



Projects and Procurement Sub-Committee – Starred Information Items

Date: MONDAY, 23 SEPTEMBER 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Deputy Randall Anderson (Chair) Alderman Timothy Hailes JP
Deputy Rehana Ameer (Deputy Chairman) Eamonn Mullally
Mary Durcan Philip Woodhouse

Enquiries: John Cater
John.Cater@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

5. ***GW2: BARBICAN ESTATE WINDOW REPAIRS PROGRAMME**

Report of the Executive Director of Community and Children's Services.

For Information
(Pages 123 - 128)

6. ***GW2: PUBLIC SWITCHED TELEPHONE NETWORK (PSTN) REPLACEMENT**

Report of the Chamberlain.

For Information
(Pages 129 - 144)

7. ***GW2-5: FINSBURY CIRCUS ACCESS IMPROVEMENTS**

Report of the Executive Director, Environment.

For Information
(Pages 145 - 168)

8. ***GW6: PSDS PROJECT: RETROFIT ACCELERATOR - WORKPLACES PSDS PROJECT**

Report of the City Surveyor.

For Information
(Pages 169 - 182)

19. ***GW2: FUTURE OF LONDON METROPOLITAN ARCHIVES**

Report of the Town Clerk.

For Information
(Pages 183 - 212)

20. ***GW4: BARBICAN FIRE SAFETY PROJECTS**

Report of the City Surveyor.

For Information
(Pages 213 - 222)

21. ***GW5: CITY OF LONDON SCHOOL MASTERPLAN - CATERING PROJECT**

Report of the City Surveyor.

For Information
(Pages 223 - 228)

22. ***GW5: HR, PAYROLL, FINANCE SOLUTION, ERP (ENTERPRISE RESOURCE PLANNING)**

Report of the Chamberlain.

For Information
(Pages 229 - 258)

23. ***GW5: SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**

Report of the City Surveyor.

For Information
(Pages 259 - 272)

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Agenda Item 5

Committees: Barbican Residential Committee <i>[for decision]</i> Projects and Procurement Sub-Committee <i>[for information]</i>		Dates: 01 July 2024 23 September 2024
Subject: Barbican Estate Window Repairs Programme Unique Project Identifier:	Gateway 2: Project Proposal Regular	
Report of: Director of Community & Children's Services Report Author: Graham Sheret		For Information
<h1>PUBLIC</h1>		

Recommendations

1. Next steps and Requested decisions	Approval track: 2. Regular Next Gateway: Gateway 3/4 - Options Appraisal (Regular) Next Steps: <ol style="list-style-type: none"> 1. Commission and complete Condition Surveys to inform the specifications for the works and to refine the cost forecasts. 2. Draft Gateway 3/4 Options Appraisal Report Requested Decisions: <ol style="list-style-type: none"> 1. That the project is approved to progress to Gateway 3/4 (Options Appraisal) via the regular approval track. 2. That a budget of £81,000 is approved to reach the next Gateway. 3. To note the total estimated cost of the project of up to £1,500,000
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<p>2. Resource requirements to reach next Gateway</p>	<p>Resources to reach the next Gateway are as follows:</p> <table border="1" data-bbox="528 264 1390 1541"> <thead> <tr> <th data-bbox="528 264 735 405">Item</th> <th data-bbox="735 264 1007 405">Reason</th> <th data-bbox="1007 264 1230 405">Funds / Source of Funding</th> <th data-bbox="1230 264 1390 405">Cost</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 405 735 913">Consultancy Fees</td> <td data-bbox="735 405 1007 913">Conduct condition surveys and write repairs specifications for known window defects and all windows on top floor properties of Ben Jonson House, Bunyan Court and John Trundle Court</td> <td data-bbox="1007 405 1230 913">Long Lessee contributions/ Barbican Res. Local Risk budget *</td> <td data-bbox="1230 405 1390 913">£51,000</td> </tr> <tr> <td data-bbox="528 913 735 1133">Staff Costs</td> <td data-bbox="735 913 1007 1133">Project Management</td> <td data-bbox="1007 913 1230 1133">Long Lessee contributions/ Barbican Res. Local Risk budget *</td> <td data-bbox="1230 913 1390 1133">£30,000</td> </tr> <tr> <td data-bbox="528 1133 735 1200">Total</td> <td data-bbox="735 1133 1007 1200"></td> <td data-bbox="1007 1133 1230 1200"></td> <td data-bbox="1230 1133 1390 1200">£81,000</td> </tr> <tr> <td data-bbox="528 1200 735 1473">*Funding Breakdown</td> <td data-bbox="735 1200 1007 1473">Long Lessee contributions (95%) Barbican Res. Local Risk Budgets</td> <td data-bbox="1007 1200 1230 1473"></td> <td data-bbox="1230 1200 1390 1473">£76,950 £4,050</td> </tr> <tr> <td data-bbox="528 1473 735 1541"></td> <td data-bbox="735 1473 1007 1541"></td> <td data-bbox="1007 1473 1230 1541"></td> <td data-bbox="1230 1473 1390 1541">£81,000</td> </tr> </tbody> </table>	Item	Reason	Funds / Source of Funding	Cost	Consultancy Fees	Conduct condition surveys and write repairs specifications for known window defects and all windows on top floor properties of Ben Jonson House, Bunyan Court and John Trundle Court	Long Lessee contributions/ Barbican Res. Local Risk budget *	£51,000	Staff Costs	Project Management	Long Lessee contributions/ Barbican Res. Local Risk budget *	£30,000	Total			£81,000	*Funding Breakdown	Long Lessee contributions (95%) Barbican Res. Local Risk Budgets		£76,950 £4,050				£81,000
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			£81,000																						
<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Service Committee: Barbican Residential Committee • Senior Responsible Officer: Dan Sanders, Assistant Director of Barbican Residential Estate • The project will be monitored by the Housing Programme Board. 																								

Project Summary

<p>4. Context</p>	<p>The City has a duty to keep the exterior of the residential blocks of the Barbican Estate in good repair. This project will address the known dilapidated condition of windows.</p> <p>The repairs and / or replacements will be undertaken in line with the Barbican Estate Listed Building Management Guidelines.</p>
<p>5. Brief description of project</p>	<p>The works will be specified by a firm of chartered architects or building surveyors following in-depth surveys and in line with the Barbican Estate Listed Building Management Guidelines. These guidelines have a presumption of repairs rather than replacement.</p> <p>Repairs will carry a 10-year insurance backed guarantee.</p> <p>The works undertaken will include any internal making-good where properties have suffered water ingress.</p> <p>Contractors invited to tender will have experience of working on listed residential properties to maximise the quality of the work and minimise disruption to residents.</p> <p>Approvals permitting it is intended to have tendered the works contract and gained approvals to appoint the contractor by January 2025 to allow works to commence in April 2025.</p>
<p>6. Consequences if project not approved</p>	<p>The City will fail to maintain its residential assets.</p> <p>Deterioration of a Listed Building with associated reputational damage. This will also lead to higher costs as the number and size of repairs will increase.</p> <p>Complaints from residents regarding the City's failure to comply with legal responsibilities and to maintain the Estate to the high standard expected.</p> <p>Higher costs (procurement costs, management costs and priced works) owing to the works being carried out as smaller stand-alone projects by potentially multiple contractors on an annual basis.</p>
<p>7. SMART Project Objectives</p>	<p>The Barbican Estate maintained to the high standards required. Currently it is known that repairs will be required on a minimum of 76 properties, actual number to be confirmed once surveys are completed.</p> <p>Resident satisfaction improved with the number of resident complaints reducing.</p>
<p>8. Key Benefits</p>	<p>Ensure resident satisfaction and safeguard the City's reputation by maintaining the Barbican Estate to the high standards required.</p>

	<p>Maintenance of property values.</p> <p>Reduction in call-out repair costs and subsequently management costs.</p> <p>Lower costs per repair due to the economies of scale realised.</p>
9. Project category	7b. Major renewals, typically of a one-off nature (supplementary revenue)
10. Project priority	A. Essential
11. Notable exclusions	None

Options Appraisal

12. Overview of options	<ol style="list-style-type: none"> 1. Procure a chartered architect or building surveyor to survey known defective windows and all windows on the top floor of Ben Jonson House, Bunyan Court and John Trundle Court, specify repair works to be undertaken and monitor the repairs. 2. Undertake repairs on an ad-hoc basis, repairs generally specified by contractors undertaking the work. 3. Do nothing. Leading to further deterioration of the windows and increased amounts of internal making good due to water ingress.
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Project Planning

13. Delivery Period and Key dates	<p>Overall project: Currently known works to complete by end of July 2025</p> <p>Key dates:</p> <p>Gateway 2 – July 2024</p> <p>Gateway 3/4 – September 2024</p> <p>Gateway 5 – December 2024</p> <p>Contractor Appointed – Early 2025</p> <p>Works Commence – April 2025</p> <p>Contract Ends – July 2025</p>
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	Other works dates to coordinate: There will need to be a degree of programme fluidity as it is likely that more repairs will come to light before or during the survey work and the methodology to undertake the repairs may lead to more time being required.
14. Risk implications	<p>Overall project risk: Medium</p> <p>The main risks are as follows:</p> <ul style="list-style-type: none"> • Contractor does not have resources to undertake all the repairs within the desired timescales. • Cost of the project higher than expected • Contractor's work not to required standard <p>A risk register is included with this report. This will be updated as the project progresses..</p>
15. Stakeholders and consultees	<ol style="list-style-type: none"> 1. Ward Members 2. Chamberlains (Finance & Procurement) 3. Barbican Estate Management 4. Comptrollers & City Solicitors 5. Residents (via S20 consultations and engagement with House Groups) <p>An Equality Impact Assessment will not be undertaken for the project. The proposed project will have no adverse impacts on those with protected characteristics.</p>

Resource Implications

16. Total estimated cost	Likely cost range: £580,000 - £1,500,000	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource
	Funds/Sources of Funding	Cost
	Long Lessee contributions (95%)	£551,000 - £1,425,000
	Barbican Res. Local Risk Budgets	£29,000 - £75,000
Total	£580,000 - £1,500,000	

	The majority of the cost (circa 95%) is recoverable by way of service charges from long leaseholders, with the balance met from Barbican Residential Committee local risk budgets.
18. Investment appraisal	N/A
19. Procurement strategy/Route to Market	At this early stage, the anticipated procurement strategy is an open market tender tailored to attract contractors that regularly undertake window repairs in listed buildings and residential properties.
20. Legal implications	Advice has been taken in relation to section 20 of the Landlord and Tenant Act 1985 and the requirements for the consultation of affected long leaseholders. Leaseholders will be consulted on the works in accordance with the Act
21. Corporate property implications	None
22. Traffic implications	None
23. Sustainability and energy implications	None as the repairs will be on a like for like basis.
24. IS implications	None
25. Equality Impact Assessment	<ul style="list-style-type: none"> An equality impact assessment will not be undertaken
26. Data Protection Impact Assessment	<ul style="list-style-type: none"> The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing (Gateway 1)
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Contact

