



Corporate Asset Sub (Finance) Committee

Date: WEDNESDAY, 29 JANUARY 2020
Time: 1.45 pm
Venue: COMMITTEE ROOM 2 - 2ND FLOOR WEST WING, GUILDHALL

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 7th November 2019.

For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**
Report of the Town Clerk.

For Information
(Pages 9 - 10)
5. **WORK PROGRAMME FOR FUTURE MEETINGS**
Joint report of the Town Clerk and City Surveyor.

For Information
(Pages 11 - 12)
6. **ANNUAL REVIEW OF THE SUB COMMITTEE'S TERMS OF REFERENCE**
Report of the Town Clerk.

For Decision
(Pages 13 - 16)
7. **THE GUILDHALL CONSERVATION MANAGEMENT PLAN**
Report of the City Surveyor.

For Decision

(Pages 17 - 24)

8. **WALBROOK WHARF REPLACEMENT ROOF**

Report of the City Surveyor.

For Decision
(Pages 25 - 46)

9. **FUTURE LOCATION FOR FIXED STONE BENCH SEATING IN/NEAR GUILDHALL YARD.**

Report of City Surveyor.

For Decision
(Pages 47 - 50)

10. **CENTRAL CRIMINAL COURT - EXTERNAL AND INTERNAL FABRIC REPAIRS**

Report of the City Surveyor.

For Decision
(Pages 51 - 60)

11. **RESOLUTION OF BARBICAN RESIDENTIAL COMMITTEE 16.12.19**

For Decision
(Pages 61 - 74)

12. **CITY SURVEYOR'S BUSINESS PLAN 2019-24 QUARTER 2 2019/20**

Report of the City Surveyor.

For Information
(Pages 75 - 78)

13. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER UPDATE**

Report of the City Surveyor.

For Information
(Pages 79 - 82)

14. **CITY SURVEYOR'S HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21**

For Decision
(Pages 83 - 86)

15. **FM ARRANGEMENTS FOR GUILDHALL EVENTS**

Joint report of the Remembrancer, Chamberlain and City Surveyor.

For Information
(Pages 87 - 88)

16. **CYCLICAL MAINTENANCE BACK LOG**

Report of City Surveyor.

For Information
(Pages 89 - 92)

17. **2019/20 QUARTER 3 ENERGY PERFORMANCE**
Report of the City Surveyor.

For Information
(Pages 93 - 98)

18. **EXTREME WEATHER IMPLICATIONS**
Report of the City Surveyor.

For Information
(Pages 99 - 102)

19. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

21. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

22. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 7th November 2019.

For Decision
(Pages 103 - 108)

23. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**
Report of the Town Clerk.

For Information
(Pages 109 - 112)

24. **ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT**
Report of the City Surveyor.

For Decision
(Pages 113 - 116)

25. **20 21 ALDERMANBURY - FUTURE USE AND BUILDING OPPORTUNITIES**

Report of the City Surveyor.

For Decision
(Pages 117 - 124)

26. **WAIVER CITY CENTRE CONTRACT**

Report of the City Surveyor.

For Decision
(Pages 125 - 134)

27. **PROCESS FOR PROVIDING WIRELESS AND MOBILE EQUIPMENT ON COLC ROOFTOPS**

Report of the City Surveyor.

For Decision
(Pages 135 - 138)

28. **ASSET MANAGEMENT SERVICE BASED REVIEW - VERBAL UPDATE.**

Update of the City Surveyor.

For Information

29. **POWER PURCHASE AGREEMENT**

Report of the City Surveyor.

For Information
(Pages 139 - 142)

30. **CITIGEN UPDATE**

Report of the City Surveyor.

For Information
(Pages 143 - 146)

31. **GUILDHALL - WEST WING MEMBERS ACCOMMODATION**

Report of the City Surveyor.

For Information
(Pages 147 - 150)

32. **ST. LAWRENCE JEWRY CHURCH - OUTLINE FIRE RISK ASSESSMENT DURING CONSTRUCTION**

Report of City Surveyor.

For Information
(Pages 151 - 154)

33. **FIRST REGISTRATION OF THE CITY'S FREEHOLD TITLES - PROGRESS SINCE JANUARY 2019**

Report of the City Surveyor.

For Information
(Pages 155 - 158)

34. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

35. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

36. **FACILITIES MANGEMENT**
Report of the City Surveyor.

For Decision

37. **GUILDHALL SECURITY**
Report of the City Surveyor.

For Decision

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CORPORATE ASSET SUB (FINANCE) COMMITTEE **Thursday, 7 November 2019**

Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 7 November 2019 at 1.45 pm

Present

Members:

Deputy Jamie Ingham Clark (Chairman)
Randall Anderson
John Chapman
Marianne Fredericks (arrived at 3.00pm)
Alderman Alison Gowman
Michael Hudson
Deputy Wendy Hyde
Deputy Edward Lord
Jeremy Mayhew
James de Sausmarez

Officers:

Simon Causer	- City Surveyor's Department
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department
Alison Bunn	- City Surveyor's Department
Peter Collinson	- City Surveyor's Department
Andrew Crafter	- City Surveyor's Department
Michael Gwyther-Jones	- Community and Children's Services Department
Chris Hartwell	- City Surveyor's Department
Nigel Lefton	- Remembrancer's Department
Andrew Little	- Chamberlain's Department
Paul Monaghan	- Department of the Built Environment
Jonathon Poyner	- Barbican Centre
Dorian Price	- City Surveyor's Department
James Rooke	- City Surveyor's Department
Tom Conniffie	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Nick Bensted-Smith, Joyce Nash, Dominic Christian and Philip Woodhouse.

2. DECLARATIONS BY MEMBERS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

No declarations of interest were made.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the previous meeting held on 25 September 2019 are approved as an accurate record.

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

The Sub-Committee considered a report of the Town Clerk which provided information of outstanding actions from previous meetings.

RESOLVED – That the Sub-Committee notes the report.

5. **WORK PROGRAMME FOR FUTURE MEETINGS**

The Sub-committee considered a joint report of the Town Clerk and City Surveyor which provided information of the Work Programme for future meetings.

The Chairman clarified that a report relating to Capital Cap at Barbican & GSMD would be coming to the next meeting to provide closure on this item.

RESOLVED – That the Sub-Committee notes the report.

6. **GUILDHALL COMPLEX ACCESSIBILITY AUDIT**

The Sub-committee considered a report of the City Surveyor that provided a summary of works and offered an overview of the opportunities and estimated cost implications of undertaking these works together with a funding source and timetable.

The City Surveyor stressed the City Corporation remained compliant with accessibility legislation. It was clarified that the works identified through the audit were for improvements that would allow for the City Corporation to meet best practice standards.

The City Surveyor responded to a question from the Chairman and clarified that the Cyclical Works Programme offered a ranking system of priority according to a set criterion and scoring mechanism and that works relating to accessibility with the aim of meeting best practice would be marked accordingly.

RESOLVED - that Members

- Note the report.
- Approve the recommendations from the review are either integrated into the Forward Maintenance Plans for the Guildhall and therefore included in the prioritised Cyclical Works Programme or form part of the Planned Preventative Maintenance programmes.

7. **CYCLICAL WORKS PROGRAMME - PROGRESS REPORT**

The Sub-committee received a report of the City Surveyor providing an overview of progress and expenditure of the current Cyclical Works Programme (CWP 17/18, CWP 18/19 and CWP 19/20).

A Member referred to the bow wave appearing to remain static whilst the City Corporation was spending millions on new projects. The Member referred to comments they had received from the public suggesting the City Corporation was spending millions on new buildings whilst neglecting its existing assets. It was suggested an effort needed to be made to reduce the bow wave.

The Chairman referred to the Fundamental Review and an option considered at RA Sub Awayday that would look to shave £1m off the Cyclical Works Programme budget. It was explained that a challenge had been provided to officers to prepare a five-year plan and to score works against different criteria e.g. wear and tear, health and safety and look to understand if saving £1m now would create additional works and costs down the line. Once this work has been complete there would be a clearer idea of the impact on the bow wave.

The City Surveyor acknowledged a figure of £70-80m for a works backlog appeared high but stressed that in the context of a rebuild cost of £5b that he considered this figure to be good. The City Surveyor assured Members that all issues were being taken seriously and that the existing programme was keeping additional works at bay. It was acknowledged that decorative work was good to do, but that it needed prioritising.

A Member, also Chairman of Finance Committee, stressed there was a finite amount of resources available; choices needed making. It was unclear to the Member whether the backlog was up to date and bad habits were beginning to creep in or whether there was still a backlog to catch up on.

The Chairman proposed a paper be brought to the next meeting to allow Members to agree how to inform the Fundamental Review.

RESOLVED – that Members note progress with the Cyclical Works Programme; that a report be presented at the next meeting to allow Members to agree how to inform the Fundamental Review.

8. **BRIDGE HOUSE ESTATES CYCLICAL WORKS 2020-21**

The Sub-committee received a report setting out the cyclical programme of work for 2020/21 for properties that this committee were responsible for and form part of the Bridge House Estates portfolio.

A Member noted the report covered the two bridges under this Sub-committee's corporate ownership and questioned whether a similar report would be going to Property Investment Board dealing with the remaining three bridges.

The Chairman confirmed he was due to meet with the City Bridge Trust Director to discuss how to deal with the bridges. It was suggested primacy would be needed over certain bridges.

A Member referred to a recent voltage issue at Tower Bridge resulting in a bridge lift having to be cancelled and the potential reputational issues to the City Corporation. It was stressed work on the bridges needed to continue.

The City Surveyor assured Members that the voltage issue had been identified with measures put in place to prevent a repeat.

The City Surveyor agreed to submit a report to Property Investment Board detailing the cyclical programme of work for the remaining three bridges and the Sub-committee and the Chairman endorsed this.

A Member asked that future reports put an estimated figure for works rather than tbc to provide Members with an indicative figure and to allow an understanding of the cost. The City Surveyor agreed to this.

RESOLVED – that the report be received, and the contents noted; that a further report be submitted to Property Investment Board detailing the remaining three bridges.

9. **CORPORATE PROPERTY ASSET MANAGEMENT STRATEGY - REVIEW UPDATE**

The Sub-committee received a report of the City Surveyor providing an update on how the review would be progressed and when it would be available for Member approval.

The City Surveyor proposed deferring the strategy until there was more certainty around the ongoing work on a number of reviews e.g. Sustainability Review, Fundamental Review and Maintenance Review. The City Surveyor proposed deferring the strategy until April 2020 and Members supported this.

RESOLVED – That the update on progress be noted; that it be agreed to defer commencement of the full review until April 2020.

10. **CORPORATE FACILITIES MANAGEMENT - UPDATE REPORT**

The Sub-committee received a report of the City Surveyor providing an update on two key workstreams being undertaken relating to Corporate Facilities Management and Corporate Security Overview.

Part 1 Corporate Facilities Management

The City Surveyor referred to the new contracts that had commenced within the last six months being a new Corporate Security contract and an extension of the Corporate Cleaning contract for a further three years. Overall contract performance was good and was continuing to be managed.

Members noted the corporate Amazon account that was being established for all deliveries to go to a consolidation centre for onward delivery to Guildhall. Members discussed stopping personal deliveries to staff at Guildhall and questioned whether these personal deliveries would be redirected to the consolidation centre.

The City Surveyor clarified that a decision on stopping personal deliveries to staff was not their decision to make. A Member, also Chairman of Establishment Committee, acknowledged a need to reduce the number of personal deliveries to Guildhall, but stressed a need balance this with

complaints from the Trade Unions of making life more difficult for staff. This at a time when there were more fundamental issues requiring discussion.

Part 2 Corporate Security Overview

The City Surveyor referred to the recent Joint Terrorism Analysis Centre announcement to downgrade the UK's national terrorism level from severe to substantial with the definition of this being an attack was still likely. It was confirmed the City Corporation's security stance would not drop and it would remain heightened.

Members noted a report would follow at the next meeting relating to the operational review of security which would include an option to outsource the service, where outsourcing was not already in place, adopting a standardised approach to security across all City Corporation sites and establishing a framework of agreed principles that would allow the audit process to remain consistent at all sites.

Members noted the approach to fire evacuation would be moving from a system of assembly to dispersal during evacuation of the building. There would be a recall process in place when the building was safe based on national security guidance.

A Member questioned the process for ensuring all people had evacuated the building. The City Surveyor clarified that there were Fire Marshalls on each floor, including on the fourth floor Members accommodation, with responsibility for ensuring each floor was clear.

RESOLVED – that the report be received and the contents noted.

11. 2019/20 QUARTER 2 ENERGY PERFORMANCE

The Sub-committee received a report of the City Surveyor presenting the 2019/20 Quarter 2 Energy Performance results and commentary for year-on-year and long-term performance for City Corporation sites.

A Member referred to heating supply issues at GSMD that had impacted on the quarterly figure. The City Surveyor referred to a successful control initiative at Smithfield Market, improvement to boilers at the Central Criminal Court and also an increase in energy consumption at the Barbican Centre owing to an increased number of events.

RESOLVED – that the report be received and its contents noted.

12. NATIONAL LOTTERY FUNDING - BID CO-ORDINATION PROPOSAL AND UPDATE

The Sub-committee received a report of the Town Clerk apprising Members of a proposal to co-ordinate the National Lottery Fund bidding process across the City Corporation.

The Town Clerk explained the proposal to co-ordinate bidding and fund-raising across the City Corporation and taking this through Priorities Board at officer

level before reporting to RA Sub-committee to provide Member oversight and approval.

A Member, also Chairman of Finance Committee suggested there was an opportunity to enhance co-ordination through alignment of the capital bids process and to allow for prioritisation as appropriate.

RESOLVED – that the report be received and its contents noted.

13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

15. EXCLUSION OF THE PUBLIC

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

16. NON-PUBLIC MINUTES

The non-public minutes of the previous meeting held on 25 September 2019 were approved as an accurate record.

17. OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS

The Sub-Committee noted a report of the Town Clerk which provided information of outstanding actions from previous meetings.

18. WEST HAM PARK NURSERY

The Sub-committee considered a report relating to the West Ham Park Nursery project.

19. BARBICAN TURRET JOHN WESLEY HIGH WALK

The Sub-committee considered a report relating to the Barbican Turret John Wesley High Walk project.

20. COMBINED HEAT AND POWER SYSTEM - ANNUAL REPORT 2018/19

The Sub-committee received a combined heat and power system annual report.

21. GUILDHALL COMPLEX BUDGET PERFORMANCE 2019/20 UPDATE REPORT

The Sub-committee received a report comparing revenue performance with the annual budget.

22. REPORT OF ACTION TAKEN BETWEEN MEETINGS

The Sub-committee received a report of the Town Clerk updating on action taken between meetings.

23. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

24. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

Barbican Exhibition Halls

The Sub-committee considered a report relating to proposed works at the Barbican Exhibition Halls.

The meeting ended at 3.43pm

Chairman

Contact Officer: Chris Rumbles
christopher.rumbles@cityoflondon.gov.uk

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Corporate Asset Sub-Committee – Carry Forward Public Actions

	Date	Item and Action	Officer responsible	To be completed/ progressed to next stage	Progress update
P05/2019	05.06.19	<u>Sub Committee Terms of Reference</u>	Peter Young	At time of AMSBR amendments to terms of reference	ONGOING: Officers to report back on whether the terms of reference provide for advising on all bids for Heritage Lottery funding – noted that any clarification of Sub Committee terms of reference could be made at time of other future amendments arising from outcome of AMSBR.
P06/2019	25.9.19	<u>Exceptional Weather</u> Report back on how the period of exceptional rain had affected the operational property estate and what lessons had been learned to prevent repetition in subsequent years.	Paul Wilkinson	7.11.19	COMPLETE Report on CASC agenda 29.1.20
P01/2020	7.11.19	<u>Cyclical Works Programme</u> Paper to be brought forward at next meeting to allow Members an opportunity to discuss and agree how to inform the Fundamental Review in relation to the works backlog.	Chris Hartwell / Alison Bunn	29.1.20	COMPLETE Report on cyclical maintenance backlog included on CASC agenda 29.1.20.

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Corporate Asset Sub-Committee: Work Programme January - November 2020

COMMITTEE DATE	29/01/2020	01/04/2020	03/06/2020	22/07/2020	15/09/2020	18/11/2020
SUSTAINABLE MANAGEMENT OF THE CORPORATION'S OPERATIONAL PROPERTY PORTFOLIO						
Corporate Property Asset Management Strategy	Asset Management SB Review Update	Draft Corporate Property Asset Management Strategy 2019-24 Asset Management SBR report				
City Surveyor's Business Plan	Business Plan 2019/20 Q2 outcome report Business Plan 2020/25	Business Plan 2019/20 Q3 outcome report		Business Plan 2020/21 Q1 outcome Business Plan 2019/20 Q4 outcome report	Business Plan 2020/21 Q2 outcome	
City Surveyor's Risk Register	Risk Register 2019/20 Q2 report	Risk Register 2019/20 Q3 report		Risk Register 2020/21 Q1 Risk Register 2019/20 Q4 report	Risk Register 2020/21 Q2	
Facilities Management	Operational Guildhall Security Review	Security update	Security update	Corporate FM update Security update	Security update	
Portfolio management information					Annual report on Operational Property Portfolio	
Operational Property Review <i>(note individual assets will be reported as declared surplus by service committees) and other disposals</i>						
UPKEEP, MAINTENANCE AND FURNISHING OF OPERATIONAL PROPERTIES NOT WITHIN THE REMIT OF ANOTHER SERVICE COMMITTEE						
	Backlog of maintenance Guildhall Conservation Management Plan St Lawrence Jewry Church – Fire Risk Assessment during Construction		CWP Q3 / 4 Progress report 2019/20			
TO MONITOR MAJOR CAPITAL PROJECTS RELATING TO OPERATIONAL ASSETS						
	Stone Benches, Guildhall Yard 20-21 Aldermanbury Future Use – GW4 Issue report					

COMMITTEE DATE	29/01/2020	01/04/2020	03/06/2020	22/07/2020	15/09/2020	18/11/2020
RECOMMENDING THE ANNUAL PROGRAMME OF REPAIR AND MAINTENANCE WORKS						
					Cyclical Works Programme for 2021/22 Bid report	
RESPONSIBILITY FOR STRATEGIES, PERFORMANCE AND MONITORING INITIATIVES IN RELATION TO ENERGY						
	Citigen update report Energy Performance 2019/20 Q2 report Energy Projects update	Citigen update report Energy Performance 2019/20 Q3 report	Citigen update report Energy Projects update	Citigen update report Energy Performance 2019/20 Q4 report		
MONITORING AND ADVISING ON BIDS FOR HERITAGE LOTTERY FUNDING						
		Heritage Estate Review				

Peter Young
January 2020

Agenda Item 6

Committee: Corporate Asset Sub-committee	Date: 29 January 2020
Subject: Annual Review of the Sub-Committee's Terms of Reference	Public
Report of: Town Clerk	For Decision
Report author: Chris Rumbles, Town Clerk's Department	

Summary

As part of the post-implementation review of the changes made to the governance arrangements in 2011, it was agreed that all committees should review their terms of reference annually. This enables any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.

