



Property Investment Board

Date: WEDNESDAY, 16 DECEMBER 2020
Time: 8.30 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members: Deputy Tom Sleigh (Chair)
Andrien Meyers (Deputy Chairman)
Tijs Broeke
Alderman Prem Goyal
Alderman Alison Gowman
Sheriff Christopher Hayward
Michael Hudson
Deputy Jamie Ingham Clark
Shravan Joshi
Dhruv Patel
Deputy Philip Woodhouse
Stuart Corbyn (Co-opted Member)
Tony Joyce (Co-opted Member)
David Shaw OBE (Co-opted Member)
David Brooks Wilson (Co-opted Member)
Deputy Alastair Moss (Co-opted Member)
Claudine Blamey (Co-opted Member)
Deputy Edward Lord (Co-opted Member)
Karina Dostalova (Co-opted Member)

Enquiries: Richard Holt
Richard.Holt@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe the virtual public meeting at the below link:
<https://www.youtube.com/watch?v=FITHAKgZaEs>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA
Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To approve the public minutes and non-public summary of the Property Investment Board meeting held on 11th of November 2020.

For Decision
(Pages 1 - 6)
4. **BRIDGE HOUSE ESTATES, COLECHURCH HOUSE, SE1 – PROPOSED REMOVAL OF THE ELEVATED WALKWAY**
Report of the City Surveyor.

For Decision
(Pages 7 - 16)
5. **DRAFT CITY SURVEYOR'S BUSINESS PLAN 2021/22**
Report of the City Surveyor.

For Decision
(Pages 17 - 24)
6. **CULTURE MILE UPDATE**
The Town Clerk to be heard.
7. **CITY SURVEYOR'S BUSINESS PLAN 2020/21 QUARTER 2 UPDATE**
Report of the City Surveyor.

For Information
(Pages 25 - 36)
8. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER -UPDATE**
Report of the City Surveyor.

To be read in conjunction with a non-public appendix at item 16.

For Information
(Pages 37 - 62)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**
10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

11. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) 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 1 of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the Property Investment Board meeting held on 11th of November 2020.

For Decision
(Pages 63 - 72)

ALL ESTATES

13. **CITY SURVEYOR REVENUE BUDGETS - LATEST APPROVED 2020/21 AND ORIGINAL ESTIMATES 2021/22**

Joint report of the City Surveyor and Chamberlain.

For Decision
(Pages 73 - 104)

14. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 105 - 108)

15. **CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES: ARREARS OF RENT AS AT SEPTEMBER 2020 QUARTER DAY MINUS 1**

Report of the City Surveyor.

For Information
(Pages 109 - 118)

16. **NON-PUBLIC APPENDIX**

Non-public appendix for item 8.

For Information
(Pages 119 - 120)

CITY'S ESTATE

17. **CITY'S ESTATE: ANNUAL UPDATE & 2021 STRATEGY**

Report of the City Surveyor.

For Decision
(Pages 121 - 134)

18. **CITY'S ESTATE - CREECHURCH HOUSE AND JOHN STOW HOUSE, LONDON EC3 - INITIAL DEVELOPMENT STUDY UPDATE**
Report of the City Surveyor.

For Decision
(Pages 135 - 144)

19. **CITY'S ESTATE 25 & 26/27 STORE STREET, WC1 - STRATEGY REPORT**
Report of the City Surveyor.

For Decision
(Pages 145 - 158)

CITY FUND ESTATE

20. **CITY FUND, CALCUTTA HOUSE AND 133 WHITECHAPEL HIGH STREET DEVELOPMENT SITE- MEMORANDUM OF UNDERSTANDING**
Report of the City Surveyor.

For Decision
(Pages 159 - 166)

BRIDGE HOUSE ESTATES

21. **BRIDGE HOUSE ESTATES: ANNUAL UPDATE & 2021 STRATEGY**
Report of the City Surveyor.

For Decision
(Pages 167 - 178)

22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

23. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

PROPERTY INVESTMENT BOARD

Wednesday, 11 November 2020

Minutes of the meeting of the Property Investment Board held remotely on
Wednesday, 11 November 2020 at 8.30 am

Present

Members:

Deputy Tom Sleight (Chair)
Deputy Andrien Meyers (Deputy Chairman)
Alderman Alison Gowman
Sheriff Christopher Hayward
Michael Hudson
Deputy Jamie Ingham Clark
Shravan Joshi
Dhruv Patel
Deputy Philip Woodhouse
Claudine Blamey
David Brooks Wilson
Stuart Corbyn
Tony Joyce
David Shaw OBE
Alderman Prem Goyal
Karina Dostalova
Deputy Edward Lord

Officers:

Richard Holt	- Town Clerk's Department
Lorraine Brook	- Town Clerk's Department
John James	- Chamberlain's Department
Alan Bennetts	- Comptroller & City Solicitor's Department
Paul Wilkinson	- City Surveyor
Ola Obadara	- City Surveyor's Department
Nicholas Gill	- City Surveyor's Department
Andrew Cross	- City Surveyor's Department
Tom Leathart	- City Surveyor's Department
Neil Robbie	- City Surveyor's Department
Frank Marchione	- Comptroller & City Solicitor's Department
Sanjay Odedra	- Communications Team

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Tijs Broeke.

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

There were no declarations.

3. **MINUTES**

The Board considered the public minutes and non-public summary of the Property Investment Board meeting held on the 16th of September. Responding to a query from a Member the Chair confirmed that it had not been fully clarified if the Resource Allocation Sub-Committee on the 7th of September did not consider the report on the proposal to Assist City of London Investment Tenants for September Quarter Rents for political reasons and commented that it was likely to be due to a slowing of the system.

RESOLVED– That the public minutes and non-public summary of the Property Investment Board meeting held on the 16th of September be approved as accurate record.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were no questions received in the public session.

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

There was no urgent business was considered in the public session.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100A(4) 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 1 of Schedule 12A of the Local Government Act.

<u>Item No.</u>	<u>Paragraph No.</u>
7-22 (excluding 13)	3
13	2

7. **NON-PUBLIC MINUTES**

The Board considered the non-public minutes of the Property Investment Board meeting held on the 16th of September.

RESOLVED– That the non-public minutes of the Property Investment Board meeting held on the 16th of September be approved as accurate record.

8. **CITY FUND, CITY'S ESTATE AND BRIDGE HOUSE ESTATES - TURNOVER RENT PROPOSAL TO ASSIST CITY OF LONDON INVESTMENT TENANTS**

The Board considered a report of the City Surveyor on the Turnover Rent Proposal to Assist City of London Investment Tenants for the City Fund, City's Estate and Bridge House Estates.

RESOVLED- That the report be approved.

9. **ALL FUNDS - RENTAL ESTIMATES MONITORING REPORT**

The Board received a report of the City Surveyor on the quarterly update of rental estimates for City's Estate, Bridge House Estates, City Fund, and the Strategic Estate, as at 30th September 2020.

RESOVLED- That the report be noted.

10. **ORACLE PROPERTY MANAGER (OPN) REPLACEMENT**

The Board considered a report of the City Surveyor on the Oracle Property Manager (OPN) Replacement.

RESOLVED- That the report be approved.

11. **DELEGATED AUTHORITIES- DECISIONS AT AT 30TH SEPTEMBER**

The Board received a report of the City Surveyor which advised Members of property transactions approved under the City Surveyor's delegated authority between the 1st July to 30th September 2020.

RESOLVED- That the report be noted.

12. **ACTION TAKEN BETWEEN MEETINGS**

The Board received a report of the Town Clerk which advised Members of action taken by the Town Clerk since the last meeting of the Board, in consultation with the Chair and Deputy Chairman, in accordance with Standing Order Nos. 41(a) and (b).

RESOLVED- That the report be noted.

13. **6-8 EASTCHEAP SERVICES REPLACEMENT**

The Board considered a report of the City Surveyor on the 6-8 East Cheap Services Replacement project.

RESOLVED- That the report be approved.

14. **CITY'S ESTATE: NICHOLLS & CLARKE SITE (BLOSSOM STREET DEVELOPMENT) VARIATION TO DEVELOPMENT AGREEMENT – ENHANCED LICENCE FEES AND INCLUSION OF COVID -19 AS AN EXTENSION OF TIME**

The Board considered a report of the City Surveyor on the Nicholls & Clarke Site (Blossom Street Development) Variation to Development Agreement.

RESOLVED- That the report be approved.

15. **CITY'S ESTATE - SURRENDER / DEED OF RELEASE AT 231/233 TOTTENHAM COURT ROAD**

The Board considered a report of the City Surveyor on the Surrender & Deed of Release for 231/233 Tottenham Court Road in the City's Estate Fund.

RESOLVED- That the report be approved.

16. **CITY FUND: TURNOVER RENTS ON LEADENHALL MARKET**

The Board considered a report of the City Surveyor on the proposal for Leadenhall Market Turnover Rents within the City Fund.

RESOLVED- That the report be agreed.

17. **CITY FUND: GATEWAY 1&2 6 BROAD STREET PLACE,EC2**

The Board considered a report of City Surveyor on the Refurbishment and Extension of 6 Broad Street Place within the City Fund.

RESOLVED- That the report be approved.

18. **CITY FUND - REFURBISHMENT AND EXTENSION OF NEW LIVERPOOL HOUSE, 15/17 ELDON STREET, LONDON EC2M**

The Board considered a report of the City Surveyor on the Refurbishment and Extension of New Liverpool House, 15/17 Eldon Street within the City Fund Estate.

RESOLVED- That the report be approved.

19. **CITY FUND - FUNDING STRATEGY 15/17 ELDON STREET EC2 AND 6 BROAD STREET PLACE EC2 REFURBISHMENT PROJECTS**

The Board considered a report of the City Surveyor on the Funding Strategy 15/17 Eldon Street and 6 Broad Street Place Refurbishment Projects within the City Fund Estate.

RESOVLED- That the report be noted.

20. **CITY FUND: FLEET STREET ESTATE VP STRATEGY - LEASE SURRENDER AGREEMENT & COMPENSATION AGREEMENT - BARCLAYS, 80/81 FLEET STREET EC4**

The Board received report of the City Surveyor on the Salisbury Square (formerly Fleet Street Estate) Development Vacant Possession Surrender Agreement and Compensation Agreement, Barclays, 80/81 Fleet Street EC4 & Serving Break Notices.

