Public Document Pack

Operational Property and Projects Sub Committee

Date: **MONDAY, 30 MAY 2022**

Time: **1.45 pm**

Venue: **COMMITTEE ROOMS, WEST WING, GUILDHALL**

Members:
Deputy Rehana Ameer
Deputy Randall Anderson
Deputy Keith Bottomley
Deputy Henry Colthurst
Alderman Timothy Hailes
Deputy Christopher Hayward
Deputy Shravan Joshi
Deputy Edward Lord
Plus
Up to three further Members to be appointed by the Finance Committee
Up to two Common Councillors to be co-opted by the Sub Committee

Enquiries: **Joseph Anstee**
joseph.anstee@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
https://youtu.be/6pKrPPWnGQU

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.

Lunch will be served in the Guildhall Club at 1.00pm.

John Barradell
Town Clerk

AGENDA

NB: Certain matters For Information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These items For Information have been collated in a supplementary agenda pack and circulated separately.

Part 1 - Public Agenda

1. APOLOGIES

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

3. TERMS OF REFERENCE
To receive the Sub Committee's terms of reference as agreed by the Policy & Resources Committee on 5 May 2022.

For Information
(Pages 9 - 12)

4. ELECTION OF CHAIR
To elect a Chair in accordance with Standing Order 29.

For Decision

5. ELECTION OF DEPUTY CHAIR
To elect a Deputy Chair in accordance with Standing Order 30.

For Decision

6. APPOINTMENT OF CO-OPTED MEMBERS
To appoint up to two co-opted Common Councillors for the 2022/23 municipal year, as per the Sub Committee's terms of reference.

For Decision

7. GATEWAY APPROVAL PROCESS
To note the Gateway Approval Process.

For Information
(Pages 13 - 16)

8. MINUTES*

To note the public minutes and non-public summary of the Corporate Asset Sub Committee meeting on 17 January 2022, the Procurement Sub Committee meeting on 18 January 2022 and the Projects Sub Committee meeting held on 17 February 2022.

For Information

9. PROJECT GOVERNANCE - TO FOLLOW

Report of the Town Clerk

For Decision

10. CLARIFICATION OF FINANCIAL APPROVAL AND GATEWAY PROCEDURES FOR FRAUD & CYBER CRIME REPORTING & ANALYSIS SERVICE (FCCRAS)

Report of the Town Clerk, the Chamberlain and the Commissioner of the City of London Police

For Decision
(Pages 17 - 36)

11. RESPONSIBLE PROCUREMENT POLICY UPDATE

Report of the Chief Operating Officer

For Decision
(Pages 37 - 50)

12. CYCLICAL WORKS PROGRAMME 2021/22 OUTTURN & CARRY FORWARD REPORT

Report of the City Surveyor

For Decision
(Pages 51 - 60)

13. GATEWAY 1-4 - BARBICAN ESTATE TOWER LIFT REFURBISHMENT

Report of the Director of Community & Children's Services

For Decision
(Pages 61 - 82)

14. GATEWAY 1-5 - IT MEMBER DEVICE REFRESH

Report of the Chief Operating Officer

For Decision
(Pages 83 - 96)

15. GATEWAY 2 ISSUE - 1 BROADGATE SECTION 278 HIGHWAY WORKS
Report of the Executive Director of Environment

For Decision
(Pages 97 - 120)

16. GATEWAY 2 - WOOD STREET POLICE STATION S278
Report of the Executive Director of Environment

For Decision
(Pages 121 - 134)

17. GATEWAY 2 - 100 FETTER LANE S278
Report of the Executive Director of Environment

For Decision
(Pages 135 - 148)

18. GATEWAY 2 - COOL STREETS AND GREENING PROGRAMME: CITY GREENING AND BIODIVERSITY PROJECT
Report of the Executive Director of Environment

For Decision
(Pages 149 - 164)

19. GATEWAY 2 - BEMS UPGRADE PROGRAMME – PHASE 2
Report of the City Surveyor

For Decision
(Pages 165 - 180)

20. GATEWAY 2 - PARLIAMENT HILL ATHLETICS TRACK RESURFACING
Report of the Executive Director of Environment

For Decision
(Pages 181 - 198)

21. GATEWAY 2 - LEADENHALL STREET TRAFFIC MANAGEMENT- EASTERN CITY CLUSTER
Report of the Executive Director of Environment

For Decision
(Pages 199 - 218)

22. GATEWAY 3-5 - ENERGY REDUCTION PROGRAMME: TOWER HILL COACH & CAR PARK LIGHTING AND VENTILATION UPGRADES
Report of the City Surveyor

For Decision
(Pages 219 - 238)

23. GATEWAY 6 - 60 LONDON WALL S278
Report of the Executive Director of Environment

For Decision
(Pages 239 - 246)

24. GATEWAY 6 - PROVISION OF CAR PARK CHARGING INFRASTRUCTURE ACROSS THE COMMONS DIVISION AT CAR PARKS AT BURNHAM BEECHES, RIDDLESDOWN AND FARTHING DOWNS
Report of the Director of Open Spaces

For Decision
(Pages 247 - 256)

25. GATEWAY 4 PROGRESS - CITY CLUSTER VISION - WELL-BEING & CLIMATE CHANGE RESILIENCE: JUBILEE GARDENS IMPROVEMENTS*
Report of the Executive Director of Environment

For Information

26. CLIMATE ACTION STRATEGY - NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO*
Report of the City Surveyor

For Information

27. 2021/22 ENERGY & DECARBONISATION PERFORMANCE Q3 UPDATE FOR THE OPERATIONAL PORTFOLIO*
Report of the City Surveyor

For Information

28. CITY SURVEYOR'S BUSINESS PLAN 2021-26 QUARTER 3 2021/22 UPDATE*
Report of the City Surveyor

For Information

29. CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - APRIL 2022 UPDATE*
Report of the City Surveyor

For Information

30. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

31. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT

32. EXCLUSION OF THE PUBLIC

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

For Decision

Part 2 - Non-Public Agenda

33. NON-PUBLIC MINUTES*

To note the non-public minutes of the Corporate Asset Sub Committee meeting on 17 January 2022, the Procurement Sub Committee meeting on 18 January 2022 and the Projects Sub Committee meeting held on 17 February 2022.

For Information

34. GATEWAY 1-4 - CITY OF LONDON SCHOOL FOR GIRLS - 2023 IMPROVEMENT AND REVENUE WORKS

Report of the City Surveyor

For Decision
(Pages 257 - 280)

35. GATEWAY 1-5 - LEASE OF 16 STEINWAY MODEL B GRAND PIANOS FOR GUILDHALL SCHOOL OF MUSIC & DRAMA

Report of the Guildhall School of Music and Drama

For Decision
(Pages 281 - 294)

36. GATEWAY 1-5 - KENNEL BLOCK ADDITION - HEATHROW ANIMAL RECEPTION CENTRE

Report of the Executive Director of Environment

For Decision
(Pages 295 - 318)

37. GATEWAY 6 - POLICE TELEPHONY UPGRADE

Report of the Chief Operating Officer

For Decision
(Pages 319 - 326)

38. GLA ROADS - LAND DISPUTE WITH TRANSPORT FOR LONDON: OUTCOME OF ARBITRATION PROCEEDINGS*
Report of the Comptroller and City Solicitor

For Information

39. GATEWAY 5 PROGRESS - SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND*
Report of the City Surveyor

For Information

40. WOODREDON FARM AND EQUESTRIAN CENTRE (RIDING SCHOOL) DISPOSAL - SUMMARY OF PROPOSAL DISPOSAL*
Report of the City Surveyor and Executive Director for Property

For Information

41. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

42. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

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APPENDIX C

Operational Property and Projects Sub-Committee

Composition

- the Chairman and a Deputy or Vice Chairman of the Policy and Resources Committee
- the Chairman and Deputy Chairman of the Finance Committee
- Four Members appointed by the Policy and Resources Committee
- Four Members appointed by the Finance Committee
- Up to two Members to be co-opted by the Sub-Committee from the Court of Common Council with relevant experience.

The Chairman and Deputy Chairman to be elected from amongst the Sub-Committee Membership

Terms of Reference

To be responsible for: -

Projects

a) Authorising individual projects on behalf of the Policy and Resources Committee at each stage of the City's agreed Project Approval Process;
b) Making proposals to the Resource Allocation Sub-Committee/the Policy and Resources Committee for projects to be included in the capital/supplementary revenue programme;
c) Overseeing the City Corporation's programme of projects, excluding those within the remit of the Cyclical Works Programme (although these may be called-in by the Projects Sub-Committee) to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee.
d) Overseeing the City Corporation's programme of projects, to ensure their delivery within the parameters set by the Resource Allocation Sub-Committee;
e) Monitoring the procurement arrangements for capital and supplementary revenue projects and advising the Finance Committee of any issues; and
f) Periodically reviewing the City Corporation's project management processes and procedures.

Procurement

g) To scrutinise and be responsible for value for money on all City of London Corporation and City of London Police procurement contracts above thresholds stipulated within the City of London Corporation's Procurement Code (total contract value) at key stages, including initial tender strategy to final contract award sign off.
h) To consider and recommend all procurement contracts above thresholds stipulated within the City of London Corporation's Procurement Code to the Finance Committee
i) To invite representative(s) from the relevant Spend Committee to attend meetings ensuring decisions are made corporately.
j) To provide officers with advice focussed specifically on value for money, and consider lessons learned when major contracts are coming to an end (i.e. before the (re)tender process begins).

k) To review and consider approvals of £4m+ waivers for the Chamberlain's department contracts.
l) To work with the Finance Committee to review and to monitor performance against the Chamberlain's Departmental Business Plan and related corporate initiatives in order to promote value for money and ensure compliance with the UK Public Contract Regulations and the Corporation's Procurement Code.

Corporate Assets

m) To be responsible for the effective and sustainable management of the City of London Corporation's operational property portfolio, to help deliver strategic priorities and service needs, including;
   i. agreeing the Corporate Asset Management Strategy;
   ii. responsibility for reviewing and providing strategic oversight of the Corporation's Asset Management practices and activities and advising Service Committees accordingly;
   iii. responsibility for reviewing and providing strategic oversight of the Corporation's Facilities Management practices and activities and advising Service Committees accordingly;
   iv. To maintain a comprehensive Property Database and Asset Register of information which can be used in the decision making process;
   v. In line with Standing Orders 53 (Asset Management Plans) and 56 (Disposal of Surplus Properties) and the duties set out within legislation, including the Localism Act 2011 and the Housing and Planning Act 2016, to monitor the effective and efficient use of all operational property assets;
   vi. Oversight of the management of operational leases with third parties, occupation by suppliers and those granted accommodation as benefits-in-kind; and
   vii. In accordance with Standing Orders 57 and 58, the Sub Committee can make disposals of properties which are not suitable to be retained as investment property assets.

n) In accordance with thresholds stipulated within Standing Orders 55, 56 and 57, the Sub-Committee can approve acquisitions and disposal of operational properties which are not suitable to be re-use or to be retained as investment property assets.

o) The power to commission from Service Committees periodic management information on asset management performance including, where relevant:

   i. third party agreements, income, rent arrears (including HRA)

   ii. efficiency of operational assets including vacant space and utilisation in accordance with SO 55.

p) To be responsible for the upkeep, maintenance and, where appropriate, furnishing for operational properties (including the Guildhall Complex) which do not fall within the remit of another Service Committee;
q) To monitor major capital projects relating to operational assets to provide assurance about value for money, accordance with service needs and compliance with strategic plans;

r) To recommend to the joint meeting of the Resource Allocation Sub-Committee and the Efficiency and Performance Sub-Committee the annual programme of repairs and maintenance works (including surveys, conservation management plans, hydrology assessments and heritage landscapes) planned to commence the following financial year, and to monitor progress in these works (when not included within the Project procedure);
s) To be responsible for strategies, performance and monitoring initiatives in relation to energy;
t) To monitor and advise on bids for Heritage Lottery funding; and
u) To provide strategic oversight for security issues across the Corporation's operational property estate; with the objectives of managing security risk; encouraging consistent best practice across the Estate; and, in conjunction with the Corporate Services Committee, fostering a culture of Members and officers taking their responsibilities to keeping themselves and the buildings they occupy secure.

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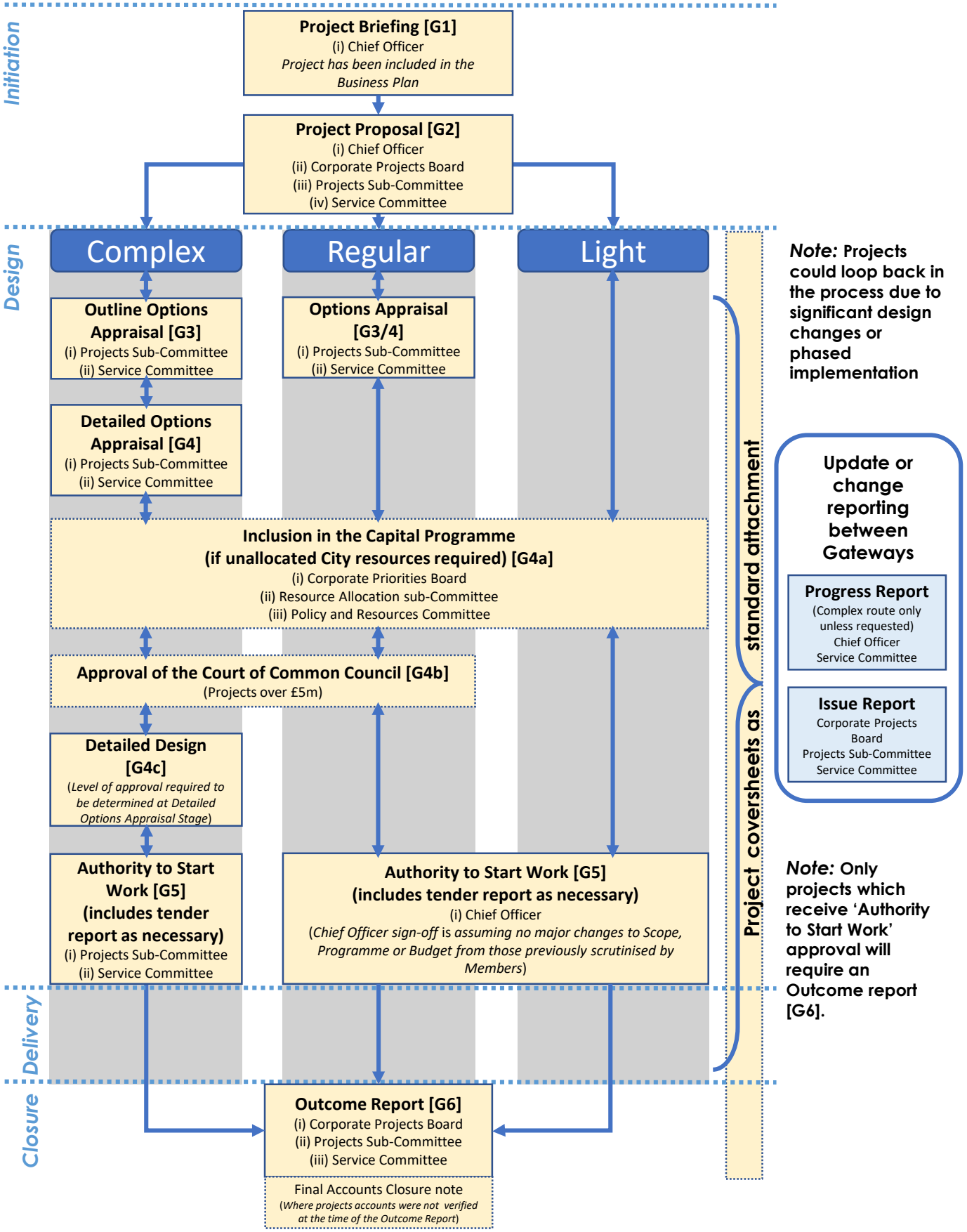
Gateway Approval Process

The procedure applies to projects that result in tangible, physical deliverables (including IS projects).



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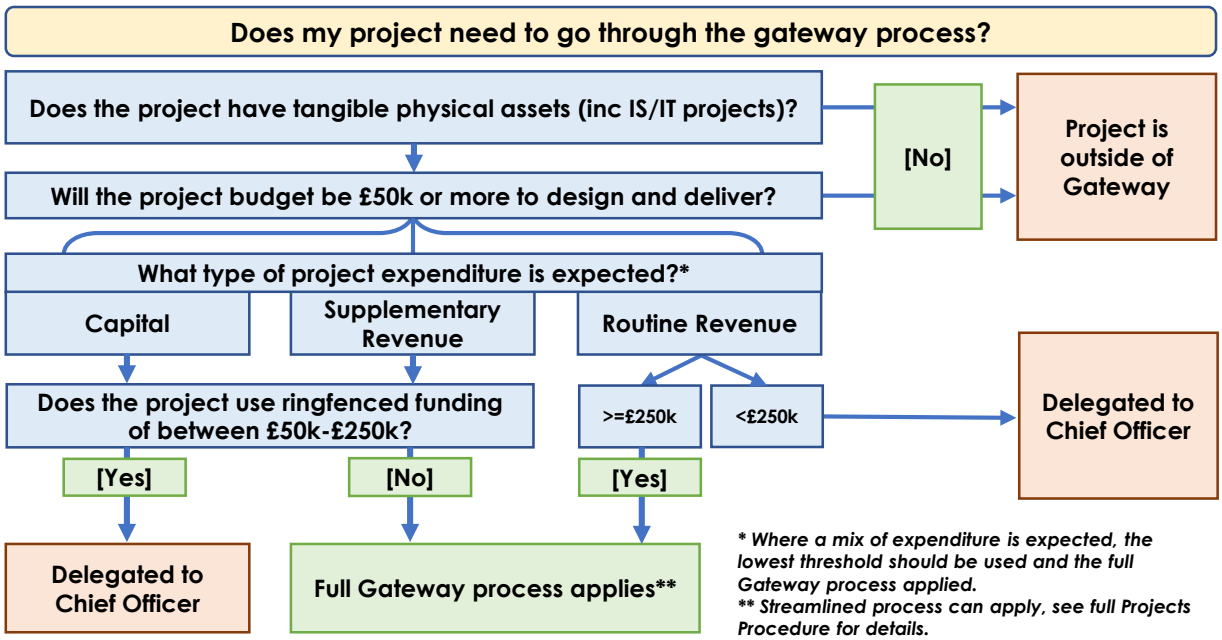
Entering the Gateway Process

The Projects Procedure and Gateway Process applies to projects that result in tangible, physical deliverables or assets, including Information Systems / Technology projects where the assets are 'digital' in nature.



The difference between Capital, Supplementary Revenue and Routine Revenue is an accounting distinction and can be guided by Chamberlain's.

Capital: Major schemes (>£50,000) relating to the acquisition, creation or enhancement of an asset which yields benefits to the authority and the services it provides for a period of more than one year. Basic definition taken from the CIPFA Code of Practice on Local Authority Accounting, which has the force of law. Further conditions e.g. in relation to enhancements. Excludes regular or cyclical repairs, but includes cyclical replacement of major components, e.g. new windows etc.
Supplementary Revenue: (>£50,000) Project expenditure of a substantial or major nature which was previously classified as capital but is now revenue so as to conform to current accounting regulations, such as a major repair.
Routine Revenue: Traditional revenue project expenditure which is met from local risk budgets. e.g. cyclical painting and repairs.

Ringfenced funds: Designated Sales Pools, Cyclical Works Programme, Housing Revenue Account, Section 278, Section 106, and Area Strategies. Ringfenced funds also includes activities where the external funder (i.e. TFL) is providing funding for a restricted purpose.

Gateway Routes

Risk, Complexity and Uniqueness

Estimated Cost	Low	Medium	High
(£50k<£250k)	Light	Light	Regular
(£250k~£5m)	Regular	Regular	Complex
(£5m+)	Regular	Complex	Complex

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Committee(s): Operational Property and Projects Sub Committee Policy and Resources Committee Finance Committee	**Dated:** 30 May 2022 9 June 2022 14 June 2022
Subject: Responsible Procurement Policy Update	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 5, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	**N**
If so, how much?	**£**
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: Chief Operating Officer	**For Decision**
Report author: Lisa Moore, Responsible Procurement Manager	

Summary

This paper seeks approval to refocus the commitments in the Responsible Procurement (RP) Policy using the efficiency principles under the Target Operating Model (TOM), better align with the TOM's strategic priorities of Climate Action and Equality, Diversity and Inclusion, and the broader ESG objectives of the Corporation.

The current RP policy has 18 commitments which have been a barrier to self-service for both procurement officers and wider stakeholders. This paper proposes to make RP more accessible and provide greater clarity for implementation while maintaining the integrity of the current RP Policy.

Additionally, Members are asked to consider the recommendation to separate the RP weighting from the quality score so that it forms part of the overall score. This would bring us in line with central government, our peers and future proof against potential changes to procurement legislation.

Recommendation(s)

Members are asked to:

- Approve changes to the Responsible Procurement Policy, in particular refocusing from 18 commitments to the proposed six.
- Approve amendment to the responsible procurement weighting establishing it as an overall score of 10% from 1 September 2022.
- Approve an uplift in the responsible procurement weighting to 15% of the overall score effective 1 April 2023.

Main Report

Background

1. In 2020, 18 separate responsible procurement (RP) commitments were agreed upon as part of the City Procurement Strategy forming the RP Policy 2020 – 2024.

2. The City Corporation has long supported RP as part of the tendering process and assigned 10% of the quality score to RP in 2011. This was ahead of the Public Services (Social Value) Act 2012.

3. In September 2020, Central government issued Procurement Policy Note (PPN) 06/20 'Taking account of social value in the award of central government contracts' which established a 10% weighting of the overall score for social value (equivalent to the City Corporation's RP) for all central government departments, executive agencies and non-departmental bodies.

Current Position

4. A review of the RP Policy was brought forward as part of the Commercial Service redesign. This process considered the broader principles of the TOM and ensured a greater focus on the strategic priorities of Climate Action and Equality, Diversity and Inclusion (EDI).

5. A consultation process was undertaken with the Commercial Service officers and Chairs of the procurement category boards on recommendations to update the RP commitments and the RP weighting in the tender process.

6. Responsible procurement is currently 10% of the overall quality score. A typical procurement might assign 60% quality and 40% to price. This would mean responsible procurement would make up 6% of the overall score.

Options

7. As this paper is recommending two different changes to RP policy the options have been separated to provide clarity.

Options for the RP Policy Changes

8. **Keep the RP Policy as is and provide supplementary guidance.**
   This option is not recommended. The current policy does not support the TOM principles, specifically, to 'increase the pace of decision making'. It is not easy to use and does not help suppliers understand the City Corporation priorities. As a result, there would still be a requirement to publish additional information for officers and suppliers.

9. **Approve the updated Responsible Procurement Policy commitments**
   This is the recommended option. The changes support the TOM principles and the new ways of working. The new commitments have been ordered based on the priorities of the City Corporation but are consistent with the social value themes across central government and other local authorities.

Options for changes to the RP Weighting

10. **Keep RP weighting at 10% of the quality score**
    This is not the recommended option. There is reputational risk as we have fallen behind most of our peers in London. Additionally, with the upcoming changes to procurement legislation, we may have to make this change with shorter implementation time. The current benefits include officer familiarity and a greater emphasis on quality and price.

11. **Bring weighting in line with central government – 10% overall**
    This is not the recommended option, but it is an acceptable option and would be consistent with our peers. It would also future proof us against further policy changes from central government to include local authorities in PPN 06/20. The aim is to elevate RP and allow it to be a differentiating factor.

12. **Responsible Procurement Leader - Implement 10% weighting overall for 2022/23 to increase 15% in April 2023**
    This is the recommended option. This option would bring us in line with current good practice but indicate to our market that we are moving toward being a RP leader. This recommendation proposes a stepped approach to implementation based on the feedback from consultation with category board chairs.

13. **Responsible Procurement Leader - 15% overall weighting**
    This is not currently the recommended option based on the consultation with category board chairs.

Proposals

14. The RP policy has been updated with the revised set of commitments and guidance as to how they should be considered throughout the commercial process (appendix 1). The new policy is outward facing providing suppliers with more information on what is expected when working with the City Corporation. A full list of changes is provided in Appendix 2.

15. The recommended RP weighting is based on feedback from category board chairs. While the feedback was supportive of an increase to 15%, there was some concern for SMEs. This risk can be mitigated through practices we already employ to facilitate SMEs in our supply chain and the delay will allow us to produce better guidance and RP questions. The RP Policy allows for some flexibility. As 10% is already standard practice, we do not expect this to be used regularly.

16. The September 2022 start date for the 10% would allow the Commercial Service time to communicate changes, update guidance and provide notice for pre-market engagement discussions on upcoming procurements.

Key Data

17. At least 20 London boroughs and central government separate RP weighting so that it is part of the overall assessment. The large majority are using 10% as an overall assessment, but there are some with as little as 5% or as high as 20%.

Corporate & Strategic Implications

18. Strategic implications – Commitments in this policy are aligned to and seek to advance objectives of the Corporate Plan, Responsible Business Strategy, Climate Action Strategy, Social Mobility Strategy and other corporate priorities.

19. Financial implications – Social value could be delivered at no additional cost, but higher weighing for RP may have cost implications in some instances. Cost will be considered on a case-by-case basis as part of individual contracts or where

systematic change is recommended e.g. procurement standards under the climate action strategy. As part of the delayed implementation, we will monitor impact of the changes and seek to benchmark any identified costs.

20. Resource implications – No significant resource implications. Contract managers and purchasing officers should already be assessing RP.

21. Legal implications – Changes proposed are in line with what we expect from upcoming procurement legislation as outlined in the procurement green paper.

22. Risk implications – While low, there is a risk that the SME market may be negatively impacted. Mitigations including the proposed step change are recommended. We will provide guidance on how to bid and what good looks like, as well as retaining principles that the RP is relevant and proportionate to contract length, value and market. Additionally, one of the RP commitments is to facilitate access for SMEs so the RP policy will actively work towards reducing barriers which includes RP criteria.

23. Equalities implications –The commitments in the RP policy should positively impact or seek to reduce negative impacts on people with protected characteristics through our commitment to Supplier Diversity, Equality Diversity and Inclusion in our supply chain, and meaningful work related opportunities to promote social mobility. Impact assessments for equalities implications will be done at project level.

24. Climate implications – The policy commitments are in line with the Climate Action Strategy and will be supported by the Purchased Goods and Services project plan.

25. Security implications – None

Conclusion

26. The recommendations in this paper seek to align our RP offering to that of our peers and continue the City Corporation's commitment to being a responsible business. They consider the principles outlined in the TOM and the strategic priorities of the business.

Appendices

- Appendix 1 – Updated Responsible Procurement Policy (2022)
- Appendix 2 – Changes to the Responsible Procurement Policy 2020
- Appendix 3 - Responsible Procurement Policy 2020

Background Papers
24 March 2020 - Procurement Sub Committee Paper – Responsible Procurement Policy 2020 – 2024

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Responsible Procurement Policy

Contents

May 2022

Forward

It's not just the right thing to do.

Responsible procurement can help us make an impact in the communities we serve and it makes good business sense. Research shows that an organisation with responsible business practices motivates employees, attracts talent, improves brand awareness, gives us a competitive edge and reduces costs. Responsible procurement is a key element to the City Corporation's Responsible Business Strategy. It helps to create a diverse and competitive market, reduces risks and enhances the reputation of the City Corporation.

- Research shows 93% of millennials and Gen Zs make choices over the type of work they are prepared to do or organisations they'd work for based on personal ethics (Deloitte)
- In 2019 more than 5,400 companies reported emissions savings within their supply chains that were equivalent to 663 million tonnes of carbon dioxide. This translated into annual monetary savings in excessive of US$19.3 billion (Carbon Disclosure Project)

The procurement decisions we make are significant and have the potential for positive change; to help combat global issues such as climate change, promote equity, diversity and inclusion throughout our supply chain and to address local priorities such as the social mobility and digital inclusion. A robust approach to responsible procurement is fundamental to fulfil the outcomes of the Corporate Plan: to create a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. This policy has been designed to help us achieve those ambitions, affirm our intention to be leaders in responsible procurement and provide clarity to those using the policy on what is expected.

Scope

Who is this policy for?

The policy will apply to all contracts awarded by the City Corporation. It requires action from officers with purchasing responsibilities and suppliers providing goods, services or works contracts.

Officers with purchasing and/or contract management responsibilities, including from our institutions, should be aware of the City Corporation's responsible procurement commitments and actively work with our supply chain to achieve them.

Suppliers should help us advance the priorities of our responsible procurement commitments and report back to the City Corporation how that has been done.

What is Responsible Procurement?

Responsible procurement is one aspect of being a responsible business. As a responsible business we seek to use our spending power to the benefit of our community and wider stakeholders. The City Corporation defines responsible procurement as having three main pillars: social value, environmental sustainability and ethical sourcing.

- Social Value means protecting and enhancing the health and wellbeing of local people and the local environment, reducing inequalities, providing skills and employment opportunities, promoting the local economy and building resilience through diverse supply chains.

- Environmental sustainability means reducing negative environmental impacts by working towards net zero and supporting environmental protection and improvement including animal welfare.

- Ethical Sourcing means ensuring that human rights and employment rights are protected throughout the City Corporation's UK and global supply chains.

Responsible procurement is also commonly known as Social Value, Corporate Social Responsibility (CSR), Sustainable Procurement and ESG (environmental, social, governance).

Why do we need to consider Responsible Procurement?

Under the Public Services (Social Value) Act 2012, when acting in its capacity as a local authority, the City Corporation is required to consider how we can deliver additional economic, social and environmental benefits for the community when procuring goods and services, and how we may act to secure that improvement. This policy sets out how the City Corporation seeks to meet those obligations.

Additionally, the City Corporation has adopted measures to help achieve the United Nations Sustainable Development Goals (UN SDGs) by 2030; committing the entire organisation to embed sustainable development into everything it does. Work on the responsible procurement commitments in this policy will contribute towards at least ten SDGs: No Poverty (Goal 1), Good Health and Well-Being (Goal 3), Gender Equality (Goal 5), Decent Work and Economic Growth (Goal 8), Reduced Inequalities (Goal 10), Sustainable Cities and Communities (Goal 11), Responsible Consumption and Production (Goal 12), Climate Action (Goal 13), Life Below Water (Goal 14) and Life on Land (Goal 15).

Advancement of the responsible procurement commitments in this policy will support a wide range of corporate strategies such as climate action including air quality, equity, diversity and inclusion, and social mobility. It will also play a key role in facilitating the delivery of the Responsible Business (RB) Strategy, which is underpinned by the social and environmental aims of the Corporate Plan.

How will we deliver Responsible Procurement?

Guiding Principles

- Officers must consider how to maximise social value and ensure risks to environmental sustainability and ethical sourcing are minimised when purchasing on behalf of the

City Corporation.

- Responsible procurement should be tailored on a case-by-case basis considering the commitments in this Responsible Procurement Policy against the contract value and length, market maturity and what is being procured.
- Responsible procurement should be considered at every stage of the contract lifecycle and is the responsibility of all officers working on the contract.
- Social Value is over and above the core deliverables of the tender or contract.

Pre-procurement

To be effective it is essential that consideration of responsible procurement commitments starts at the pre-procurement stage and is carried through all stages of the procurement lifecycle. Central government's Outsourcing Playbook emphasises the importance of conducting market engagement, considering the nature of the requirement and market dynamics. Responsible procurement should be included in your discussions with suppliers so that you can gauge the maturity of the market and ask for relevant and proportionate outcomes from the contract.

Specifications or briefs must be developed to further the aims of the Responsible Business Strategy and Responsible Procurement Policy commitments. Specifications should incorporate relevant Procurement Code rules (e.g., buying standards and whole life costing) and other relevant City Corporation policies (e.g., Living Wage). Information on specification wording for responsible procurement commitments and other policies is provided to officers in the Responsible Procurement Toolkit.

Key takeaways:

- Put responsible procurement on the agenda at pre-market engagement
- Check the Responsible Procurement Toolkit for specification wording

Supplier Evaluation and Selection

Responsible procurement proposals will be required and evaluated at 10% of the overall score as part of the assessment process from all bidders on all contracts at or over £100,000 (including call-off contracts from frameworks where relevant). Officers are able to apply responsible procurement assessments to lower value contracts on a discretionary basis. This means that those bidding for major contracts to deliver goods, services and works for the City Corporation will be partly assessed on their proposals to deliver wider benefits in line with the priorities set out in this policy, in addition to an assessment of the cost and quality of their bid.

The only permissible exception to the 10% minimum of the overall score is where pre-market engagement demonstrates that the approach would significantly reduce competition due to lack of market maturity in delivering social value. In these exceptional cases, officers should consult the Responsible Procurement Manager to agree a recommended way forward

Further guidance on how to include responsible procurement in contracts under £100,000, contracts awarded without competition and contract extensions can be found in the Responsible Procurement Toolkit or obtained from the Responsible Procurement Manager.

Included as part of any assessment, suppliers should provide information on how they will report deliverables back to the City Corporation.

Key takeaways:

- For contracts over £100,000, responsible procurement is evaluated at a minimum of 10% as part of the overall score alongside cost and quality.
- The Responsible Procurement Manager can help integrate responsible procurement into contracts under £100,000, contract extensions and contracts with are direct awarded.
- Suppliers should include how they are going to report back progress on their responsible procurement commitment as part of the tender response.

Mobilisation and Contract Management

Once let the responsible procurement commitments included in the tender response or as included in the specification should be translated into the contract deliverables and monitored according to the nature of the commitment. At mobilisation, the Responsible Procurement Manager can provide guidance on delivery through City Corporation partners or channels if requested.

Delivery of responsible procurement commitments should be considered as part of any contract extension review.

Contract managers should work with the Responsible Procurement Manager to report deliverables centrally for update reports to Members.

Procurement Category Boards can call a contract in at any time to demonstrate effective management of the contract they are responsible for, including on responsible procurement deliverables.

Key takeaways:

- Where responsible procurement is set out as a contractual obligation, this must be measured and monitored as part of contract management.
- Contract Managers should work with the Responsible Procurement Manager in contract on reporting and signposting.

A note to SME suppliers

The inclusion of responsible procurement outcomes in the tender process should not exclude SMEs from bidding. The City Corporation's Supplier Diversity strategy includes the commitment to facilitating diverse suppliers into our supply chain and that means breaking down barriers to entry. Where possible, we will ensure that responsible procurement is assessed in a way which allows the largest group of suppliers possible through pre- market

engagement, use of menus and evaluating questions based on qualitative measures rather than quantitative.

Information on supplying to the City Corporation is included on our website including what good looks like for responsible procurement and top tips from our buying team on submitting a better tender return.

Responsible Procurement Commitments

Each commitment is a strategic theme based on related policy outcomes that reflect the City Corporations priorities.

The City Corporation commits to working with its supply chain to:

1. Take **Climate Action** and minimise environmental impacts of procurement on our operations and throughout our supply chain
2. Encourage and facilitate **Supplier Diversity** (Diverse Owned Enterprises and SMEs) through direct contracts, partnerships and active monitoring
3. Embed **equity, diversity and inclusion** throughout the contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain and industry
4. Protect human rights in our supply chain by working with suppliers who undertake due diligence to guard against **modern slavery** and other human rights abuses
5. Facilitate **meaningful work-related opportunities**, which are actively targeted to enable social mobility and inclusion
6. Achieve **meaningful social value outcomes** according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement

Officers and suppliers are encouraged to consider intersectionality when designing responsible procurement questions or proposals. For example, officers might ask how meaningful work-related opportunities might be offered to under-represented groups in a particular industry. A supplier's response might include what pastoral support might be required to recruit and retain from those groups and what active steps will be taken as a result of our contract.

Further information on 'what good looks like' including examples of actions and activities for each commitment will be published on the Responsible Procurement pages of the City Corporation's website.

Appendix 2 – Full List of changes to RP Policy

Change	Justification
Added a table of contents	To comply with Accessibility guidelines
Added a forward	To outline the commercial case for responsible procurement.
Added Scope	To provide clarity as to who this policy is for.
Included suppliers in the scope of this policy	To provide clarity for suppliers.
Added definition of Responsible Procurement (RP)	To define what RP means at the City Corporation, a note on what our peers call it, and to ensure the three pillar approach is documented in RP policy.
Added rationale for RP policy e.g. legislation, external commitment to UN SDGs and as RB	To provide clarity on why this policy is necessary.
Added section on how we will deliver RP	Outlines the guiding principles and how RP commitments need to be considered at all stages of the procurement lifecycle.
Added in rules from the Procurement Code regarding specification development, RP weighting and contract extensions.	Added rule from Procurement Code to this policy to help outline RP at stages of procurement lifecycle.
RP weighting increased from 10% of quality to 10% of the overall score.	Recommendation to increase the weighting will bring the City Corporation in line with peers. There is a recommendation in the paper to increase the score to 15% overall from 1 April 2023. The policy will be amended at that time if the recommendation is approved.
Added note to SMEs	As the amendment to the scope now explicitly includes supplier, this was added to provide clarity for SMEs on our processes.
The number of commitments has changed from 18 to six.	This was undertaken to refocus the priorities making them more accessible to officers with buying responsibility and contract managers.
Removed commitment 'F' regarding living wage	There is a separate stand-alone Living Wage Policy.
Removed commitment 'J' regarding road danger	There is a separate policy statement for Road Danger Reduction.
Removed commitment 'K' regarding life cycle costing	Life-cycle costing is included in the Procurement Code and is a key part of the Climate Action Strategy.
Removed commitment 'M' regarding procuring 100% renewable electricity and reducing carbon intensity.	There is a separate policy on Renewable Electricity Policy and Sourcing Strategy. Energy reduction and efficiency is key part of the Climate Action Strategy.
Consolidated commitments 'H, I, L, N, O, P, Q and R' all concerning environmental sustainability.	To reduce the number of RP commitments these were focused under one Climate Action commitment.
Consolidated commitments 'B' and 'C' regarding reducing pay gaps and working with suppliers on equality, diversity and inclusion	To reduce the number of RP commitments these were focused under one commitment for equity, diversity and inclusion.

Enhanced definition of Supplier Diversity under previous commitment 'A' (facilitate SMEs in our supply chain) to include 'diverse owned enterprises'.	Incorporate the work of the Supplier Diversity Action Plan to include diverse owned enterprises.
Reworded Commitment D regarding meaningful work-related opportunities removing reference to 'service and works contracts'.	No material change. This wording was removed to make the commitments more accessible to non-procurement officers and suppliers.
Reworded commitment 'G' on modern slavery	No material change. The wording has been updated to use an active voice and in the style of the updated commitments.
Commitments are numbered instead of 'lettered'.	This will mainly be for ease of reporting, but the new commitments have been put in an order based on the City Corporation's strategic or statutory priorities.

Appendix 3

UN SDGs Sustainable Development Goals	Corporate Plan	Responsible Business	Responsible Procurement Policy 2020 – 2024 commitments City Procurement will support the City Corporation to:	City Procurement Strategy Outcomes:
 Promote sustained, inclusive & sustainable economic growth, full & productive employment and decent work for all	We have access to the skills and talent we need.	Diverse organisations Engaging our employees Equal opportunities Using our convening power Connecting our communities Promoting human rights Prevent bribery, fraud & corruption People's wellbeing Air quality Leading Responsible Procurement Climate change Championing responsible investment Biodiversity Ensuring transparency Plastics & packaging Waste	a. Encourage and facilitate **integration of VCSEs, SEs and SMEs** within our supply chains b. Seek to **reduce gender pay gaps and under-representation** of people with protected characteristics that may exist in contractor workforces as part of supplier evaluation and through awareness raising, communication and transparency of our own performance c. Work with suppliers who take active steps to **embed equality, diversity and inclusion** d. Incentivise and **facilitate work-related opportunities** offered as part of service and works contracts, which are targeted towards those who need them most **e. Achieve meaningful social value outcomes** according to organisational and stakeholder priorities through internal collaboration, community input and supplier engagement f. Ensure that **the Living Wage is paid** to staff, apprentices, interns and (sub)contractors **g. Guard against modern slavery, human and labour rights abuses** and unfair working practices in high risk supply chains h. Ensure that suppliers **minimise air and noise pollution** associated with our contracts i. Procure the vehicles, plant and equipment with **the lowest emissions & pollutants possible** **j. Strengthen road danger reduction** requirements within goods, services and works contracts k. Achieve best value by assessing goods, services and works designs based on **life cycle costing** l. Ensure that all procurement related activities are aligned to **meet Climate Action targets** **m. Procure 100% renewable electricity** and continuously **reduce carbon intensity of gas & fuel** n. Build **climate resilience, integrated water management, urban greening and biodiversity** requirements into design, construction, public realm & landscape contracts **o. Procure low environmental impact goods, services and works**; avoiding pollutants, opting for low embodied carbon & water and maximising recycled and sustainable content p. Opt for practices that **minimise supply chain environmental impacts:** sustainable farming, fisheries & forestry; preventing land degradation, contamination, habitat & biodiversity loss. **q. Eliminate single use plastics** and **minimise all waste** internally & in supply chain operations **r. Manage demand, maximise resource efficiency** and **support the circular economy**	Our key people across the organisation are upskilled: • **Raise awareness and accountability** Our services provide what is needed and are easy to use: • **Process focus groups** Our key people across the organisation are upskilled: • **Performance reporting** Our key people across the organisation are upskilled: • **Stakeholder engagement** Opportunities to leverage responsible outcomes are maximised: • **Enable Responsible Business outcomes** Sustainable cost assurance is guaranteed for the future: • **Total cost of ownership** Opportunities to leverage responsible outcomes are maximised: • **Facilitate innovation** Our key people across the organisation are upskilled: • **Enhance our skills** Sustainable cost assurance is guaranteed for the future: • **Increase our spend analytics**
 Achieve gender equality and empower all women and girls	People have equal opportunities to enrich their lives and reach their full potential.			
 Reduce inequality within and among countries	Communities are cohesive with the facilities they need.			
 End poverty in all its forms everywhere				
 Ensure healthy lives and promote well-being for all at all ages	People enjoy good health & wellbeing.			
 Make cities and human settlements inclusive, safe, resilient and sustainable	People are safe and feel safe. Our spaces are secure, resilient and well-maintained.			
 Take urgent action to combat climate change and its impacts	We have clean air, land and water and a thriving and sustainable natural environment.			
 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, halt & reverse land degradation and halt biodiversity loss	Businesses are trusted and socially and environmentally responsible.			
 Ensure sustainable consumption and production patterns				

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Committee(s)	**Dated:**
Operational Property & Projects Sub Committee – For Decision	30th May 2022
Subject: Cyclical Works Programme 2021/22 Outturn & Carry forward Report	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Shape outstanding Environments – Our spaces are secure, resilient, and well-maintained
Does this proposal require extra revenue and/or capital spending?	**No**
If so, how much?	**£N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**Yes**
Report of: The City Surveyor report ref CS 159/22	**For Decision**
Report author: Jonathan Cooper, City Surveyor's Department	

Summary

This report provides an overview of the progress and expenditure of the current Cyclical Works Programmes (CWP 18/19, CWP 19/20, CWP 20/21 and CWP 21/22) at the end of the financial year for 2021/22.

The 21/22 CWP works programme was identified for only high priority works or health & safety related projects, these were expected to be spent within a single financial year. For reasons noted within this report, a significant portion of these projects were required to be carried forward into another year, this was previously agreed by the Corporate Asset Sub-Committee (CASC).

Each delivery department is asked to forecast delivery of their projects, this provides a forecast expenditure against each of the agreed programmes. The latest budget for CWP works to be delivered within 21/22 totalled c.£12.45million. The outturn of actual expenditure was £9.23million which equated to c.74% of the budget. A further £2.145million was committed against programmed projects, which if these are considered brings this to 91% of the budget. These committed projects will be completed within the 2022/23 programme year.

This report outlines the outturn against fund (City's Cash, City Fund and Guildhall) and against location type (Corporate, Guildhall School for Music & Drama, Heritage Assets, Open Spaces and the Barbican).