It is not proposed to make any amendments to the Sub Committee's terms of reference. The terms of reference of the Corporate Asset Sub Committee are attached as an appendix to this report for your consideration.

Recommendation

It is recommended that the Sub-committee:

- Subject to any comments, approves the terms of reference of the Corporate Asset Sub Committee for submission to the Court (as a sub set of the Finance Committee Terms of Reference) as set out in appendix 1;

Appendices

- Appendix 1 – Corporate Asset Sub Committee Terms of Reference

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Corporate Asset Sub-Committee Terms of Reference (revised at Finance Committee on 23 July 2019)

The Corporate Asset Sub Committee is responsible for the effective and sustainable management and strategic plans for the City of London Corporation's operational property portfolio; this includes the monitoring of capital projects, acquisitions and disposals, and the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex). In addition, the Sub Committee is responsible for strategies, performance, and monitoring initiatives in relation to energy usage, and for monitoring and advising on bids for Heritage Lottery funding.

Composition

- Chairman and Deputy Chairman of the Finance Committee
- Chairman and Deputy Chairman of the Sub-Committee
- A maximum of Five additional Finance Committee Members
- Three members of the Policy and Resources Committee
- Three members of the Property Investment Board.

(Should any vacancies remain following the first meeting of each of these Committees, these will be made available to all Members to the Court of Common Council, to be appointed by the Finance Committee)

Chairmanship

- Chairman – To be nominated by the Chairman of the Finance Committee for approval by the Finance Committee.
- Deputy Chairman – To be appointed by the Chairman of the Sub-Committee for approval by the Finance Committee.

Terms of Reference

- To be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
 - agreeing the Corporate Asset Management Strategy;
 - responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
 - responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
 - To maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;
 - In line with Standing Orders 53 (Asset Management Plans) and 55 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets; and
 - Oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind.
 - In accordance with Standing Orders 56 and 57, the sub Committee can make disposals of properties which are not suitable to be retained as investment property assets

- To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;
- To monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;
- To recommend to the joint meeting of the Resource Allocation Sub-Committee and the Efficiency and Performance Sub-Committee the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure);
- To be responsible for strategies, performance and monitoring initiatives in relation to energy;
- To monitor and advise on bids for Heritage Lottery funding; and
- To provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with the Establishment Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure.

Agenda Item 7

Committees:	Date:
Corporate Asset Sub Committee – For Decision	29 January 2020
Subject: The Guildhall Conservation Management Plan	Public
Report of: The City Surveyor (CS.446/19)	For Decision
Report author: Julian Kverndal, Senior Heritage Estate Officer	

Summary

A Conservation Management Plan (CMP) for the Guildhall Complex, which concentrates on the Great Hall and the Old Library, has been created to ensure that they are being maintained to modern day conservation standards. It will guide proposals for the buildings' ongoing use, maintenance and repair. The City Surveyor Heritage Estate is undertaking CMP's where the asset is of considerable heritage value in order to better inform Forward Maintenance Plans.

The purpose of this report is to advise the Corporate Asset Sub-Committee of the creation of this Guildhall CMP and obtain approval to adopt the policies within the plan. It should be noted that the CMP is a good practice guidance document and does not have any statutory authority.

The historical analysis aspect of the Guildhall CMP, prepared by the consultant, brings attention to the fact that the Great Hall is possibly the greatest secular medieval hall in Europe.

The Guildhall CMP states that the current maintenance regime is generally of an acceptable standard. A number of repair and management issues have been identified, as are potential opportunities to improve circulation routes, as well as aesthetic improvements.

There are 37 recommended policies in the Guildhall CMP, which are listed in the attached appendix 1. This includes the policy concerning the introduction of quinquennial (5-yearly) inspections which has already been incorporated in the Forward Maintenance Plan (FMP) for the complex. Policies where appropriate will be added to the FMP or will be subject to business cases to justify the expenditure.

Periodic extension of the summer recess period for essential repair works will require long term planning and in the case of the function areas, discussions with stakeholders such as the Remembrancer and the Head of Guildhall Galleries.

Recommendation

Members are asked to:

- approve the adoption of the policies, as detailed in the appendix 1, and
- note the contents of this report.

Main Report

Background

1. For much of the 20th Century the master-planning of the Guildhall Complex was carried out by Giles Gilbert Scott, which instigated a phased renewal of most of the site, which was completed in 1999 with the opening of the art gallery.
2. By 2000, it was increasingly clear that much of the complex was in need of renewal and renovation to make its buildings fit for purpose in the coming decades. To implement this work, the Guildhall Improvement Project was setup as a programme of works of renovation to reconstruct elements of the complex, in order to create both a modern working environment for staff and a welcoming institution for members of the public.
3. Although there are a variety of reports on the history and condition of the important parts of the Guildhall Complex, there is no single document that summaries the cultural history of the whole of the complex, which is something a Conservation Management Plan provides.
4. Conservation Management Plans (CMP) are a recognised tool for the long-term management of heritage assets, devised to establish consensus amongst the relevant stakeholders of the importance and significance of the asset and how its care should be managed and promoted. The Guildhall Complex contains several Listed Buildings (the Great Hall, the Old Library, the Mayor's and City of London Courts, the Irish Chamber, the police call box and 65/65a Basinghall St) and an Ancient Monument (the Roman Amphitheatre) and is therefore a significant heritage asset, for which a CMP should be regarded as a form of a template, assisting in the future management of the assets.
5. A CMP can be required by a planning authority to support applications for Listed Building consent or planning permission and is a key criterion for the Heritage Lottery Fund (HLF) when considering related grant-aided projects.
6. The Guildhall CMP is an aspirational document and will help the City to determine the future of the property, and the uses to which it can or should be put to. It should be noted that a CMP is not mandatory, nor are its findings, but it will be enormously helpful to aid the City's future decisions about the property, as and when opportunities arise. In addition, having a CMP reduces reputational risk, by demonstrating good practice in the conservation of key heritage assets.
7. The CMP follows a recognised format and structure advocated by Historic England and HLF, reflecting approved principal headings: -
 - a. Understanding the Asset.
 - b. Assessment of Significance.
 - c. Issues, Opportunities & Policies.

In addition, there is a room by room analysis of the historical parts of the Guildhall Complex and assessment of their importance as part of the cultural history of the Guildhall as a whole.

8. The Guildhall CMP is one of several CMPs that have been commissioned by the City, generally to help assist the management of significant heritage assets, to ensure compliance with our obligations and regulations and to guide any future

maintenance or improvement works that are needed. Examples of City properties with CMPs include The Mansion House, Tower Bridge and the Cemetery.

The Guildhall CMP

9. The Guildhall CMP document was completed in mid-December 2019 by Alan Baxter Ltd, a consultant who has already produced several CMPs for the City. The cost of the CMP was met by the Cyclical Works programme (CWP).
10. The document states that the Guildhall Complex 'is unquestionably the most significant site of local governance, not just in the capital City, but in the whole country'.
11. The document also brings the reader's attention to the fact that the Great Hall is one of the most spectacular secular medieval rooms in Europe, along with what was one of the earliest purpose-built public libraries in the country, now known as the Old Library, which is especially large and grand.
12. Because each part of the Guildhall Complex is different, each part had to be researched and analysed separately. Therefore, the work in creating a CMP was divided into the following phases: -
 - The Great Hall
 - The Old Library
 - A lighter investigation/overview of the rest of the Guildhall Complex
13. The Guildhall CMP document explains the significance of each area of the complex and sets out policies to ensure that significance will be retained.
14. The plan is primarily a City Guildhall management tool. It is a live document, needing regular up-dating, to take account of any changes in the use of any part of Guildhall Complex. The CMP is a key element in the Guildhall Asset Management Plan (AMP) for this asset and will be fully incorporated when this AMP is updated next April 2020.
15. It highlights a number of repair and management issues, as well as potential opportunities for improvements to circulation routes or aesthetic improvements which are reflected in the policies, see Appendix 1. Many of the issues are being addressed by the Guildhall Manager and the Property Facilities Manager (PFM) through the major repair works programme, for which annual bids are made.
16. For example, the Guildhall CMP identifies the need to bring forward the examination and conservation of the internal joinery and stonework of the Great Hall, which will also give the opportunity to clean the interior.
17. Subject to full Committee approval in early 2020 for the budget for the works, the intention is to complete the stone conservation works before March 2023. The delivery is also subject to working with the Remembrancer to programme in the required works.
18. The CMP sets out 37 policies for future care, maintenance and use of the significant parts of the Guildhall Complex; they are listed in Appendix 1, along with officer up-date notes regarding the status of each policy.

Proposals

19. It is proposed to: -

- a. Update the Guildhall Complex Forward Maintenance Plan to reflect the adopted policies where appropriate.
- b. Liaise with the Remembrancer and other stakeholders with the planning of the major longer-term conservation and repair projects in the historical parts of the Guildhall Complex.
- c. Update the CMP within five years to reflect not just the passage of time, but also to align with: -
 - i. Final use of the Chartered Insurance Institute premises and 65/65a Basinghall Street.
 - ii. The commencement on site of the St Lawrence Jewry restoration project in 2021.
 - iii. The policies and plans implemented as a result of the Fundamental Review.

And report to your Committee on any updates to the CMP policies.

- d. Incorporate into the Guildhall Asset Management Plan.

Corporate & Strategic Implications

20. In the longer term, adopting these types of policies will indicate that the City Corporation is striving to conform to its own Corporate Plan in 'providing access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds'.

21. Decisions to implement the policies are reliant on financial resources and in most instances will be determined by assessment of health and safety, impact on income generation (commercial/corporate events), impact on the Guildhall Yard Programme (public events including markets) and also reputational risk. Prioritisation of all budgets (Capital and Revenue) for the Guildhall Complex as a whole will continue to be reviewed annually of which those targeted budgets for works drawn from the CMP are incorporated where they meet the prioritisation benchmark.

Conclusion

22. In the long run, the adoption of the CMP policies proposed for the Guildhall Complex is essential to show that the City Corporation is caring for these culturally important historical buildings in the complex in the best and internationally recognised appropriate manner. In addition, it will support the continued purpose and use of the Great Hall for City/civic functions in a way that is compatible with its date and significance.

Appendices

Appendix 1 – Schedule of policies and Officer's updates

Julian Kverndal

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Background Papers

The Guildhall Conservation Management Plan – published December 2019 - copies available on request

Policy No.	Policy Text
	Please see Note for Officer's updates on policies where appropriate
	Management of the Site
4.2.1a	This Conservation Management Plan will be formally adopted by the City Surveyor as a strategic framework for guiding the conservation management of the site.
4.2.1b	The Guildhall Manager, will be responsible for seeing the policies in this plan are implemented by the City of London, its staff, consultants and contractors
4.2.1c	The City will review this Conservation Plan every five years.
4.2.2	<p>The City will seek to recognise and enhance the Guildhall's spirit of place in all aspects of caring for and managing the site.</p> <p>Note: To be investigated further to see how the emotional significance of the site can be incorporated in the management of the Guildhall complex.</p>
4.2.3	<p>The City will employ an experienced conservation architect /historic building surveyor to oversee works to the Listed Buildings.</p> <p>Note: Matches current practice.</p>
4.2.4	<p>The City will monitor the condition of the stonework and take action if required.</p> <p>Note: Matches current practice.</p>
4.2.5	<p>The City will review the impact of events on the Listed Buildings and find ways to mitigate any adverse impacts.</p> <p>Note: Impact of Events – Discussions on the number and type of events within the complex has taken place between the Remembrancer's and the City Surveyor's Departments.</p>
4.2.6	<p>The City will increase, regularise and publicise public access to the Great Hall.</p> <p>Note: Subject to funding and resources. In addition, it should be noted that when the Great Hall is hired for both commercial and charitable functions, it is in fact increasing the public's awareness of the historic building.</p>
4.2.7	<p>The City will explore new ways of interpreting and presenting the Guildhall's history and architecture.</p> <p>Note: Subject to funding and resources. The work would be implemented in consultation with the City Corporation's Cultural and Visitor Development team and the Remembrancer.</p>
4.2.8	<p>The City will explore alternative circulation routes that have potential to reduce traffic at 'pinch points'.</p> <p>Note: To be implemented when possible.</p>

4.2.9	Any alterations for services will seek to protect or enhance the significance of the site. Note: Matches current practice.
4.2.10	The City will maintain its long tradition of excellence in design. Note: Matches current practice.
	The Roman Amphitheatre
4.3.1	The environmental conditions and condition of the masonry will be monitored. Note: Matches current practice.
4.3.2	The environmental conditions and condition of the timber elements will be monitored. Note: Matches current practice.
4.3.3	To explore opportunities to broaden the interpretation themes of the amphitheatre. Note: Currently being undertaken by the Head of Guildhall Galleries.
	The Great Hall
4.4.1a	The long-term care of the stonework will be prioritised above other demands such as the operation of events. Note: The stonework and timber interior of the Great Hall was last consolidated in the mid-1990's and has not had a close inspection since then. However, the need for an inspection and works was highlighted in 2013 when a decorative wooden boss came loose from the ceiling and last year a piece of stone came away from decorative moulding to the walls. As health and safety is a priority, events will need to be scheduled to accommodate the inspection and repair works being undertaken before March 2023.
4.4.1b	The City will commission a detailed survey to inform the long-term conservation of the Great Hall and crypts. Note: In hand for early 2020.
4.4.2	The City will explore ways to better reveal the significance of the Great Hall interior. Note: Lighting improvements were installed during the 2019 summer recess.
4.4.3	The City will reveal the floor of the Great Hall more often. Note: to be implemented as and when practical.

4.4.4a	<p>The City will explore ways to better integrate the woodwork into the overall decorative scheme.</p> <p>Note: This is currently being investigated.</p>
4.4.4b	<p>The City will investigate the possibility of modifying the east canopy to reveal the stonework behind it.</p> <p>Note: Subject to the condition and completeness of the firebomb damaged decorative stonework which will be investigated during the 2020 summer recess.</p>
	Old Library
4.5.1a	<p>Short-term – Explore the possibilities both financially and in terms of design of improving the appearance of the aisle walls where the library bookshelves have been removed.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.1b	<p>The existing galleries should be removed. They could be replaced with galleries based on the originals that are recessed in the bays.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.1c	<p>Investigate the painted scheme on the ceiling of the Livery Hall and the feasibility of restoring it.</p> <p>Note: This will be added to the Forward Maintenance Plan</p>
4.5.1d	<p>Reinstate shelves in the niches of the Print Room.</p> <p>Note: Subject to the practicalities of adapting the original joinery to suit the reformed niches and a satisfactory business case.</p>
4.5.1e	<p>Reinstate encaustic patterned tiles to the Entrance Hall floor.</p> <p>Note: This will be added to the Forward Maintenance Plan</p>
4.5.2a	<p>Replace the less appropriate light fittings in the Old Library with a choice of limited designs that relate to the character of the building.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.2b	<p>When the audio-visual equipment becomes redundant replace with more discreet equipment.</p> <p>Note: Subject to a satisfactory business case for this proposal being made.</p>
4.5.2c	<p>An inventory of the historic furniture and its position should be prepared and then checked on an annual basis.</p> <p>Note: Existing arrangement to be formalised.</p>
4.5.2d	<p>Replace the modern furniture in the entrance hall with more appropriate designs.</p> <p>Note: To be implemented as and when furniture needs replacing.</p>

4.5.4	<p>To investigate whether measures could be taken to improve the environmental conditions of the Library Hall, Print Room and the Chief Commoner's Parlour without harming the character of the building.</p> <p>Note: Any identified improvements will be subject to a satisfactory business case being made before implementation.</p>
	Irish Chamber
4.6	<p>In future refurbishment, opportunities will be sought to restore the interiors of the Irish Chamber.</p> <p>Note: Subject to a satisfactory business case.</p>
	Mayor's and CoL of London Court
4.7	<p>The high significance of the well-preserved interiors will be recognised and taken into account in any future decisions.</p> <p>Note: This Listed Building will still be in use as a court at least until 2026.</p>
	Police Call Post
4.8	<p>Historical information regarding the City's surviving Police Call Posts will be made available online.</p> <p>Note: This Police Call Post, which is within Guildhall Yard is one of eight surviving Police call posts in the City of London which were installed in the 1960's. They ceased to be used in 1988. There is very little other information available, apart from the fact that they are all Listed Buildings.</p>
	Guildhall Yard
4.9a	<p>Guildhall Yard will continue to be used for a range of public events that enliven the space.</p>
	65/65a Basinghall Street
4.10	<p>In the maintenance of 65/65a Basinghall Street there will be a presumption to retain and repair elements that contribute to its significance.</p> <p>Note: It is reasonable that the architectural features of this Listed Building are retained.</p>

