



Capital Buildings Committee

Date: TUESDAY, 23 MARCH 2021
Time: 9.30 am
Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Sir Michael Snyder (Chairman)	Deputy Tom Sleigh
Deputy Edward Lord (Deputy Chair)	Deputy James Thomson
Peter Bennett	Douglas Barrow
Deputy Keith Bottomley	Jeremy Mayhew
Alderman Alison Gowman	Deputy Jamie Ingham Clark
Sheriff Christopher Hayward	Alderman Sir David Wootton
Alderman Ian Luder	David Brooks Wilson
Deputy Catherine McGuinness	Oliver Sells QC

Enquiries: Chris Rumbles
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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

≤ <https://youtu.be/aCkc3OEecpU> ≥

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

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS 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 13th January 2021.

For Decision
(Pages 1 - 4)

4. **CO-OPTED MEMBER TERM EXPIRY / REAPPOINTMENT**

Report of the Town Clerk.

For Decision
(Pages 5 - 6)

5. **WEST SMITHFIELD & CHARTERHOUSE STREET (THAMESLINK) BRIDGES REMEDIAL WORKS**

Report of the Director of the Built Environment.

For Information
(Pages 7 - 20)

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

8. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A 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

9. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 13th January 2021.

For Decision
(Pages 21 - 28)

10. **NON-PUBLIC OUTSTANDING ACTIONS**

Report of the Town Clerk.

For Information
(Pages 29 - 30)

11. **NON PUBLIC REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 31 - 34)

12. **CITY OF LONDON POLICE DECANT UPDATE (REPORT TO FOLLOW)**

Report of the Commissioner.

For Decision

13. **BISHOPSGATE POLICE STATION - 21 NEW STREET**

City Surveyor to be heard.

For Decision

14. **MUSEUM OF LONDON RELOCATION PROGRAMME: UPDATE**

Report of the City Surveyor.

For Decision
(Pages 35 - 56)

15. **SALISBURY SQUARE DEVELOPMENT - RIBA STAGE 4A PROGRESS**

Report of the City Surveyor.

For Information
(Pages 57 - 68)

16. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT**

Report of the City Surveyor.

For Information
(Pages 69 - 72)

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

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

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CAPITAL BUILDINGS COMMITTEE

Wednesday, 13 January 2021

Minutes of the meeting of the Capital Buildings Committee held virtually through Microsoft Teams.

Present

Members:

Sir Michael Snyder (Chairman)	Deputy Tom Sleigh
Deputy Edward Lord (Deputy Chair)	Deputy James Thomson
Peter Bennett	Douglas Barrow
Deputy Keith Bottomley	Jeremy Mayhew
Alderman Alison Gowman	Deputy Jamie Ingham Clark
Sheriff Christopher Hayward	Alderman Sir David Wootton
Alderman Ian Luder	David Brooks Wilson
Deputy Catherine McGuinness	Oliver Sells QC

Officers:

Ola Obadara	- Projects Director
Martin O'Regan	- City of London Police
Alistair Sutherland	- Assistant Commissioner, City of London Police
Shani Annand-Baron	- Town Clerk's Department
Mark Lowman	- City Surveyor's Department
Julie Mayer	- Town Clerk's Department
Matthew Pitt	- City Surveyor's Department
Christopher Rumbles, Clerk	- Town Clerk's Department
Peter Lisle	- Assistant Town Clerk & Director of Major Projects
Tim Cutter	- City Surveyor's Department / Avison Young
Nicholas Richmond Smith	- Chamberlain's Department

In Attendance

Eric Parry	- Eric Parry Architects
Lee Higson	- Eric Parry Architects

1. APOLOGIES

There were no apologies received.

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

The Committee noted David Brooks Wilson's standing declaration. Mr Ingham Clerk declared an interest as a Member of the Honourable Artillery Company.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 11 November 2020 be approved.

4. **TERMS OF REFERENCE AND FREQUENCY OF MEETINGS: ANNUAL REVIEW**

The Sub-committee considered a report of the Town Clerk presenting Members with an opportunity to consider the Committee's terms of reference and to propose any changes to these in time for the annual re-appointment of Committees by Court of Common Council in April 2021.

The Chairman remarked on there being no changes proposed to the Terms of reference.

A Member, also Deputy Chairman of Policy and Resources Committee, confirmed he was speaking on behalf of the Chair of Policy who was otherwise engaged with the Lord Mayor. The Committee were asked to consider putting forward a recommendation to Policy and Resources Committee and on to Court of Common Council that an exceptional circumstance be made for this Committee in allowing the term of its Chairman to be extended by one additional year.

The Member added that this Committee was at a critical stage in overseeing the Combined Courts and City of London Police Accommodation Strategy projects and that the Chair of Policy was of the view that maintaining continuity of leadership on this Committee would be crucial over the next year as the City Corporation works through the Lisvane Review recommendations relating to Governance, which would ultimately establish where the City Corporation goes with all its committee structures.