Key reasons for reduced expenditure, against forecast, are operational constraints at some sites, extended lead-in times of materials and plant associated with widely reported international supply chain issues. In addition, some project delivery teams are still not up to full resource, following the implementation of the TOM.

Recommendations

Members are asked to:

1. Note the progress of current CWP programmes of work
2. Approve the carry forward from 2017/18 & 2018/19 budgets of £596k
3. Note the reprofiling of 2019/20 programme of £1.88million to be spent in the 2022/23 financial year
4. Note the reprofiling of 2020/21 programme of £574k to be spent in the 2022/23 financial year
5. Note the reprofiling of 2021/22 programme of £184k to be spent in the 2022/23 financial year

Main Report

Background

A programme, made up of many individual projects, across City Fund and City Cash portfolios is agreed in each financial year. As an example, the 22/23 programme consists of over 180 projects totalling over £11million. The future 23/24 bid will be submitted to this committee later this year.

Previous programmes had been given several years in which to spend the programme budget, this enabled project managers to align delivery with the operational constraints of each of the portfolio types and to factor in stringent Heritage/Conservation requirements. Where projects make savings, the balance is returned to the 'central CWP programme budget'. This provides an opportunity for the funds to be reallocated to other projects that require funding and potentially address backlog maintenance issues across the asset portfolios.

Traditionally, CWP works programmes were expected to be spent within 3 years from their approval year, last year it was with the agreement of the Corporate Asset Sub Committee (CASC) that some programmes would be spread over 4 years (e.g. those sums included in recommendation 3 & 4). This was to assist the Corporation in balancing its financial position, but also provided an opportunity to align expenditure following inactivity / material issues due to Covid and from lower resource levels within departments responsible for delivering the projects. Key points around the CWP:

1. There is need to conduct planned refurbishment and replacement of buildings and their associated equipment in addition to routine serving and repairs. Resources being limited, such works need to be prioritised across the entire corporate operational estate. The Cyclical Works Programmes consider the requirements of each and prioritises individual projects in the context of the whole to ensure that the City's overall property maintenance objectives are met.
2. The CWP is overseen by the City Surveyor's department who undertake most of the project delivery, however projects undertaken by the Barbican and Guildhall School and the engineering projects for the Department of the Built Environment (DBE) are delivered by their own teams and so are accountable for their element of project delivery not the City Surveyors' Department.

3. The Peer Review Group, chaired by the Chamberlain, has authority to agree reallocation of funds between existing projects and to divert funds to new projects that meet a jointly agreed criterion. These changes are made within the agreed programme funding envelope. This ensures that project issues can be dealt with promptly and has the potential to reduce the backlog of maintenance (bow-wave) where projects can be brought forward.

Current Position

The table below outlines overall programme performance, broken down to fund type. Note that budget isn't the total budget allocated, but the forecast expenditure against the programme budget for 21/22.

Table 1 – Total programme expenditure for the 21/22 financial year by fund

Programme	Budget	Actual	% Spent	Balance	Committed	Total spent/ committed
City Fund	5,652,000	3,527,626	**62.41%**	2,124,374	475,118	71%
City's Cash	4,429,000	3,941,606	**89.00%**	487,394	1,022,157	112%
Guildhall Admin	2,371,000	1,758,799	**74.18%**	612,201	648,005	102%
	12,452,000	**9,228,031**	**74.11%**	**3,223,969**	**2,145,280**	91%

4. C.£1.47million of the remaining unspent balance on City Fund sits with the Barbican & Golden Lane. The original forecast ambitions were compromised because access to venues was severely restricted preventing projects to proceed to plan. Projects that were bid for several years ago were reassessed following the announcement of Barbican Renewal, to ensure the investment is appropriate in the current landscape. The team will continue to assess the validity of projects in light of Barbican Renewal and will continue to return funds to the central pot (for reallocation) when appropriate. The project team was under resourced for the entire year and delivered exceptional results under the circumstances.

5. A full breakdown per asset area is provided in Appendix A. It is noted that some asset areas have overspent against the in-year area budget, this was agreed with the Chamberlain via the Peer Review Group and helped to reduce the overall programme underspend against each area.

Table 2 – Total programme expenditure for the 21/22 FY split by yearly programme

Programme	Budget	Actual	% Spent	Balance	Committed	Total spent/ committed
Earlier Years Budgets	2,843,000	2,256,606	79.37%	586,394	374,275	93%
2019-20	4,816,000	2,936,953	60.98%	1,879,047	960,414	81%
2020-21	2,627,000	2,052,587	78.13%	574,413	351,363	92%
2021-22	2,166,000	1,981,885	91.50%	184,115	459,228	113%
	12,452,000	**9,228,031**	**74.11%**	**3,223,969**	**2,145,280**	91%

6. Earlier year budgets consist of the remaining parts of 2017/18 and 2018/19 programmes. The remaining balance of £586k, plus and additional £10k for project adjustments is requested to be carried forward as part of this report. This additional £10k can be funded from savings in the overall programme – see table 3 below. Projects making up the remaining part of this budget are predominantly those that have secured re-allocated funding in the last 12-24 months. An example of this is a Moorgate Sidings repair project that has a remaining budget of £147k. Access has been restricted by TfL and Crossrail and the project team are awaiting a suitable window in which to complete the work. Another example is £250k for a structural repair project at Golden Lane. A full list of projects is included in Appendix C.

7. Noted at recommendation 3, part of the 2019-20 programme budget was previously agreed (by CASC) to be spread into a 4th year (i.e. in to 22/23). This figure has increased from the original forecast by c. £1.88million.

8. Noted at recommendation 4, that part of the 20/21 budget will be reprogrammed, increasing the 22/23 budget by £574k.

9. Noted at recommendation 5, that part of the 21/22 budget will be reprogrammed, increasing the 22/23 budget by £184k

10. Members should note that the total request for reprofiled/carried forward sums included within this report is £3.234million. Adding this to the budget already agreed for 22/23 will mean that the total budget for the year will be revised to £16.602million. The total revised programme budget is included within Appendix D.

11. Given that some of the reasons for under expenditure (noted at para 13 below) have been addressed and that a significant portion of work is already committed, the City Surveyor is confident that this programme can be delivered. The Barbican/GSMD are also working with the City Surveyor to ensure that their programmes of work are appropriately managed.

12. Whilst the Open Spaces areas across City's Cash and City Fund are showing a lower expenditure, these works are planned for delivery in the early part of 22/23.

13. Overall actual expenditure across all funds is behind where would be expected. Justification for this stems from:

    a. Tight operational property windows where this type of work can be carried out
    b. Complications and extended lead times in obtaining materials particularly for buildings services projects where suppliers are struggling to meet demand due to global 'chip' shortages
    c. Resource levels across departments responsible for delivering this type of work has been impacted in relation to the TOM, primarily where individuals have left and roles had been previously 'frozen'

d. Some projects at the Barbican/GSMD and Guildhall have been delayed enabling completion of PSDS grant funded works. Any implications with deferment have been dealt with by local facilities management teams.

Table 3 - Progress against the original CWP programmes

Year	Original Bid	Bid amount left at start of 21/22 FY	Total spent or committed	Balance left at end of FY 21/22	% Original Bid Left to Spend	Years left to spend by
2018/19	11,789,000	3,405,830	2,630,880	774,950	6.57%	Mar-23*
2019/20	12,648,000	6,885,282	3,897,367	2,987,915	23.62%	Mar-23
2020/21	10,801,000	9,416,265	2,403,950	7,012,315	64.92%	Mar-24
2021/22	3,961,000	3,961,000	2,441,113	1,519,887	38.37%	Mar-23
Totals	39,199,000	23,668,378	11,373,311	12,295,067	31.37%	

*This date has been extended and assumes that this committee agrees to carry forward the budget

14. This table outlines what the original programme budget was for each year versus how much is left to spend against that budget. The year that these budgets are due to spend by are in the final column for reference.

Corporate & Strategic Implications

15. Cyclical Works Programmes set out to deliver three of the key objectives in the Corporate Property Asset Management Strategy.

- SO.1 – Operational assets remain in a good, safe and statutory compliant condition.
- SO.2 – Operational assets are fit for purpose and meet service delivery needs.
- SO.3 – Capital and supplementary revenue programmes are affordable, sustainable and prudent and that the limited available resources are directed to the highest corporate priorities.

Conclusion

16. There are several factors which have contributed to the reduced performance against actual expenditure. It is positive that the total committed expenditure means that projects will, at this stage, either be on site or nearing completion.

    Where higher priority projects have been delayed, project managers have worked with the local Facilities Manager to mitigate and address any compliance, statutory or operational risk.

    Various cost savings have been sought from many projects, these savings have been returned to the central funding pot and have been diverted to high scoring projects that may not have had previous funding. This will reduce funding pressures on future works programmes and enable the City Surveyor to address high priority maintenance projects across the corporate portfolio.

Appendices

Appendix A – Breakdown of performance against area and fund
Appendix B – Breakdown of programme year and fund type
Appendix C – List of Carry forward projects
Appendix D – Table showing carry forward of budgets in to 2022/23

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CWP Carry Forward Report 21/22 - Appendices

Appendix A – Breakdown of performance against area and fund
Appendix B – Breakdown of programme year and fund type
Appendix C – List of Carry forward projects

Appendix A – Breakdown of performance against area and fund

Area	Budget	CY Actual	Act / Bud	Commitments	Total Cost	Balance	TC / Bud
City Fund	£	£	%	£	£	£	%
Barbican	2,102,000	692,051	32.92%	187,258	879,309	1,222,691	41.83%
Old Bailey	747,000	1,073,635	143.73%	5,730	1,079,365	-332,365	144.49%
Mayor's Ct	83,000	24,076	29.01%	18,565	42,641	40,359	51.38%
Walbrook	356,000	38,554	10.83%	42,381	80,936	275,064	22.73%
Golden Lane	250,000	3,250	1.30%	0	3,250	246,750	1.30%
Libraries	635,000	549,194	86.49%	40,521	589,716	45,284	92.87%
City Open Spaces	97,000	109,874	113.27%	48,698	158,572	-61,572	163.48%
Highways / Off St Parking	691,000	533,927	77.27%	97,751	631,678	59,322	91.41%
Information Centre	52,000	25,766	49.55%	6,262	32,028	19,972	61.59%
Port Health	639,000	532,101	83.27%	27,952	560,053	78,947	87.65%
	5,652,000	**3,582,429**	**63.38%**	**475,118**	**4,057,547**	**1,594,453**	**71.79%**
City's Cash							
Monument	31,000	18,935	61.08%	5,100	24,035	6,965	77.53%
Mansion Hse	354,000	644,302	182.01%	11,746	656,048	-302,048	185.32%
Magistrates	179,000	117,883	65.86%	0	117,883	61,117	65.86%
Central Market	752,000	724,018	96.28%	471,813	1,195,830	-443,830	159.02%
Bunhill Fields	416,000	270,185	64.95%	46,909	317,094	98,906	76.22%
Keats	80,000	4,727	5.91%	0	4,727	75,273	5.91%
Epping	1,081,000	657,798	60.85%	103,098	760,896	320,104	70.39%
Queen's Park	42,000	22,276	53.04%	0	22,276	19,724	53.04%
Highgate Wood	66,000	41,519	62.91%	38,200	79,719	-13,719	120.79%
Hampstead	699,000	540,443	77.32%	49,364	589,807	109,193	84.38%
West Ham Park	77,000	65,347	84.87%	0	65,347	11,653	84.87%
GSMD	652,000	757,799	116.23%	295,926	1,053,725	-401,725	161.61%
	4,429,000	**3,865,232**	**87.27%**	**1,022,157**	**4,887,389**	**-458,389**	**110.35%**
Guildhall	**2,371,000**	**1,780,370**	**75.09%**	**648,005**	**2,428,375**	**-57,375**	**102.42%**
Grand Total	**12,452,000**	**9,228,031**	**74.11%**	**2,145,280**	**11,373,311**	**2,214,753**	**91.34%**

Surveyor / DBE	9,448,000	7,774,930	82.29%	1,662,096	9,437,027	1,147,037	99.88%
GSMD / Barbican	2,754,000	1,449,850	52.65%	483,184	1,933,034	820,966	70.19%
Community Services	250,000	3,250	1.30%	0	3,250	246,750	1.30%
	12,452,000	**9,228,031**	**74.11%**	**2,145,280**	**11,373,311**	**2,214,753**	**91.34%**

Appendix B – Breakdown of programme year and fund type

Total By Fund								
Programme		**Budget**	**Actual**	**% Spent**		**Balance**	**Committed**	**Total spent/ committed**
City Fund		5,652,000	3,527,626	62.41%		2,124,374	475,118	71%
City's Cash		4,429,000	3,941,606	89.00%		487,394	1,022,157	112%
Guildhall Admin		2,371,000	1,758,799	74.18%		612,201	648,005	102%
		12,452,000	**9,228,031**	**74.11%**		**3,223,969**	**2,145,280**	91%
Total By Programme								
		2021-22						
Programme		**Budget**	**Actual**	**% Spent**		**Balance**	**Committed**	**Total spent/ committed**
Earlier Years	Other	2,843,000	2,256,606	79.37%		586,394	374,275	93%
SVS0	2019-20	4,816,000	2,936,953	60.98%		1,879,047	960,414	81%
SVS1	2020-21	2,627,000	2,052,587	78.13%		574,413	351,363	92%
SVS2	2021-22	2,166,000	1,981,885	91.50%		184,115	459,228	113%
		12,452,000	**9,228,031**	**74.11%**		**3,223,969**	**2,145,280**	91%
City Fund								
		2021-22						
Programme		**Budget**	**Actual**	**% Spent**		**Balance**	**Committed**	**Total spent/ committed**
Earlier Years	Other	1,170,000	963,911	82.39%		206,089	63,440	88%
SVS0	2019-20	2,395,000	1,148,623	47.96%		1,246,377	262,713	59%
SVS1	2020-21	1,263,000	597,479	47.31%		665,521	29,776	50%
SVS2	2021-22	824,000	817,612	99.22%		6,388	119,190	114%
		5,652,000	**3,527,626**	**62.41%**		**2,124,374**	**475,118**	71%
City's Cash								
		2021-22						
Programme		**Budget**	**Actual**	**% Spent**		**Balance**	**Committed**	**Total spent/ committed**
Earlier Years	Other	1,093,000	791,229	72.39%		301,771	199,460	91%
SVS0	2019-20	1,789,000	1,263,826	70.64%		525,174	444,041	95%
SVS1	2020-21	1,121,000	1,286,519	114.77%		-165,519	199,755	133%
SVS2	2021-22	426,000	600,031	140.85%		-174,031	178,901	183%
		4,429,000	**3,941,606**	**89.00%**		**487,394**	**1,022,157**	112%

Guildhall Admin								
		2021-22						
Programme		Budget	Actual	% Spent		Balance	Committed	Total spent/ committed
Earlier Years	Other	580,000	501,465	86.46%		78,535	111,375	106%
SVS0	2019-20	632,000	524,504	82.99%		107,496	253,660	123%
SVS1	2020-21	243,000	168,589	69.38%		74,411	121,832	120%
SVS2	2021-22	916,000	564,241	61.60%		351,759	161,138	79%
		2,371,000	**1,758,799**	**74.18%**		**612,201**	**648,005**	102%

Appendix C – Projects forming part of carry forward

Earlier years carry forward projects

Project Long Name	Budget (£)
Moorgate Sidings - Remedial Works	148,000
Silk Street- Venue Lighting Control (19/20)	16,000
Mayor's Ct- replacement of boilers x2	1,500
GLLC remedy critical structural defects	248,000
Christchurch Greyfriars-removal of loose cement render at high-level	4,000
OS Bunhill Fields Burial Memorials Conservation	3,000
Burnham Beeches General Culvert Inspections & Remedial	29,000
EF 1 Jubilee Retreat Bury Rd Boiler Replacement	5,500
Hampstead Heath - Repairs to the surface water drainage gully	5,000
Barbican Catering Block - Replace doors to BK restaurant	8,000
Guildhall Great Hall - Roof Overhaul	15,000
Guildhall - Secondary Power Shutdown and Remedials	8,000
Guildhall Complex Fire Damper	60,000
Guildhall Plant Room locks	45,000
	596,000

Appendix D – Table showing carry forward of budgets in to 2022/23

Revised CWP Budget 2022/23

Existing Programmes	2022/23 Agreed Budget	Carry-forward	2022/23 Revised Budget
	£	£	£
2017/18 & 2018/19	0	596,000	596,000
2019/20	1,974,000	1,880,000	3,854,000
2020/21	4,872,000	574,000	5,446,000
2021/22	1,797,000	184,000	1,981,000
2022/23	4,725,000	0	4,725,000
Total All Programmes	**13,368,000**	**3,234,000**	**16,602,000**

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Committees:	**Dates:**
Corporate Projects Board for decision. Operational Property and Projects Sub Committee Barbican Residents Consultation Committee for information Barbican Residential Committee	11 May 2022 30 May 2022 6 June 2022 17 June 2022
Subject: Barbican Estate Tower Lift Refurbishment **Unique Project Identifier:** TBC	**Gateway 1-4 Project Proposal & Options Appraisal** Regular
Report of: Director of Community & Children's Services **Report Author:** Neil Clutterbuck	**For Decision**
PUBLIC	

Recommendations

1. Approval track, next steps and requested decisions	**Project Description:** This project proposes a programme of works to replace all lifts in Shakespeare, Cromwell, and Lauderdale Towers on the Barbican Estate. There are nine lifts in total, three serving each Tower. It is intended to procure a contractor that will deliver the project to the high standards required and ensure resident satisfaction. **Next Gateway: 5** Authority to start work **Next Steps:** 1. Appoint design team. 2. Resident Consultation 3. Prepare Procurement Package 4. Pre-tender S20 consultation **Requested Decisions:** 1. That budget of **£50,000** is approved to engage a specialist lift consultant to undertake liaison with internal and external stakeholders, to formulate a specification to tender and cover staff costs. 2. Note the project budget of **£50,000** (excluding risk) 3. Note the total estimated cost of the project at **£4,600,000**(excluding risk); 4. That Option **1** is approved to fully refurbish all nine lifts in the three Barbican Estate Towers.

.

<table>
<tr>
<td>2. Resource requirements to reach next Gateway</td>
<td>For recommended option 1:
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Consultant Fees</td><td>Resident consultation and specification preparation.</td><td>Long lessee contributions 95%/ Barbican Res.Local Risk Budget 5%</td><td>£30,000</td></tr>
<tr><td>Staff Costs</td><td>Project Management</td><td>Long lessee contributions 95%/ Barbican Res.Local Risk Budget 5%.</td><td>£20,000</td></tr>
<tr><td>Total</td><td></td><td></td><td>£50,000</td></tr>
</table>
Costed Risk Provision requested for this Gateway: £0 (as detailed in the Risk Register – Appendix 2)</td>
</tr>
<tr>
<td>3. Governance arrangements</td>
<td>• Service Committee: Barbican Residential Committee
• Senior Responsible Officer: Paul Murtagh, Assistant Director Barbican Estate & Property Services
• The Project will be monitored by the Housing Programme Board</td>
</tr>
</table>

Project Summary

4. Context	Following a feasibility study, completed by Butler and Young Lift Consultants, it has been determined that the nine lifts that service the three tower blocks on the Barbican Estate, are now past their life cycle. Equipment utilised during the lift installation in the 1960's, and then updated in 1997, and then again in 2002, is now obsolete and parts are no longer readily available. Each tower has a designated firefighting lift which complied with the regulations at the time of installation, however, these firefighting features should be fully updated in compliance with the latest regulations and standards.

5. Brief description of project	The modernisation of entire lift installations, with the replacement of obsolete lift components. Provide a compliant lift installation with a minimum twenty-year lifecycle to current codes and standards, whilst incorporating the current recommendations with regards to providing improved accessibility to lifts for persons with disabilities, and firefighting and evacuation provision in existing lifts.
6. Consequences if project not approved	A major failure of any of this equipment would mean timescales to source an equivalent or compatible part would be excessive, expensive and result in a long period of lift down time. Periods of four to six weeks are not uncommon for these types of component failure
7. SMART project objectives	The nine Tower block lifts are refurbished to the current regulatory standards and updated compliancy codes. They will also meet the requirements of the London Fire Brigade and City of London's Fire Safety Advisor. The refurbished lifts to have a life span of twenty years. Works are managed to minimise disruption to residents.
8. Key benefits	Benefits deriding for the new refurbishment of all of the towers' lifts are as follows: 1.Reliability- the lift control panel, traction drive system, shaft switching/positioning system, door operating systems and running gear will be replaced with compliant and state of the art components that will provide reliability and third-party serviceability not currently available. 2. Performance- It is the intention to replace the existing Gearless DC machines, with new AC gearless machines, which operate with an increased efficiency of 25 -35%, dependent on the loading of the lift, which would increase the speed for the Towers' lifts and reduce overall average waiting times and also time to travel to the destination floor. Provisional theoretical studies indicate that for the towers, during the high demand morning peak, the average waiting time would reduce from 137 seconds to 44 seconds, and the time to destination reduced from 218 seconds to 93 seconds. With the additional use of "ECO" modules that would dim down car lighting, including indicator dimming feature, these would both utilise less power and aid the lowering of the carbon footprint, as outlined in the Climate Action Strategy. Working with the COL Energy Team, we are also exploring the use of a regenerative drive on each lift that generates power during use and feeds this back into the national grid. To implement this would cost approximately £6,000 per lift, but it is unsure, at this time, whether this would be redeemed over the life span of the new lifts.

	The new push buttons will conform to height, identification and colour as required for Disability Discrimination Act compliance. 3. Firefighting- the lifts would be equipped with the functions and features necessary to provide adequate protection for the fire service to access any given level in an emergency situation.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	All other residential lifts on the Barbican Estate.

Options Appraisal

12. Overview of options	1. Procure a single contractor to complete the Tower lift refurbishment project via a compliant open tender process. 2. Undertake major repairs to all lifts, would be cheaper in the short term again, however, as highlighted earlier this would certainly lead to lengthy lift outages, causing severe disruption to residents and possible firefighting services, and would most definitely be less cost effective in the long run. 3. Doing nothing is not an option. Failure to undertake full lift refurbishment would cause severe disruption to residents and possibly firefighting services due to issues highlighted earlier.
13. Risk	**Overall project risk:** Low Further information available within the Risk Register (Appendix 2) and Options Appraisal Key risks: • Any delay to project start will increase the risk of significant failure of existing lift installations. • S20 challenge could undermine project funding. • Economic uncertainty raises the risk of cost inflation running above current estimates.

Resource Implications

14. Total estimated cost	For recommended option 1 **Total estimated cost (excluding risk):** £4,600,000 **Total estimated cost (including risk):** N/A

.

15. Funding strategy	Is funding confirmed: No funding confirmed	Who is providing funding: Mixture - some internal and some external funding

Recommended option

Funds/Sources of Funding	**Cost (£)**
Long lessee contributions 95%	4,370,000
Barbican Res. Local Risk Budget	230,000
Total	**4,600,000**

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	PT4 Procurement Form

Contact

Report Author	Neil Clutterbuck
Email Address	Neil.clutterbuck@cityoflondon.gov.uk
Telephone Number	07712 234438

Options appraisal table.

	Option 1	*Option 2*
1. Brief description	Procure a single contractor to complete the Tower lift refurbishment project via a compliant open tender process.	Undertake major repairs to all lifts again, would be cheaper in the short term, however, as highlighted earlier this would certainly lead to lengthy lift outages, causing severe disruption to residents and possible firefighting services, and would most definitely be less cost effective in the long run. In addition, some specialist parts will become obsolete or may not be fully compatible with existing older technology.
2. Scope and exclusions	Full refurbishment, replacement of obsolete equipment to all nine Barbican Tower lifts. The lifts would be equipped with the functions and features necessary to provide adequate protection for the fire service to access any given level in an emergency situation.	Existing lift installations will remain and be repaired to extend service as far as is practically possible.
Project Planning		
3. Programme and key dates	Tender process to start winter 2022. Works to commence spring 2023 with a duration of approximately three years.	Tender process to start winter 2022. Works would commence spring 2023 and continue as required.

	Option 1	***Option 2***
4. Risk implications	Low Further information available within the Risk Register (Appendix 2).	High significant risk of major component failure and inability to obtain obsolete materials and parts.
5. Benefits	1.Reliability- the lift control panel, traction drive system, shaft switching/positioning system, door operating systems and running gear will be replaced with compliant and state of the art components that will provide reliability and third-party serviceability not currently available. 2. Performance- It is the intention to replace the existing Gearless DC machines, with new AC gearless machines, which operate with an increased efficiency of 25 -35%, dependent on the loading of the lift, which would increase the speed for the Towers' lifts and reduce overall average waiting times and also time to travel to the destination floor. Provisional theoretical studies indicate that for the towers, during the high demand morning peak, the average waiting time would reduce from 137 seconds to 44 seconds, and the time to destination reduced from 218 seconds to 93 seconds. With the additional use of "ECO" modules that would dim down car lighting, including indicator dimming feature, these would both utilise less power and aid	In the short term there would be less capital expenditure required.

	Option 1	***Option 2***
	the lowering of the carbon footprint, as outlined in the Climate Action Strategy. Working with the COL Energy Team, we are also exploring the use of a regenerative drive on each lift that generates power during use and feeds this back into the national grid. To implement this would cost approximately £6,000 per lift, but it is unsure, at this time, whether this would be redeemed over the life span of the new lifts. The new push buttons will conform to height, identification and colour as required for Disability Discrimination Act compliance. 3. Firefighting- the lifts would be equipped with the functions and features necessary to provide adequate protection for the fire service to access any given level in an emergency situation	
6. Disbenefits	This would be a large capital expenditure.	A major failure of any of this equipment would mean timescales to source an equivalent or compatible part would be excessive, expensive and result in a long period of lift down time. Periods of four to six weeks are not uncommon for these types of component failure. This could also be catastrophic in the event of a fire, as access for firefighters would be severely restricted/limited.

	Option 1	*Option 2*
7. Stakeholders and consultees	Residents, including leaseholders through Section 20 consultation where they stand to incur service charges. Departments of Town Clerks, Planning and Chamberlain's (including CityProc) & City Solicitors. Members and Ward Members.	
Resource Implications		
8. Total estimated cost	Total estimated cost (excluding risk): £4,600,000 Total estimated cost: (including risk): £5,060,000	This cannot be quantified as the lifts are now at the end of their expected life span, and key components are now obsolete and not replaceable.
9. Funding strategy	The project is funded by the City Fund, the majority (circa 95%) of the cost is recoverable by way of service charges from leaseholders, the remainder (circa 5%) is funded from ongoing annual Barbican Residential local risk revenue budgets.	
10. Estimated capital value/return	N/A	
11. Ongoing revenue implications	Regular cyclical service requirements, and repairs outside existing warranties.	
12. Investment appraisal	N/A	
13. Affordability	Approximately 95% is recoverable from Long Lessees(approximately £13,000 each, subject to terms of the lease).	

	Option 1	*Option 2*
14. Procurement strategy/Route to Market	Traditional Approach. Sub OJEU.	
15. Legal implications	Maintaining the assets in a compliant way discharges the City's legal and statutory legal obligations.	Not maintain expired equipment could put City in legal jeopardy.
16. Corporate property implications	None	
17. Traffic implications	To be agreed with nominated contractors where the works have any impact on highways. Implications are expected to be virtually nil.	None
18. Sustainability and energy implications	Replacement lifts would be "ECO" modules that would dim down car lighting, including indicator dimming feature. They would also be fitted with alternating current gearless machines with a variable voltage, variable frequency control which would make lifts 30 to 40% more efficient.	None
19. IS implications	None	
20. Equality Impact Assessment	An equality impact assessment will not be undertaken.	N/A

	Option 1	***Option 2***
	The replacement lift specification will have a positive impact only on those with protected characteristics and will be fully compliant with all up to date regulations and guidelines.	
21. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken	N/A
22. Recommendation	Recommended	Not recommended

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	**[1b] Departmental Reference Number**	TBC
[2] Core Project Name	Barbican Estate Tower Lift Refurbishment		
[3] Programme Affiliation *(if applicable)*	N/A		

Ownership	
[4] Chief Officer has signed off on this document	TBC
[5] Senior Responsible Officer	Paul Murtagh
[6] Project Manager	Neil Clutterbuck

Description and purpose
[7] Project Mission statement / Elevator pitch
This project proposes a programme of works to replace all lifts in Shakespeare, Cromwell and Lauderdale Towers on the Barbican Estate. There are nine lifts in total, three serving each Tower. It is intended to procure a contractor that will deliver the project to the high standards required and ensure resident satisfaction.
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
The three lifts serve each Tower were originally installed by Otis Lifts in the 1960's, and then received an extensive refurbishment in 1997 and 2002 again by Otis Lifts. All lifts require extensive refurbishment, with the replacement of all major components. The original equipment installed and then updated later, is now obsolete and parts are no longer readily available. A major failure of any of these components would require a lengthy design and repair process, with the possibility of lifts being out service for a considerable amount of time. Each tower has a designated firefighting lift which complied with the regulations at the time of installation. These firefighting features should be fully updated in compliance with the latest regulations and standards.
[9] What is the link to the City of London Corporate plan outcomes?
[4] Communities are cohesive and have suitable housing and facilities. [9] Our spaces are secure, resilient and well-maintained.
[10] What is the link to the departmental business plan objectives?
Tenants and leaseholders live in well maintained and managed homes and estates.
[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	**Sustainability:** Essential for business continuity	N	**Improvement:** New opportunity/ idea that leads to improvement	N

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
1) Barbican Estate Tower block lifts are refurbished to the high standards required.
2) Works are managed to minimise disruption to residents and impact on the general public and wider public realm.
3) Resident satisfaction above City's corporate targets.
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
N/A
[14] What is the expected delivery cost of this project (range values) [£]?
Lower Range estimate: £4,300,000 Upper Range estimate: £4,700,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs) [£]:
N/A
[16] What are the expected sources of funding for this project?
The project is funded by the City Fund, the majority of the cost (circa 95%) is recoverable by way of service charges from long leaseholders.
[17] What is the expected delivery timeframe for this project (range values)? **Are there any deadlines which must be met (e.g. statutory obligations)?**

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Project Board	Housing Programme Board
Chamberlains: Finance	Officer Name: Mark Jarvis
Chamberlains: Procurement	Hirdial Rai
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
Estate Management	Officer Name: Michael Bennett, Helen Davinson
Property Services	Officer Name: Jason Hayes

[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A

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City of London: Projects Procedure Corporate Risks Register

Project name: *Barbican Estate Towers' Lift Refurbishment*

Unique project identifier: *TBC*

Total est cost (exc risk) *£4600000*

PM's overall risk rating	Low
Avg risk pre-mitigation	5.0
Avg risk post-mitigation	3.0
Red risks (open)	0
Amber risks (open)	3
Green risks (open)	4

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

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

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	3	2.7	£0.00	0	0	3
(2) Financial	3	5.0	£0.00	0	2	1
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	0	0.0	£0.00	0	0	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	1	12.0	£0.00	0	1	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	0	0.0	£0.00	0	0	0

		Extreme	Major	Serious	Minor
Issues (open)	0	**Open Issues**	0	0	0	0
All Issues	0	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Barbican Estate Towers' Lift Refurbishment	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	5.0	**Open Risks**	7
Unique project identifier:	TBC	**Total estimated cost (exc risk):**	£ 4,600,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	3.0	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	4	(2) Financial	Lack of interest from contractors at tender stage.	Limited tender returns may not be value for money.	Possible	Minor	3	£0.00	N		Pre-tender contractor engagement	£0.00	Unlikely	Minor	£0.00	2	£0.00		16/03/22	Jason Hayes	Neil Clutterbuck		
R2	4	(2) Financial	Cost inflation	Budget may be insufficient in uncertain market	Possible	Serious	6	£0.00	N		Existing budgets should have an allowance built in to tender price.	£0.00	Possible	Minor	£0.00	3	£0.00		16/03/22	Jason Hayes	Neil Clutterbuck		
R3	5	(2) Financial	Contractors financial viability at a greater risk during times of economic uncertainty	Impact of economic uncertainty on sector financial viability is unknown.	Possible	Serious	6	£0.00	N		None at present	£0.00	Possible	Serious	£0.00	6	£0.00		16/03/22	Jason Hayes	Neil Clutterbuck		
R4	4	(1) Compliance/Regulatory	Challenge to tender awarding process	An unsuccessful contractor may challenge the tender process.	Unlikely	Minor	2	£0.00	N		A robust tendering process will be put in place in conjunction with the CLPS. Should a challenge arise, advice will be sought from CLPS and legal services to ensure the dispute is resolved rapidly and successfully.	£0.00	Rare	Minor	£0.00	1	£0.00		16/03/22	Jason Hayes	Neil Clutterbuck		
R5	4	(1) Compliance/Regulatory	Listed status of Barbican Estate may complicate design process.	Potential programme delay.	Unlikely	Minor	2	£0.00	N		Early engagement with COL planning team.	£0.00	Rare	Minor	£0.00	1	£0.00		16/03/22	Jason Hayes	Neil Clutterbuck		
R6	4	(1) Compliance/Regulatory	Challenge to the S20 process by lease holders.	Delay due to legal process and potential budgetry implications.	Unlikely	Serious	4	£0.00	N		Comprehensive condition survey carried out to demonstrate requirement for the works.	£0.00	Unlikely	Minor	£0.00	2	£0.00		16/03/22	Jason Hayes	Neil Clutterbuck		
R7	4	(6) Safeguarding	Delay to start of project could seriously enhance the likelyhood of a failure to the existing machinery.	Lenghty loss of service to residents and inreased risk in the event of an emergency.	Possible	Major	12	£0.00	N		Robust project management to ensure project time scales are met.	£0.00	Possible	Serious	£0.00	6	£0.00		16/03/22	Jason Hayes	Neil Clutterbuck		

PT4 - Committee Procurement Report

This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

Introduction

City Procurement Project Reference:	**22/01/DCCS**		
Project / Contract Title:	**Barbican Estate Tower Lift Replacement**		
Project Lead & Contract Manager:	**Neil Clutterbuck**	**Lead Department:**	**DCCS**
Category Manager:	**Hirdial Rai**	**Other Contact:**	
Total Contract Value (excluding VAT and inc. extension options):	**£4,000,000**	**Contract Duration (inc. extension options):**	**36 months**
Budget approved Capital/Revenue:	**No Capital**	**Capital Project reference (if applicable):**	
Gateway Approval Process - **Is this project subject to the Gateway process?** Yes - **If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval? Gateway 1 – 4 to be approved.**			
Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?			

Procurement Strategy Recommendation

City Procurement team recommended option
Option 1 – Traditional Approach

Route to Market Recommendation

City Procurement team recommended option
Option 1 – Sub OJEU

Specification and Evaluation Overview

Summary of the main requirements: **This project proposes a programme of works to replace all lifts in Shakespeare, Cromwell, and Lauderdale Towers on the Barbican Estate. There are nine lifts in total, three serving each Tower. It is intended to procure a contractor that will deliver the project to the high standards required and ensure resident satisfaction.**	
Technical and Pricing evaluation ratio **60% (Technical) / 40% (Price) TBC**	
Overview of the key Evaluation areas (if known at this stage): **N/A**	
Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy? No.	
Are there any accompanying documents with this report? *e.g. PT0/outlined project plan identifying roles and responsibilities as appropriate* **If yes, please include information in the appendices section below.**	**Yes ☐ No ☒**
Will this project require the winning supplier(s) to process personal data on our behalf?	**Yes ☐ No ☒**
Is there a requirement for a Performance Bond on this Project and if so, on what grounds? No.	

Will the procurement process require a financial assessment? Yes ☒ No ☐
If yes, please indicate recommended assessment: Finance Check ☒ Financial Appraisal ☐
Please indicate reasons for this recommendation (please include in this section information on project being rated low/not low)**: A procurement Financial Assessment was carried out – Risk is low however a financial check is recommended to be carried out on the suppliers.**

PT3,4 - Pre Procurement Financi

If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit Designing Specifications under GDPR. You may include your Data Protection Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).

Evaluation Panel – Please enter Names and Departments below (if known)

Neil Clutterbuck **Jason Hayes**	**DCCS**

Procurement Strategy Options *This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.*

Option 1: Traditional – Client Led (Single Stage)

Advantages to this Option:

- **Cost certainty before commitment to build**
- **Competed Design produced by the City, with no substantial design elements required from the supplier.**
- **Client responsible for the design development and maintain control over design**
- **Contractor is wholly responsible for achieving the stated quality**
- **Full design pre-tender**
- **Traditional method suites the approach in which this project relates to.**
- **Can target approach to market to suit the requirements of the project**
- **Use of own terms and conditions**
- **City maintains control of process and contract management**

Disadvantages to this Option:

- **Contractor involvement in design development in this process is minimal.**
- **Procurement method is associated with greater proportion of risk carried by the client**
- **Design risk is not passed to the contractor.**

Please highlight any possible risks associated with this option: With an Open tender you may get a large number responding to the tender

Option 2: Framework – Mini Competition

Advantages to this Option:

- **Pre-Qualified suppliers which have been vetted financially and from an H&S perspective**
- **Quick route to market – shorter time scales and lead in times**
- **Security – if a supplier on the framework runs into difficulty there will be other suppliers who are capable of delivering your requirements**

Disadvantages to this Option:

- **Prices will not be as competitive as an open tender**
- **Suppliers may not have the capacity to deliver our full requirement**
- **There is usually a fee involved which is passed onto the authority via their bid**
- **Restricted by framework terms and conditions which have already been agreed**

Please highlight any possible risks associated with this option: You might get a small response from the suppliers on the Framework.

Route to Market Options: *Route to market is the way in which the City will invite suppliers to bid for the procurement.*

Option 1: Sub OJEU
Advantages to this Option: • **Advertise opportunity gain Interest from a greater pool of suppliers** • **Approaching the open market more likely to attract suitable specialist contractors** • **Increased probability that adequate competition will be realised**
Disadvantages to this Option: • **Possible large number of responses to evaluate** • **Higher level of resources required to deliver the procurement process**
Please highlight any possible risks associated with this option: May get high volume of interest which could result in a resource issue managing such a tender process.
Option 2: External Framework
Advantages to this Option: • **Quick route to market – shorter time scales compared to a full OJEU procurement** • **Cost – reduced cost compared to running a full procurement procedure** • **Security – if a supplier on the framework runs into difficulty there will be other suppliers who are capable of delivering your requirements**
Disadvantages to this Option: • **Prices will not be as competitive as an open tender** • **Suppliers on the framework will be fixed for a 4-year term, no flexibility for new suppliers to be added** • **Suppliers may not have the capacity to deliver our requirement** • **There is usually a fee involved which is passed onto the authority via their bid** • **Not all suppliers on the Lot may participate in the tender process**
Please highlight any possible risks associated with this option: Limited to bidders in that lot and not all may bid.

Price Mechanism

Option 1: Lump sum fixed price
Option 2: Fixed price - schedule of rates/bill of quantities – TBC
Option 3: Bill of Quantities
Option 4: Target cost
Option 5: Cost reimbursable
Option 6: Other

Outline of appendices

- Please list appendices here or mark 'Not applicable' if there is none.
- Items to consider appending:
  - PT0 (Project Plan with Roles and Responsibilities)
  - Data Protection Impact Assessment
  - **risk matrix attach below:**

Copy of Appendix 3 - Risk Register - Barb

Report Sign-offs

Senior Category Manager Chamberlain's Department	Darren Judge	**Date**	**25/03/2022**
Departmental Stakeholder Department	Neil Clutterbuck DCCS	**Date**	**31/03/2022**

Committees:	**Dates:**
Corporate Projects Board Operational Property & Project Sub Committee Digital Services Committee Resource Allocation Sub Committee	11 May 2022 30 May 2022 12 July 2022 15 July 2022
Subject: IT Member Device Refresh **Unique Project Identifier:** 12346	**Gateway 1-5 Authority to Start Work** Light
Report of: Chief Operating Officer **Report Author:** William Roberts	**For Decision**
PUBLIC	

Recommendations

1. Approval track, next steps and requested decisions	**Project Description:** An end user device refresh (EUDR) programme of works to replace end of life devices for Elected Members to the Court of Common Council, in line with the approved CoL Members IT Provision Policy. To provide new fit for purpose end user devices, and modern management practices to enable Members to perform their role effectively. **Funding Source:** In principle funding was approved for this scheme as part of the 2022/23 annual capital bids process, to be met from the reserves of the three main funds. Release of this funding is subject to the further approval of the Resource Allocation Sub-Committee **Next Gateway:** Gateway 6 – Outcome report **Next Steps:** • Requested that earmarked funds are released to procure hardware. • Project team is fully mobilised to replace Members Devices and support transition activities. • End of life devices are recovered. **Requested Decisions:** 1. That the earmarked budget of **£300,000** is approved for these works. The next Gateway will be Gateway 6. 2. Note the project budget of **£300,000** (excluding risk); 3. Note the total estimated cost of the project at **£300,000** (excluding risk);

<table>
<tr><td></td><td>4. That Option 1 - Purchase & Deploy new End User Devices is approved</td></tr>
<tr><td>2. Budget</td><td>
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Hardware/ Devices/ peripherals</td><td>New devices required to be purchased</td><td>City Fund/City's Cash/BHE</td><td>£275k</td></tr>
<tr><td>Deployment</td><td>Delivery and deployment</td><td>City Fund/City's Cash/BHE</td><td>£25k</td></tr>
<tr><td>Total</td><td></td><td></td><td>£300k</td></tr>
</table>
BHE Board have already approved the release of BHE funding for the project.

Costed Risk Provision is not requested for this project.
</td></tr>
<tr><td>3. Governance arrangements</td><td>• The scheme will be overseen by the Digital Services Committee
• Responsible Officer: Ellen Murphy, Technology Support Manager
• Updates to be provided via DITS Programme Management Office.</td></tr>
<tr><td>4. Progress reporting</td><td>• Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees</td></tr>
</table>

Project Summary

5. Context	• Currently CoL is going through a Device refresh to comply with end-of-life arrangements with current devices. Members were not included within this refresh due to recent elections. The kit currently in use is approaching end of life and will fail if not replaced. (We are seeing a number of X250 laptops and legacy i-phone fail across the user base.)

	• Now that Elections have concluded this funding is requested to be released to purchase and distribute these new devices. • New devices have the potential to support new ways of working and the reduced need to operate from hard copy papers. The new devices will have touch screen/audio visual capability. • The updated Members IT Provision Policy was approved in November 2021 and set out the intention to replace Members' laptops and Apple iPads with a high-quality Windows device.
6. Brief description of project	• This Project will refresh the current aging hardware estate and deliver modern working devices for Members to assist with their day-to-day role. Newer devices will anticipate a reduction in calls and issues to the service desk. It will also bring members devices up to date with current Hardware Offerings, replacing existing laptops and Apple iPads with a single hybrid Windows device. Allowing a consistent support service to be provided.
7. Consequences if project not approved	• If the funds are not allocated, then new elected members will not be provided with devices upon starting their role. • Old devices will still be in use across the CoL estate meaning legacy support to be provided.
8. SMART project objectives	• Replace aging hardware across estate • Replace existing laptops and Apple iPads with a single hybrid Windows device • Replace aging hardware and accessories within Member's IT Rooms • Modernise Members' end user devices in line with CoL strategy and device offerings.
9. Key Benefits	• This Project will refresh the current aging hardware estate and deliver modern working devices for Members to assist with their day-to-day role. • Newer devices will anticipate a reduction in calls and issues to the service desk. • It will also bring Members' devices up to date with current Hardware Offerings. • Allowing a consistent support service to be provided.
10. Project category	7a. Asset enhancement/improvement (capital)
11. Project priority	A. Essential
12. Notable exclusions	• This refresh will only provide for end user devices to the Members of the Court of Common Council.

