

Operational Property and Projects Sub Committee

Date: TUESDAY, 21 JUNE 2022

Time: 11.00 am

Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Alderman Timothy Hailes (Chair)

Deputy Rehana Ameer Deputy Randall Anderson Deputy Keith Bottomley Deputy Michael Cassidy Deputy Henry Colthurst

Deputy Christopher Hayward

Deputy Shravan Joshi Deputy Edward Lord

Paul Martinelli Anett Rideg

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/pX7B1Zuy30w

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.

Part 1 - Public Agenda

- 1. APOLOGIES
- 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA
- 3. ELECTION OF DEPUTY CHAIR

To elect a Deputy Chair in accordance with Standing Order 30.

For Decision

4. GATEWAY APPROVAL PROCESS

To note the Gateway Approval Process.

For Information (Pages 5 - 8)

5. MINUTES

To agree the public minutes and non-public summary of the meeting held on 30 May 2022.

For Decision (Pages 9 - 22)

6. GATEWAY 3/4 - HAMPSTEAD HEATH SWIMMING FACILITIES - SAFETY, ACCESS AND SECURITY IMPROVEMENTS

Joint Report of the Executive Director of Environment & the City Surveyor

For Decision (Pages 23 - 46)

7. GATEWAY 6 - CITY STREETS TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY: PHASE 3 - CHARTERHOUSE SQUARE SCHOOL STREET

Report of the Executive Director of Environment

For Decision (Pages 47 - 68)

8. GATEWAY 6 - PROVISION OF STAFF WELFARE FACILITIES AT CHINGFORD GOLF COURSE EPPING

Report of the Director of Open Spaces

For Decision

(Pages 69 - 74)

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

10. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT

11. 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

12. NON-PUBLIC MINUTES

To agree the non-public minutes of the meeting held on 30 May 2022.

For Decision

(Pages 75 - 78)

13. GATEWAY 1-5 - CITY OF LONDON POLICE VEHICLE FLEET REPLACEMENT PROGRAMME 2022/23

Report of the Commissioner of the City of London Police

For Decision

(Pages 79 - 88)

14. GATEWAY 2-5 - IT MANAGED SERVICE TRANSITION

Report of the Chamberlain

For Decision

(Pages 89 - 106)

15. GATEWAY 3 ISSUE - PHASE 2, 3 & 4 - CITY OF LONDON SCHOOL MASTERPLAN

Report of the City Surveyor

For Decision

(Pages 107 - 124)

16. GATEWAY 5 ISSUE - ISLEDEN HOUSE INFILL PROJECT

Report of the Director of Community & Children's Services

For Decision

(Pages 125 - 158)

17. GATEWAY 5 - SOUTHWARK ESTATES WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS - PAKEMAN HOUSE, STOPHER HOUSE & SUMNER BUILDINGS

Report of the Director of Community & Children's Services

For Decision

(Pages 159 - 176)

18. WEST HAM PARK NURSERY RESIDENTIAL DEVELOPMENT DISPOSAL AGREEMENT - REQUEST FOR DELEGATED AUTHORITY

Report of the City Surveyor and the Executive Director of Environment

For Decision

(Pages 177 - 178)

19. CITY OF LONDON OPERATIONAL TENANTS - ARREARS UPDATE AND RENTAL SUPPORT*

Report of the City Surveyor

For Information

(Pages 179 - 186)

20. REPORT OF ACTION TAKEN*

Report of the Town Clerk

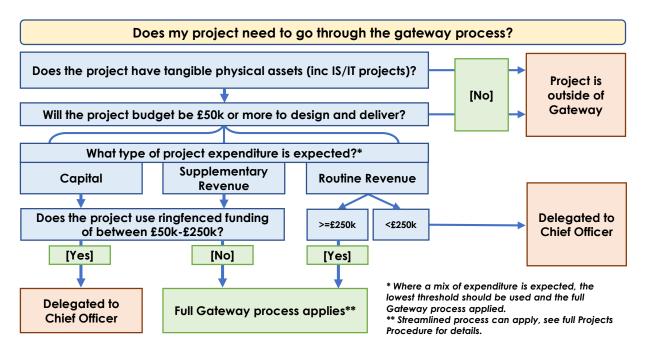
For Information

(Pages 187 - 202)

- 21. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE
- 22. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

Entering the Gateway Processda Item 4

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.

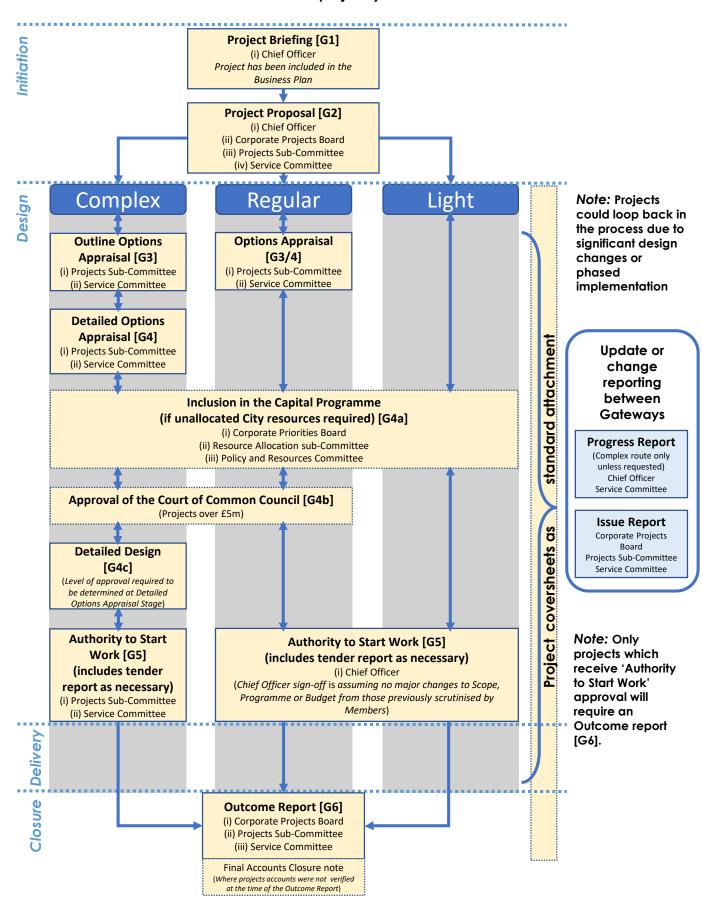
<u>Gateway Routes</u>	Risk, Complexity and Uniqueness
	mon, compressing and orngooned

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

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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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OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE Monday, 30 May 2022

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Monday, 30 May 2022 at 1.45 pm

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy Shravan Joshi (Deputy Chairman)
Deputy Rehana Ameer
Deputy Randall Anderson
Deputy Keith Bottomley
Deputy Henry Colthurst
Deputy Edward Lord
Paul Martinelli

Officers:

Joseph Anstee Jonathan Cooper Melanie Charalambous Leah Coburn

Leah Coburn
Gillian Howard
John James
Jessica Lees
Lisa Moore
Rohit Paul

Jonathon Poyner Jason Hayes Andy Barnard Dorian Price William Roberts - Town Clerk's Department

- City Surveyor's Department

- Environment Department

Environment Department

Environment Department

- Chamberlain's Department

- City Surveyor's Department

Chief Operating Officer's Department

- Chief Operating Officer's Department

- Barbican Centre

Community & Children's Services Dept.

- Environment Department

- City Surveyor's Department

- Chamberlain's Department

At the start of the meeting, Deputy Edward Lord, as the senior Member present, was moved into the Chair until the election of a Chair.

1. APOLOGIES

Apologies for absence were received from Deputy Christopher Hayward.

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

There were no declarations.

3. TERMS OF REFERENCE

The Sub Committee received and noted its terms of reference as agreed by the Policy & Resources Committee on 5 May 2022.

4. ELECTION OF CHAIR

The Sub Committee proceeded to elect a Chair in accordance with Standing Order No.29. The Town Clerk invited expressions of interest and Alderman Tim Hailes, being the only Member who expressed their willingness to serve, was duly elected as Chair of the Sub Committee for the ensuing year. The Chairman thanked Members for their support and expressed his anticipation in leading the new Sub Committee during its first year.

5. **ELECTION OF DEPUTY CHAIR**

The Sub Committee proceeded to elect a Deputy Chair in accordance with Standing Order No.30. The Town Clerk invited expressions of interest and, there being two Members expressing their willingness to serve, a ballot of Sub Committee Members present was undertaken. Arising from the ballot, Deputy Shravan Joshi was duly elected as Deputy Chair of the Sub Committee for the ensuing year.

6. APPOINTMENT OF CO-OPTED MEMBERS

The Sub Committee proceeded to appoint up to two co-opted Common Councillors for the 2022/23 municipal year, as per the Sub Committee's terms of reference. The Town Clerk advised that expressions of interest had been sought from the Court of Common Council and there were two candidates seeking appointment, Deputy Michael Cassidy and Anett Rideg, for whom supporting statements had been circulated ahead of the meeting.

RESOLVED – That Deputy Michael Cassidy and Anett Rideg be appointed to the Sub Committee for the ensuing year.

7. GATEWAY APPROVAL PROCESS

RESOLVED – That the Gateway Approval process be received.

The Chair advised that there would be separate briefings on the Gateway process available if Members felt this would be beneficial.

8. MINUTES*

RESOLVED – That 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 be noted.

9. PROJECT GOVERNANCE

The Sub Committee considered a report of the Chief Operating Officer outlining interim arrangements for project governance, including a temporary request for delegated authority to Tier 1 Chief Officers, to approve all reports for projects with an estimated cost of below £1m (excluding risk). The Chief Operating Officer introduced the report and drew Members' attention to the key points, advising that the proposals prefaced a wider review of the Project procedure which would be brought back to the Sub Committee.

Members commented that they supported the proposals, noting that this followed successful increases in delegated authority thresholds in other areas. A Member proposed that those exercising delegated authority be required to complete appropriate modules of the Project Management Academy to ensure that those with delegated authority are properly skilled and trained in exercising that authority.

RESOLVED – That the Operational Property and Projects Sub Committee agree to:

- Delegate authority for all projects with an estimated cost of below £1m (excluding risk) to Tier 1 Chief Officers and officers listed in Appendix 1 for approval;
- ii. Note that Members will be presented with a range of options for revised thresholds in July; and
- iii. Note that another report will be submitted in October to amend the Projects Procedure.

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

The item was withdrawn.

11. RESPONSIBLE PROCUREMENT POLICY UPDATE

The Sub Committee considered a report of the Chief Operating Officer seeking 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 Chief Operating Officer introduced the report and outlined the key points for Members.