The Member proposed a recommendation be put to Policy and Resources Committee and onto Court of Common Council that Standing Order 29 (2) be waived on this occasion and that the Chairman's term be extended by one additional year.

Members unanimously supported the recommendation and agreed it would be entirely appropriate given the review of Governance that was ongoing.

In response to questions from Members, it was clarified that the proposal was to waive the convention of standing order 29 (2) in allowing the Chairman to extend their term by one year into a fourth year. It was clarified that this change of term would be subject to the annual re-appointment process by Court of Common Council and the annual election of Chairman in the normal way.

Resolved, that

- the terms of reference of the Committee be approved for submission to Court of Common Council in April 2021 and,
- that a recommendation of this Committee be made to Policy and Resources Committee and Court of Common Council that the Chairman's term be extended by an additional year.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no additional items of business.
7. **EXCLUSION OF THE PUBLIC**
RESOLVED, that under Section 100A of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds they involve the likely disclosure of exempt information, as defined in Part I of Schedule 12A of the Local Government Act.
8. **NON-PUBLIC MINUTES**
RESOLVED – that the non-public minutes of the meeting held on 11 November 2020 be approved as a correct record.
9. **NON-PUBLIC OUTSTANDING ACTIONS**
Members received a report of the Town Clerk updating on non-public outstanding actions.
10. **SALISBURY SQUARE DEVELOPMENT (FORMERLY FLEET STREET ESTATE)**
 - a) **Presentation - Eric Parry Architects**
A presentation from Eric Parry was heard as part of this item.
 - b) **RIBA Stage 3 Completion / Commencement of RIBA Stage 4 (Technical Design)**
Members considered a report of the City Surveyor updating on progress with the Salisbury Square Development.
11. **CITY OF LONDON POLICE ACCOMMODATION STRATEGY**
 - a) **Decant - CoLP Decant Logistics / Move Partner**
Members considered a report of the Commissioner of the City of London Police relating to the City of London Police Accommodation decant logistics / move partner.
 - b) **City of London Police - Future Police Estate update**
Members considered a report of the Commissioner of the City of London Police updating on the Future Police Estate.
 - c) **City of London Police Resource requirements - Future Police Estate**
Members considered a report of the Commissioner of the City of London Police relating to City of London Police resource requirements for the future police estate.
12. **MUSEUM OF LONDON RELOCATION PROGRAMME**

- a) **Museum of London Relocation Programme: Supplementary information in support of recommendations**
Members considered a report of the City Surveyor offering supplementary information in support of a number of recommendations.
 - b) **Museum of London Relocation Programme: Update**
Members considered a report of the City Surveyor providing an update on the Museum of London Relocation Programme.
13. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT**
Members considered a report of the City Surveyor updating on progress with the Barking Reach Power Station Site Remediation project.
14. **REPORT OF ACTION TAKEN**
Members received a report of the Town Clerk updating on non-public actions relating to the work of the Committee.
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no non-public questions.
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no additional items of business.

The meeting closed at 12.28pm

Chairman

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christopher.rumbles@cityoflondon.gov.uk

Committee: Capital Buildings Committee	Dated: 23 March 2021
Subject: Co-opted Member Term Expiry / Reappointment	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 6 and 8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£NA
What is the source of Funding?	NA
Has this Funding Source been agreed with the Chamberlain's Department?	NA
Report of: Town Clerk & Chief Executive	For Decision
Report author: Chris Rumbles	

Summary and Report

1. In March 2020, Capital Buildings Committee reappointed Oliver Sells Q.C. to the Committee as a co-opted Member for a further one-year term, to expire at the end of March 2021.
2. This was in view of ongoing discussions with Her Majesty's Courts & Tribunals Service (HMCTS) and the Ministry of Justice in respect of the new Courts building and the City Corporation's involvement, where it was felt that Mr Sells' background and extensive experience with the judiciary would be beneficial to the Committee.
3. The current term of the appointment is now due to expire and the Committee is asked to consider whether it would wish to reappoint Mr Sells for a further period. Mr Sells has indicated his willingness to serve if the Committee would so wish.

Recommendation:

4. That consideration be given to the position of Oliver Sells Q.C. on the Committee and any prospective reappointment for a further one year term, to expire at the end of March 2022.