Options Appraisal

13. Overview of options	***Option 1*** Approval to release the allocated funding to purchase new devices and distribute to members. **Option 2** Do nothing. Aged devices sought and redistributed to members.
14. Risk	**Overall project risk:** Low

Resource Implications

15. Total estimated cost	For recommended option 1 **Total estimated cost (excluding risk):** *£300k* **Total estimated cost (including risk):** *£300k*	
16. Funding strategy	Is the funding confirmed: All funding fully guaranteed	Who is providing funding: Internal - Funded wholly by City's own resource

In principle funding was agreed as part of the 2022/23 annual capital bids, to be met from the reserves of the three main funds Draw-down of this funding is subject to the further approval of the Resource Allocation Sub-Committee.
Recommended option

Funds/Sources of Funding	**Cost (£)**
City Fund	£192k
City's Cash	£87k
BHE	£21k
Total	**£300k**

Appendices

Appendix 1	Project Risk Register
Appendix 2	Gateway 1 – Project briefing

Contact

Report Author	William Roberts – PMO Manager
Email Address	William.Roberts@cityoflondon.gov.uk

Options appraisal table.

	Option 1	*Option 2*
1. Design Summary	Purchase & Deploy new End User Devices	Re-cycle aged devices

2. Scope and exclusions	• 100x Surface Pro / Go for Members (as required)
	  ○ £100k
	• 35 x Desktops for Member's IT Rooms
	  ○ £40k
	• 70 x Screens, Keyboards and Accessories for Member's IT Rooms
	  ○ £70k
	• 100 x iPhone SE2020 mobile (as required)
	  ○ £50k
	• Build & deployment
	  ○ £25k
	• Peripherals
	  ○ £15k
	The funding will support the electoral term.
		• Re-purpose Legacy devices

Project Planning		
3. Programme and key dates	• Initial Device Replacement completed by end August 2022 • Ongoing refresh of devices as required for the term of office	• Overall project: 6 weeks • Expected completion date: 01/06/2022
4. Delivery Team	• Technology Support Team	• Technology Support Team

	Option 1	*Option 2*
5. Risk implications	Overall project option risk*:* Low Key risks: • Issues with supply chain. Global issue and stock being monitored. • Warehouse costs. Storage cost to be mitigated through incremental purchasing Further information available within the Risk Register at appendix 1.	Overall project option risk*:* Medium Key risks: • Risk of device failure due to age • Poor user experience and resulting loss of productivity • Unable to meet user needs
6. Benefits	• Modern "fit for purpose devices to enable Members to perform their role effectively. • All Members having fully supported and managed Microsoft Devices, delivering a better user experience. • Devices in line with IT Strategy • Devices Supported as part of IT Service Management contract • Updated Hardware for Members IT Room	• Avoids upfront costs
7. Disbenefits	• Capital cost to purchase devices • Members may require training on new devices	• Poor user experience and resulting loss of productivity • Unable to meet user needs
8. Stakeholders and consultees	• DITS • Members • Town Clerk's Dept • Chamberlain's Dept Equality Impact Assessment will not be required for this project.	• DITS • Members • Town Clerk's Dept • Chamberlain's Dept Equality Impact Assessment will not be required for this project.

	Option 1	***Option 2***
Resource Implications		
9. Total estimated cost	• Total estimated cost (excluding risk): Anticipated lifetime cost to deliver this project. **£300k** • High confidence to meet this cost due to relationship with XMA and quotes received for devices.	• Meet within existing budget in year one. • Likely to need investment in subsequent years as more devices fail.
10. Funding strategy	City Fund £192k City's Cash £87k BHE £21k Central funding was approved in principle as part of the 2022/23 annual capital bids , to be met from the reserves of the three main funds. Drawdown of this funding is subject to the further approval of the Resource Allocation Sub-Committee.	N/a
11. Estimated capital value/return	N/A	N/A
12. Ongoing revenue implications	No additional licence costs. Support model covered within existing revenue budget envelope.	N/A

	Option 1	*Option 2*
13. Investment appraisal	This option represents best value for the organisation.	This option defers investment to subsequent years.
14. Affordability	This option is affordable and is within the budget envelope. It will provide new fit for purpose devices which will result in less maintenance and downtime as opposed to the current end of life devices.	Can be meet in year 1 within existing revenue.
15. Procurement strategy/route to market	A compliant route to market is available through an existing agreement, which has been used recently for the wider roll-out of devices to Corporation staff.	None required.
16. Legal implications	None.	None.
17. Corporate property implications	New devices will be light and portable allowing for agile working practices.	None.
18. Traffic implications	None	None
19. Sustainability and energy implications	• New devices where the standard applies, will be compliant to STAR Computer Specification Version 6.1 and EU Commission Regulation for Standby and Off Mode Power Consumption for Electronic Household and Office Equipment 1275/2008.	None
20. IS implications	• This option is aligned to the Digital Services Strategic Roadmap.	Not consistent with IT strategy

	Option 1	*Option 2*
21. Equality Impact Assessment	• An equality impact assessment will not be undertaken	• An equality impact assessment will not be undertaken
22. Data Protection Impact Assessment	• The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken	• The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken
23. Recommendation	Recommended	Not recommended

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City of London: Projects Procedure Corporate Risks Register

Project name: *Members' Device Refresh*
Unique project identifier: *PV12345*
Total est cost (exc risk) *£300000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**2.5**
Avg risk post-mitigation	**1.5**
Red risks (open)	**0**
Amber risks (open)	**0**
Green risks (open)	**4**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

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

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	**2.0**	£0.00	0	0	1
(2) Financial	1	**2.0**	£0.00	0	0	1
(3) Reputation	0	**0.0**	£0.00	0	0	0
(4) Contractual/Partnership	1	**3.0**	£0.00	0	0	1
(5) H&S/Wellbeing	0	**0.0**	£0.00	0	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	1	**3.0**	£0.00	0	0	1
(9) Environmental	0	**0.0**	£0.00	0	0	0
(10) Physical	0	**0.0**	£0.00	0	0	0

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Members' Device Refresh	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	2.5	**Open Risks**	4
Unique project identifier:	PV12345	**Total estimated cost (exc risk):**	£ 300,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	1.5	**Closed Risks**	0

General risk classification											Mitigation actions						Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(4) Contractual/Partnership	Global supply chain difficulties resulting in delays to delivery of kit	Delay in the deployment of the new devices	Possible	Minor	3	£0.00	N	A – Very Confident	Active engagment with suppliers and effetice management of order pipeline	£0.00	Rare	Minor	£0.00	1	£0.00	No	31/03/22	Sam Kay	Ellen Murphy		
R2	5	(8) Technology	Reduced productivity as users take time to familiarise with the new technology	Users lack confidence and experience with new devices, and initially take longer to perform tasks	Possible	Minor	3	£0.00	N	A – Very Confident	Dedicated face to face support and online training tools made available. New technology with have impeoved remote support capability.	£0.00	Rare	Minor	£0.00	1	£0.00	No	31/03/22	Sam Kay	Ellen Murphy		
R3	5	(2) Financial	Insufficinet budget to meet scope	Inability to repalce the requried number of devices	Unlikely	Minor	2	£0.00	N	A – Very Confident	Modelling suggests sufficents funds to deliver devices in line with approved Members' IT Policy. Consideration to be given to reducing number of fixed desktop devices.	£0.00	Unlikely	Minor	£0.00	2	£0.00	No	31/03/22	Sam Kay	Ellen Murphy		
R4	5	(1) Compliance/Regulatory	New Court of Common Council decides to rescind Members' IT Policy and take an alktemative approach	Project would cease	Rare	Serious	2	£0.00	N	A – Very Confident	Engagement with Court to define new requirements and scope new programme of works.	£0.00	Rare	Serious	£0.00	2	£0.00	No	01/04/22	Sam Kay	Ellen Murphy		

Project Coversheet

[1] Ownership & Status

UPI:
Core Project Name: Member Device Refresh

Programme Affiliation (if applicable): N/a

Project Manager: Ellen Murphy - Technology Support Manager

Definition of need

- Currently CoL is going through a Device refresh to comply with end-of-life arrangements with current devices. Members were not included within this refresh due to recent elections. The kit currently in use is approaching end of life and will fail if not replaced.
- New new devices have the potential to support new ways of working and the reduced need to operate from hard copy papers. The new devices will have touch screen/audio visual capability.
- The updated Members IT Provision Policy was approved in November 2021 and set out the intention to replace Members' laptops and Apple iPads with a single high-quality Windows device.

Key measures of success: Delivery of fit for purpose devices to support Members operation effectively.

Expected timeframe for the project delivery: June 2022- Current term of office
Key Milestones:
Are we on track for completing the project against the expected timeframe for project delivery? Yes
Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
No

[2] Finance and Costed Risk

Financial

- The budget of £300k reflects the cost model for replacing and deploying personal issue Member end user devices (laptops, mobile phones, iPads,) and other Member IT assets (fixed desktops, authorised peripherals).

Scope

- Surface Pro / Go for Members (as required)
- Desktops for Member's IT Rooms
- Screens, Keyboards and Accessories for Member's IT Rooms
- iPhone SE2020 mobile (as required)

Design Changes:

- Replace end of life devices for Elected Members to the Court of Common Council, in line with the approved CoL Members IT Provision Policy.
- To provide new fit for purpose end user devices, and modern management practices to enable Members to perform their role effectively

'Authority to start Work' G5 report (as approved by PSC TBA):

- Total Estimated Cost (excluding risk): £300k
- Resources to reach next Gateway (excluding risk
- Spend to date: Nil
- Costed Risk Against the Project: Nil
- Estimated Programme Dates: June to end of elected term

Scope/Design Change and Impact: Unchanged

Total anticipated on-going commitment post-delivery: No additional costs. Support arrangements with service local risk budget.

Programme Affiliation N/a

Committees:	**Dates:**	
Corporate Projects Board Operational Property and Projects Sub Committee Planning & Transportation Committee	11 May 2022 30 May 2022 7 June 2022	
Subject: 1 Broadgate Section 278 Highway Works (UPI 12235)	**Issue Report:** Gateway 2 Light	**Public**
Report of: Executive Director Environment **Report Author:** George Wright – City Transportation		**For Decision**

PUBLIC

1. Status update	**Project Description:** Section 278 highway works to facilitate the new development at 1 Broadgate, EC2M 3WA***.*** **RAG Status:** Green (Green at last report) **Risk Status:** Low (Low at last report) **Total Estimated Cost of Project (excluding risk):** £750,000-£900,000. **Change in Total Estimated Cost of Project (excluding risk):** No change. **Spend to Date:** £26,893 of an approved budget of £50,000. **Costed Risk Provision Utilised:** N/A **Funding source:** Section 278. **Slippage:** Project is now expected to conclude in March 2025, 12 months later than the last report to Members (Gateway 1/2 report in October 2020). This is to accommodate the revised construction timetable and any additional costs will be met as part of the s278 payment for the construction phase.
2. Requested decisions	**Next Gateway:** Gateway 5 - Authority to Start Work (Light) **Requested Decisions:** Members of the Planning and Transportation Committee: 1. Authorise officers to proceed with the statutory process and legal agreements required to progress the highway boundary adjustments (appendix 2) pursuant to Section 256 of the Highways Act 1980. 2. Delegate authority to consider any objection to the advertised Section 256 application, and whether to proceed, to the Executive Director Environment (in consultation with the City Solicitor). 3. Delegate any budget adjustments to the Chief Officer should further Section 278 funds be required from the developer prior to Gateway 5 approval. 4. Authorise officers to enter into a Section 278 agreement with British Land.

	Next steps: 1. Work with the developer to finalise the Section 278 scope of works. 2. Refine cost estimates for the Section 278 works. 3. Sign a Section 278 agreement with the developers of 1 Broadgate. 4. Progress the statutory process relating to the Section 256 highway boundary adjustments.
3. Budget	**Total Estimated Project Cost** The current estimated project cost sits within a range of £750,000-900,000 and will be fully funded by Section 278 funding from the developer British Land. All legal costs incurred by the City in relation to the Section 256 process will be met by British Land through a costs undertaking. **Costed Risk Provision requested for this Gateway:** No Cost Risk Provision is requested before Gateway 5.
4. Issue description	**Background and context** Officers have been working with British Land on the scope of the Section 278 works surrounding the new development at 1 Broadgate for several months. During this time, the City and British Land agreed that a land exchange may provide mutual benefits. The Section 278 works area focuses on parts of Eldon Street and Finsbury Avenue. Both streets comprise a mix of private land owned by British Land and public highway. The areas subject to the proposed land exchange are shown in Appendix 2. The area on Eldon Street shown in pink is private land owned by British Land and is approximately 190 square metres. The majority of Finsbury Avenue is also owned by British Land, with the exception of a “dog leg” section of footway and carriageway on the western side that is public highway (approximately 245 square metres). The area shown shaded in orange on the plan at Appendix 2 is public highway. It is recommended that this orange land is swapped with the area shaded pink (owned by British Land). The Section 278 negotiations have brought these land anomalies into focus and it is therefore proposed that a land exchange using section 256 of the Highways Act is progressed. Specifically, it is proposed that the private land on Eldon Street becomes public highway and the highway rights are extinguished on Finsbury Avenue and this becomes private land, although right of access for the public will still remain. **Mutual benefits** Eldon Street is a particularly busy pedestrian route to and from Liverpool Street station and pedestrian flows are projected to increase when the Elizabeth Line opens. The section of northern footway that is currently public highway is approximately 2.5 metres wide. The adoption of the 190 square metres of private land would provide (and safeguard) a wider

	footway that is public highway. The increase in footway width would increase as you travel eastwards towards Liverpool Street reaching a maximum footway width of approximately 6.3 metres at the junction of Blomfield Street (Appendix 3). The Finsbury Avenue section of public highway is awkward to maintain as it abuts the private land which is paved differently. As part of the new 1 Broadgate development British Land propose extensive landscaping on both the public and private parts of Finsbury Avenue, creating an area of high quality public realm that treats the entire space in an holistic way. The proposals comprise tree planting, soft landscaping, seating and granite paving (a non-standard City paving material). If the proposals are approved, the maintenance of the public highway on Finsbury Avenue could become even more challenging and may not be accepted by the Corporation as some of the proposals are contrary to the Public Realm Supplementary Planning Document. The proposed land swap would be beneficial to pedestrians using both spaces: a wider footway on Eldon Street; and an improved public realm on Finsbury Avenue. **Land ownership** A research report into the land ownership on Finsbury Avenue is contained in Appendix 4. In summary, the report concludes The City does not appear to have a freehold interest in the land in Finsbury Avenue that forms part of the exchange. The report notes that until local authority boundary changes in 1993, the whole of Finsbury Avenue lay in the London Borough of Hackney and before 1965 in the Metropolitan Borough of Shoreditch. The report states a large parcel of land in Finsbury Avenue is subject to a caution against first registration in favour of British Land. The land ownership principle applicable to highway is that once the highway status is removed, the ownership of the highway stratum generally reverts to the frontager (unless there is title information to the contrary). In the case of this section of Finsbury Avenue, British Land is the frontager. The City Surveyor and City Solicitor have reviewed the research report and conclude that if the City's only interest derives from the highway status of the stratum, there is effectively nothing for which any capital sum should be paid to the City. **Highway Boundary Adjustment pursuant to s256 Highways Act 1980** The boundary of 1 Broadgate at Eldon Street and Finsbury Avenue comprises a mix of private land owned by British Land and public highway. Adjusting the public-private boundary will enable extensive landscaping on both the public and private parts of Finsbury Avenue, creating an area of high quality public realm that treats the entire space in an holistic way. The legal mechanism being engaged to facilitate the boundary adjustment is under s256 Highways Act 1980 (Power to exchange land to adjust

	boundaries of highways). The process under s256 allows opportunity for any objections to be made to the proposal by way of appeal to the Magistrates Court up to two months from the date of notices are published. The effect of the s256 legal mechanism is to remove the public highway status and dedicate replacement highway. This legal mechanism allows for the highway boundaries to be adjusted and for a balancing payment to be made to the City if required. In this case the exchanged land is equal in value and no payment is required. There shall therefore be no payment by way of equality of exchange but the Owners are to pay the Council's costs of entering into the agreement and managing any objections. Public access to other public realm within the Broadgate estate is secured through s106 obligations which allows the public access over it on foot subject to certain permitted closures. Public access to the orange land would be secured through such a provision, entered into under s106 or another appropriate power (such as section 33 of the City of London (Various Powers) Act 1960) and, as with the other public realm obligations, would be subject to certain permitted closures. Provisions will be included in the s256 and the s278 agreement to secure public access to the orange land subject to permitted closures.
5. Options	There are two options that have been considered: 1. Proceed with finalising the Section 278 scope of works without the land exchange. 2. Progress a statutory process under Section 256 of the Highways Act and, if approved, agree a Section 278 scope of works based on the exchange of land in parts of Eldon Street and Finsbury Avenue. Officers are recommending progressing Option 2 as this derives the better outcome for people walking. The Section 278 Agreement needs to be finalised by July 2022, so it will contain the two options detailed above. If the Section 256 land swap is approved, option 2 will be progressed.

Appendices

Appendix 1	Cover sheet
Appendix 2	Plan showing proposed land exchange
Appendix 3	Eldon Street increased footway width
Appendix 4	Research report into land ownership in Finsbury Avenue

Contact

Report Author	George Wright
Email Address	george.wright@cityoflondon.gov.uk
Telephone Number	07802 378812

Project Coversheet

[1] Ownership & Status

UPI: 12235
Core Project Name: I Broadgate Section 278

Programme Affiliation (if applicable):

Project Manager: George Wright

Definition of need: Highway works to enable to construction of the new development at 1 Broadgate

Key measures of success:

1)	Improved pedestrian environment which allows for enhanced connectivity and accessibility throughout the wider area.
2)	Improved public realm.
3)	Meeting the needs of the developer.

Expected timeframe for the project delivery: July 2022 – Agree Section 278 scope. 2024 - Construction

Key Milestones: Agree scope of s278; progress Section 256 land exchange. Construction.

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

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Proposal' G2 report (as approved by SWC and PSC 10/20):

- Total Estimated Cost: £750,000-£900,000
- Spend to date: £0
- Resources to reach next Gateway: £50,000
- Costed Risk Against the Project: n/a
- Estimated Programme Dates: As above

Total anticipated on-going commitment post-delivery [£]: Routine highway maintenance is expected.
Programme Affiliation [£]: n/a

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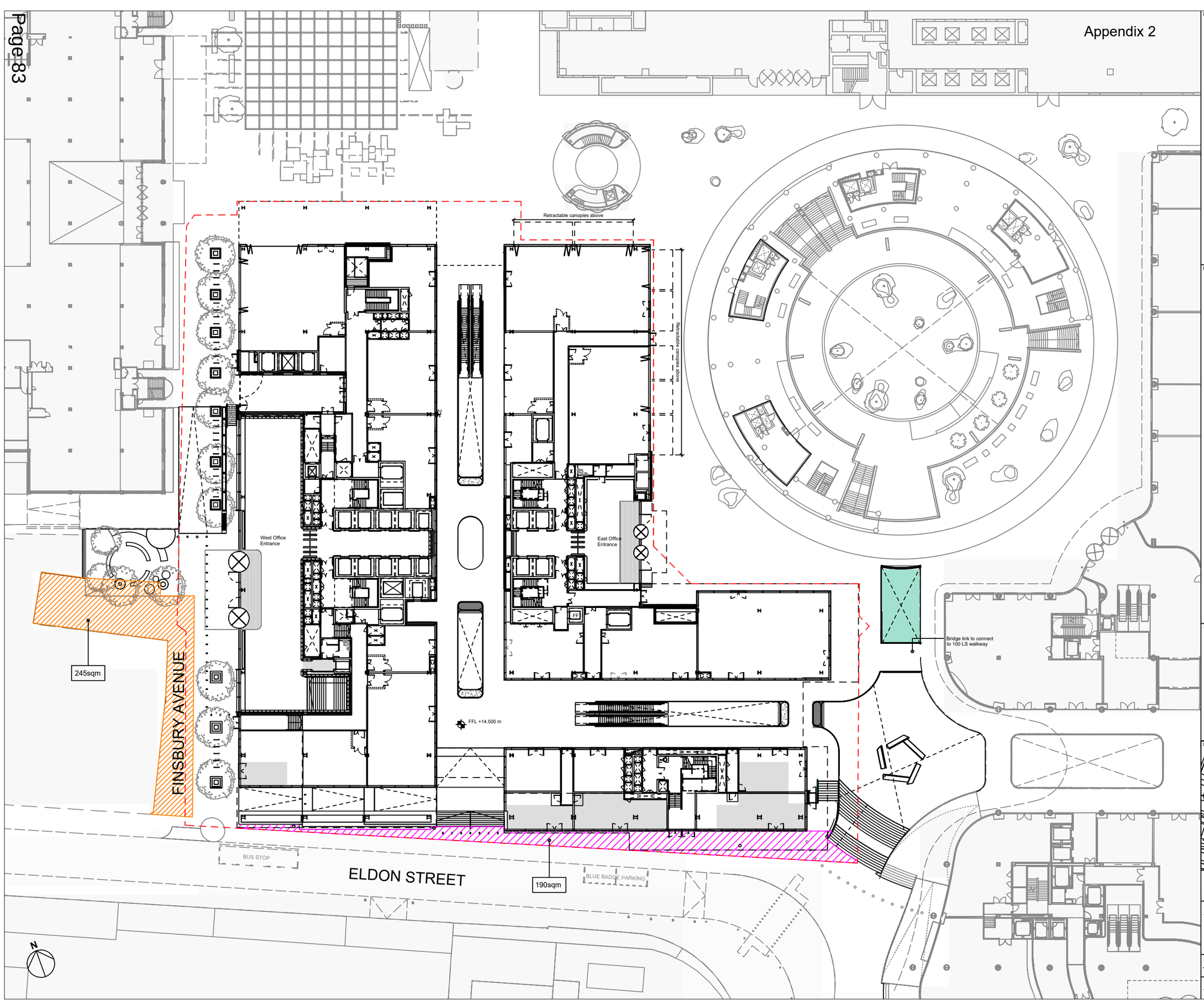
Appendix 2



KEY

- Title Boundary Line
- Area of private land on Eldon Street adopted as public highway (190sqm)
- Public highway rights on Finsbury Avenue extinguished and transferred to British Land (245sqm)

REV DATE DESCRIPTION

SKETCH

NOTE

When this drawing is issued in uncontrolled CAD format it will be accompanied by a PDF version and is issued to enable the recipient to prepare their own documents / models / drawings for which they are solely responsible. The recipient should report all drawing errors, omissions and discrepancies to the architect. All dimensions should be checked on site by the contractor and such dimensions shall be the contractor's responsibility.

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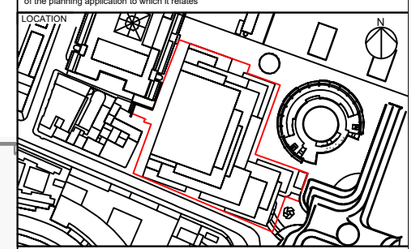
LOCATION



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job title
1 BROADGATE

drawing title / location
GROUND FLOOR - LAND SWAP

project number	drawn	checked	scale	suitability code
15156	JO	BL	1 : 250@A1 ;1 : 500@A3	

drawing no. — revision
15156 (SK) 1687

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COMPTROLLER & CITY SOLICITOR'S DEPARTMENT
RESEARCH SECTION

RESEARCH REPORT 788

Report Author: Dr Alexander Schulenburg, *Senior Historical Research Officer (ext. 1516)*
Report Date: October 2020

This report is for historical information only and is not to be treated as formal legal advice.

THE CITY OF LONDON CORPORATION'S **HIGHWAY OWNERSHIP INTERESTS IN**

LAND IN FINSBURY AVENUE, EC2

1. INTRODUCTION

The City of London Corporation *does not* appear to have a freehold interest in land in Finsbury Avenue, including land in the former Queen's Square, EC2.

The attached copy of plan 4-C-42601-1 identifies the land parcels mentioned in this report.

2. FINSBURY AVENUE & THE CITY BOUNDARY

2.1. THE HISTORICAL BOUNDARY

Until the late twentieth century Finsbury Avenue lay outside the City boundary, as shown on the 1916 Ordnance Survey, where it is shown by a dashed line running down the middle of South Place and Eldon Street (*illustration 1*; the area subject to this report has additionally been circled *red*).

2.1. 1993 BOUNDARIES ORDER

In consequence of the City and London Borough Boundaries Order 1993, Area D on the eastern side of Wilson Street between Sun Street and South Place/Eldon Street, was transferred from Hackney Borough Council to the City of London (for an extract from one of the relevant order maps, see *illustration 2*; the area subject to this report has additionally been circled *orange*)

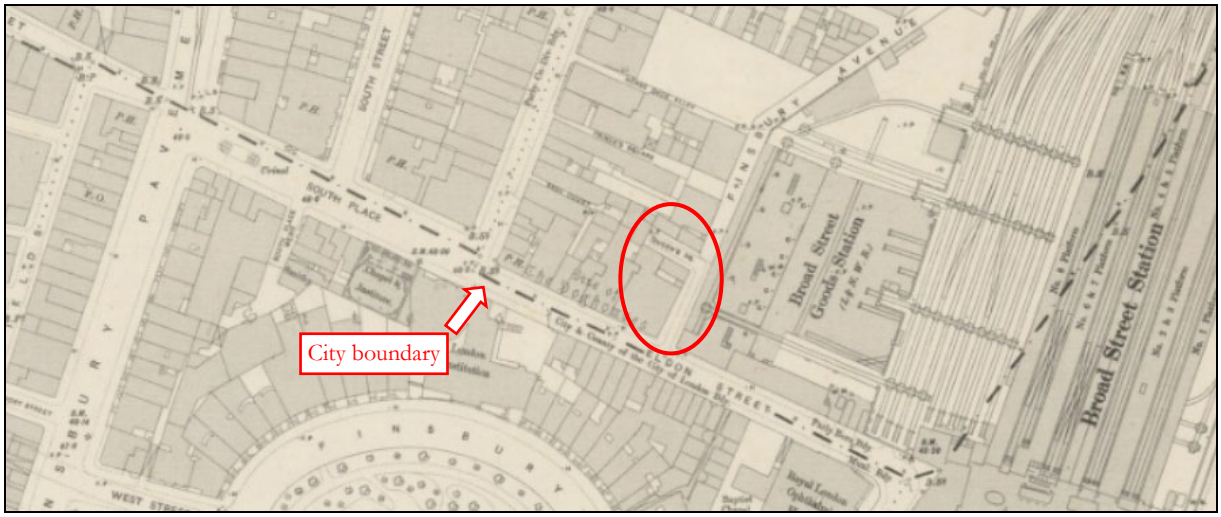


illustration 1

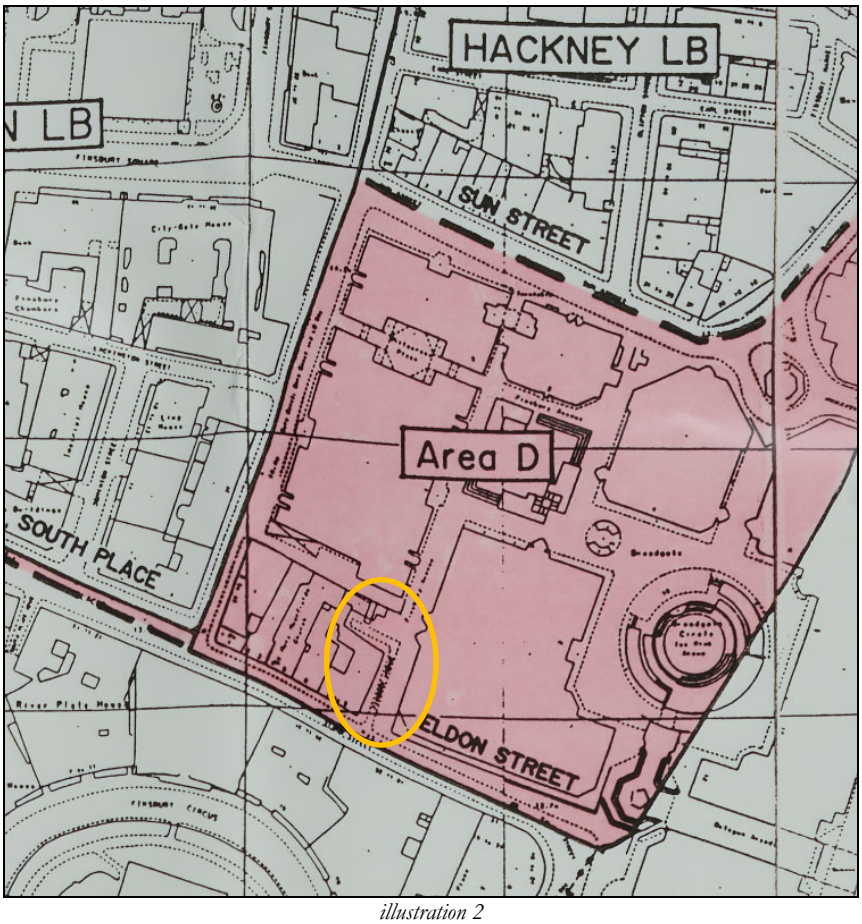


illustration 2

The City of London Corporation's CIS, CityMaps, intranet site shows current City boundary in red and the highway maintainable at the public expense in blue (*illustration 3*). The area subject to this report has been indicated additionally by a *red* arrow.

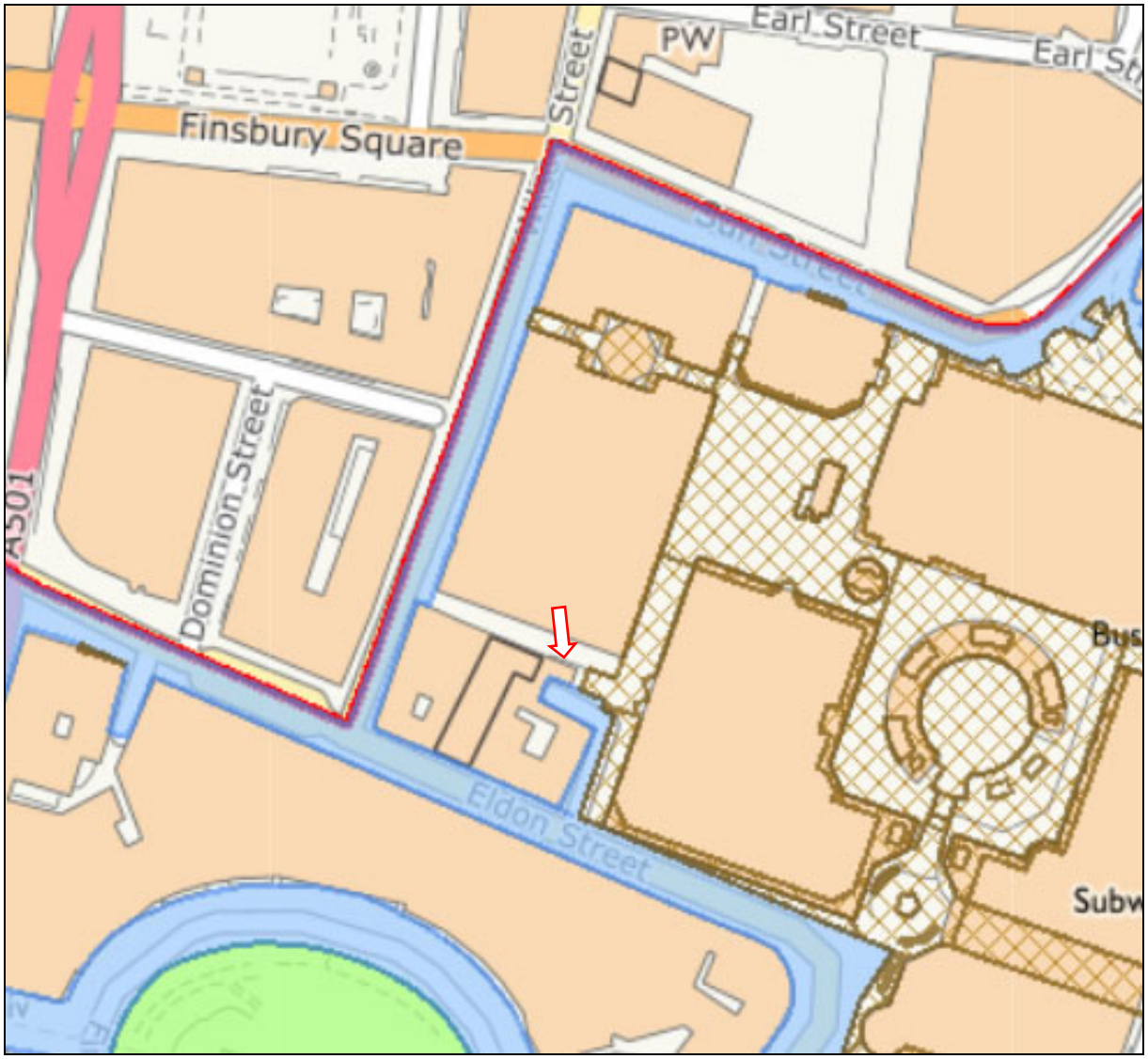


illustration 3

3. EARLY MAPPING TO 1799

The area of the present-day Finsbury Avenue is first shown on the so-called Copperplate map of c.1558 (*illustration 4*).

The area subject to this report is first shown in considerable detail on Ogilby and Morgan's 1676 map of the City. The court marked 'd.25', at least part of which appears to lie in the present-day Finsbury Avenue at its junction with Eldon Street, is identified by the key as 'Sun Dial Court' (*illustration 5*).

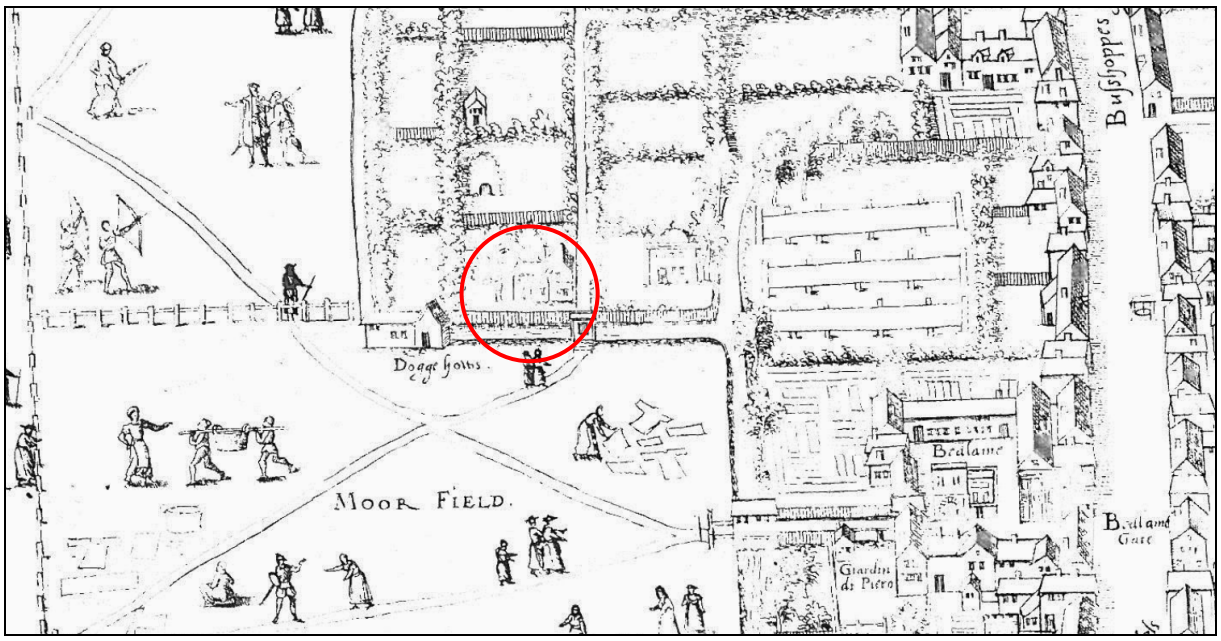


illustration 4

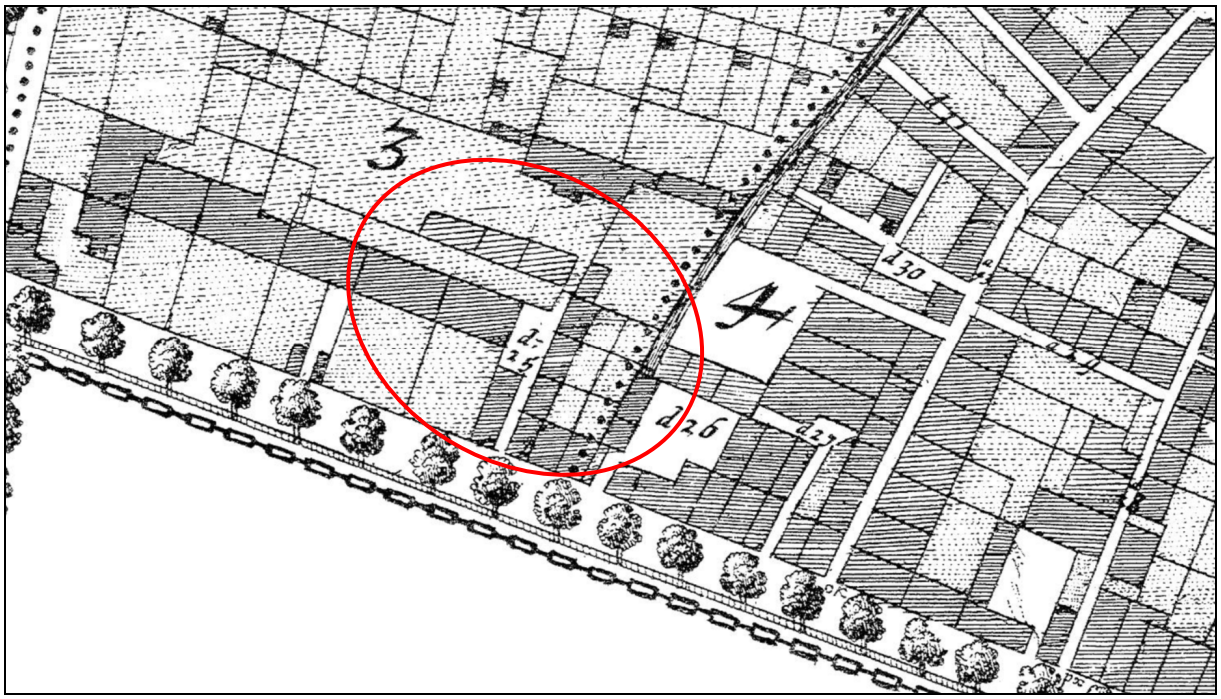


illustration 5

On John Roque's 1746 map of the City that court, which now extends further west, is shown as 'Maximus Court' (*illustration 6*), while on Richard Horwood's 1799 map it is shown as 'Queen Square' (*illustration 7*), the name by which (or the variant 'Queen's Square') it was known thereafter.

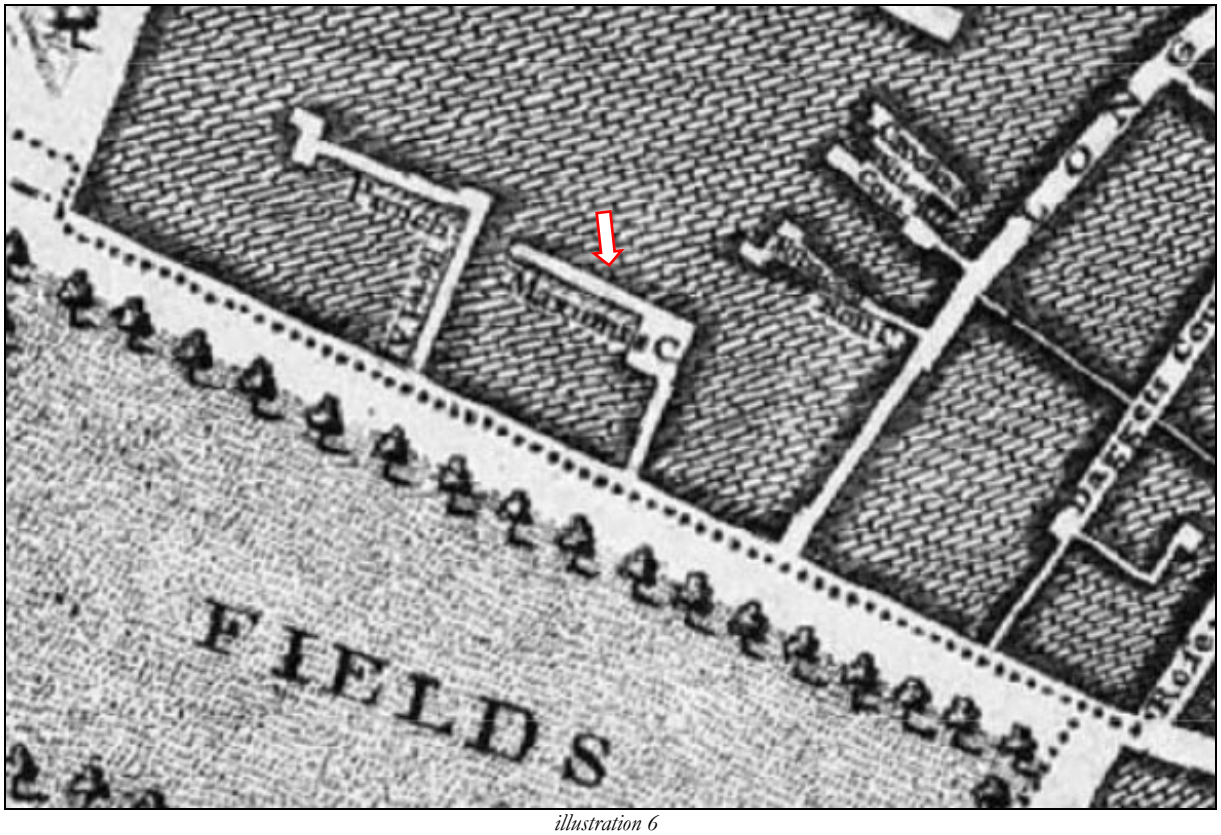


illustration 6

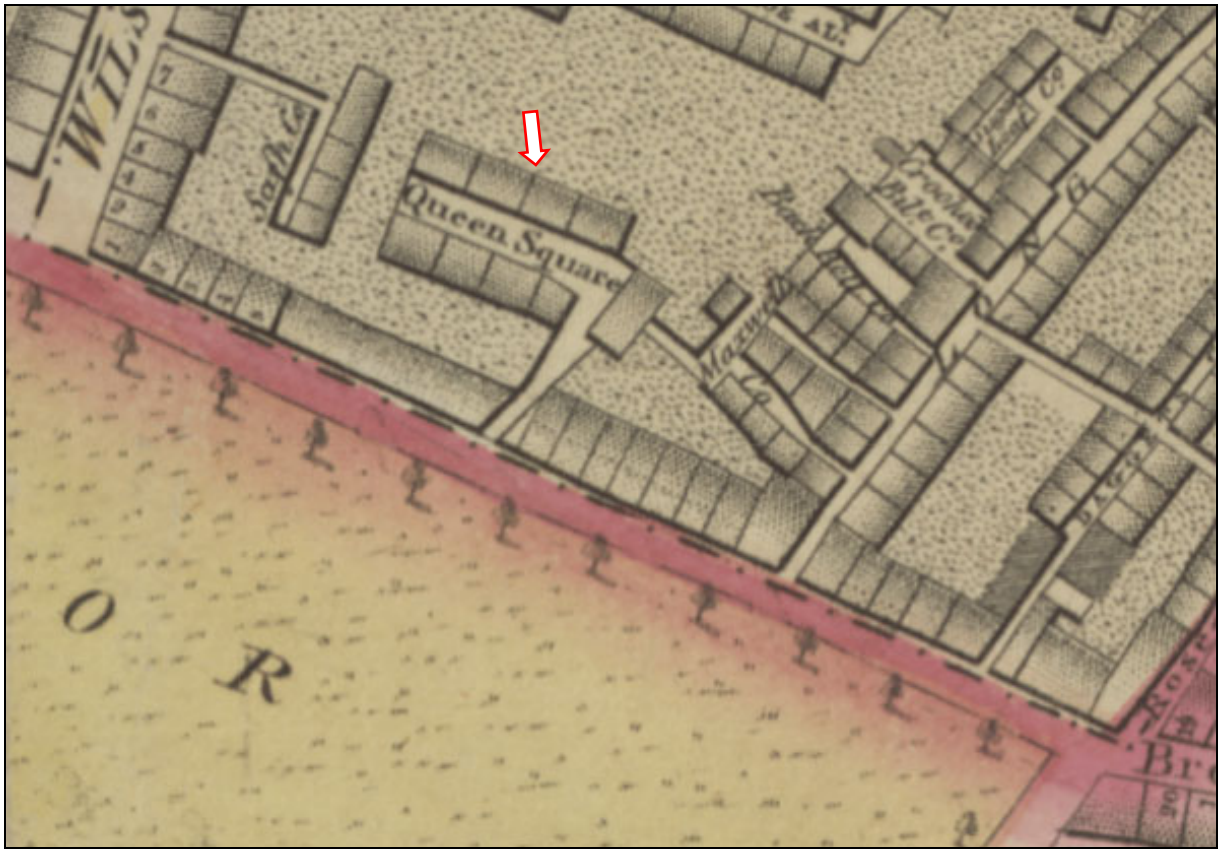


illustration 7

It has *not* been possible to establish the historical ownership of this area, despite an extensive search of the catalogue of the Metropolitan London Archives, Hackney Archives, and other online catalogues.