The Sub Committee was advised that the commitments would focus on what suppliers were doing for underrepresented groups in their industry, how they were creating an inclusive environment and delivering inclusive services, and working with suppliers who have processes in place to record and deal with incidents of harassment based on protected characteristics. Members noted that data was relevant in assessing processes and that it was expected that benchmarking around EDI, would be implemented, and that policies would be in place.

A Member noted that the tenders were currently balanced on the basis of a 60/40 quality/price weighting split and suggested that this could be reviewed to assess whether 50/50 would be preferable. Another Member suggested taking a sample of the tenders over the past year for assessing the impact of this. The Chair proposed that the Sub Committee agree the recommendations, but carry forward this suggestion for review.

RESOLVED – That the Operational Property and Projects Sub Committee:

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

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

The Sub Committee considered a report of the City Surveyor providing 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 City Surveyor introduced the report and drew Members' attention to the key points. The Chair commented that there would be several areas, such as variances in terms of spend against specific items and the pace of delivery, that the Sub Committee would want to thoroughly understand as they are on the receiving end of comments from constituents, both businesses and residents about the speed at which things are being executed. However, the usual challenges of the past few years would need to be taken into consideration.

The Sub Committee noted the regular programme underspends and sought assurances that quality and delivery were not unduly sacrificed in order to keep under budget, and whether sufficient funds were kept as a contingency for inflationary risks, both currently and looking forward. Members further noted the risks of not undertaking works, which consequently led to more costly works later down the line, particularly with regards to the Golden Lane Estate.

In response to questions from Members, the City Surveyor advised that the figures in respect of the Golden Lane Estate predominantly arose from the Golden Lane Leisure Centre and Barbican Centre, which were late additions to the programme. The City Surveyor advised that officers always explored ways of doing works that would save money but certainly would not sacrifice quality. There were complications around heritage assets and varying lengths of programmes, but efforts would be made to clear up the historic programme of works. Officers then outlined the situation in respect of the Barbican Centre and Guildhall School and suggested a site visit to assess current issues and the condition of the assets. The Chair noted that even where there was sufficient budget in place there were sometimes concerns over resource and thanked officers for their update.

A Member commented that the format of the chart on construction costs had been helpful and encouraged wider use of this format, adding that due consideration would be required of the significant cost pressures such as inflation over the next few years, as well as appropriate contingency for construction costs. The City Surveyor advised that that CWP bids were

formulated from the forward maintenance plans, with an uplift of around 20% applied.

RESOLVED – That the Operational Property and Projects Sub Committee:

- 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; and
- 5. Note the reprofiling of 2021/22 programme of £184k to be spent in the 2022/23 financial year.

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

The Sub Committee considered a Gateway 1-4 report of the Director of Community & Children's Services regarding the refurbishment of the Barbican Estate Tower Lifts. In response to a question from a Member, the Director of Community & Children's Services advised that they would confirm that enough funding was held in reserve to cover leaseholder contributions if necessary. Members requested as a general style point that Corporate Projects Board not be included amongst the list of Committees on the report template.

RESOLVED – That the Operational Property and Projects Sub Committee agree:

- 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);
- 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.

14. GATEWAY 1-5 - IT MEMBER DEVICE REFRESH

The Sub Committee considered a Gateway 1-5 report of the Chief Operating Officer 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. The Chair advised that the expected lifespan of devices was roughly aligned with standard electoral terms. A Member commented that the usage of City of London devices should be firmly promoted, with less engagement with non-City of London devices if possible.

RESOLVED – That the Operational Property and Projects Sub Committee agree:

- 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); and
- 4. That Option 1 Purchase & Deploy new End User Devices is approved.

15. **GATEWAY 2 ISSUE - 1 BROADGATE SECTION 278 HIGHWAY WORKS**The Sub Committee considered a Gateway 2 Issue report of the Executive Director, Environment on Section 278 highway works to facilitate the new development at 1 Broadgate.

RESOLVED – That the Operational Property and Projects Sub 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);
- Delegate any budget adjustments to the Chief Officer should further Section 278 funds be required from the developer prior to Gateway 5 approval; and
- 4. Authorise officers to enter into a Section 278 agreement with British Land.

16. GATEWAY 2 - WOOD STREET POLICE STATION S278

The Sub Committee considered a Gateway 2 report of the Executive Director, Environment regarding highway and public realm improvement works in the vicinity of the development at 37 Wood Street, the site of the former Police Station.

RESOLVED – That the Operational Property and Projects Sub Committee agree:

- 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); and to

3. Authorise officers to enter into a Section 278 agreement with the developer.

17. **GATEWAY 2 - 100 FETTER LANE S278**

The Sub Committee considered a Gateway 2 report of the Executive Director, Environment regarding highway and public realm improvement works in the vicinity of the development at 100 Fetter Lane.

RESOLVED – That the Operational Property and Projects Sub Committee agree:

- 1. That budget of £50,000 is approved to reach the next Gateway, fully funded from a Section 106 agreement;
- Note the total estimated cost of the project at £200,000 (excluding risk); and to
- 3. Authorise officers to enter into a Section 278 agreement with the developer.

18. GATEWAY 2 - COOL STREETS AND GREENING PROGRAMME: CITY GREENING AND BIODIVERSITY PROJECT

The Sub Committee considered a Gateway 2 report of the Executive Director, Environment on the City Greening and Biodiversity Project within the Cool Streets and Greening Programme.

RESOLVED – That the Operational Property and Projects Sub Committee:

- 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; and
- 4. Note the total estimated cost of the project at £1.5-2.5m.

19. GATEWAY 2 - BEMS UPGRADE PROGRAMME - PHASE 2

The Sub Committee considered a Gateway 2 report of the City Surveyor on Phase 2 of the Building Energy Management System (BEMS) project.

RESOLVED – That the Operational Property and Projects Sub Committee agree that:

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;

- 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;
- 3. Note the total estimated cost of the project is (excluding risk); £217,391;
- 4. Note the total estimated cost of the project is (including risk); £249,891 (which is £217,391 + costed risk of £32,500); and
- 5. Note the total project funding agreed at project brief stage is £250,000.

20. GATEWAY 2 - PARLIAMENT HILL ATHLETICS TRACK RESURFACING

The Sub Committee considered a report of the Executive Director, Environment regarding the resurfacing of Parliament Hill Athletics Track. In response to a question from a Member, the Executive Director, environment confirmed that funding had been agreed in principle by Resource Allocation Sub Committee but was subject to approval for drawdown.

RESOLVED – That the Operational Property and Projects Sub Committee agree:

- 1. That budget of £81,000 is approved to reach the next Gateway; and
- 2. That a costed risk provision of £30,000 is approved (to be drawn down via delegation to the Chief Officer) see appendix 2.

21. GATEWAY 2 - LEADENHALL STREET TRAFFIC MANAGEMENT-EASTERN CITY CLUSTER

The Sub Committee considered a Gateway 2 report of the Executive Director, Environment regarding the delivery of traffic management changes to Leadenhall Street that are to deliver the aspirations of the adopted City Cluster vision.

RESOLVED – That the Operational Property and Projects Sub-Committee:

- 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;
- 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; and
- 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).

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

The Sub Committee considered a Gateway 3-5 report of the City Surveyor regarding the upgrade of the lighting and ventilation systems at Tower Hill Coach and Car Park. The Sub Committee noted that corrections to the financial information affecting the budget section of the report and Appendix 2 had been circulated ahead of the meeting.

RESOLVED – That the Operational Property & Projects Sub Committee agree:

- 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; and
- 8. Procure the project management support services required to reach the next gateway.

23. **GATEWAY 6 - 60 LONDON WALL S278**

The Sub Committee considered a Gateway 6 report of the Executive Director, Environment regarding the 60 London Wall S278 highway improvements.

RESOLVED – That the Operational Property and Projects Sub Committee:

- 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;
- ii) 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
- iii) Agree to close the 60 London Wall project.

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

The Sub Committee considered a report of the Director of Open Spaces regarding the provision of car park charging infrastructure across the Commons Division at car parks at Burnham Beeches, Riddlesdown and Farthing Downs.

- **RESOLVED** That the Operational Property and Projects Sub Committee note the G6 report and approve closure of the project.
- 25. GATEWAY 4 PROGRESS CITY CLUSTER VISION WELL-BEING & CLIMATE CHANGE RESILIENCE: JUBILEE GARDENS IMPROVEMENTS*

The Sub Committee received a Gateway 4 progress report on the Jubilee Gardens Improvements project within the City Cluster Vision - Wellbeing & Climate Change Resilience programme.

RESOLVED – That the report be noted.

26. CLIMATE ACTION STRATEGY - NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO*

The Sub Committee received a report of the City Surveyor presenting an update on the key actions of the operational buildings workstreams as part of the Climate Action Strategy (CAS).

RESOLVED – That the report be noted.

27. 2021/22 ENERGY & DECARBONISATION PERFORMANCE Q3 UPDATE FOR THE OPERATIONAL PORTFOLIO*

The Sub Committee received a report of the City Surveyor presenting the 2021/22 Quarter 3 energy performance for CoL operational sites.

RESOLVED – That the report be noted.

28. CITY SURVEYOR'S BUSINESS PLAN 2021-26 QUARTER 3 2021/22 UPDATE*

The City Surveyor received a report of the City Surveyor providing Members of Property Investment Board (PIB) and Operational Property and Projects Sub Committee (OPPSC) details of progress in quarter 3 (October to December) 2021/22 against the 2021-26 Business Plan.

RESOLVED – That the report be noted.

29. CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - APRIL 2022 UPDATE*

The Sub Committee received a report of the City Surveyor providing a quarterly update on the management of risks within the City Surveyor's Department.

RESOLVED – That the report be noted.

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

In response to a question from a Member, the Chief Operating Officer advised that eleven of the reports for decision on the meeting's agenda would not have required the Sub Committee's approval under the interim project governance arrangements agreed earlier, with five still requiring Member approval. The Chair suggested that there would be cases where project decisions should be put to the Sub Committee for approval even where they did not trigger the financial thresholds, due to factors such as political sensitivity.

Referencing the City Surveyor's Department Risk Register noted at Item 29, a Member queried which body had ultimate oversight and authority over the register, noting that Red risks would be submitted to the Sub Committee and

the Audit & Risk Management Committee. The Chair asked that this be taken away for clarification.

A Member suggested that Members would benefit from sight of a list of current projects and the Wards to which they were relevant, which could be circulated on a regular basis. The Chair responded that this was a helpful suggestion and would be taken away.

31. ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT

There was no other business.

32. EXCLUSION OF THE PUBLIC

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

Item No.	Paragraph No.
34 – 35, 37, 39	3
36, 38, 40	3,5

33. NON-PUBLIC MINUTES*

RESOLVED – That 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 be noted.