Committees: Projects Sub <i>[for decision]</i> CASC <i>[for descision]</i>	Dates: 15 December 2019 29 January 2020
Subject: Walbrook Wharf Replacement Roof Report Unique Project Identifier: 12004 <div style="text-align: right;">CS 505-19</div>	Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)
Report of: City Surveyor Report Author: Ruby Raw	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description: To provide a permanent solution to the water ingress problems on the existing roof and drainage goods which have undergone unsuccessful patch repairs</p> <p>RAG Status: Amber ('Green' at last report to Committee). This is due to the cost and programme increase of the project since GW1-2.</p> <p>Risk Status: Low ('Amber' at last report to committee). This is due to risks reducing as a result of surveys and clarification of works.</p> <p>Total Estimated Cost of Project (excl. risk): £1,119,295</p> <p>Total Estimated Cost of Project (Including risk): £1,412,000</p> <p>Change in Total Estimated Cost of Project (excluding Costed Risk Provision): Decrease of £25,695 since last report to Committee as a result of market testing the scope of works and undertaking surveys</p> <p>Spend to Date: £30,449</p> <p>Costed Risk Provision Utilised: £0 (of which £0 amount has been drawn down since the last report to Committee)</p> <p>Project Costed Risk Provision (post mitigation): £292,705</p> <p>Slippage: - 4 months against G1-2</p>
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	<ul style="list-style-type: none"> • G1-2 programmed completion date - December 2020 • The Neilcott Construction programme offers a completion date of August 2020 <p><u>Progress update</u></p> <p>Since the last Gateway, the project team has explored the viability of all 5 options against the quality, time and budget constraints as set out in GW1-2.</p> <p>Only Option 2 proved viable; the removal of roof finishes and insulation layers back to the metal deck, removal of redundant ventilation equipment and known asbestos; the replacement of new roof finishes to meet regulations appropriate to the building uses below the roof area.</p> <p>A detailed scope of works has been developed for Option 2, surveys have been undertaken and a contractor has been procured via compliant tender process.</p> <p>A full explanation of the reasons for dismissing the other options can be found in Appendix 4.</p> <p>A change register which captures all client design development changes since the GW1-2 Issues can be found in Appendix 3.</p> <p>PT8 Tender Award report is attached as Appendix 5</p>
2. Next steps and requested decisions	<p>Next Gateway: Gateway 6: Outcome Report</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • Appoint Neilcott Construction to carry out works. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Approve additional resources to the next Gateway (6) in the total sum of £1,356,500 for works ,fees and Costed Risk Provision (CRP), giving a total project budget of £1,412,000. 2. In respect of the works approved the appointment of Neilcott Construction in the total sum of £994,915 3. In respect of the CRP, approve a total sum of £292,705 to be drawn down via delegation to Chief Officer in consultation with the Chamberlain should risk be identified on the Risk Register. 4. In respect of the fees and staff cost approve a total sum of £68,800. 5. Note revised completion date of August 2020 from the original completion date of December 2020.
3. Budget	Total Project Budget for recommended Option:

	<table><tr><th>Item</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Construction works</td><td rowspan="10">Additional Resources for City Fund properties</td><td>£994,915</td></tr><tr><td>Surveys</td><td>£15,000</td></tr><tr><td>Consultant Fees</td><td>£89,880</td></tr><tr><td>Statutory/ Legal Fees</td><td>£4,000</td></tr><tr><td>Staff fees</td><td>£15,500</td></tr><tr><td>Sub Total</td><td>£1,119,295</td></tr><tr><td>Costed Risk provision (CRP)</td><td>£292,705</td></tr><tr><td>Total Project Budget</td><td>£1,412,000</td></tr><tr><td>Resources approved to date of which £30,449 has been spent to date.</td><td>(£55,500)</td></tr><tr><td>Requested resources up to GW6</td><td>£1,356,500</td></tr></table>	Item	Funds/ Source of Funding	Cost (£)	Construction works	Additional Resources for City Fund properties	£994,915	Surveys	£15,000	Consultant Fees	£89,880	Statutory/ Legal Fees	£4,000	Staff fees	£15,500	Sub Total	£1,119,295	Costed Risk provision (CRP)	£292,705	Total Project Budget	£1,412,000	Resources approved to date of which £30,449 has been spent to date.	(£55,500)	Requested resources up to GW6	£1,356,500
Item	Funds/ Source of Funding	Cost (£)																							
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Requested resources up to GW6		£1,356,500																							
4. Overview of project options	<p>There is only one viable option. Choices are limited as the site constraints, method of working and budget dictate what and how works can be delivered. The options outlined in GW1-2 have been considered and discounted as non-viable. This included:</p> <ol style="list-style-type: none">1. Do nothing2. Establish if the covered area can be reduced to reflect plans for the space3. Further repairs that retains the operation status of the facility until 2027.4. Consider addition of Solar PVs on the roof or floor mounted in open space in addition to addressing the roof. <p>The explanation for this can be found in Appendix 4 along with the viability of a green roof which was requested post GW1-2.</p>																								
5. Recommended option	Option 2 – details described in Design Summary																								
6. Risk	<p>Costed Risk Provision Utilised at Last Gateway: £0 Change in Costed Risk since last Gateway: None was provided at GW 1-2 New Costed Risk Provision: £292,705 Further information available in the Risk Register (Appendix 2) and options appraisal matrix.</p>																								
7. Procurement approach	The scope of works has been tendered via mini competition on the City's Major Works Framework.																								

	<p>Successful contractor: Neilcott Construction.</p> <p>PT8 Tender Award report is attached as Appendix 5.</p> <p>Contract Particulars are:</p> <ul style="list-style-type: none"> • LAD's at the rate of £1,000 per day • Retention 5% • Level of cover £5m each and every claim or series of claims arising out of one event • Performance Bond not required • Parent Company Guarantee may be required • Third Party Rights and Collateral Warranties are set out in the Contract Particulars
8. Design summary	<ul style="list-style-type: none"> • Removal of roof finishes and insulation layers back to the metal deck, removal of redundant ventilation equipment and known asbestos, replacement of new roof finishes to meet regulations appropriate to the building uses below the roof area. • Health & Safety features; such as edge protection allowing safe access • The product will have a 20-year guarantee and have been designed to serve the existing building uses which are bound to leases and service agreements which conclude in September 2027. The waste transfer aspect will remain in perpetuity.
9. Delivery team	<ul style="list-style-type: none"> • Main Contractor: Neilcott construction • Project Management: Inco Projects, • Principle Designer: Potter Raper & Partners • Cost Consultant: Corderoy
10. Success criteria	<ul style="list-style-type: none"> • Water ingress ceases with improved condition of the property as a result. • Access and egress to the roof is made compliant and reduces H&S risks for future maintenance tasks. • No impact on existing operations at Walbrook Wharf and tenants.
11. Progress reporting	<ul style="list-style-type: none"> • The contractor will provide regular meetings on site with the project team. • Project Board reports will be produced on a monthly basis for reporting to the Senior Responsible Officer and relevant stakeholders. • Project Vision updates will be provided on a monthly basis for members review. • Issues reports will be submitted should a scope/ time/ cost change occur which requires member consideration and approval. • Should an urgent issue require notification/ consideration and approval, an email to Chairmen and Deputy Chairmen of Project Sub committee and Corporate Asset Sub committee.

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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Change Register
Appendix 4	Rational for discounting Options outlined in GW1-2
Appendix 5	PT8 – Procurement Tender Award Report

Contact

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Email Address	Laura.Frickey@cityoflondon.gov.uk
Telephone Number	0207 332 1030

Options Appraisal Matrix

<i>Option Summary</i>	<i>Option 2</i>
1. Brief description of option	This includes the removal of roof finishes and insulation layers back to the metal deck, removal of redundant ventilation equipment and known asbestos; the replacement of new roof finishes to meet regulations appropriate to the building uses below the roof area.
2. Scope and exclusions	<ul style="list-style-type: none"> • The works apply to areas known as Phase 1 and 3 only – not Phase 2, the offices facing onto Upper Thames Street. • H&S features such as edge protection, safe access for maintenance, lightning conductor etc. will be installed. • The works will have a 20-year guarantee and have been designed to serve the building uses which are bound to leases and service agreements which conclude in September 2027. The waste transfer aspect will remain in perpetuity. • Includes removal of redundant ventilation units • Includes removal of redundant cradle. • Includes roof gutters but not internal down pipes as this scope overlaps with a concurrent project. This has been omitted to avoid duplication.
<i>Project Planning</i>	
3. Programme and key dates	<p>Mobilise contractor supply chain and logistics: December 2019</p> <p>Start on site: January 2020</p> <p>Completion: August 2020</p> <p>GW6: October 2020</p>
4. Risk implications	<p>Overall project option risk: Medium</p> <p>The most significant risks are</p>

Option Summary	Option 2
	<ul style="list-style-type: none"> • Negative impact on existing building tenants and on concurrent building projects being undertaken at Walbrook Wharf. • Time delay and cost impact due to any necessary additional work to remediate the above. <p>Further information available within the Risk Register (Appendix 2)</p>
5. Stakeholders and consultees	<p>Internal:</p> <ul style="list-style-type: none"> • Building and Facilities Manager at Walbrook Wharf • City Surveyors Operations dept • Chamberlains Finance department • Chamberlains Procurement department • City Surveyors Property Projects Group Director and Assistant Director • City Surveyors Corporation Property Group • CoL building tenants at Walbrook Wharf <p>External:</p> <ul style="list-style-type: none"> • Occupying tenants • CoL Highway Authority • Walbrook Wharf neighbouring buildings • CoL Building Control
6. Benefits of option	There is only one viable option. Choices are limited for this project as the site constraints, requirements for ways of working and budget limit and dictate what works can be undertaken and the way in which the works can be deliver.
7. Disbenefits of option	As above

Option Summary	Option 2
Resource Implications	
8. Total estimated cost	Total estimated project cost (excl. risk): £1,119,295 Total estimated cost: (incl. risk): £1,412,000
9. Funding strategy	Additional Resources for City Fund Properties
10. Investment appraisal	Not applicable. The building (phases 1 and 3) are occupied by service companies, contracted to the City, for whom fit for purpose accommodation is to be provided free of cost to the contractor.
11. Estimated capital value/return	Not applicable.
12. Ongoing revenue implications	This should reduce the costs and need for local and patch repairs which have been necessary in recent months
13. Affordability	It is anticipated that all project costs can be contained within the budget including identified Risks listed in the risk register.
14. Legal implications	<i>None</i>
15. Corporate property implications	<ul style="list-style-type: none"> The project supports the recommendation set out in the medium term asset management plan approved by CASC on 5 October 2017 of making the best use of the operational freight wharf and waste transfer station up to the block date of Sept 2027. The project meets the City Surveyor's Business Plan objectives of:

Option Summary	Option 2
	<ul style="list-style-type: none"> i. Implementing an asset management strategy that unlocks the potential of the City's property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments' business plans. ii. Ensuring buildings are fit for purpose, sustainable, safe and secure.
16. Traffic implications	The contractor is likely to apply for the suspension of parking bays adjacent to Walbrook Wharf
17. Sustainability and energy implications	The brief included options to explore the installation of Photovoltaic panels and, post GW1-2, the addition of a green roof. Both were financially unviable and would have delayed the programme. Further detail can be found in Appendix 4.
18. IS implications	N/A
19. Equality Impact Assessment	N/A
20. Data Protection Impact Assessment	N/A
21. Recommendation	Recommended

Project Coversheet

[1] Ownership & Status

UPI: 120004

Core Project Name: Walbrook Wharf Replacement Roof Report

Programme Affiliation (if applicable): Works approved for utilisation of the Additional Resources for City Fund properties

Project Manager: Laura Frickey

Definition of need: To provide a permanent solution to the current roof which has undergone patch repairs but does not resolve the leaking roof and rainwater goods failings. Provide a better working environment for tenants occupying the building and prevent need for repair works and cost to address deterioration of internal and external affected areas.

Key measures of success:

1. Permanently halt leaks occurring as a result of deterioration of the roof and drainage goods connections, thereby providing a better working environment for tenants occupying the building and prevent need for repair works and cost to address deterioration of internal and external affected areas.
2. Operations of the building will not be adversely affected by the works associated with delivering this project.

Expected timeframe for the project delivery: May 2018 - December 2020

Key Milestones:

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

- The works will be completed in August 2020, 4 months ahead of the December 2020 completion date approved at GW 1-2.

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

No public or media impact has been generated by this project.

[2] Finance and Costed Risk

1. Headline Financial, Scope and Design Changes:

Only one option outlined in GW1-2 was considered viable (Option 2); this was taken forward. A full explanation is appended to the report (Appendix 4).

'Project Briefing' GW1-2 report (as approved by Chief Officer 16/05/2018):

- Total Estimated Cost (excluding risk): £1.1m
- Costed Risk Against the Project: £0
- Estimated Programme Dates:
GW3-4: September 2018
GW5: January 2019
Completion: December 2020

Scope/Design Change and Impact:

No impact from scope / design change from G1-2

6 months delay to new assigning Project Manager resource from approval of GW1-2 in March 2018.

‘Project Briefing’ GW1-2 Issues report (as approved by PSC 16/03/2019):

- Total Estimated Cost (excluding risk): £1.1m
- Resources to reach next Gateway (excluding risk): £39k
- Spend to date: £3,510
- Costed Risk Against the Project: £318K
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: completion December 2019

Scope/Design Change and Impact:

1. Approved to tender the works to complete in one contract rather than separate phases over a year as previously suggested in the GW1-2 report.
2. Approved to receive a combined GW3-4 Options Appraisal and GW5 Authority to start work report to consider market tested options.
3. A costed Risk Register was included for information.
4. Approved Delegated Authority for GW3-4-5 report in October 2019 as reporting deadlines could not be met due to delays to obtain key project information.

‘Options Appraisal & Authority to start Work’ G3-4-5 report

- Total Estimated Project Cost (excluding risk): £1,119,295
- Total Estimated Project Cost (including risk): £1,412,000
- Resources to reach next Gateway (excluding risk): £1,356,500
- Spend to date: £30,449
- Costed Risk Against the Project: £292,705 (included in total estimated project cost)
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: completion August 2020

Scope/Design Change and Impact:

2. Only one option outlined in GW1-2 was considered viable (Option 2); this was taken forward. A full explanation is appended to the report (Appendix 4).
3. Additional small scopes of works were included to meet H&S requirements and redundant structures on the roof which could increase the risk of continued water ingress. The changes are captured in Appendix 4 of the main report
4. Omission of rainwater down pipe replacement from the scope. This overlapped with a concurrent project scope.
5. Nesting birds on the roof delayed the undertaking of surveys and receipt of information by 4 weeks.
6. Resolving a large number of clarifications which resulted from the tender evaluation process.
7. The programme at GW 1-2 Report estimated completion of December 2020 therefore this has resulted in a X month saving against the original programme.

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City of London: Projects Procedure Corporate Risks Register

Project name:

Walbrook Wharf

Unique project identifier:

24800026

Total est cost (exc risk)

£0

PM's overall risk rating	Medium
Avg risk pre-mitigation	9.1
Avg risk post-mitigation	5.3
Red risks (open)	4
Amber risks (open)	9
Green risks (open)	3

Corporate Risk Matrix score table				
	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£583,000.00	0%	Costed risk as % of total estimated cost of project
Costed risk pre-mitigation (open)	£583,000.00	0%	" "
Costed risk post-mitigation (open)	£292,700.00	0%	" "
Costed Risk Provision requested	£0.00	0%	CRP as % of total estimated cost of project

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

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
6	8.7	£238,000.00	0	6	0
1	3.0	£20,000.00	0	0	1
1	16.0	£25,000.00	1	0	0
8	9.4	£300,000.00	3	3	2
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0

Issues (open)

