



## Corporate Asset Sub (Finance) Committee

**Date:** WEDNESDAY, 22 JULY 2020

**Time:** 1.45 pm

**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

Deputy Jamie Ingham Clark, Finance Committee (Deputy Chairman) (Chairman)	Alderman Alison Gowman, PIB
James de Sausmarez, Finance Committee	Michael Hudson, Finance Committee
Rehana Ameer, Finance Committee	Deputy Edward Lord, PIB
Randall Anderson, Finance Committee	Jeremy Mayhew, Finance Committee (Chairman)
John Chapman, PIB	Deputy Joyce Nash, Policy and Resources Committee
Dominic Christian, Finance Committee	Deputy Philip Woodhouse, Policy and Resources Committee
Marianne Fredericks, Policy & Resources Committee	Vacancy subject to appointment by Finance Committee
	Vacancy subject to appointment by Finance Committee

**Enquiries:** Chris Rumbles  
christopher.rumbles@cityoflondon.gov.uk

### Accessing the virtual public meeting

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

**John Barradell**  
Town Clerk and Chief Executive

# **AGENDA**

## **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 29<sup>th</sup> January 2020.

**For Decision**  
(Pages 1 - 10)

4. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

Report of the Town Clerk.

**For Information**  
(Pages 11 - 12)

5. **REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Report of the Town Clerk.

**For Information**  
(Pages 13 - 16)

6. **WORK PROGRAMME FOR FUTURE MEETINGS**

Joint report of the Town Clerk and City Surveyor.

**For Information**  
(Pages 17 - 18)

7. **ASSET MANAGEMENT - PROGRESS REPORT**

Report of the City Surveyor.

**For Information**  
(Pages 19 - 24)

8. **CORPORATE PROPERTY ASSET MANAGEMENT STRATEGY PRESENTATION**

**For Information**

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

Report of the City Surveyor.

**For Information**  
(Pages 25 - 30)

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

Report of the City Surveyor.

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

**For Information**  
(Pages 31 - 34)

11. **SUSTAINABLE BUILDINGS STRATEGY PRESENTATION (REPORT TO FOLLOW)**

**For Information**

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

Report of the City Surveyor.

**For Information**  
(Pages 35 - 38)

13. **SECURITY UPDATE**

Report of the City Surveyor.

**For Information**  
(Pages 39 - 40)

14. **BARBICAN CENTRE CAPITAL CAP PROGRAMME - ANNUAL REPORT**

Report of the Managing Director, Barbican Centre.

**For Decision**  
(Pages 41 - 44)

15. **GUILDHALL WEST WING BARRIERS GW6 OUTCOME REPORT**

Report of the City Surveyor.

**For Decision**  
(Pages 45 - 50)

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

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

18. **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**

### **19. NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 29th January 2020.

**For Decision**  
(Pages 51 - 56)

### **20. OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

Report of the Town Clerk.

**For Information**  
(Pages 57 - 60)

### **21. REPORT OF NON-PUBLIC ACTION BETWEEN MEETINGS**

Report of the Town Clerk.

**For Information**  
(Pages 61 - 64)

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

To be read in conjunction with item 10.

**For Information**

### **23. CITIGEN (VERBAL UPDATE)**

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

Report of the City Surveyor.

**For Decision**  
(Pages 65 - 70)

### **25. GSMD CAPITAL CAP UPDATE**

Report of the Managing Director, Barbican Centre.

**For Decision**  
(Pages 71 - 74)

### **26. 80 FENCHURCH STREET HIGHWAY DISPOSAL**

Report of the City Surveyor.

**For Decision**  
(Pages 75 - 76)

### **27. 65A BASINGHALL STREET**

Report of the City Surveyor.

**For Decision**  
(Pages 77 - 82)

28. **GW2 GREAT HALL INTERNAL HEALTH AND SAFETY RESTORATION WORKS**  
Report of the City Surveyor.  
**For Decision**  
(Pages 83 - 90)
29. **BAYNARD HOUSE CAR PARK**  
Joint report of the Director of the Built Environment and City Surveyor.  
**For Decision**  
(Pages 91 - 94)
30. **POWER PURCHASE AGREEMENT (PPA) FOR OFFSITE RENEWABLE ELECTRICITY - PROCUREMENT STAGE 1A MID TENDER PROGRESS REPORT**  
Joint report of the City Surveyor and Chamberlain.  
**For Information**  
(Pages 95 - 100)
31. **GUILDHALL AND WALBROOK WHARF - MAJOR PROJECTS UPDATE**  
Report of the City Surveyor.  
**For Information**  
(Pages 101 - 106)
32. **COMMITTEE ROOMS AUDIO VISUAL EQUIPMENT**  
Report of the Chamberlain.  
**For Information**  
(Pages 107 - 118)
33. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
34. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

### **Part 3 Confidential Agenda**

35. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meeting on 29<sup>th</sup> January 2020.  
**For Decision**

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## **CORPORATE ASSET SUB (FINANCE) COMMITTEE**

**Wednesday, 29 January 2020**

Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Wednesday, 29 January 2020 at 1.45 pm

### **Present**

#### **Members:**

Deputy Jamie Ingham Clark (Chairman)  
Dominic Christian (Deputy Chairman)  
Randall Anderson  
John Chapman  
Alderman Alison Gowman  
Michael Hudson  
Deputy Wendy Hyde  
Jeremy Mayhew  
Deputy Joyce Nash  
Deputy Philip Woodhouse

#### **Officers:**

Simon Causer	- City Surveyor's Department
Dianne Merrifield	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Peter Young	- City Surveyor's Department
Alan Bennetts	- Comptroller and City Solicitor's Department
Steven Bage	- City Surveyor's Department
Alison Bunn	- City Surveyor's Department
Peter Collinson	- City Surveyor's Department
Andrew Crafter	- City Surveyor's Department
Paul Double	- City Remembrancer
John Galvin	- City Surveyor's Department
Nigel Lefton	- Remembrancer's Office
Simon McGinn	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
Paul Murtagh	- Community and Children's Service Department
Ola Obadara	- City Surveyor's Department
Jonathon Poyner	- Barbican Centre
Dorian Price	- City Surveyor's Department
James Rook	- City Surveyor's Department
Chris Rumbles, Clerk	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Nick Bensted-Smith, James De Sausmarez, Edward Lord and Marianne Fredericks.

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

The Chairman declared an interest in Item 32 (St Lawrence Jewry Church – Outline Fire Risk Assessment during construction) by virtue of being a Church Warden of St Lawrence Jewry. Members noted the Chairman had no financial interest and, as such, agreed that it would appropriate for him remain in the Chair for this item.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the previous meeting held on 7 November 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.

RECEIVED

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.

RECEIVED

6. **ANNUAL REVIEW OF THE SUB COMMITTEE'S TERMS OF REFERENCE**

The Sub-committee considered a report of the Town Clerk providing a copy its terms of reference for annual review.

Members noted the terms of reference had been updated mid-year following an incident at Mansion House, with a more explicit reference to security now included given the Sub-committee's responsibility in this area.

**RESOLVED** – That the Sub-committee approved the terms of reference.

7. **THE GUILDHALL CONSERVATION MANAGEMENT PLAN**

The Sub-committee considered a report of the City Surveyor that provided information relating to the creation of a Guildhall Conservation Management Plan for heritage assets of the Guildhall Complex, including the Great Hall and Old Library, and seeking approval for the adoption of the policies and processes within the plan.

The Chairman highlighted that the Guildhall Conservation Management Plan was a codification of all the different parts already in place that were now included within a single document to ensure nothing was overlooked.



A Member stressed the importance of including sustainability within the plan and ensuring this becomes part and parcel of how buildings were being treated given the variations in temperature. Members noted the intention to review and refresh the plan every five years.

**RESOLVED** – That the Sub-committee approve the adoption of the policies within the Guildhall Conservation Management Plan.

**8. WALBROOK WHARF REPLACEMENT ROOF**

The Sub-committee considered a report of the City Surveyor providing a progress update since the last gateway and seeking approval to the next steps in appointing Neilcott Construction to carry out works.

The Chairman acknowledged that the proposal was good news for Walbrook Wharf tenants, noting it had taken some time to achieve the funding to carry out this important piece of work.

Resolved, that approval be given to:

1. 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.

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

The Sub-committee considered a report of the City Surveyor updating on six locations having been identified as suitable for fixed stone seating in Guildhall Yard and seeking approval of these once the St Lawrence Jewry restoration work has been completed.

A Member highlighted the importance of maintaining seating in Guildhall Yard and stressed that where existing benches were being removed that it would be important to replace these.

A Member asked for clarification regarding the source of funding for the benches and it was confirmed that a Livery Company had been kind enough to support Guildhall Yard by providing these.

**RESOLVED** - That the locations of the fixed stone benches be approved.

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

The Sub-committee considered a report of the City Surveyor seeking approval of funding to engage a consultant to undertake a condition survey and produce options proposals for internal and external works.