No antiquarian prints or drawings showing Queen's Square (or Sun Dial Court/Maximus Court) have been located, but a photograph dated 1919 show 5 Queen's Square, the "premises of W.H. Brooks, Chimney sweeper and carpet beater" (**Hackney Archives: P14075**; *illustration 8*).

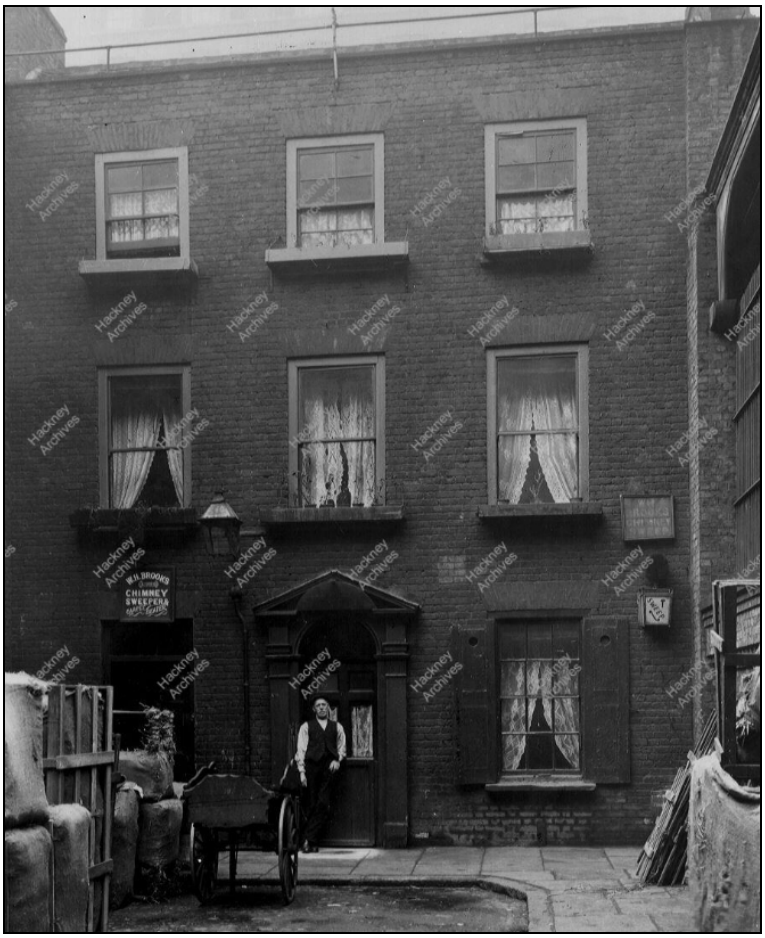


illustration 8

4. CONSTRUCTION OF FINSBURY AVENUE

Broad Street Good Station opened in 1865, having been constructed under section 6 of the North London Railway [City Branch] Act 1861 (for the deposited plans and books of reference, see **LMA: CLA/047/LC/04/103**; also **MR/U/P/0569**) *[this Act could not be consulted, due to pandemic access restrictions]*.

The North London Railway Act 1867 provided for widening of the City Branch, but does not appear to have had a bearing on Broad Street Station (for the deposited plans and books of reference, see **LMA: MBW/2622/10** & **MR/U/P/0843**) *[this Act could not be consulted, due to pandemic access restrictions]*. The case of *Richmond* v. *NLR* (1868) concerned the compulsory purchase of a public house in Shoreditch under the 1861 and 1867 Acts.

In 1872 the Metropolitan Board of Works (MBW), at the request of the Shoreditch Vestry, had opposed a Bill promoted by the London and North-Western Railway Company of the enlargement of the Broad Street Good Station. It was reported at the time that the MBW were "taking steps to obtain a proper return from the company of public property for widening Worship Street, and for making a new thoroughfare from Sun Street to Eldon Street" (*The Architect & Building News*, 25 May 1872).

According to Alan Jackson's *London's Termini* (1984), p.98, a fourth approach line to Broad Street Station was added in 1874, a further (eighth) platform in 1891.

What is not yet clear from any of the records consulted, is under what powers the new thoroughfare of Finsbury Avenue was constructed. Given that the construction of Broad Street Station stopped up Long Alley, the new street was clearly intended as a replacement for Long Alley, and the onus for its construction is hence likely to have been placed on the North London Railway Company.

The line of the new street can be seen by comparing the 1849 skeleton Ordancne Survey map (*illustration 9*) with the City's copy of the 1875 Ordnance Survey, which shows the line of earlier streets (*illustration 10*). For ease of interpretation, the line of Finsbury Avenue as shown on the 1879 Ordnance Survey has been indicated on the 1849 Ordnance Survey by dashed *red* lines.

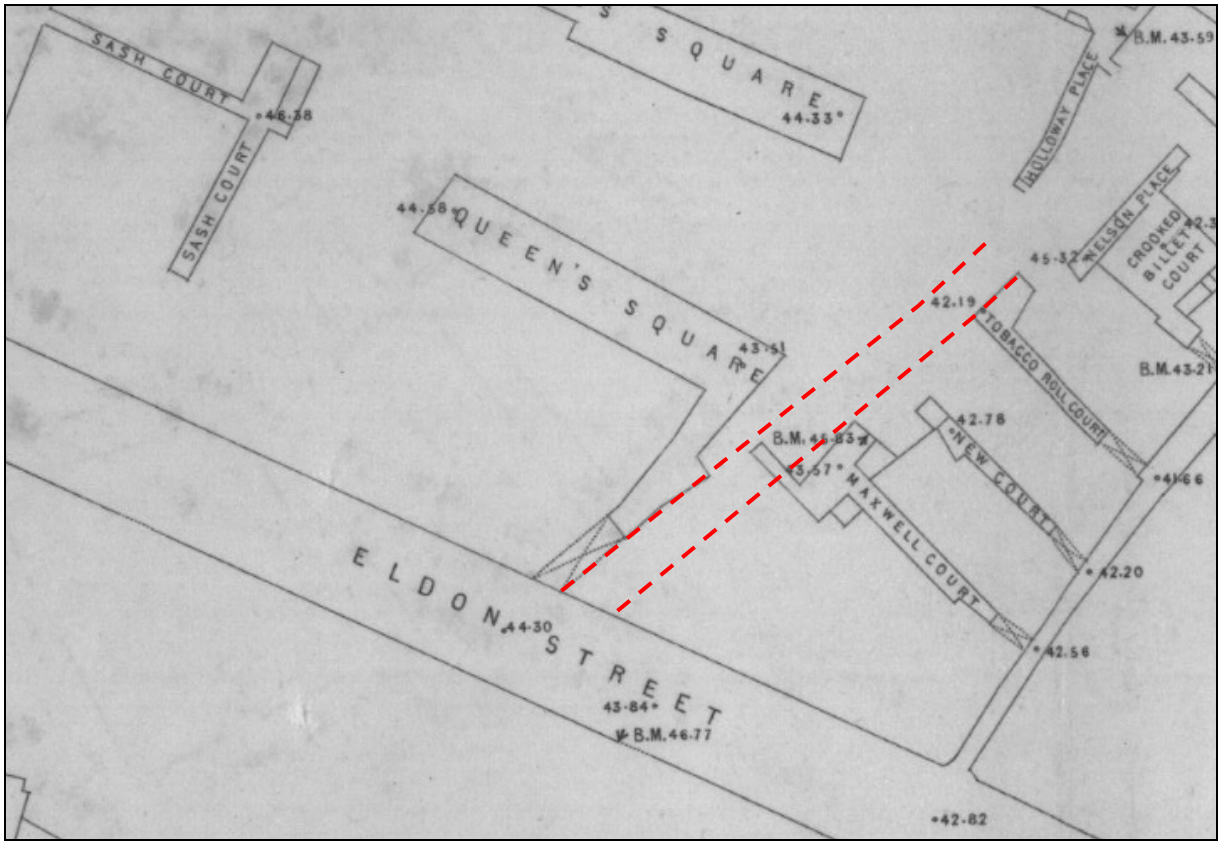


illustration 9

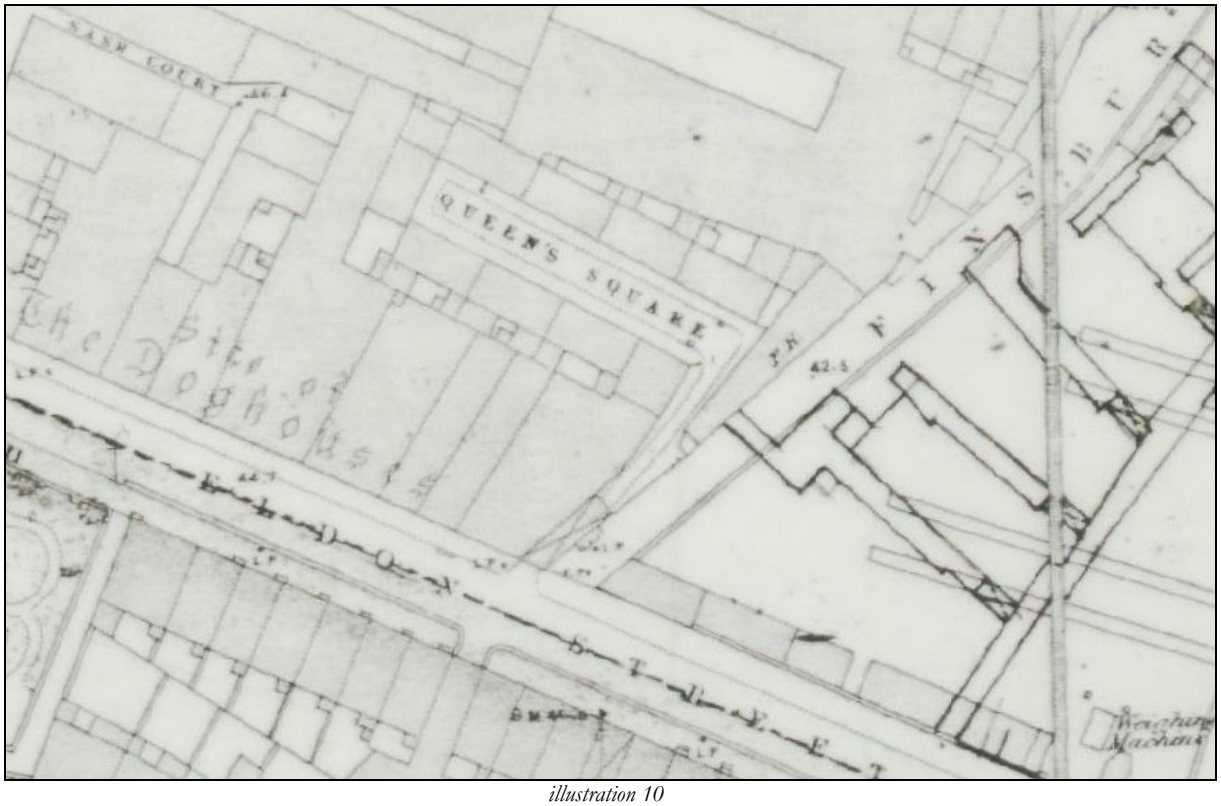


illustration 10

No records pertaining to that new street have been located, despite an extensive search of the catalogue of the Metropolitan London Archives, Hackney Archives, and other online catalogues.

While the history of the construction of Finsbury Avenue is important with a view to understanding later developments in this area, the ownership of land acquired for the construction of that street is of no consequence to the land subject to this report, as the relevant portion of the new street now lies under Broad Street Goods Station.

5. FINSBURY AVENUE REALIGNMENT & QUEEN'S SQUARE

5.1. FINSBURY AVENUE

Within less than twenty years of its construction, Finsbury Avenue was realigned by orienting it on a more northerly axis, which resulted Queen's Square street being intersected by the realigned Finsbury Avenue, as shown by a comparison of the 1875 Ordnance Survey (*illustration 11*) with the 1893-95 Ordnance Survey (*illustration 12*). For ease of interpretation, the line of the realigned Finsbury Avenue as shown on the 1893-95 Ordnance Survey has been indicated on the 1875 Ordnance Survey by dashed *red* lines.

Only the western half of Queen's Square survived and remains in existence today, while the remainder eastern half of the square, and its north-south stretch, were incorporated into the site of the expanded Broad Street Goods Station. A central portion of the former Queen's Square now lies in Finsbury Avenue proper.

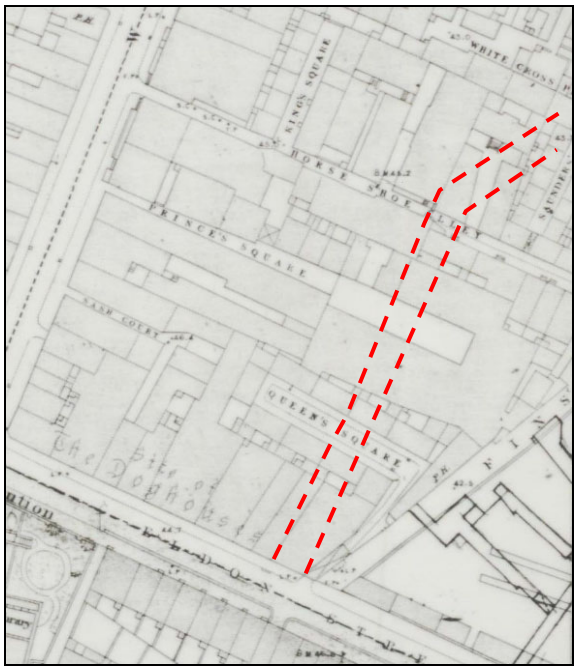


illustration 11

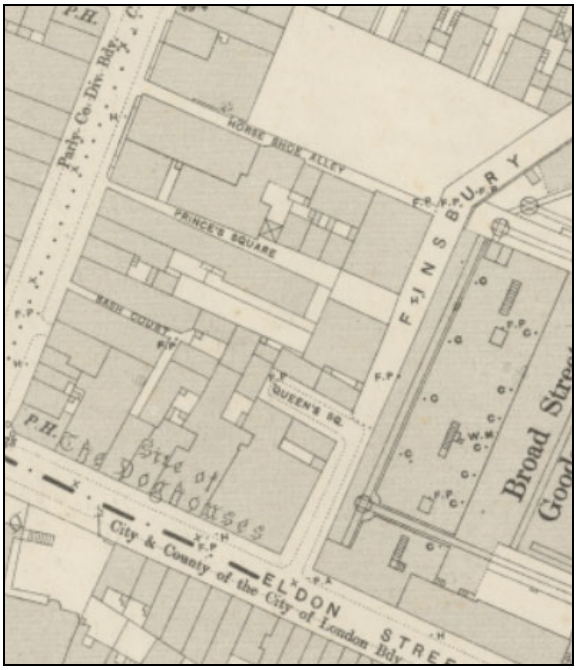


illustration 12

5.2. QUEEN'S SQUARE

Properties fronting onto the Queen's Square would have had to be acquired in order to effect the realignment of Finsbury Avenue, which would have included the title these properties had to land in the square itself (under the *ad medium filum* presumption).

In consequence, land formerly part of the historical Queen's Square, but now laid into Finsbury Avenue, is today also likely to be vested in the adjoining owners under the *ad medium filum* presumption, unless that land had been *acquired* by the Metropolitan Board of Works and been *retained* by them (see below, section 6).

The plotting of the historical extent of Queen's Square is based on the 1875 Ordnance Survey, as the frontages shown on the 1849 Ordnance Survey are difficult to reconcile with later frontages, even if the discrepancies are minor.

5.3. LACK OF RECORDS

No records pertaining to the acquisition of the land required for the realignment of Finsbury Avenue have been located, despite an extensive search of the catalogue of the Metropolitan London Archives, Hackney Archives, and other online catalogues.

In particular, *no* deeds for property in 'Queen's Street', without which this scheme could not have been carried out, have been located in the deeds index of the MBW and its successors, the LCC, GLC and LRB. Given that absence, it is extremely unlikely that the MBW had acquired property for the purposes of this improvement.

5.4. POSSIBLE TRANSFER OF FREEHOLD INTERESTS TO THE CITY

In the unlikely event that the land required to construct Finsbury Avenue had been acquired by the Metropolitan Board of Works, *for which there is no evidence*, it *may* be the case that the City of London acquired the freehold interest of the MBW laid into Finsbury Avenue and to which title is still unregistered. This would most likely due to the boundary change under the City and London Borough Boundaries Order 1993 (see above, section 2.2), which involved provisions applied by the London Government Area Changes Regulations 1976. Legal advice would need to be sought on whether this is the case, and if so, under which powers that land would have come to be vested in the City.

6. 20TH CENTURY IMPROVEMENTS

Finsbury Avenue was widened on its east side in the 1980s, after Broad Street Goods Station had been demolished and the Broadgate Centre built. Property to the north of the former Queen's Square (indicated by an arrow) was also demolished, as is evident from a comparison of the 1944-69 Ordnance Survey (*illustration 13*) and the current Ordnance Survey, as shown on CityMaps (*illustration 14*).

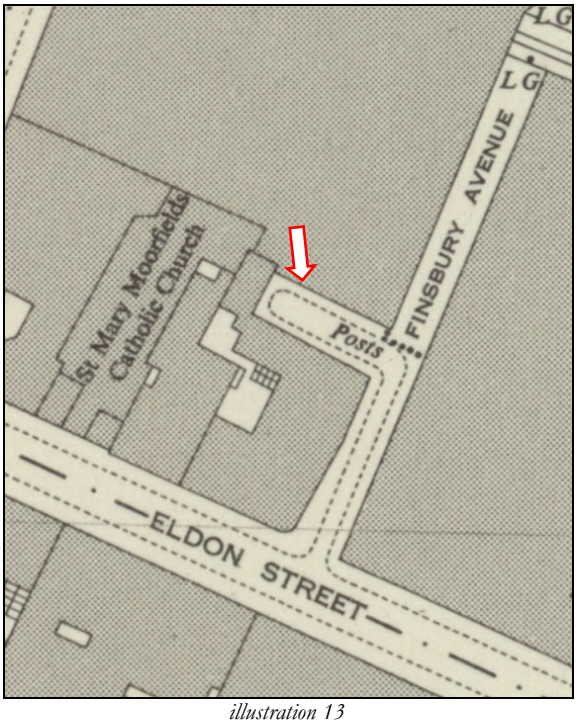


illustration 13

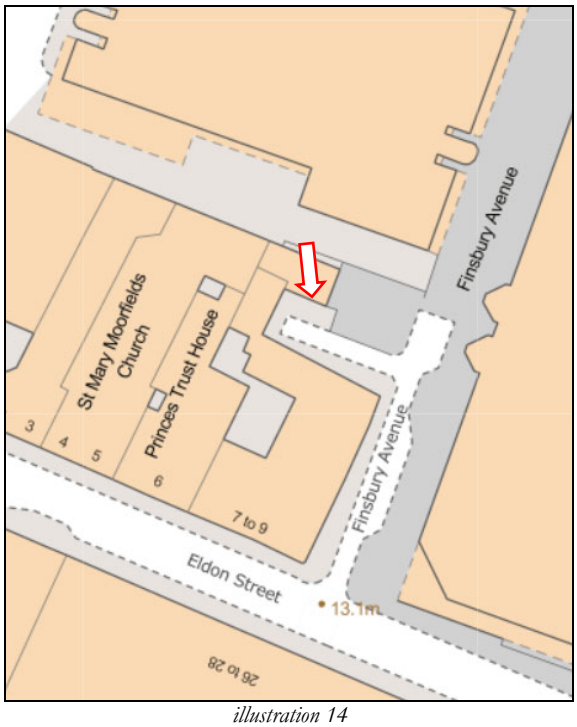


illustration 14

7. CAUTION TITLE NGL810848

A large parcel of land in Finsbury Avenue being part of the former Queen's Square is subject to a caution against the first registration of the freehold, which is registered under Land Registry title number NGL810848. This caution is in favour of "B.L.C.T. (17810) Limited and B.L.C.T. (17839) Limited"; the

land subject to the caution is described as "land at the back of 7 to 9 Eldon Street" (*illustration 15* shows an extract from the caution plan).

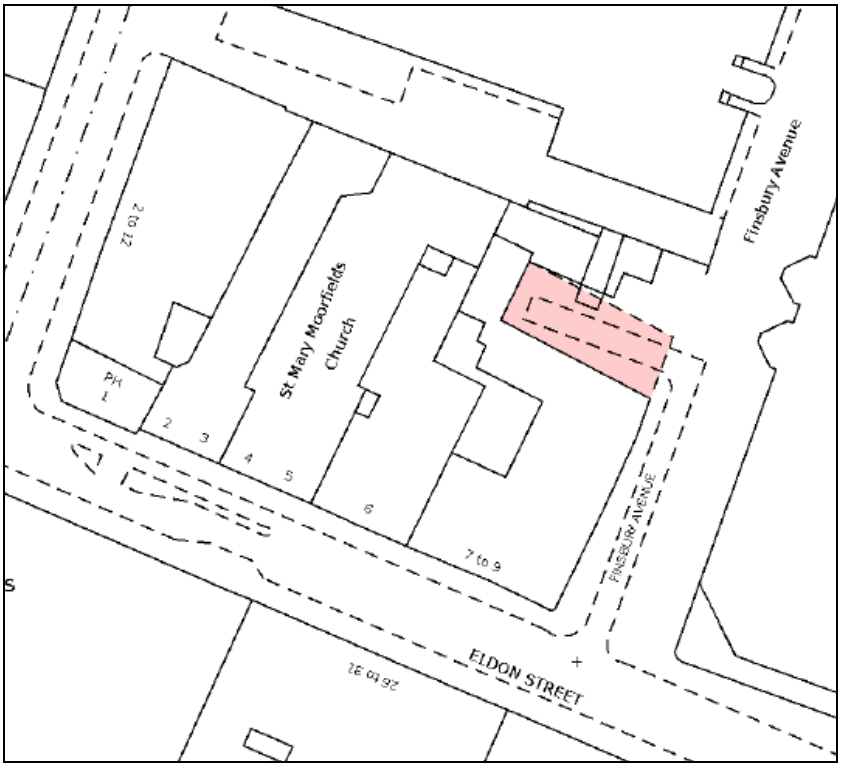


illustration 15

The statutory declaration accompanying the cautions sets out the cautioners' interests as follows:

"The first named cautioner B.L.C.T. (17810) Limited ("First Cautioner"), is registered proprietor of the freehold interest in the land known as 1A Finsbury Avenue, London EC2 which is registered at Land Registry with title absolute under title number NGL17003 and which is the land immediately abutting the northern boundary of the property described in panel 2 above as being affected by the caution ("Cautioned Property"). B.L.C.T. Limited ("Second Cautioner") is the registered proprietor of the freehold interest in the land known as Broadgate House 7-9 Eldon Street, London EC2 which is registered at Land Registry with title absolute under title number 247757 and which is the land immediately abutting the southern boundary of the Cautiioned Property.

It is believed that the Cautioned Property was once an adopted highway maintainable at the public expense in which case the First Cautioner and the Second Cautioner are entitled to be registered as registered proprietors of the freehold interests in the appropriate parts of the Cautioned Property.

Alternatively if the Cautioned Property has never been adopted highway the First Cautioner is entitled to be registered as registered properietor of the freehold interest in the Cautioned Property by adverse possession of the Cautioned Property by itself and its predecessors in title for at least 12 years.

The First Cautioner and the Second Cautioner are members of the same group of companies."

As the land in question has been and still is adopted highway (see above, section 2.2), the cautioners' alternative claim of title by adverse possession fails by their own reasoning, as it depends on the assumption that the land "has never been adopted highway".

Their principal claim, however, that the cautioners have title because the land in question *was once* adopted highway (in fact, it still is), appears to be a poorly worded *ad medium filum* claim, as it doesn't use that term. Given the research presented in this report, that claim appears to be valid provided none of the land in question was acquired by the MBW (see above, sections 5.2 and 6).

However, the plotting of the land subject to the caution appears to cover an excessive amount of land (if that caution is indeed based on an *ad medium filum* claim), as it affects the whole of the former roadway of Queen's Square, not merely to the centre line of the historical roadway (that is, to half the historical roadway abutting the cautioners' land, registered under title 247757).

Instead, an *ad medium filum* claim by the cautioners' should extend only to the land shown in *solid yellow* and as land parcel **AA** on the attached copy of plan 4-C-42601-1.

8. CONCLUSIONS

The forgoing discussion presents an overall complex picture of landownership in the area under investigation.

That complexity is made less complex when one plots the various land parcels at issue, as has been done on the attached copy of plan 4-C-42601-1, which must be read with the key below:

ref. on plan 4-C-42601-1	*likely freeholder*	*comment*
AA	proprietor of title 247757	*ad medium filum* claim to land formerly in Queen's Square, based on the paper title to the former 2 & 3 Queen's Square*, now part of 7-9 Eldon Street
BB	proprietor of title NGL17003	*ad medium filum* claim to land formerly in Queen's Square, based on the paper title to the former 7 & 8 Queen's Square
CC	proprietor of title EGL158030	*ad medium filum* claim to land formerly in Queen's Square, based on the paper title to the former 1 Queen's Square
DD	proprietor of title EGL158030	land formerly occupied by 1 Queen's Square, which must have been acquired to construct Finsbury Avenue
EE	proprietor of title EGL158030	land formerly occupied by 9 Eldon Street, which must have been acquired to construct Finsbury Avenue
FF	proprietor of title EGL158030	land formerly occupied by 10 Eldon Street, which must have been acquired to construct Finsbury Avenue

* This and all following house numbers in Queen's Square are based on conjecture.

For an extract from the title plan for EGL158030, see *illustration 16* (the land tinted brown is referred to in section 3 of the property register).

illustration 16

Illustration 17 shows the parcels, as per plan 4-C-42601-1, superimposed onto the 1875 Ordnance Survey.

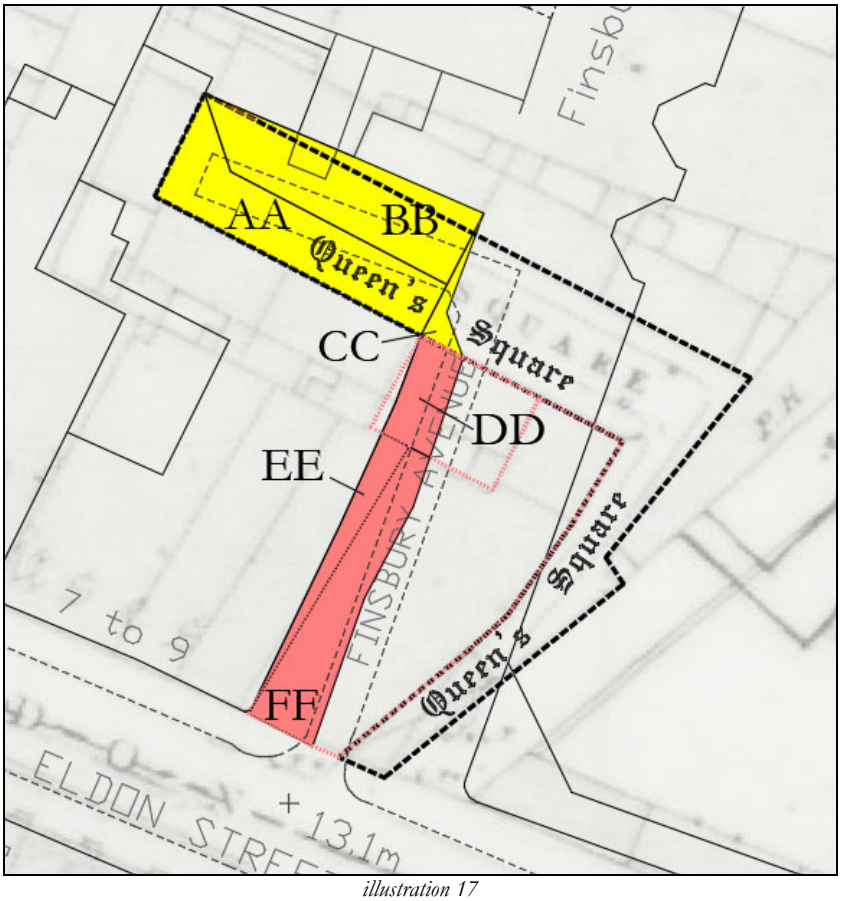
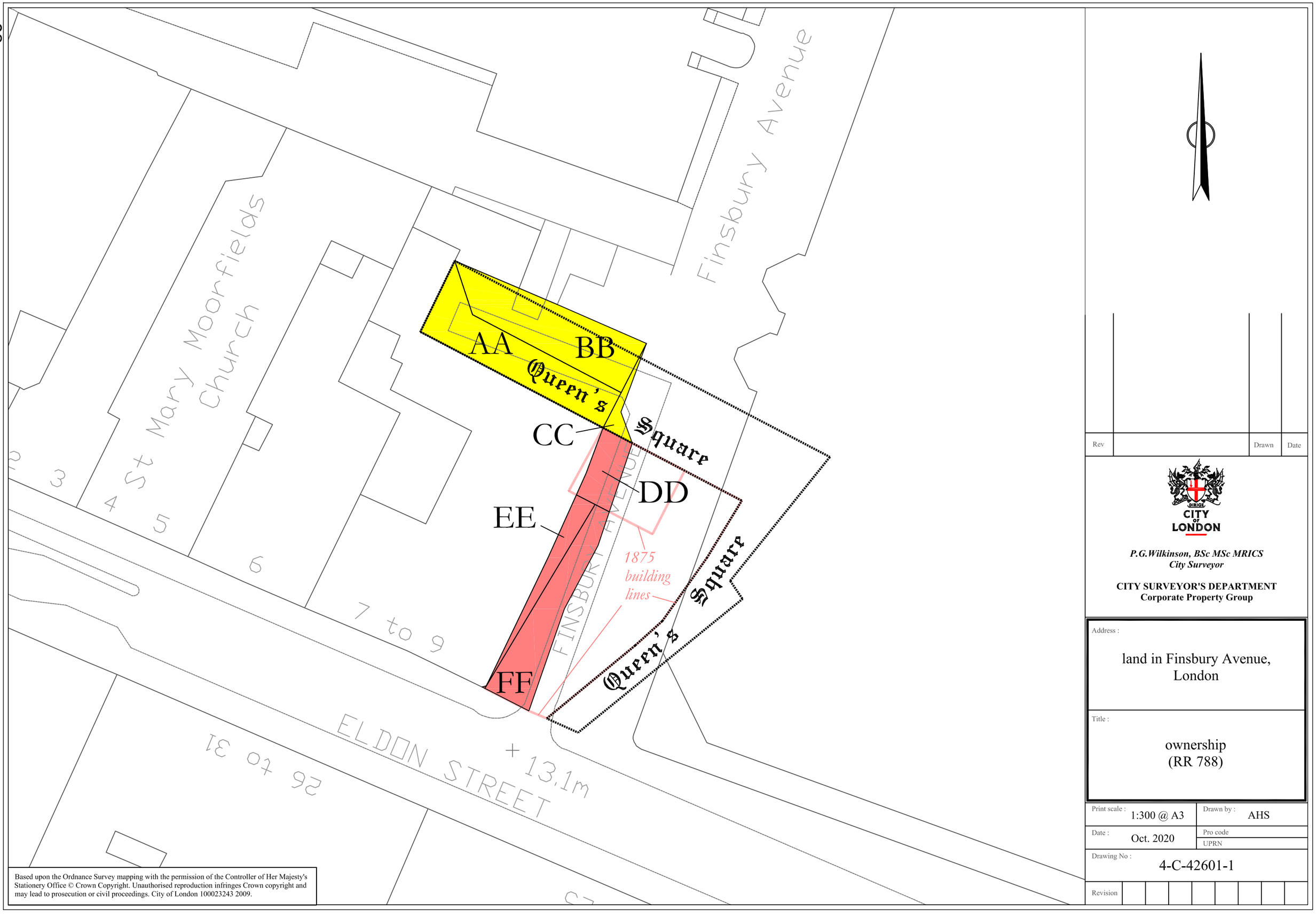


illustration 17



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Rev		Drawn	Date

CITY OF LONDON

P.G.Wilkinson, BSc MSc MRICS
City Surveyor

CITY SURVEYOR'S DEPARTMENT
Corporate Property Group

Address :

land in Finsbury Avenue, London

Title :

ownership
(RR 788)

Print scale : 1:300 @ A3	Drawn by : AHS
Date : Oct. 2020	Pro code
	UPRN
Drawing No : 4-C-42601-1	
Revision	

ELDON STREET – FOOTWAY CLEAR WIDTHS

Appendix 4

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Committees: Corporate Projects Board - for decision Operational Property and Projects Sub - for decision Streets & Walkways Sub – for decision	**Dates:** 11 May 2022 30 May 2022 31 May 2022
Subject: Wood Street Police Station s278 **Unique Project Identifier:** *12347*	**Gateway 2: Project Proposal** Regular
Report of: Executive Director – Environment **Report Author:** Nick Howdle-Smith	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	Project Description: Highway and Public Realm improvement works in the vicinity of the development at 37 Wood Street, the site of the former Police Station. Next Gateway: Gateway 3/4 - Options Appraisal (Regular) Next Steps: • Entering into the S.278 agreement with the developer. • Design development and stakeholder engagement prior to the options appraisal and GW 3/4 Requested Decisions: 1. That a budget of £100,000 is approved to reach the next Gateway, fully funded from the relevant Section 106 agreement; 2. Note the total estimated cost of the project at £1,200,000 (excluding risk); 3. Authorise officers to enter into a Section 278 agreement with the developer.
2. Resource requirements to reach next Gateway	

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs	Project Management, and	S.278 (Design & Developm	£55,000

		Stakeholder Engagement	ent Fee (receipted)	
	Staff costs	City of London Highways Engineer	S.278 (Design & Developm ent Fee (receipted)	£35,000
	Fees	Topographical survey, GPR survey, site investigations, highways permits	S.278 Design & Developm ent Fee	£10,000
	Total			£100,000

Costed Risk Provision requested for this Gateway: £0 (as detailed in the Risk Register – Appendix 2)

3. Governance arrangements	• Service Committee: Streets and Walkways Committee • Senior Responsible Officer: Tom Noble, Group Manager, Policy & Projects Team, City Operations • The project has low reputational risk. Additional project governance not required

Project Summary

4. Context	1. A planning decision to redevelop the Police Station at 37 Wood Street (20/00773/FULL) was made on 30th September 2021 with accompanying Section 106 agreement. The new pedestrian activities attracted to the development necessitates improvements to the street environment ensuring enhanced safety and attractiveness for road users as well as reparations to existing highway resulting from the construction works. 2. The proposed site fronts the old City of London Police building which forms historical interest alongside the medieval period St. Alban's Tower. The former Police Station building is Grade II Listed.
5. Brief description of project	Deliver public realm enhancement to the area surrounding the new development at 37 Wood Street (Police Station). The enhancements (specified in the S106 agreement) may include but are not limited to:- 1. Carriageway redesign including maintaining the existing cycle route on Wood Street;

	2. Consultation, removal and/or relocation of current kerbside activity including taxi rank and police bay (including the full length of Wood Street and Love Lane) 3. Repaving the footway 4. Crossover removal on Love Lane 5. Landscaping works including trees and other greenery, seating, lighting and cycle parking 6. Redesign of the priority junction between Love Lane and Wood Street 7. Appropriate safety/security measures for road users 8. Access ramp extension including stopping up; and 9. Any other works required to tie into the existing street network.
6. Consequences if project not approved	1. There would be no mechanism through which the highway changes required to accommodate the development can be delivered and the developer will be in breach of their Section 106 covenant if they are unable to enter into a Section 278 agreement providing for the highway improvement works. 2. Insufficient access requirements to new commercial activities provided by the new development would disadvantage road users with mobility impairments. 3. The public realm / materials surrounding the new development would not meet the requirements of the CoL Local Plan and supplementary planning documents 4. Lack of cycling/pedestrian upgrades would not encourage shift to sustainable transport modes 5. Highways that are not maintainable to agreed CoL standards
7. SMART project objectives	1) Improvements for walking and cycling in the proximity of the development 2) Improvements to the attractiveness of the public realm in the proximity of the development in line with the CPR Supplementary Planning document 3) Improved safety for all road users
8. Key benefits	Public realm improvements will increase walkability and encourage shifts to more sustainable modes of transport. Public realm improvements will increase visitors to the area and promote the new commercial activities at the new development. Disabled users will have better access to the building from the public highway thus enhancing accessibility factors. Improved lighting will make pedestrians feel safer on the streets and walkways surrounding the development.
9. Project category	4a. Fully reimbursable
10. Project priority	B. Advisable

11. Notable exclusions	*None*

Options Appraisal

12. Overview of options	12.1 Complete project as per the outline design specification listed in the s106 agreement. 12.2 Vary design specification following further consultation with City of London officers, stakeholders and agreement with the developer to enhance delivery of aims and objectives (subject to funds being available).

Project Planning

13. Delivery period and key dates	**Overall project:** (Lower estimate) Completion in March 2024 subject to developer programme **Key dates:** • October 2022 – development works begin • April 2023 - highway design finalised following options appraisal (Gateway 3 and 4) • June 2023 – Gateway 5 report to be finalised and submitted for delegated approval • October 2023 – development works finish and public realm construction works to start on site • March 2024 – completion of public realm works **Other works dates to coordinate:** TBC with highways/transport works programme
14. Risk implications	**Overall project risk:** Low • Delays to the developer programme owing to changing market forces or engineering difficulties during construction • Rising cost of materials could mean that the project is descoped and will not deliver all aims and objectives (For now the risk is mitigated by the new highways contract although contract performance will be monitored over the next year to ascertain likelihood of rate variations.)
15. Stakeholders and consultees	1. Local Ward Members 2. Owners/occupiers of adjacent buildings (including the development site) 3. Statutory consultees

	An equality impact assessment will be undertaken prior to Gateway 5. The results will be reported at the next Gateway.

Resource Implications

<table>
<tr><td>16. Total estimated cost</td><td colspan="2">Likely cost range (excluding risk): £1,200,000
Likely cost range (including risk): £1,285,000</td></tr>
<tr><td>17. Funding strategy</td><td>Choose 1:
All funding fully guaranteed</td><td>Choose 1:
External - Funded wholly by contributions from external third parties</td></tr>
<tr><td></td><td colspan="2"><table>
<tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr>
<tr><td>Section 106 (Section 278 Design & Evaluation fee)</td><td>£100k</td></tr>
<tr><td>Section 278</td><td>£750 – 1.1m</td></tr>
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<tr><td></td><td></td></tr>
<tr><td>Total</td><td>£850k-£1.2m</td></tr>
</table></td></tr>
<tr><td>18. Investment appraisal</td><td colspan="2">Not applicable.</td></tr>
<tr><td>19. Procurement strategy/route to market</td><td colspan="2">The design and construction drawings are to be undertaken by City of London officers and CoL framework consultants
The construction work is to be carried out by the City of London’s Term Highways Contractor</td></tr>
<tr><td>20. Legal implications</td><td colspan="2">Where the City Corporation are satisfied it will be of benefit to the public, Section 278 of the Highways Act 1980 allows the City Corporation as highway authority to enter into an agreement with any person for the execution of works by the authority on terms that that person pays the whole or such part of the costs of the works as may be specified. The proposed works are considered to be of benefit to the public.
The Section 106 agreement requires the developer to enter into a Section 278 agreement with the City, prior to Implementing (as defined in the Section 106 agreement) the planning permission. The S 278 agreement will be finalised before the Gateway 5 report is submitted for approval.</td></tr>
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21. Corporate property implications	***None***
22. Traffic implications	Possible road closures and disruption to vehicle traffic during the construction phase. Pedestrian access on the public highway will be maintained at all times.
23. Sustainability and energy implications	The materials and working practises will be as per the sustainability criterion of the City of London's Term Highways Contract. The design will seek to integrate greening and SuDS in line with the Climate Action Strategy.
24. IS implications	*None*
25. Equality Impact Assessment	An equality impact assessment will be undertaken prior to Gateway 5
26. Data Protection Impact Assessment	*The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken*

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	Site location plan

Contact

Report Author	Nick Howdle-Smith
Email Address	nick.howdle-smith@cityoflondon.gov.uk
Telephone Number	07745 138 283

Project Briefing

Project identifier			
[1a] Unique Project Identifier	12347	**[1b] Departmental Reference Number**	
[2] Core Project Name	Wood Street Police Station s278		
[3] Programme Affiliation *(if applicable)*			

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Tom Noble
[6] Project Manager	Nick Howdle-Smith

Description and purpose

[7] Project Description

Deliver public realm enhancement to the area surrounding the new development at Wood Street Police Station. The enhancements may include but are not limited to:-

1. Carriageway redesign including maintaining the existing cycle route on Wood Street;
2. Consultation, removal and/or relocation of current kerbside activity including taxi rank and police bay (including the full length of Wood Street and Love Lane)
3. Repaving the footway
4. Crossover removal on Love Lane
5. Landscaping works including trees and other greenery, seating, lighting and cycle parking
6. Redesign of the priority junction between Love Lane and Wood Street
7. Access ramp extension including stopping up; and
8. Any other works required to tie into the existing street network.

[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?

A planning decision to refurbish the Wood Street Police Station building and change of use to 'hotel' (20/00773/FULL) was made on 30th September 2021. The new pedestrian and commercial activities attracted to the the development necessitates changes to the highways to improve the street environment ensuring enhanced safety and attractiveness for road users aswell as reparations to existing highway resulting from the construction works.

[9] What is the link to the City of London Corporate plan outcomes?

[1] People are safe and feel safe.
[2] People enjoy good health and wellbeing.
[9] Our spaces are secure, resilient and well-maintained.
[11] Our spaces are digitally and physically well-connected and responsive.
[12] Our spaces inspire excellence, enterprise, creativity and collaboration.

[10] What is the link to the departmental business plan objectives?