Report Author	Graham Sheret, Project Manager
Email Address	Graham.Sheret@cityoflondon.gov.uk
Telephone Number	07505 261441

Agenda Item 6

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<p>Committees: Digital Service Committee - for decision Police and Authority Board – for decision City Bridge Foundation – for decision Projects and Procurement Sub Committee – for information</p>	<p>Dates: 24 July 2024 04 September 2024 19 September 2024 23 September 2024</p>
<p>Subject: Public Switched Telephone Network (PSTN) Replacement</p> <p>Unique Project Identifier: 12453</p>	<p>Gateway 2: Project Proposal Regular</p>
<p>Report of: Chamberlain</p> <p>Report Author: Nishat Faruque</p>	<p>For Information</p>
<p>PUBLIC</p>	

Recommendations

<p>1. Next steps and requested decisions</p>	<p>Project Description: By 31 January 2027, the Public Switched Telephone Network (PSTN) and the Integrated Services Digital Network (ISDN) will be switched off nationally and must be replaced by an IP (Internet Protocol) fibre-based network and infrastructure. The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections, and although the deadline for MPF to IP migrations is 2030, the project will aim to migrate these connections by 2027 to ensure a smooth transition to IP only services.</p> <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps: Following approval, the project will engage a third party to conduct a thorough audit of analogue connections. This will help us identify necessary actions, provide an estimation of costs related to the transition and plan the next steps accordingly.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That a budget of £200,000 is approved for the appointment of a consultant to reach the next Gateway,
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	<p>subject to the release of funds by Resource Allocation Sub Committee, Policy and Resource Committees and the City Bridge Foundation (CBF) Board.</p> <ol style="list-style-type: none"> 2. Note the total estimated cost of the project is subject to an audit of our current state. 3. Note that that an indicative amount of £2.5m has been put forward under the City’s Capital and Supplementary Revenue (SRP). 4. That a Costed Risk Provision of £50,000 is approved up to the next Gateway as detailed in the Risk Register in Appendix 2. 																
<p>2. Resource requirements to reach next Gateway</p>	<table border="1" data-bbox="504 712 1362 1682"> <thead> <tr> <th data-bbox="504 712 735 857">Item</th> <th data-bbox="735 712 983 857">Reason</th> <th data-bbox="983 712 1171 857">Funds/ Source of Funding</th> <th data-bbox="1171 712 1362 857">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="504 857 735 1256">PSTN Consultant</td> <td data-bbox="735 857 983 1256">To identify the locations and extent of required works, to provide available options to manage migrations</td> <td data-bbox="983 857 1171 1256">City Fund: 57% City Estate: 38% CBF: 5%</td> <td data-bbox="1171 857 1362 1256">£150,000</td> </tr> <tr> <td data-bbox="504 1256 735 1615">Internal Programme Resources</td> <td data-bbox="735 1256 983 1615">To support with the coordination of the audit, analysis of data, stakeholder engagement</td> <td data-bbox="983 1256 1171 1615">City Fund: 57% City Estate: 38% CBF: 5%</td> <td data-bbox="1171 1256 1362 1615">£50,000</td> </tr> <tr> <td data-bbox="504 1615 735 1682">Total</td> <td data-bbox="735 1615 983 1682"></td> <td data-bbox="983 1615 1171 1682"></td> <td data-bbox="1171 1615 1362 1682">£200,000</td> </tr> </tbody> </table> <p data-bbox="504 1720 1445 1832">Costed Risk Provision requested for this Gateway: £50,000 (as detailed in the Risk Register – Appendix 2). The CRP will be funded by City Fund, City Estate and City Bridge Foundation.</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	PSTN Consultant	To identify the locations and extent of required works, to provide available options to manage migrations	City Fund: 57% City Estate: 38% CBF: 5%	£150,000	Internal Programme Resources	To support with the coordination of the audit, analysis of data, stakeholder engagement	City Fund: 57% City Estate: 38% CBF: 5%	£50,000	Total			£200,000
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Total			£200,000														
<p>3. Governance arrangements</p>	<ul style="list-style-type: none"> • Service Committee: Digital Services Committee 																

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	<ul style="list-style-type: none"> • SRO: Sudeep Chatterjee, DITS (Digital, Information and Technology Services) Assistant Director Cloud Infrastructure & Security • Project Manager: Nishat Faruque • Governance: PSTN Replacement Project Board TBC
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Project Summary

Context	<ol style="list-style-type: none"> a. The Public Switched Telephone Network (PSTN) is scheduled to be switched off on 31 January 2027 and traditional landline connections must be replaced with Internet Protocol (IP)-based services. b. Provided by BT Openreach, the PSTN is the analogue copper cable telephone network that has been in use since 1876. As well as landline services, the PSTN also provides standard broadband and fibre-to-the-cabinet (FTTC) broadband services via fibre optic cables. c. Services rely on PSTN for critical functionality such as telephony, payment machines, emergency lines and fire alarm systems, so moving to a modern, fit for purpose alternative before the end of January 2027 is crucial. PSTN Systems and equipment that are incompatible with IP, may also need replacing. d. The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections. The deadline for MPF to IP migrations is 2030.
4. Brief description of project	<ol style="list-style-type: none"> a. The project plan includes conducting a comprehensive audit of our current analogue connections, which aims to support a more accurate cost estimation and strategic planning for required upgrades. b. Conducting an audit of our current state will assist in identifying the number of connections in operation, their locations, purposes, and the compatibility of existing hardware with IP. It is also predicted to identify a number of connections that are no longer required. c. The overarching goal of the project is to co-ordinate the replacement of all of the Corporation’s analogue connections by January 2027, address potential disruptions and ensure uninterrupted functionality of essential business services across sites managed by the Corporation. This includes both PSTN and MPF connections.

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	<ul style="list-style-type: none"> d. The project will directly manage the migration of connections under DITS (Digital Information and Technology Services) contracts. These include City of London Police sites, as well as the City Bridge Foundation, Barbican Centre, Guildhall School of Music and Drama (GSMD) and the Schools. e. If the audit identifies other locally contracted connections, the project will work with the responsible department to migrate them. f. Analogue connections to Residential and Investment Properties are not in scope for replacement within the context of this project. These are to be managed by Housing and Investment Property Group respectively.
<p>5. Consequences if project not approved</p>	<ul style="list-style-type: none"> a. With Openreach ceasing PSTN services in 2027, the transition must be completed to ensure uninterrupted service provision. b. Any equipment that currently uses the PSTN will stop working. Some examples are alarms, EPOS machines (electronic point of sale), door entry systems, CCTV, faxes, emergency care lines. c. The Integrated Services Digital Network (ISDN) will also stop working. d. MPF connections will cease in 2030. e. An audit of our existing analogue infrastructure must be carried out to be able to make an informed decision on which technologies to migrate to.
<p>6. SMART project objectives</p>	<ul style="list-style-type: none"> a. Conduct an audit on all of the Corporation’s analogue business connections. b. Ensure that all analogue connections are ceased or replaced with an alternative IP based solution by the start of 2027. c. Replace any equipment, asset or component that is not compatible with IP. d. PSTN replacement is completed with minimal disruption for end users; engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives. e. Ensuring compatibility and integration with existing systems and future technologies. f. Adhering to regulatory requirements and industry standards throughout the transition process.
<p>7. Key benefits</p>	<ul style="list-style-type: none"> a. By undertaking this project, we ensure full compliance with Openreach standards and alignment with industry requirements.

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	<p>b. Other benefits include:</p> <ul style="list-style-type: none"> • simplifying and future proofing our systems • reducing costs • boosting sustainability • enabling a more flexible workplace <p>The project will have a better understanding of benefits after a comprehensive audit on all analogue connections.</p>
8. Project category	7b. Major renewals, typically of a one-off nature (supplementary revenue)
9. Project priority	A. Essential
10. Notable exclusions	<p>a. The project will audit and facilitate the replacement of PSTN in and around sites managed by the Corporation.</p> <p>b. While the project will cover the costs for purchasing and installing necessary hardware, and other associated costs, such as cost for project management resources, the responsibility for managing the purchase and installation of systems (such as lifts, emergency care lines, Building Management System, and fire alarms) lies with the Facilities Manager or the responsible department.</p> <p>c. IPG and residential connections are not included in the PSTN Replacement Project.</p>

Options Appraisal

11. Overview of options	<p><u>1.</u> Do nothing – this option is not recommended as it will expose the Corporation to significant risk. Refer to Section 5 above.</p> <p><u>2.</u> Audit and migrate PSTN connections only to address the January 2027 deadline.</p> <ul style="list-style-type: none"> • This option would alleviate any immediate risks to the business once PSTN is switched off. • Ensures that there is no undue pressure on resources. • Does not allow planning for the MPF migration. <p><u>3.</u> Audit and migrate all analogue connections by January 2027, prioritising sites with PSTN connections. Note that some sites contain both MPF and PSTN connections, in which case the project will aim to migrate all connections at those sites at the same time.</p>
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	<ul style="list-style-type: none"> • Addresses the immediate risks to the business. • Auditing all connections may provide immediate cost benefits as well as ensuring that the Corporation is prepared for MPF replacement in terms of costs, resources and lessons learned. • Delivering the upgrade to IP into two priority groups will mean that there is no undue pressure on resources. • Aligns with the bid cycle structure. Following the audit's conclusion, the MPF migration requirements will become more defined. Subsequently, a capital bid can be formulated for 25/26 based on these assessments.
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Project Planning

12. Delivery period and key dates	<p>Overall project: All PSTN connections to be ceased or migrated to IP technology by 31 January 2027.</p> <p>Key dates:</p> <p>Start audit/discovery work: November 2024</p> <p>G3/4/5: April 2025</p> <p>Start works: June 2025</p> <p>Practical Completion: January 2027</p> <p>G6: February 2027</p> <p>Other works dates to coordinate: None that the project is aware of.</p>
13. Risk implications	<p>Overall project risk: Medium</p> <p>The most significant risks relate to uncertainty around costs. Until the audit process is completed all migration costs are estimated.</p> <p>There is also a risk that our third-party suppliers for lifts, fire alarms and other components are not ready for the change to IP. The project will investigate alternative solutions, such as copper to IP converters, and will work with the responsible departments to ensure that the risk of down-time is mitigated. An audit of the current state will inform the necessary adjustments.</p> <p>Costed Risk Provision (CRP) will be estimated after the audit has been completed in Gateway 2.</p> <p>Further information available within the Risk Register (Appendix 2)</p>