A Member referred to the Central Criminal Court being occupied by the Courts Service and questioned whether they could be asked to contribute towards the cost of the works. It was clarified that there were a clear set of arrangements over where responsibility falls with maintenance of the building sitting solely with the City Corporation on the capital side and the Courts Service responsible for upkeep on the revenue side.

The Member suggested these works would fall under revenue maintenance in exactly the same way as painting and decorating and it was suggested it would be worth asking the question of the Chamberlain regarding funding.

Resolved – That Members,

- 1.1 Approve a budget of £75, 000 for a condition survey and options appraisal.
- 1.2 Note the total estimated cost of the project at £2.67m (excluding risk)
- 1.3 Note the total estimated cost of the project at £2.96m (including 15% risk allowance)

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

The Sub-committee considered a resolution of the Barbican Residential Committee asking that consideration be given to the original budget allocation of £50,000 for the highwalks maintenance in and around the Barbican Estate was adequate and if this figure should be increased.

The Chairman asked for clarification of exactly what was being asked and suggested the term of the resolution was not within the locus of this Sub-committee.

Joyce Nash, Alison Gowman and Jeremy Mayhew all declared an interest in this item as Barbican Residents.

A Member, also Chairman of Barbican Residential Committee, clarified the position and explained that there were currently six committees dealing with maintaining different parts of the Barbican Estate and that that responsibility for maintenance of the Highwalk had been kicked around by a number of Committees. It had been proposed at Streets and Walkways Sub-committee to refer the matter to Corporate Asset Sub-committee.

Members discussed a range of issues relating to maintenance of the Barbican Estate Highwalk and where maintenance of this area should sit. It was

questioned whether maintenance in this area should continue to be part of the landlord account or become part of the Cyclical Works Programme.

It was acknowledged that maintenance of the Highwalk was getting stuck in the works between Committees and it was suggested that this Sub-committee could identify where the responsibility for maintenance sits and agree the next steps. Members agreed that it was important to find a way to progress the works.

The Director of Community Services provided additional background to the position and also clarified that the £50k budget currently allocated only offers provision to address immediate repairs as and when these were needed, which left a gap for ongoing maintenance and updating.

The Director of Community and Children's Services agreed to take the matter away and discuss amongst officers how to fill this gap in funding. Members stressed a clear steer had been given on the need to get the works undertaken.

**RESOLVED** - That the Director of Community and Children's Services would report back at the next meeting with options and proposals for taking forward future maintenance and funding of the Barbican Estate Highwalk.

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

The Sub-committee received a report of the City Surveyor providing details of progress in quarter 2 (July – September) 2019/20 against the 2019-24 Business Plan.

Members noted the update showed all KPIs were ahead of target for the period. Members were assured that the current overspend was recoverable and that a balanced budget would be achieved by the end of the financial year.

**RESOLVED** – That the contents of the report be noted.

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

The Sub-committee received a report that provided a quarterly update on the management of risks within the City Surveyor's Department.

Members noted the Risk Register had been updated and now included a risk relating to a backlog of maintenance. It was clarified that a Service Level Agreement was now in place between City Surveyor's Department and the Department of the Built Environment relating to maintenance of the Bridges.

**RESOLVED** – That the contents of the report and actions taken within the City Surveyor's Department to effectively monitor and manage risk be noted.

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

The Sub-committee considered a report of the City Surveyor presenting a high-level summary Business Plan for the City Surveyor's Department.

**RESOLVED** – That the high-level summary Business Plan for 2020/21 be approved.

**15. FM ARRANGEMENTS FOR GUILDHALL EVENTS**

The Sub-committee received a report of the Remembrancer providing an update on the creation of a single profit and loss (P&L) account showing the full direct and indirect cost of events.

The Remembrancer explained the P&L account was looking to achieve an appropriate attribution of costs relating to events at Guildhall. The Remembrancer clarified that further work was needed to refine percentages when considering paid for events through Remembrancer's Department against internal events run by departments.

A Member, also Chairman of Finance Committee, stressed the importance of costs being allocated appropriately to departments. The principle being that all direct and indirect costs were being allocated to an owner, but not all costs falling to the City Surveyor and Remembrancer. The Member suggested that where costs do not fall to the Remembrancer that they needed an owner and that he would be willing to consider increasing budgets to cover these additional costs.

The City Surveyor confirmed he was in full agreement with the arrangement set out within the report.

**RESOLVED** – That the content of the report be noted.

**16. CYCLICAL MAINTENANCE BACK LOG**

The Sub-committee received a report of the City Surveyor updating on the current position on the overall view of cyclical maintenance and repairs/renewal.

A Member referred to the overall cost of the maintenance and renewal backlog increasing over time and questioned whether in-roads would start to be made and with the figure reducing.

The City Surveyor highlighted the difficulty in undertaking a wholesale refurbishment of the entire operational property estate when in full occupation and suggested tactical decisions had to be taken when considering maintenance and renewal works. Prioritisation was crucial when considering how to spend money and this resulted in areas being undertaken in several phases to maintain the asset as operational and at full occupation. Members noted a draft new Corporate Asset Management Strategy would be presented at the next meeting with a review of condition standard and sustainability elements included as part of this. It was questioned whether the strategy target level of a good standard for building condition should be in place for all areas or be more selective on a building by building basis.

Members discussed issues relating to the maintenance and renewal backlog. It was suggested this was the first area to suffer when Committee budgets were

under pressure; there was a need to ensure properties were being maintained and renewed properly. The Chairman questioned if action was needed to prevent those areas and properties with a ringfenced maintenance and upkeep budget from doing a short-term trade off in their budgets and neglecting some of their maintenance responsibilities.

It was acknowledged that the position would become clearer following the outcome of the Fundamental Review. This would then provide a clearer position when arguing that the Cyclical Works Programme and other major renewal projects were not being funded to the right level given the condition of some of the assets.

**RESOLVED** – That the contents of the report be noted.

**17. 2019/20 QUARTER 3 ENERGY PERFORMANCE**

The Sub-committee received a report of the City Surveyor presenting the 2019/20 Quarter 3 Energy Performance results.

Members acknowledged the positive position with consumption going down, but questioned when the targets would become more challenging. Members noted there would be additional funding requirements associated with the more challenging options and that this would be part of the considerations for the second phase through energy projects and further investment.

**RESOLVED** – That the content of the report be noted.

**18. EXTREME WEATHER IMPLICATIONS**

The Sub-committee received a report of the City Surveyor setting out lessons learned from the exceptional rain experienced in a short period of time last year and what was being done to prevent damage to properties to ensure departments that occupy buildings are able to continue to deliver the required service.

The Chairman acknowledged that it was helpful for the Sub-committee to understand the lessons that have been learned from the extreme weather experienced.

**RESOLVED** – That the contents of the report be noted.

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

There were no questions.

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

There were no urgent items.

**21. 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.

**22. NON-PUBLIC MINUTES**

The non-public minutes of the previous meeting held on 7 November 2019 were approved as an accurate record.

**23. 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.

**24. ADDITIONAL CAPITAL FUNDS FOR CITY FUND PROPERTIES UPDATE REPORT**

The Sub-committee considered a report of the City Surveyor relating to an update on the Additional Capital Funds for City Fund Properties.

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

The Sub-committee considered a report of the City Surveyor relating to the future use of 20 21 Aldermanbury.

**26. WAIVER CITY CENTRE CONTRACT**

The Sub-committee considered a report relating to the City Centre.

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

The Sub-committee considered a report relating to provision of wireless and mobile equipment on City Corporation rooftops.

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

The Sub-committee received an update of the City Surveyor relating to the Asset Management Service Based Review.

**29. POWER PURCHASE AGREEMENT**

The Sub-committee received an update of the Chamberlain on the process for a Power Purchase Agreement.

**30. CITIGEN UPDATE**

The Sub-committee received an update of the City Surveyor regarding ongoing discussions with Citigen.

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

The Sub-committee received a report of the City Surveyor updating on West Wing Members Accommodation.

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

The Sub-committee received a report of the City Surveyor outlining a fire risk assessment during construction works.

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

The Sub-committee received a report updating on the City's Freehold title registration process.

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

There were no questions.

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

There were no items of urgent business

**36. FACILITIES MANGEMENT**

The Sub-committee considered a report relating to facilities management.

**37. GUILDHALL SECURITY**

The Sub-committee considered a report relating to Guildhall Security.

**The meeting ended at 3.40pm.**

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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.
P06/2020	Barbican Estate Highwalk	Report back on budget provision of £50k leaving a funding gap for maintenance of the highwalk. Report to address how to fill this funding gap.	Paul Murtagh	1 <sup>st</sup> April 2020	ONGOING  Report to be presented at next meeting on 15.09.20.

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<b>Committee:</b>	<b>Date:</b>
Corporate Asset Sub (Finance)	22 July 2020
<b>Subject:</b> Action Taken Between Meetings	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>

## Summary

In accordance with Standing Order 41 (a) and 41 (b), this report provides Members with the details of recent decisions taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Sub Committee.