[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. [5] Creating an accessible city which is stimulating, safe and easy to move around in [8] Improving quality of life for workers, residents and visitors

[11] Note all which apply:

Officer:	Y	**Member:**	N	**Corporate:**	N

Project developed from Officer initiation		Project developed from Member initiation		Project developed as a large scale Corporate initiative	
Mandatory: Compliance with legislation, policy and audit	N	**Sustainability:** Essential for business continuity	N	**Improvement:** New opportunity/ idea that leads to improvement	Y

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1) Improvements for walking and cycling in the proximity of the development
2) Improvements to the attractiveness of the public realm in the proximity of the development in line with the CPR Supplementary Planning document
3) Improved safety for all road users
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
Not applicable
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £850,000 Upper Range estimate: £1,200,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
The costs associated with highways maintenance will be confirmed at Gateway 5 when the detailed design is finalised. These costs will be met by the developer through the S278 agreement.
[16] What are the expected sources of funding for this project?
Project funded by a S278 agreement with the developer. Fees of £100,000 to progress the highway designs have been received from the developer.
[17] What is the expected delivery timeframe for this project (range values)? **Are there any deadlines which must be met (e.g. statutory obligations)?**
Lower Range estimate: May 2022 – March 2024 Upper Range estimate: May 2022 – October 2024 <Critical deadline(s):> TBC

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
Possible media interest from conversion of Wood Street Police Station	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Darshika Patel
Chamberlains: Procurement	Officer Name: TBC
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A

Corporate Property	Officer Name: N/A
External	
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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City of London: Projects Procedure Corporate Risks Register

Project name: *Wood Street Police Station s278*
Unique project identifier: *PV12345*
Total est cost (exc risk) *£1200000*

PM's overall risk rating	Low
Avg risk pre-mitigation	9.0
Avg risk post-mitigation	2.6
Red risks (open)	0
Amber risks (open)	7
Green risks (open)	1

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£85,000.00	7%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£85,000.00	7%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£0.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	2	9.0	£0.00	0	2	0
(2) Financial	3	10.7	£85,000.00	0	3	0
(3) Reputation	2	9.0	£0.00	0	2	0
(4) Contractual/Partnership	0	0.0	£0.00	0	0	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	1	4.0	£0.00	0	0	1

		Extreme	Major	Serious	Minor
Issues (open)	0	**Open Issues**	0	0	0	0
All Issues	0	**All Issues**	0	0	0	0

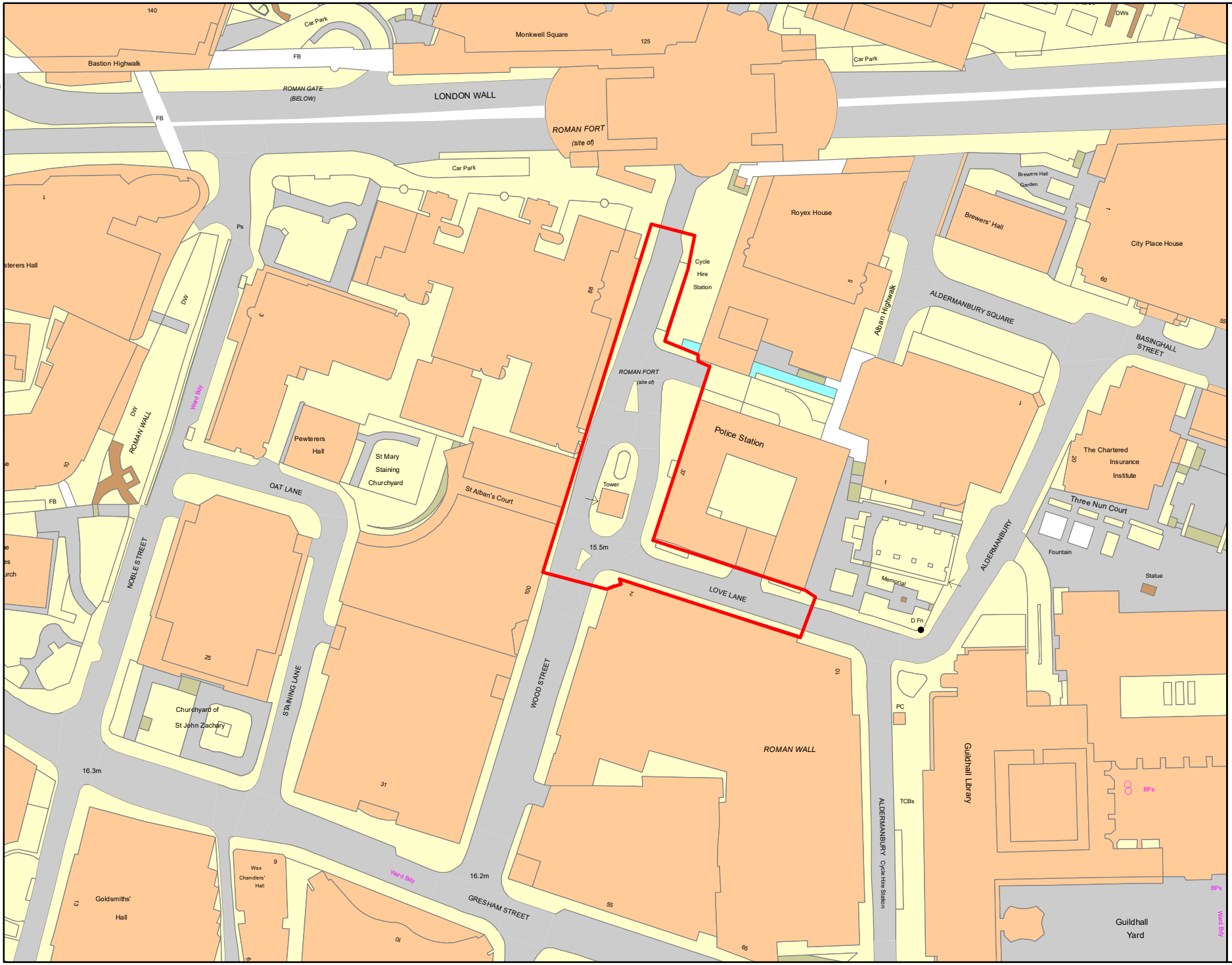
Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Wood Street Police Station s278	**PM's overall risk rating:**	Low	**CRP requested this gateway**		**Average unmitigated risk**	9.0	**Open Risks**	8
Unique project identifier:	PV12345	**Total estimated cost (exc risk):**	£ 1,200,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	2.6	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(3) Reputation	Project is not delivered to agreed programme due to technical issues that arise either in design or construction phase	Underground services are discovered within excavation zone during construction phase adding time and cost to the project	Possible	Serious	6	£0.00	N	A – Very Confident	Technical issues to be identified by engineering team and developer communications and using surveys, engineering experise to manage design issues	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		
R2	5	(2) Financial	Developer does not agree to full costs of the scheme	This will either impact on the project programme as negotiations would take longer or the scope of works might have to be reduced to reduce the costs.	Possible	Major	12	£0.00	N	B – Fairly Confident	Regular communication with developer to manage expectations of deliverables and costs	£0.00	Possible	Minor	£0.00	3	£0.00				Nick Howdle-Smith		
R3	5	(3) Reputation	Stakeholders object to the scheme	Further redesign and consultation would be necessary	Possible	Major	12	£0.00	N	B – Fairly Confident	Good stakeholder engagement and communications	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		
R4	5	(2) Financial	Cost of materials increasing over the course of project due to international supply chain issues / interest rate rises	Negatively affects construction costs at GW5	Possible	Major	12	£85,000.00	N	B – Fairly Confident	New highways contract to protect against fluctuating rates	£0.00	Possible	Serious	£0.00	6	£0.00				Nick Howdle-Smith		Highways team in present discussions with new contractor Conways
R5	5	(2) Financial	The developer does not agree to commuted sums required for the s278 at project completion	The cost of maintaining the s278 area post completion may increase and need to be funded by the City	Likely	Serious	8	£0.00	N	A – Very Confident	Regular communication with developer to manage expectations of deliverables and costs	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		
R6	4	(1) Compliance/Regulatory	Objections received to proposed highway alterations	Delays to the project owing to objections to the various highway changes	Possible	Serious	6	£0.00	N	B – Fairly Confident	Early engagement with affected stakeholders on the proposed changes	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		
R7	4	(10) Physical	Design conflicts with other developments in the area	Objections to the design received owing to impact on other nearby developments	Unlikely	Serious	4	£0.00	N	A – Very Confident	Early engagement with affected stakeholders on the proposed changes	£0.00	Rare	Serious	£0.00	2	£0.00				Nick Howdle-Smith		
R8	3	(1) Compliance/Regulatory	Traffic orders are not applied for or incorrect traffitic orders/procedures do not provide a regulatory backing for the legality of the scheme	Stakeholders are not consulted via the dure process and exposes the scheme to legal challenge and subsequent program delay	Possible	Major	12	£0.00	N	A – Very Confident	Identify traffc order specialist via framework consultants prior to any engagement / consultation and form a program for integrating the logal processes	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		



CITY OF LONDON

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Location Plan

Appendix 3

Created by:
Nick Howdle-Smith

Date Created:
14 Apr 2022

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Metres

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Committees: Corporate Projects Board - for decision Operational Property and Projects Sub - for decision Streets & Walkways Sub – for decision	**Dates:** 11 May 2022 30 May 2022 31 May 2022
Subject: 100 Fetter Lane s278 **Unique Project Identifier:** 12348	**Gateway 2: Project Proposal** Light
Report of: Director of the Built Environment **Report Author:** Nick Howdle-Smith	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	Project Description: Highway and Public Realm improvement works in the vicinity of the development at 100 Fetter Lane. Next Gateway: Gateway 5 - Authority to Start Work (Light) Next Steps: • Entering into the S.278 agreement with the developer. • Design development and stakeholder engagement prior to the Gateway 5 report. Requested Decisions: 1. That budget of £50,000 is approved to reach the next Gateway, fully funded from a Section 106 agreement; 2. Note the total estimated cost of the project at £200,000 (excluding risk); 3. Authorise officers to enter into a Section 278 agreement with the developer.
2. Resource requirements to reach next Gateway	

Item	Reason	Funds/ Source of Funding	Cost (£)
Staff costs	Project Management, and Stakeholder Engagement	S.278 (Design & Developm	£30,000

			ent Fee (receipted)	
	Staff costs	City of London Highways Engineer	S.278 (Design & Developm ent Fee (receipted)	£10,000
	Fees	Topographical survey, GPR survey, site investigations, highways permits	S.278 Design & Developm ent Fee	£10,000
	Total			£50,000

Costed Risk Provision requested for this Gateway: £0 (as detailed in the Risk Register – Appendix 2)

3. Governance arrangements	• Service Committee: Streets and Walkways Committee • Senior Responsible Officer: Tom Noble, Group Manager, City Public Realm • The project has low reputational risk. Additional project governance not required

Project Summary

4. Context	1. A planning permission to demolish and redevelop an office building and public house at 100/108 Fetter Lane (21/00454/FULMAJ) was granted on 29th September 2021. 2. The new pedestrian activities attracted to the development necessitates improvements to the street environment ensuring enhanced safety and attractiveness for road users aswell as reparations to existing highway resulting from the construction works. 3. The proposed site lies within the Fleet Street Business Improvement District.
5. Brief description of project	1. Improvements to pedestrian crossing facilities at the junction of Bream's Buildings, Fetter Lane and New Fetter Lane to better facilitate east/west pedestrian movement 2. Works to tie the new building line and new route into the public highway on Mac's Place

	3. Public highway lighting improvements 4. Provision of an on-street blue badge parking space within the vicinity of the site 5. Footway surrounding the site to be repaired post construction and be replaced with Yorkstone 6. Cycle improvements to allow access to on site cycle parking facility
6. Consequences if project not approved	1. There would be no mechanism through which the highway changes required to accommodate the development can be delivered and the developer will be in breach of their Section 106 covenant if they are unable to enter into a Section 278 agreement providing for the highway improvement works. 2. Lack of dropped kerb / crossing facilities would disadvantage road users with impaired mobility 3. The public realm / materials surrounding the new development would not meet the requirements of the CoL Local Plan and supplementary planning documents 4. Lack of cycling/pedestrian upgrades would not encourage shift to sustainable transport modes 5. Highways that are not maintainable to agreed CoL standards
7. SMART project objectives	1) Improvements for walking and cycling in the proximity of the development 2) Improvements to the attractiveness of the public realm in the proximity of the development in line with the CPR Supplementary Planning document 3) Improved safety for all road users
8. Key benefits	Public realm improvements will increase walkability and encourage shifts to more sustainable modes of transport Disabled users will have better access to the building from the public highway thus enhancing accessibility factors Improved lighting will make pedestrians feel safer on the streets and walkways surrounding the development
9. Project category	4a. Fully reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	*None*

Options Appraisal

12. Overview of options	12.1 Complete project as per the outline design specification listed in the s106 agreement

	12.2 Vary design specification following further consultation with stakeholders and agreement from the developer to enhance delivery of aims and objectives (subject to funds being available.

Project Planning

13. Delivery period and key dates	**Overall project:** (Lower estimate) Completion in November 2023 subject to developer programme **Key dates:** • October 2022 – designs for improvements to the surrounding highways finalised • March 2023 – Gateway 5 report to be finalised and submitted for delegated approval • August 2023 – public realm construction works to start on site • November 2023 – completion of public realm works **Other works dates to coordinate:** TBC with highways/transport works programme
14. Risk implications	**Overall project risk:** Low • Delays to the developer programme owing to changing market forces or engineering difficulties during construction • Rising cost of materials could mean that the project is descoped and will not deliver all aims and objectives. (For now the risk is mitigated by the new highways contract although, contract performance will be monitored over the next year to ascertain likelihood of rate variations.)
15. Stakeholders and consultees	1. Fleet Street BID 2. Local Ward Members 3. Owners/occupiers of adjacent buildings An equality impact assessment will be undertaken prior to Gateway 5. The results will be reported at the next Gateway.

Resource Implications

16. Total estimated cost	**Likely cost range (excluding risk):** £200,000 **Likely cost range (including risk):** £200,000	
17. Funding strategy	Choose 1: Choose an item.	Choose 1: Choose an item.

	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Section 106 (Section 278 Design & Evaluation fee)</td><td>£50k</td></tr><tr><td>Section 278</td><td>£150k</td></tr><tr><td></td><td></td></tr><tr><td>Total</td><td>£200k</td></tr></table>
18. Investment appraisal	Not applicable.
19. Procurement strategy/route to market	The design and construction drawings are to be undertaken by City of London officers The construction work is to be carried out by the City of London's Term Highways Contractor
20. Legal implications	Where the City Corporation are satisfied it will be of benefit to the public, Section 278 of the Highways Act 1980 allows the City Corporation as highway authority to enter into an agreement with any person for the execution of works by the authority on terms that that person pays the whole or such part of the costs of the works as may be specified. The proposed works are considered to be of benefit to the public. The Section 106 agreement requires the developer to enter into a Section 278 agreement with the City no later than 12 months following the Implementation Date. The S.278 agreement will be finalised before the Gateway 5 report is submitted for approval.
21. Corporate property implications	***None***
22. Traffic implications	Possible road closures and disruption to vehicle traffic during the construction phase. Pedestrian access on the public highway will be maintained at all times.
23. Sustainability and energy implications	The materials and working practises will be as per the sustainability criterion of the City of London's Term Highways Contract
24. IS implications	*None*
25. Equality Impact Assessment	An equality impact assessment will be undertaken prior to Gateway 5
26. Data Protection Impact Assessment	*The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken*

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	Site location plan

Contact

Report Author	Nick Howdle-Smith
Email Address	nick.howdle-smith@cityoflondon.gov.uk
Telephone Number	07745 138 283

Project Briefing

Project identifier			
[1a] Unique Project Identifier	12348	**[1b] Departmental Reference Number**	
[2] Core Project Name	100 Fetter Lane s278		
[3] Programme Affiliation *(if applicable)*			

Ownership	
[4] Chief Officer has signed off on this document	Yes
[5] Senior Responsible Officer	Tom Noble
[6] Project Manager	Nick Howdle-Smith

Description and purpose
[7] Project Description
Deliver public realm enhancement to the area surrounding the new development at 100 Fetter Lane. The enhancements may include but are not limited to:- a) improvements to pedestrian crossing facilities at the junction of Bream's Buildings, Fetter Lane and New Fetter Lane to better facilitate east/west pedestrian movement, b) works to tie the new building line and new route into the public highway on Mac's Place, c) public highway lighting improvements, d) the provision of an on-street blue badge parking space within the vicinity of the Site, e) footway surrounding the site to be replaced with York stone, and f) any cycle improvements necessary to allow access to the cycle parking.
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
A planning permission to demolish and redevelop an office building and public house at 100/108 Fetter Lane (21/00454/FULMAJ) was granted on 29th September 2021. The new pedestrian activities attracted to the the development necessitates changes to the highways to improve the street environment ensuring enhanced safety and attractiveness for road users aswell as reparations to existing highway resulting from the construction works. The proposed site lies within the Fleet Street Business Improvement District.
[9] What is the link to the City of London Corporate plan outcomes?
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [9] Our spaces are secure, resilient and well-maintained. [11] Our spaces are digitally and physically well-connected and responsive. [12] Our spaces inspire excellence, enterprise, creativity and collaboration.
[10] What is the link to the departmental business plan objectives?
[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. [5] Creating an accessible city which is stimulating, safe and easy to move around in [8] Improving quality of life for workers, residents and visitors
[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory:	N	**Sustainability:**	N	**Improvement:**	Y

Compliance with legislation, policy and audit		Essential for business continuity		New opportunity/ idea that leads to improvement	

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1) Improvements for walking and cycling in the proximity of the development
2) Improvements to the attractiveness of the public realm in the proximity of the development in line with the CPR Supplementary Planning document
3) Improved safety for all road users
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
Not applicable
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £150,000 Upper Range estimate: £220,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
The costs associated with highways maintenance will be confirmed at Gateway 5 when the detailed design is finalised. These costs will be met by the developer through the S278 agreement.
[16] What are the expected sources of funding for this project?
Project funded by a S278 agreement with the developer. Fees of £50,000 to progress the highway designs have been received from the developer.
[17] What is the expected delivery timeframe for this project (range values)? **Are there any deadlines which must be met (e.g. statutory obligations)?**
Lower Range estimate: May 2022 – April 2024 Upper Range estimate: May 2022 – November 2024 <Critical deadline(s):> TBC

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
N/A	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Darshika Patel
Chamberlains: Procurement	Officer Name: TBC
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:	

Please note the Client supplier departments. Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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City of London: Projects Procedure Corporate Risks Register

Project name: *100 Fetter Lane s278*

Unique project identifier: *PV12348*

Total est cost (exc risk) *£200000*

PM's overall risk rating	Low
Avg risk pre-mitigation	10.3
Avg risk post-mitigation	2.8
Red risks (open)	0
Amber risks (open)	6
Green risks (open)	0

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£20,000.00	10%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£20,000.00	10%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£0.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	12.0	£0.00	0	1	0
(2) Financial	3	10.7	£20,000.00	0	3	0
(3) Reputation	2	9.0	£0.00	0	2	0
(4) Contractual/Partnership	0	0.0	£0.00	0	0	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	0	0.0	£0.00	0	0	0

		Extreme	Major	Serious	Minor
Issues (open)	0	**Open Issues**	0	0	0	0
All Issues	0	**All Issues**	0	0	0	0

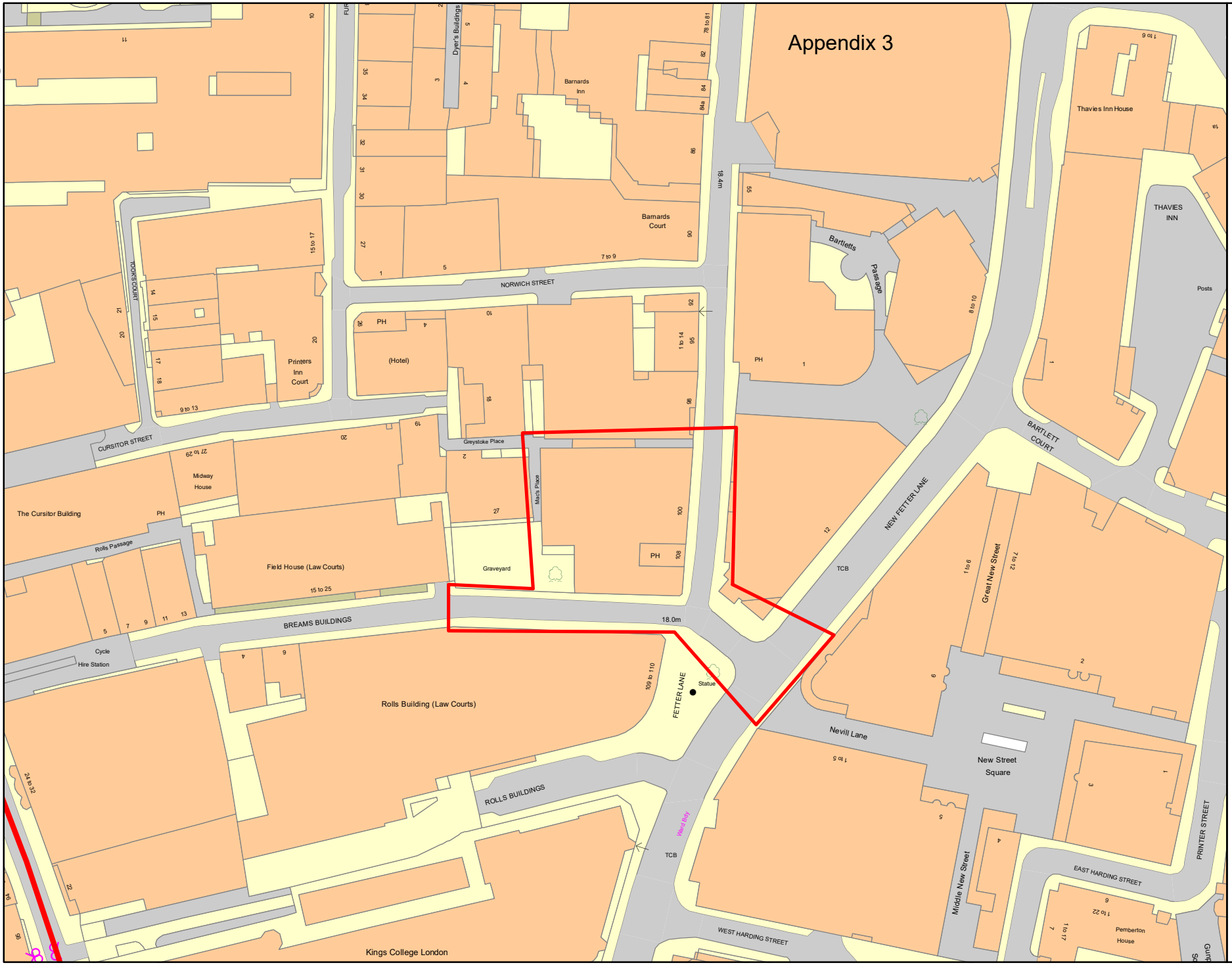
Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	100 Fetter Lane s278	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	10.3	**Open Risks**	6
Unique project identifier:	PV12348	**Total estimated cost (exc risk):**	£ 200,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	2.8	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(3) Reputation	Project is not delivered to agreed programme due to technical issues that arise either in design or construction phase	Underground services are discovered within excavation zone during construction phase adding time and cost to the project	Possible	Serious	6	£0.00	N		Technical issues to be identified by engineering team and developer communications and using surveys, engineering experise to manage design issues	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		
R2	5	(2) Financial	Developer does not agree to full costs of the scheme	This will either impact on the project programme as negotiations would take longer or the scope of works might have to be reduced to reduce the costs.	Possible	Major	12	£0.00	N		Regular communication with developer to manage expectations of deliverables and costs	£0.00	Possible	Minor	£0.00	3	£0.00				Nick Howdle-Smith		
R3	5	(3) Reputation	Stakeholders object to the scheme	Further redesign and consultation would be necessary	Possible	Major	12	£0.00	N		Good stakeholder engagement and communications	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		
R4	5	(2) Financial	Cost of materials increasing over the course of project due to international supply chain issues / interest rate rises	Negatively affects construction costs	Possible	Major	12	£20,000.00	N		New highways contract to protect against fluctuating rates	£0.00	Possible	Serious	£0.00	6	£0.00				Nick Howdle-Smith		Highways team in present discussions with new contractor Conways
R5	5	(2) Financial	The developer does not agree to commuted sums required for the s278 at project completion	The cost of maintaining the s278 area post completion may increase and need to be funded by the City	Likely	Serious	8	£0.00	N		Regular communication with developer to manage expectations of deliverables and costs	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		
R6	3	(1) Compliance/Regulatory	Traffic orders are not applied for or incorrect trafffic orders/procedures do not provide a regulatory backing for the legality of the scheme	Stakeholders are not consulted via the dure process and exposes the scheme to legal challenge and subsequent program delay	Possible	Major	12	£0.00	N		Identify traffc order specialist via framework consultants prior to any engagement / consultation and form a program for integrating the logal processes	£0.00	Unlikely	Minor	£0.00	2	£0.00				Nick Howdle-Smith		



CITY OF LONDON

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Location Plan

Created by:
Nick Howdle-Smith

Date Created:
12 Apr 2022

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Committees: Corporate Projects Board - for decision Open Spaces Committee – for decision Streets and Walkways Sub-Committee – for decision Operational Property and Projects Sub Committee	**Dates:** 06 April 2022 29 April 2022 03 May 2022 30 May 2022
Subject: Cool Streets and Greening Programme: City Greening and Biodiversity Project **Unique Project Identifier:** 12332	**Gateway 2: Project Proposal** Regular
Report of: Executive Director Environment **Report Author:** Melanie Charalambous	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** This project (City Greening and Biodiversity) is part of the Cool Streets and Greening programme which has been approved by committees. This project proposes the introduction of more greenery (trees and planting) in the public realm of the City, including climate-resilient planting, along with measures to enhance biodiversity. **Next Gateway:** Gateway 3/4, along with initial tree planting Gateway 5 report planned for autumn 2022 to enable tree planting to take place in the next planting season. **Next Steps:** • Establish project team and develop programme and methodology; • Identify opportunities for greening across the City using data from the cubic mile project alongside site assessments and survey work; • Work with colleagues from the City Gardens team to identify deliverables from the City's biodiversity action plan to be included within the project; • Develop proposals for phased implementation across 3 years with initial tree planning taking place in 2022/23 planting season. **Funding Source:** Cool Streets and Greening Programme (OSPR funded). Total programme cost is £6.8m

<table>
<tr><td></td><td>Requested Decisions:
1. Approve the commencement of the project;
2. Approve the release of £80,000 from the Cool Streets and Greening programme for staff costs, fees and site investigations to reach the next gateway;
3. Note that delivery will be phased across 3 years with an initial Gateway 5 (Chief Officer approved) report in autumn 2022 to enable tree planting to take place in the next planting season;
4. Note the total estimated cost of the project at £1.5-2.5m.</td></tr>
<tr><td>2. Resource requirements to reach next Gateway</td><td>
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Staff time</td><td>Project management & development of proposals</td><td>OSPR</td><td>£50,000</td></tr>
<tr><td>Fees and trial holes</td><td>Technical assessments, including any surveys, trial holes and utility enquiries</td><td>OSPR</td><td>£30,000</td></tr>
<tr><td>Total</td><td></td><td></td><td>£80,000</td></tr>
</table>
Costed Risk Provision requested for this Gateway: Not requested at this stage of the project although an un-costed risk register is included with this report in Appendix 2.
</td></tr>
<tr><td>3. Governance arrangements</td><td>Spending Committee: Streets and Walkways Sub-Committee
Senior Responsible Officer: Melanie Charalambous, City Public Realm
Project Board: No
This project forms part of the Cool Streets and Greening Programme which has been approved by Committees and includes the delivery of a number of projects.
The last programme report was approved in February 2022 and included details of this City Greening and Biodiversity project which is now being formally initiated through this report.</td></tr>
</table>

Project Summary

4. Context	4.1 The Cool Streets and Greening Programme was approved by Committees in 2021 as part of the Climate Action Strategy. It is a four-year programme to create resilient streets and open spaces in the Square Mile. Several projects have already been approved as part of this programme and these are set out in Appendix 3. 4.2 Natural urban greening measures such as trees, planting beds and vertical greening aid in softening the built environment and have the potential to improve environmental conditions offering shade, pollutant filtration and habitat creation as well as reducing greenhouse gas emissions. A more varied, species rich natural environment can not only reinforce existing habitats within the City but also provide a natural resilience to future climatic variations and challenges. 4.3 The Climate Action Strategy acknowledges that access to green space and nature is linked to improving the health and wellbeing of individuals. There is also significant evidence of the economic benefits of introducing trees and planting into the public realm. 4.4 Biodiversity resilience relies on corridors and routes for the movement of insects, birds, and other species. Linking up existing green spaces both within the Square Mile and to the Green Grid beyond the City's boundaries will assist in protecting and enhancing biodiversity. 4.5 The Queen's Green Canopy is a tree planting initiative created to mark Her Majesty's Platinum Jubilee. The City of London are organising a range of events to plant a number of trees both within the City and our wider Open Spaces, such as Epping Forest and Hampstead Heath. The initiative will see an increase in greening throughout the City in line with the City's Climate Action Strategy and focus on sustainability whilst celebrating the jubilee of the Queen.
5. Brief description of project	To introduce more trees and planting in the public realm across the City and enhance biodiversity as part of the delivery of the Cool Streets and Greening programme.
6. Consequences if project not approved	The City's climate is changing. We need to adapt the City's environment to hotter drier summers, warmer wetter winters, sea level rise and more frequent extreme weather events. If this project is not approved, the City would not be able to deliver on its commitment to tackle climate resilience through the Climate Action Strategy. We will miss the opportunity to prepare for the inevitable change in the climate resulting in increased climate risks, higher insurance costs through lack of preparedness and higher costs of action.

7. SMART project objectives	• To improve the Square Mile's Urban Greening Factor (which provides a quantifiable measure of the overall level and environmental benefit of greening in the City); • To plant a minimum of 100 new trees across the City; • To Increase the amount of climate resilient planting in the City; • To improve opportunities and corridors for biodiversity and deliver on the outcomes of the City's Biodiversity Action Plan
8. Key benefits	This project will contribute directly to an increase in the Urban Greening factor for individual sites and for the whole Square Mile and will provide additional benefits to managing overheating and flooding, increasing climate resilience, combatting biodiversity loss and the prevalence of new pests and diseases. The project will also contribute to enhancing the health and wellbeing of the City community and soften the built environment, creating a more pleasant and attractive public realm.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	The project will focus on adding trees and greenery and improving biodiversity to streets and spaces within the public realm that are maintained by the City. Private land is not included within the remit of this project.

Options Appraisal

12. Overview of options	12.1 Options will be developed that focus on maximising the benefits of greenery and biodiversity for the City in accordance with Climate Action Strategy goals: *- that the Square Mile's buildings and public spaces and infrastructure are resilient to climate change.* *- Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials.* 12.2 This will be achieved through: • Improving the Urban Greening Factor at individual sites and for the Square Mile as a whole; • Capitalising on sites suitable for tree planting as identified through the Cubic Mile project and site assessments/surveys; • Introducing more varied and resilient planting and adapting soils to respond to the changing climate. This will include replacing bedding plants with more resilient planting in

	some locations; • Creating biodiversity corridors and introducing appropriate trees, plants and habitats to encourage target species. Suitable sites will be identified to focus biodiversity enhancement in the most effective places and contribute to the implementation of the Biodiversity Action Plan. 12.3 Options will need to take account of constraints including the prevalence of utilities and basement structures underground. The project will also need to allow for additional maintenance costs to ensure that the new trees and planting areas are established and well looked after.

Project Planning

<table>
<tr><td>13. Delivery period and key dates</td><td>Overall project: The implementation of the project will be phased over 3 years to maximise the benefits of the tree planting season (October – March).
Key dates:
<table>
<tr><th>Task</th><th>Date</th></tr>
<tr><td>Set up project team and develop programme and methodology</td><td>spring/summer 2022</td></tr>
<tr><td>Undertake initial site assessments and surveys</td><td>Summer/autumn 2022</td></tr>
<tr><td>Gateway 5 Phase 1</td><td>Autumn 2022</td></tr>
<tr><td>Tree planting phase 1</td><td>Winter 2022/23</td></tr>
<tr><td>Develop further proposals (Phases 2 and 3)</td><td>Early 2023</td></tr>
<tr><td>Gateway 3/4 Phase 2 and 3</td><td>Mid 2023</td></tr>
<tr><td>Implementation Phase 2 and 3</td><td>2023 - 2024</td></tr>
</table></td></tr>
<tr><td>14. Risk implications</td><td>Overall project risk: Low

An early un-costed risk register has been included with this report in Appendix 2.

The main risks include:
• Planting restrictions as a result of utilities and underground structures;
○ Mitigation: carry out site assessments and surveys (including assessing existing data) to identify locations for planting and undertake trial holes
• Development sites and other projects impact</td></tr>
</table>

	programme; ○ *Mitigation – coordinate proposals with other projects and construction sites. Phased approach to delivery will assist.* • Objections to proposals from stakeholders or local occupiers ○ *Mitigation – Engage with occupiers and stakeholders at an early stage ahead of confirming planting locations*
15. Stakeholders and consultees	• Local stakeholders, building owners and occupiers; • All required internal stakeholders; • Ward Members; • Relevant groups such as the Friends of City Gardens.

Resource Implications

<table>
<tr><td>16. Total estimated cost</td><td colspan="2">Likely cost range (excluding Risk): Between £1.5m and £2.5m</td></tr>
<tr><td rowspan="2">17. Funding strategy</td><td>All funding fully guaranteed</td><td>Internal - Funded wholly by City's own resource</td></tr>
<tr><td colspan="2">
<table>
<tr><th>Funds/Sources of Funding to reach next Gateway</th><th>Cost (£)</th></tr>
<tr><td>Staff time fees (OSPR)</td><td>50,000</td></tr>
<tr><td>Professional fees (OSPR)</td><td>30,000</td></tr>
<tr><td>Total</td><td>80,000</td></tr>
</table>
This project is part of the Cool Streets and Greening programme which has been approved by committees. The programme funding allocation is £6.8m (OSPR) with the release of funding being approved by the Resource Allocation Sub-committee on an annual basis.
</td></tr>
<tr><td>18. Investment appraisal</td><td colspan="2">Not applicable</td></tr>
<tr><td>19. Procurement strategy/route to market</td><td colspan="2">Any work to the public highway will be undertaken by the City’s highway term contractor. The term contractor has been chosen through a competitive tender process and represents good value for money.
Elements of soft landscaping will be undertaken by the City Gardens team.
The City’s procurement strategy will be adhered to.</td></tr>
</table>

20. Legal implications	None
21. Corporate property implications	None
22. Traffic implications	None
23. Sustainability and energy implications	5. The project will achieve best practice/ industry leading standards The project will meet the following Climate Action Strategy Objectives: • The Square Mile's buildings, public spaces and infrastructure are resilient to climate change • People in the Square Mile and beyond benefit from a clean, green and safe environment Relevant Climate Action Strategy Action: • Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials The Biodiversity Action Plan (2021-26), Tree Strategy SPD (2012) and City Gardens Management Plan are also relevant as well as the Climate resilient planting catalogue that is currently being prepared.
24. IS implications	None.
25. Equality Impact Assessment	An equality impact assessment (EqIA) will be undertaken for this project
26. Data Protection Impact Assessment	not required

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	Cool Streets and Greening programme funding summary

Contact

Report Author	Melanie Charalambous
Email Address	Melanie.charalambous@cityoflondon.gov.uk

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	12332	**[1b] Departmental Reference Number**	N/A
[2] Core Project Name	City Greening and Biodiversity		
[3] Programme Affiliation *(if applicable)*	Cool Streets and Greening programme		

Ownership	
[4] Chief Officer has signed off on this document	Juliemma McLoughlin
[5] Senior Responsible Officer	Melanie Charalambous
[6] Project Manager	TBC

Description and purpose
[7] Project Description
Introducing greenery and enhancing biodiversity in the public realm, City wide. Part of the Cool Streets and Greening Programme
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
The City's climate is changing. We need to adapt the City's environment to hotter drier summers, warmer wetter winters, sea level rise and more frequent extreme weather events. The Cool Streets and Greening Programme is a key delivery mechanism of the City's Climate Action Strategy that aims to create resilient streets and open spaces in the Square Mile. The benefits of greenery in the public realm are well documented. Trees and planting aid in softening the built environment and have the potential to improve environmental conditions offering shade, pollutant filtration and habitat creation as well as reducing greenhouse gas emissions.
[9] What is the link to the City of London Corporate plan outcomes?
shape outstanding environments: [9] Our spaces are secure, resilient and well-maintained. Relevant Climate Action Strategy Action: • Make the Square Mile public realm more climate change ready through adding in more green spaces, urban greening, flood resistant road surfaces, adaptable planting regimes and heat resistant materials
[10] What is the link to the departmental business plan objectives?
Providing an enhanced environment for all street users.
[11] Note all which apply:

Officer: Project developed from Officer initiation		**Member:** Project developed from Member initiation		**Corporate:**	Y

v.10 April 2019

				Project developed as a large scale Corporate initiative	
Mandatory: Compliance with legislation, policy and audit		**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	Y

Project Benchmarking:
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims? <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
To improve the Square Mile's Urban Greening Factor
To Increase the amount of climate resilient planting in the City
To improve opportunities and corridors for biodiversity and deliver on the outcomes of the City's Biodiversity Action Plan
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)
yes
[14] What is the expected delivery cost of this project (range values)[£]?
£1.5 - £2-5 million
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
To be included in project budget. Costs not yet known. However, intention is to deliver low maintence planting that does not require intensive irrigation
[16] What are the expected sources of funding for this project?
City of London OSPR
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
2022-2025 Phased implementation

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
Yes. To be managed as part of the wider Climate Action Strategy	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	yes
Chamberlains: Procurement	n/a
IT	n/a
HR	n/a
Communications	n/a
Legal	n/a
Planning	n/a
Corporate Property	n/a
External	n/a
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: Please note the Client supplier departments.	

Who will be the Officer responsible for the designing of the project? If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department: n/a
Supplier	Department: n/a
Supplier	Department: n/a
Project Design Manager	Department: n/a
Design/Delivery handover to Supplier	Gateway stage: n/a

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Appendix 2

City of London: Projects Procedure Corporate Risks Register

Project Name:	City Greening and Biodiversity	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	5.7	**Open Risks**	10
Unique project identifier:	NA	**Total estimated cost (exc risk):**		**Total CRP used to date**	£ -	**Average mitigated risk score**	0.0	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(10) Physical	Underground structures and utilities limits ability to plant trees	Project scope reduced and impact on programme and cost	Likely	Serious	8	£0.00			Carry out surveys and site assessments and utilise info from cubic mile project	£0.00			£0.00		£0.00		24/03/2022	DBE			
R2	2	(10) Physical	Planting proposals are restricted or delayed by nearby works or developments	will impact project scope and programme	Possible	Minor	3	£0.00			Officers will coordinate with other project managers and colleagues to ensure that information is shared and planting programmed	£0.00			£0.00		£0.00		24/03/2022	DBE			
R3	2	(3) Reputation	Delays to the procurement of materials and planting	will impact programme and costs	Possible	Serious	6	£0.00			Discuss procurement route with Term contractor and City gardens team to ensure orders are placed ontime.	£0.00			£0.00		£0.00		24/03/2022	DBE			
R4	2	(2) Financial	Works cost increase due to inflation	will impact scope and budget	Likely	Minor	4	£0.00			prepare detailed costs estimates to take account of inflationary increases	£0.00			£0.00		£0.00		24/03/2022	DBE			
R5	2	(4) Contractual/Partnership	Objections received to planting proposals from stakeholders	will impact scope and prgramme	Unlikely	Serious	4	£0.00			Consult occupiers and stakeholders at an early stage of design	£0.00			£0.00		£0.00		24/03/2022	DBE			
R6	2	(4) Contractual/Partnership	Delay due to the impacts of the Target Operating Model and lack of resources in the Open Spaces Department	Key roles within the Open Spaces department have been deleted in the proposed TOM and therefore this will impact on the delivery of current projects.	Likely	Serious	8	£0.00			There is a possibility that consultants could be used to undertake the planting design and advice required if internal resource is not available.	£0.00			£0.00		£0.00		24/03/2022	DBE			
R7	2	(2) Financial	Maintenance costs limit planting proposals	the budget will need to include an allowance for maintaing the planting which will reduce the implementation budget	Likely	Serious	8	£0.00			Take account of costs early on and try to design low maintenance proposals	£0.00			£0.00		£0.00		24/03/2022	DBE			
R8	2	(2) Financial	Increase in term contractor rates impacts costs	cost implications are unknown but increase is expected	Likely	Minor	4	£0.00			Allow for increased costs in estimates and use costed risk register if needed	£0.00			£0.00		£0.00		24/03/2022	DBE			
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

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Appendix 3 – Cool Streets and Greening programme Funding Summary (as at April 2022)

Cool Streets and Greening (CSG) Programme summary		
Project / task	**Brief Description**	**CSG Allocation (£s)**
Programme development and monitoring		
Opportunity mapping	Below ground mapping Resilience measures catalogue Resilient planting catalogue	75,000
Staff costs & fees for programme development	Staff costs – Public Realm & City Gardens Fees - consultancy	160,000
Smart sensors & Monitoring	Monitoring infrastructure	85,000
Year One Projects		
Bevis Marks SuDS	SuDs pilot project Climate resilient planting	250,000
Jubilee Gardens	Re-landscaping, resilient planting Green wall, SuDS	150,000
Greening Cheapside	Re-landscaping, resilient planting SuDS	180,000
Riverside planters	Resilient planting Substrate and mulch trials	55,000
Vine Street trees	Trial of climate resilient trees	5,000
Pedestrian Priority Sites	Climate resilient planting	20,000
Year Two/Three Projects		
Barbican Podium	Measures to be finalised	20,000

Finsbury Circus	Measures to be finalised	20,000
Moor Lane	landscaping SuDS	110,000
Bank	SuDS and trees as part of junction redesign	165,000
Crescent	New green space in place of carriageway SuDS Climate resilient planting	270,000
Little Trinity Lane	Re-landscaping, SuDS Green climbers/pergola and resilient planting	165,000
Future Years Projects		
City-wide greening and biodiversity *	Trees Planting Re-landscaped spaces Climate resilient planting Biodiversity measures	1.5m - 2.5m
TOTAL		**3.2m-4.2m****

* Subject of this report

** Does not include future projects that are still under development

Committees: Corporate Projects Board - for decision OPPSC - for decision	**Dates:** 09 March 2022 30 May 2022
Subject: ***BEMS Upgrade Programme – Phase 2*** **Unique Project Identifier:** PV ID 12331	**Gateway 2:** **Project Proposal** Regular
Report of: City Surveyor **Report Author:** Brendan Crowley	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** The City Surveyor's Corporate Energy Team has oversight of the Building Energy Management System (BEMS) which monitors and controls the building plant (& other engineering systems) across the CPG estate. This is the second phase of a larger estate-wide upgrade of the corporate BEMS. This involves the replacement of critical end-of-life components for core services – heating cooling and ventilation and life-safety systems. The BEMS upgrades of these sites support the Climate Action Strategy (CAS) by providing the backbone for a Smart Buildings network and will be an essential tool to control and monitor the City's buildings into the future – allowing us to quantify the effects of the many carbon reduction projects planned as part of the CAS. This is also business resilience project not a direct energy efficiency project (this is reflected in the modest direct energy savings shown the table below) however, the new BEMS system will prevent significant energy waste resulting from the legacy BEMS failure. A failure will also prevent visibility of plant, increasing the risk of energy waste and increased carbon emissions. The new BEMS will be providing vastly improved energy management capabilities & ability to integrate with other building systems including IoT devices and sensors. Energy and maintenance savings resulting from the project are estimated to be in the region of £12,000/ann. Below is a breakdown the total project cost for *BEMS Upgrade Project-CPG Estate – Phase2:*

Site	Est. Savings kWh/ann.	Est. Savings £/ann.	Est. Carbon Savings TCo2e/yr.	Est. Reactive Maintenance Savings £/ann.	Total Est. savings, £/ann.	Estimated Project Cost (excl. Risk)	Total project est. Cost (incl. Risk)
Heathrow Animal Reception Centre	76,230	£3,855	15	3,422	7,277	106,860	113,382
The Warren	22,045	£915	4	2,069	4,078	33,951	40,473
The View	12,112	£509	2			26,391	32,913
Harrow Rd Pavilion	5,632	£384	1			25,159	31,681
The Temple	4,730	£202	1			25,029	31,551
Total	**120,749**	**5,865**	**24**	**5,491**	**11,355**	**217,391**	**250,000**
City Cash Total	-	-	-	-	-	-	*£150,000*
City Fund Total	-	-	-	-	-	-	*£100,000*

Table 1. Sites involved in Phase 2

See Appendix 3 for additional details.