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

The Sub Committee considered a Gateway 1-4 report of the City Surveyor.

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

The Sub Committee considered a Gateway 1-5 report of the Guildhall School of Music and Drama.

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

The Sub Committee considered a Gateway 1-5 report of the Executive Director, Environment.

37. GATEWAY 6 - POLICE TELEPHONY UPGRADE

The Sub Committee considered a Gateway 6 report of Chief Operating Officer.

38. GLA ROADS - LAND DISPUTE WITH TRANSPORT FOR LONDON: OUTCOME OF ARBITRATION PROCEEDINGS*

The Sub Committee received a report of the Comptroller and City Solicitor.

39. GATEWAY 5 PROGRESS - SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND*

The Sub Committee received a report of the City Surveyor.

40. WOODREDON FARM AND EQUESTRIAN CENTRE (RIDING SCHOOL)
DISPOSAL - SUMMARY OF PROPOSAL DISPOSAL*

The Sub Committee received a report of the City Surveyor.

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

There was one question.

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

There was no other business.

The Chair then thanked Members and officers in attendance for their contributions before closing the meeting.

The meeting ended at 2.36 pm
Chair

Contact Officer: Joseph Anstee joseph.anstee@cityoflondon.gov.uk

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Committees:	Dates:
Hampstead Heath Consultative Committee – for information (email)	07 June 2022
Hampstead Heath, Highgate Wood & Queen's Park Committee – for decision	15 June 2022
Operational Property and Projects Sub Committee – for decision	21 June 2022
Subject: Hampstead Heath Swimming Facilities - Safety,	Gateway 3/4:
Access and Security Improvements	Options
Access and Security Improvements	•
Unique Project Identifier:	Appraisal (Regular)
12265 CS 186/22	
Report of:	For Decision
Joint report of the Executive Director of Environment & the	
City Surveyor	
Report Author:	
•	
Edwin Birch	

PUBLIC

1. Status update

Project Description: Capital Project to implement safety, access and security works across the four Hampstead Heath Swimming Facilities.

RAG Status: Amber (Red at last report to Committee)

Risk Status: Low (Low at last report to committee)

Total Estimated Cost of Project (excluding risk): £691,245 or

£755,000 (including risk)

Change in Total Estimated Cost of Project (excluding risk): a decrease of £5,755 since last report to Committee (Gateway 2) which reported a Total Estimated Cost of £697,000, (excluding risk).

Funding Source: In principle' approval of up to £755k of central funding from City's Cash resources was agreed as part of the 2021/22 annual capital bids.

Spent & Committed to Date: £72,284 (current underspend is due to slippage as several consultants are invoicing at the completion or RIBA stages as opposed to monthly)

Costed Risk Provision Utilised: £0

	Slippage: No sl weeks or 4.8% reported and a programme slip estimated praction	from the original proved in Japage does not	al Ġateway 2 anuary/Februa currently aff	programme (as ary 2022). The ect the origina
2. Next steps and requested decisions	 Tendering Requested Decided 1. That additthe next Good of the ne	Design (RIBA 4) I for a main cont Isions: Itional budget of a Bateway evised project be otal estimated co I risk) sted Risk Provisionext Gateway (to I to City Surveyo on 2 is progress a minor planning	ractor £30,700 is appudget of £163, ost of the projection of £27,000 or be drawn do or ed as the only	oroved to reach 700 (excluding ect at £691,245) Is approved to win via
3. Resource requirements to reach next Gateway	For recommende	Reason	Funds/ Source of Funding	Cost (£)
	Professional Fees	To support RIBA 4/ procurement	City Cash	£15,700
	Surveys	To support RIBA 4	City Cash	£15,000
	Total			£30,700
	Costed Risk Pro (as detailed in th the risk of the ac planning applicat	e Risk Register Iditional surveys	Appendix 2) or unforeseer	. This is to cove
4. Overview of project options	Due to the non-control been possible to works was set of required feedback	put forward mout in the project	nultiple options at brief. Where	s. The scope o

online and in person engagement sessions to be able to submit the best option. Since the Gateway 2 report (April 21), the design team have been progressing RIBA 2 & 3 and include: **Highgate Men's Bathing Pond** A new light-weight compound on the edge of the water to house additional accessible changing facilities. WC block to be reconfigured Installation of a fixed specialist hoist for wheelchair users. A new, larger window within the lifeguard's hut Keeping the open plan changing area to maintain accessible changing facilities. **Kenwood Ladies' Bathing Pond** Improving the layout of the changing facilities to be more accessible. Hampstead Mixed Bathing Pond Creating wheelchair and ambulant accessible changing, showering and toilet facilities by extending the existing WC block Creating wheelchair access to water via a new ramp Full rewire (small power and lighting) Option 1 - Do nothing - not recommended 5. Recommended option **Option 2** - Recommended (as per matrix below) Costed Risk Provision Utilised at Last Gateway: £0 6. Risk Change in Costed Risk: +£5,755 (post-mitigation). Gateway 2 Costed Risk (post-mitigation) was £58,000 whereas the Gateway 3/4 Costed Risk (post-mitigation) is now £63,755 Further information available in the Risk Register (Appendix 2) The current Design team will be retained. 7. Procurement approach The main contractor procurement strategy proposes a single stage traditional, without quantities tender route with elements of Contractor's Design Portion. Framework options such as the minor works framework will be explored initially to find a suitable main contractor. An alternative option will be an open tender approach with the use of a pass/fail question to act a filter.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Cost Book
Appendix 3	Risk Register
Appendix 4	PT4 Procurement Form

Contact

Report Author	Edwin Birch
Email Address	Edwin.Birch@Cityoflondon.gov.uk
Telephone Number	0207 332 1030

Options Appraisal Matrix

Opt	tion Summary	Option 2
1.	Brief description of option	Following a full review of the Hampstead Heath Swimming Facilities, a series of Capital Works necessary to improve safety, access and security across the Swimming Facilities were identified. The objective is to create inclusive layouts at the Bathing Ponds which will enable ambulant disabled and wheelchair users to enjoy these unique bathing facilities.
		The locations where works have been considered are:
		 Highgate Men's Bathing Pond Hampstead Mixed Bathing Pond Kenwood Ladies' Bathing Pond Parliament Hill Fields Lido & Complex
		The key project aim across all the locations is that the facilities are fit for purpose, taking account of the increase in visitor numbers, along with ensuring the configuration and layout is adapted to enable bathing load to be managed more effectively while ensuring the swimming facilities are welcoming to a diverse range of visitors.
2	2. Scope and exclusions	Highgate Men's Bathing Pond Various arrival Improvements Provision of a new, longer window in the lifeguard's hut New changing facilities and the reconfigure of the accessible Toilet Hampstead Mixed Bathing Pond Improving the male and female
		changing facilities Improving lifeguards' facilities including the observation hut and first aid space

Option Summary	Option 2	
	 Security improvements Full electrical upgrade including 3-phase power supply Kenwood Ladies' Bathing Pond Various arrival Improvements Reconfigure Accessible Toilet NB: Exclusions include reported issues of damp/mould, drainage & minor structural work. Lido Complex Minor works to male and female showers M&E works to install better ventilation and minor cable renationalisation to an isolated area above the café roof. 	
Project Planning		
3. Programme and key dates	 Gateway 3/4 (June 22), Tender (July 22), Gateway 5 (October 22), Practical Completion (May 23) Gateway 6 (September 23) 	
4. Risk implications	Overall project option risk: Low After mitigation actions it is anticipated the remaining major risks will be: Cost increases. Work sequence & Access	

Option Summary	Option 2
	 Stakeholder Engagement Wildlife and protected species Further information available within the Risk Register (Appendix 2).
5. Stakeholders and consultees	 Chamberlains, Town Clerks, Environment & City Surveyor's Department Heath Swimming Community Swimming Associations (7) Hampstead Heath Sports and Wellbeing Forum Hampstead Heath Consultative Committee
6. Benefits of option	 The facilities being fit for purpose particularly during the summer months, taking account of the increase in visitor numbers, and the impact on Lifeguards managing the bathing load and the facilities. The perimeter security is of a standard to prevent unauthorised access. The facilitates configuration and layout is adapted to enable the bathing load to be managed more effectively. Ensuring the swimming facilities are welcoming to a diverse range of visitors.

Option Summary	Option 2
7. Disbenefits of option	 Utilising vacant space at the lido will contribute to the running costs of the charity through new income generation opportunities. The project contributes to objectives, set out in the Hampstead Heath high level asset management plan 2019-21. The only potential disbenefit is a short term one in that the during the delivery period, some disruption may be encountered to the swimming ponds. However, the impact is lessoned due the delivery being completed in the off-peak season and a 'phasing plan' being considered to allow normal swimming to continue where possible.
Resource Implications	
8. Total estimated cost	Total estimated cost (excluding risk): £691,245
	Total estimated cost: (including risk): £755,000
9. Funding strategy	'In principle' approval of up to £755k of central funding from City's Cash resources was agreed as part of the 2021/22 annual capital bids. Further approval of the

Option Summary	Option 2
	Resource Allocation Sub-Committee is required to draw down the funds.
10. Investment appraisal	N/A
11. Estimated capital value/return	N/A
12. Ongoing revenue implications	Forward maintenance requirements have been identified in conjunction with the design and various M&E standard specification. The ongoing servicing and repair of these items will be incorporated into the existing Building, Repairs and Maintenance and Cyclical Work Programmes as appropriate. N/A
13. Affordability	TVA
14. Legal implications	As the swimming ponds are reservoirs, all work must comply with the Reservoirs Act 1975 and the Flood and Water Management Act 2010. Designs will be developed in consultation with the DBE Engineering Team and supervision of works will be provided as required."

Option Summary	Option 2
15. Corporate property implications	This project aligns with the Corporate Property Asset Management Strategy 2020-25 to ensure that operational assets are maintained in good, safe and statutory compliant condition. Any works will include the need to secure listed building consent, as required, in respect to Parliament Hill Fields Lido.
16. Traffic implications	None
17. Sustainability and energy implications	The design of the new changing facility follows the Mayor of London's energy hierarchy along with be compliant with the City Climate Action Strategy.
18. IS implications	N/A to this project.
19. Equality Impact Assessment	A Test of Relevance was completed in 2021 and a full Equality Analysis was deemed not required at Stage 2. Now that the design has been developed in more detail with further stakeholder engagement, a further test or relevance is being carried out by Natural Environment Division.