## Recommendation

That the contents of the report be noted.

## Main Report

### Background

1. Standing Order 41(a) provides a mechanism for decisions to be taken between scheduled meetings of the Sub Committee, where in the opinion of the Town Clerk, it is urgently necessary for a decision to be made. Standing Order 41(b) provides a mechanism for decisions to be taken between scheduled meetings of the Sub Committee, where the Sub Committee has delegated power to the Town Clerk. In each case, the decisions are taken in consultation with the Chairman and Deputy Chairman of the Sub Committee.

### Urgent Action Taken

#### i. **Cyclical Works Programme 17/18 – Outturn & Carry Forward Report**

The City Surveyor requested that a portion of the Cyclical Works Programme (CWP) for 2017/18 be carried forward into a final fourth year, with one project being carried over for a fifth year, to enable more challenging projects to complete. Schemes in the CWP are detailed in the accompanying report at Appendix A. It was agreed that –

- Project R087AW025L 'West Smithfield over Thameslink' be carried forward to a fifth year, which required approval as this £131,000 expenditure is linked to a capital project that is dependent on the Museum of London;
- funding of £1,296,680 from the 2017/18 CWP programme be carried forward into 2020/21 financial year; the total is split as City Fund £401,299 and City Cash £895,381.

**ii. Guildhall Cooling Plant Replacement**

The Guildhall chillers which serve the West Wing and East Wing are at the end of their economical life and risk of failure is increasing. The existing system is also unable to meet cooling demands during very warm weather due to system design limitations.

In addition, maintenance costs of the cooling towers serving the chillers is high, currently £50k per year together with remedial chiller plant maintenance costs for 2019 costs of £20k. Some replacement parts are also no longer available from the manufacturer. It was agreed that –

- That a budget of £141,000 (excluding risk) is granted to reach the next Gateway and will be split across the three funds;
- Note total estimate cost range of £3.942m (excluding risk) to £4.324m (including £400k of costed risk post-mitigation) based on the most expensive option, and will be split across the three funds on an appropriate basis;
- That a Costed Risk Provision of £32,200 is granted to reach the next gateway (to be drawn down via delegation to the Chief Officer in consultation with the Chamberlain) and will be split across the three funds on an appropriate basis.

**iii. Public Address and Voice Alarm System (PAVA) Gateway 2 Project Proposal**

A 2019 document produced by the Centre for the Protection of the National Infrastructure (CPNI) and the National Counter Terrorism Security Office (NaCTSO) recommends premises, such as the Guildhall Complex, have an effective method of locking the building down and communicating with occupants in the event of a terrorist attack or natural disaster. The Guildhall complex has no such communication system or an effective, quick time lock down system.

The installation of the PAVA is a technical project that requires a detailed site survey and, due to its estimated cost, a procurement process. It was agreed that –

- That a budget of £88,000 is granted to start the upgrade doors work phase of the project;
- That a budget of £30,000 is granted for the PAVA project for the technical survey to progress to Gateway 3 / 4 via the regular approval track;
- Note the project budget of £118,000 at this gateway;
- Note the total upper range cost of the project at £1,500,000.

**iv. Guildhall Steam Plant Replacement Gateway 2 Project Proposal**

The Guildhall Complex steam generators are approaching the end of their economic life and the risk of failure is increasing.

The steam generators provide humidification to ventilation systems throughout the Guildhall Complex. Humidification is essential for maintaining environmental conditions within best practice guidelines and insurance requirements for preservation of artefacts and fabric in publicly accessible or storage locations within the Art Gallery, Amphitheatre, and other areas. It was agreed that –

- A budget of £85,000 (excluding risk) is granted to reach the next Gateway and will be split across the three funds;
- Note total estimated cost range of £1.012m (excluding risk) to £1.20m (including £189k of costed risk post mitigation) will be split across the three funds;
- That a Costed Risk Provision of £22,000 is approved to reach the next gateway (to be drawn down via delegation to Chief Officer in consultation with the Chamberlain) and will be split across the three funds.

**v. Energy Reduction Programme Phase 1 Gateway 2 Project Proposal**

The Corporate Energy Team propose a programme of 8 energy efficiency projects within the corporate operational site portfolio to provide savings of £236k a year with a simple payback under 5 years. The 8 projects will effectively be sub-projects progressed and managed as a single overall 'Phase 1' project. Resource Allocation Sub-committee has approved 'in principle' funding for this spend to save scheme as part of 2020/21 annual capital bids process. It was agreed that –

- A budget of £40,250 is approved to reach the next Gateway, consisting of £16,000 from City Fund reserves and £24,250 from City Cash reserves;
- Note the project budget of £1,153,000 plus estimated risk allowance of £60,700 to be funded £246,000 from Carbon Offset Fund with the remaining cost of £968,000 to be met from City Fund and City's Cash reserves;
- That a Costed Risk Provision of £10,100 is approved (to be drawn down via delegation to Chief Officer in consultation with the Chamberlain) to be funded £3,2000 from City Fund reserves and £6,900 City's Cash reserves.

2. In accordance with Standing Order 41 (a) and 41 (b), Members are asked to note the recent decisions taken by the Town Clerk in consultation with the Chairman and Deputy Chairman.
3. Copies of background papers concerning this decision are available from Chris Rumbles on request.

**Chris Rumbles**

Town Clerk's Department

T: 020 7332 3154

E: [christopher.rumbles@cityoflondon.gov.uk](mailto:christopher.rumbles@cityoflondon.gov.uk)

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## Corporate Asset Sub-Committee: Work Programme April 2020 - January 2021

COMMITTEE DATE	01/04/2020	03/06/2020	22/07/2020	15/09/2020	18/11/2020	tbc/01/2021
<b>SUSTAINABLE MANAGEMENT OF THE CORPORATION'S OPERATIONAL PROPERTY PORTFOLIO</b>						
<b>Corporate Property Asset Management Strategy</b>	Draft Corporate Property Asset Management Strategy 2019-24 Asset Management SBR report	Asset Management SB Review Update	Corporate Property Asset Management Strategy Asset Management SBR report	Asset Management SBR		
<b>City Surveyor's Business Plan</b>	Business Plan 2019/20 Q3 outcome report		Business Plan 2019/20 Q4 outcome report	Business Plan 2020/21 Q1 outcome report		Business Plan 2020/21 Q2 outcome report
<b>City Surveyor's Risk Register</b>	Risk Register 2019/20 Q3 report		Risk Register 2019/20 Q4 report	Risk Register 2020/21 Q1 report		Risk Register 2020/21 Q2 report
<b>Facilities Management</b>	Security update	Security update	Corporate FM update Security update	Security update	Security update	Security update
<b>Portfolio management information</b>				Annual report on Operational Property Portfolio		
<b>Operational Property Review</b> <i>(note individual assets will be reported as declared surplus by service committees) and other disposals</i>						
<b>Sustainability</b>	Sustainability Review report		Operational portfolio – external Sustainability Review report			
<b>UPKEEP, MAINTENANCE AND FURNISHING OF OPERATIONAL PROPERTIES NOT WITHIN THE REMIT OF ANOTHER SERVICE COMMITTEE</b>						
		CWP Q3/4 2019/20 progress report	Guildhall and Walbrook Wharf major projects progress report	CWP Q1/2 2020/21 progress report		
<b>TO MONITOR MAJOR CAPITAL PROJECTS RELATING TO OPERATIONAL ASSETS</b>						
			20-21 Aldermanbury letting report			
<b>RECOMMENDING THE ANNUAL PROGRAMME OF REPAIR AND MAINTENANCE WORKS</b>						

COMMITTEE DATE	01/04/2020	03/06/2020	22/07/2020	15/09/2020	18/11/2020	tbc/01/2021
				Cyclical Works Programme for 2021/22 Bid report  Cyclical Works Programme - options for improvement		
RESPONSIBILITY FOR STRATEGIES, PERFORMANCE AND MONITORING INITIATIVES IN RELATION TO ENERGY						
	Citigen update report  Energy Performance 2019/20 Q3 report		Citigen update report  Energy Projects update	Citigen update report  Energy Performance 2019/20 Q4 report  Energy Performance Q1 2020/21 report	Citigen update report  Energy Performance Q2 2020/21 Report	
MONITORING AND ADVISING ON BIDS FOR HERITAGE LOTTERY FUNDING						
	Heritage Estate Review	Heritage at Risk register progress report				

Peter Young  
11 June 2020



<b>Committee(s)</b> Corporate Assets Sub Committee  Efficiency and Performance Sub-Committee	<b>Date(s):</b> 22 July 2020  16th September 2020
<b>Subject:</b> Asset Management – Progress Report	<b>Public</b>
<b>Report of:</b> City Surveyor	<b>For Information</b>
<b>Report author:</b> Paul Friend, City Surveyor's Department	

## Summary

Following approval to the Asset Management recommendations by Corporate Asset Sub-Committee and Finance Committee in April 2019, officers have made significant progress in implementing the 17 recommendations. The implementation of these recommendations now provides a better platform for more efficient and effective asset management across the operational property estate, as progressed through the officer Operational Property Change Board and further evidenced by a strong pipeline of potential asset management opportunities.