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<p>14. Stakeholders and consultees</p>	<ul style="list-style-type: none"> a. City Surveyor’s – Corporate Property Group, Facilities Management, b. City of London Police c. Chamberlain’s – IT, Finance, Procurement d. Capital Bids team. e. Corporate Projects f. Barbican Estate g. Markets h. Housing i. Environment – Strategic infrastructure j. Daisy Corporate Services k. BT Business l. BT Openreach m. CBF – Operational & Finance Teams
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Resource Implications

<p>15. Total estimated cost</p>	<p>Likely cost range (excluding risk): £2.5m Likely cost range (including risk): To be confirmed in the next Gateway. The costs will be determined based on the outcomes of the audit. Presently, an indicative amount of £2.5 million has been allocated for utilisation in the years 2024/25.</p>											
<p>16. Funding strategy</p>	<p>Choose 1: All funding fully guaranteed</p>	<p>Choose 1: Internal - Funded wholly by City's own resource</p> <table border="1" data-bbox="531 1357 1351 1630"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£m)</th> </tr> </thead> <tbody> <tr> <td>City Fund</td> <td>1.425</td> </tr> <tr> <td>City Estate</td> <td>0.950</td> </tr> <tr> <td>City Bridge Foundation</td> <td>0.125</td> </tr> <tr> <td style="text-align: right;">Total</td> <td>2.500</td> </tr> </tbody> </table> <p>This was submitted in the new bids process for 24/25, an indicative amount of £2.5m was approved, with the acknowledgment that the amount would change when a more detailed assessment was undertaken.</p> <p>Note that allocations for future funding are provisional at this stage of the project and will be revised based on the findings of the audit. The final funding breakdown will be agreed in consultation with Chamberlain’s and City Bridge Foundation.</p> <p>In the event that the investigation reveals the need for additional funding, this will be documented during Gateway 3/4.</p>	Funds/Sources of Funding	Cost (£m)	City Fund	1.425	City Estate	0.950	City Bridge Foundation	0.125	Total	2.500
Funds/Sources of Funding	Cost (£m)											
City Fund	1.425											
City Estate	0.950											
City Bridge Foundation	0.125											
Total	2.500											

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	At that point, Members will have the choice to either reduce or approve additional funding. Costs beyond £2.5m will come from future allocations of capital funds.
17. Investment appraisal	None. An investment appraisal may be carried out in the next Gateway.
18. Procurement strategy/route to market	There will be two procurement streams relating to this project. <ul style="list-style-type: none"> a. Procurement 1: In relation to Gateway 1 and 2, the Commercial Service will procure a contract for a PSTN consultant to carry out an audit on PSTN and MPF connections. b. Procurement 2: The procurement strategy for the latter part of the project is dependent on the findings of the PSTN and MPF audit and will be undertaken by Commercial Service.
19. Legal implications	None.
20. Corporate property implications	The project has reached out to the City Surveyor Facilities Management team to inform them about the upcoming project. Once an audit is conducted, we will clarify the requirements of Facilities Management and related departments. The audit will identify the locations needing work and assess available options for management.
21. Traffic implications	No traffic implications at this Gateway.
22. Sustainability and energy implications	There may be relevant sustainability impacts associated with this project, but they will be considered at a later Gateway.
23. IS implications	The project needs to ensure that any new technology acquired due to the migration to IP aligns with the DITS strategy. Further implications will be clarified upon completion of the audit.
24. Equality Impact Assessment	An equality impact assessment will not be undertaken
25. Data Protection Impact Assessment	The risk to personal data is less non-applicable and a data protection impact assessment will not be undertaken

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Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register

Contact

Report Author	Nishat Faruque
Email Address	Nishat.faruque@cityoflondon.gov.uk

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	12453	[1b] Departmental Reference Number	PRJ-1213
[2] Core Project Name	Public Switched Telephone Network (PSTN) Replacement		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Sudeep Chatterjee
[6] Project Manager	Nishat Faruque, DITS Project Manager

Description and purpose	
[7] Project Description	
<p>The Public Switched Telephone Network (PSTN) is scheduled to be switched off on 31 January 2027, and traditional landline connections must be replaced with Internet Protocol (IP)-based services.</p> <p>Provided by BT's Openreach, the PSTN is the analogue copper cable telephone network that has been in use since 1876. As well as landline services, the PSTN also provides standard broadband and fibre-to-the-cabinet (FTTC) broadband services via fibre optic cables.</p> <p>Services rely on PSTN for critical functionality such as telephony, payment machines, emergency lines and fire alarms systems, so replacing these with a modern, fit for purpose alternative before January 2027 is crucial. Systems and hardware reliant on PSTN, that are incompatible with IP, may also need replacing.</p> <p>The City of London Corporation also relies on MPF technologies (metallic path facilities) for the majority of its business connections. Although the deadline for MPF to IP migrations is 2030, the project will aim to migrate these connections by 2027 to ensure a smoother transition to IP services.</p> <p>The project plan includes conducting a comprehensive audit of our current analogue connections, which will support more accurate cost estimation and strategic planning for required upgrades. The overarching goal of the project is to coordinate the replacement of all of the City's analogue connections, address potential disruptions and ensure uninterrupted functionality of essential business services across sites managed by the Corporation.</p> <p>Analogue connections to Residential and Investment Properties are not in scope for replacement within the context of this project. These are to be managed by Housing and IPG respectively.</p>	
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?	
<p>With BT ceasing analogue services, the transition must be completed to ensure uninterrupted service provision. This project will oversee the transition from analogue to digital systems and address the technical challenges associated with migrating.</p> <p>The switch is an opportunity for the Corporation to simplify and future proof systems, reduce costs, boost sustainability, and enable a more flexible workplace.</p>	

v.10 April 2019

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[9] What is the link to the City of London Corporate plan outcomes?					
[3] People have equal opportunities to enrich their lives and those of others and reach their full potential.					
[4] Communities are cohesive and have suitable housing and facilities.					
[5] Businesses are trusted and socially and environmentally responsible.					
[6] We have the world's best regulatory framework and access to global markets.					
[7] We are a global hub for innovation and enterprise.					
[9] Our spaces are secure, resilient, and well-maintained.					
[11] Our spaces are digitally and physically well-connected and responsive.					
[12] Our spaces inspire excellence, enterprise, creativity, and collaboration.					
[10] What is the link to the departmental business plan objectives?					
Links to Digital, Information and Technology Service Business Plan Objectives;					
<ul style="list-style-type: none"> • To provide "Brilliant Basics" • To remove complexity across the organisation • To enable and accelerate collaboration & transformation • To converge appropriate services across Institutions • Deliver high quality services that meet the needs of our customers • Drive systems and process improvements to increase automation and self-service to deliver more proactive added value support 					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	Y	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	Y
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	Y

Project Benchmarking:					
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?					
<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>					
1) PSTN replacement is completed by the respective deadlines with minimal disruption for services and service users. Engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives is crucial.					
2) Ensuring compatibility and integration with existing systems and future technologies.					
3) Adhering to regulatory requirements and industry standards throughout the transition process.					
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)					
1) Completion Timeliness: Measure the actual completion date against the planned timeline.					
2) Service Continuity: Assess the downtime and functionality of critical services post-transition through user feedback and system performance metrics.					
3) Cost Efficiency: Compare actual project costs to the budget allocated for the transition.					
4) User Satisfaction: Conduct surveys or interviews to gather feedback on user experience with the new systems and services.					

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<p>5) Compliance: Verify adherence to regulatory guidelines and industry standards through audits and compliance checks.</p> <p>6) Reliability: Monitor system uptime, response times, and incident reports to evaluate reliability.</p> <p>7) Minimal Disruption: Track the number and duration of disruptions during the transition phase.</p> <p>8) Compatibility: Assess the integration and interoperability of new systems with existing infrastructure and future technologies.</p> <p>9) Risk Management: Evaluate the effectiveness of risk mitigation strategies based on the frequency and severity of identified risks.</p> <p>10) Stakeholder Engagement: Measure stakeholder satisfaction and involvement levels through feedback surveys, meeting attendance, and communication logs.</p>
[14] What is the expected delivery cost of this project (range values) [£]?
<p>Lower Range estimate: £2.5m</p> <p>Upper Range estimate: To be confirmed at Gateway 3/4.</p> <p>Costs are dependent on findings of the analogue connections audit.</p>
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs) [£]:
N/A. No on-going revenue costs.
[16] What are the expected sources of funding for this project?
(In £m) City Fund - 1.375, City's Cash - 0.925, CBF - 0.200. Total - £2.5m.
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
<Critical deadline(s):> PSTN will be switched off at the end of January 2027. All connections must be replaced by this point.

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No. Engaging and informing stakeholders throughout the project lifecycle to maintain transparency and alignment with objectives is necessary. This will be managed through the project.	
[19] Who has been actively consulted to develop this project to this stage?	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Yasin Razaaq
Chamberlains: Procurement	Officer Name: Aga Watt
IT	Officer Name: Zakki Ghauri, Sam Collins, Chris Rawding, Jonathon Chapman
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: Paul Friend, Matt Baker
External	Daisy Corporate Services, BT, Openreach, Elite Group
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:	
<p>Please note the Client supplier departments.</p> <p>Who will be the Officer responsible for the designing of the project?</p> <p>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</p>	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage:

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	<Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>
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City of London: Projects Procedure Corporate Risks Register

Project Name: PSTN Replacement		PM's overall risk rating: Medium	CRP requested this gateway: £ 50,000	Average unmitigated risk: 3.0	Open Risks: 2
Unique project identifier: PV12345		Total estimated cost (exc risk): £ 2,500,000	Total CRP used to date: £ -	Average mitigated risk score: 0.0	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	2	(4) Contractual/ Partnership	There may be more sites and connections to audit than originally planned.	This could cause delays depending on availability of the PSTN consultant, as well as financial implications.	Possible	Minor	3	£150,000.00	Y - for mitigation costs	B - Fairly Confident	Initiate early engagement with suppliers. Collaborate with property and contract managers to identify the connections currently being funded by the business.	£35,000.00			£35,000.00		£0.00	CRP will be used to extend the contract with the supplier, to cover additional connections and sites.			Nishat Faruque		
R2	2	(2) Financial	The discovery period may take longer than originally planned.	The project may have to finance additional resources for a longer period	Possible	Minor	3	£50,000.00	Y - for mitigation costs	B - Fairly Confident	Conduct a thorough resource planning exercise upfront. This would involve estimating the required resources and their duration based on realistic project timelines and potential delays.	£15,000.00			£15,000.00		£0.00	CRP will be used to cross charge internal programme resource against the project budget.			Nishat Faruque		
R3							£0.00					£0.00			£0.00		£0.00						
R4							£0.00					£0.00			£0.00		£0.00						
R5							£0.00					£0.00			£0.00		£0.00						
R6							£0.00					£0.00			£0.00		£0.00						
R7							£0.00					£0.00			£0.00		£0.00						
R8							£0.00					£0.00			£0.00		£0.00						
R9							£0.00					£0.00			£0.00		£0.00						
R10							£0.00					£0.00			£0.00		£0.00						
R11							£0.00					£0.00			£0.00		£0.00						
R12							£0.00					£0.00			£0.00		£0.00						
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R16							£0.00					£0.00			£0.00		£0.00						
R17							£0.00					£0.00			£0.00		£0.00						
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R19							£0.00					£0.00			£0.00		£0.00						
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R22							£0.00					£0.00			£0.00		£0.00						
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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						
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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						
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						

