



Resource Allocation Sub (Policy and Resources) Committee INFORMATION PACK

Date: WEDNESDAY, 25 JUNE 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Part 1 - Public Agenda

**6. *MANSION HOUSE - AIR SOURCE HEAT PUMP & PHOTOVOLTAIC PRELIMS
(CLIMATE ACTION STRATEGY)**

Report of the City Surveyor.

For Decision
(Pages 5 - 12)

**7. *BLACKFRIARS BRIDGE FORESHORE, VICTORIA EMBANKMENT, EC47
0AF(THAMES TIDEWAY PROJECT) – CITY PROPERTY ASSET RE-PURPOSING
AND OPTIONS APPRAISAL**

Report of the City Surveyor.

For Information
(Pages 13 - 22)

8. *GUILDHALL NORTH AND WEST WING - OFFICE UTILISATION REPORT

Report of the City Surveyor.

For Information
(Pages 23 - 26)

9. *HISTORIC CYCLICAL WORKS PROGRAMMES – OUTTURN REPORT

Report of the City Surveyor.

For Information
(Pages 27 - 36)

10. ***CITY SURVEYOR'S BUSINESS PLAN 2024-29 - QUARTER 4 OF 2024/25 UPDATE**

Report of the City Surveyor.

For Information
(Pages 37 - 46)

11. ***THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER JUNE 2025 UPDATE**

Report of the City Surveyor.

For Information
(Pages 47 - 76)

12. ***TRANSFORMATION FUNDING PANEL - QUARTERLY UPDATE**

Report of the Town Clerk.

For Information
(Pages 77 - 80)

Part 2 - Non-Public Agenda

25. ***ENVIRONMENT DEPARTMENT OPERATIONAL PROPERTY UPDATE**

Report of the Executive Director of Environment.

For Information
(Pages 81 - 94)

26. ***IMPLICATIONS OF BUSINESS RATES REFORM FOR THE CITY OF LONDON CORPORATION**

Report of the City Surveyor.

For Information
(Pages 95 - 100)

27. ***CITIGEN AND HEAT NETWORK ZONING – PREFERRED WAY FORWARD**

Report of the City Surveyor.

For Information
(Pages 101 - 196)

28. ***DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ON ASSETS
ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE
OPERATIONAL ESTATE - 1ST OCTOBER 2024 TO 31ST MARCH 2025**

Report of the City Surveyor.

For Information
(Pages 197 - 202)

This page is intentionally left blank

Agenda Item 6

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

Committees: Resource Allocation Sub Committee for information	Dates: 25 June 2025 Click here to enter a date.
Subject: Mansion House - Air Source Heat Pump & Photovoltaic Prelims (Climate Action Strategy) Unique Project Identifier: 64800019	Gateway 3/4: Options Appraisal (Regular)
Report of: City Surveyor Report Author: Adam Fjaerem	For Information
PUBLIC	

1. Status update	<p>Project Description: To design and install an Air Source Heat Pump (ASHP) and Photovoltaic (PV) installation onto the roof of the Mansion House to provide the building with heating, hot water and self-generated electricity.</p> <p>The project team are currently finalising all required documentation with the Planning Permission and Listed Building Consent application being submitted in June 2025. A Pre-planning application is in progress and near completion with regular engagement from the City of London Corporation Planning department and Historic England.</p> <p>The scope of the project has widened due to a requirement to structurally enhance the Mansard roof above the staff bedrooms. This will include new steelwork to support the additional weight, and vibrations, from the ASHP.</p> <p>These staff bedrooms were added to the house in 1930 and most recently refurbished in 1991-3. The Cyclical Work</p>
-------------------------	--

	<p>Programme (CWP) has funding in place to provide repair and resurfacing to this roof to prevent water penetration but the steel structural requirements of the ASHP exceed the scope of the CWP works. The steel installation roof works will be led by the ASHP project team with guidance from the minor projects team through their approved architects, structural engineers and delivery team.</p> <p>In addition, the UK Power Networks (UKPN) owned substation in the cellar of the Mansion House has a capacity of 500kVA of which 250kVA is assigned to the Mansion House with the remaining capacity assigned to surrounding buildings.</p> <p>When the building has the ASHP installed it will require 483kVA capacity. Therefore, UKPN are to be instructed to upgrade this substation to remove the requirement to supply the surrounding buildings and make it exclusively for the Mansion House electrical requirements.</p> <p>Finally, this project will require statutory compliance under the new Building Safety Act (BSA). This requirement will be monitored and reported by an independent consultant.</p> <p>Climate Action Strategy (CAS) Funding is being allocated to pay for the additional design works for the roof, the UKPN substation upgrade works, the prelims and the costs of BSA requirements.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Medium (Medium at last report to committee)</p> <p>Total Estimated Cost of the addition design works and the substation upgrade (excluding risk): Estimated cost for these addition works is £250k.</p> <p>Total Estimated Cost of Project (excluding risk): Estimated total cost of the installing the ASHP and PV onto the building is £3M</p> <p>Change in Total Estimated Cost of Project (excluding risk): £1.5M</p> <p>Spend to Date: £60k on pre-planning and planning permission application.</p> <p>Costed Risk Provision Utilised: £25k (of which £0 has been drawn down since the last report to Committee).</p>
--	--

	Slippage: The Decarbonisation Gateway 2 paper sets out the whole programme, of which this is one element of one project.										
2. Next steps and requested decisions	<p>Next Gateway: Gateway 4,5: Funding request for ASHP and PV if planning permission is awarded. This project will be greater than £1M and so will return to committee rather than seeking approval via delegated authority.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Instruct UKPN works to upgrade substation. • Instruct Vital Energi roof design team to design the structurally enhanced roof and check the ability of the building to support the additional weight of the roof and the ASHP. • Instruct Vital Energi to raise supply orders with their BSA subcontractors. • Submit the full Planning Permission Application and Listed Building Consent. <p>Requested Decisions:</p> <p>No decision required as paper For Information Only.</p>										
3. Resource requirements to reach next Gateway	<p>The following sets out the budget for information only.</p> <p>Total estimated cost to cover roof design prelims, UKPN substation upgrade and costs to ensure statutory compliance under the new Building Safety Act including costed risk: £300,000 (including a costed risk budget of £50,000).</p> <p>This will be funded by CAS Year 5 Plan.</p> <table border="1"> <thead> <tr> <th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr> </thead> <tbody> <tr> <td>Fees: UKPN substation upgrade. Prelims for roof design and BSA statutory compliance.</td><td>Compliance</td><td>CAS Year 5 Plan budget. (this paper, GW3-4 approved budget drawdown)</td><td>250,000</td></tr> </tbody> </table>			Item	Reason	Funds/ Source of Funding	Cost (£)	Fees: UKPN substation upgrade. Prelims for roof design and BSA statutory compliance.	Compliance	CAS Year 5 Plan budget. (this paper, GW3-4 approved budget drawdown)	250,000
Item	Reason	Funds/ Source of Funding	Cost (£)								
Fees: UKPN substation upgrade. Prelims for roof design and BSA statutory compliance.	Compliance	CAS Year 5 Plan budget. (this paper, GW3-4 approved budget drawdown)	250,000								

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	Cost risk provision budget	Compliance	CAS Year 5 Plan budget. (this paper, GW3-4 approved budget drawdown)	50,000
	Total			300,000
	<p>Costed Risk Provision requested for this Gateway: £50,000 to cover any addition costs that may come about through the roof design.</p>			
4. Overview of project options	Not applicable as for information only			
5. Recommended option	Not applicable as for information only			
6. Risk	<p>Roof replacement prelims cost: That planning permission is refused making the design redundant.</p> <p>UKPN Substation: That planning permission is refused making the increase in capacity unnecessary. However, this is not thought to be a risk as electric consumption of the building will only increase over time with electrification of the cooking equipment and future electric heating.</p> <p>Building Safety Act: That planning permission is refused making the compliance redundant.</p> <p>Or, that delays, and/or not receiving approval, from the Building Safety Regulator, requiring further design, cost and programme delays</p> <p>Reputational Risk lies with the publicity potentially associated with this planning permission application from local, national and building/architectural/heritage media. There could be negative impact against the City of London Corporation planning department if the planning permission is refused, or against the City of London Corporations commitment to achieving its climate goals if planning is awarded, but then not proceeded to installation, due to the costs outlined above.</p> <p>Health and safety: the prelims for the roof design will be mainly desk based with some site visits and as such there are negligible</p>			

This document can only be considered valid when viewed via the CoL Intranet website. If this is printed into hard copy or saved to another location, you must check that the effective date on your copy matches that of the one on-line.

	<p>risks from electrical, hot works and other related works within the building.</p> <p>Costed Risk Provision requested for this Gateway: £50,000 to cover any variations which may be required following planning permission submission.</p>
7. Procurement approach	<p>City of London Corporation have an existing Call-off-Contract with Vital Energi under GLA's Re:fit framework, for which Vital Energi (the Service Provider) will provide a range of services including High Level Assessments, Investment Grade Proposals and Works Contracts to carry out Energy Efficiency Measures under an Energy Performance Guarantee.</p> <p>Vital Energy have undertaken surveys of Mansion House and issued CoL with an Investment Grade Proposal (IGP) in accordance with their contract. The IGP sets out the firm costs, guaranteed savings and Measurement and Verification (M&V) plan for the works.</p> <p>The planning permission application falls under this call off contract and Vital Energi will undertake all the requirements of this paper.</p>

Appendices

Appendix 1	Project Coversheet
-------------------	--------------------

Contact

Report Author	Adam Fjaerem
Email Address	adam.fjaerem@cityoflondon.gov.uk
Telephone Number	07871 107 902

This page is intentionally left blank

Project Coversheet

[1] Ownership & Status

UPI: TBC

Core Project Name: Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings: Mansion House, Carbon Reduction Measures.

Programme Affiliation: Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings

Project Manager: Adam Fjaerem

Definition of need: this project is part of the 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' which aims to deliver reductions in the carbon emissions of our operational buildings in support of the City Corporation's net zero goal as set out in our Climate Action Strategy.

Key measures of success:

1. UKPN substation dedication
2. Roof design signed off by all stakeholders.
3. Building Safety Act (BSA) compliance.
4. Completed within budget.

Expected timeframe for the project delivery: Completion by Dec 2025.

Key Milestones:

Jun 25:	<ul style="list-style-type: none"> For Information Only GW3-4 for main works noted.
Jun 25:	<ul style="list-style-type: none"> Instruct works agreement
Jul 25:	<ul style="list-style-type: none"> Contractor mobilisation, supply orders raised, commence installation.
Dec 25	<ul style="list-style-type: none"> Complete substation dedication. Complete roof design Compliance with BSA

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

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

No.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' GW2 report (as approved by P&R 15/12/2022):

A GW2 paper titled 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' was Approved by P&R. This paper set out the specific projects that formed the programme and would be submitted for approval through

a series of subsequent separate gateway papers. Appendix 1 of this paper set out a list of the proposed projects for the scope of the programme. This includes several Energy Conservations Measures (ECM) identified at The Mansion House of which two (ASHP and PV array) require planning permission before proceeding.

This For Information Only paper details expenditure required to facilitate this project whilst the planning application is being considered.

'For Information only' GW3-4 report:

- Total Estimated Cost (excluding risk): £3M.
- Resources for this For Information Only paper (excluding risk): £250k.
- Spend to date: £60k.
- Costed Risk (pre-mitigation) for this For Information Only paper: £50k.
- CRP Requested: £50
- CRP Drawn Down: £0
- Estimated Programme Dates:
 - June 2025 Instruct UKPN works to upgrade substation.
 - June 2025 Instruct Vital Energi roof design team to design the updated roof to support the ASHP.
 - June 2025 Instruct Vital Energi to raise supply orders with their BSA subcontractors.
 - June 2025 submit full planning permission and Listed Building Consent application.

Total anticipated on-going commitment post-delivery [£]: 0.

City of London Corporation Committee Report

Committee(s): Resource Allocation Sub-Committee	Dated: 25/06/2025
Subject: Blackfriars Bridge Foreshore, Victoria Embankment, EC47 0AF(Thames Tideway Project) – City property asset re-purposing and options appraisal	Public report: RASC – For Information
This proposal: • delivers Corporate Plan 2024-29 outcomes	Vibrant Thriving Destination
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£25,000
What is the source of Funding?	City Surveyor's Local Risk budget
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: City Surveyor and Executive Director of Property (CS.145/25)	
Report author:	Tom Hodgkiss Principal Surveyor Corporate Property Group

Summary

The Thames Tideway Tunnel's Blackfriars Foreshore site, managed by Bazalgette Tunnel Limited (Tideway), is nearing completion, with full operational readiness achieved in May 2025 and final landscaping due by September 2025. The site includes three distinct areas: land designated to Thames Water, a City Walkway section, and the undercroft and former underground rifle range, both of which are the focus of an ongoing repurposing review. See Appendix 1.

The undercroft open area, historically closed due to anti-social behaviour, and the former rifle range, are now being reviewed for potential reuse, including proposals for a sporting facility, an energy centre, or commercial income. However, legal clarity on ownership, particularly in relation to TfL, is required before progressing. The City Solicitor is of the initial opinion this land is within the City's ownership; however, this is being confirmed with TfL and an update on these matters is expected at the RASC Committee meeting on 9 September 2025.

It is intended to commission external advice, at a cost up to £25,000 funded from the City Surveyors local risk budget, to explore the redevelopment potential of the undercroft and use for the former rifle range. The brief will include an assessment of commercial opportunities and estimated costs to provide, such as retail kiosks, food and beverage outlets, and flexible, programmable space, as well as non-commercial uses, including a proposed sports facility e.g. skateboard facility as part of the City's Sports Strategy. This will ensure future decisions are informed, strategic, viable and aligned with the City's placemaking objectives.