RESOLVED- That the report noted.

21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD**

There were was one questions received in the non-public session.

22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were four items of business considered in the non-public session.

The meeting ended at 10.10 am

Chairman

Contact Officer: Richard Holt
Richard.Holt@cityoflondon.gov.uk

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Committee(s)	Dated:
Property Investment Board	16 th December 2020
Planning and Transportation Committee	15 th December 2020
Subject: Bridge House Estates, Colechurch House, SE1 – Proposed Removal of the Elevated Footway	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4b, 7b, 10a, 10b, 10c, 11b
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The City Surveyor (CS 431/20)	For Decision
Report authors: Neil Robbie, Assistant Director, City Surveyor's Department Gordon Roy, District Surveyor & Environmental resilience Director, Department of Built Environment	

Summary

1. In June 2019 Property Investment Board approval was granted (CS 221/19) to accept an offer submitted by CIT Group Partners LLP (CIT) on behalf of Bridge Park Estates Limited (BPEL) for a 150 year lease at 5% gearing for the redevelopment of the combined Colechurch House site (including the land ownerships of London Borough of Southwark (LBS) and Transport for London (TfL)) following open marketing by the City's agent, Jones Lang Lasalle (JLL). BPEL entered into an Agreement for Lease in October 2019 providing for a period of three years to call for the grant of a new 150 year lease and to enter into a Development Agreement, conditional upon securing planning permission.
2. CIT have now submitted their planning application to LBS having designed a BREEAM Outstanding scheme with Foster+Partners architects. The scheme provides for c. 345,000 sq ft NIA of mixed-use commercial space to include a theatre, retail and office accommodation and increases the quality and quantity of public realm over the site (see image in Appendix 2). The proposals provide for the removal of the existing elevated footway which provides public access links from London Bridge Approach via the exterior of Colechurch House at first floor level to London Bridge Station (see photo in Appendix 1). This elevated footway was authorised by the London Bridge Improvements Act 1962 and London Bridge Act 1967 and is vested in the City as trustee of Bridge House Estates and liable to be maintained by the City. BHE is not being recompensed for the removal of the elevated footway, its removal for the purpose of the redevelopment of the

Colechurch House site would enable BHE to increase its income for charitable purposes. The removal of the footway will also result in removing all maintenance costs associated with the footway, however in the short term these costs are limited as only structural inspections were scheduled to be undertaken.

3. The cost of removal of the walkway and subsequent public realm improvements will be paid for by CIT as part of the scheme and Bridge House Estates will benefit financially through a 5% gearing on a scheme of c 345,000 sq ft NIA. Bridge House Estates will also benefit from the payment of a planning overage for any consent over 250,000 sq ft.
4. Under section 32(3) of the City of London (Various Powers) Act 1963 the City have the power to close all public entrances to the elevated footway at such times and for such purposes as they may from time to time, after consultation with British Railways Board (now Network Rail) London Transport Board (now TFL) and the Metropolitan Boroughs of Bermondsey and Southwark (now LBS)), think fit. After such consultation as is required under section 32(3), the City also have the power to divert or stop up and demolish the elevated footway for the purpose of development to be carried out in accordance with planning permission granted under Part III of the Town and Country Planning Act 1990. (Section 32(3A) CoL VP Act 1963 as amended in 2007). The areas of footway to be removed that require the City to consult on comprises work numbers 3 and 3A as identified on the plan in Appendix 3.
5. Heads of Terms for the transfer of the interests in the elevated footway are currently being negotiated with CIT. If approved, it is proposed the cost of the removal of the footway be met by CIT and the works monitored by The City. This report therefore requests approval, if it is considered in the best interests of the charity, for the City Surveyor to carry out the statutory consultation under section 32(3A) above, and subject to (1) there being no unresolved objections in response to the statutory consultation and (2) to the grant of planning permission by LBS, to take all necessary steps to enable the stopping up and demolition of the elevated footway for the purpose of the redevelopment of Colechurch House.

Recommendations

6. Acting collectively for the City as trustee of Bridge House Estates, should it be considered to be in the best interests of the charity, to:
 - i) Delegate authority to the City Surveyor to carry out the statutory consultation in accordance with section 32(3A) of the City of London (Various Powers) Act 1963 (as amended) with Network Rail, Transport for London and the London Borough of Southwark with regards to the proposed demolition of the elevated footway at Colechurch House;
 - ii) Delegate authority to the City Surveyor in consultation with the Chairs of the Planning and Transportation Committee and Property Investment Board to review the responses to the consultation subject to reporting back to Committee in the event of any unresolved objections or issues; and

- iii) Subject to there being (i) no unresolved objections or issues in response to the statutory consultation (ii) .planning permission being granted for the redevelopment of Colechurch House and removal of the elevated footway and (iii) the developer obtaining all consents necessary for the demolition of the elevated footway, to delegate authority to the City Surveyor to take all necessary steps (including the entering into of any necessary agreements) to enable the stopping up and demolition of the elevated footway to be carried out.

Main Report

Background

- 1) In June 2019 approval was granted (CS 221/19) to accept an offer submitted by CIT Group Partners LLP (CIT) for a 150 year lease at 5% gearing for the redevelopment of Colechurch House following open marketing by the City's agent, Jones Lang Lasalle (JLL). CIT entered into an Agreement for Lease in October 2019 providing for a period of three years to call for the grant of a new 150 year lease and to enter into a Development Agreement, conditional upon securing planning permission. A non-refundable deposit was paid by CIT on entering into the Agreement for Lease with balance payable on the grant of the 150 year lease.
- 2) An elevated footway links London Bridge Approach via the external façade of Colechurch House at first floor level to the London Bridge Station. As regards ownership of the elevated footway, so far as registered it falls within the freehold title of the City as trustee of Bridge House Estates and the freehold title of the London Borough of Southwark. CIT have now submitted their planning application to LBS for a scheme which removes the elevated footway.
- 3) The City have therefore been requested by the developer to begin the process of consultation to enable removal of the elevated footway in accordance with section 32(3A) of the City of London (Various Powers) Act 1963 (as amended). This provides that after such consultation as is required under section 32(3) (i.e. consultation with Network Rail, TFL and LBS), the City shall have the power to divert or stop up and demolish the elevated footway for the purpose of development to be carried out in accordance with planning permission granted under Part III of the Town and Country Planning Act 1990.

Current Position

- 4) The proposals by CIT provide for the removal of the existing elevated footway which provides public access links from the exterior of Colechurch House at first floor level to London Bridge Station and the rebuilding of the link onto London Bridge Approach. It is proposed that all access to the Colechurch House site, including from London Bridge Station, should be at grade and these proposals are being considered by TfL as part of the planning process. These proposals include increasing the public realm, pavement sizes, and enlarging crossing points on Duke Street Hill to 10m wide, and TfL are ensuring that they are satisfied that pedestrian access between London Bridge and London Bridge Station are safe and appropriate for anticipated pedestrian flows.

- 5) On behalf of CIT, Modelling Group has modelled the impact of the footway removal using VISSIM and VISWALK - two software packages approved by TFL. An extended range of traffic datasets have been used to build the model including Space syntax's pedestrian survey data. The results of the modelling show improvements to pedestrian comfort and confirm proposed pedestrian densities are within recommended maximums.
- 6) The modelling, and therefore conclusions drawn from it, are based on no changes to the traffic light phasing or to the existing levels of pedestrian compliance – it therefore has no net effect on other modes of transport such as bus, cars, cyclists and taxis. The case for replacement of the footway with street level crossings is subject to verification by TFL's internal modelling team, which will be referenced by TFL when they are consulted.

Proposals

- 7) The consultation required prior to exercising the statutory powers to remove the elevated footway is set out in legislation (s.32 of the City of London (Various Powers) Act 1963 (as amended by the Charities (Bridge House Estates) Order 2007)). The removal of the footway would be subject to the outcome of the consultation exercise and also the grant of planning permission.
- 8) It is considered to be appropriate and more transparent for all parties, including the public, if the consultation for the footway removal is carried out at a similar time as the consultation for the planning application. This ensures consultees have the full context and all issues should then be flushed out around the same time, giving the relevant parties the opportunity to reflect and adapt accordingly (ahead of the LBS planning committee). Based on CIT's planning submission submitted in October, LBS is anticipated to consult through November and into December. There is no prescribed time period for the length of the City's consultation. If consultation commences before Christmas it is intended to allow a period of 28 days for consultation responses to be received by the City.
- 9) If the consultation is successful and planning consent is granted the City will still be responsible for the footway structure at the connection to London Bridge Approach and the footway structure across Duke St Hill and the consultation will need to confirm that the adjoining owners are satisfied that the removal of these structures is not injurious to their structure and that the extent of repair and reinstatement is to their satisfaction.
- 10) The removal of the footway structures is a statutory function so CIT will need to act as our agent to remove the structures and reinstate/repair any walls to the adjoining owners property, to their satisfaction incorporated into an agreement, at the developers expense including suitable recompense for the Comptroller and City Solicitor and staff expenses.

Legal considerations

- 11) Section 32(3A) of the City of London (Various Powers) Act 1963 (as amended) requires the City as trustee of Bridge House Estates to undertake consultation with Network Rail, TFL and the LBS prior to stopping up and demolishing the elevated footway for the purpose of development to be carried out in accordance with planning permission granted under Part III of the TCPA 1990. Allowing a period of 28 days for the consultation is considered reasonable should the consultation include the Christmas period.
- 12) When acting collectively for the City as trustee of Bridge House Estates decisions must be taken in the best interests of the charity. Appendix 4 outlines the duties of the City as trustee of Bridge House Estates and principles of trustee decision-making which trustees should be able to show that they have followed.

Conclusion

- 13) The cost of removal of the footway will be met by CIT and modelling provided to TFL show improvements to pedestrian comfort and confirm proposed pedestrian densities are within recommended maximums. CIT have submitted a planning application which includes removal of the footway so this will be considered by LBS and TFL as part of the planning process. It is considered appropriate that the statutory consultation for the footway removal takes place at the same time as the consideration of the planning application which has been submitted so it is recommended to begin the consultation in December 2020.