Agenda Item 7

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Committees:	Dates:
Streets & Walkways Sub – for decision Natural Environment Board – for decision Projects & Procurement Sub – for Information	09 July 2024 11 July 2024 23 September 2024
Subject: Finsbury Circus Access Improvements	Gateway 2-5 Authority to Start Work Light
Unique Project Identifier: 12455	For Information
Report of: Executive Director, Environment Report Author: Clive Whittle	
PUBLIC	

Recommendations

<p>I. Approval track, next steps and requested decisions</p>	<p>Project Description:</p> <p>In line with the Liverpool Street Area Healthy Streets Plan, this project seeks to implement accessibility improvements and to rearrange parking to enable improvements and to accommodate micromobility (dockless cycles and e-scooter hire) parking.</p> <p>The proposals include creating accessible crossing areas at the entrances to Finsbury Circus Gardens by raising the carriageway and by creating new and widening existing pavements. Kerbside parking provision has been comprehensively reviewed and will be amended to enable these improvements and to accommodate micromobility parking. This parking will serve both visitors to the gardens and surrounding buildings and people travelling to and from Liverpool Street and Moorgate stations.</p> <p>This project is subject to the approval of the Liverpool Street Area Healthy Streets Plan (HSP) by the Planning and Transportation Committee in July, therefore no Gateway 1 Project Briefing is necessary as this project will follow on as part of that approval.</p> <p>Next Gateway: Gateway 6 Outcome Report</p>
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	<p>Next Steps:</p> <ul style="list-style-type: none"> • Complete detailed design and cost estimate. • Commence legal processes and consultation required to install the raised carriageways and amend parking bays and the waiting and loading restrictions. <p>Requested Decisions:</p> <p>Subject to the July 2024 Planning & Transportation Committee’s approval of the Liverpool Street Area HSP;</p> <p>For Streets & Walkways Sub Committee</p> <ol style="list-style-type: none"> 1. Agree to the proposal as detailed in Section 6, and to note that the making of the necessary traffic orders, subject to no objections, or the resolution and consideration of any objections arising from the statutory processes, is delegated to the Director of City Operations under the Scheme of Delegation. 2. That a budget of £556,000 is approved to reach the next Gateway, to be funded from the Liverpool Street Crossrail Urban Integration project (Phase 2). 3. Note the total estimated cost of the project at £556,000 (excluding risk). 4. That a Costed Risk Provision of £304,000 is approved (to be drawn down via delegation to Chief Officer). 5. Delegate to the Executive Director Environment authority and in consultation with the Chamberlain to approve budget adjustments between budget lines and within the approved total project budget, above the existing authority within the project procedures. <p>For Natural Environment Board</p> <ol style="list-style-type: none"> 6. Agree to the proposed changes to the pathways at the entrances inside Finsbury Circus Gardens, to align with the adjacent highway measures shown on the plan in Appendix 2. 								
<p>2. Budget</p>	<table border="1"> <thead> <tr> <th data-bbox="528 1778 761 1921">Item</th> <th data-bbox="761 1778 1007 1921">Reason</th> <th data-bbox="1007 1778 1198 1921">Funds/ Source of Funding</th> <th data-bbox="1198 1778 1386 1921">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 1921 761 2020">Staff Costs (P&T)</td> <td data-bbox="761 1921 1007 2020">Project management</td> <td data-bbox="1007 1921 1198 2020">S106</td> <td data-bbox="1198 1921 1386 2020">£15,000</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff Costs (P&T)	Project management	S106	£15,000
Item	Reason	Funds/ Source of Funding	Cost (£)						
Staff Costs (P&T)	Project management	S106	£15,000						

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	Staff Costs (Highways)	Completion of detailed design	S106	£20,000
	Staff Costs (Highways)	works supervision and coordination	S106	£35,000
	Fees	Topographical and radar surveys: site investigations	S106	£36,000
	Fees	Traffic Management Orders and Public Notices	S106	£12,000
	Works Utilities	Works by utility companies	S106	£50,000
	Works	Construction of raised carriageways, footways, tactile paving, drainage, road markings, and signage	S106	£370,000
	Maintenance	Provision for maintenance works for 20 years	S106	£18,000
	Total			£556,000
	<p>Costed Risk Provision requested for this Gateway: £304,000 to be funded from S106 (as detailed in the Risk Register – Appendix 5).</p> <p>The total cost of the project has been estimated at an early stage and can deviate significantly. Therefore, the majority of the costed risk provisions requested is to cover the higher end of estimated cost range to ensure there is sufficient budget for the project.</p>			
3. Governance arrangements	a. Service Committee: Streets & Walkways Sub-Committee			

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	<p>b. Natural Environment Board (for works inside the Gardens to tie in with levels on the public highway)</p> <p>c. Name of Senior Responsible Officer: Bruce McVean, Assistant Director.</p> <p>Due to the limited scope of this project, a project board is not considered necessary. All other decisions concerning this project are delegated to the Chief Officer.</p>
<p>4. Progress reporting</p>	<p>Although this is a relatively high-cost project, the proposals and risks are minor and of a routine nature. No progress report would be necessary. Any project changes will be sought by exception via an Issues Report to the Streets & Walkways Sub Committee, Natural Environment Board or delegated to the Chief Officer as appropriate.</p>

Project Summary

<p>5. Context</p>	<p>The Liverpool Street Area Healthy Streets Plan (HSP) covers the area bounded by Bishopsgate to the east, Moorgate to the west, London Wall-Wormwood Street to the south, and the City of London boundary with the London Boroughs of Islington and Hackney at northern edge.</p> <p>The plan provides a framework for improvements to the streets and spaces within the HSP area. It was approved by the Streets & Walkways Sub Committee in May and is due to be considered for adoption by the Planning & Transportation Committee in July 2024. For Finsbury Circus, the plan includes exploring opportunities to:</p> <ul style="list-style-type: none"> • Create new and improved public realm around entrances to the gardens and provide accessible crossings points to access these. • Reduce and break up car and motorcycle parking around the gardens with greening and seating, reallocate some bays to cycle parking and dockless cycle and scooter bays (micromobility). • Relandscape the western arm, introducing climate resilience measures, seating, and planting. • Improve the public realm on the eastern arm of Finsbury Circus and provide a space for cycle parking and micromobility bays. <p>Works are currently being carried out in Finsbury Circus Gardens to transform it into a tranquil and beautiful environment following its occupation by Crossrail. This is due for completion later in 2024. Works are also due to commence in the next few</p>
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	<p>weeks to relandscape the western arm, with completion also expected by the end of 2024. Additionally, routine resurfacing works was programmed for Finsbury Circus but in light of this project, this has been deferred until February 2025.</p> <p>Proposals, in line with the HSP for the rest of the Circus have now been developed and are being advanced at pace to coordinate, as far as practical, with the above activities. This would achieve a greater level of improvements, reduce disruption and save on abortive works and costs.</p>
<p>6. Brief description of project</p>	<p>The main proposals include:</p> <ul style="list-style-type: none"> i. Raising of the carriageway at five locations, four of which are at the entrances to the garden and the other at the eastern end by its junction with Blomfield Street. This will improve accessibility by providing levelled-crossing points for people walking or wheeling at the key locations. The raised carriageways will also reduce traffic speeds which should create a safer, calmer and more pleasant environment. ii. New pavements and widening of existing pavements at locations where most people will be crossing. This will provide space for people waiting, improve visibility and access. In conjunction with i. above, it would also improve the public realm around and visibility of the garden. iii. Minor works to raise / adjust the footpath levels inside the entrances to the gardens, with alterations to the gates and drainage, to join on to the new and widened pavements and raised carriageways. This will ensure a step free continuation of the levelled crossing points from the carriageway and pavements into the gardens. iv. Parking around the Circus will be re-arranged to accommodate the measures detailed above (points i and ii), and to provide new and increased provisions for micromobility parking. This will necessitate reductions in other parking provisions and will be apportioned to reflect the various factors including alignment with the Transport Strategy. There is no reduction in pay & display bays. Further details of the existing and proposed kerbside provisions and considerations can be found in Appendix 4. v. Changes to the waiting and loading restrictions including new “at any time’ waiting and loading restrictions at all the raised carriageway locations to keep the junction and crossing areas clear of parked vehicles to reduce obstruction.

	<p>A plan of the existing and proposed layout can be found appendix 2 and 3.</p> <p>This project is being advanced at pace primarily to co-ordinate, as much as possible, with the works at the Gardens, the public realm works on the western arm and the resurfacing works, to maximise the benefits including reduction in disruption and save on abortive works and costs, but it is noted that these projects and activities are well advanced.</p> <p>An Equalities Analysis (EA) Test of Relevance has been carried out on the proposals which has identified that a full EA is not necessary.</p>
<p>7. Consequences if project not approved</p>	<ol style="list-style-type: none"> 1. Accessibility to the Gardens and at key crossing locations would remain sub-optimal. Step free/levelled crossing surfaces are ideal for inclusive mobility. 2. The opportunity would be missed to make the garden entrances more visible and attractive. 3. Safety would not be improved. Parking close to crossing areas can hinder visibility, and crossing distances would remain excessively wide. Traffic speeds would remain unchanged as there are no speed reduction deterrents. 4. The haphazard kerbside arrangements in the Circus won't be improved. Parking and kerbside use would continue as they are which does not make the best use of space available or meet demand in micromobility parking. Although this could be progressed independently, that approach is not optimal or holistic. 5. The opportunity to co-ordinate with the garden and the western arm public realm projects and the resurfacing works would be missed.
<p>8. SMART project objectives</p>	<p>The success criteria are as follows:</p> <ul style="list-style-type: none"> • The streets and accesses to the garden are accessible and free from obstruction. • The accesses to the garden are more visible, attractive and inviting. • Crossing distances are shorter and easier for people walking and wheeling. • Adequate parking provisions are provided for micromobility users, to accommodate increasing demand. Parking for other essential users is retained. • The project is advanced at pace to coordinate with works in the garden, the western arm and the resurfacing works

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	which will reduce disruption and save on abortive works and costs.
9. Key Benefits	<ul style="list-style-type: none"> • Improved public realm, accessibility and visibility to Finsbury Circus Gardens. • Improved safety, shorter and easier crossing areas for people walking and wheeling, and a calmer and more pleasant environment. • Parking reapportioned to create provisions for micromobility users which in turn reduces the impact of these vehicles left outside of designated bays.
10. Project category	4a. Fully reimbursable
11. Project priority	B. Advisable
12. Notable exclusions	None