Highlights from the implementation include the establishment and direction of the cross departmental officer Operational Property Change Board (OPCB), a set of new core standard processes for asset management activities and Operating Agreements between the City Surveyor's Department and Service/ Institutional Departments, progression of the smarter Guildhall Workplace, and replacement project initiated for the core property database OPN ( Oracle Property Manager).

Members are reminded the recommendations were approved on the assumption the existing 'decentralised' model for asset management on the operational property estate would remain as the operating model. Since then the Fundamental Review, the Governance Review, Target Operating Model and latterly Covid 19, have arisen which may have significant implications on the future implementation of the model of asset management and the governance arrangements that support it, such as Committee Terms of Reference, Standing Orders and Officer Scheme of Delegations. Accordingly, some recommendations have been progressed only to a point where it has been approved at officer level as previously advised to this committee in January 2020 e.g. to defer any further changes to Committee Terms of Reference and Officer Scheme of Delegations to give greater force to Standing Orders and compliance with new process and reporting requirements until these reviews have progressed further.

Notwithstanding the above, officers are confident the series of improvements to asset management, not least the maturing of Asset Management Plans and progression of the pipeline of opportunities, will continue to deliver added value and

efficiency to the City's management of its operational property estate, whatever the outcomes of the ongoing reviews.

The dedicated funding for the current programme has now closed. However, the need to manage our operational assets efficiently remains as important as ever, with an increased focus on realising revenue opportunities (either through reduced operational costs and/or additional revenue from underutilised assets) to support the City's medium-term financial position. Driving through these opportunities has continued resource implications; the risk is that without investment (or reprioritisation of existing objectives) any significant progress towards the realisation of financial benefits from opportunities and momentum in asset management planning will be delayed whilst the outcome of Fundamental Review and delivery of a new Target Operating Model is awaited.

The City Surveyor's Corporate Property Group has a strong track record of delivering enhanced capital receipts and increased revenue from the operational estate. In the past 3 years, CPG have delivered £69.5m of capital receipts and circa £4.2m in additional revenue (over and above additional revenue secured through lease management of the exiting third-party tenant portfolio). Accordingly, to maintain momentum, officers propose bringing forward a business case for the recruitment of additional fixed term contract posts to deliver identified revenue opportunities and continue to embed the recommendations (those completed and those still in progress or temporarily on hold due to the Fundamental and Governance Review)

## **Recommendations**

Members are asked to:

- Note the progress made with Asset Management recommendations
- Note where implementation of some recommendations has been paused so that when implemented they can be aligned with the outcomes of the Fundamental Review, Target Operating Model and Governance Review.
- Note this report will be followed by a business case and bid for additional resources (or reprioritisation of existing resources) to support delivery of the identified pipeline of high priority asset management opportunities to ensure that momentum is not lost in longer term asset management planning.

## **Main Report**

### **Background**

1. In April 2019, Finance Committee approved funding of £212,736 from Transformation Fund for two consultancy roles from Avison Young (Programme Manager and Departmental Seconded) for 12 months to support and co-ordinate implementation of the recommendations.
2. The Programme commenced in April 2019 with officer governance and oversight by the new Operational Property Change Board established under

the Chairmanship of Assistant Town Clerk / Director of Major Projects with senior officer representation from all relevant Service/ Institutional Departments, City Surveyor and other Corporate support services.

3. To the 31<sup>st</sup> March 2020, the expenditure incurred was £179,000, an underspend of £33,000 against the approved budget. The dedicated funding for this programme has now closed.

### **Current Operating Model for Asset Management**

4. Following extensive officer consultation, the Service Based Review report by GVA in 2018 did not propose fundamental change to the current officer governance arrangements, whereby, with the exception of core Corporate estate of Guildhall and Walbrook Wharf that is managed by the City Surveyor, Service/ Institutional Departments have responsibility for decision making and control over their assets and property income within Standing Orders. These Departments are supported by the City Surveyor's professional team and other corporate services, with member governance exercised through Committees and Corporate Asset Sub Committee as per existing Terms of Reference.
5. The approved recommendations sought to introduce improvements to this existing Operating Model and asset management practice that was capable of driving greater efficiencies from the operational estate and a consistency of approach (as represented in the diagram in Appendix 1).
6. Since September 2019 however, it has become apparent that the Fundamental Review will propose a new Target Operating Model (TOM) for the Corporation with associated changes to the organisational structure. When delivered, this could have implications for a number of the recommendations and how they are progressed. Accordingly, this report also identifies where full implementation of specific recommendations may be deferred until the impact of Fundamental Review and the TOM is fully understood and agreed, along with any changes to Member governance under the Governance Review.

### **Asset Management Recommendations – Progress and Status**

7. A detailed summary of progress and status of all recommendations is included in Appendix 2. Briefly, 6 recommendations are implemented, and 11 are partially implemented pending further conditionality.

### **Asset Management Opportunities across the Operational estate**

8. The Corporate Property Group (CPG) within the City Surveyor's department has a strong track record of negotiating and delivering enhanced capital receipts and increased revenue from the operational estate. In the past 3 years, CPG have delivered £69.5m of capital receipts and circa £4.2m in additional revenue (over and above additional revenue secured through lease management of third-party tenant portfolio).

9. The progress made now provides a better platform to build on the success identified in paragraph 8. To this end, the CPG have collated a pipeline of opportunities that could be delivered through proactive asset management. These include:
- Future capital receipts of up to c. £60-70m forecast from identified disposal targets to 2023 that will support the Corporation's Medium-Term Financial Plan.
  - Other opportunities to release land and buildings for disposal, generate new income streams, and deliver schemes that will improve or future proof services. These cannot all be fully quantified but includes assets with book or estimated market value of c.£350m and income potential of c £3m per annum.
10. In the longer term, the more proactive approach to Asset Management Plans will help better decision making and drive out further opportunities for capital and income generation through a robust and comprehensive 'asset challenge' programme. Benchmarks in GVA's 2018 report projected income growth and the reduction of occupancy costs from more effective asset planning and decision making in a conservative range of 1.5-2.5% which would equate to £1m to £1.5m p.a. benefit.
11. The timing and extent to which all of the above receipts and savings are achievable through an accelerated programme can only be assessed through further investment in asset management expertise as outlined below.

## **Resource Implications**

12. The governance changes, new operational processes and reporting requirements introduced will support the delivery of this pipeline by setting out a clear and rigorous approach to specific activities that should ultimately reduce the risk of re- working and delays in execution, that have been features of some projects over recent years.
13. Staff capacity is limited within City Surveyors and Service Departments to develop and progress these high value and complex opportunities and at the same time engage effectively in the asset challenge process and development of the next generation of asset management plans. Similarly, current governance arrangements, for example competing service departmental objectives, may also influence which of the pipeline of asset management opportunities are given priority and appropriate resources allocated to the same. Covid 19 and support for our operational tenants is also putting pressure on our existing resources.
14. Subject to your committee's support, a full business case will be prepared and submitted for approval to seek additional project focussed resources to progress and achieve outcomes for the pipeline of opportunities.

## Conclusion

15. The programme has made substantial progress in implementation of the previously approved asset management recommendations. Some have been implemented in full, others have been partially implemented and will continue to be implemented. A number of recommendations have been taken to a point where it is sensible to defer further action until the implications of the Fundamental Review and Governance Review are clear.
16. Whilst the Fundamental Review may in due course require the review and reshaping of some of the outputs delivered by this programme, the requirement for the Corporation to drive value and efficiencies from its substantial operational property asset base to support its medium term financial position will remain - and this can only be achieved through reinvestment in asset management and the targeting of strategic property expertise in the right areas.
17. Despite a strong track record in delivering enhanced capital receipts and additional revenue, the risk is that without further investment in asset management, progress towards the realisation of financial benefits from revenue opportunities and momentum in asset management planning will be slower.
18. The dedicated funding for the current programme has now closed. The recommended next step therefore is to bring forward a business case for appropriate additional resources or reprioritisation to support delivery of additional savings and capital receipts.

## Appendices

- Appendix 1 – Current Operating Model for Asset Management
- Appendix 2 – Progress and Status

### Paul Friend

Head of Corporate Asset Management, City Surveyor's Department

T: 020 7332 1497

E: [paul.friend@cityoflondon.gov.uk](mailto:paul.friend@cityoflondon.gov.uk)



<b>Committee(s):</b> Property Investment Board – For Information Corporate Asset Sub (Finance) – For Information	<b>Date:</b> 22 July 2020 22 July 2020
<b>Subject:</b> Business Plan Progress 2019-24 Quarter 4 2019/20	<b>Public</b>
<b>Report of:</b> The City Surveyor (CS 203/02)	<b>For Information</b>
<b>Report author:</b> John Galvin / Faith Bowman Business Performance and Improvement	

## Summary

This report provides details of progress in quarter 4 2019/20 against the 2019 – 24 Business Plan, an update on the commercial property market, and a financial statement.