0

All Issues

0

Open Issues

All Issues

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

Cost to resolve all issues (on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name: Walbrook Wharf			PM's overall risk rating: Medium				CRP requested this gateway				Average unmitigated risk		9.1		Open Risks		16							
Unique project identifier: 24800026			Total estimated cost (exc risk): £ -				Total CRP used to date		£ -		Average mitigated		5.3		Closed Risks		1							
General risk classification											Mitigation actions				Ownership & Action									
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)	
R1	3	(1) Compliance/Regulatory	Consultant Appointment & Surveys: Structural Integrity of Roof	COST/ TIME- Unknown if the existing roof has structurally capacity to support green roof.	Likely	Serious	8	£0.00	Y - for mitigation costs	A – Very Confident	Quote received from Structural Engineer to carry out initial calculations.	£0.00	Possible	Serious	£0.00	6	£0.00		N/a	02/08/2019			05/11/2019	No long applicable for the risk
R2	3	(1) Compliance/Regulatory	Consultant Appointment & Surveys: Ecology Report (baseline)	COST/ TIME- Seagulls nesting on existing roof- Nesting season nearly finished, however seeking advise if Ecology baseline report is required. This could impact programme and an addendum to the Tender Documents needing to be issued.	Possible	Serious	6	£3,000.00	Y - for mitigation costs	B – Fairly Confident	Seeking advice from Ecology consultant Explore a Hawks Kite for mitigation (not proven to work)	£3,200.00	Possible	Minor	£0.00	3	£0.00		N/a	02/08/2019				CoL liaising with Ecology Consultant to seek advice if survey is required
R3	3	(1) Compliance/Regulatory	Survey- Asbestos Survey	COST/ TIME- Due to nesting seagulls the Asbestos survey has been delayed. This could impact programme and an addendum to the Tender Documents needing to be issued.	Likely	Serious	8	£10,000.00	Y - for mitigation costs	B – Fairly Confident	PM Manager (Alan) is checking the roof to see if the seagull have left the nest- We envisage this to happen in the next few weeks. Alan will notify the Asbestos survey and they will proceed at there earliest convenience	£2,500.00	Likely	Serious	£0.00	8	£0.00		N/a	02/08/2019				InCo (PM) Liaising with Asbestos Survey Consultant for a prompt mobilisation
R4	2	(1) Compliance/Regulatory	Planning Permission by the Contractor- Green Roof	COST/ TIME- If green roof is required, planning permission will be required	Likely	Serious	8	£0.00	N		CoL (Ruby) is liaising with CoL Planning department to seek internal advice/ lead time		Likely	Serious	£0.00	8	£0.00		N/a	02/08/2019				
R5	4	(4) Contractual/Partnership	Tender documentation- collating sufficient information/ defining the scope contractually	COST- Ambiguity of the scope based upon the design information provided	Likely	Major	16	£40,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Clarify a schedule listing all information required for the Tender Document and seek to obtain all information. The Tender Document will require the tenderers to carry out onsite surveys during the tender period, therefore proposed a mid tender interview at the site to encourage a thorough scope is proposed by the tenderers	£30,000.00	Possible	Serious	£40,000.00	6	£0.00		N/a	02/08/2019				
R6	4	(4) Contractual/Partnership	Programme slippage- Pre Tender	TIME- Delays due to late 1) Asbestos survey- already scheduled to be carried out as addendum to the tender 2) Structural survey report 3) Ecology Survey Report 4) Tendering in holiday season	Likely	Major	16	£0.00	N		Reschedule programme to aim for the October 2019 sign off. Entire team has access to the Programme as it is cloud based		Possible	Serious	£0.00	6	£0.00		N/a	02/08/2019				
R7	4	(4) Contractual/Partnership	Concurrent projects- There are a number of projects being carried out at Walbrook Wharf.	Time/ Cost- There is risk of projects impacting each other i) Logistically ii) Scope interfaces	Likely	Major	16	£25,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Workshops have been carried out to understand what concurrent projects will be carried out- all key individuals are aware that impacts will ripple into other projects, so a collaborative approach will be undertaken	£5,000.00	Likely	Serious	£7,000.00	8	£0.00		N/a	02/08/2019				
R8	6	(4) Contractual/Partnership	Ensuring Roof Warranty can be maintained post completion and despite later projects with interfaces to the roof	Cost- There is risk of projects impacting each other i.e. Scope interfaces and impact on the roofs warranties	Likely	Serious	8	£25,000.00	N		Workshops have been carried out to understand what later projects will be carried out- acknowledged by CoL that this is likely of an other project having an interface with the roof over the next 10 years	£0.00	Likely	Serious	£5,000.00	8	£0.00		N/a	02/08/2019				
R9	5	(3) Reputation	Existing/ Occupied Environment- Impact on stakeholders	1) Water penetration whilst works being carried out 2) Noise 3) Logistical issues 4) All parties keeping informed of works being carried out 5) Adjacent buildings	Likely	Major	16	£25,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	CoL Code of Conduct has been included in the Tender Documents	£0.00	Possible	Serious	£0.00	6	£0.00		N/a	02/08/2019				
R10	2	(4) Contractual/Partnership	Programme slippage- Contract	Planning duration- Green Roof	Possible	Serious	6	£0.00	N		Awaiting for Structural Survey to confirm whether green roof is feasible	£0.00	Possible	Serious	£0.00	6	£0.00		N/a	02/08/2019				
R11	5	(4) Contractual/Partnership	Weather	Incllement / adverse weather incurred during the works	Possible	Serious	6	£75,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Explore temporary roof - potential significant cost. Explore completing works in summer. Allowance based on £2.5k a week and 2 week delay	£5,000.00	Possible	Minor	£50,000.00	3	£0.00							
R12	3	(1) Compliance/Regulatory	Excessive Insurance Requirements	Tenderers may not be able to be insured for CoL levels on this specific project	Possible	Serious	6	£0.00	N		Explore reducing level of PI for Contractor	£0.00	Possible	Serious	£0.00	6	£0.00							

R13	5	(4) Contractual/Partnership	Contractor Extension of Time claim	Various reason in line with contract as applicable events where Contractor entitled to charge	Possible	Minor	3	£100,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Close programme / progress review during works. Early Warning system in place in the contract	£20,000.00	Unlikely	Minor	£50,000.00	2	£0.00					
R14	4	(4) Contractual/Partnership	Scope Creep - interface with rainwater goods, lightning conductor etc.	Additional works added to main works for ease but could muddy clear defined works packages	Likely	Minor	4	£35,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Strict Change Control process in place in line with PPG requirements. Time and costs impact to be highlighted within change control forms	£20,000.00	Possible	Minor	£5,000.00	3	£0.00					
R15	5	(2) Financial	Design Team Fees Claims	Various reasons in line with contract for prolongation or additional fee cost due	Possible	Minor	3	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Manage any prolongation, additional works claims. Ensure change control in place for any scope change leading to fee claim	£0.00	Possible	Minor	£25,000.00	3	£0.00					
R16	4	(1) Compliance/Regulatory	Licenses / Statutory Approval delays	Delay to works due to licenses / approvals not being in place	Possible	Major	12	£25,000.00	Y - for costed impact post-mitigation	D – Very Uncomfortable	Early involvement with PLA, Environmental Health and check any other requirements due to proximity of roof replacement by river	£1,500.00	Unlikely	Serious	£10,700.00	4	£0.00					
R17	5	(1) Compliance/Regulatory	Contamination Found Post Survey	Asbestos not picked up on surveys, lead paint etc.	Possible	Major	12	£200,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Explore any further surveys required and hold risk amount for any uncoverings	£15,000.00	Unlikely	Serious	£100,000.00	4	£0.00					

Appendix 3

Change Register:

No	Request Date	Change Requested By	Description of change
1	15/2/19	Client	Proposals to consider Flood Risk - Take forward Contractor option to meet this design solution including a green roof
2		Client	Removal of redundant ventilation systems on the roof
3	9/7/19	PM	Nesting seagulls found on roof which will delay pre-tender surveys.
4	23/7/19	Client	Inclusion of lightning protection
5	23/7/19	Client	Discount Solar PVs as an option to include in the scope.
6	08/08/2019	Client	Omission of rainwater downpipes from scope for tender to avoid overlapping with concurrent project undertaken by Ops team.
7	19/09/2019	Client	Omission of glazing replacement
8	19/09/2019	Client	Omission of Green roof from the Tender documentation
9	01/10/19	PM	Resolving Clarifications resulting from contractor evaluation process has resulted in a 1 month delay.

Appendix 4

Reasons for discounting options set out in Gateway 1-2

*(change request since GW1-2 approval)

Option	Findings:
1. Do nothing	Discounted: As this does not address the brief
2. Establish if the covered area can be reduced to reflect future plans for the space	Discounted: No changes of any certainty were established to develop the scope of works to reflect changes in the future.
3. Further repairs that retains the operation status of the facility until 2027	Discounted: Patch repairs which had been completed to date have been ineffective and there was no reason to suggest that further patch repairs would better resolve the water ingress until 2027.
4. Consider addition of Solar PVs on the roof or floor mounted in open space in addition to addressing the roof.	Discounted: The addition of PVs was explored. The following conclusions were made: <ul style="list-style-type: none">- Surveys were undertaken to ascertain the structural integrity of the existing roof frame. The analysis proved that the roof was near it is maximum loading capacity and that additional structure will need to be designed and installed to support the additional weight of PVs. As the additional structure is not designed or market tested, it could not be priced but estimates suggest that costs be in the region of £200k +.- This could not be accommodated in the budget.- A return on investment calculation was also undertaken, taking into consideration the buildings existing use and leases are only guaranteed to continue until 2027, the investment would only produce a return after 10 years and therefore none could be achieved within this time frame.

5. Roof replacement to entire covered structure	<p>Progressed:</p> <p>This Option was considered viable and taken forward.</p>
6. Green Roof*: Client request to explore the viability of a green roof as a proposal to tackle flood resistance	<p>Discounted:</p> <p>The following conclusions were made:</p> <p>Surveys were undertaken to ascertain the structural integrity of the existing roof frame. The analysis proved that the roof was near it is maximum loading capacity and that additional structure will need to be designed and installed to support the additional weight of a green roof.</p> <p>This will require the appointment of consultants to design the structure, develop drawings for tender and a Planning application for submission. The determination period would be 8 weeks.</p> <p>This cannot be accommodated in the timelines for the project and will likely result in a completion date in mid-2021.</p> <p>The approximate cost of installing new supporting structure and a green roof would cost the project approximately £1.3m. There is no provision for this in the budget, nor can it be funded from the Additional Resources for City Fund Properties pot.</p>

PT8 - Tender Award Report

This document is used to summarise the procurement process



Report Title	Wallbrook Wharf Major Works
Report Author	Christina Paraskevaidou
Report Date	12/11/2019
Procurement Reference	itt_COL_11051

Key Area	Outcome
Purpose of Report	Authorisation to award tender
Tender Process	Mini Comp under Internal Major Works General Lot 1 framework
Proposed Provider	Neilcott Construction
Cost (inc. VAT)	£994,915.09 with provision of additional £18,000 if the works start late
Potential Risks	No risks identified

Detailed Summary

1. Summary

Details of what needs to be approved and a list of key areas covered by the report

Approve the award to Neilcott Construction, who was the supplier with the highest score after the evaluation of the mini comp.

2. Recommendations

Details of who the contract is to be awarded to, proposed contract term, extensions and other relevant details

Contract to be awarded to Neilcott Construction
Contract duration December 2019-June 2020

3. Current Service Provision

Details of current supplier, contract arrangements, expiry dates and potential exit issues.

Not applicable

4. Evaluation Summary

Overview of the tender process including SQ and ITT outcomes; evaluation criteria and weighting, evaluation outcomes including overview of the top 3 ranked suppliers.

Criteria Weighting (%)

Technical Score Weight 40%

Commercial Score Weight 60%

Question Number	Question	Word Count	Weighting %
1.	Provide a detailed Logistical Plan and Method Statement in how the project will be delivered	N/A	25%
2.	Provide examples of carrying out similar roofing projects; inclusive of comparable constraints such as logistical issues & existing tenants/ life working environment.	N/A	25%
3.	Provide examples of likely problem you envisage to incur and measures to overcome them, plus evidence of resolving problem/issues on similar projects	N/A	25%
4.	Provide Health & Safety records for the past 2 years	N/A	25%
Total			100%

- Average price: £1,008,746.21
- Average price vs the winning bidder: £1,008,746.21 vs £994,915.09
- Technical scoring for both suppliers can be found on the appendix
- Timeline for the tender process: Mini comp was live from 21/08/2019 until 19/09/2019. The evaluation of the responses has been completed by the end of October 2019.

5. Savings, efficiencies and benefits

Pricing overview, including cost type (fixed cost, schedule of rates etc) and cashable and non-cashable savings achieved.

Not applicable on this tender

6. Lessons Learnt

No further lessons learnt

7. Contract Management Plan

Details of persons managing the contract covering roles and responsibilities of individual staff.

Ruby Raw

Project Manager

Ruby.Raw@cityoflondon.gov.uk

8. Approval Sign Off

Name of Approver	Michael Harrington
Position	Senior Category Manager
Date approved	12/11/2019
Approver comments	

9. Appendices Final evaluation score summary, savings certificate, etc

Evaluation Split			
Quality	40		
Price	60		

Technical Evaluation

Question	Weight	Evaluator	Sykes & Son	Neilcott Construction
Provide a detailed Logistical Plan and Method Statement in how the project will be delivered	25	Ruby Raw	15	20
		Laura Frickey	15	20
		James Spencer	10	20
		Moderated	15	20
Provide examples of carrying out similar roofing projects; inclusive of comparable constraints such as logistical	25	Ruby Raw	15	15
		Laura Frickey	15	15
		James Spencer	15	20
		Moderated	15	15
Provide examples of likely problem you envisage to incur and measures to overcome them, plus evidence of	25	Ruby Raw	10	20
		Laura Frickey	10	20
		James Spencer	10	20
		Moderated	10	20
Provide Health & Safety records for the past 2 years	25	Ruby Raw	0	0
		Laura Frickey	0	0
		James Spencer	10	20
		Moderated	10	20
Weighted Total Must total 100	100			

Score from Quality split	20	30
Pricing Score	58	60

Total	78	90
Rank	2	1

Technical scores:

Question	Weight	Evaluator	Sykes & Son	Neilcott Construction
Provide a detailed Logistical Plan and Method Statement in how the project will be delivered	25	Ruby Raw	3	4
		Laura Frickey	3	4
		James Spencer	2	4
		Moderated	3	4
Provide examples of carrying out similar roofing projects; inclusive of comparable constraints such as logistical issues & existing tenants/ life working environment.	25	Ruby Raw	3	3
		Laura Frickey	3	3
		James Spencer	3	4
		Moderated	3	3
Provide examples of likely problem you envisage to incur and measures to overcome them, plus evidence of resolving problem/issues on similar projects	25	Ruby Raw	2	4
		Laura Frickey	2	4
		James Spencer	2	4
		Moderated	2	4
Provide Health & Safety records for the past 2 years	25	Ruby Raw	0	0
		Laura Frickey	0	0
		James Spencer	2	4
		Moderated	2	4

Project No. 24800026
Project name Walbrook Wharf Re-Roofing Project
Project Type Maintenance / Minor Works
Period March -Dec 2019

Financial Summary							
Element		Feasibility	Gateway 1/2	Gateway 3 - 5	Gateway 6 Budget	Outturn additions	Cumulative Budget
Construction				994,915.00	0.00	0.00	994,915.00
1.1	Enabling Works	0.00	0.00	0.00	0.00	0.00	0.00
1.2	Main Contractor	0.00	0.00	994,915.00	0.00	0.00	994,915.00
	Design development	0.00	0.00	0.00	0.00	0.00	0.00
1.7	Design Development	0.00	0.00	0.00	0.00	0.00	0.00
1.8							
1.9							
Professional Fees		0	17,607.50	83,975.00	3,297.50	0.00	104,880.00
2.1	Architect	0.00	0.00	0.00	0.00		0.00
2.2	Interior Designer	0.00	0.00	0.00	0.00		0.00
2.3	Cost Consultant	0.00	3,787.50	26,491.25	1,547.50		31,826.25
2.4	Mechanical and Electrical	0.00	0.00	0.00	0.00		0.00
2.5	Structural Engineer	0.00	0.00	0.00	0.00		0.00
2.6	Principal Designer	0.00	500.00	6,425.00	500.00		7,425.00
2.9	Project Management / Contract Administrator	0.00	3,750.00	45,628.75	1,250.00		50,628.75
3	Fire Consultant	0.00	0.00	0.00	0.00		0.00
3.1	Catering Consultant	0.00	0.00	0.00	0.00		0.00
3.2	Acoustics Consultant	0.00	0.00	0.00	0.00		0.00
3.3	AV Consultant	0.00	0.00	0.00	0.00		0.00
3.4	Lighting Consultant	0.00	0.00	0.00	0.00		0.00
3.5	BREEAM	0.00	0.00	0.00	0.00		0.00
3.6	Measured Survey	0.00	0.00	0.00	0.00		0.00
3.7	Basement Plan	0.00	0.00	0.00	0.00		0.00
3.8	Drainage and Invert Levels	0.00	0.00	0.00	0.00		0.00
3.9	CCTV Survey	0.00	0.00	0.00	0.00		0.00
3.10'	Stat Surveys (PHA, EA)	0.00	0.00	0.00	0.00		0.00
3.11	Landscape Consultant	0.00	0.00	0.00	0.00		0.00
3.12	CDMA	0.00	0.00	0.00	0.00		0.00
3.13	Communications Consultant	0.00	0.00	0.00	0.00		0.00
3.14	Ecology Consultant	0.00	2,410.00	0.00	0.00		2,410.00
3.15	Arup - Record Drawings	0.00	0.00	0.00	0.00		0.00
3.16	Planning Consultant	0.00	0.00	0.00	0.00		0.00
3.17	Structural Survey	0.00	4,750.00	0.00	0.00		4,750.00
3.18	R&D Survey	0.00	2,410.00	5,430.00	0.00		7,840.00
3.19	R&D Survey Making good	0.00	0.00	0.00	0.00		0.00
Consequential Fees		0	1,000.00	2,000.00	1,000.00	0.00	4,000.00
4.1	Construction Legal Fees	0.00	0.00	0.00	0.00		0.00
4.2	Consents (Port Health Authority)	0.00	0.00	0.00	0.00		0.00
4.3	Agents	0.00	0.00	0.00	0.00		0.00
4.4	Marketing	0.00	0.00	0.00	0.00		0.00
4.5	Stamp Duty	0.00	0.00	0.00	0.00		0.00
4.6	Relocation	0.00	0.00	0.00	0.00		0.00
4.7	Planning Fees	0.00	0.00	1,000.00	0.00		1,000.00
4.8	Building Control	0.00	1,000.00	1,000.00	1,000.00		3,000.00
4.9		0.00	0.00	0.00	0.00		0.00
City of London Internal costs		0	9000	5,500.00	1,000.00	0.00	15,500.00
5.1	IT Costs		0.00	0.00	0.00		0.00
5.2	DBE		0.00	0.00	0.00		0.00
5.3	Other		0.00	0.00	0.00		0.00
5.4	Other		0.00	0.00	0.00		0.00
5.5	Staff Costs		9,000.00	5,500.00	1,000.00		15,500.00
5.6							0.00
5.7							0.00
5.8							0.00
Risk Allowance		0	0	292,705.00	0.00	0.00	292,705.00
6.1	Coste Risk Provision	0.00	0.00	292,705.00	0.00		292,705.00
6.2	Construction Risk	0.00	0.00	0.00	0.00		0.00
6.3	Inflation Allowance	0.00	0.00	0.00	0.00		0.00
6.4	Survey Risk	0.00	0.00	0.00	0.00		0.00
6.5	CoL Delay Risk	0.00	0.00	0.00	0.00		0.00
6.6	Programme Risk	0.00	0.00	0.00	0.00		0.00
6.7		0.00	0.00	0.00	0.00		0.00
6.8							0.00
6.9							0.00
7	Subtotal	0	27607.5	1,379,095.00	5,297.50	0.00	1,412,000.00
8							0.00
Grand Total - Capital Investment Costs			27607.5	1,379,095.00	5,297.50	0.00	1,412,000.00

Committee(s)	Dated:
Corporate Asset Sub Committee – For Decision	29/01/2020
Subject: Future location for fixed stone bench seating in/near Guildhall Yard.	Public
Report of: City Surveyor	For Decision
Report author: Sophy Morrison (Guildhall Visitor Services Manager, City Surveyor's Dept)	

Summary

Members previously asked the City Surveyor to outline suitable options for locating additional fixed stone seating in the environs of Guildhall Yard should a future need arise. Overall 6 locations have been identified as suitable, notably: two locations adjacent to the pond outside the West Wing Member's entrance, two locations along the north wall of St Lawrence Jewry, one location adjacent to the dance porch and finally, one location in front of the Art Gallery.