Funding Source:

Central funding – Agreed in principle via capital bid. Drawdown of funds via RASC

Next Gateway: Gateway 3/4 - Options Appraisal (Regular)

Next Steps:

Engage Consultants/Building Controls Contractors to develop outline design and provide technical detail (RIBA stage 3) to progress to Gateway 3/4. This will include more accurate project cost estimates.

Engage IT networking contractors to assess network capacity in the three buildings to support the new BEMS hardware architecture.

Conduct asbestos surveys where deemed necessary.

Requested Decisions:

1.1 Subject to agreement from RAsC, that a budget of **£35,000** is approved to be taken from the allocated capital funding to reach the next Gateway.

1.2 Subject to agreement from RAsC, that a Costed Risk Provision of £**5,000** is approved (to be drawn down via delegation to Chief Officer in consultation with Chamberlains) to reach the next Gateway.

1.3 Note the total estimated cost of the project is (excluding risk); **£217,391**

1.4 Note the total estimated cost of the project is (including risk); **£249,891** (which is £217,391 + costed risk of £32,500)

1.5 Note the total project funding agreed at project brief stage is £250,000

2. Resource requirements to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Consultant BEMS Engineers	To review the current GHC GYE BEMS DesOps, control software to deliver a Functional Description for the new system & provide detailed projects costs. The output will be a RIBA design stage 3 IGP proposal, including options appraisal on technical aspects of the project.	See below	£28,500
Asbestos Survey	Quantify asbestos risk and mitigation cost	See below	£4,000
IT Network Survey	Determine capacity for increasing IP devices on IT network, and compliance with IT security	See below	£2,500
Staff Costs	Staff costs are to be covered from existing resource		n/a
Total	**From City Fund Reserves** **From City Cash Reserves**	**£21,000** **£14,000**	**35,000**

Item costs are split between City Fund and City Cash in accordance with the works for each sub-project and which funding source there are allocated to.
At this stage, staff costs are to be covered from existing resource. From GW 3/4 funding shall be requested for the recruitment of a fixed term client-side Project Manager.

Costed Risk Provision requested for this Gateway: £5,000

This is to cover the risk of the additional consultancy & IT services.

3. Governance arrangements

3.1 Corporate Asset Sub-Committee

3.2 SRO: Graeme Low, Head of Energy & Sustainability.

3.3 It is proposed a dedicated client Project Manager is recruited who will update the Project Board. The board may include Graeme, Pete Collinson, Jonathon Cooper, Open Spaces and HARC Management representative.

Project Summary

4. Context	The Current BEMS platform is obsolete, end-of-life & increasingly unreliable. Why change is necessary: 4.1 To mitigate the Life Safety Risk posed by the failure of the obsolete system which monitors &, in some cases, controls the fire & smoke emergency plant with the installation a new, fit-for-purpose BEMS. 4.2 To mitigate this significant business risk to the City with the upgrade of the system to the latest BEMS platform, Schnieder EcoStruxure. 4.3 Essential investment in innovation to supporting the City's Carbon Action Strategy which is a commitment to reaching net zero carbon by 2027. Having a modern BEMS platform is a key enabling technology for other building energy efficiency measures. The Energy and Sustainability Team are currently working to implement a pipeline of projects & measures in advance of the 2027 target. 4.4 To use the new BEMS as a platform to implement further innovative smart building technologies and to allow for integration with other systems e.g. CAFM software, energy management software, lighting controls, IoT sensors etc. To invest in a modern, flexible & easily optimised control system for the CPG estate building assets.
5. Brief description of	5.1 The legacy BEMS hardware and software at these sites is now obsolete and unsupported by the provider. To invest in a modern, flexible & easily optimsed control system for Corporate estate buildings and which removes the risk of failure of business-critical assets. Bringing with it increased occupant comfort and productivity and improved building energy preformance and, in doing so, supporting the Carbon Action Strategy which is a commitment to reaching net zero carbon by 2027. 5.2 To use the new BEMS as a platform to implement further innovative smart building technologies and to allow for integration with other systems e.g. CAFM software, energy management software and lighting controls.
6. Consequences if project not approved	6.1 Obsolete, ageing & unsupported BEMS hardware has high risk of failure. 6.2 The selected sites are particularly vulnerable to BEMS control system failure, putting essential services such as those at Heathrow Animal reception Centre at risk. 6.3 Replacement parts are not available due to obsolescence. 6.4 Significant increase in energy consumption and carbon emissions at these sites if the now-obsolete BEMS equipment fails, main plant will run out of control.
7. SMART project objectives	7.1 To install a secure, resilient BEMS which meets customer needs and improves occupant comfort for the 3 sites selected in phase 1 7.2 To optimise the operation of building assets via a new BEMS platform and via integration with energy management software, resulting in energy consumption savings of circa £6,000 in year 1. 7.3 To increase the life cycle of building assets through better control resulting and reduce the BEMS reactive cost by circa £5,500 in year 1. *7.4* First step towards a centralised BEMS command centre, where assets on all CPG sites are monitored and optimised centrally by a dedicated BEMS team based at Guildhall.
8. Key benefits	8.1 Fully supported modern BEMS system, with webrowser access for all users offering enhanced graphics, alarms handling and plant schedules interfaces. User access possible from tablet or smart phone devices. 8.2 Reduced maintenance costs (circa £5,500 in year 1) and increased asset life cycles.

	8.3 Reduced building energy consumption, costs (savings of circa £6,000 year 1) and 24 tC02e reduction in emissions, with optimised asset operation 8.4 Key supporting technology for the essential building energy efficency projects needed reach net zero carbon by 2027, which is set out in the City's Carbon Action Strategy. 8.5 Significantly improved environment control within critical environment at HARC. 8.6 Enhanced building occupant well-being, with improved environment control and air quality monitoring 8.7 The system will form the bases for a smart building strategy to help the City's various building data be converged together on to one platform for significantly improved building operation and energy performance analysis and improvement.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	N/A

Options Appraisal

12. Overview of options	*List the options that will be explored* 12.1 A specific options appraisal will be carried out for each of the 5 sites mainly focused on the scope of the installation and its impact on the return on investment (capital costs and simple payback). Including installation new Cat 6 communication network. This will be delivered in one Gateway report.

Project Planning

13. Delivery period and key dates	**Overall project:** GW3/4 approval Oct-22, subsequent months for design and procurement, and GW5 approval Mar-23. Delivery scheduled over the next 7 months for expected delivery - Oct 2023 **Key dates:** See Appendix 3 for additional details. **Other works dates to coordinate:** TBC
14. Risk implications	**Overall project risk:** Medium 14.1 The costed risk post-mitigation is estimated at **£12,030** 14.2 CRP for GW2 is **£5,000** 14.3 Gateway 2 Risks: • Addition IT surveys required

	- £1,000 • Consultant Engineers Fee Quote higher than expected - £4,000 Other risks: • Extra IT network infrastructure required CoL IT to meet security policy • Other risks include: • Global supply crisis causes delay to BMS IT networking parts delivery and the potential for requirement for removal of asbestos • Principal Contractor Work Quote higher than expected • Site changes result in early redundancy of installed assets
15. Stakeholders and consultees	

1. Corporate Property	Pete Collinson, Alison Bunn, Jonathan Cooper, Paul Friend, Mark Lowman
2. IT	Matt Gosden
	Dawn Polain
	David Clelland
3. Chamberlains	John James Hazel Lerigo Simon Owen
4. Procurement	Kayleigh Rippe Mike Harrington James Carter
5. Communications	TBC
6. Property specific stakeholders	See Appendix 3.

Resource Implications

16. Total estimated cost	**Likely cost range (excluding risk):** *£180,000-220,000* **Likely cost range (including risk): £210,000 – 250,000**	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource

	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>City Cash Reserve incl. Risk</td><td>100,000</td></tr><tr><td>City Fund Reserve incl. Risk</td><td>150,000</td></tr><tr><td>BHE</td><td>-</td></tr><tr><td>Total incl. Risk</td><td>250,000</td></tr></table> This project received in principle funding from Resource Allocation Sub Committee meeting in December 2021.
18. Investment appraisal	Whole-life-cost assessment will be undertaken. This will compare the energy and maintenance cost savings and other relevant revenue implications over the anticipated life of the replaced asset. The business case will be verified through post-installation monitoring of actual energy consumption and the results reported at Gateway 5. Note: This project isn't an energy efficiency (spend to save),project, but it will provide energy and maintenance savings as a by-product and is an enabling project for future energy efficiency projects. It is an essential project to ensure continuity of business operations for these Corporate operational buildings. If the current obsolete BEMS fails, the buildings can't be heated/cooled properly, life safety systems could be prevented from working correctly etc.
19. Procurement strategy/route to market	The Consultant BEMS Engineer can be procured via the Procurement Authorisation Report. Both the Asbestos Survey and IT Network Survey can be procured at the Officer's discretion as they are both below the £10K threshold.
20. Legal implications	*21.1 None*
21. Corporate property implications	22.1 Heat Decarbonisation plans will be drawn up for each of these sites as part of the Climate Action Strategy. This may impact how the BESM at these site sis design and will need to be taken into account at design stage. 22.2 BEMS upgrade works at these sites may align with other potential M&E projects at these sites. These will be identified through good stakeholder engagement (especially FM) working towards the next gateway.
22. Traffic implications	*None*
23. Sustainability and energy implications	The project will achieve best practice/ industry leading standards through procurement of energy efficiency technology, Schneider Electric BEMS system is an industry leader for energy savings, as demonstrated in the EU standard EN 1523255. Schneider also have

	a Green Premium ability to measure Embodied Carbon – you can search products here (https://www.reach.schneider-electric.com/CheckProduct.aspx?cskey=l9oe8efz5u8ueikrl14r). For example if you search for our automation server(Part no. : SXWASPXXX10001) It should bring up all of the relevant sustainability materials and compliance documentation. This project provides enabling works for upcoming energy projects – colleagues in the Energy Team have inputted into this project to ensure it aligns with other measures. These including PSDS phase 4 and Climate Action Strategy surveys and measures.
24. IS implications	24.1 IS network will need to be extended to support new BEMS controllers, this may include new/extra managed switches, structure cabling and MCC data points. Will conduct IT surveys to quantify requirements before GW34. We work closely with CoL IT PMO and ROC technologies.
25. Equality Impact Assessment	*Select one of the following options:* • *An equality impact assessment will not be undertaken*
26. Data Protection Impact Assessment	• *The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken*

Appendices

Appendix 1	BEMS Upgrade Phase 2 Project Briefing V1.4
Appendix 2	Risk Register
Appendix 3	Additional Project information

Contact

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Email Address	Brendan.Crowley@cityoflondon.gov.uk
Telephone Number	07395600031

Project Briefing

Project identifier			
[1a] Unique Project Identifier		**[1b] Departmental Reference Number**	
[2] Core Project Name	*BEMS Upgrade Project-CPG Estate – Phase 2*		
[3] Programme Affiliation *(if applicable)*	*BEMS Upgrade Project CPG Estate*		

Ownership	
[4] Chief Officer has signed off on this document	Paul Wilkinson
[5] Senior Responsible Officer	James Rooke
[6] Project Manager	Brendan Crowley

Description and purpose

[7] Project Description

The City Surveyor's Corporate Energy Team has oversight of the Building Energy Management System (BEMS) which monitors and controls the HVAC plant (& other engineering systems) across the CPG estate. We have commissioned Schneider Electric to conduct a condition survey of 5 sites which remain on the obsolete legacy BEMS system and are vulnerable to system failure. This is the second phase of a larger estate-wide upgrade of the corporate BEMS. This involves the replacement of critical end-of-life components for core services – heating cooling and ventilation and life-safety systems. The BEMS upgrades of these sites supports the Climate Action Strategy (CAS) by providing the backbone for a Smart Buildings network and will be an essential tool to control and monitor the City's buildings into the future – allowing us to quantify the effects of the many carbon reduction projects planned as part of the CAS. This project supports the Climate Action Strategy by offering state of the art technology to optimise the operation of energy intensive building services. This is a business resilience project not a direct energy efficiency project (this is reflected in the modest direct energy savings shown the table below) however, the new BEMS system will prevent the inevitable and significant energy waste resulting from a legacy system failure causing plant to be operated out of control 24/7. A failure will also prevent visibility of the plant on site increasing the risk of energy waste and increased Co2 emissions especially important on these sites as not all have full time maintenance teams. The new system will be providing vastly improved energy management capabilities & ability to integrate with other building systems including IoT devices and sensors. Energy and maintenance savings resulting from the project are estimated to be in the region of £12,000/ann.

Below is a breakdown the total project cost for *BEMS Upgrade Project-CPG Estate – Phase2:*

Site	Est. Savings kWh/ann.	Est. Savings £/ann.	Est. Carbon Savings TCo2e/yr.	Est. Reactive Maintenance Savings £/ann.	Total Est. savings, £/ann.	Estimated Project Cost (excl. Risk)	Total project est. Cost (incl. Risk)	Request for Central Funding
HARC	76,230	£3,855	10	£3,422	£7,277	£128,230	£150,859	£150,859
The Warren	22,045	£915	3	£2,069	£4,078	£122,450	£99,453	£99,453
The View	12,112	£509	2					
Harrow Rd Pavilion	5,632	£384	1					
The Temple	4,730	£202	1					
Total	**120,749**	**5,865**	**17**	**5,491**	**11,355**	**250,680**	**250,000**	**250,000**
City Cash Total								**£150,000**
City Fund Total								**£100,000**

[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?

The Current BEMS platform is obsolete, end-of-life & increasingly unreliable. We intend to:
1. Mitigate the Business Risk posed by the failure of the obsolete system which monitors & controls critical plant (in some cases Life Safety Systems) with the installation a new, fit-for-purpose BEMS.
2. Mitigate this ris of increased C02 emmissions to the Corporation with the upgrade of the system the latest BEMS platform, Schnieder EcoStruxure.
3. Invest in a modern, flexible & easily optimsed control system for the CPG estate building assets. Bringing with it improved building energy preformance and, as such, supporting the Climate Action Strategy.
4. Use the new BEMS as a platform to implement further innovative smart building technologies and for it to control and monitor all remote sites from one central system at Guildhall – as was the case on the legacy BEMS Continuum.

[9] What is the link to the City of London Corporate plan outcomes?

[5] Businesses are trusted and socially and environmentally responsible.
[7] We are a global hub for innovation and enterprise.
[9] Our spaces are secure, resilient and well-maintained.
[11] Our spaces are digitally and physically well-connected and responsive.

[10] What is the link to the departmental business plan objectives?

Property assets and facilities management: We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies;

Links to City Surveoyor's Business Plan programme item 12 to "Implement the new Carbon Descent Plan, developing programme of energy efficiency projects across the Estate" & item 16 to ''Deliver a rolling programme of reviews, rationalisation and optimisation of Facilities Management (FM) services, working in partnership with the FM corporate contractors.''

[11] Note all which apply:

Officer: Project developed from Officer initiation	N	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	N	**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	N

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?
<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>

1. Have a fully reliable, resilient BEMS which meets customer needs for the 5 sites selected in phase 2
2. Have building assets that are optimised to operate as efficiently as possible via a new BEMS platform and via integration with energy management software, resulting in energy consumption savings.
3. Phase2 being the part of the development of a centralised BEMS command centre, where assets on all CPG sites are monitored and optimised centrally by a dedicated BEMS team based at Guildhall.

[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)

- The new/upgraded BEMS will be monitored post-commissioning by the Corporate Energy Team to verify it conforms to specification and meets site needs. Any deviations will be raised during the defects period with the commissioned contractor as appropriate.

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £230,000
Upper Range estimate: £250,000

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

The maintenance of the current BEMS is managed via the building operations contract with Skanska, this will continue for the new system. It is expected that the cost of maintaining a new BEMS will be significantly less due to increased reliability of the new hardward and software.
[16] What are the expected sources of funding for this project?
• Central Funding: £250,000 of funding is requested.
[17] What is the expected delivery timeframe for this project (range values)? **Are there any deadlines which must be met (e.g. statutory obligations)?**
Lower Range estimate: 01/9/2022 Upper Range estimate: 31/6/2023

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
No	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Hazel Lerigo, John James, Diane Merrifield
Chamberlains: Procurement	
IT	David Clelland
HR	
Communications	
Corporate Property	Alison Bunn, Daniel Tyler, Liam Boyle, Samantha Williams
External	Andy Waters (Schneider Electric)
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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City of London: Projects Procedure Corporate Risks Register

Project name: *BEMS Upgrade Project – Phase 2*

Unique project identifier: *12331*

Total est cost (exc risk) *£217391*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**10.2**
Avg risk post-mitigation	**5.5**
Red risks (open)	**3**
Amber risks (open)	**10**
Green risks (open)	**2**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£58,500.00	27%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£58,500.00	27%	*" "*
Costed risk post-mitigation (open)	£14,530.00	7%	*" "*
Costed Risk Provision requested	£5,000.00	2%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	0.0	£0.00	0	0	0
(2) Financial	9	7.2	£48,500.00	0	7	2
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	1	16.0	£0.00	1	0	0
(5) H&S/Wellbeing	3	14.7	£0.00	1	2	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	1	12.0	£0.00	0	1	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	1	16.0	£10,000.00	1	0	0

		Extreme	Major	Serious	Minor
Issues (open)	1	**Open Issues**	0	0	0	0
All Issues	1	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £406,000.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	BEMS Upgrade Project – Phase 2	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 5,000	**Average unmitigated risk**	10.2	**Open Risks**	15
Unique project identifier:	12331	**Total estimated cost (exc risk):**	£ 217,391	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.5	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(10) Physical	Presence of asbestos containing material which requires management prior to surveys/works being undertaken	Additional project costs and time delays	Likely	Major	16	£10,000.00	N	C – Uncomfortable	Survey to reduce uncertainty (cost included in project budget), add in float time to account for potential delays, if risk	£0.00	Likely	Minor	£2,500.00	4	£0.00	Management/removal of asbestos to allow safe installation of works.	20/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R3	4	(2) Financial	Principal Contrator Work Quote higher than expected	Insufficient budget to deliver all project scope and hence impact on business case.	Possible	Major	12	£15,000.00	N	B – Fairly Confident	Budget costs and risk provision to be refined between GW2-GW3/4 through further market testing and technical	£0.00	Possible	Major	£3,000.00	12	£0.00	Cover potential higher quoted costs from PC	20/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R4	4	(2) Financial	Extra Out of hours working required	Insufficient budget to cover extra OOH Working	Possible	Major	12	£5,000.00	N	B – Fairly Confident	Engagement with Stakeholder to establish how much work needs to be OOH	£0.00	Possible	Minor	£750.00	3	£0.00	Cover extra OOH costs sub contractors	20/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R5	6	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitible. The	Possible	Major	12	£0.00	N	B – Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the	£0.00	Likely	Minor	£0.00	4	£0.00		21/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R6	6	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially: project delays and legal action.	Possible	Extreme	24	£0.00	N	B – Fairly Confident	Ensure project is specified, designed, procured, and installed/managed in accordance with regulations	£0.00	Rare	Extreme	£0.00	8	£0.00		22/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R7	6	(4) Contractual/Partnership	Installation is not compliant	Depending on the nature of the compliance this could have minor to major issues. It could result in essential	Unlikely	Extreme	16	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and	£0.00	Rare	Extreme	£0.00	8	£0.00		23/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R8	6	(5) H&S/Wellbeing	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major disatisfaction depending on the resulting issues	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets	£0.00	Rare	Major	£0.00	4	£0.00		24/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R9	6	(8) Technology	Installed assets fail before anticipated life	Impact on BAU	Possible	Major	12	£0.00	N	B – Fairly Confident	Specify quality equipment with a high confidence for meeting project life basis	£0.00	Unlikely	Major	£0.00	8	£0.00		25/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R10	6	(2) Financial	Site changes result in early redundancy of installed	Anticipated savings on installed assets are not	Possible	Major	12	£0.00	N	B – Fairly Confident	Consult with corporate property stakeholders to	£0.00	Unlikely	Serious	£0.00	4	£0.00		26/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R11	2	(2) Financial	Consultant Engineers Fee Quote higher than expected	Consultant Engineers Fee Quote higher than expected	Possible	Serious	6	£7,500.00	Y - for costed impact post-mitigation	B – Fairly Confident	Revise project programme as required	£0.00	Unlikely	Serious	£4,000.00	4	£0.00		27/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R12	3	(2) Financial	Delay in providing/recruiting Project Manager to manage the process following GW3/4 approval.	Delay to project programme	Possible	Minor	3	£6,000.00	N	C – Uncomfortable	Prepare recruitment process prior to GW3/4 decision.	£0.00	Possible	Minor	£2,500.00	3	£0.00		28/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		
R14	3	(2) Financial	Glocal supply Chain delay or COVID outbreak delays	Additional project costs and time delays	Possible	Serious	6		N	C – Uncomfortable	Get assurance for supplier that parts will be available	£0.00	Possible	Serious	£780.00	6	£0.00	Coverpotential extra cost of alternative	21/12/21	City Surveyor's, Corporate	Graeme Low		
R15	2	(2) Financial	Addition IT costs - Cabling, Switch	Additional cost to project if are e	Possible	Serious	6	£15,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Work closely with CoL IT and Ri	£0.00	Possible	Serious	£1,000.00	6	£0.00	cover additional surveys, purchase of it equipment	20/12/21	City Surveyor's, Corporate Energy Team	Graeme Low		

BEMS Upgrade Project – Phase 2

Appendix 3. Additional project detail

A3.1. Brief description of project

The City Surveyor's Corporate Energy Team has oversight of the Building Energy Management System (BEMS) which monitors and controls the HVAC plant (& other engineering systems) across the CPG estate. We have commissioned a contractor to conduct a condition survey of 5 sites which remain on the now obsolete Andover Continuum BEMS system. Phase 1. This is the first phase of a larger estate-wide upgrade BEMS upgrade project. The estimated energy and maintenance cost savings resulting from the upgrade of these sites comes to approx. **£12,000.**

Site	Est. Savings kWh/ann.	Est. Savings £/ann.	Est. Carbon Savings TCo2e/yr.	Est. Reactive Maintenance Savings £/ann.	Total Est. savings, £/ann.	Estimated Project Cost (excl. Risk)	Total project est. Cost (incl. Risk)	Simple payback (Years)
HARC	76,230	£3,855	15	3,422	7,277	93,443	99,962	14
The Warren	22,045	£915	4	2,069	4,078	37,843	44,362	11
The View	12,112	£509	2			28,843	35,362	9
Harrow Rd Pavilion	5,632	£384	1			28,843	35,362	9
The Temple	4,730	£202	1			28,343	34,862	9
Total	**120,749**	**5,865**	**24**	**5,491**	**11,355**	**217,315**	**250,000**	22
City Cash Total	-	-	-	-	-	-	*£150,000*	
City Fund Total	-	-	-	-	-	-	*£100,000*	

Table 1 presents a breakdown of key project figures.

Please note: This project isn't an energy efficiency (spend to save) project, but it will provide energy and maintenance savings as a by-product. It is also an enabling project for future energy efficiency projects. It is an essential project to ensure continuity of business operations for these CPW buildings. If the current obsolete BEMS fails, the buildings can't be heated/cooled properly, life safety systems could be prevented from working correctly etc.

A3.3. Procurement strategy/route to market

It is proposed the project procured either through a Mini Competition via the Intermediate Works Framework or an open tender if the expertise is not available in the Framework.

A3.4. Delivery period and key dates

The below table presents two timelines: fast and slow. The fast timeline reflects the potential where risks do not cause undue project delays.

Fast	**Gateway 2**

9/03/2022	Corporate Project Board
17/2021	Project Sub Committee
TBC DA	Corporate Assets Sub-Committee
TBC DA	Resource Allocation Sub-Committee
	Gateway 3/4
30/09/2021	Corporate Assets Sub-Committee
15/09/2021	Project Sub-Committee
Sept 21	Resource Allocation Sub-Committee
Oct-21	**Project Manager in post**
Nov-21	**Design**
Dec-21	**Procurement**
Feb-22	**Gateway 5**
Jun-22	**Completion of all projects** (installation, hand-over)
Aug-22	**Gateway 6**

A3.5. Property specific stakeholders

Project	**Key stakeholders**
HARC	Jess Lees Ross Hayes
The Warren, The View, The Temple, Harrow Road	Jess Lees Lee Pamment

Committees: Corporate Projects Board - ***for decision*** Hampstead Heath, Highgate Wood, and Queen's Park Committee - ***for decision*** Operational Property and Projects Sub Committee - ***for decision***	**Dates:** 06 April 2022 04 May 2022 30 May 2022
Subject: Parliament Hill Athletics Track Resurfacing **Unique Project Identifier:** 12335	**Gateway 2: Project Proposal** Regular
Report of: Director of Environment **Report Author:** Declan Gallagher	**For Decision**
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** Capital Project to resurfacing of the Parliament Hill Athletics Track on Hampstead Heath. **Next Gateway:** Gateway 3/4 - Options Appraisal (Regular) **Next Steps:** Procure consultants to form the Design Team, including Project Management, Cost Consultant and Architect who will undertake an outline options appraisal following on from the Project Brief. This will also further develop the project budget and costed risk register. **Funding Source:** Funding is approved in principle from City's Cash reserves as part of the 2022/23 capital bids (to be included in request to RASC in May 2023 following approval of this gateway report). **Requested Decisions:** 1. That budget of **£81,000** is approved to reach the next Gateway. 2. That a costed risk provision of **£30,000** is approved (to be drawn down via delegation to the Chief Officer) see appendix 2.

2. Resource requirements to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Professional Fees	Specialist consultant Outline Appraisal	City Cash	£54,000
Consequential Fees	Outline cost plans and whole-life-cost analysis	City Cash	£2,000
Surveys	Condition, landscape, etc	City Cash	£20,000
Staff costs	Client-side project management	City Cash	£5,000
Total			**£81,000**

Appointments for these consultants will be made in consultation with City Procurement and in line with the City of London's Procurement Code.

Costed Risk Provision requested for this Gateway: **£30,000**. This is to cover the risk of the additional surveys or unforeseen appointments to help reach Gateway 3.

Funding:
The above **£81,000** plus costed risk of **£30,000** will be funded from City's Cash reserves, to be met from the provision of up to **£2,000,000** approved in principle as part of the 2022/23 annual capital bids, with draw down subject to the further approval of the Resource Allocation Sub Committee.

3. Governance arrangements

- **Service Committee:** Hampstead Heath, Highgate Wood, and Queen's Park Committee.
- **Name of Senior Responsible Officer:** Stefania Horne, Superintendent of Hampstead Heath.
- **Project Management:** Will pass from Environment Department to City Surveyors Department if Gateway 2 is approved.
- **Project Board:** Will be set up and headed by colleagues from the City Surveyors Department to manage the project to fruition.

Project Summary

4. Context	The Parliament Hill athletics track surface requires a full reconstruction to comply with standards set out by the United Kingdom Athletics (UKA) "TrackMark" certification.

	Further testing by the International Association of Athletics Federations (IAAF) is required for hosting European events. If this capital project is not conducted it will significantly impact upon the ability to meet the objectives set out in The Corporate Plan, The City of London Corporation Sports and Physical Activity Strategy, the Open Spaces Department Business Plan, and the Hampstead Heath Management Strategy 2018 -2028. The track hosts a range of regional level meetings and the European Cup 10,000m, which is a qualifying event for entry into the Olympics, World Champions, and Commonwealth Games. The athletics track is the home of several high-profile athletics and running clubs. Without the track certification the Parliament Hill Athletics Track will not be able host World Class athletics competitions, where individuals can attain Personal Bests that are recognised as qualification for European, World and Olympic Games.
5. Brief description of project	Undertake a full reconstruction of the eight lane Parliament Hill athletics track and associated track infrastructure to obtain UKA "TrackMark" certification.
6. Consequences if project not approved	This capital project was deferred in 2019/20. The running surface has reached the end of its design life and requires replacement for the 2023 athletics season. <u>Reputational:</u> The track will lose UKA "TrackMark" certification, which will impact on the Regional and European Athletics competitions hosted at the track. This will impact on local schools, regular users and the affiliated running clubs including Highgate Harriers, Mornington Chasers, Serpentine Running Club and Hampstead Heath Football Rugby Club. <u>Income Generation:</u> If the work is not conducted this will impact on income generation. However, loss of the *modest* amount of track income received would not justify capex of this magnitude. <u>Equality and Inclusion:</u> Sports clubs use the athletics track, the public and schools and supports a range of health and wellbeing opportunities to enrich people's lives. People from all backgrounds and abilities are welcomed. The sports clubs work with a range of people and significantly young people, often from harder to reach groups and can encourage them develop skills in a positive direction. This positive outreach may be diluted or lost if the track is not maintained and certified."
7. SMART project objectives	• Completion of capital project within an agree budget and specified period. • The reconstructed athletics track will enable the local community, including school children, to continue to

	participate in physical activity and develop their skills in sport. • The capital works will establish structural stability of the facility and enable safe access for athletes. Breakdown maintenance and repair costs are reduced. • The athletics track will achieve UKA "TrackMark" certification and host regional and national standard athletics related events and competitions.
8. Key benefits	• Ability to increase participation and bookings and continue to host competitions including televised events. Financial benefits of increased bookings can be measured by Oracle reports. • Participation monitoring can be managed by ticket sales and Club data. • Reduction in energy costs of LED lighting can be measured through utility bills, especially with the upcoming increases in electricity costs. • Reduction in breakdown repairs can be measured via facilities management software system.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	N/A

Options Appraisal

12. Overview of options	Gateway 3/4 will appraise and recommend a more detailed scope and develop options for engineering concept requirements that are alighted to the cost plan, project strategies and the outlined project brief specification. Gateway 3/4 shall appraise in more detailed the technical solutions for the selected scope to recommend a solution which best meets project objectives.

Project Planning

13. Delivery period and key dates	**Overall project:** **Key dates:** Gateway approval dates: Please refer to Appendix 4 - High Level Project Programme. Gateway 2 26 May 2022 Gateway 3/4 February 2023

	Gateway 5 September 2023 Intended Completion date is scheduled for early Summer 2024 Gateway 6 Autumn 2024 Project management will pass to the City Surveyors Department if Gateway 2 is approved
14. Risk implications	**Overall project risk:** Medium <u>Cost Risks</u> The project costed risk post-mitigation is **£336,000**. A costed risk provision of **£30,000** is requested to cover the management of any unforeseen extra surveys or appointments to support the project team reaching Gateway 3/4. After mitigation actions it is anticipated the remaining major risks will be: • Cost increases. • Work sequence & access restriction change. • Stakeholder management • Wildlife and protected species Further information available within the Risk Register (Appendix 2)
15. Stakeholders and consultees	1. Hampstead Heath Track Forum (Highgate Harriers Athletics Club / Mornington Chasers Running Club / Serpentine Running Club / Hampstead Rugby Club). 2. Hampstead Heath Sports & Wellbeing Forum. 3. Hampstead Health Consultative Committee. 4. Hampstead Heath, Highgate Wood & Queen's Park Committee. 5. City Surveyors Department. 6. Chamberlains Department.

<u>Resource Implications</u>

16. Total estimated cost	Likely cost range (excluding risk): **£1,664,000** Likely cost range (including risk): **£2,000,000**	
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Choose an item.

	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>City Cash Reserves (approved in principle via 2022/23 Capital Bids).</td><td>£2,000,000</td></tr><tr><td>Total</td><td>£2,000,000</td></tr></table> Drawdown of these funds is subject to further approval of the Resource Allocation Sub Committee.
18. Investment appraisal	Whole-life-cost assessment will be undertaken. This will assess all the main capital and revenue costs over the anticipated life of the replaced assets.
19. Procurement strategy / route to market	Consultant appointments will be made in line with the City's procurement code and prior to the procurement of the Works.
20. Legal implications	None.
21. Corporate property implications	<u>Corporate Property Asset Management Strategy 2020-2025</u> A. Ensure capital and revenue investment into the operational estate is 'relevant and needed' to achieve Corporate Plan objectives. B. Ensure operational assets are maintained to a good, safe, and statutory compliant condition. C. Heritage assets through investment and prevent their inclusion on the Heritage at Risk Register wherever possible.
22. Traffic implications	A traffic management plan will be completed as prior to the planning / construction phase of the capital project.
23. Sustainability and energy implications	There are relevant sustainability impacts associated with this project, but they have not been considered to date. <u>Additional Information</u>. Parliament Hill Athletics Track Resurfacing project will contribute to environmental best practice in relation to surface water flooding and reduced energy usage through the installation of LED track flood lighting.
24. IS implications	None
25. Equality Impact Assessment	• An equality impact assessment will be undertaken.
26. Data Protection Impact Assessment	• The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register
Appendix 3	Cost Book
Appendix 4	High Level Project Programme

Contact

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Project Briefing

Project identifier			
[1a] Unique Project Identifier		**[1b] Departmental Reference Number**	
[2] Core Project Name	**Parliament Hill Athletics Track Reconstruction and associated track infrastructure**		
[3] Programme Affiliation *(if applicable)*			

Ownership	
[4] Chief Officer has signed off on this document	Colin Buttery
[5] Senior Responsible Officer	Declan Gallagher
[6] Project Manager	City Surveyors Department – Officer to be confirmed

Description and purpose
[7] Project Description
Undertake a full reconstruction of the 8 lane Parliament Hill Athletics Track and associated track infrastructure to obtain TrackMark Accreditation.
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?
The surface of the track has reached the end of its 10-year estimated life span. Resurfacing last took place in 2004, whereby an impermeable 'sandwich' system was applied at a cost of £290,000. In 2018 due to significant cracking in and around the track surface the City Surveys Department undertook holding repairs and commissioned a condition survey of the track. The 2018 report recommended full or partial reconstruction of the track surface in conjunction with investigated geo-technical surveys. As the reconstruction project will result in temporary closure of the facility it would be prudent to consider other related works such as replacing the floodlighting, jumping and throwing infrastructure. Currently, under TrackMark (Unit 1, UKA Facility Surface Track Performance Report) the Parliament Hill Athletics Track has been classified as amber for visual inspection and shock absorbance. Recertification will require the full reconstruction of the athletics Track to address the accreditation criteria and to ensure athletes safety and to continue hosting competitive events. Without full reconstruction the Parliament Hill Athletics Track will be required to close as the surface has the potential to cause injury or harm to athletes. The dynamic interaction between the athlete and the surface is significant to safety risk. .
[9] What is the link to the City of London Corporate Plan Outcomes?
[2] People enjoy good health and wellbeing. [3] People have equal opportunities to enrich their lives and reach their full potential. [4] Communities are cohesive and have the facilities they need. [10] We inspire excellence, enterprise, creativity and collaboration. [12] Our spaces are secure, resilient and well-maintained.

[10] What is the link to the Departmental Business Plan Objectives?

Corporate Property Asset Management Strategy 2020-2025

A. Ensure capital and revenue investment into the operational estate is 'relevant and needed' to achieve Corporate Plan objectives.
B. Ensure operational assets are maintained to a good, safe and statutory compliant condition
C. Heritage assets through investment and prevent their inclusion on the Heritage at Risk Register wherever possible.

This project supports the Open Spaces Department 2020/21 Business Plan Outcomes:

A. Open spaces and historic sites are thriving and accessible.
B. Spaces enrich people's lives.
C. Business practices are responsible and sustainable.

The project also aligns with the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes:

A: The Heath is maintained as a flourishing green space and historic landscape.
B: Improved quality of life for Heath visitors.
C: The Heath is inclusive and welcoming to a diverse range of visitors and
D: Greater number of and diversity of People taking care of the Heath.

The Project reflects the priorities identified in the High-Level Asset Management Plan for Hampstead Heath.

[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large- scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	Y	**Sustainability:** Essential for business continuity	Y	**Improvement:** New opportunity/ idea that leads to improvement	N

Project Benchmarking:

[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?

1) The Athletics Track will enable the local community, including school children, to continue to participate in physical activity and develop their skills in sport.

2) The reconstruction of the Track surface will establish structural stability of the facility and enable safe access for athletes. Breakdown maintenance and repair costs are reduced.

3) The Athletics Track will achieve UK Athletics TrackMark certification and host regional and national standard athletics related events and competitions.

[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)

Ability to increase participation and bookings and continue to host competitions including televised events. Financial benefits of increased bookings generally can be measured by Oracle reports.

Partcipation monitoring can be manage by ticket sales and Club data.

Reduction in energy costs of LED lighting can be measured through utility bills.

Reduction in breakdown repairs can be measured via facilities management software system.

[14] What is the expected delivery cost of this project (range values)[£]?

Lower Range estimate: £1.5m
Upper Range estimate: £2.0m

[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:

Specisalist consultants surveys will establish the forward maintenance requirements for the track with acuracy. The 2021 report report provides the following estimates:

Title	Frequency	Cost	Budget source
Cleaning	3 to 5 years cycle	£7,000	Open Spaces Local Risk
Line Marking	Every 5 years	£15,000	Cyclical Works Programme
Grading Certificate	Every 5 years upon line marking	£5,500	Open Spaces Local Risk
Slot Drains	Annually	£8,000	Cyclical Works Programme
Resurfacing (4mm layer of polyurethane on existing surface)	Every 10 years	£230,000	Cyclical Works Programme

Reductions in the revenue commitment post-delivery may be realised due to the factors listed in section 13.

Currently there is a two-yearly £15,000 budget bid (next due in 2021) included in the forward maintenance plan for re-lamping the existing metal halide lamps. This would represent a saving if LED flood lighting is chosen at options stage.

[16] What are the expected sources of funding for this project?

It should be noted, due to many grant funding organisations closing funds, or prioritising COVID recovery projects, funding is limited at this current time. Officers are proactively seeking external funding to support the delivery of this project.

There is a risk that the City Corporation will not obtain external funding, due to many organisations only making available funding for COVID recovery projects or funds being closed. Officers will approach a number of organisations for funding, including: John Lyon's Charity, Sport England, U.K. Athletics and the London Marathon Charitable Trust.

Officers will be meeting with the London Marathon Charitable Trust to discuss potential funding for this project.

Officers look for the City Corporation to fund this project through City Cash should external funidng opportunities not become availble.

Where there is no confirmed source of funding in place, a bid for central funding will need to be completed for the new annual bid process as part of the annual budget and business planning process. ***PLEASE COMPLETE CENTRAL FUNDING APPENDIX attached.***

[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?
Lower Range Estimates : October 2022 to June 2023 Upper Range Estimates : October 2023 to June 2024 Works are weather dependent and should be carried out in the summer months

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
Yes, this Project carries high reputational impacts for the City of London Corporation in relation to closure of an important Hampstead Heath sports facility, impacting on local schools, regular users and the affiliated running clubs including Highgate Harriers, Mornington Chasers, Serpentine Running Club and Hampstead Heath Football Rugby Club.	
[19] Who has been actively consulted to develop this project to this stage?	
Chamberlains: Finance	Officer Name: Mark Jarvis / Simon Owen
Chamberlains: Procurement	Officer Name: Robert Pine
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: Kristina Drake
Corporate Property	Officer Name: Warren Back
External	Hampstead Heath Sports & Wellbeing Forum, Parliament Hill Athletics Track Forum.
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	Department: Open Spaces
Supplier	Department: City Surveyors
Project Design Manager	Department: City Surveyors
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

City of London: Projects Procedure Corporate Risks Register

Project Name:	Parlament Hill Track Resurfacing	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ 30,000	**Average unmitigated risk**	9.6	**Open Risks**	20
Unique project identifier:	TBC	**Total estimated cost (exc risk):**	£ 1,664,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.3	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R2	2	(2) Financial	Unexpected cost increases Funding not confirmed	Unexpected costs associated to extra consultant support caused by either delays to commercial, ecological or political issues.	Possible	Major	12	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	As issues arise, manage through the change control process to fully understand the cost and programme impacts seeking delegated drawdown to keep the project moving. Report to committee as required.		Possible	Minor	£10,000.00	3			Mar-22	CS/ED	DG		
R11	2	(4) Contractual/Partnership	Committee do not provide approval	Not approved at GW2	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Monitoring by Project Board and quarterly reporting to committees		Unlikely	Serious	£0.00	4			Mar-22	CS/ED	DG		
R20	2	(2) Financial	Unexpected fees/Surveys	Project will encounter delays	Possible	Major	12	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	regular progress meetings and review of progress by PM.		Possible	Serious	£10,000.00	6			Mar-22	CS/ED	DG		
R26	2	(2) Financial	Client Instructions	Additional requirements that are instructed by the client team	Possible	Serious	6	£40,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Make sure the deigns team fully consider client options to minimise any scope creep		Possible	Minor	£10,000.00	3			Mar-22	CS/ED	DG		

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Appendix 3

Project No.	TBC	**PM**	**TBC**
Project name			
Project Type			
Period		**Site**	**Hampstead Heath Tracks**

Financial Summary

	Element	GATEWAY CASHFLOW Gateway 1 Budget	Gateway 2 Budget	Gateway 3/4 Budget	Gateway 5 Budget	Gateway 6 Budget	Total CapEX	CRP Alloc - GW2	CRP Alloc - GW3	CRP Alloc - GW4	Total Add
	Construction	**0**	**20,000**	**20,000**	**1,400,000**	**0**	1,440,000				**0**
1.1	Enabling Works						0				0
1.2	Main Contractor				1,400,000		1,400,000				0
1.3	Direct Package						0				0
1.4	Surveys		20,000	20,000	0	0	40,000				0
1.5	Landscape						0				0
1.6	Fittings and Equipment						0				0
1.7							0				0
1.8							0				0
1.9							0				0
	Professional Fees	**0**	**54,000**	**60,000**	**94,000**	**0**	**208,000**				**0**
2.1	Lead Designer		11,000	20,000	25,000	0	56,000				0
2.2	Interior Designer						0				0
2.3	Cost Consultant		6,000	6,000	9,000	0	21,000				0
2.4	Mechanical and Electrical		7,000	7,000	14,000	0	28,000				0
2.5	Structural Engineer		6,000	9,000	13,000	0	28,000				0
2.6	Principal Designer		5,000	5,000	10,000	0	20,000				0
2.7	Planning Consultant		5,000	0	0	0	5,000				0
2.8	Building Control						0				0
2.9	Project Management		9,000	12,000	21,000	0	42,000				0
3	Fire Risk Assessment						0				0
3.1	Catering Consultant						0				0
3.2	Acoustics Consultant						0				0
3.3	AV Consultant						0				0
3.4	Lighting Consultant						0				0
3.5	CDMA		2,000	1,000	2,000	0	5,000				0
3.6	Sustainablitty		3,000	0	0	0	3,000				0
3.7	CGI						0				0
3.8	RoL						0				0
3.9							0				0
	Consequential Fees	**0**	**2,000**	**6,000**	**0**	**0**	**8,000**				**0**
4.1	Construction Legal Fees		2,000	3,000	0	0	5,000				0
4.2	Consents - RoL						0				0
4.3	Agents						0				0
4.4	Marketing						0				0
4.5	Stamp Duty						0				0
4.6	Relocation						0				0
4.7	Planning Fees		0	3,000	0	0	3,000				0
4.8	FF&E (furntiure, AV, FM)						0				0
4.9							0				0
	City of London Internal Recharge	**0**	**5,000**	**1,000**	**2,000**	**0**	**8,000**				**0**
5.1	IT Costs						0				0
5.2	DBE						0				0
5.3	Legal Costs		3,000	0	0	0	3,000				0
5.4	Other						0				0
5.5	Staff Costs		2,000	1,000	2,000	0	5,000				0
5.6							0				0
5.7							0				0
5.8							0				0
											0
	SUB TOTAL	**0**	**81,000**	**87,000**	**1,496,000**	**0**	**1,664,000**				**0**
	Risk Register	**0**	**30,000**	**47,000**	**259,000**	**0**	**336,000**	**0**	**0**	**0**	**0**
6.1	Compliance/Regulatory (i.e Planning)			2,500			2,500				
6.2	Financial (i.e inflation)		30,000	32,000	243,000		305,000				
6.3	Reputation (Client Changes)						0				
6.4	Contractual/Partnership (Contracts)			4,000			4,000				
6.5	H&S/Wellbeing (i.e Design Compliance)						0				
6.6	Safeguarding (i.e Site Attendance)						0				
6.7	Innovation (i.e Design Development)						0				
6.8	Technology (BIM/ Sustainablity)						0				
6.9	Environmental (Site Constraints)			8,500	6,000		14,500				
6.10	Physical (building Constraints)				10,000		10,000				
6.11	Blank										
6.12	Blank										
6.13	Blank										
6.14	Blank										
7	GRAND TOTAL	0	111,000	134,000	1,755,000	0	2,000,000				
	CapEx- Actuals& Committed										
	CapEx-Variance	**0**	**111,000**	**134,000**	**1,755,000**	**0**	**2,000,000**				

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Appendix 4

	2022								2023												2024					
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
G2																										
Capital project set up																										
Procurement																										
Appoint consultant team																										
Surveys																										
Design																										
G3 / 4																										
Detail Design																										
Tender																										
G5																										
Mobilise																										
Construct																										

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Committees: Corporate Projects Board Operational Property and Projects Sub-Committee	**Dates:** (Urgency) 30 May 2022
Subject: Leadenhall Street Traffic Management– Eastern City Cluster **Unique Project Identifier:** 12295	**Gateway 2** Regular **Issue Report**
Report of: Executive Director Environment **Report Author:** Daniel Laybourn – City Transportation	**For Decision**
PUBLIC	

1. Status update	**Project Description:** This report provides an update on the delivery of traffic management changes to Leadenhall Street that are to deliver the aspirations of the adopted City Cluster vision, and the outcomes of the Transport Strategy and Climate Action Strategies. The project will address impacts on the street network arising from new developments in the Cluster by providing more space for people walking and cycling. A delegated report was approved in February 2022 by the Chairman and Deputy Chairman. This approval was to progress an outline design for Leadenhall Street based on the transformational concept plan included in the City Cluster Vision. This report requests that the project is refocused from the delivery of an experimental traffic order to developing the design for Leadenhall Street. In the short term there is a proposal to mitigate the risk of the potential impacts of Transport for London's (TfL) experimental traffic restriction on Bishopsgate being amended or removed by progressing some of the design elements for this as set out in this report. **RAG Status:** Amber (no change from previous) **Risk Status:** Medium (no change from previous) **Total Estimated Cost of Project (excluding risk):** £480-£550k (no change since last report to committee) **Funding Source:** S106 (already approved as part of the Eastern City Cluster Programme) and ReVeAL Air Quality Funding. Details can be found in **Appendix 2**. **Spend to Date:** £38,187 as of 18th March 2022

	Costed Risk Provision Utilised: None. A Costed Risk Provision ("CRP") of £57,000 is being requested as part of this report. The Costed risk register can be found in **Appendix 3**. **Slippage:** Should the requested decisions in this report be approved, delivery of substantive on-street changes will have slipped from Summer 2023 to at least Summer 2024 due to the requested refocusing of the project.
2. Requested decisions	**Next Gateway:** TBC. The next report will be submitted in Summer 2023 following the results of a Capital Funding Bid. **Requested Decisions:** 1. Note and approve the contents of this report; 2. Note and agree that this project's original Gateway 1/2 proposals for Leadenhall Street will not be progressed at this time; 3. Approve a change in project title to 'Leadenhall Street Improvements – City Cluster Vision Programme' to better reflect the approved scope of work; 4. Approve the amendment of the previously agreed budget (no change in the approved overall amount) detailed in **Appendix 2, Table 2**; 5. Approve the updated funding strategy set out **Appendix 2, Table 3**; 6. Approve a Costed Risk Provision (CRP) of £57,000 detailed in **Appendix 3** (to be drawn down via delegation to Chief Officer); 7. Note that the requested CRP includes provision for the implementation of an experimental timed point closure on Leadenhall Street that can be seen in **Appendix 4** should this be required (subject to recommendation 8). 8. By virtue of the promotion of experimental timed point closure proposal being placed within the risk register that authority to implement this is delegated to the Executive Director Environment subject to their prior consideration of the statutory consultation responses, TfLs TMAN process and the Equalities Impact Assessment (and to them being satisfied, following such consideration, that implementation should proceed) 9. Note that the next report to committee is planned for Q2 2023 when funding to progress the transformational scheme for Leadenhall Street may be in place. **<u>Project Sub Committee (or equivalent) Only</u>** 10. Agree that the Director of City Operations, in consultation with the Chairman of the Project Sub Committee and Director Environment as necessary, is to decide whether any project issues or decisions that falls within the remit of paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to projects: General), as prescribed in **Appendix 5** of this report, is to be delegated to Chief Officer or escalated to committee(s).