Fourteen of the department's seventeen performance indicators were ahead of target (green) at the end of the year. One indicator (MSCI Performance) was provisionally assessed as green whilst we await final figures. KPI. 2 – Energy Consumption is routinely reported a quarter in arrears. Two indicators finished the year behind target and are detailed below. KPI. 3 was less than 1% off target so has been assessed as amber.

Reference	Title	Committee	Outturn	Target
KPI. 3	Space Utilisation	Corporate Asset Sub Committee	£3653 / FTE	£3620 / FTE
KPI. 5	Adherence to Budgetary Spend Profiles	Corporate Asset Sub Committee, Property Investment Board	84% of projected spend delivered	To deliver between 95% and 105% of projected spend

Also included is the financial outturn for the City Surveyor's Department. At the end of the year the department was £320,000 (1%) overspent on the overall local risk budget. The principal reason for the overspend was the decision in late March to waive the service charges for Phase 6 Leadenhall Market cyclical external repairs and redecorations. In accordance with Financial Regulations this overspend will be carried forward to be recovered against the 2020/21 local risk budget.

City Surveyor's Department continued to manage the City of London's property assets in a challenging environment. In addition to achieving the majority of the Key Performance indicators there were some other notable achievements. These included vacant possession of 100 Brewery Road (light industrial) and the conclusion of pre-contract investigations, with the site now ready for a major refurbishment (42,400 sq ft). The unconditional sales of Wood Street and Snow Hill completed at £54.9m in

January 2020, with nil-rent leasebacks to the City of London Corporation for the temporary use for the City of London Police. Sale prices achieved were in excess of expectations.

More recently the department has been working hard to ensure the continued operation of key sites during the period of Covid-19 shutdown. This has included security and essential building maintenance, ensuring that critical services were maintained for City communities. The department is now commencing the process of preparing sites for further re-occupation. The commitment of departmental staff has been commendable throughout this challenging period.

These activities and many more contribute to not just the department's aims and objectives, but also enable the wider organisation to service their communities in pursuit of the City of London's Corporate Plan.

### **Recommendation(s)**

That Members 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 4 (January – March) against the 2019-24 Business Plan.

#### **Current Position**

2. This report provides the latest budget information which is set out in Appendix A. Appendix B provides a detailed table of the department's Key Performance Indicators (KPIs). Charts of performance indicators that are of interest to your Committee are included in Appendix C.
3. In addition, Members receive regular monitoring reports covering Rent Reviews, Lease Renewals, Arrears, Vacancies and Delegated Decisions. These provide indications of the current market situation, particularly for directly managed properties.
4. A separate monitoring report on the risks within the department is also presented at this meeting.

#### **Financial Statement**

5. The 2019/20 outturn figures reveal that, against a latest budget of £32.2m, the City Surveyor's Department overspent its local risk for the year by £320,000 (1%). The principal reason for the overspend was the decision in late March to waive the service charges for Phase 6 Leadenhall Market cyclical external repairs and redecorations. This amounted to some £363,000 of income foregone and tipped the outturn into overspend. Further details of the outturn are set out in Appendix A



6. In accordance with Financial Regulations the £320,000 deficit on the total of a City Surveyor's local risk budget will be carried forward and recovered from the department's budget allocation for 2020/21.
7. On a more positive note, rental income, which is budgeted under central risk, is forecast to be £2.009m higher than the Latest Approved Budget for 2019/20. This extra income is principally on Bridge House Estates.

## **Market Commentary**

8. A rebound in the central London office investment market at the start of the year following the Conservatives comprehensive election victory has been promptly overshadowed by COVID-19. According to the industry experts, Avison Young, £2.40bn was transacted in the first three months of 2020 which was 22% below the 10-year average for the period, and 12% below the same time last year. Transaction activity in April to June will be much lower reflecting the impact of COVID-19. There is evidence of a flight to safety as the limited pool of investors still in the market seek assets with long leases or let to the government.
9. Avison Young reported that central London office take up over January – March 2020 totaled 2.4 million sq ft which was 28% below the last three months of 2019, but only 8% down on the 10-year average. A significant decline is expected in over the next three months, not least because physical building inspections have stopped. On the plus side the development pipeline is constrained with 51% already pre let and just 3.0 million sq ft of new space available. However, availability may increase as occupiers begin to release space back to the market because staff continue to work from home or businesses contract as the economy weakens. In respect of the retail sector a significant number of tenants are struggling to pay rent on existing sites and unsurprisingly are not expanding at the current time.
10. JLL's Prime City yield is 4.00%, which compares with the West End prime yield of 3.50%. Prime rents in the City are £65psf - £75psf, the West End £105psf-£115psf, City Fringe £60psf - £70psf and Docklands £45psf - £50psf.

## **Overall Progress**

11. A RAG status 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 4.

Status <sup>1</sup>	Green	Amber	Red	TBC	N/A
Corporate Asset Sub Committee	10	1	1	1	0
Property Investment Board	12	0	1	0	0
Overall <sup>2</sup>	14	1	1	1	0

12. Fourteen of the department's seventeen performance indicators were assessed as green at the end of the year. One indicator (MSCI Performance) was provisionally assessed as green whilst we await final figures. KPI. 2 – Energy Consumption is routinely reported a quarter in arrears.

13. The following indicators finished the reporting year behind target:

- KPI. 3 – Space Utilisation (CASC)  
Outturn at £3,653 / FTE against a target of £3,620 / FTE  
Amber

The figure achieved at the end of the year was less than 1% above the target set. Whilst performance did not achieve the end of year target, it should be reflected the equivalent position at this stage last year was £4,702 / FTE, so a significant reduction has been achieved. The planned moves from Walbrook Wharf have successfully been completed and the vacated space has been re-let commercially.

- KPI. 5 – Adherence to Budgetary spend Profiles (CASC/PIB)  
The objective is to ensure actual spend compared to the revised budget is within the band 95% to 105%. Outturn was 84.15%.  
Red

The drivers of this underspend were twofold. There were some projects associated with the Additional Works Programme (AWP) & Cyclical Works Programme (CWP) that were slightly behind target. A report is being presented to CASC in relation to these activities.

Secondly, there was some property project spend which could not be undertaken within year due to delays. These projects are being monitored closely.

## Notable Achievements

14. The City Surveyor's Department has continued to deliver results for the organisation in support of the new Corporate Plan.

A full list of the City Surveyor's achievements is available upon request.

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

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

## **Data Quality Assurance**

15. The City Surveyor is satisfied the data collected for the governance of projects, monitoring of the department's business plan and other objectives is consistent, high-quality, timely, comprehensive and supports good decision making within the department.

## **Conclusion**

16. The City Surveyor's Department has continued to effectively manage the City of London's property assets in a challenging environment. Overall, the 2019-20 year was positive for the department, with nearly all KPIs achieved.
17. Looking forward, the impact of Covid-19 on departmental delivery will undoubtedly be challenging. However, the department is well placed to achieve its objectives, whilst effectively managing its risks.

## **Appendices**

Appendix A	Budget Monitoring Statement
Appendix B	Key Performance Indicator Table
Appendix C	Headline Performance Charts

## **Background Papers**

The City Surveyor – The City Surveyor's Business Plan 2019-24  
The City Surveyor – Business Plan Progress Report Quarter 1 (CS 368/18)  
The City Surveyor – Business Plan Progress Report Quarter 2 (CS 496/19)  
The City Surveyor – Business Plan Progress Report Quarter 3 (CS 058/20)

### **Faith Bowman**

Performance & Compliance Management Officer

T: 020 7332 3494

E: [faith.bowman@cityoflondon.gov.uk](mailto:faith.bowman@cityoflondon.gov.uk)

### **John Galvin**

Business Performance Manager

T: 020 7332 3269

E: [john.galvin@cityoflondon.gov.uk](mailto:john.galvin@cityoflondon.gov.uk)

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<b>Committee(s):</b> Property Investment Board – For information Corporate Asset Sub (Finance) Committee – For information	<b>Date(s):</b> 22 July 2020 22 July 2020
<b>Subject:</b> City Surveyor's Departmental Risk Register – June Update	<b>Public</b>
<b>Report of:</b> The City Surveyor (CS 202/20)	<b>For Information</b>
<b>Report author:</b> Faith Bowman / John Galvin City Surveyor 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.

The City Surveyor department currently has six amber risks on its Departmental Risk Register (Appendix 1). Furthermore, the department is managing four additional risks – two red, one amber and one green – in response to Covid-19 (Appendix 2).

The City Surveyor Department also manages the repairs and maintenance risks associated with the City Bridges (Appendix 3), which currently notes three red risks.

Finally, the department is managing one additional red risk which is non-public (Appendix 4).