Chris Rumbles

Committee and Member Services Officer, Town Clerk's Department

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<p>Committees: Planning & Transportation Committee <i>[for decision]</i> Projects Sub <i>[for decision]</i> Markets Committee <i>[for information]</i> Capital Buildings Committee <i>[for information]</i></p>	<p>Dates: 16 February 2021 23 February 2021 10 March 2021 23 March 2021</p>
<p>Subject: West Smithfield & Charterhouse Street (Thameslink) Bridges Remedial Works</p> <p>Unique Project Identifier: 12021</p>	<p>Gateway 5: Regular Authority to start work</p>
<p>Report of: Director of the Built Environment</p> <p>Report Author: Jagdeep Bilkhu</p>	<p>For Decision</p>
<h1 style="font-size: 2em; margin: 0;">PUBLIC</h1>	

<p>1. Status Update</p>	<p>Project Description: Essential refurbishment/maintenance at three highway structures over railway near Smithfield Market to extend the life of the existing structures and to mitigate the Corporation’s risk from third party claims.</p> <p>RAG Status: Amber (Amber at last report to Committee)</p> <p>Risk Status: Medium (Medium at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): £645,500</p> <p>Change in Total Estimated Cost of Project (excluding risk): Decrease of £198,500 since last report to Committee.</p> <p>Spend to Date: £50,877.61</p> <p>Costed Risk Provision Utilised: Zero</p> <p>Slippage: A delay in approving this report could have an impact on the programme of the new Museum of London project as the above ground works of this project are scheduled to be undertaken between March and April 2021 at the time of writing this report.</p>
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<p>2. Requested decisions</p>	<p>Next Gateway: Gateway 6: Outcome Report</p> <p>Next Steps:</p> <ul style="list-style-type: none"> • If the requested decisions are agreed the next steps would be to confirm these decisions to Buro Four, to issue a formal instruction to the main contractor, Dyer & Butler to commence the works. • Furthermore, with the main contractor formally on-board, supporting documentation for access and methodology agreement with Network Rail will be discussed and formalised. <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Members to agree the total revised project budget of £645,000 (excluding risk); 2. Approve the appointment of Dyer & Butler (incumbent Tunnel Lids contractor) by means of a variation to their currently approved works order in the total value of £390,000. 3. That a Costed Risk Provision of £150,000 is approved over and above the £645,000 (to be drawn down via delegation to Chief Officer).
<p>3. Budget</p>	<p>3.1 The total cost of the project is £645,000.</p> <p>3.2 The total cost of the construction works was estimated in the previous G1-4 report of September 2018. The G4 Issue Report of September 2019 included a change in scope to include similar work adjacent to the original two bridges. For this report the total construction cost has been estimated by the proposed main contractor as £390,000, which is £17,000 less than we estimated at £407,000 in the G4 Issue Report (incl. the change in scope). There are some notable assumptions that the contractor has made which do mean that it would be prudent to keep monies within the budget for further investigations, e.g. more trial pits at highway level and also for an asbestos survey, which the contractor has not allowed for in his estimate.</p> <p>3.3 It should be noted that in the cost build up below, £80,000 that was set aside for investigations has been placed in the risk provision. Any investigations that are still deemed required by the contractor have been itemed as an item in the risk register.</p>

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff Costs	Site Supervision (Part-time)	CWP	10,500
Consultants Fees	Design and detailing	CWP	55,000
Consultant Fees	CDM Principal Designer	CWP	5,000
Consultant Fees	Quantity Surveyor & Network Rail Planner	CWP	18,000
Consultant Fees	Estimated site supervision at weekends and night time	CWP	20,000
Network Rail Management Costs	Project Management	CWP	27,000
Network Rail	Advance access booking	CWP	120,000
Main contractor	Works cost	Split between CWP & Additional Capital Funds for City Fund Properties Programme	390,000
Total			645,500

Costed Risk Provision requested for this Gateway: £150,000 which is also likely to be met from the Additional Capital Funds for City Properties Programme or CWP.
(as detailed in the Risk Register – Appendix 4)