Recommendation(s)

Members are asked to note the following:

1. Note the undercroft and former rifle range areas are being returned to the City following Thames Tideway's occupation, but legal clarity (as to ownership of entire site, access rights etc) is required before any asset allocation or redevelopment can proceed.
2. Note early ideas for the site include converting the undercroft into a sports facility and repurposing the former rifle range as an energy centre. Both spaces also present potential for commercial use; however, the precise nature of any future use remains to be explored and determined. Further feasibility work is dependent on the resolution of existing legal and operational constraints.
3. Note the Environment Department are overseeing the Tideway works to ensure compliance with the Development Consent Order, handover back to the City Surveyor for ongoing management will follow upon project completion, currently anticipated in September 2025.
4. Note that officers will commission external advice aimed at exploring the potential of the undercroft and former rifle range with the costs to be met from the City Surveyor's local risk budget.
5. Note a further report on costed options will be reported to your committee in early 2026.

Main Report

Overview

1. The Blackfriars Foreshore site, part of the Thames Tideway Tunnel programme, is approaching final handover. Delivered by Bazalgette Tunnel Limited (Tideway), the site is a flagship location designed to intercept combined sewer overflows and enhance the Thames riverside with new public space. Operational readiness was achieved in early 2025, with full integration completed by May. Final landscaping and public realm works are scheduled for completion by September 2025.
2. The site comprises three distinct elements:
 - **Thames Water Land:** The majority of the new foreshore, to be privately managed by Thames Water and including a public café.
 - **City Walkway:** A designated pedestrian route through the Thames Water land and City owned land, ensuring reinstatement of the continuous riverside access. This will be maintained by City Operations (Streets & Spaces).
 - **Undercroft and Rifle Range:** Two enclosed areas (approx. 700m² and 280m² respectively) that are the focus of this report. The Rifle Range sits below the Undercroft with shared access. Public Toilets are being reinstated at the Western end of the Undercroft.

Site History and Current Status

3. Since 2017, Tideway has occupied the undercroft and rifle range to support construction activities. Historically associated with anti-social behaviour, the undercroft has remained hoarded and inaccessible for decades. While colleagues in the Environment team previously recognised its potential for a park

or riverside development, there was no budget or intention to adopt, maintain, or manage the site. Should a box park or more substantial development prove viable—subject to assessment by the City Surveyor—it could offer a valuable local amenity. The site is not designated as City Walkway or public highway and therefore falls outside the remit of City Operations, though it remains subject to planning controls.

4. The rifle range, a sub-basement space, was formerly managed by the Investment Property Group (IPG). It was not considered viable for long-term investment, and it is proposed to be re-allocated as a corporate asset to be managed by RA-Sub.

Design and Handover Requirements

5. The site's design and delivery are governed by the Development Consent Order (DCO) framework. The District Surveyor's Structures Team has overseen technical compliance. As part of the DCO, Tideway will reinstate a secure hoarding to the undercroft. This structure, designed to meet wind load requirements, is supported by a removable steel frame and ensures the area remains secure and safe once the Bazalgette Embankment opens to the public.

Strategic Opportunity and Constraints

6. With the surrounding public realm nearing completion, the undercroft and rifle range present a timely opportunity for strategic placemaking. However, progress is contingent on resolving legal uncertainties. While most of the land is under City title, some areas remain unregistered, and there is potential for overlapping claims by Transport for London (TfL) under the GLA Roads and Side Roads (Transfer of Property) Order 2000.
7. The City Solicitor is currently engaging with TfL to confirm ownership and address any operational concerns, including inspection rights for the flyover above. These discussions are critical, as any requirement for structural clearance could limit redevelopment options.

Emerging Proposals

8. Three early-stage proposals have been identified:
 - **Sports Facility:** The Sport Strategy & Engagement team has proposed converting the undercroft into a dedicated space for skateboarding and wheeled sports. The estimated capital cost for this initiative is £350,000. This figure does not currently account for bridge safeguarding measures or ongoing operational management. While funding has yet to be secured, potential sources include the London Marathon Charitable Trust and the CIL Neighbourhood Fund. To assess feasibility and community interest, a temporary skate park installation could be trialled at a lower projected cost.
 - **Energy Centre:** The Energy & Sustainability Team, supported by engineering consultants Arup, are assessing the viability of repurposing the rifle range to host low carbon heat generation plant for supplying a future large scale heat network in this area of the Square Mile which could decarbonise many buildings in support of our Climate Action Strategy 2040 net zero ambition. The outcome of this assessment is pending.

- **Commercial Activation:** Subject to feasibility and legal clearance, options such as retail kiosks, food and beverage outlets, or a flexible event space will be explored. These could generate revenue and enhance the vibrancy of the riverside.
9. The City's Business Improvement Districts (BIDs) have also expressed interest in developing social spaces to support local businesses in the Blackfriars and Fleet Street area.
 10. The undercroft and rifle range may be best treated as separate opportunities, given their differing characteristics and constraints. Future uses should also complement the newly delivered Bazalgette Embankment public realm, enhancing its function and integration rather than duplicating or conflicting with it.

Legal and Operational Dependencies

11. Before any proposal can proceed, the following must be resolved:
12. Confirmation of City ownership and any residual TfL claims.
13. Clarification of access rights, particularly for TfL-owned walkways adjacent to the site.
14. Assessment of structural constraints related to the flyover above the undercroft.
15. These factors will determine the viability of each option and inform the scope of future feasibility work.
16. It is important to note that we cannot take for granted that TfL's in-house lawyer will engage with us with urgency. There may be delays due to a lack of engagement, which could impact the overall timeline of the project.
17. The City Solicitor will also need to liaise with the City Bridge Foundation from the perspective of safeguarding the bridge, which is paramount. As a result, certain uses will be prohibited in the section of the undercroft under the bridge. No decision can be made on the further use of the space before we have established this and what maintenance and inspection access needs to be afforded to TfL.

Next Steps

18. Pending legal confirmation, the City Surveyor will:
19. Oversee and coordinate the transfer of ownership of the Undercroft and Rifle Range to the RA-Sub Committee from their current managing committees. These assets will be held as Corporate Assets on an interim basis until a long-term use is identified, at which point responsibility may be reassigned to a more appropriate committee.
20. Commission a series of feasibility studies from a range of external specialists, including architectural input from Hawkins Brown, who previously advised on the Tideway project, and skatepark design expertise from Betong Park Ltd. These studies will be funded from the approved £25,000 budget and will inform a comparative assessment of both commercial and community-led delivery options. The resulting multidisciplinary advice will be compiled into an initial feasibility report. The scope of this commission is outlined in Appendix 2.

21. Assess the site's potential for both commercial and community uses, including hybrid models, ensuring active stakeholder engagement throughout the process.
22. Present interim findings and recommendations to RASC in September 2025, with a full suite of options and detailed costings expected to follow in Q1 2026.

Strategic Fit

23. This initiative supports the City's Corporate Plan objectives:

Vibrant, Thriving Destination: Active and commercial uses will contribute to a dynamic riverside environment that serves residents, workers, and visitors.

Financial and Resource Implications

24. The £25,000 feasibility budget will be met from the City Surveyor's local risk allocation. Should a project go ahead this cost may be sought from the approved budget for the project.
25. Officer time will be required to manage legal discussions, coordinate technical input, and oversee feasibility work but this cost will be met from existing local risk budgets for these staff
26. Funding for any project, should Members decide to proceed, will need to be identified at that time, and based on the estimated project costs.

Conclusion

27. The undercroft and rifle range represent a rare opportunity to repurpose legacy infrastructure in a high-profile location. With legal clarity and strategic investment, these spaces could support a range of uses—from community sports to energy resilience and commercial activation. Members are asked to note the proposed next steps to ensure that future decisions are informed, deliverable, and aligned with the City's placemaking ambitions.

Appendices

Appendix 1 – Site plan

Appendix 2 – Scope of work for Initial Feasibility Report

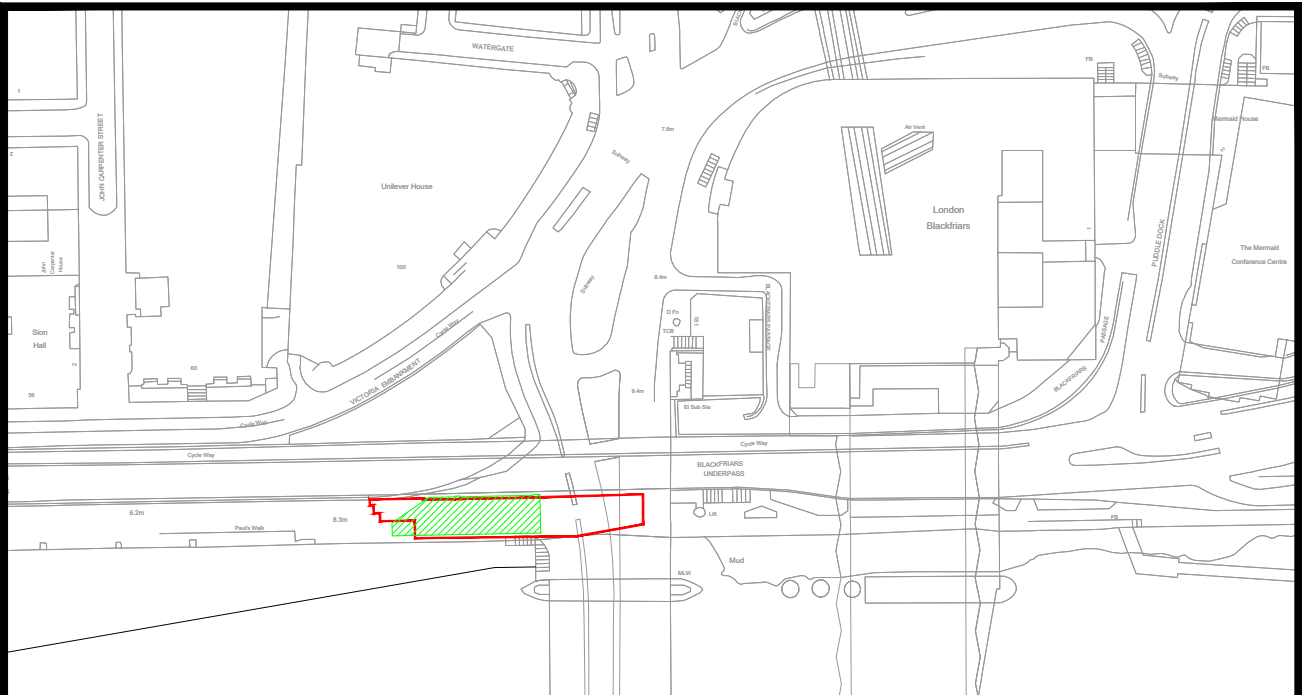
Tom Hodgkiss

Principal Surveyor

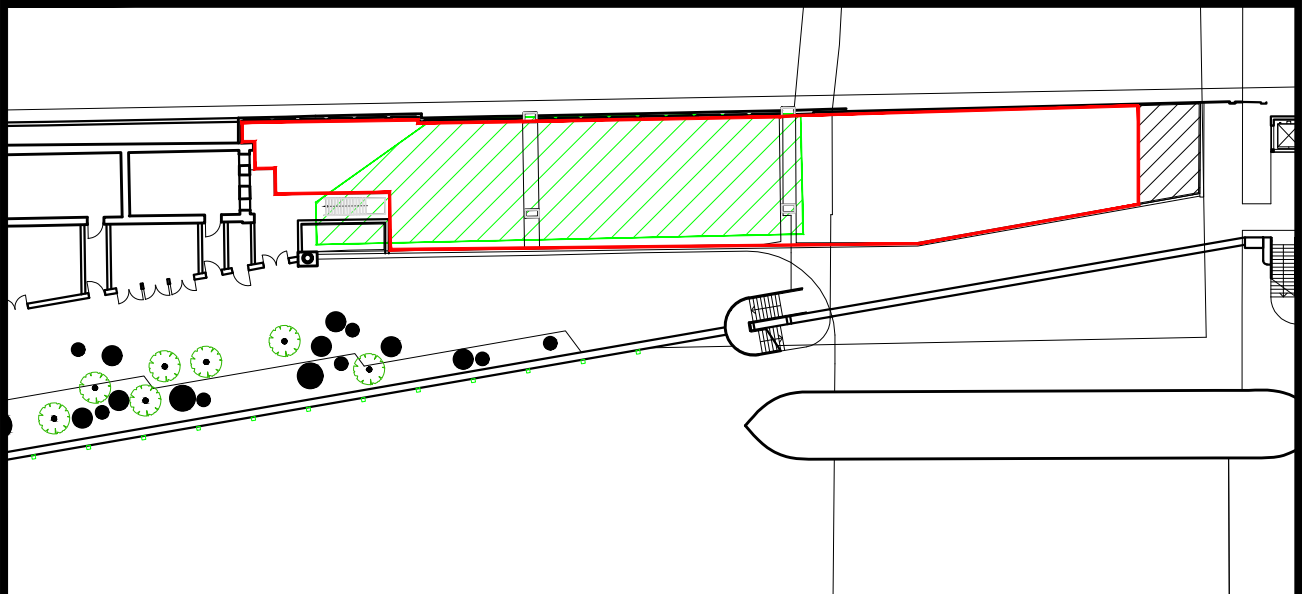
T: 07712 235 581

E: Thomas.hodgkiss@cityoflondon.gov.uk

This page is intentionally left blank



Location Plan



Area of Undercroft



Extent of Undercroft



Existing Rifle Range below the Undercroft

Address :

Blackfriars Undercroft
London EC4

Title :

Committee Plan

Pro code

UPRN



*P.G. Wilkinson BSc MSc MRICS
City Surveyor*

CITY SURVEYOR'S DEPARTMENT
Corporate Property Group :
Plans & Records Section

Print Scale :

1 : 1250 @ A4 size

Date :

May 2025

Drawn by :

KT

Drawing No :

5-C-43909 -01

© Crown copyright and database rights OS 100023243



This page is intentionally left blank

Appendix 2

Brief and scope for Initial Feasibility work from Hawkins Brown

As part of an early feasibility study, we will test layouts of the uses described in your email below. This will illustrate an option for each use that explores how the brief could be accommodated within the ownership outline provided. This will show how the space could be used to help narrow down the use options before progressing with any further design development at a later stage.