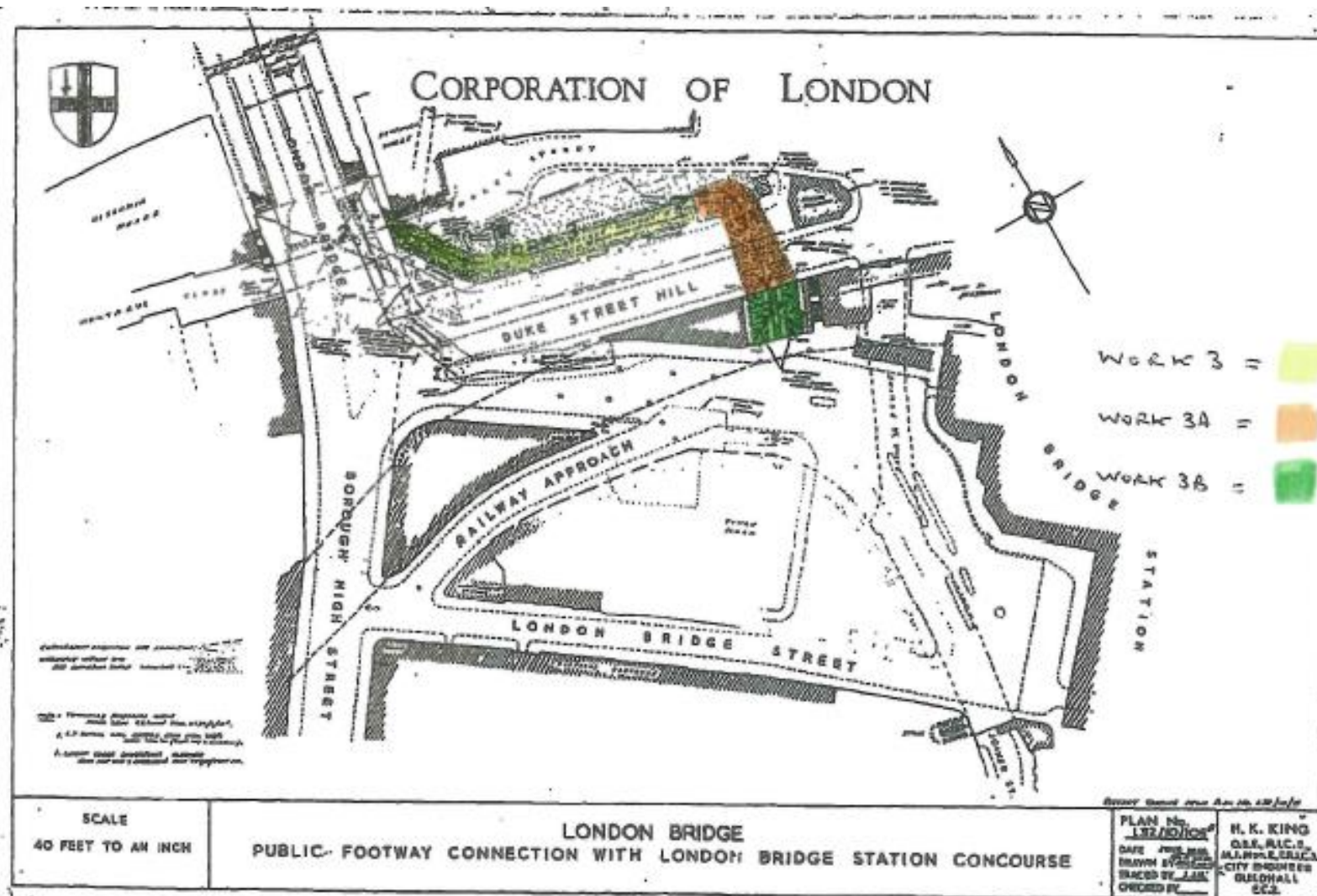
Appendix 1 – The section of footway connecting Colechurch House with London Bridge Station



Appendix 2 – CGI of Proposed Development by CIT



Appendix 3 – Site plan including areas of footway to be removed



Summary of Bridge House Estates Charity Trustee's role

The City Corporation is the sole trustee of the Bridge House Estates charity. It acts by the Court of Common Council and its committees to which functions of the charity have been delegated. All Members of the Court collectively exercise the City's duties as trustee; and each Member by virtue of their membership of the Court, its relevant committees and sub-committees, has a duty to support the City Corporation in the exercise of its duties as trustee by faithfully acting in accordance with the terms of reference of the relevant committee or sub-committee, and the City Corporation's agreed corporate governance framework. (Officers may also act under delegated authority). All Charity trustees must always act in the best interests of the Charity and manage any conflicts of interest or loyalty accordingly. When Members of the Court (at the Court itself or across committees) are dealing with business associated with the Charity, they must ensure that the best interests of the Charity are paramount.

The City Corporation, as trustee of Bridge House Estates has the following main duties:-

1. To ensure the charity is carrying out its purposes for the public benefit.
2. To comply with the charity's governing documents and the law.
3. To act in the charity's best interests.
4. To manage the charity's resources responsibly.
5. To act with reasonable care and skill.
6. To ensure the charity is accountable.

The courts have developed principles of trustee decision-making which trustees should be able to show that they have followed. These are that in making decisions about the charity, trustees must:

1. act within their powers (i.e. consistent with the charity's objects and powers.)
2. act in good faith, and only in the interests of the charity.
3. make sure they are sufficiently informed, taking any advice they need.
4. take account of all relevant factors.
5. ignore any irrelevant ones.
6. manage conflicts of interest.
7. make decisions that are within the range of decisions that a reasonable trustee body could make in the circumstances.

While the City Corporation is acting in its general corporate capacity as trustee of Bridge House Estates, the Charity Commission's guidance for Local authorities acting as a charitable Trustee is helpful in providing clarification where an organisation must balance its competing duties and interests (available on their website at : <https://www.gov.uk/government/publications/local-authorities-as-charity-trustees>); as is the Charity Commission's Conflicts of Interest Guidance, CC29 (also available on their website at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/343408/CC29- PDF.pdf)

The report presented to Court of Common Council on 16 January 2014 entitled “The role of the City of London Corporation as Trustee of the Bridge House Estates” clarifies the distinct functions and responsibilities of Committees that conduct business relating to the Charity as they existed at the time, and is listed as a background document to this report.

Committee:	Date:
Property Investment Board Corporate Asset Sub (Finance) Committee	16/12/2020 18/01/2021
Subject: Draft City Surveyor's Business Plan for 2021/22 (CS 347/20)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 7, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Paul Wilkinson, City Surveyor	For Decision
Report author: John Galvin, Business Performance and Improvement	

Summary

This report presents for approval the Business Plan for the City Surveyor's Department for 2021/22.

Recommendation

The Committee is recommended to:

- i) Note the factors taken into consideration in compiling the City Surveyor's Business Plan; and
- ii) Approve, subject to the incorporation of any changes sought by both Property Investment Board and Corporate Asset Sub (Finance) Committee, the departmental Business Plan for the City Surveyor's Department for 2021/22 (or the elements therein that fall within this committee's Terms of Reference).

Main Report

Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

Current Position

2. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

Proposal

3. The draft high-level summary Business Plan for the City Surveyor's Department is presented at **Appendix 1**.

Key Data

4. Key data is presented within the draft high-level summary Business Plan.

Corporate & Strategic Implications

5. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
6. Financial implications – The draft high-level summary Business Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This equates to £3.6m. On top of this there is a further £0.5m saving required for the Fundamental Review items, and £0.6m for inflation. The net impact is £4.7m or 15.7% on the City Cash and City Fund budgets. This is to support the achievement of an overall City Corporation budget reduction of 12%.

Members will be aware that much of the activity of the department is undertaken on behalf of client departments or the organisation generally. For instance, income generated by the investment estate appears under central risk and is therefore not covered in Appendix 1. Similarly, contract spend where we are delivering services on behalf of others, or much of our project spend is not covered in the attached Business Plan.

7. Risk implications – Key risks managed by the department are included in the draft high-level summary Business Plan at **Appendix 1**. Emerging risks include the capacity of staff to deliver increased demands in a time of limited financial resources.
8. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
9. Equalities implications – The high-level summary Business Plan has highlighted the importance of delivering the departmental Equalities Action Plan. The department is committed to ensuring that there is an equality of opportunity for staff across the department.

10. Climate Implications – The Business Plan has noted that the City Surveyor's Department will carry out a key role in delivering the organisation's Climate Action Strategy. This includes both corporate and investment property estates.

11. Security implications – Whilst the Business Plan does not have any direct security implications, a number of projects / programmes that the department delivers have security elements associated with them.

Conclusion

12. This report presents the draft high-level summary Business Plan for 2021/22 for the City Surveyor's Department. This committee is recommended to approve the plan.

Appendices

- Appendix 1 – Draft High-level summary Business Plan 2021/22 for the City Surveyor's Department.

John Galvin

Business Performance and Improvement

E: john.galvin@cityoflondon.gov.uk

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Our aims and objectives are...

- **Strategic asset management** — We will develop and implement asset management strategies that align Corporate Property Asset Management Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan, and Service Departments' business plans.
- **Property assets and facilities management** — We will ensure buildings are fit for purpose, sustainable, energy efficient, safe and secure, providing access for all, meeting service needs, obligations to tenants and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management and forward maintenance plans, provision of facilities management, delivery of cyclical projects, minor improvements and major capital projects for refurbishments and new builds.
- **Fund management and income generation** — We will efficiently manage the City of London's investment property portfolios (City Fund, City's Estate and Bridge House Estates) to generate and grow income that can be reinvested into the organisation and underpin delivery of corporate priorities, deliver our local authority services, support the charitable organisations through the Bridge House Estates and support the efficiency challenge.
- **Property Projects** — We will manage and delivery City of London capital build projects to best practice ensuring the end product meets or exceeds our customers' expectations. We will continually explore innovative ways to add value to projects with a conscious approach to sustainability and energy efficiency, ensuring procurement, processes and governance comply with statutory and City of London regulations.
- **Support and promote the City as a business location** — We will champion the City as the best place in the world to do business and encourage the development of its connectivity, capacity and character

Our major workstreams this year will be...