<p>4. Design summary</p>	<p><u>Key Features of the Project Design</u></p> <p>4.1 The work in this project has broadly been spilt into that which (i) is proposed to be undertaken to the bridges from ground level, i.e. from the highway and (ii) work to the soffits which will require access from the railway.</p> <p>4.2 The above ground works comprise a new spray applied waterproofing system and re-surfacing. The key point to note is that the bridges on Charterhouse House Street have numerous services, in the form of ducts and cables above the bridge deck. The proposal on Charterhouse Street is to undertake waterproofing above the services. Ordinarily, waterproofing would be applied to the top of the bridge deck but in this instance undertaking such a task would be significantly more expensive as well as logistically more complex and prohibitive. There is the potential that utilities companies will need access to their apparatus and therefore the waterproofing may need to be breached. Should this be the case, the utility company is responsible for reinstating the waterproofing as part of any future work and this to be managed by virtue of the fact that all works on Charterhouse Street and West Smithfield should be notified to the City Corporation as both highways are designated the status of Special Engineering Difficulty (SED) as described by the New Roads and Street Works Act 1991.</p> <p>The bridge on West Smithfield has service troughs in the footways. Some (possibly all) of the services on West Smithfield are being diverted as part of the new Museum of London works. On West Smithfield the current proposal is to install a new spray applied waterproofing system in the traditional manner, i.e. on the bridge deck itself. The new system shall also line the troughs in footways on both sides of the bridge.</p> <p>4.3 The work from the railway entails various refurbishment, including repair to spalled concrete, cleaning and treating any corroding reinforcement and other metallic elements, replacing loss of pointing and brick repairs to masonry elements and in the case of West Smithfield, repairing cracked concrete cladding encasing iron girders. The condition of the girders within the encasing is not known.</p> <p><u>Stakeholder Engagement</u></p> <p>4.4 All works from the railway will require access platforms and agreement with Network Rail. This process has commenced however no definitive methodology has been</p>
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	agreed as this will be completed in collaboration with the main contractor.
5. Delivery team	<p>As reported previously and separately to Capital Buildings Committee, this scheme is to be incorporated into the contract of the new Museum of London's permanent works contractor, as a variation to that contract. Consequently, the proposed team are as follows:</p> <p>5.1 <u>Main Contractor</u>: Dyer & Butler (appointed by the new Museum of London Relocation project team).</p> <p>5.2 <u>Project Management Consultant</u>: Buro Four (appointed by the new Museum of London Relocation project team).</p> <p>5.3 <u>Designer</u>: Arcadis (the City of London Corporation's incumbent contractor for engineering services).</p> <p>There are numerous other members of the wider team that form part of the new Museum team however, the above are the core team for this project.</p>
6. Programme and key dates	<p>6.1 Some of the works of this scheme have been programmed between March and April 2021 by the new Museum of London team. At the time of writing this report, this is the key date for the bridges covered by this report.</p> <p>6.2 The date above is subject to other conditions and approvals by the museum team. As a result, the work proposed to the bridges in this report will be phased according to the logistical planning requirements of the museum project and may not be undertaken in one continuous standalone programme.</p> <p>6.3 Appendix 3 is attached for information and shows (highlighted in blue) the proposed planned phasing of the highway structures work in relation to other ground level works that the new Museum of London team are undertaking over the railway and over the basement structures of the market.</p>
7. Risks	<p>7.1 The largest risk to the project remains the potential financial impact of damage to railway infrastructure from the refurbishment work, either from above or to the soffits, resulting in disruption to the service on this section of railway. This same risk would also result in delays to the delivery of the project to programme. This risk is mitigated by the appointment of an experienced railway contractor who will carry that risk. The main contractor is also experienced on working on this specific section of railway on other projects (not related to this one).</p>

	<p>7.2 Other major risks involved with this scheme remain primarily from unknown plant and services buried in the highways as well as the potential extent of repairs, i.e. they could reveal a worse condition than expected when preparing for repair.</p> <p>Costed Risk Provision Utilised at Last Gateway: Zero Change in Costed Risk: Increase of £80,000 to £150,000 from £70,000 in the G4 Issue Report of September 2019.</p> <p>Further information available in the Risk Register (Appendix 4) and options appraisal matrix.</p>
8. Success criteria	<p>8.1 To complete the works:</p> <ul style="list-style-type: none"> i) in accordance with the specification ii) in collaborations with the adjacent works that are part of the new Museum of London from a logistical and design perspective as far as practically possible iii) within the budget iv) reduce the City of London Corporation's potential risk of litigation arising from third parties such as Network Rail.
9. Progress reporting	<p>9.1 Monthly progress report will be prepared via Project Vision and an Issue Report prepared for members should it be required.</p>

Appendices

Appendix 1	Project Coversheet
Appendix 2	Plan showing extent and location of Highway Structures
Appendix 3	Plan showing extent of Highway Structures (highlighted in blue) relative to other works of the museum.
Appendix 4	Risk Register

Contact

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Telephone Number	020 7332 1544

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Project Coversheet

[1] Ownership	
Unique Project Identifier:	12021
Core Project Name:	West Smithfield and Charterhouse Street (Thameslink) Bridges Remedial Works
Programme Affiliation (if applicable):	
Project Manager:	Jagdeep Bilkhu
Next Gateway to be passed:	GW5

[2] Project Brief
<p>Project Description: Undertaking maintenance work mainly to the underside and waterproofing the structures, all of which are over the railway.</p> <p>Definition of need: Refurbish/maintain to extend the life of existing structures and to mitigate the Corporation's risk from third party claims.</p> <p>Key measures of success:</p> <ul style="list-style-type: none"> • Reduction of the Corporation's risks. • Completion of works to minimise disruption (if possible) ahead of the opening of the newly relocated Museum of London.

[3] Progress Status
<p>Expected timeframe for the project delivery: Expected to reach construction stage in 2020 or 2021, depending on available railway access and other construction works in the vicinity, e.g. MoL Relocation Project.</p> <p>Key Milestones:</p> <p>Are we on track for completing the project against the expected timeframe for project delivery? Y</p> <p>Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No.</p>

[4] Finance and Costed Risk
<p>Headline Financial, Scope and Design Changes: Update relevant section post report approval. Add multiple entries to relevant box if issues reports are approved. Note this section is to tell the 'project story' of how we reached the current position outlined in the main report.</p>
<p>Since G1-4 Report (PSC Approval on 12/09/2018):</p> <ul style="list-style-type: none"> • Total Estimated Cost (excluding risk): £684,000 • Resources to reach next Gateway (excluding risk): £230,000 • Spend to date: £39,723.61 • Costed Risk Against the Project: £4,670,000 (post-mitigation) • CRP Requested: £70,000 • CRP Drawn Down: Zero <p><i>Scope/Design Change and Impact:</i></p>
<p>Since 'Authority to start Work' G5 report (PSC Approval xx/yy/zz):</p> <ul style="list-style-type: none"> • Total Estimated Cost (excluding risk):