Recommendation

- Members are asked to agree the recommended locations identified below to be considered for additional fixed stone seating in the future, once the St Lawrence Jewry restoration project has been completed and the Guildhall Yard has been repaved.
 - Adjacent to the pond outside the West Wing reception area.
 - Along the north wall of St. Lawrence Jewry.
 - Adjacent to the dance porch.
 - In front of the Art Gallery positioned in the 3rd archway from the North east corner

Main Report

Background

1. In 2017 the Hospitality Working Party asked the City Surveyor to outline suitable options for locating additional fixed stone seating in the environs of the Guildhall Yard should a future need arise. Two locations adjacent to the pond outside the West Wing Member's entrance were identified as suitable.
2. Following on from that Committee report in May 2017, the City Surveyor was asked again to investigate further suitable options for stone seating in the Guildhall Yard.

3. Capacity for additional fixed seating within the Yard is severely limited due to the competing requirements for other uses as outlined below and detailed in Appendix Two.
4. Nevertheless, an additional four locations were identified as potentially suitable, giving a total of 6 new locations. (see Appendix 1)
5. A fifth additional location positioned under the 6th archway of the Art Gallery was also considered. However, this arch (far right as you look at the Art Gallery) is a trip hazard (as is the 7th archway). This is due to those arches being elevated with steps. The advice from health and safety is to refrain from installing a bench in this position as the City of London would be legally obliged to remove the bench should visitors injure themselves. It is also worth noting that the first two arches (1 & 2) (far left as you look at the Art Gallery) are required to be kept clear as they house the Fire Door and Emergency exit. Plenty of space is required to evacuate people in a timely manner. The middle two arches (4 & 5) are accommodating the entry and exit doors.
6. Members' received interest from various Livery Companies in funding the benches.
7. Enquiries through the Highways division led to a quote from Albion Stone Restoration of £23,049 plus VAT for the supply and installation of six Portland stone benches.
8. Portland stone was the stone of choice, as it replicates the existing stone benches.
9. This quote was too highly priced and rejected by the Liveries.
10. Members' made further enquiries and through Livery contacts managed to negotiate a price of £11,413.40 plus VAT. This was considered acceptable by the Liveries, as was the engraving costs(lettering at £4 for a one inch letter) This doesn't include the installation of the benches or the paving groundworks to be taken up, so that the block style benches can sit just below pavement level. This will cost £6,552.50 and would need to be met from City Surveyor's local risk budget, if given approval.
11. If this were to be agreed, then the City will initially pay the full supply and installation fees for the benches but will be partially offset by a donation of £11,413.40 from the Liveries. A recoverable project would need to be set up, however, the net cost to the City of £17,965.90 will have to be met from the City Surveyor's local risk budget for the Guildhall.

Current Position

12. There are currently seven fixed seating benches (five stone, two wooden) in Guildhall Yard itself and seven limestone benches located around the pond.
13. Guildhall Yard is a multi-use public and venue space. It provides pedestrian thoroughfare, point of access for loading and unloading event production vehicles and equipment, VIP vehicle drop off and parking for City events, a performance

area for City cultural, ceremonial and civic events, and a display area for art installations, public information and private events.

14. The restoration project for St Lawrence Jewry is due to commence in January 2021 for a duration of 18 months. This project will see extensive scaffolding around the church itself and the adjacent pond will be drained and covered. All seating provision will be removed from around the pond and along the north wall of St. Lawrence Jewry (see appendix 1, area G). Both areas are proposed for additional seating.
15. Following on from that project and dependent on funding approval, it is likely that the Guildhall Yard will be repaved. Any remaining seating provision will be removed as part of these works.
16. Therefore, it is recommended to delay the installation of any new benches until the church restoration is completed and fix the new benches in place to coincide with the new paving stones being laid in the yard.
17. This project could then be reviewed again, as, perhaps, part of an overall Guildhall enhancement plan for the yard.

Options

18. The area within the perimeter of Guildhall yard has been reviewed (see Appendices 1 & 2) and six suitable locations have been identified below;
 - Option One (marked “I” on the map in Appendix 1) abuts the south west corner of Guildhall Yard near the entrance to St Lawrence Jewry Church.
 - Option Two (marked “J” on the map in Appendix 1) is adjacent to the pond near the junction of Aldermanbury and Gresham Street, directly outside the West Wing Members’ entrance.
 - Option Three (marked as “K” on the map in Appendix 1) is next to the dance porch.
 - Option Four (marked as “K” on the map in Appendix 1) is positioned in the 3rd archway of the Guildhall Art Gallery.
 - Option Five (marked as “L” on the map in Appendix 1) is along the north wall of St. Lawrence Jewry.
 - Option Six (marked as “L” on the map in Appendix 1) is along the north wall of St. Lawrence Jewry.

Corporate & Strategic Implications

19. Seating provision links to the City Corporation’s Visitor Strategy 2019/23 and Cultural Strategy 2018/22. Specifically, it supports the ambition to develop the Yard as an attractive and animated environment and increase dwell time by City workers and other audiences.

Implications

20. Both Highways and Planning (DBE) have confirmed the area surrounding the pond fall within the ownership of the City of London Corporation under the responsibility of the City Surveyor.

21. DDA and pedestrian access should be maintained around the seating/pond area. St. Lawrence Jewry Church have been consulted regarding option One, due to its proximity to the church entrance.

Conclusion

22. Six suitable locations for fixed seating have been identified and are recommended should future need arise.

23. Once we are ready to proceed with the installation of the stone benches discussions will be had with City Procurement and the Comptroller on the procurement options and any side legal agreement required with the livery companies.

Appendices

- **Appendix 1 – Stone Bench Location Proposal**
- **Appendix 2 – Area Assessment**

Background Papers

A Committee report was submitted (For Information) to the Hospitality Working Party in May 2017, outlining suitable options for additional fixed stone bench seating in/around the Guildhall Yard.

Sophy Morrison

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Committees: Corporate Projects Board - For Decision Projects Sub - For Decision Corporate Asset Sub – For Decision Court Sub – For Information	Dates: 25 November 2019 16 December 2019 29 January 2020 TBC
Subject: Central Criminal Court – External and Internal Fabric Repairs Unique Project Identifier: <i>PV ID - 12198</i>	Gateway 2: Project Proposal Regular
Report of: City Surveyor Report Author: Liam Boyle	For Decision
<h1>PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	<p>Project Description: To undertake specified external and internal refurbishment of Central Criminal Court. This will include:</p> <ul style="list-style-type: none"> • External stone cleaning and repairs • Installation of appropriate working at height equipment • Reinstatement of external lighting • Roof repairs to include roof lights and domes. • Internal refurbishment of key public facing locations. <p>Next Gateway: Gateway 3/4 - Options Appraisal (Regular)</p> <p>Next Steps: Engage with consultant to undertake condition survey and produce options proposal for internal and external works for Gateway 3/4 by July 2020</p> <p>Requested Decisions:</p> <p>1.1 A budget of £75,000 for a condition survey and options appraisal is required to reach the next Gateway. This is based on similar survey costs for comparable projects.</p> <p>1.2 Note the total estimated cost of the project at £2.57m (excluding risk).</p>
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	1.3 Note the total estimated cost of the project at £2.96m (including 15% risk allowance)			
	Project costs are to be funded from Additional Resources for City Fund properties			
2. Resource requirements to reach next Gateway	Item	Reason	Funds/ Source of Funding	Cost (£)
	Engage consultants - Undertake detailed condition surveys of CCC including drone & high level access	Establish clear scope of repairs required, reduce potential of unforeseen or additional costs being added at a later date	Additional Resources for City Fund properties	35,000
	Engage consultant - Structural Engineer	Ensure that any issues concerning fabric structural integrity are properly assesses before pricing	Additional Resources for City Fund properties	10,000
	Engage consultant - Conservation Architect	To review viability and suggest repair works prior to pricing	Additional Resources for City Fund properties	5,000
	Engage consultants - Complete feasibility, scoping and costing exercise	Outline options for fabric repairs and associated costs for each option	Additional Resources for City Fund properties	15,000
	Staff costs	Project Management & procurement / appointment and briefing of	City Surveyors local risk	10,000

		external consultants outline above		
	Total			75,000
3. Governance arrangements	<p><i>State the Service Committee responsible</i></p> <ul style="list-style-type: none"> Corporate Asset Sub Committee <p><i>Name of Senior Responsible Officer and their role</i></p> <ul style="list-style-type: none"> Alison Bunn – Assistant Director, Head of Facilities Management <p>This is a Business As Usual project. The need for a project board to be decided once the condition survey has been undertaken and the scope of works has been fully assessed.</p>			

Project Summary

4. Context	<p>4.1 The Central Criminal Court is a grade II listed building that must be maintained to appropriate standards.</p> <p>4.2 The forward maintenance plans have identified various areas within the CCC that now require internal and external decoration.</p> <p>4.3 It has been agreed that rather than tackle each area on its own they have been amalgamated together to create an overarching project which will cover the areas identified from the forward maintenance plan. Combining these essential external and internal works will assist in reducing the overall project cost.</p> <p>4.4 The project has been identified as an essential scheme to catch up on the 'backlog' maintenance programme and is to be progressed outside of the fundamental review. All works being proposed are essential to maintaining the property to a good condition which is in line with the current Asset Management Strategy. The estimated project cost is an amalgamation of the relevant individual project costs included in the forward maintenance plan.</p> <p>4.5 The building is in a poor state and hasn't had any significant work undertaken on the roof and external façades for at least 30 years and therefore works are urgently required.</p>
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	<p>4.6 Items to be included are: Roof Replacement in worst offending areas; external cleaning and repair of the North, South and East Wings; corridor refurbishment in the public facing East Wing, and internal decoration of the public facing areas for the whole building.</p> <p>4.7 Water ingress through external fabric is having an increasingly negative impact on the core function of the building.</p> <p>4.8 Internal refurbishment is to be carried out with the objective of providing suitable staff facilities and public facing areas for this world-class Court facility.</p> <p>4.9. A copy of the forward maintenance plan for the building will be included in the next gateway.</p>
5. Brief description of project	<p>5.1 Roof and external repairs are required to prevent the water ingress that is occurring throughout all wings. Visible cracking of ceilings and walls is evident in several locations (e.g. 2nd floor police corridor and around domes)</p> <p>5.2 Safe working at height provision is needed, to allow access to roof areas in order to carry out the works and for the internal maintenance of the dome, ductwork and vents at relevant levels</p> <p>5.3 The Old Bailey façade (west elevation) and Newgate façade (north elevation) require cleaning to stonework due to their current state of deterioration.</p> <p>5.4 External Lighting of the domes and facades has fallen into disrepair and should be considered within the scope of this project.</p> <p>5.5 The re-gilt The Lady of Justice should also be considered at this time.</p> <p>5.6 City Surveyor's undertook a preliminary internal survey with CCC operational management staff. Key areas requiring refurbishment were identified. Most of the work is needed in the North and South Wings. This includes painting, tiling, flooring and stonework repairs. Public toilet facilities are in a poor condition along with other areas affected by historic water damage from leaks.</p> <p>5.7 Condition survey will enable an informed and prioritised list of roof remedial works, external repairs and internal refurbishment. It is expected that all individual projects are essential now. Options with regards to prioritising those individual projects and exploring opportunities for further cost efficiencies will be explored at options appraisal stage Gateway 3/4</p>

6. Consequences if project not approved	<p>6.1 If the project is not approved, the condition of the external façade will continue to deteriorate and will have further impact internally. This will increase the maintenance costs for the building and reduce the value of this historical asset.</p> <p>6.2 The poor state of repair of the building will have a detrimental effect on the delivery of HMCTS and other related services at CCC and in the perception of the City's commitment to it. It will also have a reputational impact on the City as the building is beginning to look aged and worn in many areas.</p> <p>6.3 The City has an obligation to maintain this grade II listed building and to ensure that it is not included on the heritage at risk register.</p>
7. SMART project objectives	<p>7.1 To prioritise those areas most in need of overhaul, repair or replacement through condition survey.</p> <p>7.2 To achieve a significant reduction in the number of fabric related breakdown repairs including those associated with window and roof leaks. There were 27 recorded fabric related leaks reported between 2018 and 2019</p> <p>7.3 To establish safe access to roof areas and other areas that are currently not accessible for maintenance purposes.</p>
8. Key benefits	<p>8.1 A reduction in breakdown costs may be measured from financial reports.</p> <p>8.2 Reduction in unplanned interruptions to core business due to damage associated with leaks. Improved ability to schedule events and facilitate core court business needs can be measured by reviewing the appropriate calendars and financial reports.</p> <p>8.3 Reputational benefits and improved feedback can be recorded at local building user group drop-in sessions conducted by HMCTS and client meetings with HMCTS and senior Judges. Increase levels of staff feedback in surveys can be measured for annual staff survey.</p> <p>8.4 Provision of roof access equipment will enable safe working at height. This will allow prompt resolution to future breakdown calls and access for effective planned preventative maintenance.</p> <p>8.5 Improvement in staff wellbeing and productivity by improving the local working environment to suit their needs.</p> <p>8.6 Preventing the building from being added to the Heritage at Risk Register.</p> <p>8.7 The project will provide accurate condition information which will assist with accurate forward maintenance planning.</p>
9. Project category	<p>7b. Major renewals, typically of a one-off nature (supplementary revenue)</p>

10. Project priority	A. Essential
11. Notable exclusions	To be assessed on condition survey.

Options Appraisal

12. Overview of options	<p>Option 1 – To engage consultant surveys with a view to carrying out roof repair, external works and internal refurbishment.</p> <p>Option 2 - To continue to defer works (not advised)</p>
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Project Planning

13. Delivery period and key dates	<p>Overall project: From December 2019 to October 2022</p> <p>Key dates:</p> <ul style="list-style-type: none"> • Gateway 2 approval – (8 weeks) December 2019 • Tender of consultant appointment – (4 weeks) March 2020 • Commission consultant – (4 weeks) April 2020 • Surveys undertaken – (6 weeks) June 2020 • Report and options appraisal – (3 weeks) July 2020 • Drafting of design, detailed costing options, project programme and recommendations issued via Gateway 3/4 – (6 weeks) September 2020 • Submission of statutory approvals e.g. listed buildings etc. – (10 weeks) November 2020 • Completion of tender documents and liaison of key dates with Client – (3 weeks) December 2020 • Issue of tender documents – (4 weeks) January 2021 • Tender period – (6 weeks) March 2022 • Gateway 5 submission including tender review & recommendation to award – (4 weeks) April 2021 • Contractor appointed – (6 weeks) June 2021 • Works start on site – August 2021 • Works complete – (12 months) September 2022 • Gateway 6 & lessons learnt – (6 weeks) October 2022 <p>Other works dates to coordinate: Current plant replacement project and proposed LED lighting replacement project may Impact on internal elements</p>
14. Risk implications	Overall project risk: Medium

	<p><i>This is a Business As Usual repair project.</i></p> <p><i>Some key considerations are:</i></p> <p>14.1 Delays obtaining statutory consents.</p> <p>14.2 Conditions Imposed by statutory consents.</p> <p>14.3 Working to specific programming requirements to mitigate disruption to the function of the courts</p> <p><i>A risk register is attached. There will be better ability to cost risk on completion of the condition survey. The risk register cannot be costed at this early stage, however, to account for any risks which may materialise once the detailed condition survey is undertaken, it is deemed prudent to allow 15% for risks and this is reflected in the likely cost range being reported.</i></p>
15. Stakeholders and consultees	<p><i>Early assessment of the key people who will need to be consulted during the evolution of the project (internal and external). Ensure a finance and procurement contact is listed.</i></p> <p>Chamberlain's</p> <p>Corporate Property Asset Management</p> <p>CCC Communications</p> <p>CCC Operations Team</p> <p>HMCTS</p> <p>Corporate Property Facilities Management</p>

Resource Implications

16. Total estimated cost	Likely cost range (excluding risk): <i>Anticipated lifetime cost to deliver this project is between £2.57m (excluding risk) and £2.96m (including risk).</i>													
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource												
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Additional Resources for City Fund Properties – 2019/20</td><td>£2.96m (including risk)</td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr><tr><td></td><td></td></tr></table>		Funds/Sources of Funding	Cost (£)	Additional Resources for City Fund Properties – 2019/20	£2.96m (including risk)								
	Funds/Sources of Funding	Cost (£)												
	Additional Resources for City Fund Properties – 2019/20	£2.96m (including risk)												

	Total £2.96m
	<p><i>The total is comprised of two items on the schedule of schemes included in the Additional Resources for City Fund Properties:</i></p> <ul style="list-style-type: none"> • CCC External stonework cleaning and internal refurbishment - latest allocation £1,865,800 • CCC Roof Replacement – latest allocation £1,091,000 <p>The proposed internal refurbishment and external works in this report constitute the full scope of works deemed included in the Additional Resources for City Fund Properties provision.</p> <p>The funding from this project is coming from the additional resources for City Fund Properties which has already been agreed by Members, it therefore sits outside of the Fundamental Review process and will proceed as such.</p> <p>The aim is to limit requirements within the budget identified. Surveys will inform the precise scope.</p> <p>In line with the Memorandum of Understanding the repair and upkeep of Central Criminal Court is the responsibility of the City of London, there is no expectation that HMCTS will fund any aspect of this project. However, if HMCTS request a programme other than the one recommended or adopted by the COL for operational purposes then HMCTS will be asked to meet the additional costs.</p>
18. Investment appraisal	As the proposed works relate to an operational building an investment appraisal isn't appropriate for this project
19. Procurement strategy/route to market	<p>19.1 Consultants will be appointed in line with City Procurement Code of practice.</p> <p>19.2 Before embarking on the Works approach for this project, consultants must first be appointed to draft the relevant documentation. This will be in line with the City of London procurement Code.</p> <p>19.3 The options proposed for the Works will be defined once the consultants have surveyed the project appropriately</p>
20. Legal implications	Listed building legislation
21. Corporate property implications	<p>The Corporate Property Group supports the recommendation which addresses the Key Strategic Objectives set out in the City's Corporate Asset Management Strategy:</p> <p>S01 Operational assets remain in a good, safe and statutory complaint condition; and</p> <p>S02 Operational assets are fit for purpose and meet service delivery needs.</p>

22. Traffic implications	<i>None</i>
23. Sustainability and energy implications	<i>None</i>
24. IS implications	<i>None</i>
25. Equality Impact Assessment	<i>An equality impact assessment will not be undertaken</i>
26. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register

Contact

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FROM: **BARBICAN RESIDENTIAL COMMITTEE (BRC)**
16TH DECEMBER 2019

TO: **CORPORATE ASSET SUB COMMITTEE**
29TH JANUARY 2020

A RESOLUTION FROM THE COMMUNITY AND CHILDREN'S SERVICES COMMITTEE

Members received a Resolution from the Community and Children's Services Committee of 7th November in respect of the public realm in and around the Barbican Estate. The Resolution responded to the BRC's original resolution on this matter on 16th September 2019. Members noted that the Resolution from the Community and Children's Services Committee (CCSC) acknowledged that, when the budget of £50,000 was transferred to the Director of Community and Children's Services, it had been rapidly subsumed into the Landlord account and not uplifted since. The CCSC had recommended that the Resolution be referred to the Corporate Asset Sub Committee, to consider whether this amount was adequate and whether it should be included in the Cyclical Works Programme.