- Actively manage the £4.1b investment portfolio to generate income in support of the City of London's aspirations.
- Achieving efficiencies in the utilisation and asset management of the City's operational properties and tenancies. We will focus on asset realisation, income protection, and income generation from operational estate.
- Major property projects for 2021/22 include the CoL School Masterplan.
- Providing facilities management, building engineering services and building surveying projects as well as technical advice to operational and investment properties.
- Providing property health and safety compliance and energy management
- Providing support to the wider business and property communities in the square mile in partnership with existing and emerging Business Improvement Districts.
- Delivering the departmental Equality, Diversity and Inclusion action plan, including the delivery of the mentoring/reverse mentoring programme.
- Supporting the outcomes of the Target Operating Model, notably the integration of Markets and the Old Bailey into the department, seeking to learn from and implement best practice from across the Organisation.

What's changed since last year...

- An increased focus on income protection and tenant retention following the covid-19 pandemic. Income generation and maximisation will continue to be a key departmental priority.
- Dealing with increased arrears. Where properties are vacated, to expedite our void / remarketing activities to ensure positive income flows.
- Responding to the rapidly changing demands from clients – the 'office of tomorrow' – and building this into our refurbishment plans.
- Supporting the Climate Action Strategy and being proactive in identifying the needs of the organisation.
- Emphasis on agility when responding to requests from the City for the delivery of property projects – within the constraints of the current climate.
- Increased focus on project delivery innovation in order to achieve greater VFM.
- Cyclical works programme revision to better account for occupier requirements.
- Improving the management and sequencing of our major programmes.
- Focussed collaboration and engagement with BIDs and the property industry to agree a post pandemic recovery road map.
- Ensuring that the operational portfolio is Covid-secure.
- Moving to remote and virtual meetings as a business norm – particularly with regards to project and client interactions.
- Increased focus on staff wellbeing, particularly in light of the 'new normal' of flexible working.

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

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

Plans under consideration / development

Plan	Time Scale
Computer Aided Facilities Management (CAFM) system	Nov - 2021
Property Management project (OPN replacement)	Dec - 2021
Building Information Management – strategy implementation	Dec - 2021
Building Management System (BEMS)	Mar - 2022

Our strategic commitments

Climate Action Strategy (CAS)

- Support net zero emissions through project delivery (Operational estate by 2027 and 2040 across the full value chain).
- Positioning investment portfolio to meet targets.
- Review and assess the impact of the City's Climate Resilience Measures on our Capital Build Projects.

Corporate Property Asset Management Strategy

- Efficient – rationalising and improving utilisation.
- Effective – meeting the needs of asset occupiers.
- Sustainable – delivering CAS objectives, building resilience and championing sustainable growth.

Investment Property Strategy

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

Facilities Management (FM) Strategy

- Contract strategy options will be further developed for implementation in 2022/23
- This will look at and identify various options, including integrated and total FM approach.

Digital Infrastructure Strategy

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

Major programmes

- Continuing support to the major programmes (Courts & Police, Museum of London, London Wall master planning, Markets consolidation)
- Guildhall Masterplan

Our equalities self-assessment score

Monitoring and use of data and information	1
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	1
Target setting and mainstreaming equalities into performance systems	1
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	2
Employment and training	2

Key Risks

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

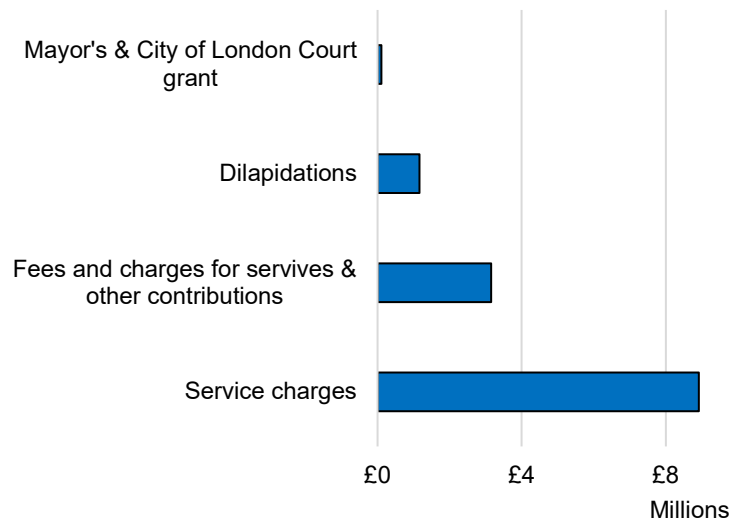
December 2020 Risk Heatmap

Risk Title	Score
City Bridges – Vessel strike	16
City Bridges – Wanton Terrorism	16
City Bridges – Thames Tideway Tunnelling	16
Covid 19 – Impact on investment portfolio	16
Covid 19 – Property projects	16
Insufficient budget to meet user and asset demand at Guildhall	12
Covid 19 – Project site closure	8
Unable to meet Carbon Descent Plan	8
Backlog maintenance	8
Health and wellbeing of staff	6

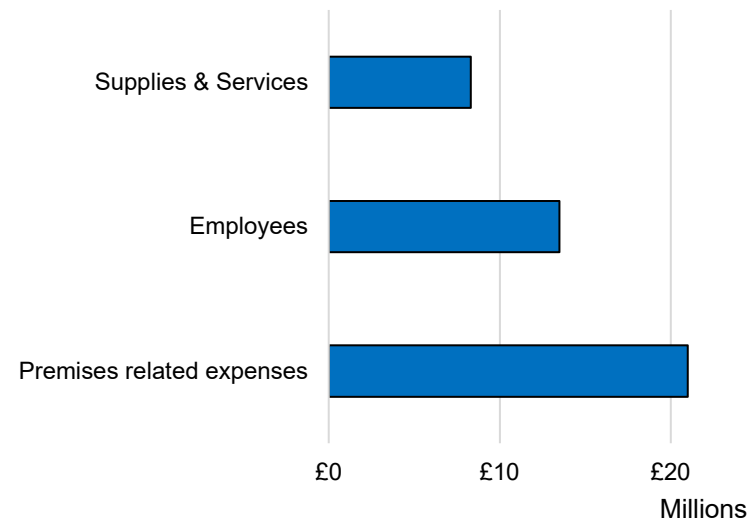
Key Performance Indicators

KPI	Current Performance
Asset realisation and additional income	Behind target
Space utilisation	On target
Energy consumption	On target
Property contract performance compliance	On target
Adherence to budgetary spend profiles	On target
Rental forecasts	TBC
Minimise arrears	TBC
Minimise voids	TBC
Outperformance of MSCI	TBC
Delivery of Business Improvement Districts	New
Delivery of 5g network infrastructure through wireless concession	New
Feedback from Post Project Review (PPR) on performance on project by project basis	New
Sustainability – Site waste management	On target
Project RAG Status – percentage of Red status projects outside target	On target

Where our money comes from

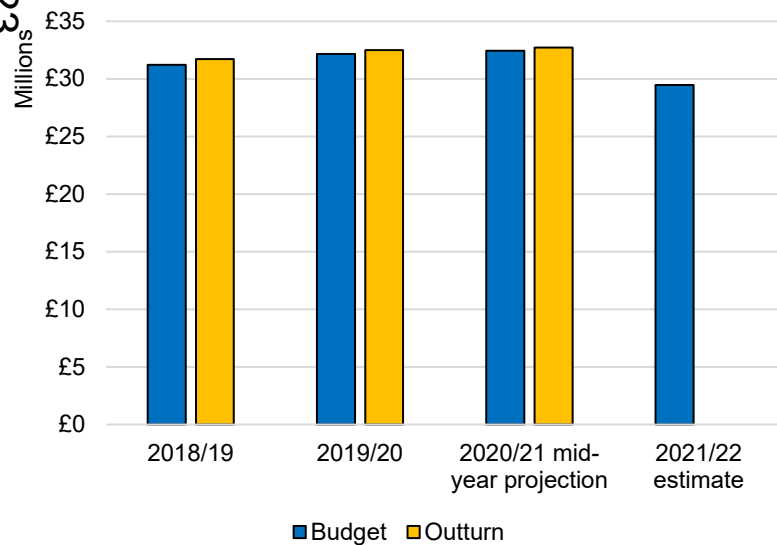


Where our money is spent

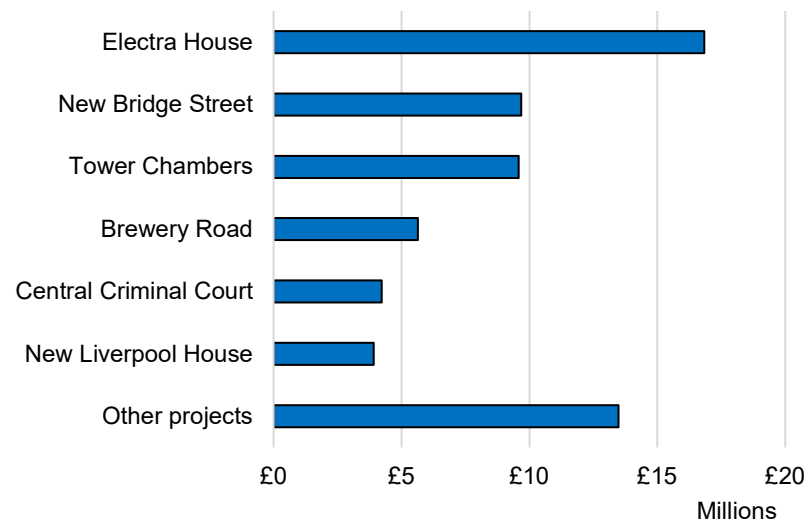


Budget vs Actual

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Capital Project Spend (City Surveyor's as Client)



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Committee(s)	Dated:
Property Investment Board Corporate Asset Sub Committee	December 2020 January
Subject: Business Plan 2020-25 Quarter 2020/21	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 7, 12
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain's Department? N/A	N/A
Report of: The City Surveyor (CS 416/20)	For Information
Report author: John Galvin / Faith Bowman Business Performance and Improvement	

Summary

This report provides Members of Property Investment Board (PIB) and Corporate Asset Sub (Finance) Committee (CAsC) details of progress in quarter 2 (June to September) 2020/21 against the 2020-25 Business Plan as well as an update on the commercial property market and a financial statement.

At the time the Business Plan 2020-25 was approved by committees (PIB in December 2019 and CAsC in January 2020), it was envisaged to monitor all the seventeen Key Performance Indicators (KPIs) using the Red Amber Green (RAG) assessments.

The changed external environment has shifted the department's priorities in the short-term. There has been much greater emphasis on tenant retention, in both the investment and corporate estates. This is expected to continue into calendar 2021.