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- Resources to reach next Gateway (excluding risk)
 - Spend to date:
 - Costed Risk Against the Project:
 - CRP Requested:
 - CRP Drawn Down:
- Scope/Design Change and Impact:*

Total anticipated on-going commitment post-delivery [£]: Continuing with undertaking a programme of inspections and maintenance identified from these inspections.
Programme Affiliation [£]: <(If applicable) What is the estimated total programme cost including this project:>

Top risk: <threat that has not come to pass>

<i>Risk description</i>	Undertaking and managing construction work above a railway without causing damage to, or affecting the running of trains.
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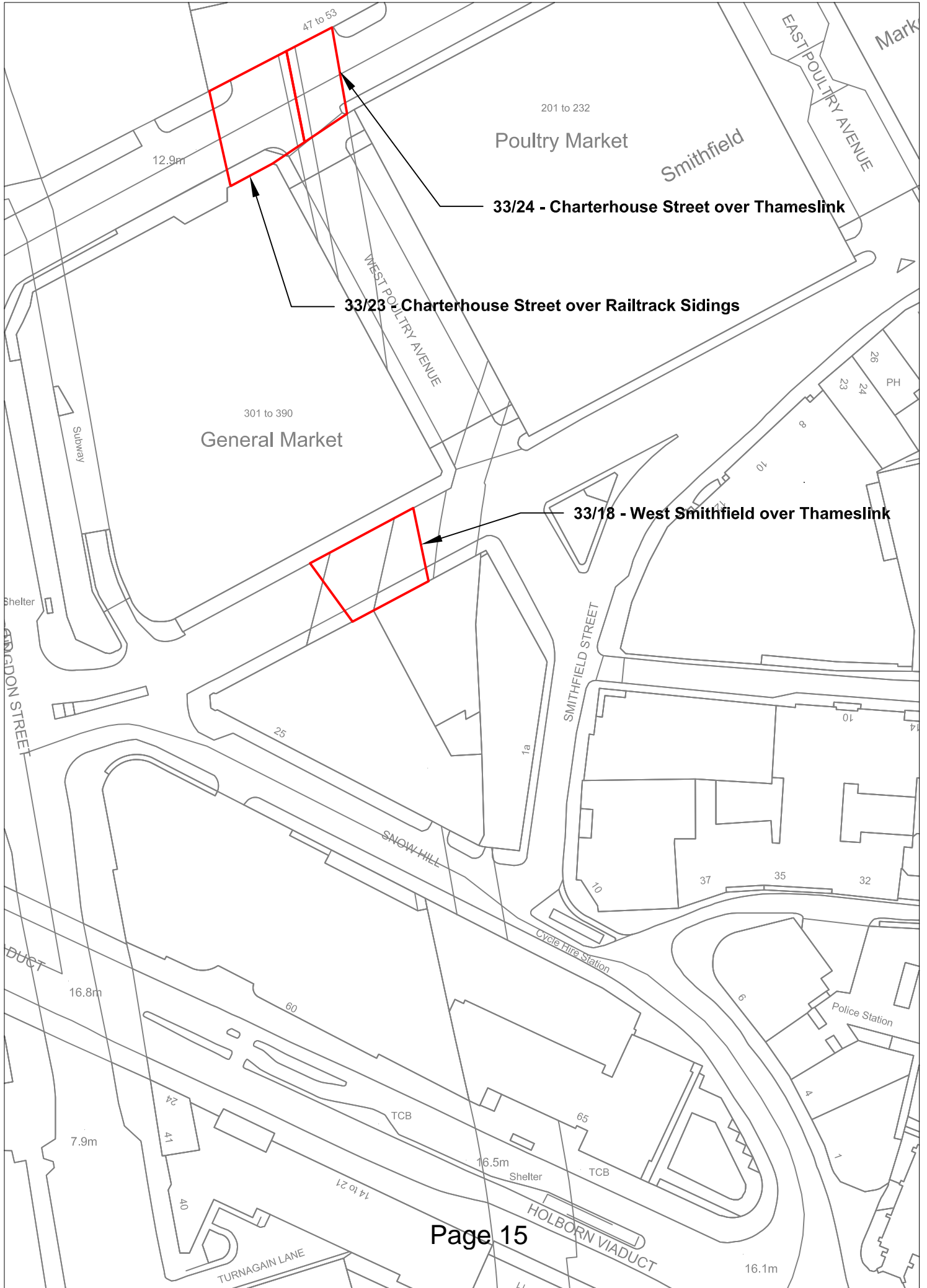
Top issue realised <risks which have come to pass:>