The red risks currently being managed by the department in response to Covid-19 are:

- CVD19 SG PROP 01 – Impact on investment portfolio  
Current risk score 16 (Red)
- CVD19 SG PROP 02 – Property projects  
Current risk score 16 (Red)

The red risks pertaining to the City Bridges are the following:

- 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(s)

Members are asked to:

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

## **Main Report**

### **Background**

1. The Risk Management Strategy 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) has determined that they will receive the City Surveyor risk register on a quarterly basis.
2. This report separates the overall departmental risk register (Appendix 1), the departmental responsibilities in relation to Covid-19 (Appendix 2), and the repairs and maintenance items in relation to the City Bridges (Appendix 3). There is a further risk which has been included separately due to being non-public (Appendix 4).
3. Risks are reviewed regularly by the department's Senior Management Team (SMT) in line with the organisation's Risk Management Framework (RMF). Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour.

### **Current Position**

4. The City Surveyor departmental risk register currently contains six amber risks. The details of each of these are included in Appendix 1.
5. Coronavirus clearly has had a significant impact on the operation of the department and the organisation. In response the City of London Corporation has instituted a number of thematic governance groups to co-ordinate the organisation's response. Risks associated with Covid-19 for which the department is contributing are being updated frequently. The information presented in Appendix 2 is that following the updates of 09 July. This includes two red risks, one amber risk and one green risk. These risks are also being reported through to Audit and Risk Management Committee on a regular basis.
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 3.

### **Changes since last review**

7. The principal change since the most recent report (March) relates to the inclusion of the thematic Covid-19 risks (Appendix 2). These are dynamic in nature and are consequently being assessed frequently to account for new information and guidance. The four risks that are currently being managed by the City Surveyor's Department are:

- A. CVD19 SG PROP 01 – Impact on investment portfolio  
Current risk score 16 (Red)

This risk is looking at the impact of coronavirus on our property investment estates, particularly in relation to rental income.

B. CVD 19 SG PROP 02 – Property projects  
Current risk score 16 (Red)

This risk considers how our property projects will be impacted, through the potential for increased time or cost, as a result of Covid-19.

C. CVD 19 SG PROP 03 – Property projects – Site closures  
Current risk score 8 (Amber)

In certain circumstances it may no longer be possible to continue at a site due to an inability to comply with PHE/HSE guidance.

D. CVD 19 SG PROP 04 – Team and contractor resilience  
Current risk score 4 (Green)

This risk relates to the delivery of facilities management (FM) services to City of London buildings by both internal FM teams and their service contractors.

8. In relation to the departmental risks (Appendix 1), the key changes since the last review was presented to Committee are:

A. SUR SMT 012 – Management of City Bridge and River Walls  
Current risk score 4 (Green)

A Service Agreement has been agreed and implemented between City Surveyor's Department and Department of the Built Environment. This codifies responsibilities relating to the management of these assets. Regular meetings are now being held, key issues discussed, and information communicated. Due to this improved relationship it is appropriate that this risk is de-escalated from the departmental risk register. It will continue to be monitored on the City Bridges risk register.

B. SUR SMT 016 Health and Wellbeing of Staff  
Current risk score 6 (Amber)

This is a new emerging risk for the department that has escalated up from all Groups. It gives attention to the health and wellbeing of staff during the Covid-19 pandemic.

The City Surveyor has led mitigating actions against this risk by organising regular all staff sessions using the collaborative application Microsoft Teams. Regular interaction is being encouraged at all levels throughout the department such that issues can be identified and escalated as appropriate, and signposting undertaken. The department has also instituted a regular newsletter communication, the most recent of which was distributed in early June.

## Heatmap

9. 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 public departmental risks (right). This relates to the information presented in Appendix 1 (departmental), Appendix 2 (Covid-19) and Appendix 3 (City Bridge)

risks. A comparison with the those presented at the last report (March) is included as the table on the left. Note that this is not tracking individual risks over time, rather it is a snapshot comparison of our overall risk profile.

10. Members will note the increase in the total number of risks from early March (9) to June (13). This reflects the impact of Covid-19 and the four risks that the department is managing in response to this item.

	Minor	Serious	Major	Extreme
Likely			2	
Possible		2	3	
Unlikely			1	1
Rare				

Table 1: March 2020 Risk Heatmap

	Minor	Serious	Major	Extreme
Likely			4	
Possible		2	3	
Unlikely		1	2	1
Rare				

Table 2: June 2020 Risk Heatmap

## Conclusion

11. 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 and the organisation's RMF.

## Appendices

- Appendix 1 – Departmental risk register
- Appendix 2 – Covid-19 thematic risk register
- Appendix 3 – City Bridge top risks
- Appendix 4 – Non-public risk

## Background Papers

- The City Surveyor \_ Risk update – March 2020 (CS 060/20)
- The City Surveyor – Risk update – December 2019 (CS 500/19)
- The City Surveyor – Risk update – September 2019 (CS 372/19)

**John Galvin**

**Faith Bowman**

Business Performance and Improvement

T: 020 7332 3269

E: [john.galvin@cityoflondon.gov.uk](mailto:john.galvin@cityoflondon.gov.uk)



<b>Committee(s):</b> Corporate Asset Sub Committee	<b>Date(s):</b> 22 <sup>nd</sup> July 2020
<b>Subject:</b> Corporate Facilities Management – Update Report	<b>Public</b>
<b>Report of:</b> City Surveyor	<b>For Information</b>
<b>Report author:</b> Alison Bunn – Head of Facilities Management	

## Summary

The following report gives an update on the key workstreams being undertaken by the Corporate Property Facilities Management (CPFM) team before the Covid-19 pandemic and highlights the works being undertaken by the team as part of the Covid-19 pandemic.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Part 1 Pre Covid-19:

#### Contract Management & CAFM

1. The new Framework for the Fire Risk Assessment has been awarded to Turner & Townsend and Oakleaf Surveying it will start on the 1<sup>st</sup> June 2020 for a three-year period with an option to extend for a further year.
2. The re-tender of the catering contract for The Gild staff restaurant has begun with the new supplier starting at the end of August 2020. The tender exercise also includes the City of London Police site as Bishopsgate police Station and the Barbican and Guildhall School Green Rooms and Kiosks.
3. Work continues with the Computer Aided Facilities Management (CAFM) System to ensure that it acts as the single repository for the City's property related documents. This includes up to date plans, schematics, compliance certification, reactive and planned maintenance tasks and works scheduling.
4. The contract with MICAD our CAFM system has been extended for a further year until November 2021 we are now making plans to go to out to tender for the new system with the specification being drawn up and agreed with all stakeholders within the organisation.
5. Appendix 1 shows the KPI contractor performance for the last 6 months (Dec - May). Overall, the performance of our contractors is good and allows us to develop the working partnership that we are aspiring to achieve. Any failures are dealt with by an action plan that is immediately implemented, and financial penalties are applied.

## **Guildhall Facilities Management**

6. Work has begun on enhancing the kitchenette spaces in the complex to ensure they provide better facilities for employees this includes upgrading the dishwashers, fridges, noticeboard management and decorating the area.
7. Work has also begun to enhance the gym and changing room facilities in the North Wing to lighten the area and give it a more modern feel.
8. Some projects were brought forward, under the FM team, for example: replacing carpet NW ground floor, City Centre toilet replacement, Members kitchen works, replacement of critical plant, etc.
9. Recruitment has started for a Technical Services Manager which will replace the old Property Facilities Manager role as it was felt a more technical person was required to ensure that our contractor Skanska were working correctly and in line with current regulations.
10. The FM team worked tirelessly to ensure that the overall Guildhall budget came in underspent at the end of the financial year.

## **Health and Safety - Property**

11. The Health & Safety Property team continue to produce and update policies and procedures with Legionella, Building Compliance Standards, Heritage Site Fire Compliance, Lifting and Work Equipment being published.
12. A Fire Compliance Officer has started carrying out audits on the Fire Risk Assessment's for the City. The outcome of the audits is being reported to the Health, safety and Wellbeing Committee on a quarterly basis.
13. Guidance has been written on battery charging units and electric vehicle fast charging which has put us ahead of many other organisations within the country.
14. The team have delivered asbestos awareness training and legionella courses for staff within the organisation to ensure they have the most up to date knowledge and awareness
15. Specific investigations undertaken by the Team have included the responsibility for HV transformers and investigation into accidents and incident such as asbestos at Central Criminal Court.
16. A new apprentice Thomas Cohen has been recruited to the team due to Covid-19 Thomas's start date has been delayed but it is hoped he will be undertaking the role during the summer.

## **Corporate Property Facilities Management**

17. Proposed changes to the team were agreed by this Committee in February 2020, at present these changes are on hold whilst the Covid-19 pandemic continues but it is hoped that we will be able to implement these changes by the end of the year.
18. Jessica Lees has been appointed as the Interim Deputy Head of CPFM to cover Karyn Burnham who is on maternity leave, Jessica will be in post until Mar 2021 when Karyn returns.
19. Work is underway to bring a remote display service to the public lifts which will show all public lift availability at each location. It is intended to pilot the service at Blackfriars Public Lift and if successful we will roll out to the remaining public lifts.