Options Appraisal

13. Overview of options	<p>The scope of this project is defined by the Liverpool Street Area HSP. Therefore, only one option has been taken forward. However, variations to the option have been considered. These include raising the entire carriageway or more sections of the carriageway being raised, seating, greening and construction in different materials such as in granite setts are all possible but would not be cost effective and require more time to progress so it would not be possible to co-ordinate with the existing projects/planned resurfacing works.</p> <p>Variations to the positioning and apportionment of parking bays has also been considered but the option proposed is considered the most optimal as it aligns closest to the Transport Strategy, retains space for essential parking, servicing and enables new provisions to meet demand for micromobility parking, including for people accessing Liverpool Street and Moorgate stations.</p>
14. Risk	<p>Overall project risk: Low</p> <p>The estimated cost of the project has been provided at an early stage and may deviate significantly. To mitigate against this risk, an appropriate sum has been included in the Costed Risk Provisions. Furthermore, should additional budget be necessary, minor alterations to the proposals could be explored or an increase in the budget (from available funds) would be requested.</p>

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	<p><u>Traffic Implications</u></p> <p>The City is under a duty to “secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians)” so far as practicable (S.122 Road Traffic Regulation Act 1984). Traffic impact during construction will be minimised as far as possible but will require some pavement and lane closures to enable the works to be undertaken.</p> <p><u>Legal Implications</u></p> <p>Statutory processes will be followed to undertake the Traffic Management Order changes for the rearranged parking and waiting and loading restrictions, and for the public notices for the raised carriageways.</p> <p>Once the consultation has closed officers will need to consider whether a public inquiry should be held and must consider all objections duly made and not withdrawn, although it may be possible to manage this through dialogue with the objector or through minor amendments that do not affect the overall project. Consideration or resolution of any objections to the advertising of Traffic Orders before making them is delegated to the Director of City Operations under the scheme of delegation.</p> <p>There could be objections to the proposals, especially in relation to the reduction in motorcycle parking provisions. However, surveys carried out by officers, have shown that with the existing motorcycle spaces currently available (51 meters suspended since January 2024 for the Garden works), which is a similar amount proposed, spaces were still available. Should demand exceed the proposed on-street provisions, users can park in the London Wall car park, which is just a short walk to Finsbury Circus, free of charge.</p> <p>Further information is available within the Risk Register (Appendix 5).</p>
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Resource Implications

15. Total estimated cost	<p>For recommended option</p> <p>Total estimated cost (excluding risk): £556,000.</p> <p>Total estimated cost (including risk): £860,000</p>	
16. Funding strategy	<p>Is the funding confirmed:</p> <p>All funding fully guaranteed</p>	<p>Who is providing funding:</p> <p>External - Funded wholly by contributions from external third parties</p>

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Recommended option	
Funds/Sources of Funding	Cost (£)
Liverpool Street Crossrail Phase 2 S106	£860,000
Total	£860,000

The Liverpool Street Area HSP identified a variety of funding sources that could be used. The Liverpool Street Crossrail Phase 2 S106 (with £1.64M available) is considered the most appropriate and suitable funding to be used for this project.

Appendices

Appendix 1	Project Cover Sheet
Appendix 2	Plan of proposal
Appendix 3	Plan of Existing Layout
Appendix 4	Table of changes to parking places
Appendix 5	Risk Register

Contact

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Options appraisal table.

	Option 1
1. Design Summary	The project aims to create accessible crossing areas at the entrances to Finsbury Circus Gardens by raising the carriageway and by creating new and widening existing pavements. Kerbside parking provision has been comprehensively reviewed and will be amended to enable these improvements and to accommodate micromobility parking. This parking will serve both visitors to the gardens and surrounding buildings and people travelling to and from Liverpool Street and Moorgate stations.
2. Scope and exclusions	<ul style="list-style-type: none"> • Installing raised carriageways on Finsbury Circus • Reallocated parking and changes to waiting and loading restrictions • Installing new and widened pavements • Raising gates and paths, and alterations to drainage inside the gardens at the entrance points
Project Planning	
3. Programme and key dates	<p>It is anticipated that construction would start around November 2024 for a duration of four months.</p> <p>There will be coordination with:</p> <p>The City of London Policy and Projects, and Highways teams for the improvement works on the western arm of Finsbury Circus, from August 2024</p> <p>City of London City Gardens and City Surveyor's for the improvement works in Finsbury Circus Gardens, currently underway, with completion due in November 2024.</p>
4. Delivery Team	City of London Policy and Projects, and Highways teams
5. Risk implications	<p>Overall project option risk: Low</p> <p>The main risks are set out in the report, which are:</p> <p>Project costs increase due to issues identified with utilities apparatus during detailed design stage, which could increase costs and cause delays.</p>

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	Option 1
	<p>Objections resulting from objections to the TMOs for changes to parking arrangements and to the Public Notices for the raised carriageways. This could cause delays and increase costs to address or overrule.</p> <p>Project costs increase due to unforeseen issues that arise during the detailed design.</p> <p>Further information available within the Risk Register (Appendix 5).</p>
6. Benefits	<ul style="list-style-type: none"> • Improved accessibility • Improved safety • Improved public realm • More visible entrances to the gardens • Increased micromobility parking
7. Disbenefits	Reduced motorcycle parking
8. Stakeholders and consultees	<ol style="list-style-type: none"> 1. City Gardens 2. Access team 3. Statutory Traffic Management Order consultees, including the emergency services, disability, cyclist and motorcycle rider organisations. <p>An EA test of relevance has been undertaken. This indicates a full EA is not required.</p>
Resource Implications	
9. Total estimated cost	<p>Total estimated cost (excluding risk): £556,000 (moderately confident)</p> <p>Total estimated cost: £860,000 (including risk):</p>
10. Funding strategy	This is to be fully funded from the Liverpool Street Crossrail Phase 2 S106 budget, and is fully affordable.
11. Estimated capital value/return	N/A
12. Ongoing revenue implications	None
13. Investment appraisal	None. Only one visible option is available.

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	Option 1
14. Affordability	Fully affordable
15. Procurement strategy/route to market	<p>This work will be carried out using the Highways Term Contractor, with an agreed schedule of rates.</p> <p>Minor work within the gardens may be procured using City Gardens contractors.</p>
16. Legal implications	<p>Statutory consultation is necessary for public notices for the introduction of raised carriageways, and for traffic orders for the introduction, relocation and removal of parking bays, and for changes to waiting and loading restrictions. Once the consultation has closed officers will need to consider whether a public inquiry should be held and must consider all objections duly made and not withdrawn, although it may be possible to manage this through dialogue with the objector or through minor amendments that do not affect the overall project. Consideration or resolution of any objections to the advertising of Traffic Orders before making them is delegated to the Director of City Operations under the scheme of delegation.</p>
17. Corporate property implications	None.
18. Traffic implications	<p>The City is under a duty to “secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians)” so far as practicable (S.122 Road Traffic Regulation Act 1984). Traffic impact during construction will be minimised as far as possible but will require some pavement and lane closures to enable the works to be undertaken.</p> <p>There will be a reduction in space for motorcycle parking, however, this will be about the same space that has been lost for the past few months for suspensions while works are taking place in the gardens. There is still a significant amount of space available, and many users will have found alternative parking or made other travel arrangements. There is also spare capacity available nearby in London Wall carpark.</p> <p>There will also be a reduction in disabled parking bays from 10 to 9, however, surveys have shown there is an oversupply of these bays in Finsbury Circus.</p>

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	Option 1
19. Sustainability and energy implications	None.
20. IS implications	None.
21. Equality Impact Assessment	<ul style="list-style-type: none"> An equality impact assessment will not be undertaken. The project will deliver a more accessible environment, and an EA test of relevance has been undertaken, which indicates a full EA is not required.
22. Data Protection Impact Assessment	<ul style="list-style-type: none"> N/A. The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken
23. Recommendation	Recommended

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Project Coversheet

Appendix 1

[1] Ownership & Status

UPI:12455

Core Project Name: Finsbury Circus Access Improvements

Programme Affiliation: N/A

Project Manager: Clive Whittle

Definition of need:

To implement improvements on Finsbury Circus as part of the Liverpool Street Area Healthy Streets Plan. The proposals include creating new and improved public realm around entrances to Finsbury Circus Gardens with raised carriageways and new and wider pavements to form accessible and safer crossing points, which will also improve safety by reducing vehicle speeds. Parking around the Circus will also be re-arranged to maximise kerbside use and will be apportioned to reflect the Transport Strategy, which includes new provisions for micromobility parking. There will be no reduction in pay & display parking bays.

Key measures of success:

- The streets and accesses to the garden are accessible and free from obstruction.
- The accesses to the garden are more visible, attractive and inviting.
- Road crossing distances are shorter and easier for people walking and wheeling.
- Adequate parking provisions are provided for micromobility users. Parking for other essential users is retained.
- The project is advanced at pace to coordinate with works in the garden, the western arm and the resurfacing works which will reduce disruption and save on abortive works and costs.

Expected timeframe for the project delivery: July 2024 – Mid 2025

Key Milestones:

Gateway 2-5 July 2024

Detailed design completed October 2024

Construction substantially complete mid 2025

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

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

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 21/06/2024):

- Total Estimated Cost (excluding risk): £556,000
- Costed Risk Against the Project: £304,000
- Estimated Programme Dates: July 2024 to Mid 2025

Scope/Design Change and Impact:

None

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'Project Proposal' G2 report (N/A):

- Total Estimated Cost (excluding risk): £556,000
- Resources to reach next Gateway (excluding risk): £556,000
- Spend to date: 0
- Costed Risk Against the Project: £304,000
- CRP Requested: £304,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G2/3/4/5 July 2024 – Mid 2025

Scope/Design Change and Impact:
None

'Options Appraisal and Design' G3-4 report (as approved by PSC) N/A:

- Total Estimated Cost (excluding risk): £556,000
- Resources to reach next Gateway (excluding risk): £556,000
- Spend to date: 0
- Costed Risk Against the Project: £304,000
- CRP Requested: £304,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G2/3/4/5 July 2024, Completion of works, Mid 2025