<i>Issue Description</i>	Impact and action taken	<i>Realised Cost</i>

[5] Member Decisions and Delegated Authority

<Key decisions taken in Service or other Committees relevant to this project's development and delivery (where decision is an addition or change from a gateway paper as presented at the time).> <Key decisions taken outside of Committee, since last report. (If applicable)>

Appendix 2 - Plan showing extent and location of structures

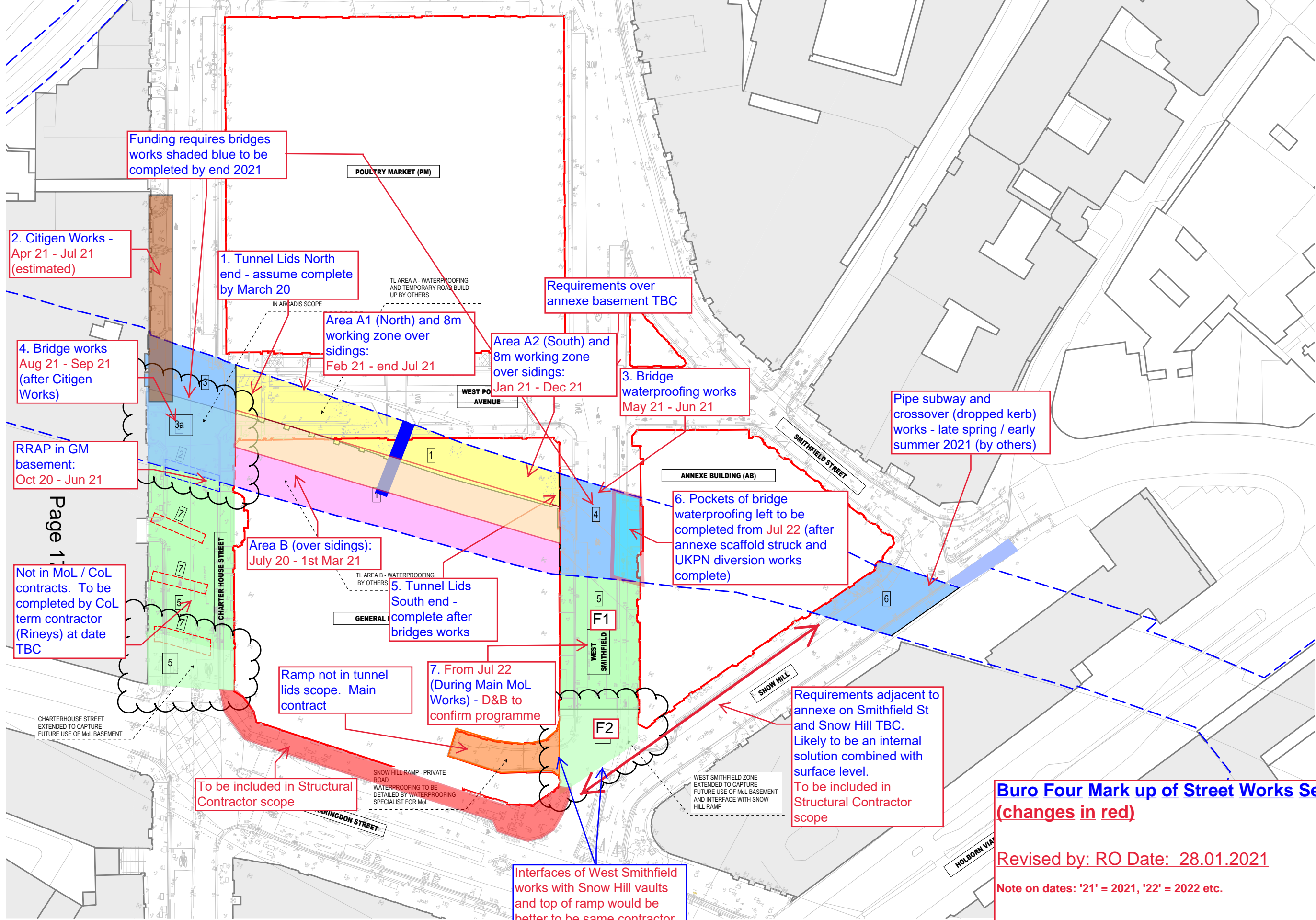


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- GENERAL NOTES**
- DO NOT SCALE FROM THIS DRAWING.
 - ALL DIMENSIONS ARE IN MILLIMETRES AND ALL LEVEL ARE IN METERS. FIGURES IN BRACKETS INDICATE THE IMPERIAL EQUIVALENT.
 - THIS DRAWING IS TO BE READ IN CONJUNCTION WITH ALL RELEVANT ARCHITECTS AND ENGINEERS DRAWINGS AND SPECIFICATIONS.
 - THESE DRAWINGS ARE BASED ON HISTORIC RECORD DRAWINGS, VISUAL INSPECTIONS AND SURVEYS OF THE BUILDINGS. THIS INFORMATION IS SUBJECT TO CONFIRMATION AS THE SURVEYS ARE EXPANDED AND COMPLETED.
 - THIS DRAWING CANNOT BE CONSIDERED TO BE AN EXHAUSTIVE DESCRIPTION OF EXISTING STRUCTURAL ELEMENTS OR DEFECTS.
 - ANY DISCREPANCIES BETWEEN THIS DRAWING AND EXISTING SITE CONDITION SHOULD BE BROUGHT TO THE ATTENTION OF THE STRUCTURAL ENGINEER.