Option Summary	Option 2
20. 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.
21. Recommendation	Recommended

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Project Coversheet

[1] Ownership & Status

UPI:12265

Core Project Name: Hampstead Heath Swimming Facilities - Safety, Access and

Security Improvements

Programme Affiliation (if applicable): N/A

Project Manager: Edwin Birch

Definition of need:Problem trying to solve:

- The facilities are no longer fit for purpose particularly during the summer months, taking account of the increase in visitor numbers, and the impact on Lifeguards managing the bathing load and the facilities.
- Perimeter security to prevent unauthorised access.

Opportunities we are trying to realise

- Adapt the configuration and layout of the facilities to enable the bathing load to be managed effectively.
- Opportunity to ensure the swimming facilities are welcoming to a diverse range of visitors.

Key measures of success:

- 1. Delivery of the Swimming Review Outcomes in relation to Health & Safety
- 2. Facilities DDA compliant
- 3. Cost recovery achieves target set by Committee

Expected timeframe for the project delivery:

Lower Range estimate: Site Works: Q4 2021 – April 2022 Upper Range estimate: Site Works: Q4 2022 – April 2023

Key Milestones:

Gateway 3/4 (June 22), Tender (July 22), Gateway 5 (October 22), Practical Completion (May 23), Gateway 6 (September 23)

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

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

There is a requirement throughout the programme to engage and consult with the Hampstead Heath Swimming Associations as well as the Hampstead Heath Swimming Forum, Sports Advisory Forum and the Hampstead Heath Consultative Committee.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 01/02/21:

- Total Estimated Cost £670,000 (excluding risk):
- Costed Risk Against the Project: £85,000
- Estimated Programme Dates:
 - Lower Range estimate: Site Works: Q4 2021 April 2022
 Upper Range estimate: Site Works: Q4 2022 April 2023

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC 17/05/21):

- Total Estimated Cost (excluding risk): £697,000
- Resources to reach next Gateway (excluding risk): £54,000
- Spend to date: £0
- Costed Risk Against the Project: £58,000
- CRP Requested: £10,000
- CRP Drawn Down: £0
- Estimated Programme Dates: GW2 May-21, GW3/4 Jan-22, GW5 Nov-22, completion by May-23, GW6 August-23.

Scope/Design Change and Impact: N/A

'Project Proposal' G2 (ISSUES) report (as approved by PSC 17/02/22):

- Total Estimated Cost (excluding risk): £697,000
- Resources to reach next Gateway (excluding risk): further fee drawdown of £79,000. Total fee required to reach next Gateway £143,000
- Spend to date: £39,000
- Costed Risk Against the Project: £58,000
- CRP Requested: £10,000
- CRP Drawn Down: £0
- Estimated Programme Dates: GW2 May-21, GW3/4 June-22, GW5 Oct-22, completion by May-23, GW6 September-23.

Scope/Design Change and Impact: The Gateway 2 report submitted in May 2021 put forward a submission date for the next Gateway 3/4 report in January 2022. However, this was not possible due to number of reasons and requested a extension to allows the design to be developed. It also corrected an fee drawdown issues where the original gateway 2 report had not requested the correct amount of fees to reach the next gateway due to the cost book having a sperate Gateway 3 & 4.

Please see the Gateway 2 issues report and appendices for further details.

'Options Appraisal and Design' G3-4 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

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Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]:<Current Range> **Programme Affiliation [£]:** TBC

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Appendix 2

CITY OF LONDON CORPORATION

CITY SURVEYORS DEPARTMENT

PROPERTY PROJECTS GROUP - COST BOOK

Project No. 83800013

Project nameHampstead Heath Swimming Facilities - Safety, Access and Security Improvements

Project Type: Capital Period. June 2022 PM: Edwin Birch

Site: Hampstead Heath

	ial Summary			(GATEWAY CASHFLO	OW								
lemei	nt	CapEX	Gateway 1 Budget	Gateway 2 Budget	Gateway 3/4 Budget	Gateway 5 Budget	Gateway 6 Budget	Revised CapEx	Variance	CRP Alloc - GW2	CRP Alloc - GW3	CRP Alloc - GW4	CRP Alloc - GW5	Total Ad
	Construction	505,000.00	0.00	30,500.00	15,000.00	470,000.00	0.00	515,500.00	10,500.00					0.00
1.1	Enabling Works							0.00	0.00					0.00
1.2	Main Contractor	455,000.00				470,000.00			15,000.00					0.00
1.3	Direct Package				45.000.00				0.00					0.00
1.4 1.5	Surveys Landscape	50,000.00		30,500.00	15,000.00	0.00	0.00	45,500.00 0.00	-4,500.00 0.00					0.00 0.00
1.6	Fittings and Equipment								0.00					0.00
1.7	· ······go and _qa.p.···o···								0.00					0.00
1.8								0.00	0.00					0.00
1.9									0.00					0.00
	Professional Fees	160,000.00	0.00	89,500.00	15,700.00	45,630.00	7,915.00	158,745.00	-1,255.00					0.00
2.1	Architect Interior Designer	57,000.00		24,800.00	11,200.00 0.00	9,630.00	2,915.00	48,545.00 0.00	-8,455.00 0.00					0.00 0.00
2.2 2.3	Cost Consultant	31,000.00		18,000.00	0.00	10,000.00	1,000.00		-2,000.00					0.00
2.4	Mechanical and Electrical	15,000.00		9,000.00	1,500.00	4,500.00	1,,000.00		0.00					0.00
2.5	Structural Engineer	10,000.00		12,700.00	0.00	0.00		12,700.00	2,700.00					0.00
2.6	Principal Designer				0.00				0.00					0.00
2.7	Planning Consultant				0.00				0.00					0.00
2.8	Building Control	47,000,00		25 000 00	0.00	16 500 00	2 000 00		0.00 -2,500.00					0.00
2.9 3	Project Management Fire Risk Assessment	47,000.00		25,000.00	0.00 0.00	16,500.00	3,000.00	44,500.00 0.00	0.00					0.00 0.00
3 3.1	Catering Consultant				0.00				0.00					0.00
3.2	Acoustics Consultant				0.00				0.00					0.00
3.3	AV Consultant				0.00			0.00	0.00					0.00
3.4	Lighting Consultant				0.00				0.00					0.00
3.5	CDMA				3,000.00	5,000.00	1,000.00		9,000.00					0.00
3.6	Sustainablitty				0.00				0.00					0.00
3.7 3.8	CGI RoL				0.00 0.00				0.00 0.00					0.00 0.00
3.9	NOL				0.00			0.00	0.00					0.00
	Consequential Fees	0.00	0.00	3,000.00	0.00	0.00	0.00		3,000.00					0.00
4.1	Construction Legal Fees			3,000.00	0.00				3,000.00					0.00
4.2	Consents - RoL				0.00				0.00					0.00
1.3 1.4	Agents				0.00 0.00				0.00 0.00					0.00 0.00
1.5	Marketing Stamp Duty				0.00			0.00	0.00					0.00
1.6	Relocation				0.00			0.00	0.00					0.00
4.7	Planning Fees				0.00			0.00	0.00					0.00
4.8	FF&E (furntiure, AV, FM)				0.00				0.00					0.00
4.9	0				0.00				0.00					0.00
= 1	City of London Internal Recharge IT Costs	32,000.00 5,000.00	0.00	10,000.00	0.00	3,000.00 0.00	1,000.00	14,000.00 0.00	-18,000.00 -5,000.00					0.00
5.1 5.2	DBE	5,000.00			0.00	0.00			0.00					0.00
5.2	Legal Costs	5,000.00		0.00	0.00		1	0.00	-5,000.00					0.00
5.4	Other				0.00			0.00	0.00					0.00
5.5	Staff Costs	22,000.00		10,000.00	0.00	3,000.00	1,000.00		-8,000.00					0.00
5.6					0.00		1	0.00	0.00					0.00
5.7					0.00 0.00			0.00 0.00	0.00 0.00					0.00 0.00
5.8					0.00			0.00	0.00					0.00
	SUB TOTAL	697,000.00	0.00	133,000.00	30,700.00	518,630.00	8,915.00	691,245.00	-5,755.00					0.00
	Risk Register	0.00	0.00	0.00	27,000.00	36,755.00	0.00		0.00 63,755.00	0.00	0.00		0.00	0.00
6.1	Compliance/Regulatory (i.e Planning)			1	5,000.00	,			5,000.00					
J. I	Financial (i.e inflation)					30,755.00		30,755.00	30,755.00					
3.2														
	Reputation (Client Changes) Contractual/Partnership (Contracts)				1,000.00				1,000.00 0.00					

6.6 Safeguarding (i.e Site At 6.7 Innovation (i.e Design De 6.8 Technology (BIM/ Sustai 6.9 Environmental (Site Con 6.10 Physical (building Const 6.11 Blank 6.12 Blank 6.13 Blank 6.14 Blank	evelopment) nablity) straints)				21,000.00	6,000.00		0.00 0.00 0.00 6,000.00 21,000.00 0.00 0.00	0.00 0.00 0.00 6,000.00 21,000.00 0.00 0.00	
7 GRAND TOTAL		697,000.00	0.00	133,000.00	57,700.00	555,385.00	8,915.00	755,000.00	58,000.00	
CapEx- Actuals& Committee	ed							0.00	0.00	
CapEx-Variance			0.00	133,000.00	57,700.00	555,385.00	8,915.00	755,000.00	755,000.00	

NOTES	
EXCLUSIONS	
Costs prepared by:	
Costs verified by:	
Date:	

City of London: Projects Procedure Corporate Risks Register **Project name:** Hampstead Heath - Swimming Safety, Access & Security Improvements Unique project identifier: 12265 Total est cost (exc risk) £697,000.00 Corporate Risk Matrix score table PM's overall risk rating Low Avg risk pre-mitigation 10.5 Avg risk post-mitigation Red risks (open) 3 4 8 Amber risks (open) 6 8 Green risks (open) 2 Costed risks identified (All) £142,000.00 20% Costed risk as % of total estimated cost of project Costed risk pre-mitigation (open) £142,000.00 20% Costed risk post-mitigation (open) £58,755.00 8% **Costed Risk Provision requested** £27,000.00 4% CRP as % of total estimated cost of project (1) Compliance/Regulatory £5,000.00 0 1 0 (2) Financial £46,755.00 4 2 2 0 13.5 (3) Reputation 12 0 2 £1,000.00 1 0 (4) Contractual/Partnership 0.0 £0.00 0 0 0 0 (5) H&S/Wellbeing £0.00 n n Ω 0.0 n (6) Safeguarding 0 0.0 £0.00 0 0 0 (7) Innovation 0 £0.00 0 0 0 0.0 (8) Technology 0 0.0 £0.00 0 0 0 (9) Environmental 2 £6,000.00 0 (10) Physical 3.5 £0.00 0 2 Issues (open) Open Issues 0 0 0 0 All Issues All Issues 0 0 0 0 0 Cost to resolve all issues Total CRP used to date £0.00 £0.00 (on completion)