3. Budget

Officers are requesting to amend the previously agreed ReVeAL and Section 106 funding strategy and rearrange the budget to accommodate a CRP. The details of these requests, including the latest spend to date, can be found in **Appendix 2**. The £218,000 budget previously approved at Gateway 2 is sufficient to cover the outline design work recently approved under delegation and further work detailed in this report.

Should the requested decisions be approved, there will be no trial hole works undertaken during this stage of work. This is because we are no longer proposing footway widening works. The Highway Engineers are proposing a less expensive methodology that better reflects the information required at this stage of design compared to our usual detailed methodology for highways surveys. It is on this basis that the project's 'Trial Works' and 'Fees' budgets can be reduced, and the funds reallocated to the requested CRP as shown in the table below.

Table 2: Budget Adjustment Required

Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
Env Servs Staff Costs	12,000	-	12,000
Legal Staff Costs	3,000	-	3,000
P&T Staff Costs	65,000	-	65,000
P&T Fees	133,000	(10,000)	123,000
Trial Works	5,000	(5,000)	-
Costed Risk Provision	-	15,000	15,000
TOTAL	**218,000**	**-**	**218,000**

4. Issue description

1. As part of the consultation on the City Cluster Vision, and more recently from occupiers, feedback had been that walking and cycling comfort levels were low and it was proposed that reducing the traffic levels on the street would improve this. Both walking and cycling are key components in the City's Transport and Climate Action Strategies.
2. In July 2021, Committees approved the project's Gateway 1/2 report. This included assessing whether the temporary point closure on Leadenhall Street, installed as part of the City's Covid-19 on-street response, should be continued as an experimental traffic order. This temporary traffic order restricted through traffic to buses and cycles only as a signed only restriction without any enforcement. The reinstatement of this as experiment was proposed so it could be monitored during the post-pandemic return to the City. A Gateway 3 / 4 report was expected to be presented to members in September 2021.
3. Soon after the Gateway 1/2 July report, Transport for London (TfL) implemented a further Temporary Traffic Order (TTO) on Bishopsgate. This reaffirmed the operational restriction to through traffic to buses and cyclists only (Monday to Friday 7am to 7pm), controlled through a series of bus gates located along Bishopsgate and Gracechurch Street. This was subsequently replaced by an experimental traffic order (ETO) in January 2022.

	4. Whilst this ETO remains in place, officers have determined that an experimental point closure to reduce traffic levels and improve walking and cycling on Leadenhall Street is unnecessary. This is due to TfL's Bishopsgate restrictions substantially reducing the amount of traffic on Leadenhall Street. 5. Alongside this, officers are learning from the Pedestrian Priority Programme that the temporary footway extensions such as those proposed in this project's Gateway 1/2 report are challenging to achieve on streets with flat longitudinal falls. This means there's very little scope to adjust the street's current attributes (drainage, kerb heights, etc) before a full reconstruction of the carriageway is required. 6. Officers are therefore recommending not to proceed with promoting an experimental point closure proposal on Leadenhall Street or the proposed footway extensions, as originally identified in the Gateway 1/2 report at this time. The overall aims and objectives remain unchanged from the project's original scope however, which are to improve walking and cycling service levels along Leadenhall Street. 7. However, there is a risk that TfL could remove its Bishopsgate ETO at short notice. Should this happen, it's likely that traffic levels on Leadenhall Street would quickly increase, and the reasons for promoting the point closure proposal to help maintain the improved walking and cycling comfort levels would return. 8. Officers are therefore recommending that to reduce this risk, a £57,000 CRP is approved. This would be for the promotion (including statutory consultation) of the experimental timed (Monday to Friday 7am to 7pm) point closure scheme if the Bishopsgate ETO is withdrawn or changed, and it is assessed that a point closure on Leadenhall Street is required. It would also allow for consideration of statutory consultation responses and, if implemented, for the monitoring of the closure and consideration of stakeholder feedback. The previous Covid-19 on-street measures closure restricted through traffic to buses, cycles and HGVs accessing local development sites during the specified times. Any future restrictions would reconsider this, reassessing what is appropriate for the street considering local access needs and other nearby on-street restrictions 9. The requested CRP is detailed in **Appendix 3** and can be accommodated within the existing budget if the amendment to the previously agreed budget is approved. It includes provision for the implementation, consultation and monitoring of an experimental timed point closure on Leadenhall Street, just east of St Mary Axe, as well as the drafting of the associated ETO. 10. The design of this would be like the current bus gate on Cheapside and a design is included at **Appendix 4**. It would include cycle parking which is lacking along Leadenhall Street. 11. As it was agreed in principle at the previous gateway report and by virtue of the implementation and monitoring of experimental timed point closure being placed within the risk register, it is requested that authority to approve implementation of this is delegated to the Executive Director Environment. 12. The powers to make the experimental orders already sits with the Executive Director. As with all experimental orders, once active, the order would be monitored, and statutory consultation for six months would be required. After this, but before the end of 18 months, it would need to be determined whether to make this a permanent intervention. 13. Should the experimental timed point closure be promoted, any implementation would take approximately 3-4 months from when a decision is taken. This is

	primarily due to the associated statutory consultation periods, consideration of responses, and determination whether to proceed following such consideration. 14. If the experimental timed point closure is implemented, an Issue report containing a consultation summary after 6 months of the experiment being in place would be brought to Members. 15. It is recommended however that the following tasks are undertaken now in case they are required at short notice, and to act as a risk mitigation exercise. The abortive cost of undertaking these should a timed point closure is low and is all part of usual tasks undertaken in project evaluation: o Equalities Impact Assessment and Road Safety Audit Stages 1 and 2 on the design in **Appendix 4;** o Discussions with TfL regarding their TMAN (Traffic Management Act Notification) process as Leadenhall Street is part of their Strategic Road Network; and o A monitoring strategy is drafted that accounts for public feedback, air quality, cycling and walking levels of service and bus journey times. This document will set out measures of success for the experimental scheme. 16. There is the alternative option of not progressing any work on an experimental timed point closure until the future of TfL's Bishopsgate ETO is determined. However, this is not recommended due to the low potentially abortive cost noted in the previous paragraph. Not progressing work now would also extend the time to implement by 1-2 months. Undertaking this work now will enable us to be agile if other changes outside of our control eventuate. 17. Separately to this, in consultation with the Chairman and Deputy Chairman of Streets and Walkways and Project Sub Committees the progression of an informed concept design for the Leadenhall Street corridor was recently approved under officer's delegated authority. This will enable officers to more effectively negotiate the extent of the upcoming S278 agreements along the street extent and to determine an overall cost estimate for the delivery of the Leadenhall Street transformation project. 18. The aims and objectives of the rescoped project remain the same as the experimental order was always Phase 1 of the longer-term transformation of Leadenhall Street as identified by the City Cluster Vision and contained within the overall programme for the transformation of the Eastern City Cluster. The designs being developed will help to achieve the City's Transport and Climate Action Strategies, whilst ensuring Section 278 and other projects along the street are aligned to an overall vision. This will include investigating opportunities for greening along the street. 19. This concept designs will go on to inform the City Cluster Vision Programme's bid for central funding. This is to be submitted in Autumn 2022. 20. The designs could then be updated quickly to include a permanent point closure should a decision to make a permanent order be made in the future.

5. Recommended Next Steps	1. If these recommendations are approved, officers will progress the work detailed in point 4.15 of this report. 2. Following the previous report to committee, work on the informed concept designs for Leadenhall Street has commenced with the required surveys being ordered. 3. Officers will also continue to work with TfL to help shape their Bishopsgate scheme to minimise any potentially negative impacts on the City. 4. The next committee report will be submitted in Q2 2023 following the outcome of the City Cluster Vision Programme's central funding bid. Any bid recommended by Policy and Resources Committee would then need to be confirmed at the Court of Common Council in March 2023. Should the bid be successful, the report will reset the scope, budget and timeframes of this project and present the latest transformative highways and public realm design for Leadenhall Street to members. It will also provide an update on the related S278 projects along Leadenhall Street.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Financial Information
Appendix 3	Risk Register
Appendix 4	Bus Gate design
Appendix 5	Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)

Contact

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Email Address	Daniel.laybourn@cityoflondon.gov.uk

Project Coversheet

[1] Ownership & Status

UPI: 12295
Core Project Name: Leadenhall Street traffic managment
Programme Affiliation: City Cluster Vision (formally known as the Eastern City Cluster Programme) and Cycling Programme
Project Manager: Daniel Laybourn

Definition of need:
Pre COVID-19 pavement crowding was an issue in many parts of the City and, without change, was forecast to increase as the City's working poulation increased. Pavement crowding is still expected to be an issue in the future despite the impacts of COVID-19 including safely accommodating the increase in footfall resulting from new developments, particulary in the City Cluster. This has implcations for:

- Safety – as people are often forced to walk in the carraigeway and are at greater risk of being involved in a collision.
- Accessibility – some disabled people will be uncomforatble and potentially excluded by too narrow or overcrowded pavements
- Emissions reduction – the Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050

The 2017 City Streets survey found that 84% of people thought the City's pavements were overcrowded, 60% thought that people walking were given too small a share of street space and 65% thought the needs of people walking were underprioritised.

Walking is the main mode of travel in the Square Mile. 90% of on-street journeys that start or finish in the Square Mile are walked, including walking to and from public transport. Walking is the most common form of transport for disabled Londoners, with 78% reporting they walk at least once a week. 65% of disbaled Londoners consider the condition of pavements to be a barrier to walking more frequently.

The Climate Action Strategy identifies pedestrian priority and improved pedestrian comfort as necessary conditions for Net Zero by 2050.

The Eastern City Cluster Vision was adopted in April 2019. The vision shows two options for significant change on Leadenhall Street providing greater space for people walking and cycling and opportunities for greening. This proposal is also included in the Eastern City Cluster Programme reporting received regulary by Committees

During the COVID-19 pandemic in 2020, a number of temporary on-street interventions were implemented to enable social distancing and provide more space for people choosing to walk and cycle. A report was taken to Planning and Transportation Committee in April seeking approval to close this project and retain some of the measures as experimental schemes across a number of programmes. This pedestrian priority programme will incorporate the largest portion of the on-street changes in its first year of delivery.

Key measures of success:

- Whether businesses can still meet their delivery and access needs
- Journey times are not significantly impacted on surrounding streets
- Perceptions of pedestrian and cycle comfort improve

Expected timeframe for the project delivery/ Key Milestones:

1. People are safe and feel safe.
2. Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
3. Our spaces are digitally and physically well-connected and responsive.

Are we on track for completing the project against the expected timeframe for project delivery? TBC. A report will follow in May 2022 detailing project slippage.

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing & Proposal' G1/2 report (as approved by PSC 23/7/21):

- Total Estimated Cost (excluding risk): £480-550k
- Requested budget: £218k
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:
  - **Overall programme**: July 2021 – Summer 2024
    Key dates:
  - Gateway 1 /2 July 2021
  - Gateway 3/4 September/ October 2021
  - Gateway 5 (Delegated) November 2021
  - Progress Reporting Summer 2022
  - Progress Reporting/ Gateway 5 at Summer 2023 (end of potential experimental period)

Scope/Design Change and Impact: Project initiation that requested authority to review available data, undertake stakeholder engagement, progress design options, develop a monitoring strategy and proceed with third party approvals.

G2 Issue report (Approved via delegated authority in February 2022)

- Total Estimated Cost (excluding risk): £480-550k
- Resources to reach next Gateway (excluding risk): no additional budget requested.
- Spend to date: £14,339 (as of 25/2/22)
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: TBC. A report will follow in May 2022 detailing project slippage.

Scope/Design Change and Impact: Short report requesting an update to the current Fees expenditure description (which is 'Equalities Assessments, Road Safety Audits, surveys, Traffic Modelling consultancy costs, Topo surveys and utilities investigations') to include "highway and public realm concept design work to be undertaken by third parties" to enable an outline design to be developed for Leadenhall Street based on the City Cluster Vision.

Total anticipated on-going commitment post-delivery [£]: None
Programme Affiliation [£]: £15million (City Cluster Vision Programme)

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Appendix 2 – Financial Information

Table 1: Spend to Date - Leadenhall Street Traffic Management - ECC - 16800455			
Description	**Approved Budget (£)***	**Expenditure (£) ****	**Balance (£)**
Env Servs Staff Costs	12,000	-	12,000
Legal Staff Costs	3,000	-	3,000
P&T Staff Costs	65,000	38,187	26,813
P&T Fees	133,000	-	133,000
Trial Works	5,000	-	5,000
TOTAL	**218,000**	**38,187**	**179,813**
*Budget approved at Gateway 1/2 but not all set up in CBIS			
** includes commitments of £23,847.61			

Table 2: Budget Adjustment Required			
Description	**Approved Budget (£)**	**Adjustment Required (£)**	**Revised Budget (£)**
Env Servs Staff Costs	12,000	-	12,000
Legal Staff Costs	3,000	-	3,000
P&T Staff Costs	65,000	-	65,000
P&T Fees	133,000	(10,000)	123,000
Trial Works	5,000	(5,000)	-
Costed Risk Provision	-	15,000	15,000
TOTAL	**218,000**	**-**	**218,000**

Table 3: Funding Strategy			
Funding Source	**Current Funding Allocation (£)**	**Earmarked Funding (£)**	**Total Funding Strategy (£)**
ReVeAL EU Funding	22,660	-	22,660
S106 - 13/01004/FULEIA - 40 Leadenhall Street - Transportation	195,340	332,000	527,340
Total Funding Drawdown	**218,000**	**332,000**	**550,000**

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City of London: Projects Procedure Corporate Risks Register

Project name: *Leadenhall Street traffic management - Eastern City Cluster*

Unique project identifier: *12295*

Total est cost (exc risk) *£480000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**3.1**
Avg risk post-mitigation	**1.1**
Red risks (open)	**0**
Amber risks (open)	**2**
Green risks (open)	**10**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£62,000.00	13%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£62,000.00	13%	*" "*
Costed risk post-mitigation (open)	£57,000.00	12%	*" "*
Costed Risk Provision requested	£57,000.00	12%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	2	**4.0**	£0.00	0	1	1
(2) Financial	1	**3.0**	£0.00	0	0	1
(3) Reputation	2	**2.5**	£0.00	0	0	2
(4) Contractual/Partnership	3	**2.0**	£0.00	0	0	3
(5) H&S/Wellbeing	0	**0.0**	£0.00	0	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	1	**3.0**	£0.00	0	0	1
(9) Environmental	0	**0.0**	£0.00	0	0	0
(10) Physical	3	**4.0**	£62,000.00	0	1	2

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Leadenhall Street traffic management - Eastern City Cluster	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 57,000	**Average unmitigated risk**	3.1	**Open Risks**	12
Unique project identifier:	12295	**Total estimated cost (exec risk):**	£ 480,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	1.1	**Closed Risks**	0

General risk classification										Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	2	(3) Reputation	Delays or vacation of worksite due to external events and/ or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed	Unlikely	Minor	2		N	B – Fairly Confident	* Work as a team to scenario plan at an early stage to estimate costs and impacts of high, medium and low occurrences. * Budget and programme slack to account for likely low impact events		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22- The project is in the very early stages of planning meaning that this risk is very minor. The project team will continue to assess and mitigate against such risk as part of its BAU processes.
R2	2	(1) Compliance/Regulatory	Issues or delays in any required consents which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, TfL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Unlikely	Minor	2		N	B – Fairly Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - No change. This scheme will require 3rd party approvals by Transport for London and potentially from adjacent boroughs. Normal BAU processes will mitigate however.
R3	2	(1) Compliance/Regulatory	Judicial Review, which leads to project delay/ further costs	Should judicial review occur at this early stage, its certain this would have major implications on project delivery. Extra legal advice could also be required to deal with the situation.	Possible	Serious	6		N	B – Fairly Confident	* Consider legal advice. This could be the internal teams or external advice such as QCs if necessary. * Should judicial review be a distinct probability, establish a very detailed and concise project plan, programme and design log which details change and the reasons why. * Reaffirm statutory documentation requirements via internal advice. * Ensure and check that any public advertisements are in place as required (and replaced if needed)		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - No change. Although we can ensure all due processes are followed, a JR can occur during the traffic order process and will need to go through the Court process for determination. Fully compliant processes which are documented and made public may reduce the likelihood of an individual or organisation making a JR claim
R4	2	(10) Physical	Accessibility and/ or security concerns lead to project change that in-turn results in additional resources being required to compensate.	Further changes to the project's design and scope may be required if accessibility concerns are raised.	Possible	Minor	3		N	B – Fairly Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and contacts * Regular meetings with associated projects and programmes		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - Accessibility will be assessed during the design phases using the new CoL accessibility tool. This is a new BAU process which will help to mitigate this risk. Also the project is working alongside the relevant security project which will help to ensure synergies are maintained.
R5	2	(4) Contractual/Partnership	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned. Also, they may change their requirements for a project.	Possible	Minor	3		N	B – Fairly Confident	* Ensure early engagement with TfL buses in the design phase so they can consult internally * Design the scheme to minimise bus impacts or attempt to provide a benefit so TfL buses are more inclined to help fund the project.		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - BAU project discussions have already taken place with TfL buses. Its expected these discussions will be sufficient to mitigate any potential associated risks.
R6	2	(8) Technology	Modelling issues (results and implications, issues with the delivery, buy-in, required re-runs, etc)	Modelling can play a major role in defining a project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify. Also, further modelling may be required following consultation if design changes needed.	Possible	Minor	3		N	B – Fairly Confident	* Early engagement with TfL to identify requirements, their timescales and costs * Ensure information & data requirements for modelling are agreed and scooped out fully * Regular engagement with design and modelling consultants		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - No change. As this is an experimental traffic experiment, the requirements for modelling should be modest if required at all.
R7	2	(2) Financial	Lack of available skilled staff resource being available which leads to delays	Additional resource may be required for a number of reasons i.e. new and unplanned requirement identified, loss of team member, etc	Possible	Minor	3		N	B – Fairly Confident	* Resource plan at least two Gateway stages forward in an effort to locate resources as early as possible * Use existing framework contracts where possible		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - The new resourcing framework is now in place to cover resource requirements should there be any issues.
R8	2	(3) Reputation	issue(s) with external engagement and buy-in lead to additional resources being required to compensate	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could arise from the public consultation results.	Possible	Minor	3		N	B – Fairly Confident	* Early identification and engagement with key stakeholders using the City Cluster Vision Programme Stakeholder Engagement plan and established communication routes * Consider specific working groups should it be required.		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - At this stage, this risk is thought to be low and will be tracked in partnership with the City Cluster Vision Programme which this project is a part of.

R9	2	(4) Contractual/Partnership	Project supplier delays, productivity or resource issues impacts negatively on project delivery	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason.	Rare	Minor	1		N	B – Fairly Confident	* Arrange construction planning meeting with term contractor just prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - A very minimal risk given the very small amount of on-site work that could occur.
R10	2	(10) Physical	Utility and utility survey issues lead to increased costs/ scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Minor	3		N	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. *Quite minor construction works required for this project so risk should be limited.		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - utility surveys are currently taking place and Leadenhall St has already been heavily surveyed in the past. Both these points lead to a low risk score at this time.
R12	2	(4) Contractual/Partnership	Third party delays impacts negatively on project delivery (time & costs)	A CoL project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Unlikely	Minor	2		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays		Rare	Minor		1	n/a	n/a	20/06/21	Leah Coburn	Daniel Laybourn		5/4/22 - at this stage, this risk is low but will become more important at the subsequent stages of work. Also, its more likely than not that these risks will be monitored by their own individual projects (most likely S278) which can then feed into this project and the City Cluster Vision Programme.
R13	2	(10) Physical	Removal or amendment of Transport for London's experimental traffic restriction on Bishopsgate leads to an increase in general traffic on Leadenhall Street	Those currently walking and cycling on Leadenhall Street are seeing a benefit from the reduced levels of general traffic. If TfL's Bishopsgate ETO is removed or amended, traffic levels on Leadenhall St could increase that could result in cycling and walking comfort levels reducing. Therefore it would require the implementation of a experimental traffic restriction (a bus gate) on Leadenhall Street to maintain current cycling and walking comfort levels.	Possible	Serious	6	£62,000.00	Y - for costed impact post-mitigation	A – Very Confident	* Under approved BAU processes, undertake an Equalities Impact Assessment, Road Safety Audit Stages 1 & 2, drafting of a monitoring strategy and discussions with TfL now to enable an experimental timed point closure to proceed quicker in future if its needed.	£0.00	Possible	Serious	£57,000.00	6	£0.00	Envisaged uses of the requested CRP are (but not limited to): * On-street experiemental scheme implementation * Experimental scheme monitoring and consultation * Drafting and publishing of the experimental traffic order	05/04/21	Leah Coburn	Daniel Laybourn		5/4/22 - Please see the related May 2022 Issue Report for more details.

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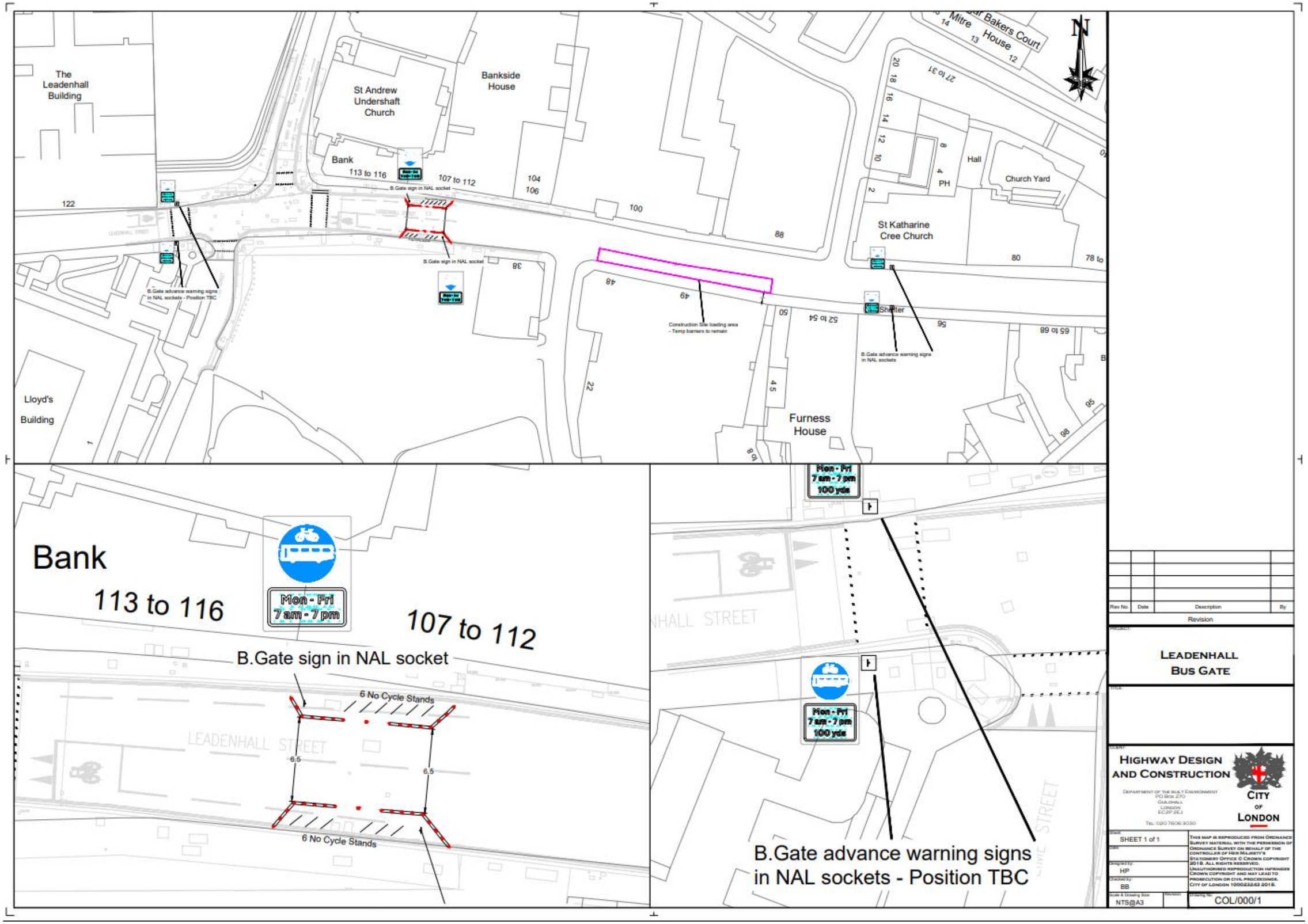
Appendix 4 – Bus Gate Design



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Appendix 5 - Paragraph 45 of the 'City of London Project Procedure – Oct 2018' (Changes to Projects: General)

Changes to Projects: General

45. In cases where:

- *the financial implications will be higher or lower than the agreed confidence range (capital or revenue expenditure or income/returns/savings);*
- *the overall programme needs to be accelerated or delayed +/- 10% of time against the last numbered Gateway report;*
- *the specification will be significantly different to that agreed, i.e. there will be a shortfall against one of more of the key objectives/ SMART targets, or the inclusion or reduction in the parameters of the project, which may include changing operational performance criteria and business benefits;*

Officers will report to the Committee(s) or Chief Officer who approved the last Gateway report on the circumstances, the options available and a recommended course of action. For example, if circumstances change on the Light and Regular routes where Authority to start work is delegated to Chief Officer, they would need to return to Committee to progress to the next gateway.

If additional unallocated City Corporation resources are required (i.e. from Central resources, not local risk budgets), the approval of the Policy and Resources Committee must also be obtained as Service Committees cannot approve Central resources.

In such cases the Policy and Resources Committee must be advised of the impact of the proposed increase in the City's overall Programme and any agree increase must be reported to the next meeting of the Resource Allocation Sub-Committee for appropriate adjustments to be made to the City Corporation's Programme.

Note that Chamberlains have prepared guidance on the preparation of Whole Life Costing (available on the corporate intranet).

These will not apply to the costed risk provision drawdown increases to budgets as they have already been considered and delegated [See 49]:

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Committees: Operational Property & Projects Sub Committee	**Dates:** 30 May 2022
Subject: Energy Reduction Programme: Tower Hill Coach & Car Park Lighting and Ventilation Upgrades **Unique Project Identifier:** 12336	**Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)**
Report of: City Surveyor **Report Author:** Mark Donaldson	**For Decision**
PUBLIC	

1. Status update	**Project Description:** This project is for the upgrade of the lighting and ventilation systems at Tower Hill Coach and Car Park which aims to reduce energy consumption, costs and carbon emissions. This paper combines two sub-projects within the Energy Reduction Programme which relate to the same site. **RAG Status:** Amber [the last committee paper was the GW2 issue report, at which the status was Amber] **Risk Status:** Medium [the last committee paper was the GW2 issue report, at which the status was Medium] **Total Estimated Cost of Project (excluding risk): £261,218** **Change in Total Estimated Cost of Project (excluding risk): £108,993** increase on previous estimate due to the project scope being increased to include the ventilation works. While the total project cost has increased due to the scope increase, the cost of the combined works has decreased by £9,758 (excl. risk) since last reported. The total estimate cost (including risk) is within the previously allocated combined funding, as set out in the Funding Strategy of the Options Appraisal Matrix (see below). **Spend to Date: £6,150** for lighting surveys. **Costed Risk Provision Utilised: £0 (of which £0 amount has been drawn down since the last report to Committee);** **Slippage:** the project was previously aiming for Gateway 3-5 by January 2022 and works completion by July 2022. This has been delayed to Gateway 3-5 by May 2022 and works completion by March 2023. The delayed and extended timeframe is to allow

	development of a proposal from our existing energy performance contractor, and to allow an extended installation period required for the increased project scope and to minimise site disruption.
2. Next steps and requested decisions	**Next Gateway:** Gateway 6: Outcome Report **Next Steps:** • Establish Project Team, to be managed by City Surveyor's Minors Projects Team. • Instruct works contract for Vital Energi. • Detailed design to be undertaken by Vital Energi and approved by CoL. • Vital Energi to raise supply orders. • Commence installation. **Requested Decisions:** 1. That Option **2** is approved for the delivery of the works and the increase in the project scope to encompass both the lighting and ventilation works as these works relate to the same site and their combination will provide a more cost-effective approach and ensure good alignment of the works under a single main contractor; 2. Note the total estimated cost of the project at **£261,218** (excluding risk); 3. Approve a budget of **£243,093** for the capital works to reach the next Gateway; 4. Approve a budget of **£11,975** for the fees, which include project management support and building control, to reach the next Gateway; 5. Approve allocation of **£89,750** which is currently available from the Carbon Fund, in accordance with the approved policy approach (see background papers) to deliver reductions in carbon emissions from retrofitting measures in publicly owned operational buildings; 6. Approve a Costed Risk Provision of **£38,472** (to be drawn down via delegation to Chief Officer in consultation with the Chamberlain) to be funded wholly from the Carbon Fund; 7. Enter into a new works agreement with Vital Energi to undertake the works as Principal Contractor and Principal Designer, in accordance with the terms of their existing contract with CoL to deliver services under the National Framework Agreement for Energy Performance Contracting; 8. Procure the project management support services required to reach the next gateway.
3. Budget	The following sets out the budget for the recommended option 2. Total estimated cost of the project, including risk: £299,690. The estimated cost of the project excluding risk is £261,218. Spend to date of **£6,150** for lighting surveys which was wholly funded through the approved budget at Gateway 2 via City Fund.

<table>
<tr><td></td><td>The funding arrangement is presented in the Options Appraisal Matrix under option 2. The budget requested for option 2 to reach the next gateway is £255,068 and the breakdown is set out below.

<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Lighting: Main Works</td><td>Capital works</td><td rowspan="4">City Fund: £143,196

CWP: £29,000

Carbon Fund: £68,206</td><td>£141,734</td></tr>
<tr><td>Ventilation: Main Works</td><td>Capital works</td><td>£101,359</td></tr>
<tr><td>Project Management</td><td>Resource required to manage project on behalf of CoL</td><td>£9,975</td></tr>
<tr><td>Building Control</td><td>Compliance</td><td>£2,000</td></tr>
<tr><td colspan="3">Total</td><td>£255,068</td></tr>
</table>

Costed Risk Provision requested for this Gateway: £38,472 (as detailed in the Risk Register – Appendix 2) to cover any variations which may be required following detailed design, cost uplift from inflation, additional project management costs and making good, to be funded:
• £22,208 from City Fund
• £16,264 from Carbon Fund</td></tr>
<tr><td>4. Overview of project options</td><td>Option 1 (not recommended). Cancel the project. Do not proceed with upgrading the lighting and ventilation. This is not recommended as it will not support the City of London’s goals for reducing carbon emissions and energy costs.

Option 2 (recommended): Upgrade the lighting and ventilation. The scope of this option encompasses both the lighting works and ventilation works. Both works have been developed as part of the Energy Reduction Programme (ERP). The lighting works were previously approved as part of ‘Phase 1’ of the ERP (see background papers). The ventilation works have previously been allocated funding through the Cyclical Works Programme.

No alternative technical options have been identified for the lighting and ventilation to that which is proposed here under option 2.</td></tr>
<tr><td>5. Recommended option</td><td>Option 2, for the upgrade of the lighting and ventilation.

This option combines increases the scope of the project to encompass the lighting and ventilation works which have been developed as part of the Energy Reduction Programme. The reason for combining these works is they relate to the same site and their combination will provide a more cost-effective approach and ensure good alignment of the works under a single main contractor.</td></tr>
</table>

	These measures will provide significant energy cost and carbon emission savings with a favourable pay-back and can be met within the existing provisionally approved funding. This option provides an estimated saving of c.£52,575 per annum in electricity costs, with a simple payback of 5 years (excl. risk). The option provides an estimated annual saving of 56 tCO2e, equating to a 44% reduction in the sites carbon emissions, which supports the City of London's energy and carbon reduction goals. This option will also significantly reduce maintenance failures and costs for the site and prolong the life of the lighting and ventilation systems.
6. Risk	Costed Risk Provision Utilised at Last Gateway: £0 Change in Costed Risk: - £90,579 Note, the scope of the project at gateway 2 was different to that for this paper. **Service interruption**. The works to the lighting will require parts of the car park to be closed. The works to the ventilation will require temporary shut-down of the ventilation systems. This will need careful coordination with the site management and car/coach park users, to time the works when least disruptive. **Health and safety**: electrical and other related works and the tariff control within the demise require careful management in line with City of London policies. Further information available in the Risk Register (Appendix 2) and options appraisal matrix. **Costed Risk Provision requested for this Gateway: £38,472** (as detailed in the Risk Register – Appendix 2) to cover any variations which may be required following detailed design, additional project management costs and making good.
7. Procurement approach	City of London have an existing Call-off-Contract with Vital Energi under GLA's Re:fit framework, for which Vital Energi (the Service Provider) will provide a range of services including High Level Assessments, Investment Grade Proposals and Works Contracts to carry out Energy Efficiency Measures under an Energy Performance Guarantee. Vital Energy have undertaken surveys of Tower Hill Coach and Car Park and issued CoL with an Investment Grade Proposal (IGP) in accordance with their contract. The IGP sets out the firm costs, guaranteed savings and Measurement and Verification (M&V) plan for the works. The project works set out in this paper are to be carried out through entering into a new works agreement with Vital Energi, under the Call-off-Contract. Vital Energi will undertake the design and construction of the works and undertake the duties of Principal Contractor and Principal Designer. Following project completion,

	Vital Energi will undertake a M&V exercise, in accordance with an agreed method and best practice industry standards, to evidence the achieved savings.
8. Design summary	The final design shall be undertaken by Vital Energi as part of their works agreement and issued to CoL for approval. The following summarises the design as set out in Vital Energi's proposal (IPG) which has been informed through on-site surveys with their design team and sub-contractors. <u>Lighting</u> The scope of the lighting works covers the CoL demise within the ground floor coach park and basement car park, including stair wells, and the car park management facilities (office, mess etc.). The existing fluorescent luminaires will be replaced predominantly point-for-point with new LED luminaire fittings. The proposal includes a number of products all of which have been selected based on their suitability for the specific environment, ability to meet required light levels, quality, energy efficiency, and low maintenance. All come with a 5-year warranty as standard. The design includes for the standard and emergency lighting. To meet compliance with the latest emergency lighting regulations, a few additional light fittings are included for. The system will include new sensors and be controlled through a wireless mesh network, which reduces the cost and disruption of installing new wiring. The controls will increase the lighting on sensor occupancy detection and decrease the lighting after a time of non-detection to save energy. This will be designed to be safe for vehicles and occupants. The emergency lighting system will allow for remote (off-site) self-testing. <u>Ventilation</u> The scope covers the ventilation serving the car park and coach park areas. The ventilation system currently operates at a fixed maximum speed. The project will install new CO sensors throughout the coach and car park to detect emission levels and vary the speed on the ventilation to ensure emissions are kept below regulated requirements at all times. The sensors will be hard wired to communicate to the BMS (Building Management System). The BMS programme and graphics will be updated to reflect the new control strategy. Inverters (variable speed drives) will be installed to vary the speed of the ventilation fan motors under the control of the BEMS. The existing ductwork will be retained, although the project will include for some repairs where the ductwork is visibly damaged.
9. Delivery team	The project will be led by the Minor Projects Team, City Surveyor's. Project management consultancy support will be procured as a one-off purchase, in accordance with normal procurement rules.
10. Success criteria	1. Completed by 31st March 2023. 2. Completed within budget. 3. Verified energy cost savings of £50,682 per annum.

	4. Verified carbon savings of 56 tCO2e per annum.
11. Progress reporting	Through Project Vision.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register

Background documents

Energy Reduction Programme – Phase 1 GW2 (issue) Project Proposal
City Corporation's Proposed Approach to Carbon Offsetting

Contact

Report Author	Mark Donaldson
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Telephone Number	0780 8844409

Options Appraisal Matrix

Option Summary	Option 1	Option 2
1. Brief description of option	**Option 1. Cancel the project.** Do not proceed with replacing the car park lighting in the basement mezzanine floor.	**Option 2**. **Proceed with lighting and ventilation works.** The scope of this option encompass both the lighting works and ventilation works. Both works have been developed as part of the Energy Reduction Programme (ERP). The lighting works were previously approved as part of 'Phase 1' of the ERP (see background papers). The ventilation works have previously been allocated funding through the Cyclical Works Programme.
2. Scope and exclusions	N/A	Scope: • Lighting within the City of London's demise within Tower Hill Coach and Car Park. • Ventilation systems serving City of London's demise within Tower Hill Coach and Car Park.
Project Planning		
3. Programme and key dates	N/A	May-22: GW3-5 approval Jun-22: Instruct works agreement with Vital Energi Jul-22: Contractor mobilisation, supply orders raised Nov-22: Commence installation Mar-23: Complete installation Sep-23: Gateway 6

<table>
<tr><th>Option Summary</th><th>Option 1</th><th>Option 2</th></tr>
<tr><td>4. Risk implications</td><td>Low</td><td>Low

Further information available within the Risk Register (Appendix 2).

Service interruption. The works to the lighting will require parts of the car/coach park to be closed. The ventilation system upgrades will also incur a short downtime to the ventilation system. This will need careful coordination with the site and car park users.

Health and safety: electrical and other related works, and traffic within the demise requires careful management in line with City of London policies.</td></tr>
<tr><td>5. Stakeholders and consultees</td><td>N/A</td><td>
<table>
<tr><td>1. Corporate Property</td><td>Paul Wilkinson, Peter Collinson, Graeme Low, Andrew Coke, Samantha Williams, Jonathan Cooper, Darren Horrigan, Paul Friend, Mark Donaldson, Peter Dempsey, Terence Short</td></tr>
<tr><td>2. IT</td><td>N/A</td></tr>
<tr><td>3. Chamberlains</td><td>John James, Dianne Merrifield</td></tr>
<tr><td>4. Procurement</td><td>Kayleigh Rippe</td></tr>
<tr><td>5. Communications</td><td>N/A</td></tr>
<tr><td>6. Site users/clients</td><td>Ian Hughes, Ken Stone</td></tr>
</table>
</td></tr>
<tr><td>6. Benefits of option</td><td>No funding required.</td><td>Cost savings est. of c.£52,575/yr. These savings are guaranteed under the energy performance contract with Vital Energi. A M&V (Measurement and Verification) exercise will be undertaken 6 months after installation to verify the actual project savings which will be evidenced through the metered electricity consumption.

Carbon emission savings est. of c.56 tCO_2e/yr.