LEGEND

	1	AREA ABOVE NETWORK RAIL RUNNING TUNNELS (AREA A)
	1	AREA ABOVE NETWORK RAIL SIDINGS (AREA B)
	2	NEW NETWORK RAIL ACCESS WORKS IN BASEMENT
	3	CHARTERHOUSE STREET BRIDGE
	4	WEST SMITHFIELD BRIDGE
	5	FURTHER WATERPROOFING AREAS
	6	SNOW HILL BRIDGE
	7	CHARTERHOUSE PLACE ACCESS RAMP WORKS IN BASEMENT
		NETWORK RAIL DEMISE LINE



Buro Four Mark up of Street Works Sequencing
 (changes in red)

Revised by: RO Date: 28.01.2021

Note on dates: '21' = 2021, '22' = 2022 etc.

2. Citigen Works -
Apr 21 - Jul 21
(estimated)

Funding requires bridges
works shaded blue to be
completed by end 2021

1. Tunnel Lids North
end - assume complete
by March 20

Area A1 (North) and 8m
working zone over
sidings:
Feb 21 - end Jul 21

Area A2 (South) and
8m working zone
over sidings:
Jan 21 - Dec 21

Requirements over
annexe basement TBC

3. Bridge
waterproofing works
May 21 - Jun 21

Pipe subway and
crossover (dropped kerb)
works - late spring / early
summer 2021 (by others)

4. Bridge works
Aug 21 - Sep 21
(after Citigen
Works)

RRAP in GM
basement:
Oct 20 - Jun 21

6. Pockets of bridge
waterproofing left to be
completed from Jul 22 (after
annexe scaffold struck and
UKPN diversion works
complete)

Area B (over sidings):
July 20 - 1st Mar 21

5. Tunnel Lids
South end -
complete after
bridges works

Not in MoL / CoL
contracts. To be
completed by CoL
term contractor
(Rineys) at date
TBC

Ramp not in tunnel
lids scope. Main
contract

7. From Jul 22
(During Main MoL
Works) - D&B to
confirm programme

Requirements adjacent to
annexe on Smithfield St
and Snow Hill TBC.
Likely to be an internal
solution combined with
surface level.
To be included in
Structural Contractor
scope

To be included in Structural
Contractor scope

Interfaces of West Smithfield
works with Snow Hill vaults
and top of ramp would be
better to be same contractor



PROJECT		TITLE	
MUSEUM OF LONDON WEST SMITHFIELD		TUNNEL LID - KEY PLAN	
DATE	APRIL 2019	SCALE	NTS
CAD FILENAME	-	STATUS	PRELIMINARY
DRAWN	VG	CHECKED	-
PROJECT No.	3899	DRAWING No.	3899-S-HSK-TL-503
REV	P1		

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City of London: Projects Procedure Corporate Risks Register

Project Name: **West Smithfield and Charterhouse Street (Thameslink) Bridges Remedial Works**
 Unique project identifier: **12021**