Our capacity to deliver projects has also been compromised, as social distancing has placed a lower limit on productivity. We are now measuring our sites productivity and will be reporting this through to Members.

Members should note that we will continue to report through our KPI performance against all the 17 agreed measures.

Of the seventeen KPIs that are being monitored, ten were assessed as green (on target) and two indicators were amber (marginally behind target). Three items will not have a RAG assessment made, and two further measures will be assessed throughout the year.

The amber indicators were the following:

- KPI. 1 – Asset realisation and additional income (CAsC)
- KPI. 3 – Space utilisation (CAsC)

The City Surveyor is currently forecasting a year-end overspend of £277k on a budget of £32.429m (0.85%). This is as a result of a shortfall in professional fee income, fundamental review savings being placed on hold awaiting the target operating model, and the 2019/20 departmental overspend being brought forward.

Recommendation(s)

Members are asked to note the content of this report.

Main Report

Background

1. In line with the City Corporation's performance management system, this is a quarterly report on the progress made during quarter 2 (June – Sept) compared to the 2020-25 Business Plan.

Current Position

2. This report provides the latest budget information which is set out in Appendix A and performance indicator table in Appendix B. Furthermore, charts that your committee are particularly interested in are included in Appendix C.
3. In addition, you receive regular monitoring reports covering rent reviews, lease renewals, arrears, vacancies and delegated decisions. These provide key indications of the current market situation, particularly for directly managed properties.
4. A separate monitoring report on the risks within our department is also presented at this meeting. This includes a specific appendix on risks relating to Covid-19.

Financial statement

5. Appendix A reveals that the City Surveyor is projecting an overspend of £277,000 against the latest budget of £32.429m (0.85%). This overspend is mainly due to reduced professional fee income as a result of the pandemic; an overspend on salaries as fundamental review savings anticipated in the budget are on hold pending the Target Operating Model; and the overspend from 2019/20 carried forward to be recovered for this year's budget.
6. These additional costs have in part been offset by savings due to lower occupancy of premises, principally the Guildhall, as a result of Covid-19. The City Surveyor is reviewing his expenditure plans with the aim of eliminating this deficit at year-end.

Market commentary

7. For the occupier market, JLL reported that central London office take-up in the June to September quarter totaled 0.9 million sq ft. This was down from 1.1 million sq ft in the three months prior, and 64% below the 10-year quarterly average (2.6 million sq ft). The last quarter was the lowest figure recorded since January – March 2009. The impact of COVID-19 can be seen in subdued leasing activity

across all the London sub-markets. There is more confidence in the pre-let market, which accounted for 22% of the quarterly take up, where large occupiers are taking a long-term view. At least one significant pre-let has recently gone under offer on a new office scheme within the City core. This suggests talk of the demise of the office is wide of the mark even if a degree of remote working remains post the pandemic. Without doubt 'wellness' will rise further up occupiers' agenda - developers and investors will need to reflect this in their schemes. The days of dense occupation which put a strain on building services like ventilation systems look to be over for now and the next generation of building will need to be enabled to cope with the technology required for a mixture of physical and remote working.

8. The vacancy rate has hit 5.9% and remains above the 10-year average of 5.0%, however, the vacancy rate for new stock is stable at 0.8% and remains below the 10-year average of 1.1%. There has been a noticeable increase in tenant space being released back to the market since the national lockdown and this trend is likely to continue but it is hoped that shortages of speculative supply will dilute the impact. In respect of the retail sector a significant number of tenants are struggling to pay rent on existing sites and are turning to their landlords for assistance. On a positive note, in the West End, Colliers has reported that some retailers are acquiring new stores initially on a turnover basis. An increase in the number of retail businesses entering administration was seen in the six months from April which again is a trend which is expected to continue – especially among A1 food operators. COVID-19 has accelerated the rise of internet shopping and the need for retailers with high street and City centre units to be more experiential and service-based to prosper.
9. COVID-19 continues to cast a shadow over the central London office investment market. According to JLL, £1.1 billion was transacted in the three months to September which is 71% below the 10-year quarterly average of £3.7 billion. Year to date investment volumes stood at £4.0 billion significantly below the 10-year annual average of £15 billion. A stronger final quarter is anticipated with circa £3 billion of stock currently under offer.
10. JLL's Prime City yield is 4.00%, which compares with the West End prime yield of 3.75%. Prime rents in the City have fallen marginally to £72.50 psf and rent-free periods have moved out to 27 months on a 10-year term. In the West End the prime rent has remained stable at £117.50 psf although rent-free periods have moved out to 24 months on a 10-year term.

Quarter 2 2020/21 update Coronavirus

11. Ordinarily the department would report a RAG status against all its seventeen KPIs. This is based upon performance against target, or expected, performance. The Covid-19 pandemic has altered our capacity to target set many of our measures, particularly in relation to the investment estate. The current level of uncertainty is such that it is not possible to accurately predict what 'good' performance looks like.
12. Whilst many KPIs will be impacted by Covid-19, the ones that will not be RAG assessed this year are as follows:

- A. KPI. 11 – Rental forecasts
- B. KPI. 12 – Minimise arrears
- C. KPI. 13 – Minimise voids

13. KPI. 1- asset realisation and additional income is also anticipated to be impacted by Covid-19. This item is principally delivered by our Corporate Property Group. Over the last six months their focus has been on tenant retention and lease negotiations. This has limited their capacity to progress asset realisation activities.

14. The department will be tracking an additional performance measure whilst the coronavirus situation continues. This indicator relates to the productivity of our project sites, and compares this to national average, taking into consideration compliance with site operating procedures for Covid-19.

Results for the quarter were: July – 89%, August – 90% and September – 91%. This was running ahead of the national average for the period of 80%.

15. Members will note the inclusion of the thematic Covid-19 risk register as part of your regular Risk Report (CS 419/20). This includes specific risks relating to the impact on our investment property returns and site productivity.

Performance

16. 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 1.

Status ¹	Green	Amber	Red	No RAG	N/A
Corporate Asset Sub Committee	10	2			1
Property Investment Board	8			3	1
Overall ²	10	2		3	2

17. Of the seventeen KPIs being monitored, all KPIs have been affected by the impact of Covid-19.

18. The amber indicators were the following:

- A. KPI. 1 – Asset realisation and additional income (CAsC)

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

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

Covid-19 continues to have an impact on our ability to secure additional rental income from existing lease events and new lettings. Unless trading and business activity for tenants returns to pre-pandemic levels soon, there is considerable risk that the target of £1.5m per annum additional income will not be secured in-year.

Woodredon Farm has been delayed due to a combination of an element of the site awaiting to be formally declared surplus by the service Committee, and delays in surveying due to Covid-19.

B. KPI. 3 – Space utilisation (CAsC)

The Guildhall introduced a phased return to the workplace this quarter for some categories of staff. However more recent restrictions have reversed some of this return. The department continues to focus on ensuring staff safety, and that the workplaces are Covid-19 secure.

Strategic implications

19. The work of the department supports the delivery of the organisation's Corporate Plan. The impact of Covid-19 has been keenly felt in our ability to generate income on behalf of the organisation. The department will continue to work hard to minimise the negative impacts of this issue.

Conclusion

20. This report provides an update at quarter 2 (June to September) against the department's Business Plan.

Appendices

- Appendix A – Budget Monitoring Statement
- Appendix B – KPI Tables
- Appendix C – Headline Performance Charts

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Budget Monitoring Statement Quarter 2 2020/21

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LOCAL RISK BUDGET Period to 27th September 2020	Latest Approved Budget £000	Quarter 2 Profile £000	Quarter 2 Total Expenditure £000	(Over) / Under Spend for Period £000	Quarter 2 Projected Outturn £000	(Over) / Under Spend £000	Note
CITY SURVEYOR							
City Fund							
City Fund Estate & Leadenhall	(2,110)	(556)	(605)	(49)	(2,153)	(43)	1
CPAT & City Centre	(547)	(294)	(253)	41	(517)	30	2
Walbrook Wharf	(1,001)	(500)	(480)	20	(999)	2	
Mayor's & City of London Court	(23)	(11)	(14)	(3)	(34)	(11)	
Recoverable Projects	0	0	0	0	0	0	
Lower Thames St Roman Bath	(8)	(4)	(7)	(3)	(10)	(2)	
R&M & MI Work for other departments	(1,441)	(747)	(532)	215	(1,257)	184	3
Corporate FM cleaning & security	(110)	(57)	(56)	1	(115)	(5)	
	(5,240)	(2,169)	(1,947)	222	(5,085)	155	
City's Cash							
City's Cash Estate	(3,711)	(961)	(942)	19	(3,711)	0	
Departmental	(9,404)	(4,735)	(5,175)	(440)	(10,150)	(746)	4
Mayoralty & Shrievalty	(93)	(23)	(9)	14	(71)	22	
R&M & MI Work for other departments	(2,173)	(1,136)	(921)	215	(1,960)	213	5
Corporate FM cleaning & security	(632)	(340)	(336)	4	(697)	(65)	6
	(16,013)	(7,195)	(7,383)	(188)	(16,589)	(576)	
Bridge House Estates							
Bridge House Estates	(2,441)	(807)	(799)	8	(2,441)	0	
Tower Bridge Corporate FM cleaning	(262)	(131)	(101)	30	(249)	13	
	(2,703)	(938)	(900)	38	(2,690)	13	
Guildhall Administration							
Guildhall Complex	(8,473)	(4,240)	(3,983)	257	(8,342)	131	7
	(8,473)	(4,240)	(3,983)	257	(8,342)	131	
Total City Surveyor Local Risk	(32,429)	(14,542)	(14,213)	329	(32,706)	(277)	

Notes

1. Overspent due to increased voids reducing business rates and reduced service charge income. This was offset in part by savings on cyclical works, energy, cleaning and other services due to reduced occupation due to pandemic.
2. Underspent mainly due to reduced attendance at MIPIM.
3. Savings mainly on reactive work due to reduced usage as a result of the pandemic.
4. Overspent due to reduced professional fee income as a result of Covid-19; an overspend on salaries as fundamental review savings anticipated in the budget on hold due to the Target Operating Model; and part of the recovery of the overspend from 2019/20 charged to the budget.
5. Savings mainly on reactive work due to reduced usage as a result of Covid-19.
6. Overspend at year-end due to additional cleaning and security mainly at Mansion House.
7. Underspend on Guildhall Complex due to energy and other savings arising from reduced occupation due to pandemic. These savings are in part offset by extra expenditure to make the building covid-safe in anticipation of a return to work. This reduces the underspend by year-end.