RESOLVED, that – the Corporate Asset Sub Committee be asked to consider whether the original budget allocation of £50,000 for the highwalks maintenance in and around the Barbican Estate was adequate and whether it could be increased.

Appendices:

1. The Public Realm in and around the Barbican Estate. A report to the Barbican Residents Consultation Committee (RCC) on 2nd September 2019 (written by the Deputy Chairman of the RCC). Please note this is not an officer report.
2. Resolution of the RCC (in respect of the above report) to the meeting of the BRC on 16th September 2019.
3. Resolution from the BRC to the Streets and Walkways Sub Committee on 15th October 2019.
4. Resolution from the Streets and Walkways Sub Committee to Community and Children's Services Committee on 7th November 2019.
5. Resolution from CCSC to BRC on 16th December 2019.

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The Public Realm in and around the Barbican Estate

Summary

Residents are concerned about the poor state of the public realm in and around the Barbican Estate. The City has delegated responsibility for maintaining the public realm to the Barbican Estate Office (BEO). The budget for this maintenance, including drain maintenance is around £300,000 pa, Given the extent of the challenge, it is surprising how well the BEO does with this limited budget.

Contrast this with the £35 million project to waterproof and replace all the podium areas around the Estate. Beech Gardens Phase 1 was the first stage of this work. It cost over £4 million, is of questionable utility and is already showing signs of dilapidation caused by inadequately funded maintenance, poor initial design and project implementation.

Residents don't want the City to spend more on maintaining the public realm around the Barbican. On the contrary, we want the City to spend less, but more effectively.

Resolution

- The RCC ask that the BRC acknowledge the reasonable concerns of residents and that
- The BRC ask those responsible for the funding and implementation of maintenance programmes for the public realm in and around the Barbican Estate to look for a new approach for upgrading and maintenance

The unrefurbished public realm

The dilapidated condition of the public areas of the Estate is a surprise to many visitors. This dilapidation is worrying, not just from an aesthetic viewpoint, but more importantly from the “stitch in time” consequences of poor maintenance. This dilapidation concerns residents but the impact on visitors is surely more significant. The City has launched its challenging initiative “Culture Mile”, which will attract international attention. However, visitors to and participants in Culture Mile encounter filth and dilapidation as they make their way across the podiums and along Beech Street. Currently 1.5 million people visit the Barbican Centre each year. This number will rise significantly when Culture Mile gets fully under way. To these numbers we need to add City workers and visitors to the City who use the Barbican as a thoroughfare, soon to substantially increase when Crossrail finally arrives.

To the casual observer, The City seems to be more interested in shiny new projects, whilst neglecting what it already has. The remaining £30 million to be spent on the highwalks is a clear example of this approach. This expenditure represents one hundred times the current annual maintenance budget. The replacement programme is extravagant, wasteful and unsustainable.

Financing Constraints

Members of the RCC are fully aware of the constraints that surround some of the sources of money used to maintain and renew the City's infrastructure. However, the City has demonstrated its ability to use creative financing and legal structure to overcome these constraints.

Examples

On the following pages are some examples from around the Barbican These are not isolated occurrences; it is difficult to walk more than a few metres without observing dilapidation.



Corroded fixings on steps up to Beech Highwalk from Lauderdale Place



Railings unpainted for at least 20 years and 20 mm thick calcination on Defoe Place



Door to the Estate from Beech street



Paving on the Sculpture Court



Flooding on the new Beech Gardens Highwalk



Plants in mortar joints on Cromwell Highwalk



Calcination on a bench on new Beech Gardens Highwalk



Grass growing out of a drain on Beech Gardens Highwalk

TO: **BARBICAN RESIDENTIAL COMMITTEE**
16TH September 2019

FROM: **BARBICAN RESIDENTS CONSULTATION COMMITTEE**
2ND September 2019

13. THE PUBLIC REALM AROUND THE BARBICAN ESTATE

Members received a report of the Deputy Chairman which expressed some disappointment at the City Corporation's approach to maintenance of the public realm in and around the Barbican Estate. This report sought a resolution to the BRC to support this, on behalf of residents, and for the benefit of visitors to the City.

In response to a question about the fountains, Members noted that this was on the next BA Agenda, when there would be feedback from the Arts Centre.

Members discussed the general footfall through the Podium and how this was likely to increase in the wake of Culture Mile. Members also noted that the City had been conducting Architecture Tours. In concluding, the Chairman and Members thanked the Deputy Chairman for the strong messaging in the report and the Chairman of the BA confirmed their endorsement.

On being put to a vote, 20 voted for, with one abstention and it was therefore **RESOLVED**, that:

1. The RCC ask that the BRC acknowledge the reasonable concerns of residents and on behalf of visitors;
2. The BRC ask those responsible for the funding and implementation of maintenance programmes for the public realm, in and around the Barbican Estate, to look for a new approach for upgrading and maintenance.

TO: **STREETS AND WALKWAYS SUB COMMITTEE**
15TH October 2019

FROM: **BARBICAN RESIDENTIAL COMMITTEE**
16th September 2019

6. A RESOLUTION FROM THE BARBICAN RESIDENTS CONSULTATION COMMITTEE IN RESPECT OF THE PUBLIC REALM AROUND THE BARBICAN ESTATE

At their meeting on 2nd September 2019, Members of the Barbican Residents Consultation Committee received a report of their Deputy Chairman which expressed disappointment at the City Corporation's approach to maintenance of the public realm in and around the Barbican Estate. The report sought a resolution to the BRC to support this, on behalf of residents, and for the benefit of visitors to the City. The Barbican Association had also endorsed the resolution. The report of the Deputy Chairman of the RCC had been emailed to BRC Members ahead of this meeting and laid around the table.

Members of the RCC had discussed the general footfall through the Podium and how this was likely to increase in the wake of Culture Mile. Members of the BRC felt that Crossrail footfall would be more significant. Officers advised that, historically, the Estate Office had been left with a minimal amount of budget and resources for the public realm.

It was moved by Jeremy Mayhew, seconded by Mark Wheatley and RESOLVED, that:

1. The Streets and Walkways Sub Committee acknowledge the reasonable concerns of Barbican residents and on behalf of visitors, as set out in the report appended to this Resolution;
2. The Streets and Walkways Sub Committee ask those responsible for the funding and implementation of maintenance programmes for the public realm, in and around the Barbican Estate, to look for a new approach for upgrading and maintaining the public realm in and around the Barbican Estate.

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TO: COMMUNITY AND CHILDREN'S SERVICES COMMITTEE
7th November 2019

FROM: STREETS AND WALKWAYS SUB COMMITTEE
15th October 2019

10. RESOLUTION OF THE BARBICAN RESIDENTIAL COMMITTEE

The Sub-Committee considered a resolution from the Barbican Residential Committee regarding public realm in and around the Barbican Estate. The Chairman advised that following consultation with officers, it had become apparent that the resolution was not within the remit of the Sub-Committee and therefore the Sub-Committee had limited power to discuss it.

The Director of the Built Environment confirmed that this was the case and advised that officers would confer to redirect the resolution as appropriate, before outlining the Department of the Built Environment's (DBE) position. Whilst City of London walkways were under the remit of the Streets & Walkways Sub-Committee, a review previously undertaken in respect of the Barbican Estate had resulted in a rationalisation of roles and responsibilities. As part of this rationalisation, responsibility for inspecting and maintaining the highwalk surface, drainage, wayfinding and signage had transferred from the DBE to the Department of Community and Children's Services. As part of this handover, a review of funding was undertaken, and a budget fully transferred from DBE to the Department of Community and Children's Services.

The Director of the Built Environment advised that DBE continued to ensure the Department of Community & Children's Services had access to use the City's term maintenance contractor for undertaking their minor works, also funded by the Department of Community and Children's Services, and highwalk lighting, which was part of the City of London's integrated street lighting system and was currently being upgraded as part of the City-wide lighting strategy by DBE. Major projects relating to the Estate were delivered by the City Surveyor's Department on behalf of the Department of Community and Children's Services.

Members agreed that whilst the resolution was not within the remit of the Streets & Walkways Sub-Committee, it raised important points and concerns that should be acknowledged. The Sub-Committee was supportive of officers redirecting the resolution as appropriate and suggested the resolution be forwarded to the Department of Community and Children's Services.

RESOLVED – That the Streets & Walkways Sub-Committee:

1. Acknowledge the reasonable concerns of Barbican residents and on behalf of visitors, as set out in the report appended to the resolution; and
2. Instruct officers to redirect the resolution as appropriate and forward the resolution to the Community and Children's Services Committee.

FROM: COMMUNITY AND CHILDREN'S SERVICES COMMITTEE
7TH NOVEMBER 2019

TO: BARBICAN RESIDENTIAL COMMITTEE
16TH DECEMBER 2019

15. RESOLUTION FROM THE STREETS AND WALKWAYS SUB COMMITTEE

Members received a resolution from the Barbican Residential Committee in respect of the public realm in and around the Barbican Estate. Members noted that, 10 years ago, a budget of £50,000 was transferred to the Director of Community and Children's Services but this was rapidly subsumed into the landlord account and had not been uplifted since. Furthermore, a project to resurface the podium had been put on hold due to the City Corporation's Fundamental Review.

There was some discussion as to whether the Barbican Centre, Culture Mile Project and the Girls School should form a collective bid to address deferred maintenance and, therefore, the resolution should be referred to the Corporate Asset Sub Committee, to consider adding it to the Cyclical Works Programme. Members also noted that the forthcoming Governance Review might seek to redress this. Whilst accepting that there had been some historic deficit in respect of budgetary provision for maintenance works, Members also noted that the Barbican Estate was 50 years old and there had been issues with the structure in recent years.

RESOLVED, that – the Barbican Residential Committee note Members' comments as set out above and suggestions as to their next options.

Committee(s): Property Investment Board – For Information Corporate Asset Sub (Finance) – For Information	Date(s): 11 December 2019 29 January 2020
Subject: City Surveyor's Business Plan 2019-24 Quarter 2 2019/20	Public
Report of: The City Surveyor (CS 496/19)	For Information
Report author: John Galvin / Faith Bowman Business Performance and Improvement	

Summary

This report provides details of progress in quarter 2 (July – September) 2019/20 against the 2019-24 Business Plan, an update on the commercial property market, and a financial statement.

Of the seventeen Key Performance Indicators (KPIs) that are being monitored, fourteen were assessed as green (on target). Three further indicators will be assessed throughout out the year.

Recommendation

Members are asked to note the content of this report.

Main Report

Background

1. In line with the City Corporation's performance management system, this is a quarterly report on the progress made during quarter 2 compared to the 2019-24 Business Plan.

Current Position

2. This report provides the latest budget information which is set out in Appendix A and performance indicator table in Appendix B. Furthermore, charts that your committee are particularly interested in are included in Appendix C. A summary of the property market is provided in Appendix D.
3. In addition, you receive regular monitoring reports covering Rent Reviews, Lease Renewals, Arrears, Vacancies and Delegated Decisions. These provide key indications of the current market situation, particularly for directly managed properties.
4. A separate monitoring report on the risks within our department is also presented at this meeting.

Financial Statement

5. The 2019/20 quarter 2 figures reveal that, against a latest budget of £34m, the City Surveyor is forecasting an overspend on local risk of £795,000 (2.3%) at year-end. This includes £301,000 of the overspend from 2018/19 brought forward to be found by the City Surveyor in 2019/20
6. There are three principle areas of overspend at year end:
 - City Fund Estate, due to a compensation payment made for the early surrender of a lease at 15/17 Eldon Street, and to additional business rates at 1-7 Whittington Avenue due to voids;
 - Departmental, due to reduced fee income from property deals and the City Surveyor overspend in 2018/19 being carried forward;
 - City Cash operational properties, due to a continually high level of reactive repairs and maintenance works. The underspend on City Fund reactive works at year end is anticipated to largely disappear due to additional reactive works anticipated at Central Criminal Court.
7. The City Surveyor is continually reviewing how this overspend can be recovered in 2019/20 and steps have been put in place to bring the budget back into balance by year-end. These include freezing recruitment of some vacant posts and adopting measures to confine reactive repairs to urgent or high-risk items. The current year end overspend forecast on reactive repairs (mainly on City's Cash properties) is based on recent trends, before the measures to restrict spend were put in place. It is hoped that they will have a significant effect and progress will be reported at quarter 3.
8. On a more positive note, rental income, which is budgeted under central risk, is forecast to be £7.3m higher than the Original Budget for 2019/20. This extra income is principally on Bridge House Estates.

Overall Progress

9. A RAG status¹ is used to summarise the progress of the performance indicators on a quarterly basis. The table below provides an 'at a glance' status report for the City Surveyor's KPIs at the end of quarter 2.

	Green	Amber	Red	TBC	N/A
Corporate Asset Sub Committee	12	0	0	0	0
Property Investment Board	10	0	0	0	3
Overall ²	14	0	0	0	3

10. Of the seventeen KPIs being monitored, fourteen were assessed as being on target (green). Three indicators will be assessed throughout the year.

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

² Some KPIs relate to both PIB and CASC. Therefore, row indicating KPIs overall is not a total of the PIB and CASC rows.

Conclusion

This report provides an update at quarter 2 against the department's Business Plan KPIs. Performance is positive overall, with no measures falling behind target.

Appendices

- Appendix A – Budget Monitoring Statement
- Appendix B – Key Performance Indicator Table
- Appendix C – Headline Performance Charts
- Appendix D – Market Commentary

Background Papers

The City Surveyor – Business Plan Progress Report quarter 1 (CS 368/18)

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Committee(s): Property Investment Board – For information Corporate Asset Sub (Finance) Committee – For information	Date(s): 11 December 2019 29 January 2020
Subject: City Surveyor's Departmental Risk Register update	Public
Report of: The City Surveyor (CS 500/19)	For Information
Report author: Faith Bowman / John Galvin City Surveyor's Department	

Summary

This report has been produced to provide your Committee with a quarterly update on the management of risks within the City Surveyor's Department.

Currently the department has zero red risks and five amber risks on its Departmental Risk Register (Appendix 1). Since the last report to this Committee, the key changes to the departmental risks are as follows:

One risk has been added to the departmental risk register;

- SUR SMT 014 – Backlog Maintenance
Current risk score 12 (Amber)

The City Surveyor's Department also manages the repairs and maintenance risks associated with the City Bridges. This register (Appendix 2) notes the three red risks, which are:

- SUR CB 003 – City Bridges: Substantial vessel strike
Current risk score 16 (Red)
- SUR CB 006 – City Bridges: Wanton damage / terrorism
Current risk score 16 (Red)
- SUR CB 007 – City Bridges: Tunnelling for the Thames Tideway Tunnel
Current risk score 16 (Red)

Recommendation

Members are asked to:

- Note the report, and the actions taken within the City Surveyor's Department to effectively monitor and manage risks arising from our operations.

Main Report

Background

1. The Risk Management Framework of the City of London Corporation requires each Chief Officer to report regularly to Committee the key risks faced in their department. The Property Investment Board (PIB) and Corporate Asset Sub

(Finance) Committee (CAsC) have determined that they will receive the City Surveyor's risk register on a quarterly basis.

2. This report separates the overall departmental risk register (Appendix 1) and the key risks relating to the City Bridges (Appendix 2).