PM's Overall risk rating: **Medium**

Average unmitigated risk: **10.2**
 Average mitigated risk: **5.6**

Open Risks: **12**
 Closed Risks: **0**

General risk classification									Mitigation actions						Ownership & Action						
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	Costed impact (£)	Risk score	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification after mitigation	Impact Classification after mitigation	Costed impact after mitigation (£)	CRP requested Y/N	Mitigated Risk score	Date raised	Risk owner (Department)	Risk owner (Officer/ External)	Action dependencies	Date Closed/ realised/ moved to issues	Comment(s)
R1	(1) Service Delivery/ Performance	Failure to secure timely possessions to the rail network to facilitate the remedial works	Project delay and possible increases in cost.	Possible	Major	£100,000.00	12	C – Uncomfortable	Early consultation with Network Rail Consideration of shared rail possessions with Museum of London relocation and Holborn pipe subway projects	£0.00	Possible	Serious	£50,000.00	N	6	27/07/18	DBE	Paul Monaghan			
R2	(1) Service Delivery/ Performance	Failure to obtain Network Rail consent for works	Project delay and possible increases in cost.	Unlikely	Major	£250,000.00	8	C – Uncomfortable	Early consultation with Network Rail Appointment of consultant team experienced in Network Rail technical requirements	£0.00	Unlikely	Serious	£250,000.00	N	4	27/07/18	DBE	Paul Monaghan			
R3	(1) Service Delivery/ Performance	Failure to reinstate Overhead Line Equipment (if lowered) at the end of rail possessions, leading to delays to rail network and punitive costs from Network Rail	Project delay and significant increases in cost may be likely. Reputational damage.	Unlikely	Extreme	£2,000,000.00	16	D – Very Uncomfortable	Design measures to implement works without the need to lower equipment. Temporary protection measures to be approved by Network Rail. Contractor likely to add a premium to tender to cover this as an insured risk.	£0.00	Possible	Serious	£2,000,000.00	N	6	27/07/18	Contractor	External			
R4	(2) Financial	Damage to rail infrastructure during works, leading to delays to rail network and punitive costs from TfL	Project delay and possible increases in cost.	Unlikely	Extreme	£2,000,000.00	16	D – Very Uncomfortable	To be made Contractor risk under contract. Risks limited by selection process for contractors experienced in rail work	£0.00	Possible	Serious	£2,000,000.00	N	6	27/07/18	Contractor	External			
R5	(2) Financial	Unforeseen conditions during construction, potentially leading to increased rail possessions required to complete works (at approximately £30,000 per weekend possession)	Project delay and possible increases in cost.	Possible	Major	£100,000.00	12	C – Uncomfortable	Mitigated by scheduled inspections and investigations in advance of construction	£0.00	Possible	Major	£40,000.00	N	12	27/07/18	DBE (potentially shared under the contract)	Potentially shared under the contract.			
R6	(1) Service Delivery/ Performance	Adverse weather during construction	Project delay and possible increases in cost.	Unlikely	Serious	£100,000.00	4	B – Fairly Confident	Only relates to waterproofing works and removal of cobbles/setts to top of bridge. Most works are under cover at track level. Further investigations	£0.00	Unlikely	Minor	£50,000.00	N	2	27/07/18	DBE (potentially shared under the contract)	Potentially shared under the contract.			
R7	(3) Reputation	Local public dissatisfaction at works and road closures	Reputation damage.	Unlikely	Serious	£10,000.00	4	B – Fairly Confident	Most of works at track level and limited effect at road level. Residual risks managed by adequate planning of traffic management during phased waterproofing works	£0.00	Possible	Serious	£10,000.00	N	6	27/07/18	DBE	Paul Monaghan			
R8	(1) Service Delivery/ Performance	Limited contractors/competition due to specialist nature of works	Quality of workmanship, delays to project and increases in cost.	Possible	Major	£100,000.00	12	C – Uncomfortable	Early consultation with market Simplification of design Balanced/shared risk profile in contracts	£0.00	Possible	Minor	£50,000.00	N	3	27/07/18	DBE	Paul Monaghan			
R9	(2) Financial	Project/tender costs exceed early estimates	Increase in cost and delay in commencing to secure additional funds.	Possible	Major	£250,000.00	12	C – Uncomfortable	Early engagement with contractors/consultants to consider how the logistical challenges will affect costs. Risk allowance in project budget at early stage	£0.00	Unlikely	Major	£150,000.00	N	8	27/07/18	DBE	Paul Monaghan			
R10	(3) Reputation	Impact of project on Museum of London redevelopment (and vice versa)	Project delay and reputational damage.	Possible	Major	£250,000.00	12	C – Uncomfortable	Mitigated by early and ongoing coordination	£0.00	Unlikely	Major	£20,000.00	Y	8	27/07/18	DBE	Paul Monaghan			CPR is likely to be consultant fees should protracted coordinations be required.
R11	(1) Service Delivery/ Performance	Changes in design scope or increases in coordination with other projects.	Increases in our suppliers' costs, e.g. consultants fees.	Possible	Serious	£50,000.00	6	B – Fairly Confident	Close scrutiny of all tasks provided by suppliers.	£0.00	Possible	Minor	£50,000.00	Y	3	15/07/19	DBE	Paul Monaghan			CPR is likely to be consultant fees resulting in design changes from coordination with MoL.
R12	(1) Service Delivery/ Performance	Discovery of unknown apparatus, plant or hazardous material, e.g. asbestos in the highway or buried in the soffits which affect the construction works.	Project and increases to costs.	Likely	Serious	£250,000.00	8	B – Fairly Confident	Carry additional trial pits and surveys.	£80,000.00	Possible	Minor	£0.00	Y	3	07/01/21	DBE	Paul Monaghan			
R13						£0.00				£0.00			£0.00								
R14						£0.00				£0.00			£0.00								
R15						£0.00				£0.00			£0.00								
R16						£0.00				£0.00			£0.00								
R17						£0.00				£0.00			£0.00								
R18						£0.00				£0.00			£0.00								
R19						£0.00				£0.00			£0.00								
R20						£0.00				£0.00			£0.00								
R21						£0.00				£0.00			£0.00								
R22						£0.00				£0.00			£0.00								
R23						£0.00				£0.00			£0.00								
R24						£0.00				£0.00			£0.00								
R25						£0.00				£0.00			£0.00								

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