Scope/Design Change and Impact:
None

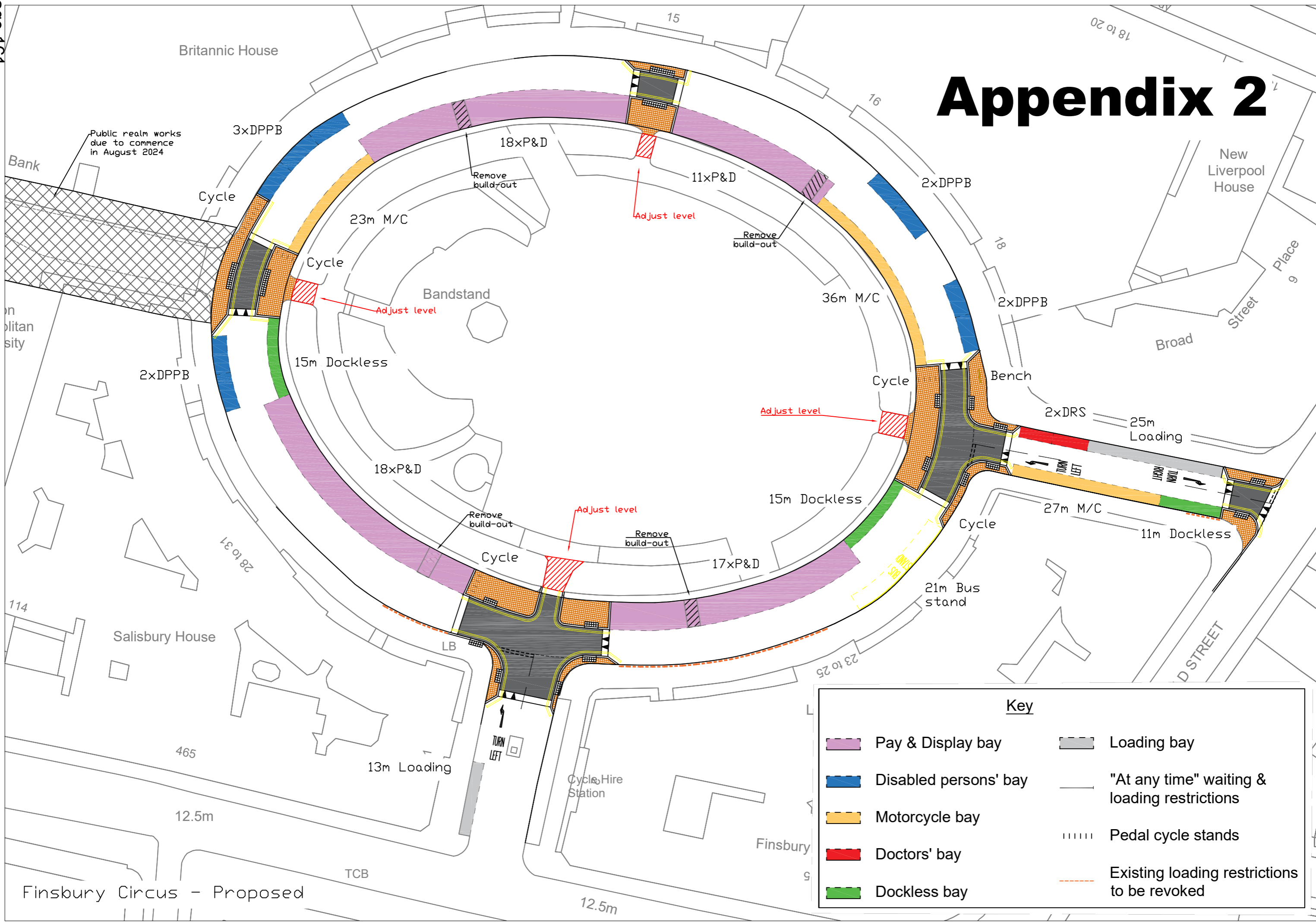
'Authority to start Work' G5 report (as approved by PSC) N/A:

- Total Estimated Cost (excluding risk): £556,000
- Resources to reach next Gateway (excluding risk £556,000
- Spend to date: £0
- Costed Risk Against the Project: £304,000
- CRP Requested: £304,000
- CRP Drawn Down: 0
- Estimated Programme Dates: G2/3/4/5 July 2024, Completion of works, Mid 2025

Scope/Design Change and Impact:
None

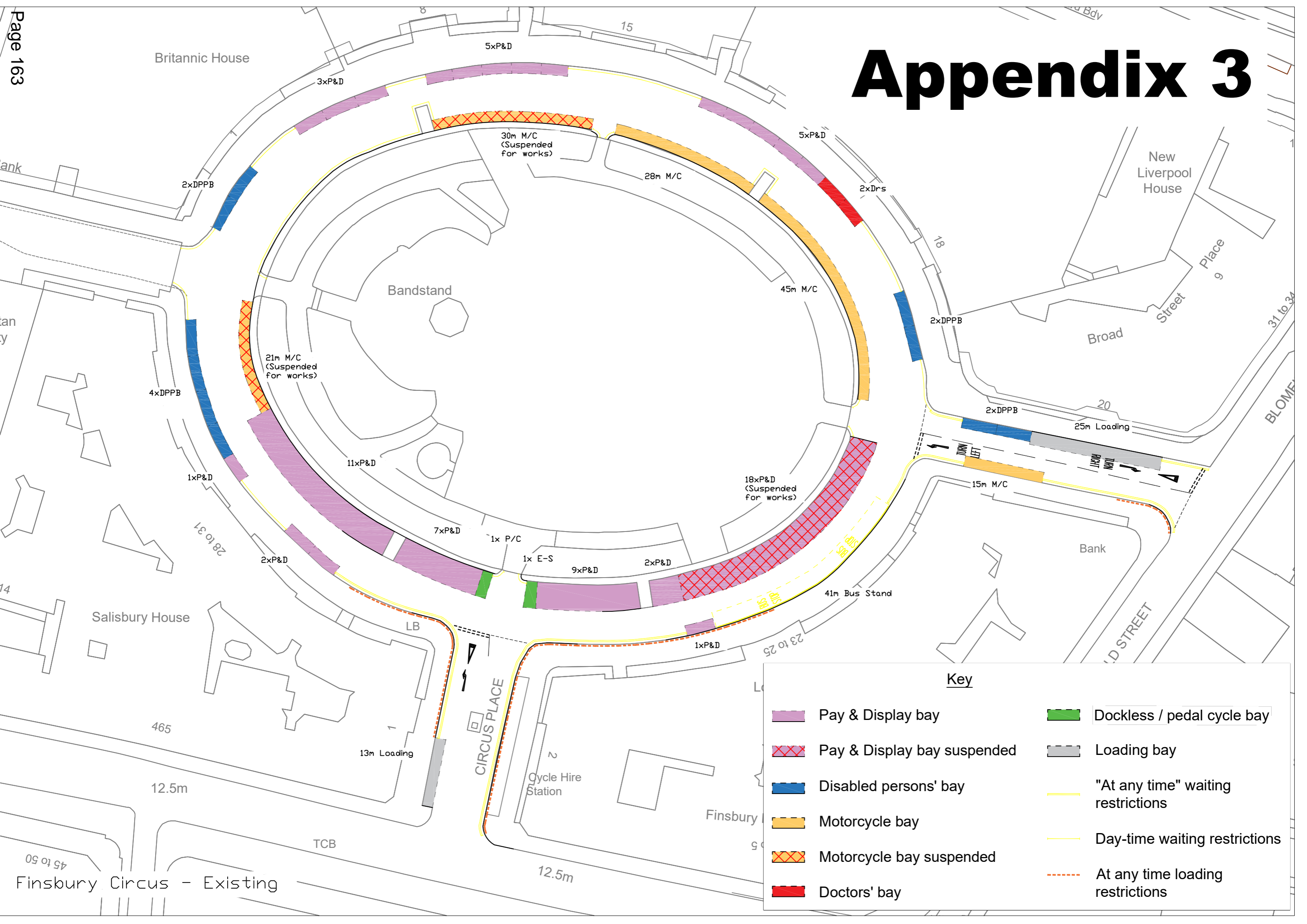
Total anticipated on-going commitment post-delivery [£]18,000 Commuted maintenance (included above)

Appendix 2














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Appendix 3



Key

	Pay & Display bay		Dockless / pedal cycle bay
	Pay & Display bay suspended		Loading bay
	Disabled persons' bay		"At any time" waiting restrictions
	Motorcycle bay		Day-time waiting restrictions
	Motorcycle bay suspended		At any time loading restrictions
	Doctors' bay		

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Table 1: Comparison between Existing (without suspensions) and Proposed kerbside provisions.

Kerbside use	Existing	Proposed
Pay & Display	64	64
Disabled bays	10	9
Doctors' bays	2	2
Loading bays (spaces)	Up to 6	Up to 6
Motorcycle bays	139m (approx. 174 spaces)	86m (approx. 107 spaces)
E-Scooter / dockless cycle bays	5m	41m
Bus Stand	41m	21m
Cycle stands	5	26

Table 2: Summary of Kerbside survey

Kerbside Use	Existing capacity	Mon 03/06 09:15	Mon 03/06 11:00	Thu 06/06 09:30	Tue 11/06 09:30	Thu 13/06 09:30	Thu 13/06 12.00 noon	Av. parked	Max. parked
Pay & Display ¹	46	48	48	50	49	48	48	49	50
Disabled bays	10	1	2	4	1	4	2	2	4
Doctors' bays	2	0	0	0	2	0	0	0	2
Loading bays (spaces)	Up to 6	2	0	2	3	3	2	2	3
Motorcycle bays ²	110 (88m)	94	99	105	101	102	103	101	105
E-Scooter / pedal cycle bays ³	10m	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bus Stand	41m	0	0	0	0	0	0	0	0
Parking on yellow lines	Not measured	7	6	4	11	10	3	7	11
Cycle stands	5	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹Only 46 Pay & Display bays in use as 18 are currently suspended for works in the Garden. Where parking numbers exceed 46, the excess are parked in the suspended bays.

²Only (up to) 110 spaces (88 meters) of motorcycle parking are in use as 64 spaces (51 meters) are currently suspended for works in the Garden.

³E-Scooter and cycle parking bays were suspended and barriered off

Survey observations and considerations:

- All Pay & Display bays were at or exceeded the available capacity (46 in total) leading to some drivers parking in suspended bays and, a large proportion, on yellow line restrictions. The existing number of Pay & Display bays is therefore retained which, based on the occupancy surveys, meets current demand, and has resilience for additional vehicles.
- The majority of users were small to medium size vans such as the Ford Transits Custom or Connect, making up to at least 95% of the motor vehicle composition (excluding motorcycles) in Finsbury Circus.
- Demand for motorcycle parking was at or near capacity with a few spaces remaining. This is despite the suspension of 64 spaces (51 meters). Motorcycle parking tend to be “long stay” and provide no opportunity for multiple users of the same space and thus is a less efficient use of the kerbside space than other modes. The number of motorcycle parking is to be reduced from 174 spaces (139 meters) to 107 spaces (86 meters), which is similar to what is available on street now. If more parking spaces are needed, the London Wall Car Park has spare capacity and is only a short distance walk to Finsbury Circus.
- The Bus Stand was not seen to be used by buses, but TfL has requested that this facility is retained. It should also be noted that the original length of the Bus Stand was much shorter (in the region of 25 meters) but extended over time to accommodate works including to the Liverpool Street Station, which affected the bus station. It is proposed to retain the Bus Stand but reduced to 21 meters long.
- There is an over-provision of Disabled Persons Parking bays, with a maximum of four vehicles observed using them. However, recent City-wide surveys of disabled parking places indicated that there is a lack of these provisions overall. Therefore, it is proposed to retain 9 of these bays, which should provide capacity to accommodate future needs.
- Parking for micromobility users such as pedal cycles, E-Cycles and E-Scooters is an important element of the Transport Strategy. The massive increase over the past few years has created significant impacts and challenges on our streets. Parking for E-Cycles and E-Scooters will increase from 10 meters to 41 meters, and from 5 cycle stands 26 cycle stands for pedal cycle parking. As well as serving visitors to the Gardens and surrounding properties this will also has the potential to serve people using Liverpool Street and Moorgate stations.