Current Position

3. The City Surveyor's risks are managed through a hierarchy of three levels. These are corporate risks, departmental risks, and group risks. Currently the department does not have any risks on the Corporate Risk Register.
4. Both departmental and group risks are reviewed regularly. This includes consideration of emerging risks or any change in risk score. Key changes to the departmental level risks have been noted below.
5. The City Surveyor's departmental risk register currently contains zero red risks and five amber risks. The details of each of these are included in Appendix 1.
6. The department also manages the repairs and maintenance risks associated with the City Bridges, of which there are currently three red risks. The details for these risks are included in Appendix 2. The three red risks relating to the City Bridges are as follows:
 - SUR CB 003 – City Bridges: Substantial vessel strike
Current risk score 16 (Red)
 - SUR CB 006 – City Bridges: Wanton damage / terrorism
Current risk score 16 (Red)
 - SUR CB 007 – City Bridges: Tunnelling for the Thames Tideway Tunnel
Current risk score 16 (Red)

Changes since last review

7. The key changes since the last review was presented to committee:

- A. SUR SMT 014 – Backlog Maintenance
Current risk score 12 (Amber)

This risk has been escalated from the Operations Group risk register.

The Cyclical Works Programme (CWP) bid for 20/21 has a reserve list of unfunded works of £26m, these works are essential to keep the operational properties in a good standard and ensure that service departments can maximise the use of assets.

Planned and preventative maintenance, such as that delivered through the CWP, reduces the requirement for reactive repairs. Therefore, the level of unfunded works, and the potential increase in this amount, could lead to increased reactive costs in future years.

B. SUR SMT 005 – Recruitment and retention of property professionals
Current risk score 6 (Amber)

As noted in the September reports, this risk has been removed from the departmental risk register and is being monitored at a group level.

8. Through the performance dashboard tool, Power BI, it is possible to create heatmaps of the department's risks. This is a graphical summary of the current Departmental risks (right) and a comparison with the those presented at the last report (September). Note that this is not tracking individual risks over time, rather it is a snapshot comparison of our overall risk profile. Since the September report, one risk has been removed, and one added, to the departmental register.



Figure 1: Departmental risk snapshot at September (left) and current

Conclusion

9. Members are asked to note the recent changes to the departmental risk register. The department continues to ensure that it manages its risks in line with best practice as described within the City Corporation's Risk Management Framework.

Appendices

- Appendix 1 – City Surveyor's departmental risk register
- Appendix 2 – City Bridge top risks

Background Papers

- The City Surveyor – Risk update – June (CS 197/19)
- The City Surveyor – Risk update – September (CS 372/19)

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Committee:	Date:
Corporate Asset Sub (Finance) Committee	29 January 2020
Subject: City Surveyor's high-level summary Business Plan 2020/21	Public
Report of: The City Surveyor	For Decision
Report author: John Galvin, Business Performance and Improvement	

Summary

This report presents the summary high-level summary Business Plan for the City Surveyor's Department.

The Plan, together with the financial estimates associated with Guildhall, Walbrook Wharf and the Mayor's Court have been presented to Finance Committee on 21 January. This report gives Corporate Asset Sub (Finance) Committee (CAsC) Members a further opportunity to comment on the elements of the high-level summary Business Plan relevant to the Committee.

The high-level summary Business Plan was presented and approved at Property Investment Board on 11 December 2019.

Recommendations

Members are asked to approve, subject to the incorporation of any changes sought by this Committee, the high-level summary Business Plan for 2020/21 detailed in Appendix 1.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two side business plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2020/21, the high-level summary Business Plan has been further evolved to make use of the information now available and give a better overview of how the department's work contributes to the Corporate Plan. It provides an overview of departmental activity and resources, mainly but not limited to the forthcoming 12 months, including capital and revenue projects. As a high-level summary, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback and key trends.

3. The high-level summary Business Plan was presented alongside budget estimates both at Property Investment Board (PIB – 11 December 2019) and Finance Committee (21 January 2020). PIB have agreed the plan, whilst Finance Committee postdates the publication of this report. These fora have enabled Members to consider the objectives of the department in light of available resources. This report gives Members of CAsC a further opportunity to comment on elements of the plan relevant to your Committee.

Budget for 2020/21

4. The original 2020/21 budget allocated to the City Surveyor has been prepared in accordance with the annual guidance note produced by the Chamberlains department. It incorporates a 2% inflation allowance on local risk to cover inflationary increases, pay award and contract price increases. A 2% efficiency squeeze (excluding Bridge House Estates) has also been applied to local risk budgets. The budget also includes further inflationary items agreed by the Resource Allocation Sub Committee in January 2019 as well as green flagged fundamental review savings or income items where these impact in 2020/21.
5. Whilst the major projects are funded independently, the management oversight of these projects have been absorbed into the City Surveyor's Budget.
6. Full budget information has been presented to Finance Committee on 21 January 2020 and Property Investment Board on 11 December 2019.

High-level summary Business Plan for 2020/21

7. This report presents, at Appendix 1, the high-level summary Business Plan for 2020/21 for the City Surveyor's Department. Members should note that the Business Plan is for the City Surveyor's Department overall and is not limited to CAsC.
8. The high-level objectives contained within the Business Plan closely link with, and support, the organisation's Corporate Plan 2018/23. These objectives are substantively consistent year-on-year, with the constituent activities evolving to drive these objectives. For the 2020/21 Business Plan, the City Surveyor's Department added an objective relating to Property Projects such that projects follow best practice, add value and are compliant. This was done to reflect the importance of this function and the contribution that it makes to the operation of the City Corporation.
9. The Business Plan includes a list of Corporate Performance Framework (CPF) indicators to which the department is contributing. These measures are aligned with the 12 corporate outcomes. Whilst the City Surveyor's Department is only one of a number that may contribute to any individual measure, the successful delivery of our actions demonstrably supports the achievement of the wider corporate aspirations. Members should note that the CPF measures are different to those regularly reported to Committee, which are more departmentally focussed.

10. Throughout 2019, the department actively participated in developing options associated with the fundamental review. This is designed to ensure that we maximise the efficiency of our activities aligned with our customer requirements. The fundamental review has recommended a reshaped service in many areas. The agreed savings and income generation targets have been accounted for in the Estimates Report, delivered through activities within the Business Plan. Overall, additional income generation activities of £170,000 and the reduction in revenue spend of £638,000, combines to a total of £808,000 within City Surveyor revenue budgets. Total savings account for 2.5% of the City Surveyor's overall local risk budget of £32.689m for 2020/21.
11. To better understand the effectiveness of the City Surveyor's services, the department is currently undertaking a survey of our investment property occupiers. This will be followed in the 2020/21 business planning year with a survey of our corporate occupiers. By building up a comprehensive view of what tenants value, the department will be in a much better position to effectively and efficiently respond to these needs.
12. Internally, the department has developed an action plan following the organisation's staff survey, most recently undertaken in September and October 2019.

Corporate & Strategic Implications

13. The City Surveyor's departmental Business Plan continues to align closely with the organisation's Corporate Plan 2018/23. Each of our departmental actions have been linked to the Corporate Plan outcomes to ensure that our day-to-day activity delivers the organisation's long-term aspirations.

Security implications

14. None directly as a result of this report.

Public sector equality duty

15. Individual activities within the Business Plan will, where relevant, be considered for their equalities impact. Equalities assessments will be undertaken as necessary. Furthermore, in 2020/21 the department will undertake an equalities self-assessment, aligned with RICS best practice. This will develop intelligence and learning such that we can address any areas of concern.

Conclusion

16. This report presents the high-level summary Business Plan for 2020/21 for CAsC Members to consider and approve.

Appendices

Appendix 1 – High-level summary Business Plan

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Committee(s): Corporate Asset Sub (Finance) Committee	Date(s): 29 January 2020
Subject: FM arrangements for Guildhall events -update	Public
Report of: The City Remembrancer	For information
Report author: Paul Double	

Summary

At its meeting on 10 December 2019, the Finance Committee approved the creation of a single profit and loss (P&L) account showing the full direct and indirect cost of events, and the setting of charges for commercial events and those subject to a charity discount to exceed the direct and indirect cost of events. The Remembrancer was also to act as the single Chief Officer responsible for the P&L account, a joint operating plan which identifies event-related facilities requirements, and a forward plan for the maintenance of the Guildhall event spaces. An update was requested to be submitted to this meeting of the Corporate Asset Sub-Committee together with the report submitted to Finance Committee (at Appendix 1), and that it should include greater clarity in relation to the cost allocations for commercial and non-commercial activities across the Guildhall complex.

Members are asked to note this update.

Main Report

1. Since the Finance Committee meeting, further work has been undertaken by the City Surveyor, Chamberlain's and Remembrancer departments to identify the full direct and indirect event-related facilities costs.
2. Costs have been calculated on the basis of-
 - identification of the rooms and other spaces in the Guildhall primarily used for events, including the Great Hall, Old Library, kitchens and other relevant spaces;
 - drawing up of a list of facilities-related costs borne by City Surveyor's;
 - adding the costs incurred by the Remembrancer's Office;
 - apportioning the total costs between commercial and other categories of events taking place in Guildhall.
3. The costs used in this exercise have been for the last financial year with full accounts (2018/19). For the Remembrancer's costs and some of the City Surveyor costs (eg staff costs) the amounts reflect actual costings. For other costs where there is no breakdown between different parts of the Guildhall (such as energy costs), the amount has been derived by taking the percentage of the floor space

occupied by areas used for events purposes compared to the whole of the Guildhall complex (calculated as 16%).

4. Following discussion with the Chamberlain, the figures proceed on the basis that 100% of rates, depreciation, repairs and maintenance, and energy costs referable to the event spaces and the cyclical works programme for these spaces, together with the associated staff costs, will be attributed to “events” to reflect the full cost of occupying the space. For example, the approximately £300,000 total cost of repairs and maintenance for the Guildhall event spaces in 2018/19 has been imputed to events.
5. Using the costings derived from this review, a trading account for the 2018/19 financial year has been calculated and is attached at appendix 2. This shows direct and indirect costs, and also an apportionment across the different charging categories. The apportionment is on the basis of the number of events in each category in that year. This does not take into account the complexity and scale of commercial and some charity events, which may have a large number of attendees and use several rooms for a whole day or longer, compared to a short internal meeting in a smaller room. This information will be incorporated in future cost assessments.
6. The costs allocated to events for 2018/19 have increased to a total of £4million, approximately £500,000 more than the comparable amount in the account provided for the Hospitality Working Party last year and in the attached Report to Finance Committee, primarily due to the inclusion of additional City Surveyor staff costs and the inclusion for the first time of the cost of depreciation in respect of previous capital works on the event spaces. No charge has been made, however, to reflect a contribution towards the cost of future major works. This is something that will be considered for future statements if Members agree to the creation of a sinking fund to cover the cost of such works. The revised account shows that the income from commercial and charity events in 2018/19 substantially exceeded costs attributed to such events, but by a lesser amount than previously estimated.
7. In light of this assessment, the charges for paid-for events will be reviewed and Members’ views will be invited as to whether any further steps should be taken in respect of internal events run by departments of the Corporation or other non-event uses. Work will be undertaken to agree a joint operating plan which identifies event-related facilities requirements and a forward plan for the maintenance of the Guildhall event spaces. This will form part of the work to increase income generation obtained from the commercial use of Guildhall which is being carried out pursuant to the fundamental review.

Appendices

Appendix 1 Report on FM arrangements for Guildhall events

Appendix 2 Revised draft P&L account

Paul Double

City Remembrancer

Committee(s): Corporate Asset Sub-Committee	Date: 29 th January 2020
Subject: Cyclical Maintenance Back Log	Public
Report of: City Surveyor CS:007/20	For Information
Report author: Alison Bunn – Head of Facilities Management	

Summary

This report gives the current position on the overall view of backlog of cyclical maintenance across all the operational property estate including the ring-fenced properties of Billingsgate and New Spitalfields Markets, City of London Police and Schools and the Barbican Centre including the Guildhall School. The figures below exclude the HRA, Non HRA Housing and the five river crossings which are managed by the Department of Communities and Children's Services and the Department of the Built Environment respectively.

A summary of the current position is below:

Portfolio	Backlog Maintenance 2020	Backlog Maintenance 2018
Corporate	£34.7m	£37.5m
Ring Fenced ⁽¹⁾	£13.9m	£9.6m
Barbican/Guildhall School ⁽²⁾	£34.7m	£31.6m
Total	£83.3m	£78.7m

(1) – Some of the above expenditure will be addressed through initiatives such as the Police Accommodation Project, Markets Consolidation Programme and the Freeman's School Masterplan.

(2) - £15 million is for the Conservatory

This report has been created using the latest data and takes the figures from the 2020/21 Cyclical Works programme (CWP) bid where the reserve list was £26 million. All projects that are already funded either through the Cyclical Works Programme or major schemes have been removed.

Ring-Fenced properties fund their own cyclical maintenance and are therefore not included in the Cyclical Works Programme or the Capital Bids Process.

The current Corporate Property Asset Management Strategy states that the City should be maintaining their building stock to a good standard, the backlog figures have been created to this standard.

In September 2018 when the previous report which was presented to this Committee the overall backlog was £78.7m; so, in the intervening period there has been an overall increase in the backlog maintenance of £4.6m.

It is anticipated that during 2020, the overall backlog maintenance will reduce, mainly due to the removal of Snow Hill and Wood Street Police Stations arising from the disposal of these properties.

Recommendation

Members are asked to note:

- the contents of this report
- Consider this report when the new draft Corporate Property Asset Management Strategy is presented to a future committee and the level to which the City maintains its property portfolio

Operational

1. The Cyclical Maintenance Back Log consists of 3 tranches:
 1. Major Works – projects over £250,000 sit outside of the Cyclical Works Programme (CWP) umbrella and need to be funded through capital resources
 2. Deferred Works – projects deliberately deferred to allow the City to extend the life of appropriate assets within legislative and operational parameters
 3. Back Log Works – projects that require completing, but insufficient funding has been made available for the works to proceed.
2. The current position of the Cyclical Maintenance Back Log in 2020/21 for the operational estate excluding ring fenced properties and the Barbican Centre and Guildhall School is:

	City Cash	City Fund	Guildhall	Total
Major Works	£2,538,000	£2,861,000	£14,131,000	£19,530,000
Deferred Works	£3,426,000	£5,481,500	£2,291,200	£11,198,700
Back Log Works	£4,129,720	£5,880,300	£5,174,500	£15,184,520
Total	£10,093,720	£14,222,800	£21,596,700	£45,913,220

3. For the purposes of this report, the Cyclical Maintenance Back Log is the major works and back log works which combined has a total of £34.7m
4. The above figures have been taken from the most up to date version of the individual Forward Maintenance Plans and exclude projects that are currently funded through either the CWP or have major funding in place.
5. Fundamental Review and Capital Bids for 20/21 decisions have not been considered for this report as the final outcome is not yet known.

Ring-Fenced

6. Ring fenced properties include - all Police sites (Bishopsgate, New Street, Snow Hill and Wood Street Police Stations), City of London Schools (Boys, Girls and Freeman's), Billingsgate and New Spitalfields Markets. Smithfield Market forms part of the CWP due to the historic works required as part of the service charge agreement with tenants.
7. The current position of the Cyclical Maintenance Back Log in 2020/21 for ring fenced properties is:

	Boys School	Girls School	Freemen's School	Markets	Police	Total
Major Works	£230,000	£1,440,000	£800,000	£0	£1,652,000	£4,122,000
Back Log Works	£1,295,700	£931,500	£1,962,200	£1,821,200	£3,803,500	£9,814,100
Total	£1,525,700	£2,371,500	£2,762,200	£1,821,200	£5,455,500	£13,936,100

8. An element of the backlog for ring fenced properties will be dealt with by other initiatives such as the Police Accommodation Project, Market Consolidation Programme and Freeman's School Masterplan. The removal of both Snow Hill and Wood Street Police Stations due to their disposal will reduce the ring-fenced total by £4.3m.
9. The above figures have been taken from the most up to date version of the Forward Maintenance Plans and exclude projects that are currently funded by either the Ring-Fenced Client or have capital funding in place. HRA, Non HRA and River Crossing Assets are excluded from these figures.
10. The City Surveyor is actively involved with agreeing which projects are undertaken although the final decision as to what is completed is taken by the respective Chief Officer.

Barbican Centre including Guildhall School

11. The current position for the Cyclical Maintenance Back Log for the Barbican Centre is £34.7million which includes £15million for works required on the conservatory.

Overall Picture

12. Therefore, the total Cyclical Maintenance Back Log for the corporate estate, ring fenced properties and Barbican Centre including the Guildhall School and Ex Halls is in the region of £83.3m, this is subject to current prices and an ongoing annual inflation calculated using BCIS (RICS).

13. In September 2018, the backlog was estimated at £78.7m, resulting in an increase of £4.6m in the backlog maintenance.
14. The removal of the two Police Stations from City of London ownership in 2020 will reduce the backlog of maintenance down to £79m which results in an increase of £0.3m from 2018.
15. The figures provided are for works and exclude any temporary decant costs. If members provided the budget to undertake all works these estimated works costs are subject to detailed specification and tender returns so are only to be used as a guide.
16. It also needs to be highlighted that the ability to complete all these works is very much down to availability constraints and if funding was made available careful planning would be required to work with service departments to ensure there is minimum disruption.
17. It should also be noted that it is a normal practice within the building industry to have an element of deferred maintenance which forms a backlog of works, for the operational estate this is valued at £11.2m. The City is not in an unusual position but it's important that Members of this committee are fully sighted on the level of the overall backlog of works.

Conclusion

18. There has been a 5% increase in backlog maintenance, indicating that the current funding requirements are insufficient to prevent the backlog from increasing, even slightly. Continued investment in the outstanding major projects would greatly assist with reducing backlog.
19. It is important to note that the current level of funding (£44.5m committed via AWP/CWP and Additional Capital City Fund works for the next three years) is maintained to ensure that the backlog does not increase beyond the current position. Clearly, maintaining such funding levels will continue to stabilise the current position, however funding of capital projects in addition to the £44.5m will be essential in order to continue to reduce the back log.
20. The current backlog is maintaining the properties to a good condition as per the Corporate Property Asset Management Strategy.