We will develop a layout for each of the following use scenarios:

- Wheeled sports
 - Assuming a skatepark as the primary use and input from the skatepark operator discussed during our call
- Commercial unit that can accommodate food and beverage uses.
 - Based on previous studies this is likely to mean a single operator. We have assumed that a subdivision of space for multiple uses would be illustrated in the 'Kiosks' study
- Kiosks
 - We have taken this to require subdividing the undercroft space into smaller flexible uses that could accommodate both retail or F&B units.
- A flexible space option that could accommodate any of the above uses, as well as events
 - This will aim to provide a shell and core that can accommodate pop up space or events so that different scenarios of the above uses could be considered in the future.

Deliverables:

- Block plans illustrating a possible layout option for each use scenario
 - These will be supported by precedents of similar types of spaces/uses
- Outline areas of the layout expressed as GEA
- Strategic assumptions on access and servicing the space
 - This assumes further input from specialist consultants at a later stage.

- The above will be collated into an Initial Feasibility report and issued at the end of the stage

Programme:

We have assumed a 3-4 week programme to develop the initial feasibility layouts as outlined below:

- Inception meeting (week 1)
- Site visit at inception to get a better understanding of the as built undercroft space
- Interim meeting to review layout progress (start of week 3)
- Final presentation (end of week 4)

Assumption:

- For this initial feasibility we have assumed there will be no input or coordination with other consultants. Assumptions made will require further testing and design development at a later stage
- Financial/operational viability or cost assessment is assumed to be undertaken by others after our spatial testing is completed at the end of this stage
- Visualisations, 3D illustrations or models are budgeted for separately if required
- All third-party costs such as obtaining utility plans, surveys, statutory fees etc. are excluded
- Information exchange is assumed to be electronic
- Invoicing on a monthly basis and receipt of payment within 30 days
- Information and decisions will be available in a timely manner to enable the work to progress effectively
- 2D and 3D CAD baseline site information is available

City of London Corporation Committee Report

Committee(s): Resource Allocation Sub (Policy and Resources) Committee – For Information	Dated: 25 June 2025
Subject: Guildhall North and West Wing - Office Utilisation Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Leading Sustainable Environment Vibrant Thriving Destination Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£270k
What is the source of Funding?	2025/26 capital contingencies
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The City Surveyor and Executive Director of Property	Paul Wilkinson
Report author:	Dorian Price, Guildhall Manager, City Surveyors

Summary

Following the deferral of the Guildhall Refurbishment Major Project (west and north wings), the City Surveyor has taken a proactive approach to review and propose improvements to current office utilisation across the North and West Wings. A data-led utilisation assessment has supported the development of departmental business plans for 2025/26 and informed a programme of improvements to ensure that Guildhall remains a functional, flexible, and future-proofed workplace.

Recent initiatives demonstrate this strategic shift:

- The successful relocation of GSMD administrative staff to the North Wing in 2024.
- Innovation & Growth leading the proposed establishment of the Government's Financial Services Concierge Service / Investment Hub at Guildhall.

- Ongoing work by the City Surveyor to improve utilisation and enhance working environments, including the introduction of shared collaboration spaces, subject to approval of funds??
- CSD is currently reviewing new office accommodation for the Housing Revenue Account (HRA) Housing Services team, in anticipation of staff growth over the next 12 months. The current space at the Barbican Estate Office will not be adequate for the team's future needs.

The evidence shows that due to specific requirements of each occupier, not all departments operate from the same spatial baseline—desk ratios, working patterns, and usage density vary significantly. As hybrid working becomes embedded, the Corporation must adapt its workplace model. There is a clear opportunity to reconfigure some underutilised areas to deliver shared, neutral collaboration zones—spaces that support flexible attendance, reduce pressure on mid-week peak days and foster greater cross-departmental working.

Recommendations

Members are asked:

1. Note the findings of the Guildhall office utilisation review and the proactive measures already undertaken and actively being reviewed.

Main Report

Background

1. In the absence of a major capital redevelopment, the Guildhall Complex continues to be actively reviewed to align with operational priorities and space optimisation goals. This includes opportunities to:
 - 1.1. **Absorb external space requirements** back into Guildhall (as was successfully done for GSMD in 2024);
 - 1.2. **Support corporate services growth**, such as the proposed FS Concierge Service led by Innovation & Growth.
 - 1.3. Introduce **shared-use models** where appropriate to better match capacity with user demand.
2. Notably, some departments are working in dense environments, while others retain lower utilisation. A single standard is not applicable across the Complex due to the specific requirements of each occupying department, but targeted interventions can improve the overall efficiency and user experience.

Current Position

3. The key findings from the Guildhall desk utilisation across all departments in North and West wings is as follows –
 - 3.1. **Total allocated Office Space:** 10,825 m² across all departments in West and North wings.
 - 3.2. **Total allocated Desks:** 962 desks for 1,389 Full-Time Equivalents (FTE) as supplied by each Departmental Workplace Representative.

- 3.3. **Overall Office Utilisation** - The average office space utilisation rate across both wings is **61%**, reflecting the minimum 3 days policy and different usage by occupying departments.
- 3.4. **Friday Decline**: Utilisation drops significantly to 35%, reflecting flexible work patterns and indicating a strong preference for remote work at the end of the week.
- 3.5. **Total FTE per Desk**: Average 1.44 FTE per desk.
- 3.5.1. Ranges from **1.02 FTE** per desk to **2.3 FTE** per desk. Indicating shared desk arrangements in some areas.
- 3.6. **Total FTE per Square Metre**: Average 7.8 m² per FTE.
- 3.6.1. British Council for Office – BCO – recommends density as a single occupancy criterion of 10 m² per person.
4. The key findings highlight different space usage according to individual department's requirements, employee-to-desk ratios, and peak occupancy patterns and further supports the recommendations for the introduction of shared collaboration zones.

Proposals

5. Optimise Space Utilisation

- 5.1. At May Senior Leadership Team (SLT) meeting, Chief Officers approved the recommended option to reconfigure specific underutilised areas of the North Wing to create neutral and shared collaboration zones—open to all departments and aligned with modern hybrid working practices. This includes:
- Quiet touchdown areas.
 - Informal meeting spaces.
 - Technology-enabled collaboration zones.
- 5.2. The proposed investment of £270,000 from 2025/26 capital contingencies and will support:
- Space planning and layout reconfiguration.
 - Furniture and environment upgrades, where required.
 - IT and signage.
- 5.3. This option delivers:
- Smarter use of floorspace.
 - A better experience for staff and teams on site.
 - Alignment with workplace trends and staff expectations.

Corporate & Strategic Implications –

6. **Strategic implications –Workplace Attendance Policy**: This report assumes that all departments are adhering to the minimum three-days-a-week office attendance policy. This is not monitored by CSD, but by the occupying departments themselves.
7. **Financial implications** – A capital investment of £270k was approved by Priorities Board in May, and is subject to approval by RASC (via Chamberlain funding update report), to reconfigure identified spaces (e.g. furnishings, IT, layout changes).

8. **Resource implications** - Implementation will require project support from the City Surveyor's Department (CSD), current occupiers, IT, and Facilities teams working together to deliver these new shared collaboration spaces.
9. **Legal implications** - No direct legal implications identified at this stage. The proposal to accommodate the Financial Services Concierge Service / Investment Hub may require future legal documentation.
10. **Risk implications** –
 - Low operational risk: primary risk relates to delays in funding approval or implementation.
 - Risk of underuse if space is not properly signposted or supported.
 - Mitigated through staff engagement, clear communication, and user-friendly design.
 - Working within the building control constraints for fire management and evacuation procedures.
11. **Equalities implications** – Shared collaboration spaces will be designed to be inclusive and accessible to all, in compliance with the Equality Act 2010. The proposal reflects feedback from the DAWN (Disability and Wellbeing Network), which emphasised the importance of neurodiversity-friendly design features—such as quiet areas, visual clarity, and varied working environments—to better support staff with diverse cognitive and sensory needs.
12. **Climate implications** - Consolidating workspace and repurposing existing areas supports the Corporation's Net Zero targets by reducing energy consumption per user.

Conclusion

13. This report demonstrates that, since the deferral of the Guildhall Refurbishment Major Project, the City Surveyor is managing space planning across the complex and is actively managing its estate to reflect operational and workforce realities.
14. The findings confirm that while no additional internal accommodation is being sought for 2025/26, there is still some minor opportunity to optimise existing office space through targeted interventions. In particular, some underutilised areas could be better reconfigured into neutral, shared collaboration spaces, enhancing flexibility, supporting hybrid working, and relieving pressure points on desks and meeting rooms during peak days.
15. The proposed approach aligns with the City Corporation's strategic priorities and offers long-term value by improving space efficiency, fostering cross-departmental collaboration, and ensuring the estate remains fit for purpose.

Appendices

- None

Dorian Price, Guildhall Manager

T: 07827 256959 E: dorian.price@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s) Resource Allocation Sub-Committee – For Information	Dated: 25 June 2025
Subject: Historic Cyclical Works Programmes – Outturn Report CS:131/25	Public For information
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Leading Sustainable Environment • Flourishing Public Spaces • Dynamic Economic Growth • Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: The City Surveyor	Paul Wilkinson – The City Surveyor
Report author: Jonathan Cooper, City Surveyor’s Department	

Summary

This report provides an overview of the progress and expenditure of the historic Cyclical Works Programmes (CWP) across the Corporate property portfolio.

The report confirms that the remaining budget of c.£8.6m was fully utilised by the City Surveyor by end of the 2024/25 fiscal year. A summary of where the budget was utilised is outlined in this report.

Recommendations

Members are asked to note the completion of the pre-2024/25 CWP programmes of work.

Main Report

Background

1. There is an ongoing need to conduct planned refurbishment and replacement of buildings and their associated equipment in addition to routine serving and repairs.
2. This report deals with the historic CWP which completed at the end of fiscal 2024/25. This is different from the new £133.7m CWP which, as agreed, is being delivered over five years from 2024/25 and is reported separately.

3. The historic CWP consisted of multiple programmes dating back to 2021/22. Programmes varied from 1 to 3 years and often overlapped and were sometimes extended, which made clarity of reporting to members very difficult. These programmes were overseen by the City Surveyor's department who undertook most of the project delivery. These programmes ended on 31 March 2025.
4. Projects undertaken by the Barbican and GSMD and the engineering projects for the Environment Department are delivered by their own teams and so are accountable for their element of project delivery, not the City Surveyors' Department.
5. Under the agreed governance, the Peer Review Group chaired by the Chamberlain had the authority to agree funding increases on individual projects and/or to divert funding to new projects that met a jointly agreed priority criterion. These changes were made within the agreed programme funding envelope and ensured that project issues could be dealt with promptly.

Final Position

6. The table below provides a breakdown of revenue expenditure across locations for the 2024/25 financial year, showing the approved budget, actual spend, variance, and variance as a percentage of the budget. Further information is included in Appendix 1.

Location	24/25 Budget £	24/25 Actual £	Variance £	Variance %
City Fund				
Barbican	1,667,000	1,293,095	(373,905)	-22.42
Community & Children's Services	56,000	43,574	(12,426)	-22.2%
City Information Centre	0	2,180	2,180	N/A
City Open Spaces – City Fund	344,000	355,157	11,157	3.2%
Libraries	170,000	179,232	9,232	5.4%
Old Bailey	887,000	1,181,902	294,902	33.2%
Planning & Transportation	433,000	332,480	(100,520)	-23.2%
Port Health	189,000	214,108	25,108	13.3%
Roman Bath House	4,000	4,084	84	2.1%
Walbrook	42,000	41,850	(150)	-0.4%
City Fund Total	3,792,000	3,647,662	(144,338)	-3.8%
City Estate				
Bunhill	62,000	62,257	257	0.4%
Ceremonial GA	22,000	6,975	(15,025)	-68.3%
Epping	704,000	830,643	126,643	18.0%
GSMD	1,019,000	1,065,724	46,724	
Hampstead	857,000	1,025,514	168,514	19.7%
Keats	90,000	127,682	37,682	41.9%
Mayoralty & Shrievalty	87,000	87,352	352	0.4%
Magistrates Court	44,000	43,531	(469)	-1.1%
Mansion House	204,000	256,328	52,328	25.7%
Monument	25,000	28,032	3,032	12.1%

Queens Park & Highgate Wood	251,000	267,939	16,939	6.7%
Smithfield	491,000	398,474	(92,526)	-18.8%
West Ham Park	39,000	49,801	10,801	27.7%
City Estate Total	3,895,000	4,250,252	355,252	9.1%
Guildhall Total	959,000	1,135,662	176,662	18.4%
Grand Total	8,646,000	9,033,576	387,576	4.5%

*Note that this table excludes the Barbican and Golden Lane schemes agreed to be carried forward.