Appendix 5

City of London: Projects Procedure Corporate Risks Register																								
Project Name:		Finsbury Circus Access Improvements							PM's overall risk rating:		Low		CRP requested this gateway		£ 304,000		Average unmitigated risk		3.0		Open Risks		3	
Unique project identifier:		12455							Total estimated cost (exc risk):		£ 556,000		Total CRP used to date		£ -		Average mitigated risk score		2.0		Closed Risks		0	
General risk classification											Mitigation actions							Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)	
R1	5	(2) Financial	Project costs increase due to issues identified with utilities apparatus during detailed design stage	If the risk is realised and becomes an issue needing to be resolved, this could involve a change of design or scope, or additional costs and time delays	Possible	Minor	3	£200,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Regular liaison with Highways team to address any issues and deal with any changes as soon as they arise	£5,000.00	Unlikely	Minor	£100,000.00	2	£0.00	To protect, divert or adjust positions of utilities apparatus	14/06/2024		Clive Whittle			
R2	5	(3) Reputation	Delays resulting from the TMOs for changes to parking arrangements and to the Public Notices for the raised carriageways	This could delay the scheme	Possible	Minor	3	£10,000.00	Y - for costed impact post-mitigation	A - Very Confident	Dialogue with objector to reach a solution to withdraw objection, or follow processes to overrule objection if this is not successful.	£2,000.00	Unlikely	Minor	£7,000.00	2	£0.00	To report objections, re-advertise if necessary or make minor adjustments to TMOs to address objectors concerns	14/06/2024		Clive Whittle			
R3	5	(2) Financial	Project costs increase due to unforeseen issues that arise during the detailed design	This could increase costs as proposed designs may need to be modified	Possible	Minor	3	£97,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Regular liaison with Highways team to address any issues and deal with any changes as soon as they arise	£5,000.00	Unlikely	Minor	£50,000.00	2	£0.00	To cover any unforeseen construction costs when the detailed estimate is produced	14/06/2024		Clive Whittle			
												£0.00			£0.00		£0.00							

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Agenda Item 8

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Committees: RASC - for decision Projects and Procurement Sub Committee - for information	Dates: 18 Sept 2024 23 Sept 2024
Subject: PSDS Project: Retrofit Accelerator – Workplaces PSDS Project Unique Project Identifier: 12134	Gateway 6: Outcome Report Regular
Report of: City Surveyor Report Author: Chris Spicer – PSDS Programme Manager	For Information
PUBLIC	

Summary

1. Status update	Project Description: Various energy efficiency upgrades across Barbican, Guildhall and GSMD (Silk Street, Milton Court and Sundial Court) funded through the Public Sector Decarbonisation Scheme RAG Status: Green Risk Status: Low Costed Risk Provision Utilised: £450,000 (funded by PSDS Grant) Final Outturn Cost: £7,077,401
2. Next steps and requested decisions	Requested Decisions: <i>Approve closure of the project</i>
3. Key conclusions	3.1 The project was delivered later than planned and exceeded the original budget, it should be noted that additional scope was added to the budget to allow full

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	<p>expenditure of the grant and prevent the need to hand back underspend to central Government.</p> <p>3.2 Overall, the objectives were met, and the benefits realised. All projects were completed broadly in line with the original GW proposal.</p> <p>3.3 Carbon savings achieved from the project have reduced from a forecast 397 Tonnes/annum at GW5 to 245 Tonnes/annum. The reasons for this reduction are being investigated although there are many variables linked to building operation which could influence this reduction,</p> <p>3.4 The total capital cost for the project increased to £7.07m from the original project budget of £6.75m, with the main cost increases driven by time delays due to supply chain issues and the requirement for electrical upgrades which were not included in the original budget (risk)</p> <p>3.5 The capital cost was funded through a combination of PSDS Grant (£6.975m) and Climate Action Strategy Funding (£101k) to cover any construction work which extended beyond the Salix funding deadline (June 2022)</p> <p>3.6 The original Salix completion date was extended to June 2022 (from original date of Sept 2021) to allow for unforeseen events, primarily caused by materials supply chain and resource issues resulting from the Covid pandemic. The project reached practical completion in March 2023.</p> <p>3.7 Due to the short timescales available to scope the project there were a significant number of additional cost items identified during the work e.g during the lighting project at Guildhall there was a requirement to replace the existing wiring which was not fit for purpose. This was added to the scope at a cost of £191k which was funded through the project risk budget (grant funded).</p> <p>3.8 The complexity of the programme meant that a specific process was needed to obtain asbestos surveys that took longer than allowed for in the original scope.</p> <p>3.9 Extra time needed to allow for resident engagement in future projects to avoid complaints from residents e.g., at the Barbican.</p> <p>3.10 It is recommended that dedicated full time project management is needed at the Barbican on future projects due of the complexity of the site and requirement for stakeholder and resident engagement. For example, the Barbican has specific needs regarding access and timings of on-site works.</p>
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Main Report

Design & Delivery Review

1. Design into delivery	<p>1.1 The design of the project was completed by the contractor Vital Energi as part of their responsibilities under the design and build contract.</p> <p>1.2 Overall, the design met the requirements of the project however, there were areas which could have been improved and resulted in a more accurate budget estimate. However, due to the limited amount of time available there was limited amount of time to carry out a full design process.</p> <p>1.3 There was an increased requirement for out of hours working – the contractor allowed for 50% of the light fittings to be installed out of hours, however in practice this was significantly higher due to the operational demands of the building.</p> <p>1.4 Requirements to meet Building Control were not included in the original contractor scope and were instructed as a variation to the contract.</p> <p>1.5 The original completion date that was dictated by the terms of the grant was not achievable for all the works. The delay was primarily due to unforeseen events relating to material supply chain and resource issues resulting from Covid pandemic.</p> <p>1.6 Extension of the completion date was applied for an agreed with Salix.</p> <p>1.7 All the technologies identified in the original scope were installed with the exception of some minor amendments to the lighting upgrade.</p>
2. Options appraisal	<p><i>Did the option chosen allow the project to meet the project’s objectives and provide long term value? Yes</i></p> <p><i>Were any compromises or changes made against the options approved (i.e. Scope or time changes)? No</i></p> <p>2.1 The option set out in GW3-5 were as follows. - the chosen option was option 4.</p> <p>2.2 Option 1 (not recommended) – Do not proceed – Under this scenario, the project would be cancelled and the PSDS grant funding would be handed back to BEIS. COL would not benefit</p>

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	<p>from the £450k per annum cost saving and 20% carbon reduction, against the 2019/20 baseline used for the project.</p> <p>2.3 Option 2 (not recommended) – Proceed with scope of Investment Grade Proposal – The scope of the project has been developed to meet the requirements of the Grant scheme and be delivered by the funding deadline of March 2022. This is not recommended as the estimated £420k currently unallocated to projects would need to be returned to Salix.</p> <p>2.4 Option 3 (not recommended) – Proceed with scope of Investment Grade Proposal excluding Guildhall Lighting – This option has the same scope as Option 2 but would exclude the Guildhall Lighting project from the scope. This is not recommended as the Corporation would need to hand a significant sum of money back to Salix and financial/carbon savings would not be realised.</p> <p>2.5 Option 4 (recommended) – Proceed with scope of Investment Grade Proposal and approve for Vital Energi to design additional project to be completed by March 2022 to utilise remaining PSDS Grant funding, for projects subject to separate approval as a variation to their contract with CoL. The level of variation will be limited to 20% of the original £6.27m (excluding risk) contract value.</p> <p>2.6 Option 4 was recommended and progressed. The scope was designed to be deliverable within the funding timescales dictated by Salix and BEIS. While the total project value increased it was within the 20% threshold outlined in option 4.</p>
<p>3. Procurement route</p>	<p>3.1 Vital Energi were procured through the GLA Retrofit Accelerator Workplaces programme. This framework provided rapid access to a framework of specialist providers which could be procured to meet the grant funding timescales.</p> <p>3.2 This is a design and build contract with guaranteed savings.</p> <p>3.3 The savings which are identified in the Investment Grade Proposal are monitored post installation, if the savings are not achieved then the Contractor will be required to make up the difference through additional energy efficiency measures or a financial payment.</p> <p>3.4 The client-side project management resource was procured through the BLOOM framework through a competitive tender process.</p>
<p>4. Skills base</p>	<p>7.1. Due to the scale of the project, external project and programme management resource was procured to deliver the project.</p>

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	7.2 The resource budget was managed at a programme level and details on the expenditure are provided in the PSDS Programme GW6 report which will follow this report at the next meeting.
5. Stakeholders	<p>8.1. The project scope covered a range of buildings therefore required a significant level of stakeholder engagement. This included:</p> <ul style="list-style-type: none"> • Barbican estates team • GSMD occupiers • Sundial Court • Guildhall Estates <p>8.2. Specific stakeholders included:</p> <ul style="list-style-type: none"> • Contractor – Vital Energi • Project Manager – Beveridge Associates • COL Team – Energy team and site FM • CDM – Vital Energi (Principal Contractor and Principal Designer) • Engineering support – Elevate Everywhere (Silver EMS)/Beveridge Associates • Commercial Review – Currie and Brown • Measurement & Verification Review – EEV’s • Salix (grant administrators) <p>8.3. Stakeholders were keep informed and engaged as the project progressed.</p>

Variation Review

6. Assessment of project against key milestones	<i>Please provide a short assessment of progress against key milestones/timescales during the project’s design and delivery.</i>		
	Key milestone set out in GW3-5:	Achieved?	Comment
	9.1. The project is completed by the Salix programme deadline of 18 th March 2022.	No	Project reached practical completion on 31 st March 23. Delay due to unforeseen events relating to material supply chain and resource issues resulting from Covid