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Key Performance Indicators												
Ref	Title	Target	Group	Committee	Q1		Q2		Q3		Q4	
					Actual	RAG	Actual	RAG	Actual	RAG	Actual	RAG
KPI.1	Asset Realisation and additional income	£3.1m	CPG	CASC	off target	amber	off target	amber				
KPI.2	Energy Consumption***	Min 4%	OG	CASC	7.00%	green	11.40%	green				
KPI.3	Space Utilisation	£3.620	CPG	CASC	off target	amber	off target	amber				
KPI.4	Property contract Performance Compliance	> 90%	OG	CASC	92.59%	green	92.54%	green				
KPI.5	Adherence to Budgetary Spend Profiles	95% to 105	All	PIB; CASC	off target	amber	37.62%	amber				
KPI.6	Capital Project - Delivery - defects on completion**	< 20%	PPG	PIB; CASC	n/a	n/a	6.00%	green				
KPI.7	Capital Project - Project Status	< 20%	PPG	PIB; CASC	14.00%	green	16.00%	green				
KPI.8	Capital Project- Health & Safety*	80%	PPG	PIB; CASC	n/a	n/a	80.00%	green				
KPI.9	Capital Project- Gateway Reports	> 70%	PPG	PIB; CASC	57.00%	amber	75.00%	green				
KPI.10	Capital Project - Site sustainability waste management	> 90%	PPG	PIB; CASC	100.00%	green	99.00%	green				
KPI.11	Rental Forecasts ****	tbc	IPG	PIB	tbc	****	tbc	****				
KPI.12	Minimise Arrears ****	tbc	IPG	PIB	6.17%	****	11.11%	****				
KPI.13	Minimise voids****	tbc	IPG	PIB	2.94%	****	n/a	****				
KPI.14	Outperform MSC**	exceed be	IPG	PIB	n/a	n/a	n/a	n/a				
KPI.15	Customer satisfaction survey**	> 32	All	CASC	n/a	n/a	n/a	n/a				
KPI.16	Delivery of Strategic utility infrastructure	on schedu	CPAT	PIB; CASC	off target	green	on target	green				
KPI.17	Supporting the retention and inward investment of businesses	on schedu	CPAT	PIB; CASC	on target	green	on target	green				
	*reported bi annually											
	** reported annually											
	*** reported a quarter in arrears											
	**** RAG currently suspended											

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Headline Performance Charts Quarter 2 2020/21

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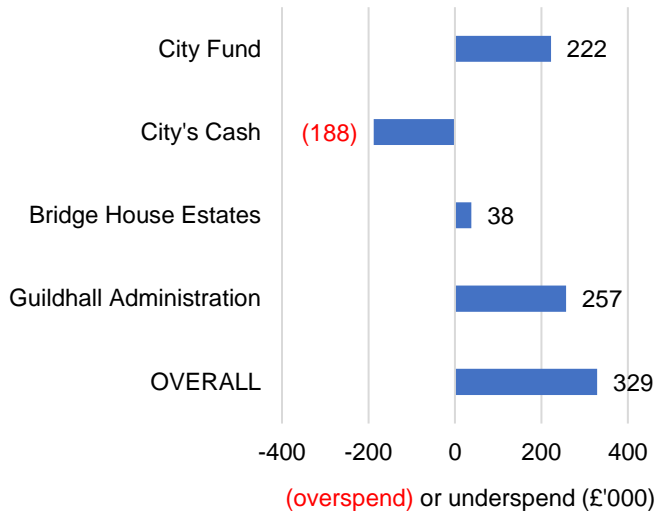


Figure 1 Variance against profiled local risk budget – (overspend) or underspend

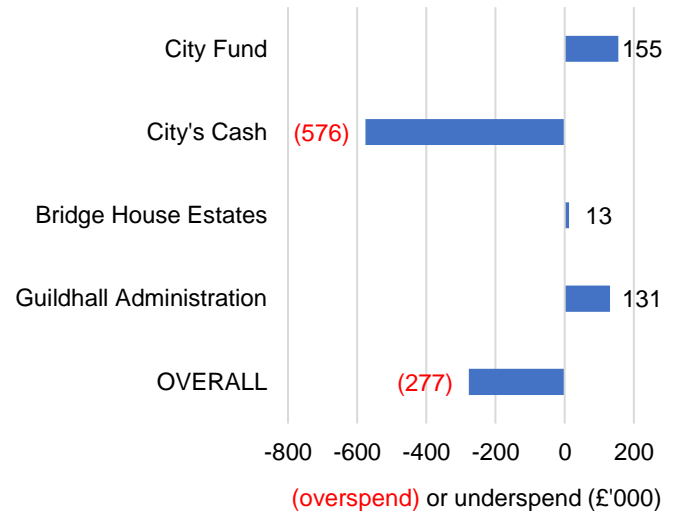


Figure 2 Projected outturn variance of the local risk budget – (overspend) or underspend

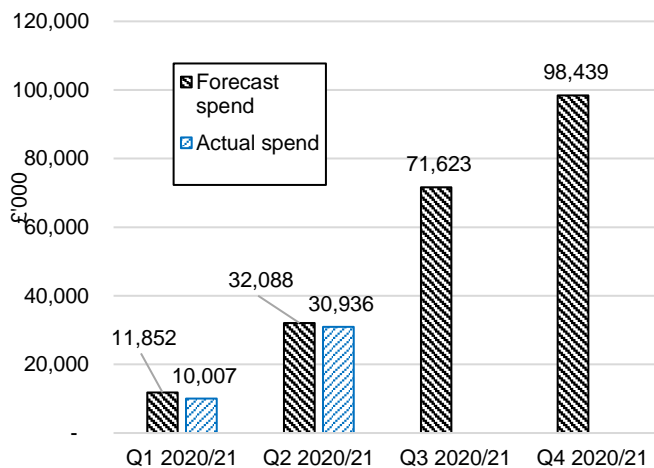


Figure 3 All project spend, forecast v actual

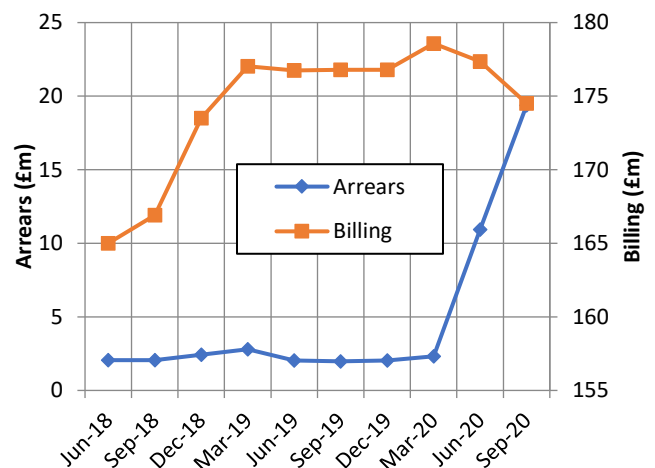


Figure 4 (Investment Properties) Commercial tenants' arrears compared to annual rolling billing run.

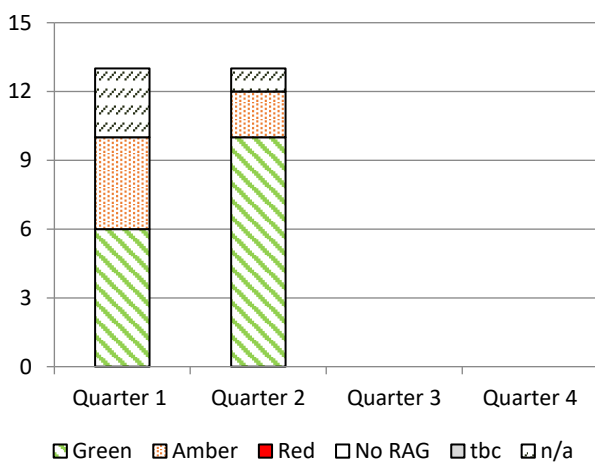


Figure 5 Performance of KPIs linked to Corporate Property (Corporate Asset Sub Committee)

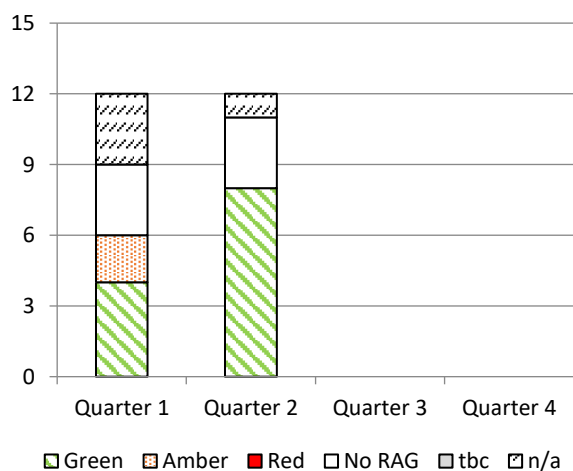


Figure 6 Performance of KPIs linked to Investment Property (Property Investment Board)

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Committee(s)	Dated:
Property Investment Board – For information	16 th December 2020
Corporate Asset Sub (Finance) Committee – For information	18 January 2021
Subject: City Surveyor's Departmental Risk Register – Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain's Department? N/A	N/A
Report of: City Surveyor (CS 419/20)	For Information
Report author: Faith Bowman / John Galvin City Surveyor's Department	

Summary

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

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

The City Surveyor Department 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 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

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 departmental 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 four amber risks. The details of each of these are included in Appendix 1.
5. In response to coronavirus, the City of London Corporation has instituted several thematic governance groups to co-ordinate the organisation's response and risks associated with Covid-19. The City Surveyor department has three risks being monitored by this group (Appendix 2). Risks relating to Covid-19 are regularly reported through to the Audit and Risk Management Committee.
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. Members will be aware that the City of London has recently approved the Climate Action Strategy (CAS). The organisation's earlier Carbon Descent Plan (CDP) has been integrated into this strategy.

The City Surveyor's Department currently holds a risk relating to the delivery of the CDP. Meetings have been arranged with departmental leads to understand what uncertainties relate to the attainment of the CAS's strategic objectives. It is anticipated that the current CDP risk will be removed, potentially to be replaced by one relating to the CAS.