7. The final outturn for 2024/25 shows a total programme overspend of £387,576, equating to a 4.5% variance above the approved revenue budget of £8.65 million. This was driven primarily by higher-than-anticipated expenditure at key sites such as Old Bailey, Hampstead Heath, and Epping. This overspend can be afforded through previous/residual savings and underspends from historical CWP programmes.
8. Underspends in areas such as Smithfield and P&T reflect adjustments in scope or rephasing of certain works. Notably, the City Estate portfolio recorded additional expenditure of 9.1%, indicating significant investment. The Guildhall portfolio also exceeded its allocation by £176,662, equating to 18.4%.
9. The table below provides the overall outturn position for these CWP programme across all the financial years they covered, showing the approved budget, actual spend, and variance. The CWP was delivered with a £417,000 saving, which was returned to central reserves. Further detail on each year's spend is included in Appendix 2.

	Budget	Actual	Variance
2019/20 Programme	12,600,000	11,891,799	708,201*
2020/21 Programme	10,800,000	9,878,816	921,183 *
2021/22 Programme	3,963,000	3,921,847	41,153
2022/23 Programme	11,090,000	11,017,041	72,959
2023/24 Programme	4,980,000	4,934,376	45,624
Carry Forward 25/26		1,372,000	(1,372,000)
	43,433,000	43,015,880	417,120
* Carry Forward approved by RASC - (budgets now capitalised)	1,180,000	Barbican	
	192,000	Golden Lane	
	1,372,000		

** 2019/20 and 2020/21 information is included as the £1.37m for Barbican and Golden Lane in 2025/26 that was approved by RASC is funded from the 2019/20 and 2020/21 programmes approvals.

10. This performance demonstrates that the programme responded successfully to emerging operational needs. With the programme now complete and all budgets closed, the lessons learned from this outturn will serve to inform financial planning and risk mitigation for the new and ongoing £133.7m CWP which is being delivered over five years from 2024/25.

Corporate & Strategic Implications

11. Strategic implications – Cyclical Works Programmes are a strategic initiative that not only maintains and enhances the operational estate but also aligns with and supports the broader goals of the Corporate Plan. Further detail is in Appendix 3.
12. Financial implications – The funding for these programmes of work have already been approved. The unspent funds at the end of the 2024/25 Financial Year will fall back to central reserves, except for the projects that RASC approved for Barbican and Golden Lane, which will be completed in 2025/26. These projects are now capital projects for reporting purposes, and are excluded from this Outturn report and the subject of an outturn report next year authored by those delivering them (principally the Barbican).
13. Resource implications – none.
14. Legal implications – none.
15. Risk implications - The central corporate risk register identifies risk CR37 – Maintenance & renewal of corporate physical operational assets (excluding housing). The delivery of this programme of works will address this risk and will be updated at the appropriate juncture(s). This risk status is regularly reviewed.
16. Equalities implications – none.
17. Climate implications – The CWP's include projects which will contribute modestly towards the reduction of carbon usage across corporate estate.
18. Security implications – none.

Conclusion

19. All historic Cyclical Works Programmes previously delivered by the City Surveyor and the Environment Department have now been completed, focus is now on the delivery of the 2024/25 Cyclical Works Programme.
20. Looking ahead, the 2024/25 Cyclical Works Programme remains the sole active programme. This is subject to an established six-monthly reporting cycle to this committee, ensuring continued oversight and progress monitoring.

Appendices

- Appendix 1 – Summary of Final year Outturn Variances over £100k
- Appendix 2 – Previous 5 Years Outturn Detail
- Appendix 3 – Alignment with City of London Corporate Plan Outcomes

Report Author

Jonathan Cooper
Assistant Director - City Surveyor's Department
T: 07903 945152
E: jonathan.cooper@cityoflondon.gov.uk

Appendix 1 – Summary of Final year Outturn Variances over £100k

Location	Budget	Actual	Variance	Explanation
City Fund				
Barbican	1,667,000	1,293,095	(373,905)	On-site operational constraints/limitations, meaning works couldn't be completed.
Old Bailey	887,000	1,181,902	294,902	New projects added: Hydraulic System Replacement, Emergency Lighting, Water Tanks, Public Switched Telephone Network, External Repair, Diesel Powered Generator, Boiler Inspection. Some budget increases.
Planning & Transportation	433,000	332,480	(100,520)	Some projects completing under budget.
City Estate				
Epping	704,000	830,643	126,643	New projects added: Diesel Pipeline, Windows, Asbestos, Positive Input Ventilation at Keeper's Cottage, External Decoration of Change Rooms, Lodge Roof Replacement, Fire Alarms. One budget increase.
Hampstead	857,000	1,025,514	168,514	New projects added: Lemur Shed Rot, Refurb Leak, Soundproofing, Staff Yard Gate, Electrical Rewire, Jetty Repairs and Repointing, Boiler Replacement, Fire Door Replacement, Roof Gutter, Ancillary Electrical, Shower Kitchen, Internal/External Decorations. Some budget increases
Guildhall				
Guildhall	959,000	1,135,662	176,662	New projects added: Public Switched Telephone Network, Kitchen Refurb, Members Car Park Security Hut, Crypt Investigations. Some budget increases

This page is intentionally left blank

Appendix 2 – Previous 5 Years Outturn Detail

		Budget	Actual
2019/20 Programme		3,128,000	2,107,893
		3,491,000	1,791,676
		4,816,000	2,676,152
		1,974,000	1,842,508
		641,000	382,531
		1,295,000	1,474,039
	capitalised		1,617,000
		12,600,000	11,891,799
2020/21 Programme		1,515,000	1,341,911
		2,627,000	1,497,799
		4,872,000	2,084,799
		2,158,000	1,125,570
		1,296,000	1,280,737
	capitalised		2,548,000
		10,800,000	9,878,816
2021/22 Programme		2,166,000	1,363,168
		1,797,000	1,107,153
		265,000	350,439
		252,000	373,239
	capitalised		727,847
		3,963,000	3,921,847

2022/23 Programme		4,407,000	2,772,478
		5,218,000	3,523,911
		2,594,000	2,883,653
	capitalised		1,837,000
		11,090,000	11,017,041
2023/24 Programme		3,736,000	1,673,976
		3,026,000	3,033,049
	capitalised		227,351
		4,980,000	4,934,376

** 2019/20 and 2020/21 information is included as the £1.37m for Barbican and Golden Lane in 2025/26 that was approved by RASC is funded from the 2019/20 and 2020/21 programmes approvals.

Appendix 3: Alignment with the City of London's Corporate Plan Outcomes	
Leading Sustainable Environment	The inclusion of climate action strategy works demonstrates a commitment to sustainability, reducing the carbon footprint and promoting environmental stewardship.
Flourishing Public Spaces	Well-maintained public spaces contribute to the overall well-being and quality of life for residents and visitors.
Dynamic Economic Growth	By maintaining and improving the operational estate, the programme creates a conducive environment for businesses to thrive, supporting economic growth.
Providing Excellent Services	The programme allows for timely upgrades and repairs, ensuring that services remain excellent and responsive to changing demands.

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s)	Dated:
Resource Allocation Sub (Policy and Resources) Committee – For information	25 June 2025
Subject: City Surveyor's Business Plan 2024-29 - Quarter 4 of 2024/25 Update	Public report: For information
This proposal: Delivers Corporate Plan 2024-29 outcomes	Providing Excellent Services, Leading Sustainable Environment, Flourishing Public Spaces, Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The City Surveyor and Executive Director of Property (CS 129/25)
Report author:	John Galvin/Faith Bowman City Surveyor's Department

Summary

- This report provides Members of Resource Allocation Sub (Policy and Resources) Committee (RASC) with details of progress in quarter 4 (2024/25) against the City Surveyor's 2024-29 Business Plan. A similar report is presented to Members of Investment Committee (IC) and the Markets Board.
- Overall, the department successfully delivered against its approved objectives set out in the Business Plan amidst a challenging environment. Of the ten key performance indicators tracked by RASC, eight successfully achieved their targets, while two fell short:
 - KPI.10, delivery of Climate Action Strategy milestones, was more challenging this year due the identification of faulty meters at a couple of large sites leading to a spike in billed energy use that will include energy use from the previous reporting period.
 - KPI.12, property contract performance compliance, indicated that the Integrated Facilities Management contracts were performing in line with expectations after 24 months within the 5+5-year contract term. However, at the end-of-year assessment date, performance trailed target by 2%.
- In 2024/25 some of key achievements for the department included:

- The Corporate Property Group exceeded its capital and additional income targets, generating £7.1m for the Corporation against a £4.7m target.
 - The final phase of the Central Criminal Court's long term plant replacement works was delivered, marked the completion of a decade-long project.
 - The final account for the Museum of London and Poultry Market project was settled. Notably the structural engineering firm Arup received an industry award for their work on the Poultry Market Roof.
- The City Surveyor's Department end of year outturn reveals that the department's budget was overspent by £261,000 at year end on its City Fund and City's Estate services, against a budget of £31.1m (0.8%). The City Surveyor's City Bridge Foundation services were £547,000 underspent. If this is considered, the overall position is an underspend of £286,000 against a total budget of £34.0m (-0.8%). This is before the additional £7.1m generated by the Corporate Property Group is considered.

Recommendation

- That Members note the content of this report.

Main Report

Background

1. In line with the City Corporation's performance management approach this is a regular update report on the progress made against the department's 2024-29 Business Plan.
2. The department's business plan outlines seventeen Key Performance Indicators (KPIs). Resource Allocation Sub (Policy and Resources) Committee (RASC) oversee the progress against ten of these measures, whilst Investment Committee (IC) oversee twelve and the Markets Board oversee two.
3. Performance is assessed on a traffic light basis (RAG), where red denotes a high risk of non-attainment, amber indicates some concern, whilst green denotes the measure being on/ahead of target.

Current Position

4. This report provides the latest budget monitoring statement which is set out in Appendix A. The full list of KPIs, and their current performance is noted in Appendix B.
5. A separate monitoring report on the risks within the department is also circulated for this meeting.

Financial Statement

6. The City Surveyor's end of year outturn reveals that the department was overspent by £261,000 at year end on its City Fund and City's Estate services, against a budget of £31.1m (0.8%). The City Surveyor's City Bridge Foundation

services were £547,000 underspent. If this is considered, the overall position is an underspend of £286,000 against a total budget of £34.0m (-0.8%). As noted above, the Corporate Property Group generated additional income and receipts of £7.1m for central budgets which is not accounted for within the City Surveyor's budgets.

7. The full details of the variances are set out in Appendix A. The overspend on the City Surveyor's City Fund and City's Estate services is principally due to additional reactive repairs on the corporate facilities management contract and overspend at Smithfield Market, both resulting from the closure of the Poultry Market and the cap on the Smithfield Market service charges and recovery from tenants. These overspends are in part offset by savings on City's Estate reflecting better service charge recovery than anticipated, as well as savings on the corporate facilities management contract at the Guildhall complex. The underspend on City Bridge Foundation services is largely due to an underspend on professional fees and advertising, in addition to savings on the cyclical works programme arising from projects cancelled or deferred.

Quarter 4 2024/25 update

8. The table below provides an 'at a glance' assessment of the department's performance through the third quarter of the 2024/25 reporting year.

Status ¹	Green	Amber	Red	TBC	N/A
Resource Allocation Sub Committee	8	0	2	0	0
Overall (including non-RASC measures)	10	0	4	3	0

9. Of the ten measures submitted to this Committee, eight successfully met their targets, indicated in green. However, two measures, KPI.10 – Delivery of Climate Action Strategy (CAS) milestones for the operational estate, and KPI.12 – Property Contract Performance Compliance failed to achieve their designated targets, (Red).
10. Further detail on the measures relevant to this Committee that did not reach their targets are set out below.

A. **KPI.10 – Delivery of Climate Action Strategy (CAS) Milestones – operational estate**

This indicator shows progress towards the Climate Action Strategy targets of the operational estate set by the CAS team.

Target - less than 5%
Q1-Q4 Performance - 21% (Red)

Energy consumption and the related carbon emissions have shown a downward trend across the operational estate; however, this decline falls

¹ Red = High Risk of Failure or Not Achieved; Amber = Some Concern; Green = On Target or Achieved.

short of the established targets primarily due to the energy supply carbon factors not decreasing as anticipated.

Meter faults were identified and rectified within the reporting period resulting in rebilling of a couple of large sites. This saw billed energy use spike; however, this will have included energy used in previous reporting periods that has only now been billed correctly.

Additionally, a comparison of heating degree days between quarter 4 24/25, and same period in 23/24, reveals that this financial year was significantly colder than the previous one, with the data presented in absolute terms and unadjusted for weather variations.

Whilst the figures for 2024/25 were behind target, consumption has decreased by 31% to the baseline year (2018/19), with several projects completing and contributing to this reduction.

For future reporting periods, the measure reported through to RASC will align with the wider organisational CAS targets.

- B. **KP1.12 – Property Contract Performance Compliance** This indicator provides an overall assessment of our Facilities Management suppliers' performance against their contract measures. This is across eight criteria spanning both operational performance and key City of London objectives.

Target – 80%

Performance – 78% (Red)

The Department remains committed to rigorous contract performance monitoring across all lots and ensures contractors pay service credits when services fail to meet contractual standards. It is important to note that the Integrated Facilities Management (IFM) contracts have been operational for 24 months against a 5+5-year contract term, and performance is broadly in line with expectation for this stage in the tenure. The measure is red due to it failing to meet its target at the end-of-year assessment date.

Contracts continue to be managed robustly (both contractually and operationally), and we have seen continued improvement in operational performance and feedback from site teams. Whilst performance is solid, areas of improvement from suppliers is increased attention on innovation, continuous improvement and environmental, social and governance (ESG) initiatives.