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				pandemic. An extension agreed with Salix until 30 th June 2022.
	9.2.	Carbon savings of 397 Tonnes/CO2 per annum are achieved	No	Carbon savings from the project are forecast at 263 Tonnes of CO2
	9.3.	The project meets the needs of the building stakeholders and meets performance specification and standards.	Yes	
	9.4.	Energy cost savings of circa £472k per year are achieved, in line with the proposal.	Yes	Higher energy cost savings/avoided costs of £947k per annum achieved due to increase in energy prices.
7. Assessment of project against Scope	<p><i>Please provide a short assessment of the project against its Scope, including any changes and subsequent impact, during the project's design and delivery.</i></p> <p>10.1. All the technologies identified in the original scope (outlined below) were installed with the exception of some minor amendments to the lighting upgrade.</p> <p>10.2. Lighting Upgrades – Replace existing fluorescent fittings with energy efficient LED luminaires across Barbican, GSMD Milton and the Guildhall with new controls. This is also expected to reduce maintenance costs and improve lighting levels.</p> <p>10.3. For the lighting project at Guildhall there was a requirement to replace the existing wiring which was not fit for purpose. This was added to the scope at a cost of £191k which was funded through the project risk budget.</p> <p>10.4. BMS Optimisation – Improvement to the Building Management System to enhance efficiency and optimise the operation of HVAC systems at BAC and GSMD buildings.</p>			

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	<p>10.5. Pipework Distribution Repair – Upgrades to the heating and chilled water pipework distribution circuits</p> <p>10.6. Ventilation Distribution Repair – improvements to the ventilation distribution systems through the replacement of failed equipment.</p> <p>10.7. Pipework Insulation – new insulation installed onto exposed pipework, valves and heat exchangers.</p> <p>10.8. AHU EC Fan Retrofit - This measure involved the replacement of fan motors, belts, and fan assemblies in selected Air Handling Units (AHUs).</p> <p>10.9. Metering – Installation of new energy metering to better understand energy consumption across the estate.</p> <p>10.10. Draught Proofing – Addition of new sealant around windows to stop cold draughts and reduce heating load.</p>
<p>8. Risks and issues</p>	<p><i>Did identified risk occur, if so what was the effect? Did unidentified risks occur, what were their impact? Did the CRP facilitate delivery in an efficient manner?</i></p> <p><i>State the level of costed risk identified against the project at the start and how much of this was realised/mitigated. Confirm final total of CRP used (if applicable).</i></p> <p>11.1. For the Guildhall lighting it materialised that the existing wiring was not fit for purpose and so there was a requirement to replace it. This was added to the scope and funded through the project risk budget.</p> <p>11.2. Disruption caused to Barbican residents when completing night works. This matter was addressed and resolved.</p> <p>11.3. The complexity of the programme meant that a specific process was needed to obtain asbestos surveys that took longer than allowed for in the original scope.</p> <p>11.4. Extra time needed to allow for resident engagement in future projects to avoid complaints from residents e.g., at the Barbican.</p> <p>11.5. The delays on supply of materials plus the additional time required for asbestos surveys resulted in a delay to the programme and increased contractor costs</p> <p>11.6. The entire Risk budget of £450k was required to complete the project, this budget was funded entirely by the PSDS Grant.</p>
<p>9. Transition to BAU</p>	<p><i>Did the project have a clear plan for transfer to operations / business as usual? Did this work well?</i></p>

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	<p>12.1. Project handed over, including training on all technologies where relevant, to the internal operations and maintenance team.</p> <p>12.2. There is a one-year retention for defects, which expires in March 2024.</p>
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Value Review

10. Budget	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">Estimated Outturn Cost (G2)</td> <td>Estimated cost (including risk): £6,727,734 Estimated cost (excluding risk): £6,272,734</td> </tr> </table>		Estimated Outturn Cost (G2)	Estimated cost (including risk): £6,727,734 Estimated cost (excluding risk): £6,272,734																												
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Total	£6,727,734	£7,077,401																														
<p>The project funding was allocated in the following way:</p> <ul style="list-style-type: none"> • £6,975,569 – funded through the Salix PSDS Grant • £101,833 – funded through the CAS programme, to cover remaining work after the June 2023 Salix deadline. This included additional prelims and additional scope of work 																																

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	<ul style="list-style-type: none"> The increase in budget was approved by the PSDS Project Board and in consultation with the City Surveyor and CAS Programme Director as set out in the GW2 Governance Process <p>Please confirm whether or not the Final Account for this project has been verified. – Yes</p> <p><i>In addition, a key part of the PSDS Grant Scheme was the requirement to pass a technical and financial audit by Salix, the grant administrators. This includes providing Salix and their external auditors with statement of account and a copy of all the invoices which were spent against the grant scheme. This audit was passed with no findings.</i></p>								
<p>11. Investment</p>	<p><i>If this project was an invest to save or revenue generating opportunity, what were the expected returns (At Authority to start work stage G5)? What returns have been made so far, are these in line with initial expectations?</i></p> <p>14.1. The project was predominantly delivered through grant funded by the Public Sector Decarbonisation Scheme. Additional funding was required through CAS to cover work that went beyond the Salix approved deadline</p> <p>14.2. The project was forecast to deliver significant energy consumption savings equating to £488k per annum. This was achieved and exceeded.</p> <p>14.3. The actual energy savings have been calculated at £947k per annum due to a significant increase in energy costs since the original estimate</p>								
<p>12. Assessment of project against SMART objectives</p>	<p><i>Did the project deliver against its SMART objectives? Have measures of success been achieved?</i></p> <p>PSDS Programme SMART objectives set out in GW 2 paper are outlined in the table below. These objectives apply to each project within the programme with each project contributing to the completion of the SMART objectives.</p> <table border="1" data-bbox="491 1854 1449 1955"> <thead> <tr> <th></th> <th>SMART objective</th> <th>Achieved?</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>The project commences before 31st March 2021</td> <td>Yes</td> <td>.</td> </tr> </tbody> </table>		SMART objective	Achieved?	Comments	1	The project commences before 31st March 2021	Yes	.
	SMART objective	Achieved?	Comments						
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	2	The project (and all associated works/sub-projects) are complete by 30 th September 2021, unless an extension is agreed by Salix.	No	The Salix deadline was extended with agreement until 30 th June 2022 and the project reached practical completion on 31 st March 2023
	3	Project achieves specified performance and design parameters.	Yes	See section 4 above
	4	Project achieves high levels of stakeholder and user satisfaction.	Yes	Overall stakeholders were kept informed and engaged.
	5	Minimise disruption to the site's occupants and services.	No	Disruption caused to Barbican residents when completing night works. This matter was addressed and resolved.
	6	Project contributes to PSDS programme energy cost savings of c.£875k/year.	Yes	Energy Consumption savings of circa £947k per year achieved
	7	Project contributes to PSDS programme carbon emission savings of c.1.5ktCO ₂ e/yr.	Yes	Carbon savings of 263 Tonnes/CO ₂

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		per annum achieved
<p>13. Key benefits realised</p>	<p>Due to increases in energy costs since the proposal was developed, the total cost savings achieved as exceeded targets</p> <p><i>Have the Key Benefits been realised? Baseline against G2 report.</i></p> <p>The key benefits outlined in the GW2 report (and listed below) have all been realised for this programme. Specific information on the savings achieved is provided in section 12.</p> <ul style="list-style-type: none"> • Compliant and high-quality building services which satisfies needs. • Lower energy and maintenance costs for the City of London Corporation. • Energy and carbon emission savings contribute towards City of London Corporation targets. 	

Lessons Learned and Recommendations

<p>14. Positive reflections</p>	<p><i>What worked well within the project</i></p> <ul style="list-style-type: none"> • The project team worked well together in a challenging project environment, including a global pandemic, restricted labour markets and global supply chain shortages • The grant award scheme was set up with urgency and the governance structure developed at GW2 worked well • While an extension for completion was needed, all projects did complete within a reasonable timescale • The development of a specific PSDS Project Board, with delegated authority to make decisions provided a fast and efficient approval route for any project changes, allowing quick decision making
<p>15. Improvement reflections</p>	<p><i>How will learning from things that went wrong on the</i></p> <p>15.1 Timelines were agreed in line with the grant application and were tighter than normal. The terms of the grant required fast timelines and project development which</p>

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	<p>were not always compatible with internal timelines and turnaround times.</p> <p>15.2 Allowances for out of hours working during design should be increased when completing work within the COL buildings to minimise disruption.</p> <p>15.3 Extra time needed to allow for resident engagement in future projects to avoid complaints from residents e.g., at the Barbican.</p> <p>15.4 Specific process needed to obtain asbestos surveys that took longer than allowed for in the original scope.</p> <p>15.5 Dedicated full time project management needed at the Barbican on future projects due of the complexity of the site and requirement for stakeholder and resident engagement. For example, the Barbican has specific need in regard to access and timings of on site works.</p>
16. Sharing best practice	<p><i>How will information on the project be shared and used in the future?</i></p> <p>19.1. Lessons learned from this programme will be shared and considered when developing other PSDS and CAS projects and similar programmes of works.</p>
17. AOB	<i>Any other points of note that should be recorded.</i>

Appendices

Appendix 1	Salix Audit Outcome Letter
Appendix 2	
Appendix 3	

Contact

Report Author	Chris Spicer
Email Address	Chris.Spicer@cityoflondon.gov.uk
Telephone Number	07734349268

Attention:
Peter Kane
City of London Corporation
Guildhall
PO Box 270
London
EC2P 2EJ

Our Ref: 16989

Date: 11/09/2023

Dear Peter,

PSDS Post Completion Audit Outcome Letter

Our Technical consultants, Faithful & Gould undertook an onsite review of the energy efficient capital projects, which were funded by PSDS Phase 1 grant of £9,445,944 awarded to the City of London Corporation.

The onsite review was undertaken on 09.02.2023 covering Category 2 & 3 technologies. Please see Appendix A for the details of sites visited for this post-completion audit. The following was the consultant's overall commentary on the site visit:

Summary of Key Findings Following Site Visit

5 sites received Salix funded upgrades and 1 was audited: Guildhall Complex EC2V 7HH
Guildhall was revisited at completion as it had the largest grant values and the most technologies under the grant funding.

Installation of all technologies agreed in application were completed by the 30/06/22 at this site.

During the evidence-based verification process the auditor identified no real areas of concern but did identify the following low risk item:

There were technical issues with the automatic daylight dimming on the luminaires that were part of the Chilled Beams above the North Wing Office desks. City of London Corporation confirmed that the issue would be resolved.

Consultant's Overall Opinion:

Consultant's Overall Opinion

The work undertaken onsite was consistent with what was approved and reported to Salix.

All findings from the post completion audit carried out on 9th February 2022 by Faithful+Gould were resolved. A financial audit review was undertaken and there are no issues to report.

Please feel free to contact me if you would like to discuss this report's outcome further.

Yours sincerely,

Manisha Mehta
Senior Internal Auditor
Email: manisha.mehta@salixfinance.co.uk
Phone number: +4420 8059 1908

Appendix A: Sites Visited and Technologies Inspected

Location	1
Site Name	Guildhall Complex
Postcode	EC2V 7HH
Reasons for selection	Largest site with greatest spend and technologies
Date of site visit	09.02.23
Number of project buildings	1
Number of buildings visited	1
Technology Types	Cat 2 + 3

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