City	of Londo	on: Projects Pro	ocedure Corporate	Risks Register																		
	P	roject Name:	Hampstead Hea	th - Swimming Sa	fety, Acc	ess & Sec		PM's overall risk rating:	Low		CRP requested this gateway	£	27,000	Unm	Average itigated risk		10.5			Open Risks	11	
U	nique pro	ject identifier:	12265				Total	estimated cost (exc risk):	£	691,245	Total CRP used to date	£	-	Averag	e mitigated risk score		5.5		,	Closed Risks	0	
Gen	eral risk clas:										Mitigation actions							Ownership				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification n pre- mitigation	Impact Classificatio n pre- mitigation		Costed impact premitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classificat on post- mitigation	Classification post-	Costed impact post-mitigation (£)	Mitiga	 Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to	Comment(s)
R8	4	(2) Financial	Stakeholder involvement and feedback on design proposals	Delay to the programme - cost increases	Likely	Serious	8	£0.00	N	B – Fairly Confident	Agree design stages, and how Stakeholders will be involved in design/how suggestions will be actioned.		Possible	Serious	£0.00	6		May-22	Design Team/PPG	C6		
R9	4	(3) Reputation	Stakeholder interventions/Planning Objections	Interventions over design Stage 4 or the Planning application.	Likely	Major	16	£0.00	N	B – Fairly Confident	Regular stakeholder engagement session carried out by the client department and supported by the PPG.		Possible	Serious	£0.00	6		May-22	Profesional Team/Client Department	C6/Jen		
R12	4	(1) Compliance/Regulator y	Planning applications delays	High objections triggering the application going to committee or delays in the processing of the application.	Possible	Serious	6	£10,000.00	Y - for costed impact post- mitigation	C – Uncomfortable	Public Non-statutory Consultation and stakeholder involvement to reduce likelihood of surprise objections. Involve planning consultant.		Unlikely	Serious	£5,000.00	D 4		May-22	Design Team/PPG	C6		
R13	4	(10) Physical	Ongoing maintenance and projects not considered as parts of ponds project programme.	Logistics of interaction with Hydrology project - possible abortive works for small schemes being planned/carried out at the moment	Possible	Minor	3	£0.00	N	B - Fairly Confident	Where possible, move maintenance works outside construction programme. Main contractor could undertake/co- ordinate all works.		Unlikely	Minor	£0.00	2		Feb-21	os	РМ		
R21	4	(3) Reputation	Press/media coverage	Positive/Negative media coverage impacting on COLC reputation	Likely	Serious	8	£2,000.00	Y - for costed impact post- mitigation	B – Fairly Confident	Hampstead Heath Communications Officer is a member of the Project Board. Create and implement Communications Plan.		Possible	Serious	£1,000.00	6		Feb-21	OP/C6	РМ		
R26	4	(2) Financial	Client Instructions	Additional requirements that are instructed by the client team	Possible	Serious	6	£30,000.00	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	Unforeseen issues that require further surveys or work by appointed consultants	Feb-21	cs	EB		
R27	4	(2) Financial	Project Programme overruns	Delays to programme results in additional cost exposure and impact on Stakeholder expectations, income and reputation.	e Possible	Serious	6	£10,000.00	Y - for costed impact post- mitigation	C – Uncomfortable	Monitor Programme to identify where delays are possible. Communications with Stakeholders maintained throughout the Project. Ensure Consultants are stood down so that any extra fees are minimised.		Possible	Serious	£6,000.00	6	Funds might help alleviate programme delays through further manpower support.	Feb-21	cs	ЕВ		
R30	4	(2) Financial	Legal Advice need due to planning challenges		Likely	Major	16	£20,000.00	Y - for costed impact post- mitigation	C – Uncomfortable	regular communication with LPA and external stakeholders.		Possible	Major	£5,000.00	12		May-22	PPG	EB		

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	TBC		
Project Reference:			
Project / Contract Title:	Hampstead Heath Swimming Faciliti	es - Safety, Access, and Security	mprovements
Project Lead & Contract	Edwin James Birch	Lead Department:	City Surveyors
Manager:			
Category Manager:	Kayleigh Rippe	Other Contact:	N/A
Total Contract Value	£470,000	Contract Duration	5-7 months
(excluding VAT and inc.		(inc. extension options):	
extension options):			
Budget approved	Capital	Capital Project reference (if	12265
Capital/Revenue:		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 2

Proposed Project Programme

Gateway 3/4 (June 22), Tender (July 22), Gateway 5 (October 22), Practical Completion (May 23), Gateway 6 (September 23)

Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)? No.

Procurement Strategy Recommendation

City Procurement team recommended option
Traditional – Without Quantities

Route to Market Recommendation

City Procurement team recommended option	
city i rotarement team recommended option	
Sub FTS ITT	

Specification and Evaluation Overview

Summary of the main requirements:

Due to the specialist nature of the works, including works very close to water, contractors that have worked on similar types of projects would be initially sought. Additionally, the team will be looking for contractors who are:

- a) Suitable for the type and scale of project
- b) Have the capacity and team to deliver it
- c) Will be willing to work pro-actively with the Client's project team

Technical and Pricing evaluation ratio

TBC nearer the time but it is envisaged that the pricing evaluation will be higher than technical so potentially 60% pricing and Technical 40%.

Overview of the key Evaluation areas (if known at this stage):

TBC

Does contract delivery involve a higher than usual level of Health & Safety, Insurance, or Business risk to be allowed in the procurement strategy?

• Enhanced level of health and safety because of works

Are there any accompanying documents with this report? e.g. PTO/outlined project	Yes □ No ⊠
plan identifying roles and responsibilities as appropriate	
If yes, please include information in the appendices section below.	
Will this project require the winning supplier(s) to process personal data on our	Yes □ No ⊠
behalf?	

Is there a requirement for a Performance Bond on this Project and if so, on what grounds?							
TBC							
Will the procurement process require a financial assessment? \	res □ No ⊠						
If yes, please indicate recommended assessment: Finance Chec	k 🗆 Financial Appraisal 🗆						
Please indicate reasons for this recommendation (please include	le in this section information on project being rated low/not						
low):							
A financial assessment has not bee recommended for this project	ct as the framework suppliers will have had to pre qualified to						
sit on the framework.							
If yes, please make sure you've defined roles and responsibilities	es within your project specification. For more information						
visit Designing Specifications under GDPR. You may include your Privacy 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)							
Edwin James Birch	City Surveyor's						

<u>Procurement Strategy Options</u> 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 – Without Quantities

Advantages to this Option:

- Fully Completed Design approach
- City has full control of the Design approach.
- Schedule of works to be used as the pricing document This will be used to control cost more rigorously compared to the broader less detailed contract sum analysis that is used under design and build
- Greater level of engagement from contractors

Disadvantages to this Option:

If unsure of the design approach, would not be suitable as variations would be costly..

Please highlight any possible risks associated with this option: The Use of traditional could result in many different design changes across the different sites and cause programme issues.

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 FTS ITT

Advantages to this Option:

- Allows us to engage with the Market as a Whole
- Open Tender process allows for specialist tenderers to make an impact.

Disadvantages to this Option:

- Resources could be strained because of the large number of suppliers received.
- Longer tender period to cater for all suppliers.

Please highlight any possible risks associated with this option: An already strain team could delay the award and allocation of funds risks the delivery of the programme.

Option 2: Internal Framework

Advantages to this Option:

- City Owns and manages this approach and documentation.
- We have established relationships with the suppliers which site on it.
- The Framework has set Rates

Disadvantages to this Option:

Does not fit the specialist works required

Please highlight any possible risks associated with this option: as above

Outline of appendices

o N/A

Report Sign-offs

Senior Category Manager	Kayleigh Rippe	Date	30/03/2021
Chamberlain's Department			
Departmental Stakeholder	Edwin James Birch	Date	30/05/2022

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Agenda Item 7

Committees:	Dates:
Operational Property and Projects Sub – For decision Streets & Walkways Sub – For decision	21/07/2022 05/07/2022
Subject:	Gateway 6:
City Streets: Transportation response to Support Covid -19 Recovery: Phase 3 - Charterhouse Square School Street	Outcome Report Regular
Unique Project Identifier:	
PV Project ID 12217	
Report of: Director of the Built Environment Report Author: Min Yee Cheung	For Decision
PUBLIC	

Summary

1. Status update Project Description:

- To implement traffic management measures to support the City's COVID-19 recovery. These measures will primarily provide more and safer spaces for people walking and cycling. The project is being delivered under three phases. Phases 1 and 2 were closed in April 2021.
- The Gateway 2-4 report for Phase 3 was approved by Members in June 2020. Amongst the measures, it included a proposal to implement an experimental "school street" scheme outside Charterhouse Square School, and if successful, it could be made permanent. Appendix 2 shows a plan of the scheme. The delegated Gateway 5 report was approved in December 2020. This Gateway 6 report relates to the Charterhouse Square School Street only.
- The school street scheme prohibits motor vehicles from using a section of Charterhouse Square at the start and end of the school day. The restriction bans all motor vehicles (except emergency vehicles on emergency calls and refuse vehicles) from driving along Charterhouse Square between Monday – Friday, 8:15 – 9:15am and 3:00 – 4:00pm during school term times.

		The school street was implemented under an Experimental Traffic Order (ETO) on 26 April 2021.					
		 An ETO allows for the scheme to be introduced to test the operational arrangements before a decision is made on whether to make it permanent. An ETO must be in operation for at least 6 months and to a maximum of 18 months. Statutory public consultation takes place in the first 6 months and any objections must be made within this period. 					
		During the period of public consultation, three objections were received, two of which were from the emergency services and one from a taxi trade organisation.					
		RAG Status: Green (Green at last report to Committee)					
		Risk Status: Low (Low at last report to committee)					
		Costed Risk Provision Utilised: £0					
		Final Outturn Cost: £65,000					
	Next steps and requested decisions	Requested Decisions:					
		The Streets and walkways Sub-Committee is asked to:					
		 Agree to the making of a Traffic Order under section 6 of the Road Traffic Regulation Act 1984 to make the experimental ban on motor vehicles using Charterhouse Square permanent. 					
		The Streets and Walkways and the Operational Property and Projects Sub Committees are asked to:					
		 Approve this Outcome Report and agree to close the project. 					
3. F	Key conclusions	The project has been successfully completed with the main objectives met.					
		Main Learning & recommendations					
		3.7There is strong support for School Streets from parents and school staff. However, their expectation for these schemes is that the street should either be physically closed or for it to be managed by marshals. Managing their expectations to avoid disappointment and to ensure continued support is therefore very important.					
	oril 2019	3.8 The delivery of the scheme was delayed due to the rapid changing national covid restrictions/lockdown rules. This delayed the installation of equipment and subsequently					

the scheme itself. Traffic levels during lockdown were also affected so it was necessary to be flexible to ensure the experiment reflected as near normal traffic conditions as possible.