8. The department continues to manage the thematic Covid-19 risks (Appendix 2) and discussions are held frequently with the risk owners to ensure that our information remains current. The current upswing in Covid-19 cases, and the re-introduction of lock-down, have prevented the de-escalation of these risks.
9. The department also manages the risks associated with repairs and maintenance on the City Bridges (Appendix 3).

In our last update we referred to the upcoming partial closure of London Bridge, and noted that this may impact the number of heavy goods vehicles (HGVs) crossing Tower Bridge. The City of London has been able to reach an agreement with Transport for London (TfL) regarding an alternative route for HGVs which minimised their likelihood of crossing Tower Bridge. The frequency of HGVs crossing Tower Bridge is being monitored regularly, and this will determine the success of the re-routing.

The mitigations that have been put in place justifies the on-going management of this risk at a Group level. We will advise Members should this situation change.

Heatmap

10. 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 (left). 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 (September) is included as the table on the right. Note that this is not tracking individual risks over time, rather it is a snapshot comparison of our overall risk profile.
11. Whilst it may appear that the risks have not changed this period, Members will recall that there was a more substantive change in the September report (comparing our position to June). There is still considerable uncertainty relating to Covid-19, and it is difficult to reduce the scores on impacted risks this period.

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

Table 1: December 2020 Risk Heatmap

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

Table 2: September 2020 Risk Heatmap

Conclusion

12. 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 – The City Surveyor's Departmental Risk Register – September Update (CS 301/20)

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SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

Report Author: Faith Bowman
Generated on: 18 November 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
P 2009-4 R SMT 002 Insufficient budget to meet user and asset demand at Guildhall	<p>Cause: Insufficient budget and accessibility due to the increase/intensification of use at Guildhall Complex. Insufficient funding being made available for Major Works, Cyclical Works and Day to Day Maintenance Budget to manage the repair demands on the Guildhall Complex.</p> <p>Event: Insufficient asset funding and lack of accessibility to complete all works due to increase/intensification of use at Guildhall Complex</p> <p>Impact: The standard of the Guildhall Complex will start to deteriorate, resulting in; poorer working environments leading to increased dissatisfaction and lower employee productivity and potential increase in breakdowns and reactive costs as the basic infrastructure of the Complex becomes beyond economic repair.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>This risk captures the longer-term risks associated with funding for the Guildhall. Risks relating to the current Coronavirus situation (CVD19 SG PROP 05) are covered in a separate appendix.</p> <p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources.</p> <p>It has been identified that elements of the West Wing mechanical and electrical systems, and plan equipment, are at an increased risk of failure. Additional inspections have been instituted</p> <p>Some parts of the general infrastructure of the Guildhall Complex are becoming beyond</p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2021	

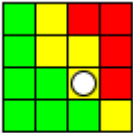
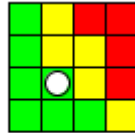

10-Feb-2015 Peter Young				<p>economic life, resulting in main Mechanical/Electrical Plant and Fabric failing across the Complex. The Guildhall Masterplan considers a complete refurbishment of some parts of the general infrastructure and has been proposed as part of the Fundamental Review.</p> <p>Due to increasing likelihood of breakdowns of life-expired elements of mechanical and electrical or plant and equipment, increased inspection regime has been instituted for the West Wing. The increase in air circulation (Covid-19 response) is also placing greater pressure on certain M&E items.</p> <p>06 Nov 2020</p>				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002e	Fundamental Review of the Guildhall Complex	A wholesale review of the North Wing and West Wing was presented as an option to Members for consideration as part of the Fundamental Review. Initial feedback from Members was to investigate this proposal in more detail, and initial cost implications will be presented later in the year. This item will be progressed as part of annual bid process in 2021/22.	Paul Wilkinson; Peter Young	06-Nov-2020	31-Mar-2022
SUR SMT 002f	Cross departmental working	<p>Single point of contact for Profit and Loss to be created within the Remembrancer's Department. This activity has been agreed by CASC and a more detailed report, noting the key figures, will be presented to Members later in the year.</p> <p>The possibility of a sinking fund for the site has been explored and agreed by CASC. CSD will provide a facilities event-related operating business plan with the Remembrancer's Department, detailing the funding, management and operating arrangements including the funding sources. This action has been delayed due to current events (Covid-19) and this will be revisited shortly, taking account of any changes as proposed by the Target Operating Model (TOM).</p>	Remembrancer; Peter Collinson	06-Nov-2020	31-Mar-2021

SUR SMT 002g	Maintenance management	<p>The department continues to work with Skanska, our Building Repairs and Maintenance Contractor, to review and improve the correct Planned Preventative Maintenance (PPM) regime.</p> <p>A report was presented to CASC in January 2020 with details of the deferred maintenance level (bow wave).</p> <p>The Corporate Property Asset Management Strategy (CPAMS) 2020-25 was presented to November Corporate Asset Sub (Finance) Committee (CASC). This will be taken subsequently to Service Committees. The strategy will help determine the property condition to which we're aspiring on a site-by-site basis (good or fair).</p>	Peter Collinson; Peter Young	06-Nov-2020	31-Mar-2021
SUR SMT 002h	Prioritisation review	The department reviewed the prioritisation of major projects in light of covid-19 and the financial circumstances. This also considered the Guildhall Masterplan and how this may impact projects. This review was presented to Committee in September and Resource Allocation in October. There has been a slight update following further input from the Chamberlain.	Peter Collinson; Peter Young	06-Nov-2020	31-Mar-2021
SUR SMT 002j	Budget adjustment	The department is identifying how to maintain services across the complex in light of lower budget allocations for 2021-22. This will be integrated into the upcoming budget cycle.	Peter Collinson; Peter Young	06-Nov-2020	31-Mar-2021

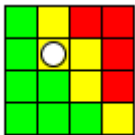
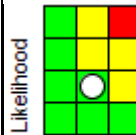

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 010c	Funding source and route for capital programme	Agreed delivery model and costs Phase 1 and 2 submitted for funding as part of the annual capital bid programme (Phase 1 provisionally approved). Further funding opportunities discussions have been undertaken with colleagues in the Chamberlain's Department, particularly in regard to Salix funding.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 010d	Better utilisation of the building management system (BMS)	Improved use of the BMS system to result in better energy use at the Guildhall Complex. The BMS expert has been secured for an additional 12 months. They will be working on a detailed BMS strategy, including for the Guildhall complex.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 010e	Project identification	The upcoming challenge will be to identify deliverable projects under the CAS – particularly where this relates to occupied properties. Initial scoping work is underway.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 010f	Climate Action Strategy realignment	Plan of realignment for February 2021. This will formally close the Carbon Descent Plan risk and embed this as a risk associated with the Climate Action Strategy.	Pete Collinson, James Rooke	24-Nov-2020	28-Feb-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 014 Backlog maintenance	<p>Cause: Insufficient funds to manage the repair demands at operational properties (Budget available does not match the annual Cyclical Works Programme Bid List of requirements).</p> <p>Event: Maintenance demands for operational properties exceeds available funding.</p> <p>Impact: Reactive repairs budget used to meet maintenance demands, loss of income from events spaces, reputational impacts, long-term properties may cease to meet operational requirements (Reduced rental income, reduced capital value, increased breakdown of M&E services, reduced customer satisfaction, poor building use and efficiency).</p>	<p>Likelihood</p>  <p>Impact</p>	8	<p>The Cyclical Works Programme (CWP) bid for 20/21 has a reserve list of unfunded works of £26m, these works are essential to keep the operational properties in a good standard. These unfunded works will result in an increase in the backlog of maintenance.</p> <p>CWP report has been presented to CASC. This shows a gradual rise in deferred maintenance from c£80m to c£130m over the next five years. The Fundamental Review has proposed the reduction in the funds available to the CWP for 2020/21 by £1m, which will impact this risk.</p> <p>The Corporate Property Asset Management Strategy was presented to Corporate Asset Sub Committee (CASC).</p> <p>The CWP process has been reviewed to focus more clearly on asset need rather than on available funds. This will rely upon intelligent information from our CAFM (Computer Aided Facilities Management) system.</p> <p>Major projects will be subject to the Capital Bid process. To deliver additional projects, savings from the capital budget will need to be made (ie, a new project will result in the de-prioritisation of an existing project).</p>	<p>Likelihood</p>  <p>Impact</p>	4	31-Mar-2021	

04-Nov-2019 Peter Collinson				06 Nov 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 014b	Additional funding report may be required	Draft additional funding report to committee (next report due 2021).	Alison Bunn	06-Nov-2020	31-Mar-2021
SUR SMT 014g	Next generation CAFM system	The department is looking to procure a 'next generation' CAFM (Computer Aided Facilities Management) system. This will enhance the department's capacity to plan forward maintenance on asset condition and result in a more accurate determination of outstanding and upcoming repairs and maintenance. CSD will be going to the market in early 2021.	Peter Collinson	06-Nov-2020	31-Mar-2021
SUR SMT 014h	Ring fenced budgets	CSD is communicating with ring fenced property departments to identify appropriate building maintenance spend (forward maintenance). Building occupiers allocate funds for the maintenance of the built assets. Whilst the City Surveyor's Department recommends work to be undertaken, it is the occupying department who has final control over activity. There is an upcoming internal audit in this area. Ideally this will recommend more transparency on decisions and impacts, and how these are communicated corporately.	Peter Young	06-Nov-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 016 Health and Wellbeing of Staff 16-Jun-2020 Paul Wilkinson	Cause: Extended period of working away from colleagues due to Covid-19 exacerbating stress levels, or individuals home working conditions are not optimal. Event: Health and wellbeing of staff deteriorates. Impact: Negative impact on staff morale, higher levels of absenteeism and turnover, impact on productivity.	 Likelihood	6	This risk considers the health and wellbeing of departmental staff. This is exacerbated under the current second lockdown as a result of COVID-19. 06 Nov 2020	 Likelihood	4		 Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
Page 48 SUR SMT 016a	Communications	<p>All directors are having regular meetings with staff and encouraging regular interaction at all levels throughout the department. The City Surveyor is holding weekly meetings with all departmental staff through Teams. Electronic staff newsletter was distributed in June and September. The Business Performance and Improvement Team recently undertook a survey assessing staff attitudes and experiences of remote working, and what they would consider to be optimal future working arrangements – results have been communicated through to all departmental staff.</p> <p>Each of these activities is focussed around ensuring that there is a common sense of purpose, issues can be identified early, and appropriate signposting can be made to ensure that at-risk staff are able to access appropriate services.</p>		Matt Porgiglia; Peter Collinson; Nicholas Gill; Ola Obadara ; Peter Young	06-Nov-2020	31-Mar-2021
SUR SMT 016b	Flexible working	<p>Flexibility with returning to the office is being considered. This will enable those who feel their work is best undertaken at the office to work from this location to do so, together with the option for greater flexibility for remote working for those who work optimally away from their office desks. Ultimately this will provide a variety of work environments for employees.</p> <p>To reach this situation, infrastructure constraints will need to be overcome, including DSE and internet connectivity issues which continue to impact a minority of staff.</p> <p>There is anxiety from some staff about returning to the office in the short-term.</p>		Matt Porgiglia; Peter Collinson; Nicholas Gill; Ola Obadara ; Peter Young	06-Nov-2020	31-Mar-2021