Corporate & Strategic Implications

Strategic implications

11. The City Surveyor's Department is dedicated to advancing the objectives outlined in the Corporate Plan through effective and efficient proactive management of the City's investment and operational properties.

12. This department plays a crucial role in realising the City's vision and Corporate Plan ambitions by executing major programme initiatives, such as Salisbury Square development for courts and City of London Police, the new London Museum at Smithfield and the Barbican Renewal programme, while also preserving our heritage assets for the benefit of all Londoners. The department generates substantial revenue from both investment and operational property portfolios, which underpins all the City's public value activities.
13. The department actively collaborates with corporate leaders to ensure the effective implementation of our strategic priorities, particularly in relation to Destination City, the Climate Action Strategy, and the City's Corporate Property Asset Management Strategy for 2024-2029.

Financial implications

14. Financial information is contained in Appendix A and noted in the report.
15. Under the Financial Regulations, overspends on City Fund and City's Estate local risk budgets, whatever the amount, are automatically carried forward to be recovered in the next financial year unless waived wholly or in part by Finance Committee. Once Finance Committee has considered the matter along with those additional receipts and income generated for other Corporation budgets beyond the City Surveyor's, the City Surveyor will report back to Members in the next quarterly monitoring report setting out how the department intends to recover any overspend that has been agreed to be carried forward into 2025/26.

Resource implications

16. The department has worked hard to identify several strategies to mitigate the core challenges it encounters. It has acknowledged possible pathways for enhancing revenue and capital inflows for the organisation and has developed business cases to progress these.

Legal implications

17. None

Risk implications

18. Key risks managed by the department are included in the Risk Update Report that is also reported to this Committee.

Equalities implications

19. None.

Climate implications

20. The department facilitates the implementation of the Climate Action Strategy by executing both minor and major projects across the City Corporation's investment and operational assets. This capability has been strengthened by

securing new funding for the Cyclical Works Programme for those property assets within this programme.

Security implications

21. None

Conclusion

22. Over 2024/25 the department has made good progress against its key deliverables set out in the Business Plan. Whilst two measures did not achieve the target set the relevant teams are working diligently to recover and ensure that programmes and FM services are delivered in line with expectations.

23. Whilst the department's local risk position is challenging, the department continues to generate significant income and capital receipts to support the wider City Corporation's financial sustainability. The Corporate Property Group significantly exceeded its capital receipts and additional income generation targets, generating £7.1 million for the Corporation beyond its own allocated budgets.

Appendices

- Appendix A Budget Monitoring Statement
- Appendix B Key Performance Indicator Table

Background Papers

- The City Surveyor The City Surveyor's Business Plan 2024-29
- The City Surveyor City Surveyor's Business Plan 2024-29 – Quarter 1 2024/25 Update (CS 225/24)
- The City Surveyor City Surveyor's Business Plan 2024-29 – Quarter 2 2024/25 Update (CS 293/24)
- The City Surveyor City Surveyor's Business Plan 2024-29 – Quarter 3 2024/25 Update (CS 003/25)

Departmental Performance & Services
City Surveyor's Department

Budget Monitoring Statement Quarter 4 2024/25

Appendix A Page 1 of 2

2024-25 (Period to 31 March 2025)

LOCAL RISK BUDGET Year to 31st March 2025	Final Approved Budget £000	Outturn 2024-25 £000	Under / (Over) Spend for Period £000	Note
City Fund				
City Fund Estate	(2,134)	(2,288)	(154)	1
Walbrook Wharf	(1,020)	(1,027)	(7)	
Mayor's & City of London Court	(39)	(40)	(1)	
Central Criminal Court	(479)	(559)	(80)	2
Lower Thames St Roman Bath	(9)	(12)	(3)	
Spitalfields Market	(229)	(236)	(7)	
Corporate FM R&M cleaning & security	(1,476)	(1,386)	90	3
	(5,386)	(5,548)	(162)	
City's Estate				
City's Estate	(2,918)	(2,651)	267	4
Departmental	(11,297)	(11,325)	(28)	
Mayoralty & Shrievalty	(48)	(51)	(3)	
Markets Directorate	(440)	(356)	84	5
Billingsgate Market	(310)	(270)	40	
Smithfield Market	(454)	(626)	(172)	6
Corporate FM R&M cleaning & security	(2,000)	(2,432)	(432)	7
	(17,467)	(17,711)	(244)	
Guildhall Administration				
Guildhall Complex	(8,296)	(8,151)	145	8
	(8,296)	(8,151)	145	
Total City Surveyor Local Risk excluding CBF	(31,149)	(31,410)	(261)	
City Bridge Foundation				
City Bridge Foundation	(2,873)	(2,326)	547	9
	(2,873)	(2,326)	547	
Total City Surveyor Local Risk including CBF	(34,022)	(33,736)	286	

1. Overspend largely relates to additional reactive repairs under the facilities management contract and increased energy costs, as well as higher security costs at Leadenhall Market partially offset by additional marketing income.
2. The overspend primarily relates to pressures on salary costs and energy costs that could not be recharged to HMCTS.
3. Underspend reflects a reduction in reactive call outs across the sites as well as rebate payments received from CBRE due to not meeting key performance indicators as part of the contract.
4. Reflects better service charge recovery than anticipated, in addition to an underspend on professional fees and security partly offset by an overspend on energy costs.

5. Reduction in supplies & services and recovery of a percentage of Markets' Director's salary from the Markets Co-location Project (MCP).
6. Overspend at Smithfield Market both resulting from the closure of the Poultry Market and the cap on Smithfield Market service charge.
7. Overspend due to additional reactive repairs and remedial works as well as additional costs for cleaning services provided across several sites.
8. Underspend due to a reduction in Managed Fund costs during the year for both repairs & maintenance and cleaning, partly offset by an overspend on employee costs. Recovery of income was also higher than anticipated.
9. Underspend on professional fees and advertising, in addition to savings on the cyclical works programme resulting from projects cancelled or deferred, offset in part by an overspend on employee costs.

KPI Performance Table Quarter 4 2024/25

Appendix B

Key Performance Indicators								
Ref	Title	Target	Group	Committee	Q3		Q4	
					Actual	RAG	Actual	RAG
KPI. 1	Capital Receipts & additional income	£4.68m (annual)	CPG	RASC	on target	green	£7.1m	green
KPI. 2 New	Adherence to Budgetary Spend Profile (Guildhall, Walbrook and CCC)	100% (annual) +/-2%	CPG/CCC	RASC	74.4%	green	98.3%	green
KPI. 3	Achieve Rental Forecasts*	£123.03m (budget 24/25)	IPG	IC	n/a	n/a	tbc	tbc
KPI. 4	Minimise Arrears (<2%March)*	<2% eoy	IPG	IC	n/a	n/a	5.6%	red
KPI. 5	Minimise voids (*)	<5%	IPG	IC	n/a	n/a	3.8%	green
KPI. 6	Outperform MSCI**	exceed benchmark	IPG	IC	n/a	n/a	tbc	tbc
KPI. 7	Capital Projects - Project Risk Status	< 30%	PPG	I C; RASC	33.0%	amber	30.0%	green
KPI. 8	Capital Projects- Health & Safety*	80%	PPG	I C; RASC	n/a	n/a	86.0%	green
KPI. 9	Capital Projects - Site sustainability waste management	> 90%	PPG	I C; RASC	99.0%	green	99.0%	green
KPI. 10	Delivery of Climate Action Strategy Milestones - operational estate	<5%	OG	RASC	14.2%	red	21.0%	red
KPI. 11 New	Energy Use Intensity (EUI) Kwh/m2 reduction per portfolio *	4% reduction	OG/IPG	IC	n/a	n/a	tbc	tbc
KPI. 12	Property Contract Performance Compliance	> 80%	OG	I C; RASC	71.0%	amber	78.0%	red
KPI. 13 New	CWP Programme Adherence to Budgetary Spend Profile****	95% - 105%	OG	I C; RASC	46.0%	green	104.7%	green
KPI. 14 New	Adherence to Budgetary Spend Profiles (Projects)***	95% - 105%	All	I C; RASC	48.6%	green	96.7%	green
KPI. 15 New	Adherence to Budgetary Spend Profiles (Local Risk)	100% (annual)	All	I C; RASC	77.1%	green	102.3%	green
KPI. 16 New	Mkts- All Market's outstanding debt as a percentage of their total invoice income (excl 0-30 day invoice)	<1.5%	MKT	MKT Board	6.5%	red	5.2%	red
KPI. 17 New	Mkts- Maintain a minimum 95% occupancy with the expectation to achieve 100%	95%	MKT	MKT Board	97.0%	green	100.0%	green
	KPI.10 reported quarterly in arrears							
	*reported bi annually							
	** reported annually							
	Investment Committee (IC) Resource Allocation Sub Committee (RASC)							
	Markets (MKTS) measures are also reported to Markets Board							

KPI 6 – Outperform MSCI – This has not yet been published. Achieved in 2023/24.

KPI 11 – Energy Use – There has been an issue with data accuracy with inclusion of missing metering data. An update will be reported when available

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Resource Allocation Sub (Policy and Resources) Committee – For information	Dated: 25 June 2025
Subject: The City Surveyor's Corporate and Departmental Risk Register June 2025 Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	Providing Excellent Services, Leading Sustainable Environment, Flourishing Public Spaces, Dynamic Economic Growth
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	The City Surveyor and Executive Director of Property (CS.133/25)
Report author:	John Galvin / Faith Bowman

Summary

This report has been produced to provide Members of the Resource Allocation Sub (Policy and Resources) Committee (RASC) with a quarterly update on the management of risks within the City Surveyor's Department.

Elements of the City Surveyor's Departmental Risk Register is reported to RASC, Investment Committee and to the Markets Board. The way that the risks map to the Committees are included as Appendix A. Only risks relevant to this Committee are included within the detailed risk register (Appendix B). The full departmental risk register is available on request.

The City Surveyor as Head of Profession (HOP) of Estates and Facilities Management is the lead co-ordinating Chief Officer for one corporate risk – Maintenance and renewal of Operational Property Assets (excluding housing assets), CR 37. The recent

funding made available and on-going delivery of the Cyclical Works Programme (CWP) has meant that the risk scoring on this item has recently slightly decreased.

There are an additional eight risks managed by the City Surveyor relevant to this Committee. Three of these are at a 'red' status:

- SUR SMT 005 Construction and Service Contracts Price Inflation beyond that which was anticipated or planned
- SUR SMT 006 Construction Consultancy Management
- SUR SMT 011 Contractor failure

Recommendation(s)

- Members are asked to note this report, and the actions taken and being taken to effectively monitor and manage risks arising from our operations.

Main Report

Background

1. City of London Corporation's Risk Management Strategy 2024-29 (RMS) and Risk Management Policy requires each Chief Officer to report regularly to Committee the key risks faced in their department. The City Surveyor's Department (CSD) reports quarterly to both Investment Committee (IC) and Resource Allocation Sub (Policy and Resources) Committee (RASC), and three times a year to the Markets Board.
2. We report to your Committee the risks which are relevant under the Committee's terms of reference. For clarity and transparency Appendix A provides a summary table of all departmental risks and the Committee to which they are reported. The full departmental risk register is available to Members upon request.
3. The risks relevant to this Committee are included as Appendix B to this report.
4. Risks are reviewed regularly by the department's Senior Management Team (SMT) in line with the organisation's RMS. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour.
5. Should any changes occur between formal meetings a process exists such that risks can be captured, assessed, and mitigating activities considered. This ensures that the risk management process remains 'live.'

Current Position

6. The key points to note for this period are captured below. This captures our 'red' risks, together with any recent changes in the risk scoring.
 - a. CR 37 maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)
Current risk Score 12 (Amber)

The under investment over several years has increased this risk. The delivery of the Cyclical Works Programme (CWP) is a key mitigation under the City Surveyor's responsibility for those operational assets within this programme. Works have commenced and a progress update is being reported to this (June) meeting of RASC.

With the commencement of works under the CWP, the risk scoring has been reduced.

Some major projects and programmes will also help address this risk, for example the Barbican Renewal programme and the completion of new facilities for the City of London Police at Salisbury Square.

Under the City of London's operating model, it is the Chief Officer in occupation who is accountable for the identification and mitigation of property related risks within their area of control. This is done with the professional advice and support of the City Surveyor as Head of Profession (HOP) for Estates and Facilities Management.

- b. SUR SMT 005 Construction and Service Contracts Price inflation beyond that which was anticipated or planned
Current Risk Score 16 (Red)

Despite a decrease in the high levels of material inflation previously experienced, the City has not yet observed a notable stabilisation in tender returns. While construction inflation is no longer escalating at the same pace, six contractors, both main and subcontractors, involved in City projects have entered administration. This indicates that the industry remains vulnerable to cost fluctuations, with much of the burden being transferred to commissioning parties. Increased provisions for Costed Risk Provision (CRP) and more thorough contractor credit assessments are being implemented; however, financial risks persist.

The risk status remains classified as Red due to ongoing market volatility and contractor insolvencies. The department will continue to monitor the risk status regularly and seek mitigation strategies whenever feasible.

- c. SUR SMT 006 Construction Consultancy Management
Current Risk Score 16 (Red)

The quality and expertise of external consultants on recent projects has led to gaps in design and cost increases.

To address this disparity, the department is collaborating closely with the Procurement team, the legal department, and the Construction Category Board. Additionally, the department is actively taking measures against consultants whose performance fails to meet established quality standards, as this can lead to delays in project timelines and additional cost. Officers are offering guidance to contractors regarding the new Building Act to enhance their understanding of the new safety regulations.