Background Papers

- Maintenance Back Log – Corporate Asset Sub Committee – 5th September 2018

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Committee:	Dated:29/01/2020
Corporate Asset Sub-Committee (CASC)	
Subject: 2019/20 Quarter 3 Energy Performance Report	Public
Report of: The City Surveyor	For Information
Report author: James Rooke, Assistant Director, Energy & Sustainability	

SUMMARY

This report presents the 2019/20 Quarter 3 Energy Performance Report with results and commentary for the year-on-year and long-term performance for CoL operational sites.

The weather corrected energy consumption decreased 3.8% by Q3 of 2019/20 compared to Financial year 2018/19. Smithfields Market was the main contributor to the energy reduction, supported by reductions at Central Criminal Court, Milton Court and Guildhall Complex. This was partly offset by significant increases from Barbican Arts Centre, Billingsgate Market and Tower Bridge.

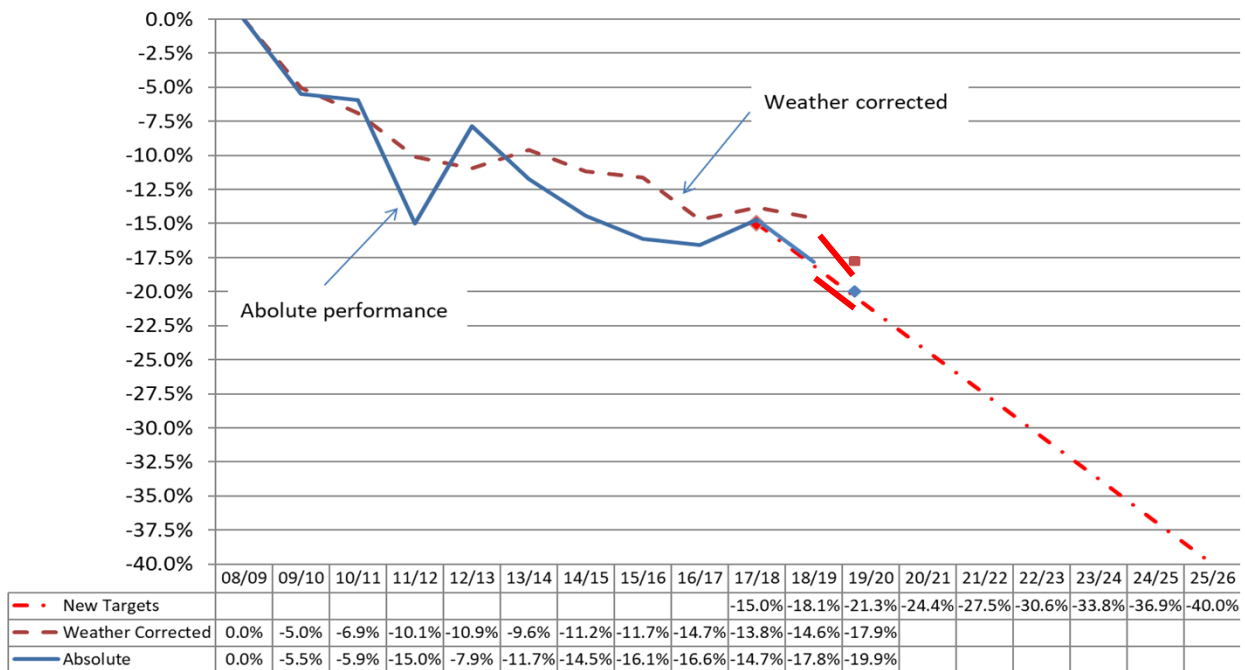
The annual performance up to Q3 2019/20 indicates a 19.9% reduction in absolute energy consumption, translating to a 17.9% reduction when corrected for the weather against the 2008/09 baseline. The Q3 result indicates the annual reduction target is on course to be achieved. An update on energy projects is also included. Sustained progress will require further resource investment within the energy team to return to full strength.

MAIN REPORT

Performance update

Chart 1. Overall performance change from the 2008/09 base year

CoL Operational Sites Energy Reduction Performance



1.1 Long-term: chart 1 presents an update on the long-term performance against target, including the interim performance up to Q3 19/20. Compared to the 2008/09 baseline the performance up to Q3 2019/20 indicates a 19.9% reduction in absolute energy consumption, translating to a 17.9% reduction when corrected for the weather. This represents good progress towards achieving the 2019/20 end of year targets to be on course for a 40% reduction by 2025/26.

Table 2. Performance comparison by top 30 sites: 2019/20 Q3 with 2018/19

Site Name	Weather corrected rolling 12-month comparison: 12 months to Dec-19 compared to 12 months to Mar-19				Absolute single quarter comparison: Oct-Dec 19/20 to Oct-Dec 18/19	
	Mar-19'	Dec-19'	Diff. kWh	Diff. %	kWh Diff.	% Diff
Smithfield Mkt (LL & tenant)	18,247,343	15,184,971	-3,062,373	-16.8%	-1,195,794	-25.6%
Guildhall Complex	17,368,521	17,092,878	-275,643	-1.6%	35,484	0.8%
Barbican Arts Centre	17,152,399	18,229,817	1,077,419	6.3%	725,821	15.5%
Central Criminal Court	8,014,103	7,405,922	-608,181	-7.6%	-196,695	-9.5%
New Spitalfields Mkt (landlord)	6,800,091	6,697,487	-102,604	-1.5%	-77,917	-4.5%
CoL Freeman's School	4,988,624	4,761,624	-227,001	-4.6%	17,438	1.2%
GSMD - Milton Court	3,880,709	3,284,365	-596,344	-15.4%	-120,977	-13.0%
Billingsgate Mkt (LL & tenant)	3,579,295	3,823,144	243,849	6.8%	124,022	14.0%
Streetlighting	3,575,265	3,501,067	-74,198	-2.1%	-7,660	-0.7%
Bishopsgate Police Station	3,403,005	3,199,143	-203,862	-6.0%	30,060	3.3%
City of London School	3,023,669	3,075,810	52,140	1.7%	-35,078	-3.8%
City of London Crematorium	2,812,736	2,861,788	49,051	1.7%	10,509	1.4%
Tower Bridge	2,326,102	2,497,477	171,374	7.4%	21,164	2.9%
GSMD – Silk St.	2,311,250	2,187,277	-123,972	-5.4%	-69,903	-11.9%
Mansion House	2,306,203	2,166,778	-139,425	-6.0%	15,724	2.5%
CoL School for Girls	2,250,246	2,292,777	42,531	1.9%	50,643	8.6%
New Street (21)	1,807,778	1,546,641	-261,137	-14.4%	-76,633	-18.3%
GSMD - Sundial Court	1,777,505	1,778,747	1,242	0.1%	-18,435	-3.9%
Walbrook Wharf	1,725,342	1,683,541	-41,801	-2.4%	124,905	30.8%
Wood Street Police Station	1,600,081	1,476,324	-123,757	-7.7%	-51,061	-12.9%
LMA	1,345,486	1,259,734	-85,752	-6.4%	2,787	0.7%

Snowhill Police Station	863,679	801,133	-62,547	-7.2%	-12,584	-5.2%
Animal Reception Centre	764,249	747,205	-17,044	-2.2%	13,753	6.6%
OS Hampstead Heath	660,653	695,690	35,037	5.3%	17,316	9.8%
OS Epping Forest	648,203	620,111	-28,091	-4.3%	-3,990	-2.2%
Tower Hill Coach & Car Park	542,795	551,307	8,512	1.6%	3,783	2.8%
OS Golders Hill & Extension	371,550	377,440	5,890	1.6%	3,911	4.2%
Upper Thames St. Tunnel Ltg	304,116	236,781	-67,335	-22.1%	-27,668	-35.5%
OS Parliament Hill	258,042	274,898	16,856	6.5%	7,503	9.0%
Minories Car Park	246,730	246,730	0	0.0%	0	0.0%
Total	114,955,772	110,558,608	-4,397,164	-3.8%	-689,572	-2.3%

1.2 Last quarter: table 2 presents the performance of the 30 largest energy consuming sites. The actual (absolute) difference in energy consumption for Apr-Dec 2019/20 compared to Apr-Dec 2018/19 is presented as well as the weather corrected trend for the 12-months of energy consumption over the periods up to the previous and latest quarter. Comparing the absolute performance provides an indication of recent performance changes but is influenced by the weather which over Q3 19/20 was colder than Q3 18/19 resulting in higher heating consumption. The 12-month weather corrected results provides an indication of the latest annual performance when excluding the differences in the weather.

Smithfields Market was the main contributor to the overall energy reduction, supported by reductions at Guildhall Complex, Central Criminal Court, and Milton Court. Commentary focused on the key sites and contributors to performance change is provided below.

LCM (Smithfield): energy reduced by ~26% in Q3 compared to Q3 the previous year; contributing to a 17% overall reduction in Q1-3 when weather corrected. The following contributed to the Q3 result: -382 MWh (-12%) reduction in electricity, -494 MWh (-85%) reduction in cooling, and -300 MWh (-37%) reduction in heat. This was mainly achieved through improved Energy Team led improved BEMS strategies and daily monitoring to try to maintain comfort conditions as efficiently as possible. There have been many maintenance issues which are posing significant challenges towards sustaining these savings and the Energy Team are working with site FM and Skanska to resolve many maintenance issues. In addition to Energy Team will be commissioning a study to propose system modifications to allow improved control. Funding has been agreed in principle towards LED lighting for the Car Park; a project which will be delivered through CWP.

1.3 Guildhall Complex (GHC): energy remained static in Q3 compared to Q3 the previous year; and cumulative Q1-3 weather corrected energy was down by ~2%. In Q3 the energy for some areas/services has increased while others have decreased:

- -85 MWh (-16%): maintenance returning main East Wing ventilation to automatic operation;
- -53 MWh (-17%): ongoing vacating of Old Justice Rooms;
- -17 MWh (-57%): Energy Team led BEMS control improvements to North Wing ventilation;
- +167 MWh (+12%): increase in heat; however, when corrected for the weather the increase up to Q3 is marginal at only +1%.
- +76 MWh (+41%) increase in West/East Wing chiller system electricity. This is due to the chillers having been out of commission for maintenance during the same time in the previous year.

The Energy Team are in progress with delivering more BEMS control improvements, with particular focus on the East Wing ventilation systems and primary heating control. Funding has been provisionally secured towards the replacement of the West/East Wing chillers and the gas steam generators for humidification. The Energy Team will be supporting these projects to maximise the significant energy efficiency opportunities they present. Funding has also been

provisionally secured towards upgrades to the East Wing ventilation plant and installation of sub-metering for heating, cooling and power. These projects will be delivered by the Energy Team over the next 24 months.

1.4 Barbican Arts Centre (BAC): energy increased ~16% over Q3 compared to Q3 the previous year; and cumulative Q1-3 weather corrected energy was up by 6%. In Q3 the energy for some areas/services has increased while others have decreased:

- +345 MWh (+70%) increase in Exhibition Halls heating. According to Citigen data the heating over Nov-Dec has been significantly higher than historic levels for this time of year. The Energy Team are investigating this as it may be due to a metering issue rather than actual consumption.
- +217 MWh (+49%) increase in cooling and +72 MWh increase in electricity due to a fault with the on-site electric chillers which supply the Art Gallery. While these are out of action the main Citigen cooling system is being operated continuously for the Art Gallery needs and this is very inefficient.
- +116 MWh (+8%) increase in Barbican Art Centre heating over Q3 and +27% over Dec-19 alone. This appears to be due to a large increase in the background demand since Jul/Aug-19 and may relate to higher demands from close control areas (e.g. Art Gallery).

The Energy Team are working up a proposal for LED lighting within the car park driveways and surveying other areas for lighting upgrade opportunities.

1.5 Central Criminal Court (CCC): energy decreased -9.5% over Q3 compared to Q3 the previous year; and cumulative Q1-3 weather corrected energy was lower by -7.6%. This decrease was a result of lower heating consumption due to a -19% reduction in oil for the old boilers and a 13% reduction in gas for the new heating boilers. The site continues the more efficient operation of the smaller of the old oil boilers as the lead boiler and only one of the larger boilers for warm backup. This has saved significant oil consumption over the non-winter months but savings over the colder period are likely to be less significant.

The Energy Team are working with site FM to implement improvements to the new heating system control strategy to ensure it is operating as efficiently as possible. As the phased refurbishment continues, energy should reduce, but significant reductions will only come once older heating and cooling plant is decommissioned at the end of the programme. Funding has been provisionally approved for a general LED lighting upgrade and the Energy Team will lead on developing this project over the coming months before final approval and then delivery.

1.6 GSMD Milton Ct. energy decreased -13% over Q3 compared to Q3 the previous year; and cumulative Q1-3 weather corrected energy was lower by -15%. Cooling has decreased by -57 MWh (-66%) and heating by -51 MWh (-13%) in Q3. This is likely due to a combination of ventilation control improvements undertaken by FM but potentially also some unverified Citigen metering which the Energy Team are investigating. Funding has been provisionally approved for an LED lighting upgrade for a few areas and the Energy Team will lead on developing this project over the coming months before final approval and then delivery.

1.7 Billingsgate Market: energy increased +7% over Q3 compared to Q3 the previous year; and cumulative Q1-3 weather corrected energy was higher by +14%. Gas consumption for heating boilers increased +95 MWh (+27%) in Q3 and was +47% higher in Dec-19 alone. It appears

since the end of Nov-19 the gas heating system has been operating more continuously than before; the Energy Team are investigating this with site FM.

1.8 Walbrook Wharf: energy increased +31% over Q3 compared to Q3 the previous year; and cumulative Q1-3 weather corrected energy was higher by +2.4%. Gas and electricity consumption increased significantly over Q3 for both the office block and depot areas. This is likely due to increased occupancy and resolution of the depot gas heating issues.

1.9 Energy Projects - Funding has been approved in principle for the Phase 1 Energy Projects at £1.2m. This consists 8 projects covering lighting and HVAC works within 7 corporate operational properties. The Energy Team will lead proposed projects through the regular route of the Project Procedure as a single gateway report, with gateway 2 being submitted in Jan/Feb 2020. To support this process the Energy Team are undertaking site surveys to further develop budget costs, risk management and implementation planning. A project breakdown is given in the appendix.

Conclusion

While the long-term energy performance remains below target the results for Q3 are a significant improvement. This indicates that, if sustained, the end of year target will be met. Continuation on this trajectory to achieve the 40% reduction target by 2025/26 will be dependant on the allocation of adequate resource and capital to the energy team.

Recommendation

Members are asked to note the contents of this report.

James Rooke

Assistant Director, Head of Energy & Sustainability

City Surveyor's Department

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Committee(s): Corporate Asset Sub Committee	Date: 29 th January 2020
Subject: Extreme Weather Implications – Operational Property	Public
Report of: City Surveyor CS: 518/19	For Information
Report author: Alison Bunn – Head of Facilities Management	

Summary

On the 24th September 2019 London experienced an exceptional amount of rain in a short period of time. This presented several unforeseen problems with flooding and water damage across the operational estate. This report sets out the lessons learned from this extreme weather event and what has been undertaken to ensure that we can minimise the risk to properties in the event of a reoccurrence.

This report also details properties that are affected by other aspects of extreme weather such as intense heat and cold and what the City Surveyor's Department is doing to prevent damage to properties to ensure that departments who occupy those buildings are able to continue to deliver the required service.

Recommendation

Members are asked to:

- Note the content of this report.

24th September 2019

1. On the 24th September 2019 the City saw a significant exceptional amount of rainfall in a short period of time. As a result, the drainage facilities within many operational properties could not cope with the unprecedented flow of water which resulted in damage to various parts of the buildings.
2. Appendix 1 details the specific problems at the operational properties relating to the 24th September 2019. Each problem which occurred is listed with the short-term fix which has been undertaken and the longer-term solution to ensure that should such an event happen in future the damage to property is limited.
3. All works have been undertaken and where possible the cost has been recovered through the City's insurance.
4. The main themes of long-term actions to ensure minimal damage going forward are:

- Increase to a Quarterly Planned Preventative Maintenance (PPM) regime for clearing gutters and drainpipes – the industry standard is 6 monthly.
- Weather watching to proactively ensure that should such rain be forecast again we inspect all gutters beforehand to ensure they are debris clear and therefore will flow correctly
- Completion of works to ensure that all gutters and drainpipes are connected and discharge into the correct area
- Waterproofing of large surface areas such as the Guildhall Yard to ensure it is water tight, this will be progressed, subject to funding, as a Capital project once the works to St Lawrence Jewry Church have been completed

Other Extreme Weather Events

5. Appendix 2 details other operational properties that are affected by different extreme weather events such as excessive heat and excessive cold.
6. Work is underway as with flooding to ensure that disruption in the event of such occurrences is minimised and ensures that occupying departments can continue to operate and deliver their service.
7. Key steps which have been or are being undertaken are:
 - Replacement of the Heat Source Pumps at the City Information Centre to ensure that the heating system works correctly during the winter. Undertaken in the summer of 2018.
 - Replacement of the Chiller plant at the City Information Centre to ensure that the building can be cooled sufficiently during the Summer. Works to be undertaken in April 2020
 - Major Capital Project proposed for replacement of the Chillers which supply the West Wing at the Guildhall Complex. Bid submitted through the Capital Bid process for 2020/21.
 - Replacement of the Chiller Plant at the London Metropolitan Archives (LMA) to ensure that the archive space can be kept constantly cooled during all weather conditions.
 - Flood barriers have been installed in the Guildhall Yard East to negate water ingress into the Art Gallery (These worked effectively for the adverse weather on the 24th September 2019)
8. To date we have not had to shut a building due to effects of adverse weather.

Appendix

- Appendix 1 Operational Properties Affected by Flooding
- Appendix 2 Operational Properties Affected by other Extreme weather

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