20. A risk register for corporate property buildings is being compiled from an asset performance prospective, the register will detail locations and assets that may potentially cause service failure and how we can mitigate against that.
21. The team have been working on the annual CWP 2021/22 bid list which will be presented to this Committee in September to ensure it represents the needs of our clients and allow us to maintain all properties in a fair to good condition.

## **Part 2 – Covid-19 works**

22. Creation of a process for decontamination cleans in buildings that have a Covid-19 case including a thorough reviews of the RAMs for the decontamination clean itself
23. Ensure that all buildings were closed in a safe and statutory complaint way keeping them secure and crime free
24. Identifying critical buildings such as the Markets, Police Sites, Cemetery and Crematorium, Port Health Offices, Heathrow Animal Reception Centre and Walbrook Wharf which remained operational throughout and provide an enhanced FM service to them so they could remain operational.
25. Maintaining the Guildhall Complex to allow the Department of Communities and Children's Services to continue to operate out of the building.
26. Work with our corporate contractors to identify what services were required during the lockdown period and which we could pause which has resulted in cumulative savings of £500k for March, April and May so far.
27. Realigned the work of our contractors to support other organisations such as The Met Police contract for Servest our corporate cleaning contractor and both Servest and ISS our corporate security provider delivering services at the YHA at St Pauls which is being used by the City to house our rough sleepers.
28. Creation of a return to service tracker incorporating each of our FM suppliers to identify what is required to bring buildings back into service
29. Carry out ongoing and deep cleaning throughout premises, including disinfecting IT equipment like phones and keyboards
30. Verification of a premises risk assessment to ensure that buildings have met all the checklist criteria to ensure they are being opened in a safe and secure way
31. Ensuring our contractors are working in line with the latest Government Guidance in relation to cleaning our properties
32. Operation of the Guildhall post room for incoming and outgoing post once a week to ensure that all large mailshots have been completed on time
33. Working at the Guildhall to ensure the North Wing is ready to be open for Phase 1 return on the 22<sup>nd</sup> June 2020, including all practical works such as signage, floor markings and creation of a best practice guide so staff who are returning are aware of what we are doing to make the building safe and secure for them
34. Provide a fire safety guidance note for buildings that have less than usual occupancy and how that can be managed
35. Produced detailed guidance on ensuring water safety when buildings are brought back into operation
36. Create an FAQ's document for each FM contractor to highlight the key areas that are being undertaken by them including working practices, RAMS and use of PPE
37. Allow the Guildhall Bedrooms to remain open and serviced for key workers on the Covid-19 pandemic

38. Creating a central Teams site where all the FM related information can be stored so it is accessible for all our clients.
39. Reviewing contractor RAMs to ensure they are COVID-19 compliant before commencing work

- Appendix 1 – Contractor KPI Performance Dec 2019 – May 2020

**Alison Bunn**

Head of Facilities Management – City Surveyor's

T: 020 7332 1069

E: [Alison.bunn@cityoflondon.gov.uk](mailto:Alison.bunn@cityoflondon.gov.uk)

<b>Committee</b> Corporate Asset Sub Committee	<b>Date</b> 22 July 2020
<b>Subject:</b> Security Update	<b>Public</b>
<b>Report of:</b> City Surveyor	<b>For Information</b>
<b>Report author:</b> Simon Causer – Head of Security	

## Summary

The following report gives an update on the key security issues ongoing across the Corporate Estate.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Guildhall

1. The Project team have been working through the Public Address/Voice Alarm proposal. This is at an early stage with a 32 week work schedule being suggested with indicative costs that are within the approved budget.
2. The project to upgrade the CCTV system as part of the Cross Cutting programme of work is nearing completion. Conversations are taking place with City Police about how this will link into their Secure City programme. Simon Causer has taken on the role of Single Point of Contact for all issues relating to the use of CCTV by the Corporation and is working with CPG sites to ensure compliance with Home Office guidance.
3. Work to fix the vehicle blocker at the entrance to the MCP will be completed within the next 2-3 weeks. A fault in the system arose as a result of rats chewing through the cables. A rather unpleasant rats nest had to be cleared before work on this could commence.
4. The door lock upgrade is nearing a position where work can commence, as with all projects the pandemic delayed the site survey. Skanska are engaged on this.
5. The work to replace the doors in the east and west of the north wing with swing arm barriers has been a victim of the pandemic but this will recommence as soon as the required officers return to work. Security is not being compromised by this delay.
6. During this period of reduced activity, the number of security officers required on site is approximately half that of 'normal times'. As a result of the reduced activity we are showing a £180k saving against the security budget in Q1.

### **Central Criminal Court**

7. Trials have recommenced after a brief interlude. The security team are well protected with revised operating protocols. It is pleasing to hear that none of the security team went down with the virus despite the initial fears of what this would mean.
8. As with the Guildhall CCTV, their programme of works is nearing completion with a scheduled handover on or about 25<sup>th</sup> July.
9. A case of note will be an appeal hearing by Julian Assange in September. This is likely to draw large crowds and protest activity. CCC are engaged with City Police with regards to the security plan for this.

### **Mansion House**

10. Mansion House also has CCTV installation activity. The lull in activity has allowed the work to catch up on lost time.

### **Barbican**

11. There are no security issues to report on for the Barbican at this stage.

### **Tower Bridge**

12. Tower Bridge has reopened with no reported issues but with a significantly reduced footfall.

### **Wider Security Issues**

13. The Centre for the Protection of the National Infrastructure has issued several documents with revised guidance regarding the terrorist threat. The checklist of advice is being applied across the Corporate Estate to ensure our security stance remains strong and fit for purpose.

<b>Committee(s)</b> Barbican Board Corporate Asset Sub Committee	<b>Date(s):</b> 22 <sup>nd</sup> July 2020 22 <sup>nd</sup> July 2020
<b>Subject:</b> Barbican Centre Capital CAP Programme – Annual Report (2020)	<b>Public</b>
<b>Report of:</b> Managing Director, Barbican Centre	<b>For Decision</b>
<b>Report author:</b> Cornell Farrell – Head of Engineering and Projects	

## Summary

The Capital Cap system commenced in 2003/04, funding many construction/refurbishment and other projects at the Barbican Centre. The final year of Capital Cap funding was 2016/17; a proportion of the funding has had to be carried forward each year to allow the completion of projects. This report is requesting the final carry-forward to 2020/21.

This report:

- Updates members on progress since the last report
- Sets out the reasons why expenditure is still required in 2020/21

## Recommendation

Members are asked to

- Approve the carry forward of **£109,375.18 (ex. VAT)** to 2020/21
- Note the report
- Expect a Capital Cap Closure Report later in the year

## Main Report

## Background

1. The Centre operated a ring-fenced Capital Cap System until 2016/17. This is a budget allocated for capital works, agreed by members at the beginning of each Cap period.
2. The previous annual update report was received by members in 2018. The report showed that although the Capital Cap system is no longer used, there were three outstanding Cap projects still to be completed; the Car Park and Other Signage (Phase 3), the Concert Hall 2016 (Phase 1) and the Sand & Seal Woodblock Flooring projects.
3. The purpose of this paper is to advise members of the progress of those remaining Capital Cap projects and to seek approval to carry funding forward to 2020/21 to allow final account payments and the closure of the Centre's outstanding Capital Cap projects.
4. This report does not include an update on projects funded by the Cyclical Works Programme (CWP). A separate report which summarises CWP project progress is sent to the Barbican Board and Finance Committee of the Barbican Board on a bi-monthly basis.

### Current Position

5. The table below sets out the current position of the three Capital Cap Projects:

Project Title	Last Gateway Past	Comments
Car Park & Other Signage phase 3	GW 5	<p>In 2017, 6 out of 8 new 'Barbican branded' signs were installed in the Barbican Centre; the remaining 2 signs required Listed Building Consent (LBC). The LBC application for the remaining 2 signs was validated on 16<sup>th</sup> April 2018 however it proved to be contentious because the new signage was illuminated and located near resident apartments. The consent also asked for the removal of the two 4Bs sign that are part of the listing.</p> <p>Despite the Centre's best efforts to compromise and investigate alternative locations for the new and old signage, the planning application received a significant number of objections. After lengthy conversations with the City of London Planning Section, the Barbican Directors decided to withdraw the planning application.</p> <p>The final account and outcome report are to be drafted and submitted for verification.</p>
Concert Hall 2016 Phase 1	GW 5	<p><b>Phase 1 Piano Lift</b> - There have been significant operational issues since the new Concert Hall piano lift was installed in 2017. There is one outstanding 'snag' which remains unaddressed to date. The Barbican Project Department have recently come to an agreement with the contractor to resolve this outstanding issue.</p> <p>The project has stalled for several other reasons, not least of which is the departure of four Project Managers who have been responsible for this project at some point over the past 3 years.</p> <p>There are some outstanding contractual issues to resolve but the Centre has now agreed final accounts and will proceed to make final payments owed to the contractor and consultants if the carry-</p>



Concert Hall 2016 Phase 2	GW 5	forward is approved by members. This will allow an outcome report to be drafted and formal closure of the project.  <b>Phase 2 Projector Room Cooling</b> – These works are now complete. Final account has been agreed. Outcome report will be submitted once phase 1 is complete.
Sand & Seal Woodblock Flooring	GW 7	This project is complete.  Gateway 6 outcome report was approved by Barbican Board and Project Sub Committees in January 2020.