		The government's second lockdown will impact employee's mental health, and efforts are being made to ensure that managers are aware of this, and pro-actively encouraging staff to take time away from their home office environment.			
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Copy of SUR COVID-19 - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Faith Bowman
Generated on: 27 November 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
P PROP 01 Impact on investment portfolio (SUR)	<p>Cause: The spread of COVID 19 has continued to escalate affecting business and trade.</p> <ul style="list-style-type: none"> . Lack of trade . Lower investment transactions . Lower lettings transactions . Longer development and refurbishment timelines . Longer and less accurate valuations <p>Event: The spread of COVID 19 impacts on the City Surveyors business, namely collection of rental income</p> <p>Effects: Through the spread of COVID 19 tenants are not able to pay their rental payments leading to rent arrears or forfeit leases on managed/FR&I tenants, confidence in the City of London Corporation and the City of London is damaged</p>	 Likelihood Impact	16	<p>A proposal has been presented to PIB in Aug (subsequently to RASC) for a further rent-free period for 'at risk' tenants for the September quarter (with a cap of £4.624m). This has been agreed in principle, subject to delegation to the TC in consultation with the Chair and Deputy Chair of P&R and Finance.</p> <p>The moratorium on enforcement action has been extended to 31 December. Thereby making rent collection difficult.</p> <p>Note that there was a £4.3m cap for 'at risk' tenants for the June quarter. This was agreed by RASC. The Chamberlain and RASC have noted that this should be drawn down first before moving to the £4.624m identified for the September quarter.</p>	 Likelihood Impact	8	31-Mar-2021	

01-Apr-2020 Nicholas Gill				For Bridge House Estates properties, decisions are made in the best interests of the charity. 27 Nov 2020				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SG PROP 01b	Monthly Payments	Move to monthly rent collections (March to September Quarters) for all directly managed and FR&I tenants (this does not apply to ground rents) where requested.	Nicholas Gill	27-Nov-2020	31-Mar-2021
CVD19 SG PROP 01h	Members Paper	Upcoming paper to be presented to PIB and other relevant Committees dealing with rent concessions for December quarter onwards.	Nicholas Gill	27-Nov-2020	30-Apr-2021
CVD19 SG PROP 01i	Rent Arrears	Being reviewed on a regular basis, and updates are being provided to Members. The government have extended the landlord restraint on legal action against tenants for non-payment of rent until 31/12. As a result arrears are likely to increase.	Nicholas Gill	27-Nov-2020	31-Mar-2021
CVD19 SG PROP 01j	Monitor Impact	IPG to Monitor the impact on; . Lack of trade . Capacity of our tenants' ability to pay their rent . Investment transactions . Letting transactions . Refurbishments and Developments	Nicholas Gill	27-Nov-2020	31-Mar-2021
CVD19 SG PROP 01k	Snapshot reporting	With the assistance of Chamberlain's Department, a regular snapshot of rental collection (deferrals and rent frees) is being produced and monitored.	Nicholas Gill; John James	27-Nov-2020	31-Mar-2021

3

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CV19 SG PROP 02h	Contractor may request additional fees, additional statutory authority fees	Reduced prelims valued to the contractor if there is reduced resource on site; ask parties to demonstrate what additional costs are for, and which contractual clause it relates to; negotiate additional fees upfront ahead of agreeing start on site. Contractors have recently experienced issues obtaining insurance and these costs may be passed along to the CoL. Whilst initial results seem to be positive for the City, this will continue to be monitored.	Ola Obadara	27-Nov-2020	31-Mar-2021
CV19 SG PROP 02i	Material and components	It is the contractor's responsibility for managing materials on site. There has been a potential issue with regards to the availability of materials and components when projects are on-site – particularly related to long lead items and those from abroad. Property Project Group is monitoring for impact, although this appears to be easing currently.	Ola Obadara	27-Nov-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SG PROP 03 Property Projects - Site Closure (SUR) <div> <div>Page 55</div> <div>28-May-2020</div> <div>Obadara</div> </div>	Cause: COVID 19 and current or future PHE guidance. Event: Site cannot comply with current, or potential future PHE guidance and social distancing requirements Effects: Site shutdown until a point where social distancing requirements and PHE guidance allows a return to work.	<div> <div>Likelihood</div> <div>Impact</div> </div>	8	<p>This newly created risk reflects the fact that it will not be possible to recommence work at some sites due to current PHE and HSE guidance – particularly in relation to social distancing. Potential future PHE guidance may also mean further site closures.</p> <p>As contractors have returned to site, progress is being made across the piece, but some sites may need to shut in the future. Some contractors are undertaking their own risk assessments and instituting site rules above PHE guidance.</p> <p>27 Nov 2020</p>	<div> <div>Likelihood</div> <div>Impact</div> </div>	8	31-Mar-2021	<div> <div>Constant</div> <div> <div></div> <div></div> </div> </div>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SG PROP 03a	Contractual risks	The responsibility for delays, disruption and commercial risks are typically spelled out in construction contracts and appropriately allocated to the party in the best position to mitigate such risks. Delays caused by COVID-19 impacts may be covered under a force majeure or similar clause of the contract. Contractors will argue that COVID-19 related delays were wholly unforeseeable and outside of the contractor's control, and therefore the contractor should not be held responsible. Under these circumstances, many contracts entitle the contractor to a time extension of the project completion date, and some contracts also allow for the contractor's recovery of increased performance costs. For new contracts, these will account for Covid-19 and these 'contractual risks' will be built into the price and timeframes – although it should be noted that Covid-19 remains a fluid challenge, and future changes to SOPs may result in increased risk	Ola Obadara	27-Nov-2020	31-Mar-2021

CVD19 SG PROP 03b	Health and Safety.	Guidance from Government and CLC is regularly monitored with the Principal Designer, updated RAMS have been received from the contractor. Guidance to continue being reviewed. Ensure client is following CDM duties and providing plenty of welfare. Reviewing method statements to ensure alignment and compliance with PHE/HSE guidance.	Ola Obadara	27-Nov- 2020	31-Mar- 2021
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SUR City Bridges - detailed report EXCLUDING COMPLETED ACTIONS for committee

Report Author: Faith Bowman
Generated on: 18 November 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
R CB 003 City Bridges - Substantial vessel strikes 01-Nov-2018 Paul Wilkinson	Cause: Substantial Vessel strike Event: Structural damage to bridge Impact: Instability in bridge structure leading to possible collapse. Death / injury, disruption of traffic, reputational damage, additional costs to repair / replace	Likelihood Impact 	16	No vessel strikes have been reported in the previous period. City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group. This risk is 'on-going' and, as such, the target date for the risk can be considered as a 'review date'. 06 Nov 2020	Likelihood Impact 	16	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 003a	Navigation controls	Navigation is controlled by the Port of London Authority and navigation lights are fixed to bridges. Paul Monaghan is an on-going member of the River Crossings Liaison Group. This Group has recently appointed a new Chair, and meetings have recommenced. Paul Monaghan updates CSD at the quarterly meetings as to any actions, activities or change in the risk status of this item.	Nicholas Gill; Peter Young	06-Nov-2020	31-Mar-2021

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 006a	Counter Terrorism	<p>Sequence of joint workshops were hosted by TFL over July 2019. These related to Threat Assessments for the bridges. The meetings involved TFL, the City Police, the MET Police and DBE. This investigated the risks associated with key bridges, with a different assessment made depending on the bridge.</p> <p>When TFL assess the overall risk, they applied a higher risk impact than the City currently assesses. However, this relates to the overall risk, rather than the element for which the City of London Corporation, and the City Surveyor's Department, is responsible.</p> <p>Temporary mitigation by the Metropolitan Police remains in place, but this is not full Hostile Vehicle Mitigation.</p>	Nicholas Gill; Paul Monaghan; Peter Young	06-Nov-2020	31-Mar-2021
SUR CB 006b	Policing	The City of London Police receive funding from Bridge House Estates to provide policing to the City Bridges.	Nicholas Gill; Paul Monaghan; Peter Young	06-Nov-2020	31-Mar-2021

5

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 007d	Tideway Tunnelling	<p>The City's Engineer, Paul Monaghan is working with the Comptroller and City Solicitor through the Development Consent Order and negotiated protection for the river crossings and, in the case of Tower Bridge, reduced face loss. He and the engineering team are working with the planning lead, Ted Rayment, to ensure that these requirements are being met. Regular weekly, monthly and quarterly meetings take place with the respective parts of the Thames Tideway Tunnelling (TTT) organisation. For support they have the existing commission with an external engineering consultant appointed for the inspection of river crossings.</p> <p>Note that liaison between the City of London Corporation at the TTT are continuing throughout this period of Covid-19.</p>	Nicholas Gill; Peter Young	06-Nov-2020	31-Mar-2021
SUR CB 007e	Monitoring & Works	<p>Monitoring is on-going on the bridge sites to ensure that risks are managed. Monitoring at Tower Bridge has been in place for circa three years. Millennium Bridge may need its tensioning adjusted to account for any movement.</p> <p>There has been some movement detected near Millennium and Tower Bridge, but currently this is below the predicted level. Monitoring will be on-going as the ground continues to settle. Agreement has been reached with TTT regarding appropriate mitigation and this will be finalised once ground settlement / movement has concluded.</p>	Nicholas Gill; Paul Monaghan; Peter Young	06-Nov-2020	31-Mar-2021

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