- 3.9 Traffic data before and after the scheme was implemented showed that traffic flows has reduced from an average of 299 vehicles to 30 vehicles during the operation hours. This represents a 90% reduction.
- 3.10 Consideration was taken when designing and placing the traffic signs for the scheme as Charterhouse Square is within a conservation area and has narrow footways. The size and number of signs used were therefore kept to a minimum. However, feedback, mostly from school staff and parents highlighted concerns that the signage was insufficient and was therefore contributing to high levels of non-compliance. Although traffic surveys were not obtained during the initial few months of the experiment, officers did observe that there was a high volume of traffic contravening the ban which needed to be addressed. Consequently, more and larger signage was installed in December 2021. A map and photos of the current signage can be seen in Appendix 3.

Main Report

Design & Delivery Review

introduced in the City, the fursame as many of the scheme. The scheme itself is very min and signage to restrict the uscamera (for enforcement) are with the London Borough of involved consultation and me		4.1 Although this School Street scheme is the first to be introduced in the City, the fundamental components are the same as many of the schemes introduced across the City. The scheme itself is very minor and involves a legal order and signage to restrict the use of the street, an ANPR camera (for enforcement) and a boundary street agreement with the London Borough of Islington. The scheme also involved consultation and monitoring which is also similar to other delivered projects. Delivery of the project was therefore fairly routine.	
		4.2On reflection and due to the short duration of the traffic restrictions compliance levels could have been better if mo and larger signs were installed from the outset.	
5	Option Appraisals	5.1 Assessment of various options for the School Street was carried out. The chosen option considered a wide range of issues including the location of the school, private streets,	

		car parks, other access needs, enforcement regime, site conditions and views of the school community. These enabled the objective to be met.		
6	Procurement route	.1 Collection of traffic data was procured through competitive quotes. Delivery of measures were undertaken by the City's Term Contractors, J B Riney and Siemens.		
7	Skills base	1 The project team within the Environment Department had the skills, knowledge, and experience to manage and deliver the project.		
8	Stakeholders	8.1 Extensive engagement with the school staff, parents, local occupiers and Islington Council took place throughout the project cycle. This included entering into an agreement (s101 of the Local Government Act 1972) with Islington. This enabled the project to be delivered smoothly.		
		8.2 Following the delivery of the scheme two separate online surveys were open for feedback. One was aimed at the school community and the other was for the general public. This gave the public a platform to feed their comments and was used to gage how the scheme has performed. In total there were 134 and 9 responses received respectively and a summary of these can be found in Appendix 4.		
		·		
		8.4 Prior to the start of the scheme, concerns were expressed that a large number of parents relied on motor vehicles to get to and from school and that the restrictions would disproportionately affect them. As part of the scheme, surveys were carried out which showed that those using car/taxi is low and has reduced from 15 to 11 following the introduction of the School Street. Appendix 4 provides a breakdown of travel modes.		

8.5 As part of the process, statutory public consultation was carried out. As a result, three objections were received.
These are discussed in further detail under section 11 of this
report.

Variation Review

9 Assessment of project against key milestones	 9.1 The original milestone to deliver the scheme was September 2020, which would have coincided with the start of the new school term. This was not met due to the delays caused the Covid-19 pandemic. 9.2 Lockdown restrictions also closed schools until March 2021, making engagement with the school difficult. The scheme however, was delivered in April 2021, which coincided with the start of a new school term.
10 Assessment of project against Scope	 restricting motor vehicles from using Charterhouse Square between Hayne Street and Carthusian Street. The restrictions operate between 8.15am – 9.15am and 3pm to 4pm Monday to Friday during school term only. Refuse collection and emergency vehicles attending emergency calls were exempt. Regulatory and advance signage was installed to inform and provide advance notice to users. The regulatory signs were manufactured to be "foldable" to enable ease of management as when required. Following concerns and observations, larger and additional signage was installed in December 2021. Two ANPR enforcement cameras linked to the Parking Ticket Office.
11 Risks and issues	 11.1 As part of the statutory public consultation for the ETO, three objections were received. 11.2 One from the Metropolitan Police Service, 11.3 One from the South-East Ambulance Service and 11.4 One from the Licenced Taxi Drivers Association (LTDA). 11.5 The ETO made exemptions from the restriction to permit emergency services vehicles when responding "in an emergency". However, both the Metropolitan Police and Ambulance Service opposed this because they were concerned

- that this would still impact on their services and would prefer exemption that permit "emergency vehicles" access at all times.
- 11.6 Since the start of the experiment (now in its 13th month of operation), there has been no penalty charge notices issued to drivers of an emergency service's vehicle for contravening the restriction. The City has also an established appeals system to resolve PCN's but to date, no appeals have been made in relation to vehicles being used by the emergency services.
- 11.7 One of the main reasons for introducing the school street is to reduce risks. During the school starting and finishing times, Charterhouse Square becomes very crowded and often people walking or waiting are forced on to the carriageway. Long Lane provides a parallel alternative route to Charterhouse Square, is much wider and therefore more suitable for through traffic. It should be further noted that the restrictions only operate for two hours per week day and during term time only. The vast majority of the time, Charterhouse Square remains unrestricted and with Long Lane a better through route, the impact is considered to be negligible. Limiting the use of Charterhouse Square to emergency services vehicles when responding to an emergency is therefore considered to be the best-balanced approach.
- 11.8 The LTDA opposes the restrictions because they consider licensed taxis should be exempted from the restrictions because they provide a transport service to disabled passengers who may need to access to Charterhouse Square. The Equalities Impact Assessment identified that this issue should be monitored.
- 11.9 Engagement with school staff, parents and public feedback as well as officer observations have not identified an issue for disabled access. The school is the only frontage affected and access to all other properties and routes are maintained, although some journeys may be marginally longer. It is therefore recommended that the restriction prohibiting taxis using Charterhouse Square is retained.
- 11.10 The online surveys identified that there was an issue with non-compliance of the restrictions and changes were required. Although traffic data was not obtained during this period, observations by officers identified that there were significant contraventions. Therefore, larger and additional signs were installed in December 2021 to improve the scheme. Compliance levels are now at 90% which is comparable to other schemes.

12 Transition to BAU

12.1 Following completion of the works, the delivered project is now managed under normal BAU activities. This has been

possible because the measures implemented are standard
and engagement with affected service took place throughout
the project cycle.

Value Review

13 Budget				
10 Buagot	Estimated	Estimated cost (including risk):		
	Outturn Cost (G2)	£60,000		
		<u> </u>		
		At Authority to Start work (G5)	Final Outturn Cost	
	Fees	£13,000	£18,000	
	Staff Costs	£7,300		
	Works	£39,700	£39,700	
	Purchases	None	None	
	Other Capital Expend	None	None	
	Costed Risk Provision	None	None	
	Recharges	None	None	
	Other*	None	None	
	Total	£60,000	£65,000	
	The increase in cost relating to fees is associated with making the ETO permanent, which will be met through DBE's Traffic Management Local Risk Budget 13.1 The final account has not been verified.			
14 Investment	N/A			
15 Assessment of project against SMART objectives	15.1 The objective was to reduce traffic using Charterhouse Square during the school starting and finishing times. This would therefore improve safety, provide more space for people walking, cycling and waiting. Additionally, the purpose of implementing the scheme using an ETO was to allow the operational arrangements to be tested before it is made permanent. Traffic data (Appendix 5) has shown that there has been no traffic impact on the surrounding network and feedback as well as site observations have also shown that these objectives have been met.			
16 Key benefits realised	16.1 The surveys have shown that the scheme has been very beneficial to the school community and there is strong support for the scheme to be retained and that it will positively impact the area in the long term if made permanent.			

Lessons Learned and Recommendations

17 Positive reflections	 17.1 There is strong support from the community for School Streets. 17.2 The restrictions operate for two very short periods, coinciding with the highest pedestrian activity around the school. 17.3 The negative impact of the project has been minimal but significant positive benefits achieved. There has been no evidence of any accessibility implications nor any tangible increases on traffic displacements to the surrounding road network. 17.4 The design team were well skilled and experienced with delivering these projects. 		
18 Improvement reflections	18.1 Despite on-going engagement with the school staff and parents, there was still an expectation that the restrictions should involve a physical closure or one that is managed by a marshal. This expectation was further amplified by the high level of non-compliance during the early period of the experiment. Clearer communication with the school community which explained why a gate or a marshal to manage the closure was not feasible could have managed their expectations better and therefore would have avoided any disappointment as well as to ensure continued support.		
19 Sharing best practice	Dissemination of information through team and project staff briefings.		
20 AOB	N/A		

Appendices

Appendix 1	Project Coversheet		
Appendix 2	Plan of Charterhouse Square restriction		
Appendix 3	On-line survey questions and responses		
Appendix 4	Results of the traffic surveys		
Appendix 5	Traffic counts for Charterhouse Square, St Johns Street &		
	Lindsey Street		

Contact

Report Author	Min Yee Cheung	
Email Address	Minyee.cheung@cityoflondon.gov.uk	
Telephone Number	07521 870 700	

Project Coversheet

[1] Ownership & Status

UPI: 1227

Core Project Name: City Streets: Transportation response to support covid – 19 recovery: Phase 3 - Charterhouse Square School Street

Programme Affiliation (if applicable): City Streets: Transportation response to support Covid-19 recovery

Project Manager: Min Yee Cheung

Definition of need:

To support the City's recovery from Covid-19, more and safer spaces for people walking and cycling is needed.

In June 2020, the Gateway 2 – 4 approved a proposal to implement an experimental school street scheme outside Charterhouse Square school, and if successful, it could be made permanent.

The objective of a school street is to reduce traffic using Charterhouse Square during the school starting and finishing times. This would therefore improve safety, provide more space for people walking, cycling and waiting.

Key measures of success:

- Traffic using Charterhouse Square at the start/end of the school day is reduced
- There is support for proposal to be retained
- No significant impact to the surrounding network

Expected timeframe for the project delivery: January 2021 at Gateway 5.

The original delivery of the project was September 2020, however, this was delayed due to the rapid changing situation with Covid-19 lockdowns. A revised delivery timescale of January 2021 was provided in the Gateway 5 report but this was still affected by a further lockdown. The project was finally delivered in April 2021, which coincided with a new school term.