### Financial information:

Barbican Centre Capital Cap Projects			
Project Title	Spent up until 2017/18	Anticipated spend 2020/21	Total estimate
	£'000	£	£'000
Car Park & Other Signage (phase 3)	101	0	101
Concert Hall 2016	681	109,375.18	790
Sand & Seal Woodblock Flooring	117	0	117

### Options

- The purpose of this report is to provide members with an update on the Centre's remaining Capital Cap projects and to seek approval to carry forward funding to the 2020/21 financial year in order to make final payments and close the Centre's Capital Cap programme. The payments are contractually owed by City of London which is why the carry-forward is the only option proposed.

### Proposals

- This report proposes and recommends that members approve the revised Capital Cap expenditure plan for 2020/21. This will allow final payments and the closure of the Centre's remaining Capital Cap projects.

### Corporate & Strategic Implications

8. Capital Cap projects delivered at the Centre consist of building and/or engineering work. Under the Capital Cap these were often major improvement schemes, building fabric repairs or plant upgrade/replacement initiatives. Maintaining the fabric and infrastructure of the building assists in contributing to one of the City's twelve outcomes 'our spaces are secure, resilient and well-maintained'.

The City of London Corporation introduced the Cyclical Works Programme (CWP) in 2017/18 which replaced the Capital Cap.

## **Implications**

9. 2016/17 was the last year of Capital Cap funding however for reasons stated in this report there have been significant delays to three of the Centres projects which required the funding to be carried forward.
10. These projects cannot be completed unless approval is given to this report to pay the outstanding monies owed.
11. Settling these accounts and closing these projects will allow the completion of the Barbican Centres Capital Cap System. Members can expect a Capital Cap Completion report later in the year. The progression from the Capital Cap System to the CWP system will then be complete.

## **Conclusion**

12. There are three Capital Cap projects which are partially outstanding. They all have sufficient budget allocated to pay for remaining works.
13. Although the Capital Cap system ended in 2016/17, these three projects and associated budgets were carried forward because works were not completed in the financial period.

## **Appendices**

- None.

## **Background Papers**

Barbican Centre Capital Cap Project Update Reports 2003-2018

### **Cornell Farrell**

Head of Engineering and Projects

T: 020 7382 7322

E: [Cornell.Farrell@barbican.org.uk](mailto:Cornell.Farrell@barbican.org.uk)

# Agenda Item 15

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<b>Committees:</b> Corporate Project Board -for information Projects Sub - for decision CASC – for decision	<b>Dates:</b> 04 February 2020 24 February 2020 22 July 2020
<b>Subject: Guildhall West Wing Barriers</b> <b>Unique Project Identifier: 11782</b>	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> City Surveyor CSD 015/20 <b>Report Author:</b> Chris Hartwell, Assistant Director, Operations Group, City Surveyor's	<b>For Decision</b>
<b>PUBLIC</b>	

## Summary

<b>1. Status update</b>	<b>Project Description:</b> The provision of enhanced physical security for Guildhall West Wing Reception. <b>RAG Status:</b> Green <b>RAG Status at Gateway 5:</b> Green <b>Risk Status:</b> Low <b>Risk Status at Gateway 5:</b> Low <b>Costed Risk Provision Utilised:</b> Nil <b>Final Outturn Cost:</b> £87,799.31
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b> Members are asked to approve the content of this Outcome Report, and that the Project will be closed.
<b>3. Key conclusions</b>	The objectives set at Gateway 1/2 were to enhance physical security to Guildhall West Wing reception by providing barriers in accordance with the recommendations of Counter Terrorism Security Advisers (CTSA) report July 2015.

	<p>The project was successfully completed to scope/specification, on programme and within the project budget set at Gateway 5. All objectives were achieved.</p> <p>The project was separated out from the wider over-arching security improvement project to hasten delivery but was initiated by non-technical staff with little experience of project management. Early engagement with the team expected to deliver the project would have improved programme forecasting, allowed earlier identification of risks, obstacles and options.</p>
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## **Main Report**

### **Design & Delivery Review**

<b>4. Design into delivery</b>	The final design met the recommendations of the CTSA
<b>5. Options appraisal</b>	Design options were limited by the desire to install equipment compatible with existing barrier equipment in the North Wing and . Lengthy stakeholder engagement was necessary to achieve agreement on features such as height of the gates. In the event increased height gates were chosen which provided greater security than the standard size (as fitted in North Wing). Full height (i.e. to ceiling) gates were also an option but considered unnecessary and difficult to install.
<b>6. Procurement route</b>	The specialist equipment and its installation were procured from Boon Edam via waiver WLOF0017. The associated works were procured via Sykes & Son Ltd on the Minor Works Framework, the works being suitable for that route.
<b>7. Skills base</b>	Although the project was initiated by non-technical staff, in-house Operations Group electrical engineering staff produced the design and specification to integrate the specialist barrier equipment with existing building services and managed delivery of the project.
<b>8. Stakeholders</b>	Key stakeholders included Members, Remembrancers Guildhall asset management and Guildhall FM teams. Aligning the views of all with the requirements of the CTSA brief took time which had not been planned for at the initial programming stage.

### **Variation Review**

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<b>9. Assessment of project against key milestones</b>	The project followed the four month programme defined at Gateway 5 with the barriers fully operational on 2 <sup>nd</sup> May as programmed.
<b>10. Assessment of project against Scope</b>	The scope of the project remained unaltered and was met.
<b>11. Risks and issues</b>	There were three outstanding risks identified at GW5; No late changes to design were requested, the extent of enabling works was within what had been envisaged and impact on and of Guildhall operations was minimised as intended.
<b>12. Transition to BAU</b>	<p>The works were completed satisfactorily. Handover to operators (Guildhall security) and first response maintainers (Guildhall in-house teams) was completed prior to bringing the new barriers into operation. The operation and maintenance manuals were supplied, the asset register was amended, and the new plant was added to the Building Repair and Maintenance contract.</p> <p>Some users needed reminding that only a single access card should be presented to the card readers, and that no card was required to exit the barriers.</p>

### Value Review

13. Budget

Estimated Outturn Cost (GW5)	Estimated cost £110,310 (excluding risk). No risks were costed.	

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	Costed Risk Provision	£Nil	£Nil
	Total	£110,310	£87,799.31
	<p>*Staff hours booked to Guildhall general revenue works and not against this specific project code.</p> <p>An independent verification check has been undertaken by an experienced officer within City Surveyor's.</p>		
<b>14. Investment</b>	N/A		
<b>15. Assessment of project against SMART objectives</b>	The GW5 success criteria of providing enhanced physical security for Guildhall West Wing Reception with minimal impact on Guildhall Operations were both met.		
<b>16. Key benefits realised</b>	The key benefit of providing enhanced physical security for Guildhall West Wing has been achieved.		

### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	<p>Once the specification of the barriers was finalised, the project progressed well. The specialist contractor for the barrier equipment itself was kept aware of the importance of keeping to programme and overcame supply chain challenges (such as manufacture of the treadplates) to keep to target dates.</p> <p>Main contractor and specialist sub-contractor worked well together and were flexible enough to accommodate Guildhall operational requirements.</p> <p>When the opportunity arose to reduce enabling work costs (e.g. by using existing cable containment when that proved possible), that was identified in time to take advantage of it and realise the savings.</p> <p>Communication between the project team, the Contractor and Guildhall personnel was good.</p> <p>There was a strong focus on delivering the project on time.</p>
<b>18. Improvement reflections</b>	The project was initiated by individuals with little or no technical project management or delivery experience, and the

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	decision to use equipment from the manufacturer of the barrier equipment for the North Wing had been made before the project delivery team and some other stakeholders were consulted. Delivery lead times were not allowed for in the original (GW1/2) so project delivery timescales were unrealistic and required revision at GW5. Early engagement with the delivery team is necessary to avoid these misconceptions.
<b>19. Sharing best practice</b>	Lessons learned will be shared informally within City Surveyors. Early engagement with those expected to deliver projects and clarity of objectives are key to the success of projects like this.
<b>20. AOB</b>	

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
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### **Contact**

<b>Report Author</b>	Chris Hartwell
<b>Email Address</b>	Chris.hartwell@cityoflondon.gov.uk
<b>Telephone Number</b>	0207 332 1732

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