Early-stage errors, primarily due to a lack of skilled professionals in the industry, are contributing to delays and rising costs.

During the most recent SMT departmental risk review it was determined that this risk will maintain its current score.

d. SUR SMT 011 Contractor failure
Current Risk Score 16 (Red)

This risk involves the potential collapse of a primary contractor or a significant sub-contractor. Historically, the City Corporation has had limited influence over the choice of sub-contractors designated with carrying out work. A process addressing contractor failure has been established and communicated to the Construction Category Board.

Should a primary contractor or sub-contractor fail, it may lead to repercussions on warranties and hinder our ability to seek remedies for design flaws. Recent industry volatility has increased the likelihood of this risk, evidenced by six contractors (both main and sub) associated with City projects entering administration.

This risk remains classified as Red due to ongoing financial concerns, despite the implementation of mitigation strategies such as regular credit assessments. Contractor failure can lead to additional delivery costs, delays in project completion, as well as increased consultant and legal expenses.

e. SUR SMT 009 Recruitment and retention of property professionals
Current risk Score 12 (Amber)

After a review by the department's Senior Management Team, it was agreed that the risk scoring on this item should be reduced. This reflects recent successful recruitment. The ongoing Ambition 25 programme will be reflected in this scoring.

f. SUR SMT 010 Insurance – Investment and Corporate Estate
Current risk Score 4 (Green)

This risk identifies the need of re-valuation of the City of London Estates – (Investment and Corporate) to ensure that the City meets its legal obligations under its insurance policies. The evaluation process is currently underway, and consequently the risk scoring on this item has reduced.

g. SUR SMT 002 Insufficient budget to meet user and asset demand at Guildhall
Deactivated from Risk Register

The department has been tracking this risk for several years. Following the provision of funds through the Cyclical Works Programme, and the commencement of the works programme, this risk has reduced in scoring.

As the risk score now aligns with the target risk score, the risk has been de-escalated from the departmental register for now, however the major refurbishment of north and west wings remains an ambition.

Strategic implications

7. Organisationally strategic risks are managed on the City Corporation's Corporate Risk Register. Currently the City Surveyor co-ordinates and leads on one risk on this register, CR 37 – Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets).

Financial implications

8. Should a risk manifest, there may be financial impacts. The assessment of risk includes consideration of potential financial implications, and this is reflected within the risk scoring and mitigations being taken.

Resource implications

9. The progression of mitigating activities often requires the provision of adequate resources. Where relevant this has been highlighted within the risk actions.

Legal implications

10. Legal and contractual implications are highlighted where relevant within the department's Risk Register.

Risk implications

11. Key risks managed by the department are included in this Risk Update Report.

Equalities implications

12. The department's risk register highlights the importance of equalities, diversity, and inclusion, particularly through mitigations associated with SUR SMT 009 – Recruitment and Retention of Property Professionals.

Climate Implications

13. The department supports the delivery of the Climate Action Strategy through the delivery of minor and major projects. This capacity has been enhanced by the agreement of funding for the Cyclical Works Programme, which includes £18m in decarbonisation works.

Security implications

14. None

Conclusion

15. Members are requested to acknowledge the recent updates to the departmental risk register and the measures being implemented by the department's officers to reduce the probability and/or consequences of identified risks.
16. The ongoing allocation of funds for the maintenance, renewal and management of the City's operational property portfolio continues to be a key corporate focus for Members within the framework of the overall medium-term financial strategy.
17. The risk status within the department has reduced compared to earlier periods. Three risks reported to this Committee have had their scoring reduced, notably including Corporate Risk CR 37 – Maintenance and Renewal of Corporate Physical Operational Assets, which has decreased from Red (16) to Amber (12), however overall remains a financial challenge. Further, one risk has been de-escalated from the departmental register.

Appendices

- Appendix A Risks by Committee
- Appendix B The City Surveyor's Corporate and Departmental Risk Register relevant to this Committee

Background Papers

- The City Surveyor The City Surveyor's Departmental Risk Register – September 2024 Update (CS248/24)
- The City Surveyor The City Surveyor's Departmental Risk Register – December 2024 Update (CS297/24)
- The City Surveyor The City Surveyor's Departmental Risk Register – January 2025 Update (CS004/25)

Departmental Performance & Services

City Surveyor's Department

John Galvin

City Surveyors Department

E: john.galvin@cityoflondon.gov.uk

Risks by Committee

1. The City Surveyor's Department (CSD) is currently managing one risk at the corporate level (CR 37) and a further eleven at the departmental level.
2. Outlined in the table below is how these risks relate to the three reporting Committees to which the department regularly reports: Resource and Allocation Sub (Policy and Resources) Committee (RASC), Investment Committee (IC), and the Markets Board (MKTs)
3. Of the twelve total risks, nine relate to RASC Committee, six relate to Investment Committee and one to the Markets Board.
4. Only risks relevant to this Committee are included in Appendix B. The full list of risks and their mitigations are available upon request.

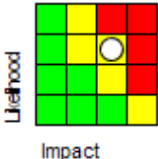
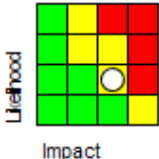
Code	Title	RASC	IC	MKTs	Score
CR 37	Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	X			12
SUR SMT 005	Construction and Service Contracts Price Inflation beyond that which was anticipated or planned	X	X		16
SUR SMT 006	Construction Consultancy Management	X	X		16
SUR SMT 011	Contract Failure	X			16
SUR SMT 017	Adequacy of funding for ongoing use (Smithfield & Billingsgate)			X	16
SUR SMT 009	Recruitment and retention of property professionals	X	X		12
SUR SMT 003	Investment Strategy Risk		X		12
SUR SMT 012	Adjudication & Disputes	X			8
SUR SMT 016	Investment Property Group Staffing and Capacity		X		8

Code	Title	RASC	IC	MKTs	Score
SUR SMT 008	Special Structures	X			6
SUR SMT 015	UKPN - Condition and maintenance of substations	X			6
SUR SMT 010	Insurance - Investment and Corporate Estates	X	X		4

SUR Corporate and Departmental risks - DETAILED REPORT EXCLUDING COMPLETED ACTIONS for COMMITTEE

Rows are sorted by Risk Score except for the Corporate Risk



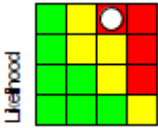
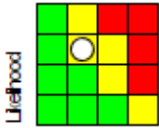

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR37 Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	<p>Cause: Significant on-going and previously unmet property and renewal maintenance costs across the City's Corporate property portfolio (excluding housing).</p> <p>Event: Misalignment between funding available and that required by the asset (as defined by the relevant Asset Management Strategy).</p> <p>Impact: Built estate becomes not fit for purpose / functions / occupancy. Cost of maintenance and utility costs increases, placing further pressure on City resources. In extreme circumstances there will be H&S implications, leading to potential enforcement action, legal action by tenants or asset failure in whole or part with detrimental effects leading to impact on occupiers.</p>		12	<p>This risk captures systemic property related risks across the corporate property estate (excluding housing).</p> <p>Under the organisation's property model, accountability for the delivery of mitigating activities lies with the relevant Chief Officer.</p> <p>The City Surveyor, as Head of Profession for Estates and Facilities Management, advises the relevant Chief Officer of their accountabilities with respect to property assets they occupy beyond those assets under the City Surveyor's accountability.</p> <p>The delivery of the Cyclical Works Programme (CWP) is a key mitigation of this risk under the City Surveyor's control. The target date of this risk aligns with the five-year CWP delivery timeframe.</p>		8	31-Mar-2029	↓

04-Nov-2019 Paul Wilkinson				<p>It should be highlighted that CWP funding is not attributable to ringfenced property assets (Police estate, New Spitalfields, Billingsgate and the three private schools).</p> <p>The scoring on the impact of this risk has gone down one level to reflect the agreement of funding of CWP</p> <p>03 June 2025</p>				
							Reduce	Decreasing

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
CR37a	<p>Cyclical Works Programme (CWP)</p> <p>The Cyclical Works Programme (CWP) is the principal way that the backlog of asset maintenance is delivered to Corporate properties (excluding ring-fenced assets).</p>	<p>In March 2024 the Court of Common Council agreed £133m funding to be delivered over five years to support the Cyclical Works Programme (CWP).</p> <p>The focus of this action will be to track the delivery of the CWP in line with programme. The delivery team was established in late 2024 and works have commenced. A progress update was presented to June 2025 RASC in line with the 6-monthly update programme.</p>		Peter Collinson; Paul Wilkinson	23-May-2025	31-Mar-2029
CR37b	<p>Ring fenced properties and budgets</p> <p>“Ring fenced” properties include the City of London Police estate, New Spitalfields, Billingsgate and the three private schools.</p> <p>These departmental occupiers allocate their own funds for the maintenance of the built assets. Whilst the City Surveyor’s Department recommends work to be undertaken, it is the occupying department who holds the budget responsibility and thus decides with final control over maintenance activity.</p>	<p>Ring-fenced property occupiers are accountable for the identification of maintenance and renewal actions. The City Surveyor, as Head of Profession, is able to advise on required works and / or is responsible for delivering agreed maintenance services.</p> <p>Specific property related risks are noted on the relevant departmental/ Institution risk register.</p> <p>The target date for this action is considered as a 'major review' date.</p>		Ben Milligan; Paul Wilkinson	04-Apr-2025	31-Mar-2026
CR37f	<p>Annual Major Capital Bids</p> <p>The annual capital bids programme and recommendations (October) are built into the subsequent year’s organisational budget which is presented to Court</p>	<p>There is no funding available for Capital Bids in 2025/26 in all instances apart from emergency circumstances.</p> <p>Where bids are approved works will need to progress before a material change in the risk scoring will result.</p>		CORMG	04-Apr-2025	31-Mar-2026

	Capital bids are only considered where funding is not possible through other funding routes (such as CWP).	<p>The accountability for the development of capital bids lies with the relevant Chief Officer. Support is also provided to occupying departments where they are required to collate their own bids (in-line with the City Surveyor's role as Head of Profession). The City Surveyor's Department presents bids in relation to works at the Guildhall, Walbrook Wharf 3 wholesale markets and the Central Criminal Court.</p> <p>The target date on this risk reflects the annual nature of bidding process.</p>			
CR37g	<p>Operational Property Review</p> <p>The City Corporation has commenced an Operational Property Review (OPR) programme to consider the future property requirements to deliver the organisation's services. This will align with the Resource Priority Refresh programme.</p> <p>Where properties are identified as no longer required to deliver City services, alternative uses (or disposal) can be progressed. This will both lower the maintenance backlog, and funds can be used for maintenance projects elsewhere in the estate. Whilst a positive move, the majority of outstanding maintenance is at our major buildings (Guildhall, Barbican etc).</p>	<p>The Environment, and Community & Children Services reviews have been completed and the results presented to Members. These initial reviews identified baseline operational requirements, financial position, and state of repair which has enabled the consideration of detailed costed options.</p> <p>Guidance for 2025/26 business planning was issued by the City Surveyor to all Chief Officers to assist in identifying underutilised or surplus assets no longer in use or required for the purpose they were allocated.</p>	Judith Finlay; Katie Stewart; Sonia Virdee; Peter Young	04-Apr-2025	31-Mar-2026
CR37h	<p>Renewal Programmes</p> <p>Where appropriate it may be more efficient to wrap up a number of maintenance requirement (both forward and backlog) into a major renewal programme. By their nature these will be far wider in scope and therefore substantial funding is required. Whilst these actions are more uncertain it is useful to track progress as, should they progress, they will make a significant impact on the overall risk.</p>	<p>The Barbican Centre renewal project has recently been approved following extensive public workshops and surveys. Whilst the delivery programme will be over a long time period, interim works (to the value of £25m) have been progressed. The wider transformation programme includes £191m in investment to support the first phase of the Barbican Renewal Programme. This spans five years (2027-2032) and addresses repair and modernisation activity.</p> <p>The Guildhall School of Music and Drama (GSMD) are working closely with corporate colleagues to develop and further the Barbican Renew project. GSMD have also engaged space consultants who are undertaking a wide-ranging review of the site to ensure future needs are captured and future funding bids are aligned.</p> <p>Guildhall renewal has been paused and appropriate sequencing needs to be considered to enable adequate funding to be released. In the interim CWP works (CR37a) are being progressed.</p>	David Farnsworth ; Jonathan Vaughan	23-May-2025	31-Mar-2026
CR37i	<p>Maintenance and Renewal</p> <p>The regular maintenance and renewal of assets mitigates the risk on an on-going basis. The identification and</p>	Under the City of London's operating model, it is the Chief Officer in occupation who is accountable for the identification and mitigation of property related risks within their area of control. This is done with the advice of the City Surveyor as Head of Profession for Estates and Facilities Management.	CORMG	04-Apr-2025	31-Mar-2026

	mitigation of these items is under the accountability of the Chief Officer in occupation.	<p>This mitigating action is therefore devolved to all Chief Officers across the organisation, and actions will vary in line with the needs of that individual department. Local risks are captured on individual risk registers and are considered by the organisation's Chief Officer Risk Management Group (CORMG) as appropriate.</p> <p>The target date for this risk action is considered a major review date.</p>			
CR37j	The City Surveyor's Department is Head of Profession (HOP) for Estates and Facilities Management. However, roles and responsibilities associated with organisational HOP have not been defined. Greater definition around this item will provide clarity as to the City Surveyor's responsibility to the organisation's property estate.	<p>The department is actively engaging with colleagues within HR to develop the Head of Profession (HOP) roles and responsibility. It should be noted that this work in defining the HOP roles will be applicable to all HOP, and not just the City Surveyor has HOP for Estates and Facilities Management.</p> <p>Should there be an enhanced role for the City Surveyor under HOP then there may be scope for developing an audit programme to ensure wider organisational adherence to statutory maintenance and relevant British Standards or Codes of Practice (assurance can be provided currently over assets for which the City Surveyor has accountability). This would be subject to appropriate resource.</p>	Alison Littlewood; Paul Wilkinson	04-Apr-2025	30-Jun-2026