Key Milestones:

- Delivery April 2021
- Gateway 6, Outcome report July 2022

Are we on track for completing the project against the expected timeframe for project delivery? Yes (as per G6 report)

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' G1 report (as approved by Chief Officer xx/yy/zz): N/A

- Total Estimated Cost (excluding risk): N/A
- Costed Risk Against the Project: N/A
- Estimated Programme Dates:

Scope/Design Change and Impact: N/A

'Project Proposal/Option Appraisal/Design G2-4 report (as approved by PSC 23/06/20):

- Total Estimated Cost (excluding risk):£60,000
- Resources to reach next Gateway (excluding risk) £0
- Spend to date: £0,000
- Costed Risk Against the Project: N/A
- CRP Requested: N/aCRP Drawn Down: N/a
- Estimated Programme Dates:

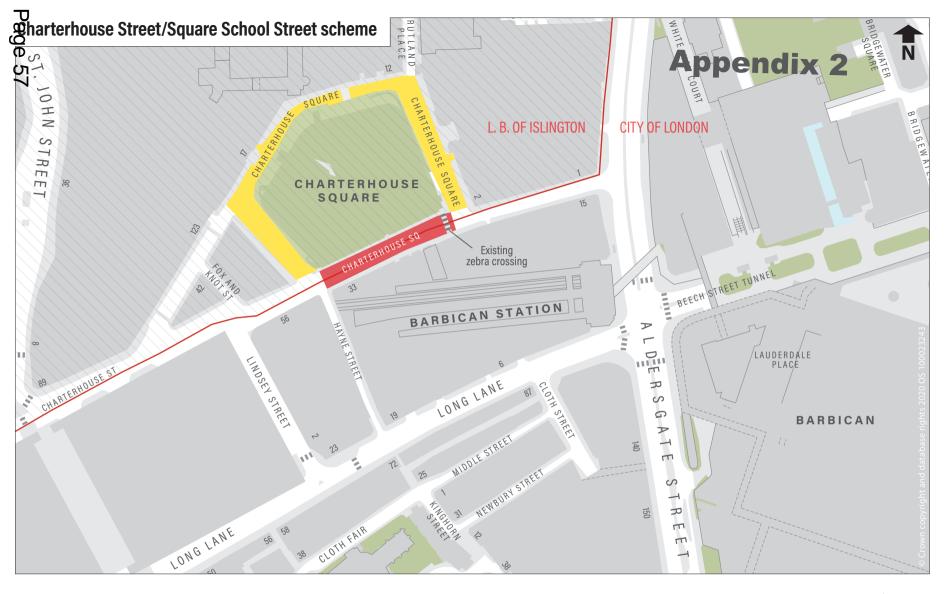
Scope/Design Change and Impact: None

'Authority to start Work' G5 report (as approved by PSC 01/12/20):

- Total Estimated Cost (excluding risk): £60,000
- Resources to reach next Gateway (excluding risk: £60,000
- Spend to date: £60,000
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:

Scope/Design Change and Impact: None

Total anticipated on-going commitment post-delivery [£]:0 Programme Affiliation [£]:0





Private street

No motor vehicles Monday - Friday 8.15 - 9.15 am & 3 - 4 pm

Borough Boundary



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Appendix 3 Photos and plans of the Charterhouse Square Signs



Figure 1 'No motor vehicles' signs arranged to form a 'gateway' on Charterhouse Square



Figure 2 Closer up view of the 'No motor vehicle' sign on Charterhouse Square



Figure 3 An advance warning sign of the restriction on Charterhouse Square

Appendix 3 Photos and plans of the Charterhouse Square Signs

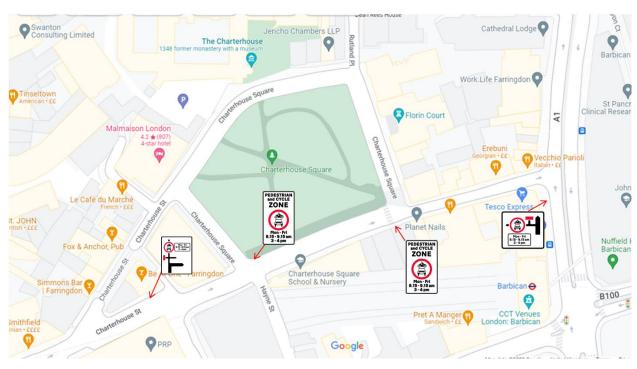


Figure 4 Plan showing original layout of signs (Not to scale)

Figure 5 Plan showing increased sizes and number of signs (not to scale)



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Appendix 4

Results of the on-line survey for the Charterhouse Square scheme submitted by the general public

There were 9 responses to the general survey.

Breakdown of who the respondents were (N.B. they could select more than one option):

A local resident	1
Parent of student attending Charterhouse Sq	8
School	

Q: Now that the School Street is in place, how much do you agree or disagree with these statements:

	Agree/strongly	Neither	Disagree/	Total
	agree	agree nor	strongly	
		disagree	disagree	
The air on this street is	3 (33.3%)	3 (33.3%)	3 (33.3%)	9 (100%)
cleaner				
I can walk/cycle/scoot more	2 (22.2%)	1 (11.1%)	6 (66.6%)	9 (100%)
safely on this street				
Children can	2 (22.2%)	0 (%)	7 (77.8%)	9 (100%)
walk/cycle/scoot more				
safely on this street				
There is less traffic on the	0 (0%)	3 (33.3%)	6 (66.6%)	9(100%)
surrounding streets				
I am happy with the School	2 (22.2 %)	0 (0%)	7 (77.7%)	9(100%)
Street measures				
These changes have made	4 (44.4%)	1 (11.1%)	4 (44.4%)	9(100%)
the area more pleasant to				
spend time in				
The School Street will	7 (77.8%)	0 (0%)	2 (22.2%)	9 (100%)
positively impact the area in				
the long term if made				
permanent				
I have no opinion on the	1 (11.1%)	0 (0%)	8 (88.9%)	9(100%)
impact				

Q: Do you support the retention of the School Street measure?

	Number	Percentage
I support the School Street	1	11.1%
measure as it is		
I support it, but would like	7	77.7%
some changes		
I don't support it, but would	0	0%
support if changes are made		
I don't support it	1	11.1%
I have no opinion on this	0	0%
Total	9	100%

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Appendix 4

Results of the on-line survey for the Charterhouse Square scheme submitted by the parents/school staff

There were 134 responses to the school survey.

Breakdown of who the respondents were:

- 131 parent/guardians who accompanied child to school
- 2 parent/guardians answering on behalf of a child who travels alone
- 1 school staff

Answers comparing how people travel to school BEFORE vs AFTER the School Street was put in place:

Mode of transport used to travel to/from school	Before the scheme	During the scheme
Car/taxi	15	11
Walking/buggy/scooter	61	64
Cycling	15	18
Underground/train/overground	14	14
School/public bus	17	25
Park & stride	1	1
N/A	11	1

- Slightly more active travel modes used since School Street has been put in place (walk/buggy/scooter = +3; cycle = +3)
- Less car/taxi use (-4).
- School/public bus use increased (+ 8)

Q: Now that the School Street is in place, how much do you agree or disagree with these statements:

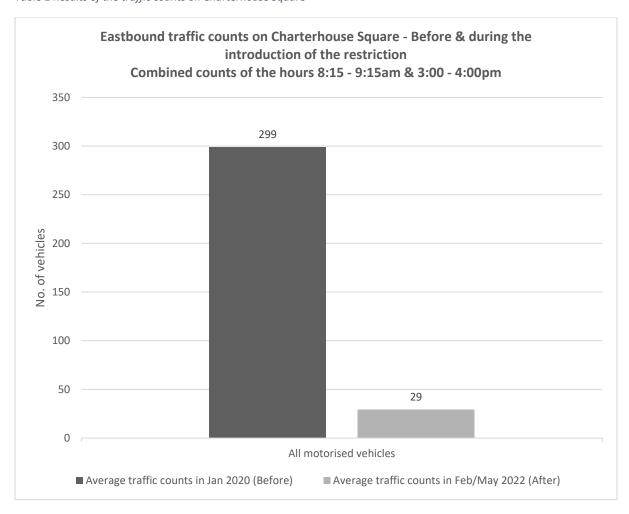
	Agree/strongly	Neither	Disagree/	Total
	agree	agree nor disagree	strongly disagree	
The air on this street is cleaner	64 (47.7%)	55 (41%)	15 (11.2%)	134 (100%)
I can walk/cycle/scoot more safely on this street	80 (59.7%)	9 (6.7%)	45 (33.6%)	134 (100%)
Children can walk/cycle/scoot more safely on this street	71 (53%)	9 (9%)	51 (38.1%)	134 (100%)
There is less traffic on the surrounding streets	40 (29.8%)	39 (29.1%)	55 (41.1%)	134 (100%)
I am happy with the School Street measures	55 (41%)	9 (6.7%)	70 (52.3%)	134 (100%)
These changes have made the area more pleasant to spend time in	74 (55.2%)	24 (17.9%)	36 (26.8%)	134 (100%)
The School Street will positively impact the area in the long term if made permanent	114 (85.1%)	9 (6.7%)	11 (8.2%)	134 (100%)
I have no opinion on the impact	9 (6.7%)	18 (13.4%)	107 (79.9%)	134 (100%)

Q: Do you support the retention of the School Street measure?

