses on those assets of significant reputational risk, and/or where H&S issues, or potential issues have been identified, regardless of ownership.

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