New lighting with lower maintenance failures and associated costs.</td></tr>
</table>

Option Summary	Option 1	Option 2
		New ventilation sensors control which will ensure compliance with regulations in providing good internal air quality while minimising the operating hours of the plant and hence reduce maintenance failures and costs.
7. Disbenefits of option	Higher ongoing energy and maintenance costs	Capital cost. Staff management and resource implications.
Resource Implications		
8. Total estimated cost	N/A	Total estimated cost (excluding risk): **£261,218** Highly confident in the cost at this stage. Total estimated cost: (including risk): **£299,690**
9. Funding strategy	N/A	The total estimated cost (including risk) of **£299,690** shall be met through the following funding sources: **£180,940 from City Fund**. This funding was previously provisionally approved by RASC towards this sub-project as part of the Energy Reduction Programme – Phase 1, as set out in the Gateway 2 issue report approved in November 2021. This funding was allocated on a spend-to-save basis for achieving a 5-year payback. **£29,000 from CWP** funding (project number (project number R0822CW001L) allocated towards the ventilation works. **£89,750 from the of Carbon Fund**, in accordance with the **'**City Corporation's Proposed Approach to Carbon Offsetting' (see background papers). This level of funding is available and has been provisionally allocated to the Energy Reduction Programme – Phase 2 for the ventilation works on the basis that this site meets the offsetting approach to deliver reductions in carbon emissions from retrofitting measures in publicly owned operational buildings (i.e. excluding

Option Summary	Option 1	Option 2
		"investment properties") where those measures provide additional carbon emission reductions that would not otherwise be achieved.
10. Investment appraisal	N/A.	A simple payback for the whole project has been estimated of 5 years based on estimated cost savings of c.£52,575/yr. (based on current energy prices). The energy savings are an estimate based on assumptions of the existing system and proposed system. These estimations will be verified post-completion.
11. Estimated capital value/return	N/A	Estimated cost savings of c.£52,575/yr and simple payback of 5 years. Moderately confident (+/-15%). The savings estimate will be refined as the project is developed to final design and verified after completion. The energy cost savings are based on existing electricity prices with a 30% uplift to reflect a rough 5-year forecast.
12. Ongoing revenue implications	N/A	There will be a reduction in maintenance costs as the new lighting has a significantly longer life than the existing and the new lighting and ventilation controls will reduce the operating hours of the plant and also reduce future maintenance.
13. Affordability	N/A	The cost for this option can be accommodated within funding allocations already approved in principle, as set out in item 9 above.
14. Legal implications	N/A	None.
15. Corporate property implications	Does not align with the Corporate Property Asset Management Strategy 2020-2025	• This project aligns with the Corporate Property Asset Management Strategy 2020-2025 in reducing energy costs and carbon emissions.

Option Summary	Option 1	Option 2
		• Works require careful planning, consultation and coordination to minimise the disruption and impacts to building services and site users. • Works require coordination with other site works/projects and activities/events. • Security considerations for contractor access to certain areas. • Maintenance contracts and registers need to be updated to account for the changes to the building services and systems. • Good commissioning and hand-over process required to ensure the upgraded lighting is working satisfactorily.
16. Traffic implications	N/A	None.
17. Sustainability and energy implications	Cancelling the project would be a missed opportunity for reducing energy and carbon emissions for this site and does not support the City of London's net zero carbon targets.	This project supports the City of London's net zero carbon targets as set out in the Climate Action Strategy.
18. IS implications	N/A	All normal and emergency lighting can be controlled via an app which will be downloaded onto an Apple mini iPad for ease of use. The new lighting system will require the installation of a gateway and 4G modem.
19. Equality Impact Assessment	N/A	None.
20. Data Protection	N/A	N/A

Option Summary	Option 1	Option 2
Impact Assessment		
21. Recommendation	Not recommended	Recommended

Project Coversheet

[1] Ownership & Status

UPI: 12336
Core Project Name: Energy Reduction Programme: Tower Hill Coach & Car Park Lighting and Ventilation Upgrades
Programme Affiliation (if applicable): Energy Reduction Programme
Project Manager: Mark Donaldson
Definition of need: the Energy Reduction Programme aims to achieve energy savings through spend-to-save capital projects and carbon reductions in support of the City of London's Climate Action Strategy goal to be net zero by 2027 within the City of London's operational buildings.

The Tower Hill Coach & Car Park incorporated two sub-projects within the Energy Reduction Programme: lighting upgrade (as included for in Phase 1 of the programme) and ventilation update (as included for in Phase 2 of the programme). The following sets out the key success measures and milestones relating only to the Tower Hill Coach and Car Park.

Key measures of success:

- Typical energy costs savings of at least £52,575/yr.
- Achieve a simple payback of 5 years or less.
- Achieve carbon emission savings of 56 tCOe2/yr
- Meet the performance requirements for the spaces.

Expected timeframe for the project delivery: Completion by March 2023.

Key Milestones:

May-22	GW 3/4/5 reports approved for lighting and ventilation upgrades for Tower Hill Coach and Car Park
Jun-22	Instruct works agreement with Vital Energi
Jul-22	Contractor mobilisation, supply orders raised
Nov-22	Commence installation
Mar-22	Works completed
Sep-23	GW6 approved

Are we on track for completing the project against the expected timeframe for project delivery? Y (against the above revised timeframe)

Has this project generated public or media impact and response which the City of London has needed to manage or is managing?
No.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

Note: Gateway 1, 2 and 2 issue reports relate to the whole of the Energy Reduction Programme (Phase 1). Gateway 3-5 only relates to the projects for Tower Hill Coach and Car Park.

'Project Briefing' G1 report (as approved by Chief Officer 15/12/2019):

- Total Estimated Cost (excluding risk): £1,076,002
- Costed Risk Against the Project: Not determined at this stage.
- Estimated Programme Dates: Lower Range estimate: 01/02/2020 – 31/12/2020, Upper Range estimate: 01/04/2020 – 31/12/2021

'Project Proposal' G2 report (as approved by PSC on 16/03/2020):

- Total Estimated Cost (excluding risk): £1,153,000
- Resources to reach next Gateway (excluding risk): £40,250
- Spend to date: £0
- Costed Risk Against the Project: £149,700
- CRP Requested: £10,100
- CRP Drawn Down: £0
- Estimated Programme Dates: GW3/4 between Jul-20 to Oct-20; GW5 between Dec-20 to Jun-21; Completion between Dec-21 and Jul-22; GW6 between May-22 and Jan-23.

Scope/Design Change and Impact: the programme timeline was extended due to staff resource constraints with progressing the development of the projects.

'Project Proposal' Issue G2 report (as approved by PSC on 17/11/2021):

- Total Estimated Cost (excluding risk): £490,089
- Resources to reach next Gateway (excluding risk): £0
- Spend to date: £13,345
- Costed Risk Against the Project: £128,298
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates:

Nov-21	GW2(issue) report approved to change project scope and agree new funding arrangement.
Jan-22	GW 3/4/5 reports approved for LED lighting for Tower Hill Coach and Car Park and Smithfield Car Park
	GW 3/4 report approved for LED lighting for Central Criminal Court
Apr-22	Procurement completed for LED Lighting works for Tower Hill Coach and Car Park
May-22	Works start for Tower Hill Coach and Car Park
Jun-22	Procurement completed for LED Lighting works for Smithfield Car Park
	Procurement completed for LED Lighting works for Central Criminal Court
	GW5 report approved for LED lighting for Central Criminal Court
Jul-22	Works completed for Tower Hill Coach and Car Park
	Works start for Smithfield Car Park
	Works start for Central Criminal Court Lighting
Nov-22	Works completed for LED Lighting for Smithfield Car Park
Dec-22	GW6 approved for LED Lighting works for Tower Hill Coach and Car Park
	Works completed for LED lighting for Central Criminal Court
Mar-23	GW6 for LED Lighting for Smithfield Car Park
	GW6 for LED Lighting for Central Criminal Court

Scope/Design Change and Impact: this issue report sets out a significant change in the scope of the scope, reducing from 8 sub-projects to 3 sub-projects. This is mainly due to sub-projects now being delivered through the PSDS project. The three sub-projects which are to be progressed, all of which are for LED lighting, will be presented through separate gateway reports in future: 1) Tower Hill Coach and Car Park, 2) Smithfield Car Park, 3) Central Criminal Court.

Note: Gateway 1, 2 and 2 issue reports relate to the whole of the Energy Reduction Programme (Phase 1). Gateway 3-5 only relates to the projects for Tower Hill Coach and Car Park.

'Authority to start Work' G3-5 report for Tower Hill Coach & Car Park (this report):

- Total Estimated Cost (excluding risk): £261,218
- Resources to reach next Gateway (excluding risk): £255,068
- Spend to date: £6,150
- Costed Risk Against the Project: £38,472
- CRP Requested: £38,472
- CRP Drawn Down: £0
- Estimated Programme Dates:

May-22	GW 3/4/5 reports approved for lighting and ventilation upgrades for Tower Hill Coach and Car Park
Jun-22	Instruct works agreement with Vital Energi
Jul-22	Contractor mobilisation, supply orders raised
Nov-22	Commence installation
Mar-23	Works completed
Sep-23	GW6 approved

Scope/Design Change and Impact:
This project is for the upgrade of the lighting and ventilation systems at Tower Hill Coach and Car Park which aims to reduce energy consumption, costs and carbon emissions. This paper combines two sub-projects (lighting and ventilation) within the Energy Reduction Programme which relate to the same site. The reason for combining these works is they relate to the same site and their combination will provide a more cost-effective approach and ensure good alignment of the works under a single main contractor.

Total anticipated on-going commitment post-delivery [£]: The new plant will require maintenance, but as it is replacing existing plant and as it is anticipated to have a lower maintenance requirement, there should be no on-going maintenance costs higher than the existing.

Programme Affiliation [£]: Energy Reduction Programme

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City of London: Projects Procedure Corporate Risks Register

Project name: *Energy Reduction Programme: Tower Hill Coach & Car Park Lighting and Ventilation Upgrades*

Unique project identifier: *12336*

Total est cost (exc risk) *£261218*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**9.8**
Avg risk post-mitigation	**3.6**
Red risks (open)	**3**
Amber risks (open)	**7**
Green risks (open)	**2**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£38,472.00	15%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£38,472.00	15%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£38,472.00	15%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	**0.0**	£0.00	0	0	0
(2) Financial	6	**5.7**	£37,472.00	0	5	1
(3) Reputation	0	**0.0**	£0.00	0	0	0
(4) Contractual/Partnership	1	**16.0**	£0.00	1	0	0
(5) H&S/Wellbeing	3	**17.3**	£0.00	2	1	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	1	**12.0**	£0.00	0	1	0
(9) Environmental	0	**0.0**	£0.00	0	0	0
(10) Physical	1	**3.0**	£1,000.00	0	0	1

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion)	£0.00	**Total CRP used to date**	£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	Energy Reduction Programme: Tower Hill Coach & C	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 38,472	**Average unmitigated risk**	9.8	**Open Risks**	12
Unique project identifier:	12336	**Total estimated cost (exc risk):**	£ 261,218	**Total CRP used to date**	£ -	**Average mitigated risk score**	3.6	**Closed Risks**	0

General risk classification											Mitigation actions								Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	Additional unplanned works required to meet compliance or scope	Additional works exceed approved budget. Unable to carry out reccomended works or descoping to allow for essential items only.	Possible	Serious	6	£35,976.00	Y - for mitigation costs	C – Uncomfortable	CRP requested to allow for potential variations to the scope of works which which may be identified during detailed design or installation.	£35,976.00	Possible	Minor	£0.00	3	£0.00	To address any changes to scope of works	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R2	5	(2) Financial	Project scope/programme changes require additional project management resource	Project management budget exceeded, unable to effectively manage the project leading to risk of failure or poor outcomes	Possible	Serious	6	£1,496.00	Y - for mitigation costs	C – Uncomfortable	CRP requested to allow for potential variations to the scope of works which which may be identified during detailed design or installation which then require additional project management support	£1,496.00	Possible	Minor	£0.00	3	£0.00	To address any changes to scope of works	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R3	5	(10) Physical	Unavoidable decorative damage to ceilings/walls due to the installation	Unsightly damage	Possible	Minor	3	£1,000.00	Y - for mitigation costs	C – Uncomfortable	CRP requested for making good any damage identified post-installation	£1,000.00	Possible	Minor	£0.00	3	£0.00	Repair/painting to walls/ceilings	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R4	5	(2) Financial	Delay in allocating Project Manager resource	Delay to project programme	Possible	Serious	6	£0.00	N	B – Fairly Confident	Early liaison with Minor Projects Team to identify resource requirements and approach	£0.00	Possible	Minor	£0.00	3	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R5	5	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitible. The potential impact of the disruption is project specific. Could result in part or full building closure, occupant/user complaints, project delays/deferment, and increased costs.	Likely	Major	16	£0.00	N	C – Uncomfortable	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could include the timing of works, provision of temporary alternative services, and ensuring this is well communicated to stakeholders. Good selection of Main Contractor. Good communication between the project team and stakeholder.	£0.00	Likely	Minor	£0.00	4	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R6	5	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially: project delays and legal action.	Possible	Extreme	24	£0.00	N	D – Very Uncomfortable	Ensure project is specified, designed, procured, and installed/managed in acordance with regulations and CoL policies. A competant Project Manager, with appropriate experience in building services installations, will be appointed to manage the projects and ensure compliance with regulations and CoL polices.	£0.00	Rare	Extreme	£0.00	8	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R7	5	(4) Contractual/Partnership	Installation is not compliant	Depending the the nature of the compliance this could have minor to major issues. It could result in essential services being shut-down or building areas being unoccupied.	Unlikely	Extreme	16	£0.00	N	C – Uncomfortable	Early application with Building Control to review compliance needs. Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Serious	£0.00	2	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R8	5	(5) H&S/Wellbeing	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major disatisfaction depending on the resulting issues.	Possible	Major	12	£0.00	N	C – Uncomfortable	Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets standards. Enhanced scrutiny should be given to works to services which have higher risks.	£0.00	Rare	Serious	£0.00	2	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R9	5	(2) Financial	Projected energy savings not achieved	Longer payback period which erodes the business case which is based on a short spend-to-save payback	Possible	Serious	6	£0.00	N	B – Fairly Confident	Procurement approach is through an Energy Performance Contract which includes savings guarantees.	£0.00	Possible	Minor	£0.00	3	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R10	6	(8) Technology	Installed assets fail before anticipated life	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	B – Fairly Confident	Specify quality equipment with a high confidence for meeting project life basis for whole-life-cost business case. Ensure efficient assets are under appropriate maintenance contract and that maintenance is carried out in accordance with manufacturers recommendations.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		

R11	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	Consult with corporate property stakeholders to ensure alignment with existing asset and building plans.	£0.00	Unlikely	Serious	£0.00	4	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		
R12	5	(2) Financial	Delays to decision making or surveys due to a significant outbreak of the Corona virus.	Delays to project programme.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Revise project programme as required	£0.00	Possible	Serious	£0.00	6	£0.00	N/A	04/04/22	City Surveyor's, Corporate Energy Team	Mark Donaldson		

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Committees: Corporate Projects Board Operational Property and Projects Streets and Walkways	**Dates:** 11 May 2022 30 May 2022 31 May 2022
Subject: 60 London Wall S278 **Unique Project Identifier:** 11982	**Gateway 6: Outcome Report** Regular
Report of: Executive Director Environment **Report Author:** Leah Coburn – City Transportation	**For Decision**
PUBLIC	

Summary

1. Status update	**Project Description:** 60 London Wall S.278 Highway Improvements. All project costs were fully funded by the developer. **RAG Status:** Green (Green at last report to Committee) **Risk Status:** Low – this project is fully reimbursable (Low at last report to committee) **Costed Risk Provision Utilised: N/A** **Final Outturn Cost:** *£374,650*
2. Next steps and requested decisions	**Requested Decisions:** Members of Streets and Walkways and Project Sub – Committees are asked to; • Approve the content of this outcome report noting that the project was delivered to meet the developers programme and within the budget approved at G5. • Authorise the Chamberlain's department to return unspent S278 funds to the Developer as set out in the s278 legal agreement (subject to the verification of the final account); and • Agree to close the 60 London Wall project
3. Key conclusions	The improvements, as shown in **Appendix 1,** have been successfully implemented in parallel with the completion of the building as agreed with the developer.

	There were delays to the programme caused by COVID-19 lockdown. Works were postponed during summer 2020 to ensure space was available for people returning to work to maintain safe social distancing. COVID-19 caused further delays by impacting the availability of term contractor staff to carry out the works. Delays were also caused by the developer failing to hand over areas to the City's contractor as agreed which required changes to the programme of works. Ultimately the delays did not impact the developer as COVID-19 also impacted their occupation date. This meant that the Highways works were completed prior to occupation. Carriageway resurfacing works on London Wall were delayed on multiple occasions due to issues with contractor resourcing and weather. These delays did not impact the occupation of the building.

Main Report

Design & Delivery Review

4. Design into delivery	The proposed design has successfully accommodated the associated new development. The City's Highways Team and the term contractor (J B Riney) worked together with the developer to re-programme works where necessary.
5. Options appraisal	The project was limited in its opportunities to explore different designs due to both the standardised nature of the work and the tangible restrictions around them, such as building lines and the road network. Therefore, alternative options were not explored.
6. Procurement route	The design was prepared in-house by the City's highways team and the City's term contractor was used to deliver the project.
7. Skills base	The Project Team had the skills, knowledge and experience to manage and deliver the project.
8. Stakeholders	Local stakeholders, such as neighbouring buildings, were engaged throughout the processes and the project was able to deliver the highways changes to the developers satisfaction.

Variation Review

9. Assessment of project against key milestones	As detailed above, the City's construction period was delayed by the COVID-19 pandemic and resulting lockdown, which meant works were paused and then caused issues with availability of resource for J B Riney to carry out the works. Works were also delayed by the developer failing to hand over areas as agreed. As a result completion of the project was delayed from September 2020 to March 2022. While significant, the delay did not impact the developer's occupation of their building as COVID-19 also delayed this and the

	final works to resurface the carriageway did not prevent occupation.
10. Assessment of project against Scope	The cost estimate increased between G2 and G5 due to the need to undertake more substantial work to tie into building thresholds than what was anticipated. This required additional drainage works and additional construction costs of £170K which were detailed in the G5 report. A new dropshaft on London Wall was designed out during construction. Otherwise there were no substantial changes to the design approved at Gateway 5. This was achieved by opening a dialogue with the Developer and the statutory undertakers involved as early as possible to confirm the scope of work required.
11. Risks and issues	The risk of the developer not handing over work areas in line with our programme was realised. This required the programme to be adjusted and increased staff costs. These increased costs were passed on to the developer. We work closely with developers on S278 projects try and capture changes to programme as soon as possible but it wasn't possible in this situation due to last minute changes to labour and materials due to the impact of the covid pandemic.
12. Transition to BAU	The project is now complete and has been passed over to the Highways Maintenance team to manage. The scheme was designed and built to the City's specifications.

Value Review

13. Budget

Estimated Outturn Cost (G2)	£200,000-£250,000 (excluding risk):

	At Authority to Start work (G5)	*Final Outturn Cost*
Fees	*£29,436*	*£9,846*
Staff Costs	*£88,358*	*£77,086*
Works	*£288,003*	*£287,718*
Total	*£405,797*	*£374,650*

The reduced spend on Fees compared to the estimate was due to the drop shaft not needing to be constructed which would have required archaeological supervision (Estimated at £10k). Costs for the topographical and radar surveys also came in under budget.

Please confirm whether or not the Final Account for this project has been verified.*

Not verified

14. Investment	N/A
15. Assessment of project against	The project achieved its objectives of;

SMART objectives	1. Meeting the needs of the developer and delivering works to align with their programme 2. Meeting the requirements of the City in terms of: appearance, function and cost (funded by the developer) 3. Providing a better pedestrian experience, measured against the ten Healthy Streets indicators.
16. Key benefits realised	The key benefits have been realised; 1. To deliver a high quality and functional highway in the vicinity of the development 2. To mitigate the impacts of the development on the surrounding highway 11. This project will be fully funded by the developer, including the provision of applicable commuted maintenance sums.

Lessons Learned and Recommendations

17. Positive reflections	The project team worked well with the Developer and their contractors in difficult circumstances. Despite the impact of COVID-19 the project delivered against the key milestone of ensuring works were completed in time for the occupation of the development.
18. Improvement reflections	The agreed site handover phasing was not kept to by the Developer's contractors. This meant the project team had to adjust the work programme on several occasions. It is worth noting that this was happening under the effects of the COVID-19 restrictions, so it was more complicated for the project team to visit site and attend meetings as they had been able to do before. The issues of differences between building finished floor levels and the surrounding highways levels is one that often arises on these types of projects where the works are limited to footway replacement only i.e not a full scheme including carriageway reconstruction or a complete change to the highway. Both the Planning and Highways / Public Realm teams try to ensure this is avoiding through the pre application and planning process.
19. Sharing best practice	Dissemination of information through team and project staff briefings has taken place.
20. AOB	N/A

Appendices

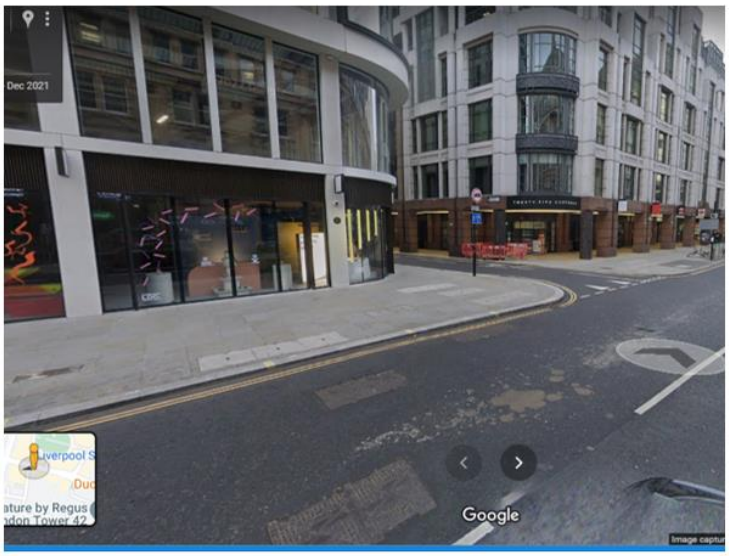
Appendix 1	60 London Wall – Before and After Photos
Appendix 2	60 London Wall – Final Project Costs

Contact

Report Author	Leah Coburn – City Transportation
Email Address	Leah.coburn@cityoflondon.gov.uk

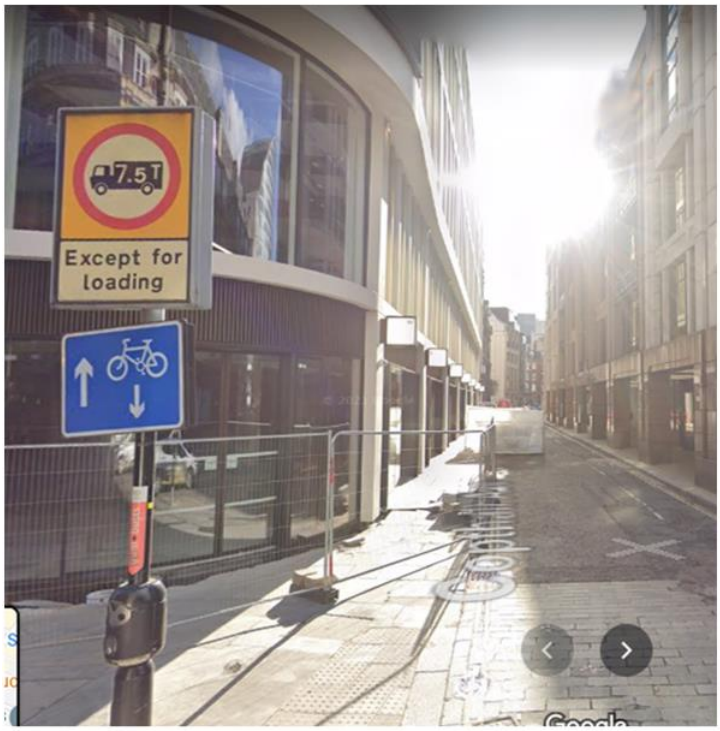
60 London Wall- Copthall Avenue:

Left (Before completed works): November 2020 Right (After completed works): May 2022

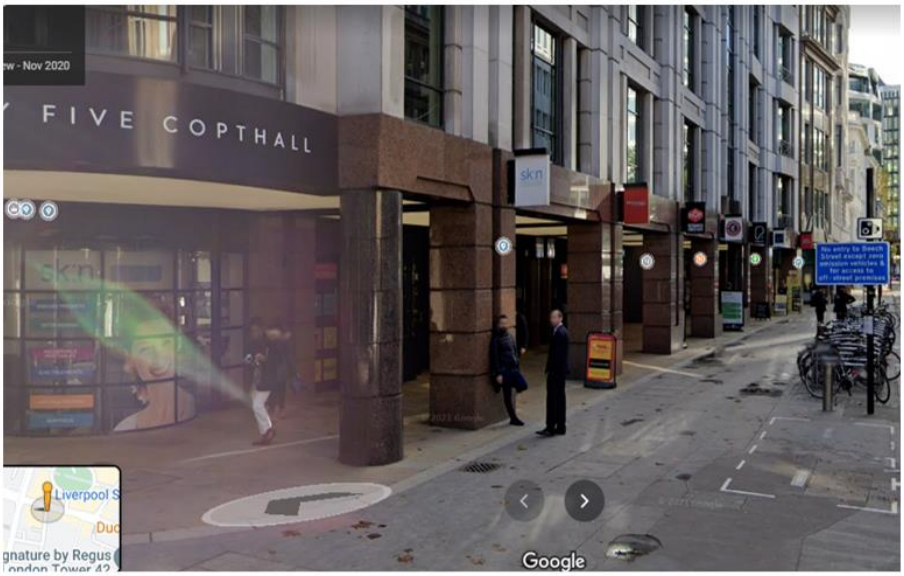


South down Copthall Avenue from London Wall.

South West on London Wall facing Copthall Avenue.



South East on London Wall at Copthall Avenue



South West London Wall at Twenty Five Copthall Avenue

Appendix 2

Budget Monitoring Report - Summary

Time run: 28/04/2022 13:46:04

Core Project	Linked Project Number	Project Number	Project Name	Top Task	Sub Task	Approved Budget	Actuals - AP + Misc	GRN Actual Unmatched	Commitment	Total	Amount Unspent
L5-60 London Wall S278	16100395	16100395	60 London Wall S278.	3A Staff Costs	Env Serv Staff Cost	22,403.00	20,246.32	0.00	0.00	20,246.32	2,156.68
					P&T Staff Costs	5,229.00	1,030.45	0.00	0.00	1,030.45	4,198.55
				3A Staff Costs Total		**27,632.00**	**21,276.77**	**0.00**	**0.00**	**21,276.77**	**6,355.23**
				Fees	P&T Fees	25,666.00	6,076.00	0.00	0.00	6,076.00	19,590.00
				Fees Total		**25,666.00**	**6,076.00**	**0.00**	**0.00**	**6,076.00**	**19,590.00**
				Works	Env Servs Works	288,003.00	287,717.57	0.00	0.00	287,717.57	285.43
				Works Total		**288,003.00**	**287,717.57**	**0.00**	**0.00**	**287,717.57**	**285.43**
		16500395	60 London Wall S278 OH.	3A Staff Costs	Env Servs Staff Cost	20,217.00	18,832.36	0.00	0.00	18,832.36	1,384.64
					Staff Costs	4,179.00	656.16	0.00	0.00	656.16	3,522.84
				3A Staff Costs Total		**24,396.00**	**19,488.52**	**0.00**	**0.00**	**19,488.52**	**4,907.48**
	16100395 Total					**365,697.00**	**334,558.86**	**0.00**	**0.00**	**334,558.86**	**31,138.14**
	16800395	16600395	60 London Wall S278 - OH	3A Staff Costs	Env Servs Staff Cost	7,455.00	7,455.00	0.00	0.00	7,455.00	0.00
					Staff Costs	9,879.00	9,878.97	0.00	0.00	9,878.97	0.03
				3A Staff Costs Total		**17,334.00**	**17,333.97**	**0.00**	**0.00**	**17,333.97**	**0.03**
		16800395	60 London Wall S278	3A Staff Costs	Env Servs Staff Cost	8,152.00	8,152.00	0.00	0.00	8,152.00	0.00
					Legal Staff Costs	100.00	91.66	0.00	0.00	91.66	8.34
					P&T Staff Costs	10,744.00	10,743.03	0.00	0.00	10,743.03	0.97
				3A Staff Costs Total		**18,996.00**	**18,986.69**	**0.00**	**0.00**	**18,986.69**	**9.31**
				Fees	P&T Fees	3,770.00	3,770.00	0.00	0.00	3,770.00	0.00
				Fees Total		**3,770.00**	**3,770.00**	**0.00**	**0.00**	**3,770.00**	**0.00**
	16800395 Total					**40,100.00**	**40,090.66**	**0.00**	**0.00**	**40,090.66**	**9.34**
L5-60 London Wall S278 Total						**405,797.00**	**374,649.52**	**0.00**	**0.00**	**374,649.52**	**31,147.48**
Grand Total						**405,797.00**	**374,649.52**	**0.00**	**0.00**	**374,649.52**	**31,147.48**

Table 1: Spend to Date - 60 London Wall S278 (SRP) - 16800395			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Servs Staff Costs	15,607	15,607	-
Legal Staff Costs	100	92	8
P&T Staff Costs	20,623	20,622	1
P&T Fees	3,770	3,770	-
TOTAL	**40,100**	**40,091**	**9**

Table 2: Spend to Date - 60 London Wall S278 (CAP) - 16100395			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Env Serv Staff Costs	42,620	39,079	3,541
P&T Staff Costs	9,408	1,687	7,721
P&T Fees	25,666	6,076	19,590
Env Servs Works	288,003	287,718	285
TOTAL	**365,697**	**334,559**	**31,138**

Committees: Corporate Projects Board - *for decision* Epping Forest and Commons Committee - *for decision* Operational Property and Projects Sub - *for decision*	**Dates:** 02 February 2022 09 May 2022 30 May 2022
Subject: Provision of car park charging infrastructure across the Commons Division at car parks at Burnham Beeches, Riddlesdown and Farthing Downs. **Unique Project Identifier:** 12063	**Gateway 6: Outcome Report** Light
Report of: Director of Open Spaces **Report Author:** Andy Barnard. Asst Director, The Commons	**For Decision**
PUBLIC	

Summary

1. Status update	**Project Description:** A project to provide infrastructure to enable the introduction of charges for the parking of cars at Riddlesdown and Farthing Downs and to improve existing infrastructure at Burnham Beeches. **RAG Status:** Green **Risk Status:** Low **Costed Risk Provision Utilised:** £0 **Final Outturn Cost:** £120,045
2. Next steps and requested decisions	**Requested Decisions:** *1. Note this G6 report.* *2. Approve closure of this project*
3. Key conclusions	The project was delivered in its entirety within budget but to a slightly lengthier timeline due to severe disruption/impacts of Covid throughout the timetabled delivery period. As such the car parking charge infrastructure was fully operational from January 2021 rather than October 2020.

	Hardware and software have been working reliably since installation. Car park income is now being realised across all three project sites and currently exceeding the £86,000 annual target set out in the G5 report with the first 11 months having accrued £204,000. Members should note that the early Covid period saw several months of exceptional (2x) use of the open spaces which has inflated income to a very significant extent. It is highly unlikely that this level of income will be achieved in more normal times however, confidence remains that the original income targets remain achievable. Initial outlay of the project totalled £120,045. Income in year 1 has already exceeded the capital outlay (even allowing for the time value of money) and therefore this project is demonstrating a positive Net Present Value. In general, the project was more complex than originally anticipated due to the multitude of possible technical solutions on the market. A soft market testing process helpfully refined the solutions so that the final tender specification best suited the remote geographic location of each car park and the available service utilities. The project tender process was led by the Head Ranger of Burnham Beeches with design and technical expertise provided by District Enforcement and the City's IT systems team in the Chamberlains Dept. Pay by Phone was delivered by RingGo. Civil engineering and landscaping works were carried out by the City Surveyor. Provision of information signage was delivered by the local open spaces team. Community consultation was delivered by the Open Spaces team via the established Consultative Groups at each open space coupled to newsletter and social media messaging prior, during and post, delivery phase. Given the nature of the project there was perhaps inevitably, still some local concern and resistance. All issues were dealt with by the Superintendent, Chairman of Epping Forest and local teams. The central media team were kept informed and primed should there be any wider press or reputational issues. These community concerns seem to have abated in recent months. The introduction of Automatic Number Plate Recognition cameras (ANPR) was perhaps the most technical issue but has proved of immense benefit as it automated the enforcement of charges and penalties for failure to pay thereby minimising input from local officers. ANPR has also helped to reduce antisocial behaviours on the sites (fly tipping, vandalism, overnight stays etc).

Main Report

Design & Delivery Review

4. Design into delivery	The design work described in the Gateway 5 report set out a clear project delivery pathway and this was very largely followed. The main disruptor was the Covid Pandemic. This led to a programme slippage of 3 months so that the infrastructure went live in a phased manner i.e. December 2020 at Burnham Beeches and January 2021 at Riddlesdown and Farthing Downs rather than all in October 2020.
5. Options appraisal	The options appraisal stage was critical to the successful outcome of the project. An early decision not to offer 'pay by cash' helped refine matters and focused activity on the need to offer a variety of other, operationally more efficient payment options to ensure visitors to the open space could pay either by phone or by card. This decision has also helped to reduce the local administration burden particularly at Burnham Beeches where previously cash payment was the only option with all the associated handling costs The use of ANPR ensured that enforcement could be carried out remotely by our existing contractor, District Enforcement, thereby ensuring minimal impact on the Ranger teams. Rangers at all three sites enforce parking charges where there is no ANPR i.e. occasional roadside parking offences and two Pay-by-Phone 'only' car parks at Burnham Beeches.
6. Procurement route	Procurement reference number Prj-CoL- 16459 The services were procured by open tender (preceded by soft market testing) with the assessment and appointment process led by the Project Manager. The process attracted three good quality tenders. The interview process led to further refinement of the technical options/challenges (particularly links between software and hardware and banking/auditing). The option to test the car park charge machines recommended by each contractor ensured that we procured an appropriately robust system that was easy to operate by both car park users and staff.
7. Skills base	As this was a client led project it was project managed by the Head Ranger of Burnham Beeches who had some experience of car park infrastructure at that site. However, project managing the design and installation of an entirely new system was a different category of challenge and provided a steep learning curve. The Head Ranger surmounted all difficulties and acted as a first-class project manager. The City Surveyor has a wealth of experience in delivering this type of infrastructure and facilitated progress with the project manager and lead contractor as required. Software and data advice were a greater challenge with less clarity than was perhaps expected albeit all matters were successfully resolved.

	District Enforcement, Hectronic and RingGo provided training for the local Ranger and Administration teams on all new software and hardware issues. All new systems have been absorbed by the existing local teams. No new posts were created, or staff costs increased.
8. Stakeholders	Local communities were consulted via the established, local, consultative groups. Despite the ensuing Covid pandemic great effort was taken to explain that the introduction of car park charges was driven by 12% cuts being introduced in 2020/21 financial year. Discussions took place in a timely manner i.e. from January 2019 onwards and were the subject of site visits as well as formal meetings. Some individual objections were raised across all 3 open spaces once the social and local media campaigns had announced the project. These were mainly critical comments expressing doubt for the need for budget cuts. Another common criticism was that the City was being insensitive by introducing the charges during the pandemic. Local Parish, Borough and County Councillors were lobbied by some local residents and they in turn sought comment from the Superintendent asking for the project to be either delayed or cancelled entirely. The Superintendent, with Member support, resisted these views. Whilst the project has been delivered and most now accept the need to charge for car parking on the open spaces the matter is still occasionally being raised.

Variation Review

9. Assessment of project against key milestones	The key dates of the tender process (February-March 2020) were delivered on schedule. The Covid pandemic occurred in March 2020 and matters became significantly trickier as contractors were unable to visit the sites and plan civil engineering works. The October 2020 'go live' deadline for all three sites was missed but all parties worked hard to work to a new, phased, schedule with Burnham Beeches going live in early December 2020 and Farthing Downs and Riddlesdown following in late January 2022. This phased approach minimised loss of income to local risk budgets and allowed time to test equipment /software and resolve any issues at Burnham Beeches before wider use.
10. Assessment of project against Scope	The project set out to introduce 7 day per week car park charges at Riddlesdown and Farthing Downs and extend existing weekend car park charges at Burnham Beeches from weekends and bank holidays only to 7 days per week. The project was 'motivated' by

	the need to meet 12% budget cuts commencing 2021/22. The project has met those criteria within budget albeit to a slightly delayed deadline. The project has also delivered some fringe benefits including reductions in vandalism, antisocial behaviour and vehicle related incursions all of which has helped to reduce pressures on local risk budgets and officer time. Decreasing use of the car park for non-open space activities e.g. dropping off and picking up students from local schools has also helped minimise the amount of unnecessary traffic entering and leaving the sites. Other activities such as professional dog walking has also reduced significantly at Riddlesdown and Farthing Downs. Given the above, the sites now provide a more tranquil experience for the majority of visitors. Whilst there is some evidence that car numbers to the sites have reduced, there is also anecdotal evidence that the number of visitors walking and riding to the sites have increased.
11. Risks and issues	*Did identified risk occur, if so what was the effect?* **Risk 3. IT connectivity.** There was an unanticipated issue with software system compatibility that risked the project falling behind schedule in the later stages. The main issue being that the preferred software supplier (Lloyds) is different to the industry standard (World Pay). The Lloyds/World Pay software is used to accept onsite parking payments and slot them into the appropriate City budget. Despite World Pay being the City's second choice supplier the administration process to set up the necessary protocols, codes, mandates caused lengthy delays. However, these issues were resolved with the help of the Chamberlains IT Team prior to the go live date. **Risk 5.** ***Covid delaying ability to get on site to confirm details, delay supplies of materials etc. Closure of car parks during the early months of Covid.*** The pandemic led to a slight delay (2-3 months) to the 'go live' deadline and a phased approach delivery approach was taken to mitigate the worst impacts. **Risk 7.** ***Planning issues for signs, pay machines and poles*****.** Planning matters for the introduction of new infrastructure are approved at Riddlesdown and Farthing Downs. As the infrastructure at Burnham Beeches was a simple replacement of old with new it was determined at the contract stage that planning consent would not be required however, further discussions with the planning authority indicate that the ANPR pole and camera are 'additional' so a retrospective application is required. Given that

	approval for the other sites has already been given it is unlikely that it will be declined at Burnham Beeches. However, in a worst case scenario, the site would revert to pay by phone and via the new car park machines with compliance testing carried out by local staff, as delivered prior to ANPR. The pole and ANPR camera (value of approximately £4,000) would be stored should there be equipment failures on the other sites. This issue does not affect the City's right to apply, collect and enforce parking charges on the site. There was no costed risk provision for this project.
12. Transition to BAU	*Did the project have a clear plan for transfer to operations / business as usual? Did this work well?* The project was designed to minimise and where possible reduce existing staff duties and no new roles were created. Where impacts were unavoidable detailed training was provided, particularly in areas concerning the use of reconciliation software and to a lesser extent the use of equipment to serve Parking Charge Notices where ANPR is not present (roadside verges at all sites and two very small car parks at Burnham Beeches). Old infrastructure at BB was removed and replaced as described in this report as part of this project plan and quickly returned to BAU. For Farthing Downs and Riddlesdown this was a transition to a new business activity that has since settled into BAU.

Value Review

13. Budget

Estimated Outturn Cost (G2)	Estimated cost (including risk): £130,000 Estimated cost (excluding risk): £130,000

	At Authority to Start work (G5)	*Final Outturn Cost*
Fees	*£5000*	*£5,000*
Staff Costs	*£*	*£*
Works	*£125000*	*£115,045*
Purchases	*£*	*£*
Other Capital Expend	*£*	*£*
Costed Risk Provision	*£0*	*£0*
Recharges	*£*	*£*
*Other**	*£*	*£*
Total	*£130,000*	*£120,045*

	Staff costs were not included in the approved G5 report and are omitted here on that basis This account has been verified by the Assistant Director of The Commons.
14. Investment	This was an invest to save project. The G5 estimated a return of £86,000/annum against a £130,000 investment. The first 12 months period is now complete albeit crossing two financial years. Actual income generated by this project in the first 12 months is £204,000.
15. Assessment of project against SMART objectives	All objectives and key measures of success were met albeit the delivery deadline slipped by 2-3 months due to the Covid pandemic. See also comments in sections 5 and 10.
16. Key benefits realised	This was Priorities Pot funded project. All key benefits have been realised. See also comments in sections 5 and 10.

Lessons Learned and Recommendations

17. Positive reflections	Well led by a determined Project Manager with good partnership working with the City Surveyor and lead contractor. Technical solutions have all worked reliably. Impact on roles for existing staff minimised and successfully absorbed by teams without additional staff time required. Income targets have been exceeded due to exceptional visitor numbers during the covid period but will still be met in more normal years. The use of ANPR has automated the enforcement process and greatly reduced antisocial behaviour particularly at Farthing Downs and Riddlesdown to the benefit of local resources and the visiting public. The sites are designed to operate without ANPR or loss of income, should technical issues arise.
18. Improvement reflections	Several challenges arose with regard to the software systems used to accept onsite parking payments. Lloyds are the City's preferred supplier, but the industry standard is World Pay. Despite World Pay being the City's second choice supplier this issue caused lengthy delays when setting up the necessary protocols, codes, mandates etc albeit these were resolved without impairment to the project timetable.
19. Sharing best practice	Experience already being shared with other open spaces carrying out similar projects

20. AOB	N/A

Appendices

Appendix 1	**Project Coversheet**
Background report	**Gateway 5. 30th March 2020.** Provision of car park charging infrastructure across The Commons Division at carparks at Burnham Beeches, Riddlesdown and Farthing Downs.

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 12063
Core Project Name: Provision of car park charging infrastructure across The Commons Division at carparks at Burnham Beeches, Riddlesdown and Farthing Downs
Programme Affiliation (if applicable): Priorities Investment Pot
Project Manager: Martin Hartup
Definition of need:

The Commons relies on income to deliver key operational services.

The introduction of car park charges will help the Commons Division meet the City Corporation's current and imminent savings targets and help to mitigate their impact on service provision.

Car park charges have been levied at Burnham Beeches since 2011. The current car park charge machines date from 2007 when they were used to collect voluntary car park payments. They require urgent replacement due to their age and maintenance issues. Failure to replace them risks a significant shortfall in existing local risk budgets.

Car parking is currently free at Farthing Downs and Riddlesdown Commons. There is currently no car park charging infrastructure on these two sites and this is required to enable charges to be made.

Project description

Review the current car park charging infrastructure at Burnham Beeches. Scope the technical issues and infrastructure requirements to replace aging equipment and modernise.

Scope the technical issues, infrastructure requirements and income potential at Riddlesdown and Farthing Downs car parks.

Review enforcement procedures, back office and third-party charges for each technological option across all three sites.

Each site will have its own special requirements.

Summarise the above at Gateway 5.

Key measures of success:

1. Operational car park charge system at all locations by October 2020

2. Meet known Corporate financial savings targets by providing additional income of around £56,000/annum from Riddlesdown and Farthing Downs car parks whilst increasing the income target at Burnham Beeches by £30,000 via a change to 7 day/week charges

3. Reduced illegal, vehicle related incursions
4. Improved services for visitors via new payment options.

Expected timeframe for the project delivery: Delivered by October 2020
Key Milestones:

- Gateway 5 authority to start works approval – Original date, Sept 2019. Now March 30th 2020
- To appoint contractors identified in tender process. March 2020 to provide and install carpark charging infrastructure at all locations.
- Final detailed planning phase 1. April – June 2020
- Construction Phase 2 – Original dates, Oct 2019 – March 2020. Now June 2020 – September 2020)

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

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

To date only minor social media comment at Farthing Downs and Riddlesdown

[2] Finance and Costed Risk

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.

'Project Briefing'

G1 PIP opportunity outline approved by Chief Officer 30/05/218:

Funding of £130,000 secured via the central 'Priorities Investment Pot' in May – July 2018.

- Total Estimated Cost (excluding risk): £130,000
- Costed Risk Against the Project: 0
- Estimated Programme Dates: July 2018- March 2020

Scope/Design Change and Impact:

'Project Proposal' G2 report (as approved by PSC 22/032019

- Total Estimated Cost (excluding risk): £130,000
- Resources to reach next Gateway (excluding risk) £5,000
- Spend to date: £5,000
- Estimated Programme Dates: Oct 2019 – March 2020

Scope/Design Change and Impact: No changes to scope of project

'Authority to start Work' G5 report (Chief Officer xx/03/20):

- Total Estimated Cost (excluding risk): £130,000
- Resources to reach next Gateway (excluding risk) £125000
- Spend to date: £5000
- Estimated Programme Dates: April – October 2020

Scope/Design Change and Impact: No changes to scope of project

Total anticipated on-going commitment post-delivery

Annual Income generation as indicated above to mitigate budget cuts. Income targets include all administrative 'back office costs' associated with the car park payments and enforcement

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