	Number	Percentage
I support the School Street	29	21.6%
measure as it is		
I support it, but would like	96	71.6%
some changes		
I don't support it, but would	5	3.7%
support if changes are made		
I don't support it	4	3%
Total	134	100%

Appendix 5 – Results of the traffic flows on Charterhouse Square

Table 1 Results of the traffic counts on Charterhouse Square



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Appendix 5 - Results of the traffic flows on St Johns Street & Lindsey Street

Table 1 Traffic counts on St Johns Street (before & during)

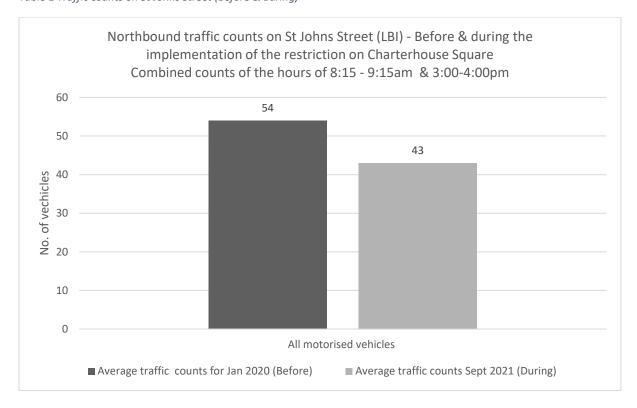
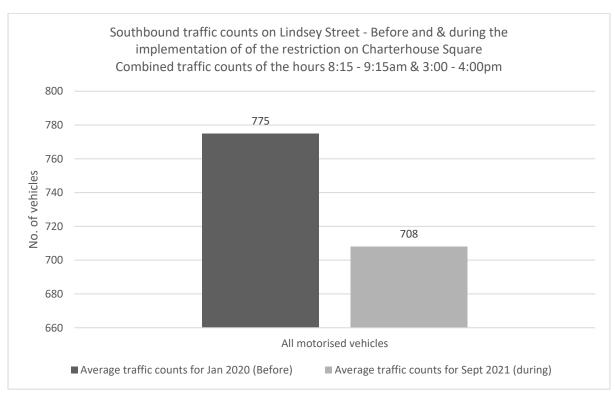


Table 2 Traffic counts on Lindsey Street (Before & during)



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Agenda Item 8

Committees:	Dates:
Corporate Projects Board – [for decision]	06 October 2021
Epping Forest & Commons Committee [for decision]	19 November 2021
Operational Property and Projects Sub [for decision]	21 June 2022
Subject:	Gateway 6:
Provision of Staff Welfare Facilities at Chingford Golf Course Epping. (SEF 53/21)	Outcome Report Light
Unique Project Identifier:	
12060	
Report of:	For Decision
Director of Open Spaces	
Report Author:	
Jo Hurst Business Manager Epping Forest	
PUBLIC	

Summary

1. Status update	Project Description: Project to construct welfare facilities.		
1. Otatas apaate	. ,		
	RAG Status: Green (Green at last report)		
	Risk Status: Low (low at last report)		
	Costed Risk Provision Utilised: £0 (of which £0 was drawn down at the last report to Committee).		
	Final Outturn Cost: £64,520.67		
2. Next steps and	Requested Decisions:		
requested	Note the report and lessons learned		
decisions	Approve closure of this project		
3. Key conclusions	Permission was granted to construct standalone welfare facilities for the Chingford Golf Course Groundskeeping team, at a total estimated cost of £156,000		
	During the early planning stages for the standalone unit, a tenant occupying a building on site (Orion Harriers) confirmed their request to construct an extension to their own facilities on the same site. The opportunity was taken to include our own requirements into this build as a small addition to their extension,		

with the construction project for managed by Orion Harriers. This greatly reduced CoL planning, management, and construction costs.

Although construction was slowed significantly by COVID-19 restrictions and adverse weather conditions, construct and fit was completed in Spring 2021 at less than half of the original estimated figure.

Project was completed approximately one year later than estimated, but at less than half estimated budget.

Main Report

Design & Delivery Review

4. Design into delivery

Original design was for a standalone welfare and administration building adjacent to the existing workshop building.

Prior to planning application, the opportunity to work in partnership with Orion Harriers was approved by Epping Forest and Commons Committee and allowed for the welfare unit aspects of the build to be incorporated into the Orion Harriers extension project. Plans and full tender applications were managed by Orion Harriers and overseen by Epping Forest staff and City Surveyors, with contract award being approved by CSD and Procurement. Costs to CoL were agreed at a proportion split equal to the ground area ratio of the Orion Harriers / CoL plan.

Epping Forest staff were involved throughout and monitored planning and construction for all parts of the build, including layout and fit of the City of London section.

The Chingford Golf Course staff welfare facility is now complete, adjoined to the Orion Harriers running club extension, but accessed separately with its own door opening towards the golf course yard.

5. Options appraisal

Original project options were:

- 1. Previous architect plans were for very high spec and high-cost solution at approximately £200K. A lower, but satisfactory specification can be achieved for £100K £150K. **This option is recommended**
- 2. A lower budget option of up to £20K, using a container-style static readymade unit has been explored, but denied necessary long-term planning permission, therefore **this option is not recommended**.

	 Retaining the team in neighbouring lodge is unsatisfactory, as well as contrary to planning classification, therefore this option is not recommended. However, the opportunity to work with Orion Harriers as part of their planned build delivered all the requirements of Option 1, but at significantly reduced cost and resource. This route was approved by the Epping Forest and Commons Committee in September 2019
6. Procurement route	All tender processes were carried out by Orion Harriers as third-party project managers. This was overseen by Epping Forest and City Surveyors staff and authorised through Procurement. As management of contractors was through Orion Harriers, not direct, this did lead to some frustration and delay to communication, including quality of materials for example, but all issues were resolved and overall did not outweigh the financial and time savings.
7. Skills base	In house staff at Epping Forest and City Surveyors were sufficient to meet demand for this project.
8. Stakeholders	Stakeholders were Chingford Golf Course Greenkeeping Team, through to all layers of Epping Forest management and governance. Sufficient updates were provided considering the comparatively low risk and value of the project.

Variation Review

9. Assessment of project against key milestones

As the project was agreed to be delivered through partnership with Orion Harriers, and CoL therefore had less influence on timescales, original project target completion was March 2020. In reality, moving to partner timescales as well as Covid-19 restrictions and adverse weather conditions as delayed the delivery Spring 2021. Staff requirements for washing and toilet facilities were met during this time first by delaying vacation of Jubilee Retreat flat, then by provision of mobile toilet unit.

Original project cost estimate was £156,000. This was revised to £80,000 when the partnership with Orion Harriers was agreed. Final actual costs were £64,520.67

Benchmark measures of success included in original project brief were:

- 1. Fit for purpose office and welfare facilities. These have been delivered in full.
- Office connectivity provided improving management of critical information such as H&S risk assessments and financial records. Office facilities have relocated to inside workshop, including improved connectivity.

	3. Jubilee Retreat flat 1 vacated. Both flats 1 and 2 are vacant
	and undergoing refurbishment prior to occupation.
10. Assessment	The original scope of construction of a self-contained unit providing
of project	toilet washing and catering facilities for the Chingford Golf Course
against Scope	Greenkeeping team was instead delivered through a third-party
	construction project on the same site, delivering kitchen, shower,
	and toilet facilities. Office function was improved through contained
	subdivision of workshop space. All project deliverables complete.
11.Risks and	Pandemic risk was unidentified and slowed delivery.
issues	T andemic risk was unidentified and slowed delivery.
	Adverse weather conditions also slowed construction.
	Contract was at fixed price, so delay did not increase costs.
	On site communication between Golf staff, Orion Harriers and contractors was generally good, with separation of construction site and golf operational areas well respected. Logistical conflict of CoL and contractor staff and vehicles was minimised with no reported incidents.
	Tendering was overseen and approved by City Surveyors, and contract was subsequently managed by Orion Harriers.
12.Transition to BAU	Temporary toilet facilities have been removed from site and staff have transferred to new welfare facility.

Value Review

13. Budget			
	Estimated	£156,000	
	Outturn Cost (G2)	£64,520.67	
		At Authority to	Final Outturn Cost
		Start work (G5)	
	Fees	£5000	£0
	Staff Costs	£1000	£0
	Works	£150,000	£64,520.67
	Purchases	£	£
	Other Capital	£	£
	Expend		
	Costed Risk	£	£
	Provision		
	Recharges	£	£
	Other*	£	£
	Total	£156,000	£64,520.67

Please ensure that the Authority to Start Work (G5) column reflects the budget approved for the initial Gateway report submitted at this stage (prior to any later budget increases/issues reports).

*If 'Other' provide a brief note on the contents

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

*Please note that the Chamberlain's department Financial Services division will need to verify Final Accounts relating to medium and high-risk projects valued between £250k and £5m and all projects valued in excess of £5m. All Final accounts which exceed £50,000 in value will be subject to an independent verification check, undertaken by a suitably experienced officer within the relevant implementing department, regardless of whether the overall risk of the project has been assessed at some point as low, medium, or high risk,

In addition, final accounts of £2,000,000 and above will also be subject to final account verification by the Chamberlain's Financial Services Division (FSD) where (I) the value is £2,000,000 to £10,000,000 and the overall risk of the project has been assessed at some point as "Medium" or "High", and (ii) the value exceeds £10,000,000 regardless of the risk assessment.

£10K of works in 2019/20 were transferred to Epping Forest Fund (restricted Capital Account). The remainder of outlay in 2020/21 was absorbed by the better-than-budgeted income from golf play, directly due to national Covid-19 restrictions in this year.

14.Investment

Not an invest to save project, other than the potential to free up domestic lodges at Jubilee Retreat which may eventually be let to generate income to Epping Forest (outside the scope of this project)

Key driver for project was Health and Safety welfare provision to staff which has been delivered in full.

15. Assessment of project against SMART objectives

- To provide toilet and washing facilities and office space for the Chingford Golf Course Greenkeeping team by 31st March 2020. The project was severely delayed but has now delivered this objective in full.
- 2. To vacate Flat 1 Jubilee Retreat by the same date in order to refurbish for domestic occupation/rental. *The flat was*

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	vacated and temporary toilet facilities were provided on site.
	 To improve connectivity to IT systems to Greenkeepers through provision of desk space and computer terminal. Provided through internal modifications to workshop space.
16. Key benefits realised	 Chingford Golf Couse Greenkeeping team now have a fit for purpose welfare facility, providing toilet and kitchen facilities and respite from adverse weather. The Workplace (Health, Safety & Welfare) Regulations 1992 oblige employers to provide welfare facilities for the wellbeing of staff.
	 Jubilee Retreat Flats 1 & 2 have been vacated and are undergoing refurbishment, with the intention to be let and income returning to Epping Forest.
	3. Relationship with tenants Orion Harriers is good, and their facilities have been expanded, in turn benefitting runners in London and Essex.

Lessons Learned and Recommendations

17. Positive reflections	The opportunity to complete construction through a third party seeking to extend their own premises on site saved significantly on management and construction costs, as well as avoiding potential logistical difficulties of having two construction firms on site at the same time.
18.Improvement reflections	Management was difficult through Covid-19 and would have ideally had more site inspections from CoL. Agreed costs were for delivered build and unaffected by delays due to weather or Covid-19 restrictions. Orion Harriers provided day-to-day management of contractors, to CoL specifications. This did make some elements of communication slower, but the cost savings by far outweighed these minor issues.
19. Sharing best practice	This is a small value, low risk project, but Epping Forest and Commons Committee have been informed of outturn. Open Spaces Lodge Board continue to be kept aware of this and similar projects.
20.AOB	None

Contact

Report Author	Jo Hurst, Business Manager Epping Forest
Email Address	Jo.hurst@cityoflondon.gov.uk
Telephone Number	020 8532 5317

v.April 2019

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



By virtue of paragraph(s) 2, 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.







By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.









By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.













By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.





By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



Agenda Item 18

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A of the Local Government Act 1972.



Agenda Item 19

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.



Agenda Item 20

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