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 005 Construction and Service Contracts Price Inflation beyond that which was anticipated or planned	Cause: Market conditions have led to input price inflation Event: Project and programme cost escalation Impact: Inability to delivery capital and revenue projects within budget	 Likelihood Impact	16	<p>This risk Material cost inflation and constrained labour availability continue to drive costs beyond what was anticipated or planned. This risk impacts the delivery of capital projects, facilities management (FM) services, reactive repairs, and revenue-funded works.</p> <p>Risk Status: Red – Risk remains high due to ongoing market instability and contractor insolvencies.</p> <p>The risk scoring was reviewed by the Department in May following feedback from Members. Whilst the high levels of material inflation seen earlier has abated, the City has yet to see a significant levelling in tender returns. Although construction inflation is no longer rising at previous rates, six contractors (main and sub) working on City sites have recently gone into administration, meaning that cost increases are likely across projects. To mitigate greater allowances are made in the Costed Risk Provision (CRP). Further, more detailed contractor credit checks are being undertaken, however there remains a degree of financial risk.</p> <p>Market conditions remain dynamic and will be kept under review. As such the target date should be considered a review point.</p>	 Likelihood Impact	6	31-Mar-2026	

				Additional mitigation: Early market engagement, supply chain resilience, project and controls.				
14-Oct-2021				03 June 2025			Reduce	Constant
Ola Obadara								

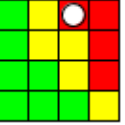
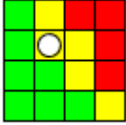
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 005a	Procurement Strategy The department is working with legal and procurement to identify different buying options, thereby managing the risk to the department / organisation.	This exploration included a review of the prior Single Stage tender process (which had been preferred for medium range projects - £2m - £50m). Following the review Two Stage contracts will be used more frequently which is the current market norm for these projects. This change enables contractors to better transfer their risk, however, leaves the City with a degree of cost uncertainty, even post Gateway 5. Whilst this transfer is not desired, it does offer far better market coverage and reflects the prevailing external conditions. Review/enhancement of costed risk provision to mitigate financial exposure, continued monitoring of market trends and contractor performance and adjust procurement strategies to reflect changing market dynamics.	Ola Obadara	28-May-2025	31-Mar-2026
SUR SMT 005d	Contracts Exploring the potential to include different clauses into contracts such that work offered by the City remains attractive to suppliers.	The department and the Chamberlain's Procurement team to have explored the inclusion of fluctuating provisions in our contracts. This has resulted in attracting a greater number of contractors to bid on projects, however the inflation risk has been transferred to the organisation. The value of this approach will be continually reviewed.	Ola Obadara	23-May-2025	31-Mar-2026
SUR SMT 005e	Contract Engagement Expanding the amount of information available at an early stage of contract exploration. This will provide greater cost certainty.	The team plan to engage early with our contractors on a consultancy basis to obtain as much information as possible prior to contract.	Ola Obadara	23-May-2025	31-Mar-2026
SUR SMT 005f	Specification and Materials Ensuring materials are readily available before and during the design phase and, if possible, procure in advance of the contract. This limits the impact of further price rises in at risk commodities.	Inflation in raw materials has decreased, however, it should be noted that prices are not typically falling elsewhere. Further consideration is being given to the origin of source materials to ensure supply.	Ola Obadara	23-May-2025	31-Mar-2026

SUR SMT 005a	<p>Procurement Strategy</p> <p>The department is working with legal and procurement to identify different buying options, thereby managing the risk to the department / organisation.</p>	<p>This exploration included a review of the prior Single Stage tender process (which had been preferred for medium range projects - £2m - £50m).</p> <p>Following the review Two Stage contracts will be used more frequently which is the current market norm for these projects. This change enables contractors to better transfer their risk, however, leaves the City with a degree of cost uncertainty, even post Gateway 5. Whilst this transfer is not desired, it does offer far better market coverage and reflects the prevailing external conditions.</p> <p>Review/enhancement of costed risk provision to mitigate financial exposure, continued monitoring of market trends and contractor performance and adjust procurement strategies to reflect changing market dynamics.</p>	Ola Obadara	28-May-2025	31-Mar-2026
--------------	---	---	-------------	-------------	-------------

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 006 Construction Consultancy Management <div>Page 62</div> <div>Oct-2021</div> <div>Oladara</div>	Cause: Poor performance by consultants Event: Abortive work, delays, or non-performance. Impact: Additional costs, project delays	<div>Likelihood</div> <div>Impact</div>	16	This relates to abortive design / development. The department continues to suffer the impacts of this risk, with action being taken against consultants when their performance does not meet expectations. This issue is particularly pronounced in public sector projects, where budget constraints and procurement complexity often limit access to experienced personnel. In response, the department has initiated a Property Project Group Enhancement Plan to review and update all current consultant scopes of service. 03 June 2025	<div>Likelihood</div> <div>Impact</div>	6	31-Mar-2026	
							Reduce	Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
SUR SMT 006a	Commissioning stage The department has commenced going to market at RIBA stage 3 rather than RIBA stage 4. This is designed to prevent abortive design and development.	Close work with the Procurement Team in Chamberlain's has resulted in deciding to change the stage at which the City is approaching the market. The impact will be tracked over the coming months.		Ola Obadara	23-May-2025	31-Mar-2026
SUR SMT 006b	Legal The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements	Where performance has been poor action has been taken against consultants – these cases increase end-to-end timescales. Due to public sector contract constraints, our ability to seek immediate redress from construction consultancy contractors is limited so whilst action is taken, results take longer than would otherwise be possible in a commercial environment. The department is working with colleagues through the Construction Category Board on this item.		Ola Obadara	23-May-2025	31-Mar-2026

SUR SMT 006c	<p>Procurement</p> <p>Working with Procurement to increasing due diligence, particularly in regard to the quality of contractor appointed (rebalancing the quality/cost equation). This is with the view that we will get better quality applications, and this risk may reduce.</p>	<p>PPG has an Enhancement Plan to review and update all current consultant scopes of service. This work is benchmarked against industry best practice to ensure clarity, reduce ambiguity, and improve efficiency. It also incorporates compliance with key legislative changes, including the Building Safety Act, the forthcoming Procurement Act, and future-proofing provisions such as AI clauses. Mitigation measures include clearer scope documentation, tighter performance management, early-stage quality assurance, and exploration of preferred supplier models to improve consistency and accountability across project teams</p>	Ola Obadara	23-May-2025	31-Mar-2026
SUR SMT 006d	<p>Scope of works</p> <p>The team is reviewing and tightening up the scope of works specification. This will counter opportunistic interpretations of the scope of works that we were seeing from some consultants</p>	<p>Consultant underperformance and poor scoping continue to present a high risk to project delivery. Errors at early stages largely driven by a shortage of skilled professionals in the industry are causing delays, increased costs, and scope creep. This issue is particularly pronounced in public sector projects, where budget constraints and procurement complexity often limit access to experienced personnel. In response, the department has initiated a PPG Enhancement Plan to review and update all current consultant scopes of service. This work is benchmarked against industry best practice to ensure clarity, reduce ambiguity, and improve efficiency. It also incorporates compliance with key legislative changes, including the Building Safety Act, the forthcoming Procurement Act, and future-proofing provisions such as AI clauses. Mitigation measures include clearer scope documentation, tighter performance management, early-stage quality assurance, and exploration of preferred supplier models to improve consistency and accountability across project teams.</p>	Ola Obadara	28-May-2025	31-Mar-2026
SUR SMT 006e	<p>Review of appointment documents</p> <p>The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements</p>	<p>Action has been taken against consultants where performance has been poor and end to end timescales have increased.</p>	Ola Obadara	23-May-2025	31-Mar-2026

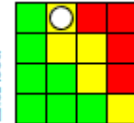

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 011 Contractor Failure	Cause: Market conditions Event: Failure of either a main contractor, or a substantial sub-contractor Impact: Delayed delivery of projects, or the delivery of projects at a higher cost	 Likelihood Impact	16	<p>This risk pertains to the potential failure of a primary contractor or a key sub-contractor. Notably, the City Corporation has traditionally lacked substantial control over the selection of entities assigned to perform work.</p> <p>Process for contractor failure in place and shared with the Construction Category Board.</p> <p>In the event of a failure by a primary contractor or sub-contractor, there could be consequential effects on warranties and our ability to pursue remedies for any design deficiencies. Recent fluctuations in the industry have heightened the probability of this risk with six contractors (main and sub) working on City sites going into administration. This risk which continues to be classified as Red as there remains a financial risk despite mitigations such as regular credit checks.</p> <p>Furthermore, in such cases, identifying a replacement contractor poses inherent risks, along with substantial additional costs and delays in resumption, as well as increased consultant and legal expenses.</p>	 Likelihood Impact	6	31-Mar-2026	<div style="width: 10px; height: 10px; background-color: blue;"></div>
13-Feb-2023 Ola Obadara				03 June 2025			Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 011a	<p>Tendering</p> <p>Seeking to have greater say over who a main contractor appoints as a sub-contractor. This will help reduce the likelihood of this risk occurring.</p>	<p>The department has commenced work with Procurement to ensure that our commissioning takes greater account of contractor and sub-contractor failure into consideration. We may need to have a greater say in who a main contractor identifies as an appropriate sub-Contractor. Further actions to follow this initial engagement.</p>	Ola Obadara	23-May-2025	31-Mar-2026
SUR SMT 011b	<p>Review Process</p> <p>Regular review of contractors and their sustainability will reduce the likelihood of the risk, and help us put in place measures to reduce the impact.</p>	<p>The department is instituting six-monthly reviews of contractor suitability. Historically this only happened at contract commencement. This will better prepare the organisation if the contractor (or significant sub-contractor) begins to experience difficulty.</p>	Ola Obadara	23-May-2025	31-Mar-2026

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 009a	Advertising The department and the HR Business Partner has produced a recruitment best practice document, which includes ensuring that vacant posts are advertised in areas which will generate interest from suitably qualified	Recruitment campaigns have followed Corporate best practice recruitment document (i.e. diverse panels) which has been well received by staff.	Paul Wilkinson	23-May-2025	31-Mar-2026



	candidates, including those currently under-represented within our workforce.				
SUR SMT 009b	<p>Best Practice</p> <p>Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all levels, ensuring that CSD is a positive work environment and that issues/blockers can be raised and addressed. In some areas career graded roles have been instituted, and deployment can be further explored.</p>	CSD is supporting Corporate HR with embedding the on-line appraisal system which enables greater tracking of compliance with the performance management process.	Paul Wilkinson	23-May-2025	31-Mar-2026
SUR SMT 009c	<p>Communication</p> <p>Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all levels, ensuring that CSD is a positive work environment and that issues/blockers can be raised and addressed. In some areas career graded roles have been instituted, and deployment can be further explored.</p>	Managers across the service are ensuring that all end-of-year (2024/25) are complete, and delivered within Corporate timeframes. The organisation are moving to a new appraisal system for 2025/26 (through Sapphire) and the department is actively engaging with this process. This evidences the regular engagement between managers and staff members.	Paul Wilkinson	23-May-2025	31-Mar-2026
SUR SMT 009d	<p>Engagement with HR</p> <p>Some of the items highlighted as the ‘causes’ of this risk are outside the control of CSD, and engagement with our Corporate partners will be critical to overcoming these items. This departmental risk directly supports the Corporate Risk on “Recruitment and Retention” (CR39).</p>	The CSD EDDI group continues to meet regularly and monitor, and track delivery of the EEDI Action Plan. The EEDI 2025 Action Plan has been drafted and circulated to all CSD staff for feedback.	Paul Wilkinson	23-May-2025	31-Mar-2026
SUR SMT 009e	<p>Equity, Equalities, Diversity and Inclusion (EEDI)</p> <p>The department has an active ED&I network, which regularly engages with the City Surveyor and the Senior Management Team. This is seeking to make the department/profession a more attractive for under-represented groups and seek to retain and progress staff from all backgrounds. There is corporate HR representation on this departmentally led Group.</p>	The CSD EDDI group continues to meet regularly and monitor, and track delivery of the EEDI Action Plan. The EEDI 2025 Action Plan has been drafted.	Ola Obadara	23-May-2025	31-Mar-2026
SUR SMT 009f	<p>Pay and Review Survey</p> <p>The Corporation is reviewing pay & reward</p>	The department has highlighted that there are specific pressures within this department in relation to the withdrawal of the earlier reward scheme (where those on top-of-grading salaries could achieve performance related pay) prior to the review conclusions which has made our remuneration package less competitive than our peers. The department is engaging	Paul Wilkinson	23-May-2025	31-Mar-2026

		<p>with the Ambition 25 team, who are reviewing several aspects including pay and reward. Local feedback has noted that there is some apprehension about the potential negative impact of Ambition 25 programme, and this item has been communicated to the project team.</p> <p>Overall, the department has noted that whilst recruitment is possible, the limited scope for (pay and professional) progression makes retention more challenging.</p>			
--	--	--	--	--	--

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 012 Adjudication & Disputes <div style="writing-mode: vertical-rl; transform: rotate(180deg); position: absolute; left: -60px; top: 50%; font-weight: bold;">Page 69</div>	<p>Cause: The impact of COVID-19 on project delivery.</p> <p>Event: Regulations restricted access to sites and resulted in more design work being undertaken remotely. Productivity at sites was adversely impacted.</p> <p>Impact: Increased likelihood that projects were designed correctly, and resulting legal and adjudication issues, reputational harm.</p>	 Likelihood Impact	8	<p>The COVID-19 pandemic resulted in 3 years of impact at project sites.</p> <p>Site productivity was limited (circa 60% productivity) and much design work was undertaken remotely, or with limited site access.</p> <p>This has created a situation where some sites were not designed correctly, or there are issues beyond that which would normally be expected on construction builds.</p> <p>We are now in a situation where we are engaged with legal discussions and adjudications with project suppliers in an effort to iron out issues with final products.</p> <p>The department's risk register has a separate risk relating to 'construction price inflation'. The inflation risk is wider as it also captures cost escalations due to other causes (Ukraine, energy, etc). This risk only focusses on adjudication & disputes.</p> <p>This risk may remain on the register until projects commenced prior to, or during, the COVID-19 pandemic, have been delivered and finalised. The risk scoring will be kept under review.</p>	 Likelihood Impact	4	31-Mar-2026	
							Reduce	Constant
31-Aug-2023 Ola Obadara				03 June 2025				




--	--	--	--	--	--	--	--

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 012a	<p>Project Review and Claims Consultant</p> <p>Claims consultant can advise the organisation where it can seek to recover money from suppliers (thereby reducing the impact).</p>	The department is reviewing projects alongside the contracts to understand our position and have engaged an external Claims Consultants to ensure that risks are managed and the City's position is protected.. Whilst the Claims Consultant has been effective in seeking redress, unfortunately there is a volume of work that needs to be considered. The current risk scoring will be retained until this knot of projects has been delivered and considered.	Ola Obadara	23-May-2025	31-Mar-2026

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 008 Special Structures - Oct-2021 Peter Young	Cause: Ambiguity over accountability, responsibility for budget provision Event: Inadequate maintenance of special structure by the relevant lead. Impact: Potential failure of special structure and/or forced closure of asset / space		6	Special structures relate to those structural elements with an asset which supports other (often public) elements, so captures basements, sub-road spaces, supporting structures etc. Where inspections are flagged and remedial work has been identified. These items may be subject to future bids for funds. The register / survey for the operational (CSD as property controller) and investment estates has been refreshed and these actions are now complete. 03 June 2025		2	31-Mar-2026	Constant
							Reduce	

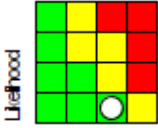
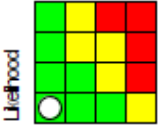

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
SUR SMT 008a	Special Structures register By tracking delivery against an up-to-date register, and assessing the structures in a risk-based approach, will help mitigate the risk swiftly.	Funding to undertake the technical inspections, create the inventory and survey current condition was approved as part of the Cyclical Works Programme (CWP) 22/23 Bid List. The survey programme is now completed. The initial desktop survey has been completed, and this has developed a list of structures which required more detailed assessment which are currently in progress.		Peter Collinson	02-Jun-2025	31-Mar-2026
SUR SMT 008d	Special Structures – other assets Ensuring that premises controllers, where this is not the City Surveyor, remain aware of their responsibilities. This helps manage the risk at these locations	Corporate Property Director and Operations Group Director are engaging with other departments to ensure that there is clarity over responsibilities and what actions need to progress to mitigate this risk comprehensively across the City of London Corporation.		Peter Collinson; Peter Young	23-May-2025	31-Mar-2026

SUR SMT 008e	<p>Special Structures – works</p> <p>To undertake works where the inspection programme has identified areas of need. This will manage the likelihood of this risk.</p>	Should there be additional works required, this would be progressed by the Chief Officer in occupation, in line with the City Corporation’s property model, and be subject to funding / successful funding bid. The City Surveyor’s Department will support the relevant lead in this activity.	Peter Collinson	02-Jun-2025	31-Mar-2026
SUR SMT 008f	<p>Guildhall and St Peter’s Hill</p> <p>Survey outcomes</p>	Corporate Property Group is in consultation with the Operations Group in connection with survey outcomes from Guildhall and St Peter’s Hill. Where works are arising, this will be subject to prioritisation and availability of funding.	Peter Young	28-May-2025	31-Mar-2026

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 015 UKPN - Condition and maintenance of substations 18-Feb-2024 Paul Wilkinson	Cause: Either the failure of UK Power Networks (UKPN) to adequately maintain their facilities adequately (including equipment), or any failure on behalf of the City Corporation to structures where these are our responsibility, to a condition adequate to prevent issues arising. Event: Potential for flood or fire of substation Impact: Potential flood or fire leading to impact on operational assets and interruption to service delivery and/or claim from UKPN for business interruption.		6	C&CS now instructed to determine level of maintenance being undertaken by UKPN and to regularise occupation where no lease exists or repairing obligations not expressly provided. The Corporate Working Group, which brought together the key organisational leads (Legal, Housing, City Surveyor etc) has recently concluded. Further actions are in delivery to mitigate the risk. 03 June 2025		2	31-Mar-2026	
							Reduce	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
SUR SMT 015b	Identifying Responsibility This background data will help codify the split of responsibility between the City Corporation and UKPN	The City Surveyor's Department is collating an inventory of all UKPN substations across our estates, and is seeking to identify leases wherever these are available. Because of age of the structures, many assets may not have current legal documentation. The Working Group refreshed the schedule of all plantrooms and substations This has enabled the City Solicitor and Asset Advisors to identify where existing leases may have expired. The organisation's legal team have been in contact with UKPN in connection with codifying roles and responsibilities and arranging access for CoL as landlord.		Robert Murphy; Peter Young	28-May-2025	31-Mar-2026
SUR SMT 015c	Next Steps The organisation will need to be satisfied that equipment housed within City assets continues to operate as anticipated – this information will need to be supplied by UKPN as part of an inspection regime. Similarly, the	A Working Party created a list of these building related substations across the investment operational and housing portfolios. Comptrollers & City Solicitors with assistance from CPG, IPG, Housing and the central H&S team are engaging with UKPN requesting what risk management and maintenance activity is applied to said sub stations located within or alongside CoL buildings. This action is being		Robert Murphy; David Renshaw; Peter Young	28-May-2025	31-Mar-2026

	organisation will need to ensure that any structural elements which are our responsibility are maintained appropriately.	progressed by the Comptroller and City Solicitors who have identified landlord and tenants' responsibilities. Further the City is undertaking appropriate repairs and maintenance to the structure of the substation rooms as part of its landlord's obligations and the overall maintenance of the building asset.			
--	--	--	--	--	--

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 010 Insurance - Investment and Corporate Estates <div> <div>Page 75</div> <div>23-May-2022</div> <div>Robert Murphy</div> </div>	Cause: Revaluation of the City Corporation's estates (Investment and Corporate) does not happen in a timescale compliant with insurance policy requirements or the terms of leases. Event: The City fails to meet the provision under its insurance policies which typically require revaluations by a qualified person are undertaken at least every five years (Investment and Corporate). The City would be in breach of its legal obligations as a landlord under the terms of its leases to ensure that the full re-instatement value is insured. Impact: The insurance policy does not respond in full (Investment and Corporate)		4	This risk identifies the need of re-valuation of the City of London Estates – (Investment and Corporate) to ensure that the City reaches its legal obligations under its insurance policies. Funding and resource are being applied. The valuations of CBF are nearly complete; City Fund properties have been tendered; and City Estate will go to tender shortly. The scoring of this risk has been reduced to reflect the delivery in the evaluation process. 03 June 2025		1	31-Mar-2026	 Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 010a	Register of data Ensuring the completeness of the organisation's data sets to ensure that assets are not 'lost' and accuracy of our risk scoring.	A property schedule exists, and this has been updated with the survey carried out on Special Sites (by RLF).	Robert Murphy	23-May-2025	31-Mar-2026
SUR SMT 010b	Funding	Where leases allow, the cost can be recovered from commercial tenants, and operational occupiers as appropriate. Funding has been agreed and a budget line identified where relevant within the City Corporation.	John James; Robert Murphy	23-May-2025	31-Mar-2026
SUR SMT 010c	Delivery	The delivery of the valuations will be via an external valuer. Service delivery is either underway or in procurement.	Peter Collinson	23-May-2025	31-Mar-2026

	Delivery of the programme of valuation activity. As this progresses the risk score will reduce to target.				
--	---	--	--	--	--

City of London Corporation Committee Report

Committee(s): Resource Allocation Sub-Committee	Date: 25 th June 2025
Subject: Transformation Funding Panel – Quarterly Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • provides statutory duties • provides business enabling functions 	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Town Clerk
Report author:	Blair Stringman, Governance Officer

Summary

This report provides an update to the Resource Allocation Sub-Committee on the activity and outcomes of the Transformation Funding Panel since January 2025. It outlines the volume and nature of applications received, the strategic alignment of approved projects, and the financial commitments made to date.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. In March 2024 as part of the annual budget process, the Court of Common Council approved a Transformation Fund to be set up from 23/24 central contingency underspends. This funding is to be used to support the cultural change needed under the new Corporate Plan and People Strategy, but also radical thinking on how best to bring down the annual operating deficit, including major changes or stoppages to existing service provision and/or reductions in grants.
2. An approved framework for bids and delegation of future oversight of the Fund was agreed by the Policy & Resources Committee and the Resource Allocation Sub-Committee in October 2024, with bids below £500k considered by an officer panel, bids between £500k and £1m considered under delegated authority, and bids above £1m to be considered by the Resource Allocation Sub-Committee.

Subsequently, a Transformation Panel was formed, consisting of leads from various departments within the organisation, which meets every three months.

3. This report provides Members with an update on the bids received and considered to date, of which, none have exceeded £500k.

Current Position

4. Since the Transformation Panel was formed, two meetings have taken place with one further meeting scheduled in September. At its first meeting in January 2025, 7 applications were considered by the panel, of which, 3 were approved. At its second meeting in May 2025, 11 applications were considered, of which 4 were approved. It should be noted that some of the applications approved did not receive the total amount of funding originally requested and, in addition, some applications were required to provide further information before formal approval.

Key Data

5. Funding approved and total spend to date is summarised below:

December 2024

ITEM	COST
Mentoring programme for young people who are care-experienced and those with SEND	£330,000
Community & Children's Services Department	
<i>Item considered outside of the Transformation Panel.</i>	

January 2025

ITEM	COST
Safe365 Assurance Tool – 3-year investment to cover implementation and costs for the entire organisation, aligning with the commitment to workplace safety, operational excellence, and long-term financial benefits.	£205,800
Town Clerk's Department	
Asset Review – to deliver a cohesive cross-departmental Asset Plan which aligns with the Corporate Property Asset Management Strategy, Operational Property Review, Corporate Plan 2024-29 and the People Strategy. The project would also identify further opportunities for transformation, efficiencies and income generation.	£344,000
Environment & City Surveyor's Departments (Joint)	
Safety Management Training - investing in comprehensive health and safety training for all managers across Corporation	£354,000

to ensure compliance, mitigate risks, and support our strategic safety-aligned goals linked with the People Strategy.	
Town Clerk's Department	
TOTAL	£903,800

May 2025

ITEM	COST
<p>External Audit of The Digital Estate – to undertake a strategic review and design a future vision for the City of London Corporation's external digital presence, providing evidence-based, costed options for a new, modernised digital platform that reflects the Corporation's unique roles and priorities.</p> <p>Chief Strategy Officer</p>	£450,000
<p>Natural Environment Complementary Land Appraisal - commissioning an independent assessment of all land and associated built assets currently managed and/or occupied by the Natural Environment Charities but owned by the City of London in its corporate capacity, to facilitate the development of a coherent policy as part of the broader Natural Environment Charity Review process. A secondary element of the proposal, relating to a branding refresh was not approved.</p> <p>Environment Department</p>	£50,000
<p>Portfolio Management Continuous Professional Development - an up-front investment to build the infrastructure needed for a Project Management Academy offer for project professionals and other key partners and stakeholders, as an essential element of the Corporation's broader transformation of its project management approach.</p> <p>Chamberlain</p>	£267,000
<p>Risk Management - supporting the work to embed an agile and robust risk management culture within the Corporation by partnering with a subscription-based research and consultancy firm to provide bespoke support to the Corporate Strategy and Risk Team, shoring up their capacity and enabling them to take forward key organisational goals within a shorter timeframe.</p> <p>Chief Strategy Officer</p>	£111,200
TOTAL	£878,200

TOTAL SPEND TO DATE - £2,112,000

Corporate & Strategic Implications

- Strategic implications – All applications considered must strategically link to the four agreed transformation priorities:
 - Organisational Excellence
 - Entrepreneurial Spirit
 - Future First
 - Innovative Collaboration
- Financial implications – A total of £4.7m, split across City Fund and City's Estate, was allocated to the Transformation Fund for this year. A total of £2.112m has been committed, leaving a balance of £2.588m.
- Resource implications – none.
- Legal implications – none.
- Risk implications – none.
- Equalities implications – none.
- Climate implications – none.
- Security implications – none.

Conclusion

6. The Transformation Funding Panel has made progress in supporting initiatives aligned with the Corporation's strategic transformation priorities. Since its inception, the Panel has reviewed 18 applications across two meetings, approving 7 projects with a total allocation of £1.782m. A further item was considered outside of a formal Panel due to timing consideration and, including this, total approved bids to date stands at £2.112m against a provision of £4.7m.

Appendices

- none.

Background Papers

- Applications submitted to the panel are available to Members on request.

Blair Stringman

Governance Officer, Town Clerk's Department

E: Blair.Stringman@cityoflondon.gov.uk

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank