



Operational Property and Projects Sub Committee

Date: WEDNESDAY, 23 NOVEMBER 2022
Time: 11.00 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Alderman Timothy Hailes (Chair) Deputy Christopher Hayward
Deputy Rehana Ameer (Deputy Chairman) Deputy Shravan Joshi
Deputy Randall Anderson Deputy Edward Lord
Deputy Keith Bottomley Paul Martinelli
Deputy Michael Cassidy Anett Rideg
Deputy Madush Gupta

Enquiries: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

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<https://youtu.be/LtyQ7PvWIBq>

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John Barradell
Town Clerk and Chief Executive

AGENDA

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

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 26 October 2022.

For Decision
(Pages 7 - 10)

4. **CLIMATE ACTION STRATEGY, COOL STREETS AND GREENING PROGRAMME - PHASE 4**

Report of the Executive Director of Environment.

For Decision
(Pages 11 - 34)

5. **CITY CLUSTER AREA - PROGRAMME UPDATE**

Report of the Executive Director of Environment.

For Decision
(Pages 35 - 58)

6. **SMALL BUSINESS AND RESEARCH ENTERPRISE CENTRE AND CITY CENTRE SPACE SWAP**

Joint report of the Executive Director of Environment and Director of the London Metropolitan Archives.

For Decision
(Pages 59 - 66)

7. **FUTURE OF IRISH CHAMBERS**

Report of the City Surveyor.

For Decision
(Pages 67 - 72)

8. **THE CITY SURVEYOR'S DEPARTMENTAL BUSINESS PLAN - 2023/24**
Report of the City Surveyor.
- For Decision**
(Pages 73 - 82)
9. **CYCLICAL WORKS PROGRAMME 2023/2024 AND BEYOND**
Report of the City Surveyor.
- For Decision**
(Pages 83 - 96)
10. **GW5 ISSUE: 2-6 CANNON STREET PUBLIC REALM IMPROVEMENTS: PHASES 2 AND 3**
Report of the Executive Director of Environment.
- For Information**
(Pages 97 - 116)
11. ***CITY SURVEYOR'S BUSINESS PLAN 2022-27: QUARTER 2 2022/23 UPDATE**
Report of the City Surveyor.
- For Information**
12. ***THE CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - NOVEMBER 2022 UPDATE**
Report of the City Surveyor.
- For Information**
13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
14. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**
15. **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**

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 26 October 2022.
- For Decision**
(Pages 117 - 120)
17. **INTEGRATED FACILITIES MANAGEMENT AWARD REPORT – FURTHER COMPETITION**
Report of the City Surveyor.
- For Decision**
(Pages 121 - 170)
18. **IDENTIFYING SUITABLE CITY OF LONDON EXPANSION SPACE FOR THE CITY OF LONDON SCHOOL FOR GIRLS**
Report of the Headmistress of the City of London School for Girls.
- For Decision**
(Pages 171 - 182)
19. **GW1-2: PROJECT PROPOSAL ISSUE - SECURE CITY PROGRAMME (SCP) ISSUES REPORT**
Joint report of the Commissioner and Executive Director of Environment.
- For Decision**
(Pages 183 - 204)
20. **GW4: BILLINGSGATE MARKET - BILLINGSGATE ACTION PLAN - ADDITIONAL FISH HANDLING UNIT**
Report of the City Surveyor.
- For Decision**
(Pages 205 - 228)
21. **GW4C: REFURBISHMENT/EXTENSION OF 1-6 BROAD STREET PLACE AND 15-17 ELDON STREET**
Report of the City Surveyor.
- For Decision**
(Pages 229 - 274)
22. **GW6: BARBICAN TURRET - JOHN WESLEY HIGH WALK**
Report of the Director of Community and Children's Services.
- For Decision**
(Pages 275 - 278)

23. ***ANNUAL REPORT ON THE OPERATIONAL PROPERTY PORTFOLIO**
Report of the City Surveyor.

For Information

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

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

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OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE Wednesday, 26 October 2022

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 26 October 2022 at 11.00 am

Present

Members:

Deputy Rehana Ameer (Deputy Chairman)
Deputy Randall Anderson
Deputy Keith Bottomley
Deputy Shravan Joshi
Deputy Edward Lord
Paul Martinelli

Observing:

Deputy Madush Gupta (Virtual)

Officers:

Polly Dunn	- Town Clerk's Department
Darran Reid	- Chief Operating Officer's Department
Oliquir Chowdhury	- Chief Operating Officer's Department
Jonathan Cooper	- City Surveyor's Department
Daniel Tyler	- City Surveyor's Department
Richard Chamberlain	- City Surveyor's Department
Joshua Nixon	- City Surveyor's Department
Jonathon Poyner	- Barbican Centre

1. APOLOGIES

Apologies were received from Alderman Tim Hailes, Deputy Michael Cassidy, Deputy Christopher Hayward and Anett Rideg.

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

There were no declarations.

3. MINUTES

4. CORPORATE CLEANING SERVICES AGREEMENT EXTENSION

Members considered a report of the City Surveyor regarding a Corporate Cleaning Services Agreement Extension.

Whilst there was a Corporation-wide agreement that all contractors pay their staff the London living wage, Members sought assurances that this was the case. The City Surveyor was confident this was the case but agreed to provide written confirmation outside of the meeting.

The Town Clerk confirmed that the report would need to go to Finance Committee in order to be referred to the Court of Common Council.

RESOLVED, that Members agree for onward approval by the Court of Common Council, the following variations to the Corporate Cleaning Services Agreement with Atalian Servest Limited:

- a) a variation to the expiry date of the contract term to 31st March 2023; and
- b) an increase in the Total Contract Value of £1.9m to to £32.7M.

5. **GW6: OUTCOME REPORT - PURCHASE OF STEINWAY MODEL D PIANO FOR THE BARBICAN CENTRE CONCERT HALL**

Members considered a report of the Chief Executive Officer of the Barbican Centre regarding a Gateway 6 Report on the purchase of a Steinway Model D Piano for the Concert Hall.

RESOLVED, that Members note the lessons learned section of this report and approve closure of this project

6. ***22/23 ENERGY & DECARBONISATION PERFORMANCE Q1 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Members received a report of the City Surveyor regarding the 2022/23 Energy and Decarbonisation performance Q1 update for the Operational Property Portfolio.

RESOLVED, that the report be noted.

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

Members received a report of the City Surveyor regarding the Climate Action Strategy and various workstream updates for the operational property portfolio.

This report included information around the housing – but this caused some confusion as the Sub-Committee did not have oversight of the housing portfolio. Clarification was sought on the around reporting arrangements for the Climate Action Strategy.

RESOLVED, that the report be noted.

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

There were no questions.

9. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

There was no other business.

10. **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 Schedule 12A of the Local Government Act.

11. NON-PUBLIC MINUTES

Members asked for an update on the assessment of the run rate of projects if 'stood still', as per debate on item 24 of the last meeting.

RESOLVED, that Members approve the non-public minutes of the meeting held on 26 September 2022 as an accurate record.

12. EXTENSION OF THE MANAGED SERVICE TEMPORARY AGENCY RESOURCE CONTRACT

Members considered a report of the Chief Operating Officer regarding Extension of the Managed Service Temporary Agency Resource Contract.

13. BUSINESS TRAVEL SERVICES - OPTIONS (STAGE 1) AND AWARD (STAGE 2) REPORT

Members received a report of the Chief Operating Officer regarding the Business Travel Services and options for the Stage one and Stage 2 Procurement strategy.

14. MINOR WORKS MEASURED TERM CONTRACTS - PROCUREMENT STRATEGY REPORT AND EXTENSION OF CURRENT CONTRACT

Members considered a joint report of the City Surveyor and Chief Operating Officer regarding Minor Works Measured Term Contracts, the Procurement Strategy and Extension of Current Contract.

15. GW3: ISSUE REPORT - PHASE 2, 3 & 4 - CITY OF LONDON SCHOOL MASTERPLAN

Members considered a Gateway 3 report of the City Surveyor regarding phases 2, 3 and 4 of the City of London School Masterplan.

16. GW4C: DETAILED DESIGN - CENTRAL CRIMINAL COURT PLANT REPLACEMENT: PHASE 5 - FEES TO GATEWAY 5

Members considered a Gateway 5 report of the City Surveyor regarding the Central Criminal Court Plant Replacement Phase 5.

17. GW5: ISSUES - CITY OF LONDON SCHOOL FOR GIRLS - SUMMER WORKS 2022

Members considered a Gateway 5 Issues report of the City Surveyor regarding the City of London School for Girls Summer Works 2022.

18. *OPERATIONAL PROPERTY PORTFOLIO - DELEGATED AUTHORITIES UPDATE - 1ST APRIL 2022 TO 30TH SEPTEMBER 2022

Members received a report of the City Surveyor regarding the Operational Property Portfolio - Delegated Authorities Update for the period from 1st April 2022 to 30th September 2022.

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

Members received a joint report of the Chamberlain and City Surveyor regarding the City of London Operational Tenants – arrears update and rental support.

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

There were no questions.

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

There was one item of urgent business.

A Member, who was also on the Board of Governors of the City of London School for Girls, noted that there had been some difficulties with the contractor responsible for the works at Gray's Inn, for the City Junior School. There was provision in the contract for any defaults on works, however, in order to exercise any action there were a number of hoops the City Corporation would need to jump through.

A question was raised as to how this may have happened with such a new project, given that financial checks that presumably took place. It was confirmed that the financial checks were retrospective and reviewed closed accounts.

There was a desire to look at ongoing credit performance, or to increase financial scrutiny in some way when awarding contracts for projects. Whilst there were certain checks in place for purchased goods and services contracts, it was unclear whether this was exercised for projects.

It was suggested that the sub-committee consider pre and post- award reports from procurement. There was also a desire to ensure that procurement was not too rigid and encouraged bids from SMEs.

The meeting ended at 11.40 am

Chairman

Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

Committees:	Dates:
Corporate Projects Board <i>for decision under urgency</i> Streets & Walkways sub - for decision Operational Property & Projects Sub - for decision	02 November 2022 08 November 2022 23 November 2022
Subject: Climate Action Strategy, Cool Streets and Greening Programme – Phase 4 Unique Project Identifier: <i>PV ID 12267</i>	Gateway 2-3 Project Proposal & Options Appraisal Regular
Report of: Executive Director Environment Report Author: Janet Laban / Gordon Roy	For Decision
<h1>PUBLIC</h1>	

Recommendations

<p>1. Approval track, next steps and requested decisions</p>	<p>Project Description: Cool Streets and Greening is a £6.8M Climate Action Strategy programme to pilot climate resilient streets and open spaces in the Square Mile. Phases 1, 2 and 3 of this programme are underway – see appendix 3 for progress. This report seeks approval to progress the Phase 4 <i>SuDS (Sustainable Urban Drainage) for Climate Resilience</i> workstream with an estimated total cost of £2.4M</p> <p>Funding Source: Climate Action Strategy – On Street Parking Reserve (CAS - OSPR)</p> <p>Next Gateway: Gateway 4 for <i>SuDS for Climate Resilience</i> project.</p> <p>Next Steps: Detailed designs will be drawn up for 10 sites under the <i>SuDS for Climate Resilience</i> workstream. A Gateway 4 report for this workstream will be brought to Members in early 2023. The proposed projects will be fully funded through the Climate Action Strategy Cool Streets and Greening programme (subject to Gateway 5 approval).</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That Option 2 to include SuDS measures in strategically located sites is approved, noting the locations of the proposed sites.
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	2. That budget of £185,000 is approved for design and monitoring infrastructure for Phase 4 <i>SuDS for Climate resilience</i> to reach Gateway 4.																				
2. Resource requirements to reach next Gateway	<p><i>For recommended option 2:</i></p> <table border="1" data-bbox="528 392 1390 1400"> <thead> <tr> <th data-bbox="528 392 761 533">Item</th> <th data-bbox="761 392 1007 533">Reason</th> <th data-bbox="1007 392 1198 533">Funds/ Source of Funding</th> <th data-bbox="1198 392 1390 533">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 533 761 786">Survey & site design SuDS for Climate Resilience Nine sites</td> <td data-bbox="761 533 1007 786">Consultant support and surveys to develop detailed designs</td> <td data-bbox="1007 533 1198 786">CAS funding OSPR</td> <td data-bbox="1198 533 1390 786">£75K</td> </tr> <tr> <td data-bbox="528 786 761 1003">Staff costs</td> <td data-bbox="761 786 1007 1003">Project management and engineering input</td> <td data-bbox="1007 786 1198 1003"></td> <td data-bbox="1198 786 1390 1003">£40K</td> </tr> <tr> <td data-bbox="528 1003 761 1332">Monitoring infrastructure</td> <td data-bbox="761 1003 1007 1332">Installation of smart sensors to monitor effectiveness of SuDS measures (before & after installation)</td> <td data-bbox="1007 1003 1198 1332">CAS funding OSPR</td> <td data-bbox="1198 1003 1390 1332">£70K</td> </tr> <tr> <td data-bbox="528 1332 761 1400">Total</td> <td data-bbox="761 1332 1007 1400"></td> <td data-bbox="1007 1332 1198 1400"></td> <td data-bbox="1198 1332 1390 1400">£185K</td> </tr> </tbody> </table> <p>Costed Risk Provision requested for this Gateway: 0 (as detailed in the Risk Register – Appendix 2)</p>	Item	Reason	Funds/ Source of Funding	Cost (£)	Survey & site design SuDS for Climate Resilience Nine sites	Consultant support and surveys to develop detailed designs	CAS funding OSPR	£75K	Staff costs	Project management and engineering input		£40K	Monitoring infrastructure	Installation of smart sensors to monitor effectiveness of SuDS measures (before & after installation)	CAS funding OSPR	£70K	Total			£185K
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Staff costs	Project management and engineering input		£40K																		
Monitoring infrastructure	Installation of smart sensors to monitor effectiveness of SuDS measures (before & after installation)	CAS funding OSPR	£70K																		
Total			£185K																		
3. Governance arrangements	<ul style="list-style-type: none"> • The service committee for this work is the Streets & Walkways sub-Committee • The Senior Responsible Officer for this work is Gordon Roy, District Surveyor • The work will be overseen by the Climate Action Strategy Square Mile Project Board 																				

Project Summary

<p>4. Context</p>	<p>4.1 The City’s Climate Action Strategy identifies the need to adapt to a changing climate where we will experience hotter drier summers, warmer wetter winters, sea level rise and more frequent extreme weather events.</p> <p>4.2 The climate risks that the City faces include overheating, flooding, water scarcity, biodiversity loss, increases in pests and diseases and disruption to infrastructure food and trade.</p> <p>4.3 The Climate Action Strategy Cool Streets & Greening programme is introducing climate resilience measures into the City’s public realm to avoid future disruption from these climate risks. Phases 1, 2 and 3 of this programme are underway (see update in Appendix 3).</p> <p>4.4 A combined gateway approach is being used in this case since the programme is already approved in principle and it is imperative that we progress quickly with these projects to meet the Climate Action Strategy timetable with project completion by Q4 2024/25.</p> <p>4.5 In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy, a transformative programme for the organisation to reach net-zero carbon emissions, build resilience and champion sustainable growth. The 6-year, £68m funding for this programme was approved by Resource Allocation Sub Committee (RASC) on 7 September 2020, including, under Appendix 2 ‘Action area 2. Resilient Streets and Greening’, a total budget of £6.8m over 4 years. At the start of each financial year, following the completion of a Project Plan for each CAS delivery area, Policy & Resources committee are asked to note overall programme progress to the 6-year Strategy to approve the draw of funds required for the forthcoming financial year.</p>
<p>5. Brief description of project</p>	<p>5.1 This project covers Phase 4 of the Cool Streets & Greening programme and seeks to introduce SuDS for Climate Resilience, strategically across the Square Mile on newly identified sites.</p> <p>5.2 This strategic approach will result in wider climate resilience benefits such as protection from surface water and sewer surcharge flood risk resulting from extreme rainfall events, across the City.</p> <p>5.3 These sites have been prioritised because they:</p> <ul style="list-style-type: none"> • are close to trunk sewers but outside the City’s major surface water flood risk areas. This will maximise the reduction in rainwater run-off into the trunk sewers.

- can contribute through greening elements to the proposed biodiversity corridors that form part of Phase 3.

5.4 Funding for site identification and prioritisation was approved in Feb 2022. From this work, the following indicative sites are proposed:

Site*	Measures
Lambeth Hill (or other north -south steep sloping lanes north of Thames Street)	Terraced attenuation steps.
Bread Street south	Permeable paving with below ground reservoir and soft landscaping
Ludgate Broadway	SuDS tree pits and rain garden
St Martin le Grande	SuDS tree pits & linear rain garden
Godliman Street	Permeable paving / swale
Knightrider Court	Permeable paving / swale
Tooks Court	SuDS tree pits and underplanting
St Andrew Undershaft	Rainwater harvesting and new planting
Houndsditch	Rain garden
Swan Lane (or other north-south lane south of Thames Street)	Permeable paving with below ground reservoir & soft landscaping

*Note: If detailed surveys identify insurmountable constraints at any of these sites alternative sites will be substituted and this will be set out in the Gateway 4 report.

5.5 Development of detailed designs to incorporate SuDS related climate resilience measures at these sites will

	constitute Phase 4 of the Cool Streets & Greening Programme.
<p>6. Consequences if project not approved</p>	<p>6.1 The City's climate is changing. We need to adapt the City's environment to hotter drier summers, warmer wetter winters, sea level rise and more frequent extreme weather events.</p> <p>6.2 The high cost of reacting to rather than preparing for climate change is well recognised¹.</p> <p>6.3 The Climate Resilience Adaptive Pathways study completed for the City Corporation by Buro Happold in 2020 identified the measures (including SuDS) that we need to implement now to ensure that we are ready for the future climate.</p> <p>6.4 If this project is not approved, we will miss the opportunity to prepare for the inevitable change in the climate resulting in increased climate risks, higher insurance costs through lack of preparedness and higher costs of action.</p> <p>6.5 Some actions from the recently adopted statutory Local Flood Risk Management Strategy (LFRMS) could be compromised if we fail to progress this project.</p>
<p>7. SMART project objectives</p>	<p>Vision: The Square Mile and City Corporation assets elsewhere are an exemplar of climate resilience, pre-empting inevitable climate related risks and impacts, providing a model for others to follow.</p> <p>Climate Action Strategy Objectives:</p> <ul style="list-style-type: none"> • The City of London Corporation and its assets are resilient to climate change • The Square Mile's buildings, public spaces and infrastructure are resilient to climate change • People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation <p>These objectives were agreed by Court of Common Council on 8th Oct 2020 as part of the City's Climate Action Strategy (Committee report Appendix 2).</p> <p>The key project objectives for Phase 4 of the Cool Streets & Greening Programme are to:</p> <ol style="list-style-type: none"> 1 Develop detailed designs for incorporating SuDS at ten sites by Q1 2023/24 subject to Gateway 4/5 approval. 2 Develop and implement real time baseline monitoring infrastructure which will be used to evaluate resilience interventions by Q1 2023/24 3 To implement and monitor the effects of SuDS measures in nine sites by Q4 2024/25 making

¹ [Stern Review Report on the Economics of Climate Change](#)

	<p>recommendations for future SuDS interventions in the Square Mile.</p> <p>4 The project level Key Performance Indicator for this project will be: Area of the Square Mile with Sustainable Drainage (SuDS) installed.</p> <p>5 The outcomes indicator for this project will be the number of flood investigations carried out under section 19 of the Flood & Water Management Act. This will demonstrate how resilient the Square Mile is to flood risk.</p>
8. Key benefits	<p>This project will reduce the risks of flooding from the increased and more intense rainfall which we are already experiencing as a result of climate change.</p> <p>The strategically located SuDS schemes will not only reduce surface water flood risk at individual sites but will reduce rainwater run-off into the drainage network and subsequent risk of sewer surcharge flooding elsewhere in the City.</p>
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	A. Essential
11. Notable exclusions	<p>1 Implementation of buildings related resilience measures</p> <p>2 Resilience of privately owned assets and infrastructure</p>

Options Appraisal

12. Overview of options	<p>Option 1 – Redesign of existing projects to include climate resilience measures</p> <p>12.1 To date the Cool Streets and Greening projects have opportunistically targeted interventions in existing projects to speed implementation. A total of 15 sites have been identified in this way and are progressing to implementation and monitoring under Phase 1 and Phase 2.</p> <p>12.2 We could continue to use Climate Action Strategy funding to part fund schemes to incorporate climate resilience measures, however this would prevent us from trailing climate resilience in strategically located sites across the City.</p> <p>12.3 For new schemes such as public realm projects and the City’s major projects, climate resilience measures should be designed in, costed and incorporated as business-as-usual from now onwards.</p> <p>Option 2 – Identify new sites for climate resilience Preferred option</p>
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	<p>12.4 It is beneficial to pilot further measures strategically across the Square Mile providing flood resilience for areas at risk of surface water and sewer surcharge flooding.</p> <p>12.5 Identification of new sites uses data gathered through the Cubic Mile project (in collaboration with the British Geological Survey), and the Phase 3 <i>City Greening and Biodiversity</i> workstream which Members approved at Gateway 2 in May 22.</p> <p>12.6 The engineering designs and lessons learnt through this project will be used as a template for the City to roll out similar measures as part of future projects. The measures will also be used to inform future policy and technical guidance for the City's public realm.</p> <p>Option 3 Do Nothing</p> <p>12.7 This option would make no preparations for changed weather patterns as a result of climate change.</p> <p>12.8 This would mean continuing with a reactive approach responding to disruption from adverse weather and other climatic impacts as it affects the Square Mile.</p> <p>12.9 This option risks higher costs for clean-up and insurance, reputational damage and misses opportunities to prepare for changes in the climate as works are carried out during this decade</p>
<p>13. Risk</p>	<p>Overall project risk: Low The main risk is that surveys identify insurmountable constraints. This could include below ground utilities or above ground infrastructure such as bike parking that cannot be relocated or imminent development around the site which might be constrained by SuDS. In this case mitigation would be to:</p> <ul style="list-style-type: none"> • change the type of SuDS design • substitute alternative sites <p>Further information is available within the Risk Register (Appendix 2) and Options Appraisal.</p>

Resource Implications

<p>14. Total estimated cost</p>	<p>For recommended option 2: Total estimated cost (excluding risk): £2.4M.</p>	
<p>15. Funding strategy</p>	<p>Is funding confirmed: Choose an item.</p>	<p>Who is providing funding: Internal - Funded wholly by City's own resource</p>

	Recommended option	
	Funds/Sources of Funding	Cost (£)
	Climate Action Strategy (On Street Parking Reserve)	£2.4M
	Total	£2.4M
	<p>This project is part of the Climate Action Strategy Cool Streets & Greening programme. The programme's funding allocation is £6.8M (OSPR) with the funding having been approved by the Resource Allocation Sub-committee in Sept 2020. The £1.6m drawdown of Climate Action central funding for the 2022/23 (year 2) Cool Streets and Greening schemes was approved by Resource Allocation Sub Committee in May 2022.</p>	
16. Procurement strategy/ route to market	<p>Any work to the public highway will be undertaken by the City's highway term contractor. The term contractor has been chosen through a competitive tender process and represents good value for money.</p> <p>Elements of soft landscaping will be undertaken by the City Garden's team.</p> <p>The City's procurement strategy will be adhered to.</p>	

Appendices

Appendix 1	Gateway 1 approval
Appendix 2	Risk Register
Appendix 3	Progress on Cool Streets & Greening project to date

Contact

Report Author	Janet Laban/ Gordon Roy
Email Address	Gordon.Roy@cityoflondon.gov.uk
Telephone Number	Teams call

Options appraisal table.*Delete option numbers as appropriate*

Option Summary	Option 1	Option 2	Option 3
1. Brief description of option	Redesign of existing projects to include climate resilience measures and monitoring programme to evaluate their effectiveness. This will cover years 1 and 2 of the Cool Streets & Greening programme	Identification of new strategically located sites for design, installation and monitoring of climate resilience measures for Phases 3 <i>City Greening & Biodiversity</i> & Phase 4 <i>SuDS for Climate Resilience</i> of the Cool Streets & Greening programme	Do nothing to prepare for climate change impacts
2. Scope and exclusions	Fifteen existing projects have been identified where climate resilience measures can be incorporated in Phases 1 and 2 of the Cool Streets & Greening programme. Work is complete at 6 sites, underway at 2 sites and in design at the remaining sites	Opportunity mapping for suitable new sites, which was approved at Gateway 2, has identified new sites for the <i>City Greening & Biodiversity</i> and <i>SuDS for climate resilience</i> programmes.	This option would take a reactive approach to climate related emergencies such as flooding, heat stress, water shortages etc, responding when they happen.
Project Planning			
3. Programme and key dates	All the proposed sites are due for completion by end 2023	Estimated key dates: Site identification Q3 2022/23 Design Q3&4 2022/23 Implementation 2023/24	React to climate related emergencies when they occur
4. Risk implications	Overall project option risk: Low	Overall project option risk: Low	This option risks the City being unprepared for

Option Summary	Option 1	Option 2	Option 3
			climate impacts leading to emergency incidents and associated reputational damage
5. Stakeholders and consultees	<ul style="list-style-type: none"> Residents and businesses adjacent to proposed sites City Corporation officers: Highways, Transport, Historic Environment, Access City Public Realm 	<ul style="list-style-type: none"> Residents and businesses adjacent to proposed sites City Corporation officers: Highways, Transport, Historic Environment, Access City Public Realm 	None
6. Benefits of option	<ul style="list-style-type: none"> Uses sites where work is already planned minimising disruption and cost Provides monitoring data to inform site selection later in the 5 year programme 	<ul style="list-style-type: none"> Identifies strategic sites based on opportunity mapping Sites suitable for a wider range of SuDS types and other resilience measures are more likely to be identified 	Immediate costs avoided
7. Disbenefits of option	Potential limitation on the types of resilience measures possible on sites where other work is already planned	Potential higher cost per site than option 1. CAS funding will need to pay for all works since these are not sites where other work is already planned.	Risk of emergency leading to high repair costs, disruption to the City and reputational damage, higher insurance premiums
Resource Implications			

Option Summary	Option 1	Option 2	Option 3
8. Total estimated cost	Estimated capital cost for Phase 1 = £815K Phase 2 = £720K There is a high level of confidence in this figure based on estimates from the Public Realm team who have experience in implementing similar schemes elsewhere.	Estimated capital costs: Phase 3 £2.5M Phase 4 £2.4M Costs will depend on the types of resilience measures that are feasible on each site. Other sources of funding will be sought but some measures will need to be fully funded through the CS&G programme	No immediate investment costs. Future emergency and insurance costs unknown
9. Funding strategy	Climate Action Strategy – On Street Parking Reserve	Climate Action Strategy – On Street Parking Reserve	N/A
10. Investment appraisal	None – scheme is fully funded through Climate Action Strategy	None – scheme is fully funded through Climate Action Strategy	N/A
11. Estimated capital value/return	N/A.	N/A	N/A
12. Ongoing revenue implications	Ongoing revenue will be needed for maintenance and evaluation of the resilience measures over the 5-year period of the Cool Streets and Greening programme. An initial estimate of 10% of capital costs has been added (70K) however evaluation of	Maintenance costs are included in the capital costs. Some measures may result in reduced maintenance costs in the longer term Monitoring infrastructure will be included in the project design. Environmental Resilience team staff costs	N/A

Option Summary	Option 1	Option 2	Option 3
	maintenance costs will be part of the evaluation of each project. Some measures may result in reduced maintenance costs in the longer term.	will cover ongoing evaluation of monitoring data	
13. Affordability	The scheme is fully funded through the Climate Action Strategy	The scheme is fully funded through the Climate Action Strategy	N/A
14. Legal implications	Planning permissions will be sought where necessary	Planning permissions and Highways orders will be sought where necessary	N/A
15. Corporate property implications	None	None	N/A
16. Traffic implications	None	To be advised based on the sites identified	N/A
17. Sustainability and energy implications	The Cool Streets & Greening programme is a Climate Action Strategy project which aims to ensure that the City remains resilient to the impacts of climate change (hotter drier summers, warmer wetter winters, more frequent weather extremes and sea level rise) All materials used in the projects will be sustainably sourced	The Cool Streets & Greening programme is a Climate Action Strategy project which aims to ensure that the City remains resilient to the impacts of climate change (hotter drier summers, warmer wetter winters, more frequent weather extremes and sea level rise) All materials used in the projects	This option would conflict with the City's Climate Action Strategy goal of a climate resilient City

Option Summary	Option 1	Option 2	Option 3
	applying circular economy principles wherever possible	will be sustainably sourced applying circular economy principles wherever possible	
18. IS implications	Monitoring data will be made available through the Azure IOT hub	Monitoring data will be made available through the Azure IOT hub	N/A
19. Equality Impact Assessment	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs	Equality Impact Assessment – Test of Relevance will be carried out for all proposed project designs	This option could lead to greater danger for vulnerable groups
20. Data Protection Impact Assessment	N/A	N/A	N/A
21. Recommendation	Not recommended	Recommended	Not recommended

Appendix 1 Gateway 1 Approval - attached
 Appendix 2 Risk Register- attached
 Appendix 3 Cool Streets & Greening Projects update – attached

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Appendix 1 Gateway 1 Approval

In September 2020 Resource Allocation Sub Committee and Policy and Resources Committee approved the scoped and costed Climate Action Strategy for the City Corporation which was subsequently approved by the Court of Common Council on 8th October 2020. See Committee Report below. A capital bid was submitted in August 2020 by the relevant Chief Officer – this was then adopted at RASC in Sept – this constitutes the Gateway 1 approval.



Climate Action
Report for Policy an



App2 Actions by
Committee FOR SUB

Appendix 2 of this Committee report provides a breakdown of the actions proposed to implement the Climate Action Strategy. Appendix 2b provides a detailed profile of each action area for climate resilience and Action Area 2 *Resilient Streets and Greening* includes most of the actions that will be covered through the Cool Streets and Greening programme. In addition, one action from Action Area 4 *Resilience Co-ordination and Training* has been included in the Cool Streets and Greening programme. (see below for relevant action plans)

Action Area 2: Resilient Streets and Greening

Committee: Planning & Transportation Committee

CLIMATE RESILIENCE VISION: The Square Mile and City Corporation assets elsewhere are an exemplar of climate resilience, pre-empting inevitable climate related risks and impacts, providing a model for others to follow.			
STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change F) People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation			
<p>High level actions</p> <p>Action 2.1 Flood modelling, which include SUDs and other mitigation strategies, to complement EA flood models</p> <p>Action 2.2 Conduct pilot to test heat resistant materials in planned works for streets and highways during 2021-2025</p> <p>Action 2.3 Develop City Corporation and Square Mile water footprint management strategy</p> <p>Action 2.4 Develop natural flood risk management areas</p> <p>Action 2.5 Sustainable rain and surface water management policies and implementation</p> <p>Action 2.6 Work with partners to accelerate actions to address water leak management</p> <p>Action 2.7 Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces</p> <p>Action 2.8 Introduce climate-resistant and adaptive landscaping in planned works</p> <p>Action 2.9 Undertake funding sources review</p>	<p>Gross cost £M / yr.</p> <p>£2.0m</p>	<p>Impact on employment (estimate of total new jobs created in the green economy /yr.)</p> <p>8</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • An investigation into new water infrastructure such as strategic SUDs, roof top greening, catchment greening and afforestation, and more as relevant • A register and upgrade plan for roads that are vulnerable to acute heat which mainstreams heat-resistant road surfacing • A connected system of water recycling, urban drainage and rainwater management measures • Increased greenery in the Square Mile public realm • Climate change adaptable landscapes and planting • A strong partnership with Thames Water to reduce water wastage from leakage
<p>Resilience Risks</p> <ul style="list-style-type: none"> • Flooding • Overheating • Water stress • Natural capital <p>Impact on resilience risks</p> <ul style="list-style-type: none"> • Additional guidance on climate resilience forming part of Planning Policy will reduce all resilience risks • Minimising temperature increases through the public realm, creating cool spots • Interventions such as shading, urban greening, heat-resistant road surfacing, natural flood risk management areas, flood defence asset maintenance and careful material selection will reduce all resilience risks 	<p>Measurement</p> <p>Total no. climate risks managed</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • Positive reputation amongst suppliers and construction industry • Indirect effect on green jobs and economic multipliers for green tech ecosystem • Increased visibility and standards across projects • Future proof public realm for climate impacts 	<p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,7, Local Plan 2015, The draft City Plan 2036, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Flood Risk Management Strategy 2014-2020</p>

City of London: Projects Procedure Corporate Risks Register

Project Name:	Cool Streets & Greening	PM's overall risk rating:	Low	CRP requested this gateway	£ -	Average unmitigated risk	1.8	Open Risks	6
Unique project identifier:	PV12267	Total estimated cost (exc risk):	£ 185,000	Total CRP used to date	£ -	Average mitigated	1.0	Closed Risks	0

General risk classification										Mitigation actions							Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	2	(2) Financial	Funding not available	Project will not progress	Rare	Minor	1	£0.00	N	A - Very Confident	Climate Action Strategy funding identified	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R2	2	(1) Compliance/Regulatory	Delays due to governance & sign off procedures	Project will be delayed	Possible	Minor	3	£0.00	N	A - Very Confident	Steering Group governance structure	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R3	2	(4) Contractual/Partnership	Contract or partnership problems	Project will be delayed	Rare	Minor	1	£0.00	N	A - Very Confident	Procurement and controllers will oversee contracts and partnership arrangements	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R4	2	(4) Contractual/Partnership	Skills shortage	Project quality compromised	Unlikely	Minor	2	£0.00	N	A - Very Confident	Skills available for this phase	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R5	2	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	Future phases of the project will need to be revisited	Unlikely	Minor	2	£0.00	N	A - Very Confident	Carry out this phase as preparation avoiding costly design for individual sites	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		
R6	3	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	If may not be possible to implement resilience measures due to unforeseen underground structures	Unlikely	Minor	2	£0.00	N	A - Very Confident	Close liaison with project managers will enable early redesign before costs are incurred	£0.00	Rare	Minor	£0.00	1	£0.00	0		DBE	Gordon Roy		

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Appendix 3 Cool Streets and Greening Programme Scheme Progress

November 2022

The Cool Streets and Greening programme is an integral part of building climate resilience across the City Corporation's public spaces under the Climate Action Strategy (CAS). The programme will deliver a range of capital projects in order to further the following goals, as approved under Gateway 1 of the CAS:

- Sustainable rain and surface water management policies and implementation
- Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces
- Introduce climate resistant and adaptive landscaping in planned work

Capital projects under the Cool Streets and Greening programme are being delivered in four phases. The overall budget for this programme is £6.8M which is funded through the Climate Action Strategy. The progress of each phase and the projects within these phases are outlined below along with a breakdown of total estimated costs for each phase.

Preliminary Planning

Programme development began in April 2021 with a budget of £320K which is being used for programme framework development, Climate Resilience Measures and Planting catalogues, smart sensor installation across the City, opportunity mapping and site identification and prioritisation.

Total estimated cost for preliminary planning £320K
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Phase 1

Under Phase 1, existing capital projects were identified and additional capital funding provided for the inclusion of climate resilience measures, where these may not have been previously included. The most suitable sites were identified through a prioritisation exercise, taking into account the date of commencement, area of the site, potential for resilience measures and/or additional environmental benefits, and cost.

Site	Measures Included	Gateway approval	Progress
Vine Street	Avenue tree planting	G5	Completed March 2022
Riverside Planters, City of London School	Climate resilient landscaping (drought tolerant planting)	G5	Completed May 2022
Bevis Marks/Dukes Place	Sustainable drainage (rain gardens and geocellular storage), tree planting	G5	Works underway October 2022
Cheapside Sunken Garden	Sustainable drainage (permeable paving) and replanting	G5	Works to commence November 2022

Jubilee Gardens	Tree planting, green wall, climate resilient planting and relandscaping	G4	Detailed design complete – pending Capital Projects Review. Gateway 5 due January 2023
Pedestrian Priority Sites	Climate resilient planting – 4 sites	G5	Temporary measures completed 2021. Permanent trial site being developed (City Cluster) October 2022
Total estimated cost for Phase 1 sites: £815K			

Phase 2

Phase 2 sites were identified and prioritised using a similar approach to Phase 1, although in most cases these projects were at an earlier stage of design. Consequently, a more holistic approach to integrating climate resilience measures was possible through inclusion at an earlier design stage.

Site	Measures Included	Gateway approval	Progress
Bank	Tree planting, sustainable drainage (rain gardens)	G5	Works commenced October 2022
Little Trinity Lane	Hedge planting, climate resilient planting	G4	Detailed design in development
Crescent	Tree planting, climate resilient planting, sustainable drainage (rain gardens and attenuation boards)	G4	Detailed design in development
Moor Lane	Tree and hedge planting, sustainable drainage (proposed)	G4	Detailed design in development – below ground constraints affecting scope
Finsbury Circus (monitoring only)	Monitoring only (of wider works proposals)	G5 monitoring	On hold – pending Capital Projects Review
Barbican Podium Phase 2 (monitoring only)	Monitoring only (of wider works proposals)	G5 monitoring	In progress – monitoring carried out by Atkins
Total estimated cost for Phase 2 sites: £720K			

Phase 3 City Greening & Biodiversity

Further phases of the programme aim to identify new project sites using a more strategic approach, rather than intervening in projects previously underway. Phase 3 of the programme will work with the Policy and Projects team under *City Greening and Biodiversity* to improve tree planting, replanting for climate resilience and relandscaping of new sites focused along three strategic green corridors. These corridors have been identified to improve connectivity between the City's Sites of Importance for Nature Conservation (SINCs) and areas close to them, as well as providing routes

across the City for pedestrians and cyclists with increased shade/canopy cover. These routes are illustrated in *Figure 1*.

Individual sites along this route were prioritised by considering a range of parameters, including proximity to SINC, presence of Biodiversity Action Plan target species and habitats, air quality, thermal comfort and pedestrian flows. Under Phase 3, tree planting and replanting for climate resilience will also be accelerated at areas across the City both within and outside of the green corridors.

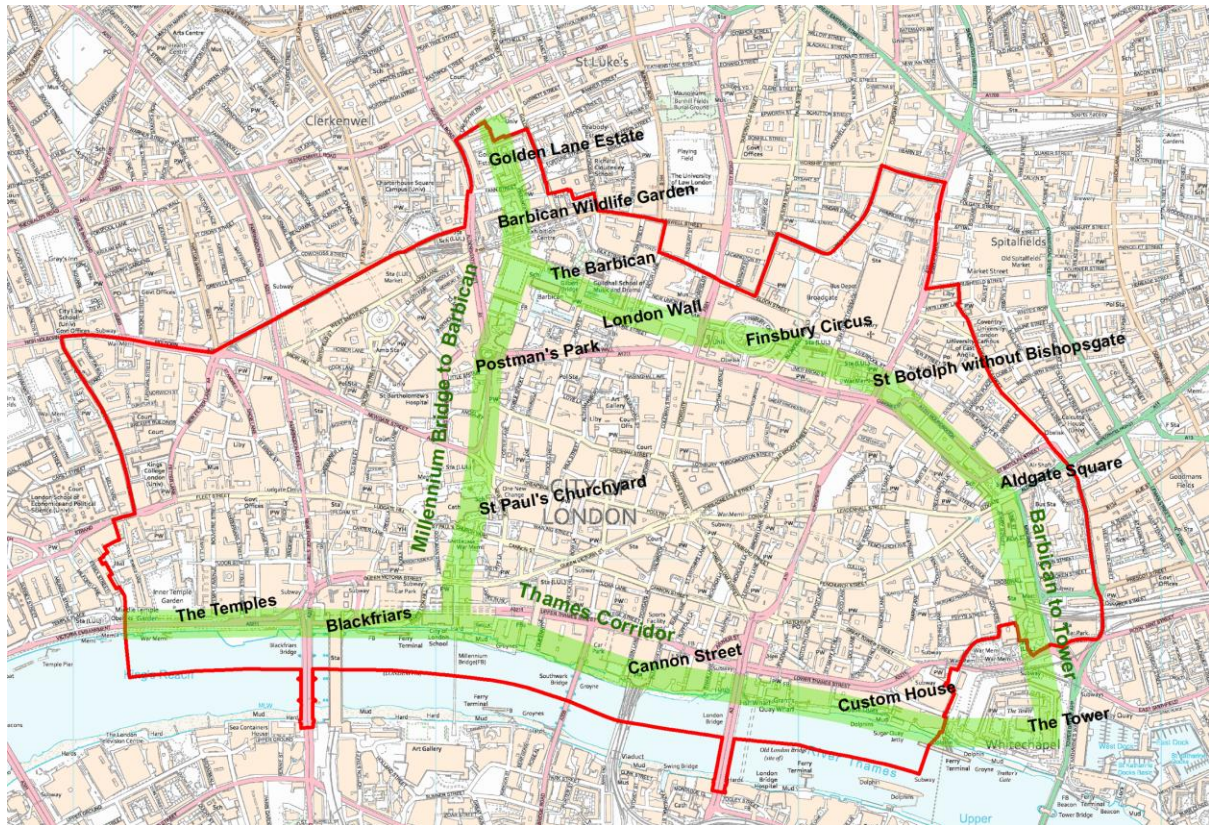


Figure 1: Indicative cool routes and biodiversity corridors through the City

Tree planting

An accelerated programme of tree planting is proposed under the *City Greening and Biodiversity* project. Potential locations for tree planting were identified through site visits and are being progressed through trial holes and ground radar surveys across the City. A number of priority areas within the green corridors have been identified for new tree planting, as outlined below. This programme will be delivered through the City Gardens team as resource becomes available following success of site surveys.

Location	Gateway approval*	Green corridors
London Wall/All Hallows	G2	Barbican to Tower
Houndsditch	G2	Barbican to Tower
Jewry Street/Fenchurch Street	G2	Barbican to Tower
Eastcheap/Great Tower Street	G2	SINC between two routes
Queen Victoria Street	G2	Millennium Bridge to Barbican
King Edward Street	G2	Millennium Bridge to Barbican

Rotunda/Aldersgate Street	G2	Millennium Bridge to Barbican
Total estimated cost of tree planting programme: £800K		

* New site search approved at Gateway 4. Gateway 5 report due Nov 2022.

Replanting for resilience - A number of sites managed by City Gardens have been identified along the green corridors as priority sites for replacement planting. Replanting schemes will respond to site-relevant priorities (climate adaptive planting, planting for biodiversity benefit, etc. depending on priority of each site).

Site	Gateway approval*	Green corridor
All Hallows on the Wall	G2	Barbican to Tower
St Dunstan's Hill	G2	SINC between two routes
St Dunstan's Churchyard	G2	SINC between two routes
Queen St Place/Upper Thames Street	G2	Thames Corridor
Whittington Gardens	G2	Thames Corridor
Angel Lane	G2	Thames Corridor
London Bridge/Riverside/St Magnus Church	G2	Thames Corridor
Riverside Terrace	G2	Thames Corridor
Grants Quay Wharf	G2	Thames Corridor
St Anne and St Agnes Churchyard	G2	Millennium Bridge to Barbican (SINC)
St Olave Silver Street	G2	Millennium Bridge to Barbican (SINC link)
John Carpenter Street	G2	Thames Corridor
Plough Place	G2	Not on route
Total estimated cost of replanting for resilience: £400K		

* New site search approved at Gateway 4. Gateway 5 reports due Nov 2022/ Jan 2023

Relandscaping

Additional sites have been identified where more detailed proposals will be brought forward to introduce new climate resilience measures, with a focus on the strategic green corridors and biodiversity improvements within them.

Site	Gateway approval	Green corridor
London Wall/Moorgate	G2*	Barbican to Tower
Finsbury Circus W Arm	G2*	Barbican to Tower
Fann Street	G2*	Millennium Bridge to Barbican
St Peter Westcheap	G2*	Millennium Bridge to Barbican
Fetter Lane	G2*	Not on route
Total estimated cost of Phase 3 relandscaping sites: £1.3M		

*New site search approved at Gateway 4. Gateway 5 report due Jan 2023

Total Estimated cost of Phase 3 City Greening & Biodiversity: £2.5M
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Phase 4 SuDS for Climate Resilience

Phase 4 of the programme has begun to identify a number of sites with potential for sustainable drainage systems (SuDS) and will be termed *SuDS for Climate Resilience*. These are located in areas at lower risk of surface water flooding, but in proximity to trunk sewers, where SuDS are more effective during periods of heavy rain. This will result in improvements to water quality and attenuation of runoff entering the sewer network. Where SuDS sites are also located in a strategic green corridor, schemes with greening elements such as rain gardens and swales will be prioritised over measures such as geocellular attenuation and permeable paving.

Site	Gateway approval	Green corridor
St Andrew Undershaft	*	Not on route
Tooks Court	*	Not on route
Lambeth Hill	*	Thames Corridor
Riverside/Swan Lane	*	Thames Corridor
Bread Street	*	Not on route
Ludgate Broadway	*	Not on route
St Martins-le-Grand	*	Millennium Bridge to Barbican
Knightrider Court	+	Millennium Bridge to Barbican
Godliman Street	*	Millennium Bridge to Barbican
Houndsditch	*	Barbican to Tower
Total estimated cost of Phase 4 SuDS for Climate Resilience: £2.4M		

*New site search approved at Gateway 4. Gateway 5 report due early 2023

Sites not included in Cool Streets and Greening programme

Some additional sites were identified during the prioritisation exercise and subsequent site visits with potential for strategic climate resilience interventions. However, these sites have alternative sources of funding and will be progressed outside of the Cool Streets and Greening programme. This approach will be adopted as business as usual for future sites.

Site	Reason
St Mary at Hill	S106 funding for this site
Temple Avenue	Landowner funding for this site

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<p>Committee(s): Streets and Walkways Sub – For Decision Operational Property and Projects Sub - For Decision Open Spaces and City Gardens Committee - For information</p>	<p>Date(s): 08 November 2022 23 November 2022 05 December 2022</p>
<p>Subject: City Cluster Area – programme update</p> <p>Unique Project Identifier: City Cluster Vision Phase One - 12072</p>	<p>Public</p>
<p>Report of: Director of the Environment Department</p>	<p>For Decision</p>
<p>Report author: Maria Herrera – Policy and Projects</p>	

Summary

This report provides an update on the delivery of the City Cluster programme, which is structured around three workstreams and focused on the implementation of the City Cluster Vision and Transport Strategy. In addition, the work supports objectives set out in the Climate Action Strategy and the Destination City initiative.

The three City Cluster workstreams are as follows:

- 1) Pedestrian priority and traffic reduction
- 2) Wellbeing and climate change resilience
- 3) Activation and engagement

The programme will deliver an outstanding environment and improve the way that streets and spaces can support the local economy and the City’s recovery post pandemic. These workstreams include projects that will improve the environmental resilience of the public realm, addressing climate impacts in the coming years. These three workstreams have been progressed following engagement with stakeholders, including the EC BID and are aligned with key corporate priorities.

Since the last update report in May 2021, the following progress has been made:

- Completion of a review and prioritisation of projects in the area alongside an assessment of stakeholder priorities which was presented to the Programme Board in July 2022;
- Completion of detailed design for Phase 1 of St Mary Axe access and walking improvements;

- Completion of the concept design for Leadenhall Street transformational project and definition of scope;
- Gateway 3 approval of the City Cluster security project;
- Gateway 5 approval and start on site of Bevis Marks sustainable urban drainage (SuDS) project;
- Completion of detailed design of St Andrew Undershaft churchyard and Jubilee Gardens;
- Completion of detailed design and prototype for Green Streets project;
- Completion of a draft programme for Activation and Engagement workstream and initial planning for events over the next 6 months (in partnership with the EC BID);
- Progression of various S278 projects;
- Completion of a funding strategy and communication strategy for the programme.

To progress the medium to long-term projects in the programme, including key transformational projects such as Leadenhall Street, additional funding is required. Officers have investigated various sources and have compiled a funding strategy which includes both internal and external sources. It had been intended to submit a capital bid for funding next financial year. However, with no capital bidding round considered for next year, the progress of key transformational projects will be delayed, with a risk of missing out on the opportunity to align with the timescales of current and future developments in the area. It is proposed to submit a capital bid for 2024/25 onwards so that these vital projects can proceed.

Recommendation

Members of the Streets and Walkways Sub-Committee and Open Spaces and City Gardens Committee are asked to:

1. Note the progress update.

Members of the Streets and Walkways Sub-Committee and Operational Property and Projects Sub-Committee are asked to:

2. Note that there is a funding gap for the delivery of future projects within the City Cluster programme and that a capital bid would be required as part of the funding strategy.
3. Approve an increase of funding of £27,000 from the S106 contribution of 40 Leadenhall Street for staff costs, for the management of the City Cluster programme including communications, for the next reporting period. As set out in Appendix 1.

4. Regarding the St Mary Axe Improvements - Phase 1 project:
 - i. Note and approve that the scope of the work be amended to include widened footways on the western side of St Mary Axe at the junction with Undershaft to shorten the pedestrian crossing distance and improve accessibility.
 - ii. Increase the project's existing approved delegated authority cost limit (inclusive of CRP) to £329,229 from £270,000 (an increase of £122,229), and.
 - iii. Approve the updated funding strategy as shown in Appendix 1 to accommodate the above increase.

Main report

Background

1. The City Cluster Vision was adopted by Committees in May 2019 and provides a framework for the transformation of the streets and public realm of the area. The City Cluster Area delivery plan was approved by committees in July 2020 and divided the implementation of the Vision into three workstreams: 1) Pedestrian priority and traffic reduction, 2) Wellbeing and Climate Resilience, and 3) Activation and Engagement.
2. Officers have developed the projects within the three workstreams in close collaboration with Ward Members, stakeholders, and the EC BID, through the establishment of a Programme Board. Regular updates have been provided throughout the process to ensure the scope of the workstreams is in line with programme objectives, particularly considering impacts of the pandemic on the local area and key strategic priorities such as Destination City and the Climate Action Strategy.

Progress to date

3. Further to the strategic framework established to deliver the programme, officers developed a methodology to assess the projects within the three workstreams to ensure they are aligned with strategic objectives and stakeholder's views. The projects have been scored against criteria from the City Cluster Vision, Transport Strategy, City's Recovery Taskforce and Climate Action Strategy objectives. A refined list of projects has been put together which has been divided into short, medium, and long-term phases and has been coordinated with development activity. This information was presented to the programme board in July this year. Further information is provided in Appendix 2.

4. Pedestrian priority and traffic reduction workstream

The table below provides a brief update on all the current projects in this workstream. Please also refer to Appendix 2 for information on medium to long term projects.

Typology of project	Location and brief description	Update
Cycling infrastructure	<p><u>Bevis Marks Cycle route:</u></p> <p>Experimental protected cycle lane from St Botolph Street to Camomile Street</p>	<p>Consultation period due to finish Autumn 2022; to be evaluated to consider medium term improvements.</p>
Traffic reduction and pedestrian priority	<p><u>Leadenhall Street</u></p> <p>Transformation of this key route to include more space for people walking, improved crossings, greening and public realm enhancements.</p> <p><u>St Mary Axe</u></p> <p>Phase 1: short-term measures to improve accessibility and experience for people walking.</p> <p>Phase 2: Transformative change to improve</p>	<p>Concept design has been completed along with engagement with TfL. This has established the scope and feasibility of the project, including widened pavements on both sides, space for tree planting (locations for extensive tree planting have been identified, subject to further investigation of utilities), incorporation of security requirements and public realm improvements.</p> <p>This project has been identified as a high priority with significant transformative benefits for the area. However, additional funding is required to develop and implement it. Please refer to the Financial Implications section later in this report.</p> <p>Short term measures have been developed in detail. Refer to section below 4.1 for further information on this project. Construction of Phase 1 is planned for Spring 2023, subject to approvals.</p>

	the walking experience, introduce greening and public realm enhancements.	
Security and accessibility	<p><u>Area wide security project</u></p> <p>A project to incorporate appropriate security measures into the streets and public realm across the area.</p> <p><u>Area wide accessibility improvements,</u></p>	<p>A committee report was approved in September 2022, which outlined the key principles. Data gathering and design development has commenced and consultation with stakeholders is planned to be undertaken in early 2023.</p> <p>Initiation stage, a report on the opportunities identified will be brought to Committee in 2023,</p>

4.1 St Mary Axe Improvements – Phase 1

- 4.1.1 In February 2022 Members agreed to delegate authority to the Executive Director, Environment to approve construction of a new raised carriageway table at the junction between St Mary Axe and Undershaft. This was to improve accessibility and the experience of people walking, particularly in an east/west direction. The delegated authority was approved on the provision that the total project cost did not exceed the already agreed budget of £270,000.
- 4.1.2 Survey and design work was undertaken which included adapting the design to work with the future transformative project for the whole street. However, the change in term highway contractor delayed the cost estimate and the statutory undertakers have been slow to respond to requests regarding their estimates for altering their apparatus. The design work determined that, in line with the longer-term aspiration for the street, it would be possible to widen the pavement on the eastern side of St Mary Axe at the junction with Undershaft. This would further improve the experience for people walking and the accessibility benefits of the scheme as well as safeguard the design for future work to the area. In addition, the work undertaken to date has indicated that to support the greening of the area there are 23 possible tree locations, which would form part of the wider transformational project that is currently unfunded.

4.1.3 The revised design, along with increased highway term contractor’s schedule of rates and increased estimates from the statutory undertakers to alter their apparatus, has contributed to an increased project cost. The estimated cost of the revised junction layout and raised table is £264,501. However, after the costed risk is added and incurred costs are also considered, the total estimated project cost increases to £392,229 (refer to Appendix 1 for a detailed cost breakdown table 4 and 5) It is proposed that these additional costs are funded from the S106 contribution of 40 Leadenhall Street which is already allocated to the wider programme. Therefore, to progress the scheme to implementation, it is requested to increase the Executive Director of Environment ’s delegated authority for this project by £122,229 from £270,000 to £392,229 and proceed with Gateway 5. Officers are confident that despite the cost increases, the works still represents value for money and a worthwhile benefit for people using the street. The revised design also means that the project will complement the future transformational scheme for St Mary’s Axe once it is progressed (subject to funding).

5. Well-being and Climate Resilience workstream

The content of this workstream for the next two years (2022-2024) has been organised into three key areas of work, as summarised below. The projects have been developed in collaboration with the City Gardens division, Climate resilience officers and local stakeholders. Please also refer to Appendix 2 for information on future projects.

Typology of project	Location and description	Update
Improvements to existing public spaces	1. St Helens Churchyard: Re-landscaping to include additional greening and seating and step-free access	Design development stage. Discussions are ongoing with the Church, and they plan to submit a bid for CIL neighbourhood funding in 2023.
	2. St Andrews Undershaft Churchyard: proposals include re-configuration of steps, new planting beds (incorporating rainwater harvesting) and additional seating	Detailed design is complete and the submission for Faculty consent to the Diocese of London is due to be submitted this year, followed by Gateway 5 (Chief Officer approval). Works are expected to start on site in mid-2023
	3. Jubilee Gardens: Relandscaping, including	Detailed design is complete and construction drawings are being

	climate resilient planting and seating, new entrance, SuDS and green wall	prepared alongside legal agreement with UKPN. Gateway 5 to be submitted for Chief Officer approval in November 2022. Works are anticipated to start on site in early 2023.
Green Streets	4. EC Green streets: project involves the installation of seating and planters with a flexible, modular design across the area and is part-funded by the EC BID.	A prototype of the seats and planters has been produced and has been signed off by officers and the BID. Updated cost estimates are being put together and a Gateway 5 report will be prepared in November for Chief Officer approval. Installation is expected in early 2023.
Climate change resilience measures	5. Bevis Marks and Houndsditch SuDS pilot project: A project to construct Sustainably drained planters with permeable paving, resilient planting, and seating as part of a pilot project for the Cool Streets and Greening programme. 6. Tree planting across the area	Construction commenced at the end of October 2022 and will be completed by spring 2023. Sites have been identified and trial holes dug. A Gateway 5 report will be drafted in November 2022 for Chief Officer approval. Planting season is November – March and at least ten trees will be planted in the area this season as part of Queens Green Canopy, with more to follow next season.

6. Activation and Engagement workstream

This workstream has been aligned with Destination City and supports the aspirations of the EC BID. Following the creation of the CoL Strategic BID Steering group, it has been agreed by both the City BIDs and the Corporation that an engagement and communications strategy is required to set a framework for collaborative delivery across the Square Mile. This piece of work will identify shared goals and a delivery framework that enhances private-public sector engagement, outputs and outcomes.

An initial set of events having already taken place this year, including:

- July - Nocturnal Creatures, art, performance event, in partnership with Whitechapel Gallery and Sculpture in the City.
- October – Lunchtime streets events delivered over two days, offering opportunities for participation and social engagement.

7. Section 278 funded Projects

There are number of projects in the area funded by S.278 agreements, which have continued to be progressed. These are:

- 22 Bishopsgate public realm scheme - Completed
- 150 Bishopsgate public realm scheme – Completed
- 80 Fenchurch St – Completed.
- 1 Leadenhall Street S278 works – Detailed design stage
- 6-8 Bishopsgate S278 works - Detailed design stage. Works are to be delivered by the developer via a Section 8/ 278 agreement with Transport for London and the City as a single project.
- 40 Leadenhall Street S278 works – Detailed design stage. Works will include completion of the 52-54 Lime Street and 10 Fenchurch Avenue S278 projects which were delayed by the development at 40 Leadenhall Street.

8. Communication Strategy

The programme governance has been established and this includes a Programme Board that meets twice a year and includes representation from Ward Members and key stakeholders.

It has been identified that additional engagement and communication is required to provide regular updates to stakeholders on projects and increase engagement with the EC BID. A communication strategy has been produced and additional staff costs are requested in this report to deliver the outputs and continue working alongside stakeholders and the EC BID.

9. Annual programme reports will continue to be submitted to Committees and individual Gateway reports will be submitted as projects are developed.

Corporate & Strategic Implications

10. The City Cluster is identified as a Key Area of Change in the Local plan. The area will experience the largest increase in working population due to current and projected developments.

11. Transport Strategy – The City Cluster programme delivers against the following outcomes:

- The Square Mile's streets are great places to walk and spend time.
- Street space is used more efficiently and effectively.
- The Square Mile is accessible to all.
- People using our streets and public spaces are safe and feel safe.
- More people choose to cycle
- The Square Mile's air and streets are cleaner and quieter.
- Our street network is resilient to changing circumstances.

12. The Destination City initiative will ensure that the square mile remains a world-leading destination. In relation to the public realm, aspirations include:

- Build on existing strategies to explore opportunities for more pedestrianised areas, particularly at the weekend.
- Bring fun, colour, and lightness to City spaces, with focus on attracting families and more diverse audience groups as well as delivering for workers and residents; and find new opportunities to open and demystify City businesses.

13. The Climate Action strategy was adopted in 2020 and sets out how the City will achieve net zero, build climate resilience and support sustainable growth over the next two decades. A key deliverable is the Cool Streets and Greening programme which focusses on improving climate resilience in the public realm.

Financial implications

The current spent to date in the development and management of the City Cluster programme is £126,773. For further information please refer to Appendix 1.

14. The delivery of the short-term projects for the first two years, 2022-2024, at an estimated total cost of £2.9m is fully funded through a variety of sources, including site specific Section 106 contributions, Section 278 payments, Climate Action Strategy programme and external sources. However, the medium-term transformative projects such as Leadenhall Street and long-term change projects such as St Mary Axe transformative

change and Fenchurch Street are not fully funded. Officers have estimated costs for all projects and developed a funding strategy. See appendix 3 for further information, which outlines the requirement for capital bid to be submitted in due course.

15. In view of TfL's financial situation, there is currently no funding available from their Liveable Neighbourhoods programme. Officers will continue to work closely with TfL to investigate future funding.
16. Substantial CIL contributions have been generated in this area as a result of several new developments, and key stakeholders have expressed their support for the submission of a capital bid to enable the delivery of projects. Officers will work closely with the Planning Policy section and Chamberlains Department on a future capital bid which we expect to submit for 2024/25 onwards.

Legal implications

17. The existing S106 contributions which are proposed to be used to fund the programme are specific to this area, in scope and geography. Section 106 payments made and held for specific purposes must be spent on the purposes for which they are held and in accordance with the City's obligations under the agreement unless these agreements are specifically re-negotiated with the relevant parties.
18. Where further consultation is required on individual projects, this will be carried out as the project moves forward, in accordance with either the statutory requirements or the principles which guide general consultation.
19. The City published an Infrastructure funding statement annually which includes a statement of the infrastructure projects or types of infrastructure which the City intends will be, or may be, wholly or partly funded by CIL. Where proposals for works within the City Cluster Vision fall within the scope City of London Infrastructure List, CIL funds may be used towards such works.
20. Furthermore, the removal of regulation 123 that restricted pooling of S106 and CIL contributions now allows local authorities to combine CIL and 106 revenues towards the same infrastructure project or item.

Risk Implications

21. The top three programme risks are as follows:

Risk	Description	Response
Future funding is not secured for the delivery of medium- and long-term projects	<p>At present, funding has been secured to deliver the short-term projects (2022-2024),</p> <p>Funding for future years (beyond 2024) is uncertain and subject to future capital bids</p>	<p>Additional funding sources are being investigated, officers will work closely with the Chamberlains Dept to submit a bid for funding from 2024/25 onwards.</p> <p>Officers are working with stakeholders including the EC BID to support the funding of for programmes.</p> <p>Liaison with TfL in relation to their future grants is ongoing.</p>
Delivery timescales are delayed	Projects will need to be coordinated with the on-going developments in the area. This will impose various programme constraints.	On-going communication with developers and contractors is essential, as is the need for flexibility in the programme.
Lack of stakeholder support	The public consultation on the City Cluster Vision and the Transport Strategy highlighted strong overall support to deliver the proposed initiatives.	<p>A communication strategy is in place to ensure stakeholders are kept updated and consulted at various stages of the projects.</p> <p>The EC BID and stakeholders in the Cluster have expressed their support for the programme. Engagement with these groups has been maintained and will be enhanced.</p>

Conclusion

22. The City Cluster area delivery plan outlines a framework for the creation of a positive and welcoming street environment to support the City's recovery. The programme will ensure the streets and spaces are attractive, safe, and inclusive. The ability to place the City Cluster as a destination beyond the working hours, welcoming visitors and workers alike remains a key aim of the programme.

Appendix:

Appendix 1: Detailed cost estimates.

Appendix 2. Programme update

Appendix 3. Funding strategy

Background papers

City Cluster Area– Updated Delivery Plan

Streets and Walkways Sub – For Information	Date(s): 29 April 2021
Projects Sub – For Information	17 May 2021
Open Spaces Committee - For information	27 April 2021

Gateway 4: City Cluster Area – Wellbeing and Climate Change resilience programme implementation (2021-2024)

Open Spaces Committee - For decision	Date(s): 27 April 2021
Streets and Walkways Sub Committee – For decision	29 April 2021
Projects Sub Committee– For decision	17 May 2021

Gateway 3: City Cluster Area – Activation and Engagement programme

Open Spaces Committee – For information	Date(s): 27 April 2021
Streets and Walkways Sub Committee – For decision	29 April 2021
Projects Sub Committee– For decision	17 May 2021

Other relevant documents:

City Cluster Vision (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/public-realm-city-cluster-vision-area-strategy.pdf>

City of London Transport Strategy (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/city-of-london-transport-strategy.pdf>

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Appendix 1: Detailed cost estimates

Table 1: Spend to date - City Cluster Vision - Phase 1 - 16800412			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	3,922	3,921	1
P&T Staff Costs	62,000	62,579	(579)
P&T Fees	66,078	60,272	5,806
TOTAL	132,000	126,773	5,227

Table 2: Resources Required to reach the next Gateway - City Cluster Vision - Phase 1 - 16800412			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	3,922	-	3,922
P&T Staff Costs	62,000	27,000	89,000
P&T Fees	66,078	-	66,078
TOTAL	132,000	27,000	159,000

Table 3: Revised Funding Allocation - City Cluster Vision - Phase 1 - 16800412			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
S106 - Pinnacle - 06/01123/FULEIA - LCEIW	82,000		82,000
S106 - 6 Bevis Marks - 09/00450/FULMAJ - LCEIW	50,000		50,000
S106 - 40 Leadenhall Street - 13/01004/FULEIA - LCEIW	-	27,000	27,000
Total Funding Drawdown	132,000	27,000	159,000

Table 4: Spend to date - St Mary Axe Closure Phase 1A			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
St Mary Axe Closure Phase 1A (SRP) - 16800429			
Env Servs Staff Costs	2,785	2,785	0
P&T Staff Costs	20,617	20,616	1
P&T Fees	5,320	5,320	-
Total 16800429	28,722	28,721	1
St Mary Axe Closure Phase 1A (CAP) - 16100429			
Env Servs Staff Costs	12,064	12,044	20
P&T Staff Costs	11,983	12,413	(430)
P&T Fees	24,430	8,969	15,461
Total 16100429	48,477	33,426	15,051
GRAND TOTAL	77,199	62,148	15,051

Table 5: Revised Funding Strategy - St Mary Axe Closure Phase 1A - 16800429/16100429	
Funding Source	Amount (£)
S106 - Pinnacle - 06/01123/FULEIA - LCEIW	170,007
S106 - 120 Fenchurch Street 11/00854/FULEIA - Transportation	99,993
S106 - 40 Leadenhall St - 13/01004/FULEIA - LCEIW	122,229
TOTAL	392,229

City Cluster Programme overview

Workstream 1:

Pedestrian priority & traffic reduction

Ensure pedestrian routes can accommodate the projected increases in pedestrians and cyclists flows by rebalancing the street capacity.

Workstream 2:

Well-being & climate change resilience

Promote the improvement of public spaces and introduce greenery to deliver an attractive environment.

Workstream 3:

Activation & events

Deliver public places that are welcoming and inclusive; and encourage public participation and social engagement.

City Cluster Area programme updates:

Delivery of short term projects 2022-2024

	Project	Project inception	Project evaluation	Design Development	Pre-construction	Delivery 2022	Delivery 2023-24
1	St Helen's Bishopsgate			●▶
2	Jubilee Gardens				●▶	
3	Green Streets (EC BID partnership project)				●▶
4	St Andrew Undershaft			●▶
5	Bevis marks and Houndsditch sustainable urban drainage (SUDs)					●▶
6	Area wide tree planting			●▶
7	Bury Street, Mitre St & Creechurch Lane (accessibility improvements)		●				
8	St Mary Axe (Phase A)				●▶
10	Activation programme: event planning			●▶

Key:
 ● Current project status

Delivery of current projects 2022-2024.

City Cluster area



City Cluster Area:

Medium term programme: Delivery 2025-27

Rank	Project	Project inception	Project evaluation	Design Development	Pre-construction	Delivery 2025	Delivery 2026-27
1	Leadenhall Street; Transformative Change (Phase B) <i>Development dependent</i>			●▶		
2	Camomile St▶					
3	St Botolph without Bishopsgate (Churchyard)▶					
4	Billiter Street / 40 Leadenhall St S278 highway works. <i>Development dependent</i>	●▶				
5	St Peter Upon Cornhill (Churchyard)▶					
6	Eastcheap - Great Tower Street corridor▶					
7	Whittington Avenue / 1 Leadenhall Street S278 highway works. <i>Development dependent</i>			●▶		

Key:

● Current project status

.....▶ Estimated timescale, project not yet initiated and subject to funding sources being explored.

City Cluster Area

Long term programme: Delivery 2027+ and emerging projects

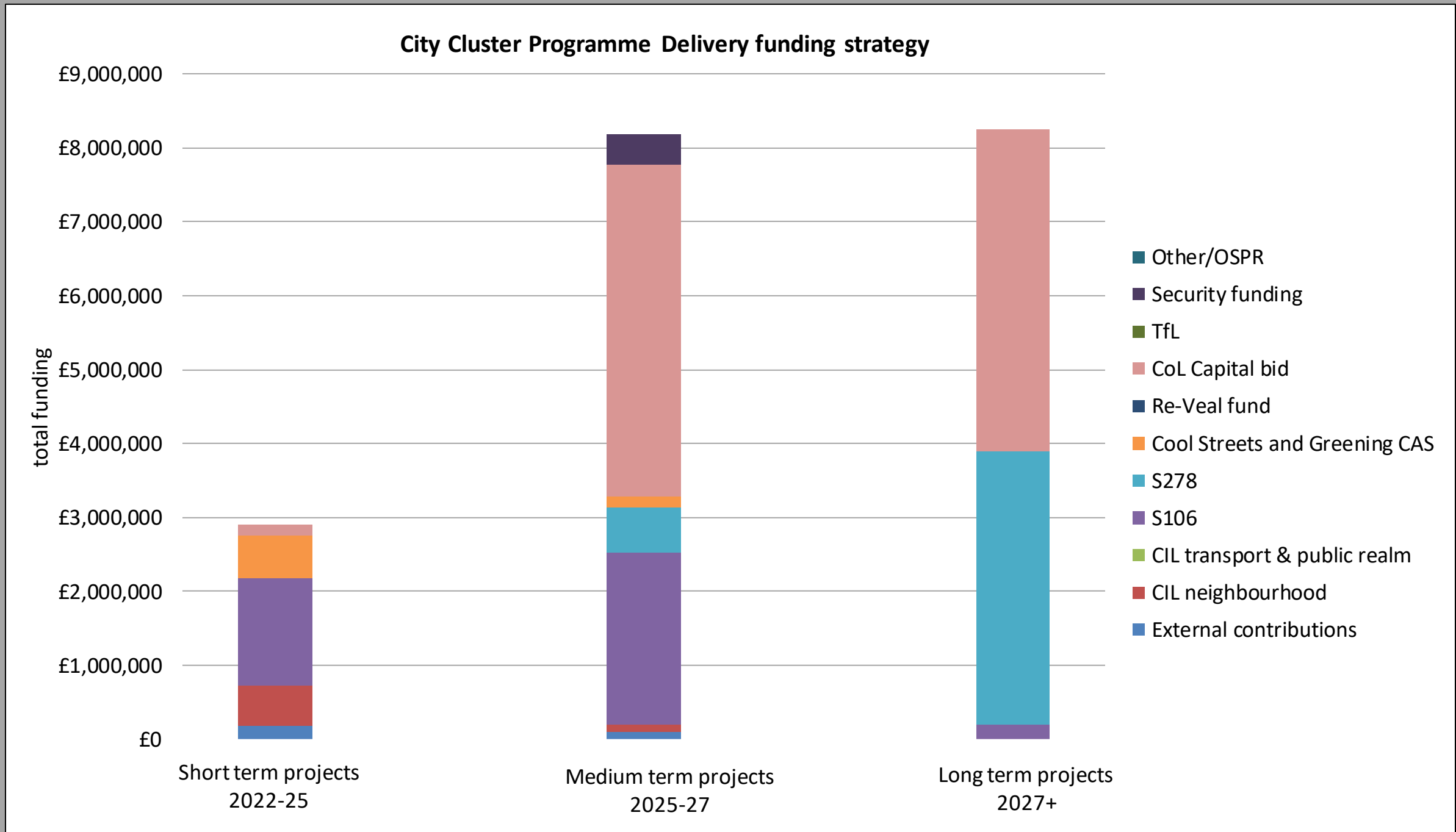
Project ranking	Project
1	Philpot Lane (as identified in the ED BID Asset Audit report)
2	Bury St, Mitre St, Creechurch Lane <i>Development dependent</i>
3	Lime Street (southern end only) <i>Development dependent</i>
4	St Mary Axe Transformative Change (Phase B) <i>Development dependent</i>
5	Bevis Marks - Transformative scheme
6	Fenchurch Street; Full Length Scheme
7	Houndsditch

Key:

 Current project status

 Estimated project timescale

Appendix 3.



Exclusions:

- TfL Bishopsgate Corridor
- Area wide Security project
- Activation and events programme

Agenda Item 6

Committees	Dated:
Culture Heritage and Libraries Operational Property and Projects Sub Committee	14 November 2022 23 November 2022
Subject: Small Business and Research Enterprise Centre and City Centre space swap	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3,4,5,7,10
Does this proposal require extra revenue and/or capital spending?	N
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Executive Director Environment / Director London Metropolitan Archives	For Decision
Report author: Simon McGinn, Assistant Director Partnership and Engagement Alexander Leader, Business Engagement Manager	

Summary

Following the pandemic, the Small Business Research and Enterprise Centre (SBREC) has changed its operating model to deliver a more hybrid service to reflect the needs of its users. The current ground floor footprint of the space occupied by SBREC in the Guildhall West Wing, is now not required to deliver a hybrid delivery model.

The City Centre is a service that is run for the City Corporation by New London Architecture as part of a five-year concession agreement expiring September 2025. The City Centre hosts a 1:500 scale model of the City and provides space that is utilised to host exhibitions, events and meetings to promote the City as a place to invest and do business. In addition to the City Model, NLA has a 1:1250 scale London Model that, following temporary housing in Coal Drops Yard, Kings Cross and most recently Stratford to celebrate the 10th anniversary of the 2012 Olympics, and was due to locate to a new home in the West End. Following the announcement of the Destination City strategy, NLA has revisited its business model and agreed to switch its next residency to the City to support the strategy and approached the City Corporation to see whether there were any temporary solutions that would provide for their Central London Model to be displayed in a larger space together with the City Model in a combined area that would allow an enhanced City Centre, whilst also supporting promotion of the Opportunity London campaign sponsored by the City Corporation, GLA and London Councils. The SBREC space has been identified as a larger space that would allow greater activation as an investor, visitor, and educational space, providing for an estimated 200,000 visitors a year.

As part of the concession agreement with NLA there is a three-month termination notice period that provides appropriate flexibility should proposals for refurbishment of

the West Wing need to be progressed. The existing concession agreement with NLA would be amended to allow for the move of the City Centre to the SBREC ground floor space for the remainder of the term.

It is considered that the delivery of the SBREC service would be more effectively provided from the existing self-contained City Centre space at ground and lower ground levels, providing accessible and appropriately connected space which could become an integrated small business centre. The space has dedicated kitchen and meeting room space that would provide for the ongoing event and training needs of users.

It is proposed that SBREC move to the City Centre space and the City Centre is reprovisioned in the ground floor SBREC space. If agreed, the move of SBREC and City Centre would take place in March 2023. The costs of moving SBREC to the City Centre has been identified as being £31,031 and can be paid for out of local risk budgets for the current financial year 2022/23. The City Centre costs of moving and fitting out the new space will be paid by NLA by utilising the annual management fee paid to them by the City Corporation for delivery of the City Centre service. This management fee is contained in existing local risk budgets and will be a significant investment from NLA at no additional cost to the City Corporation

Recommendation(s)

- I. To agree that SBREC is reprovisioned within the existing City Centre space and that the City Centre is reprovisioned within the current ground floor SBREC space.

Main Report

Background and current position

Small Business Research and Enterprise Centre

1. Like many other services during the pandemic, the Small Business Research and Enterprise Centre (SBREC) had to quickly change how it delivered its services. It was crucial that the service was able to support as many SME's as possible during that time and so all support was quickly moved to being delivered online. This support ranged from free webinars on various practical topics, online business advice and online business research support.
2. Now that SBREC's current space in the West Wing at the Guildhall has reopened for in-person support, there is still significant demand for online services to remain. This is making SBREC more accessible to SME's who are always time limited. However, it is evident that some support is always better delivered in-person and so for that reason the team are now running a hybrid delivery model. The hybrid delivery model offers a mixture of in-person research support, research training and business planning training, large in-person networking events, as well as offering remote access to business data through the subscription membership and an ever-growing webinar programme. The team

are also supporting the Samuel Wilson's Loan Trust which is a charitable loan scheme (administered by CoL) offering start-up business loans to young entrepreneurs in Greater London and other counties. SBREC oversees all operational aspects of the loan scheme including managing all enquiries and in-person group training combined with 1-2-1 support and advice which culminates in providing a report for the charity's Trustees for a loan decision.

3. The space requirements for SBREC have changed. Whilst having some physical space is important to support the hybrid service delivery, the team no longer needs the existing large physical footprint, with some of the existing footprint now no longer needed, and can therefore relocate to a smaller site. The current ground floor footprint occupies 680sqm and it is estimated that the space requirements could be reduced by a third to allow ongoing in person events, meetings, in person support and training. SBREC needs a flexible space that can be used in different ways to accommodate events, networking, research space and collaborative space. After reviewing the space available at the City Centre, which has a net usable area of 511sqm, it is considered that its services can be delivered from this space allowing for the appropriate flexibility needed. The relocation of SBREC to the City Centre space would also provide an opportunity to have a dedicated integrated small business centre which could support recently emerging ambitions to provide more support to small businesses.
4. The cost of fitting out the space for SBREC purposes relates primarily to providing new flooring and bringing the specification of power and data to the requisite standards, together with the associated move costs. The total cost for this would be £31,031 and due to a historical recharge received to the service, it will be paid for out of the local risk budgets for the current financial year.

City Centre

5. The City Centre (previously called the City Marketing Suite) has been run by NLA (previously sister company Pipers) for the City Corporation since the mid 1990's. In January 2020 the Corporate Asset Sub Committee agreed to approve the award of a concession contract for the provision of facilities management at the City Centre to New London Architecture for a period of three years with a two-year option to extend. The new contract was due to commence in April 2020 but due to the pandemic and the need to close the City Centre operation the contract was not agreed until September 2020 and will now expire in September 2025.
6. Following the agreement of the contract, the pandemic has resulted in difficult operating conditions for NLA to run the City Centre. The City Centre hosts a 1:500 scale model of the City and provides space that is utilised to host exhibitions, events and meetings to promote the City as a place to invest and do business. In person bookings and events are now on the increase and the City Model continues to form the centre piece of activity and interest. A key drawback of the existing City Centre space is that it provides a somewhat constrained environment for displaying the City Model meaning it has not been possible for

visitors to have 360-degree visibility of all sides of the model. NLA has been considering its business model post pandemic and having vacated its Store Street base in January 2021, has been reviewing whether to move its permanent home from the West End to the City. NLA has a 1:1250 scale Central London Model that, following temporary housing in Coal Drops Yard, Kings Cross and most recently Stratford to celebrate the 10th anniversary of the 2012 Olympics, and was due to locate to a new home in the West End. Following the recent announcement of the Destination City Strategy, NLA has taken the view that they wish to support Destination City by consolidating all their operations in the City, initially in a temporary home before finding permanent long-term space.

7. The vision of NLA is to create a new London centre for the built environment. NLA has identified the existing ground floor SBREC space as an area that could allow them to deliver the City Centre services, providing an enhanced area for showcasing the City Model, whilst also providing an opportunity to display the larger London Model which would be further extended to include the consolidated market site in the London Borough of Barking. The size and layout of the ground floor SBREC space would also allow appropriate space for exhibiting and hosting events and provides an opportunity to promote the Opportunity London campaign, currently supported by the City Corporation, GLA and London Councils and existing and emerging City Corporation strategies such as Destination City. The relocation of the City Centre into the larger SBREC space would allow for a significant scaling up of opportunities to bring a greater number of investors, businesses and visitors to the centre whilst providing an opportunity to establish a significant NLA schools learning resource to be utilised by those people/children who have an interest in the built environment. NLA have identified a target of 200,000 visitors per annum, which is significantly higher than the 50,000 people that visited the City Centre pre-pandemic.
8. NLA have confirmed that they would seek to utilise the existing annual management fee paid to them by the City Corporation, for undertaking the cost of the move and associated works in the new location, such as new flooring and lighting. This will be a significant investment at no cost to the City Corporation. The management fee is contained in the Environment Departments local risk budget. NLA will be seeking to re-open the entrance off Aldermanbury and have been in discussion with the Head of Security who is satisfied there will be sufficient controls at the point of entry to not warrant any additional security. Disable access into the new space will be from the east entrance, as is the case currently.
9. The current concession agreement is sufficiently flexibility to enable the parties to vary it to accommodate any decision by the City Corporation to bring forward proposals for refurbishment of the West Wing. At the expiry of the agreement in September 2025, it may be mutually convenient to extend the arrangement, but this will be subject to review and a further report.

Proposals

10. It is proposed that SBREC move to the City Centre space and the City Centre is reprovisioned in the ground floor SBREC space. If agreed, the move of SBREC

and City Centre would take place in March 2023 and the cost met from local risk budgets.

Options

11. The existing SBREC and City Centre services could remain in their existing locations, but this would result in existing space been ineffective for the purpose of delivering their respective services. The current quantum of space occupied by SBREC is no longer needed and a move to the City Centre space would provide for a stand-alone business centre for SME's which would support ongoing development of SME services. NLA consider a move of the City Centre to the SBREC space would provide significant opportunities to deliver a more comprehensive service to promote the City and London as a place to do invest and do business. The space would provide for both the City Model and Central London Model to be displayed alongside exhibition space that in combination would generate much increased footfall and an appropriate space for the City to support promotion of Opportunity London and our strategic policies such as Destination City.

Corporate & Strategic Implications

- **Strategic implications:** the relocation of SBREC into a dedicated small business unit will result in the more effective delivery of services which will provide opportunities to further develop services to SME's as part of a new emerging SME Strategy. The space provides an opportunity to welcome individuals and businesses through individual support, training, and events and through this will support individuals having equal opportunities and reaching their full potential, provide appropriate community facilities and support the business community in doing business in the Square Mile (Corporate Plan Outcomes 3,4,5)

The relocation and expansion of the City Centre to deliver an enhanced offer will support the ongoing Opportunity London campaign, Destination City the Climate Action Strategy and, the emerging City Pan 2040 and aligns with the City Corporation's corporate priorities in terms of supporting *a thriving economy , inspire enterprise, excellence, creativity and collaboration* and will be instrumental in helping to support our aspirations to create *a global hub for innovation in financial and professional services, commerce and culture* Corporate Plan Outcomes 7 and 10)

- **Financial implications:** the cost of moving SBREC to the City Centre, £31,031 will be met from SBREC's local risk budget. The cost of moving the City Centre to the SBREC space will be paid by NLA through utilising the management fee paid to NLA for delivering the City Centre services which is met from the Environment Departments local risk budget.
- **Resource implications:** none identified
- **Legal implications:** the existing concession agreement with NLA to deliver the facilities management services would be updated as part of a change control procedure contained in the existing agreement.

- **Risk implications:** none identified
- **Equalities implications:** the proposed relocation of SBREC and the City Centre will not negatively impact on people protected by existing equality legislation. Both the spaces are accessible to disabled people through existing arrangements with access to the existing SBREC space from the level west wing entrance and access to the existing City Centre at grade with recently replaced platform lift to lower levels.
- **Climate implications:** none identified
- **Security implications:** NLA will be seeking to re-open the entrance off Aldermanbury and have been in discussion with the Head of Security who is satisfied there will be sufficient controls at the point of entry to not warrant any additional security. Arrangement for the new SBREC space will align with existing controls

Conclusion

12. The proposed exchange of space between SBREC and the City Centre would provide for more effective and efficient delivery of services. Following the pandemic and move towards a more hybrid offer all of the existing SBREC space is no longer required for it to deliver its services. By moving into the City Centre space, SBREC will be able to deliver an appropriate and welcoming environment to support SME's and the emerging SME strategy.
13. The move of the City Centre to the SBREC space will provide a more appropriate environment from which to support the promotion of the City as a place to invest and do business. NLA will invest in upgrading the space at no additional cost to the City Corporation and through that investment will be able to co-locate the Central London Model alongside the City Model, curate appropriate exhibitions and an education programme with ambitions to bring in over 200,000 visitors a year. The new enhanced City Centre will be a key area of focus that will support the Destination City strategy

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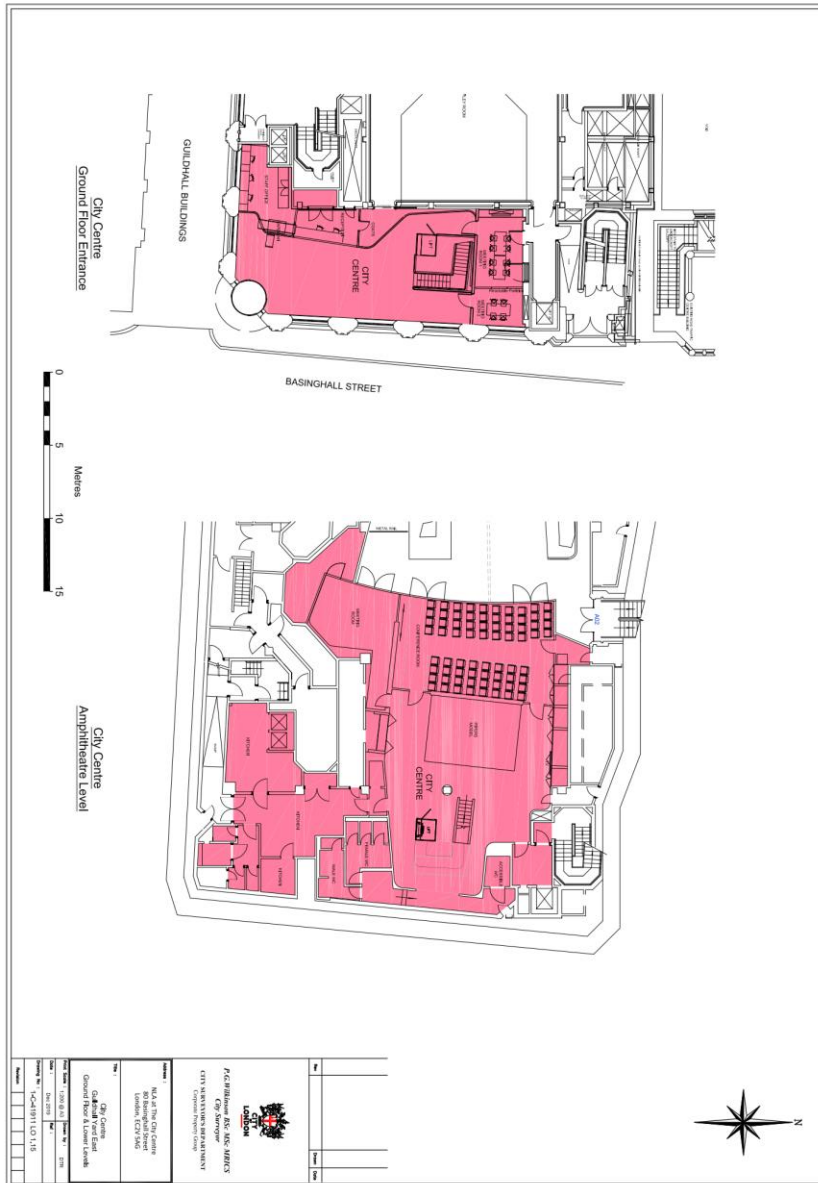
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Appendix 1 Plan of existing City Centre Space



Agenda Item 7

Committee: Operational Property and Projects Sub Committee– For decision	Dated: 23/11/2022
Subject: Future use of Irish Chambers	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	10. We inspire enterprise, excellence, creativity and collaboration
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£95k
What is the source of Funding?	CWP and Department Local Risk Budget
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: The City Surveyor	For Decision
Report author: Dorian Price, Guildhall Manager	

Summary

During September/October 2022, the former Open Spaces Department that became the Natural Environment Division of the new Environment Department, have been relocating staff based at Irish Chambers. Open Spaces & City Gardens (OSCG) Committee approved the proposal that Irish Chambers be declared surplus to the Environment Department’s operational requirements.

The purpose of this report is to ask Members to consider the options proposed for future occupation of Irish Chambers.

1. To leave Irish Chambers vacant, pending the Operational Property Review.
2. To retain Irish Chambers for use by the Corporation - at present the City Surveyor is only aware of one corporate requirement which would be suitable from the Innovation & Growth (IG) department.
3. To consider seeking a third-party tenant for a short/medium/long-term letting of Irish Chambers and generation of income.

Funding for another corporate department to occupy Irish Chambers is yet to be finalised, but it is proposed that subject to the agreement of your committee, the Cyclical Work Programme (CWP) can fund the cyclical forward building maintenance and security works at Irish Chambers. The CWP Officer Peer Review Group have reviewed and prioritised a bid of £55k for security and maintenance refurbishment works to keep this operational property in a good standard and funded from the 2022/23 Guildhall balance.

The estimated cost of £40k to fund additional office furniture and IT/AV equipment will be funded from departmental local risk budgets.

My officers have considered the options and do not consider Irish Chambers suitable for third party letting/ investment purposes due to its proximity (see location map in Appendix 1) to the Great Hall and Guildhall Yard where high level security events take place, and any external occupation would bring into question the ability to maintain a security sterile Guildhall Yard.

Recommendations

Members are asked to:

- Approve the option 2 for the future corporate use of Irish Chambers, and to endorse the space being offered for use by Innovation and Growth or, if not suitable, then another corporate use once identified.
- Approve that the required cyclical works for security and refurbishment of the building, estimated at £55k, be met from the approved 2022/23 Cyclical Works Programme funding source.
- Note that any extra cost estimate at £40k to fund additional office furniture and IT/AV equipment will be funded from departmental local risk budgets.

Main Report

Background

1. Irish Chambers (highlighted on the location map in Appendix 1) has been occupied by the Open Spaces Department for a number of years.
2. Under the City's Target Operating Model, with effect from 1 April 2022, the former Open Spaces Department became the Natural Environment Division of the new Environment Department and plans were implemented to relocate the whole team from Irish Chambers to Guildhall North Wing.

Current Position

3. Open Spaces & City Gardens (OSCG) Committee approved the proposal that Irish Chambers be declared surplus to the Environment Department's operational requirements.
4. Once the Natural Environment Division have vacated Irish Chambers, anticipated to be end December 2022, the City Surveyor will take over the full management of the building and budget adjusted, until such time as a future occupier is identified.

Options

5. **Option 1** – To leave Irish Chambers vacant, pending the Operational Property Review. The City is about to undertake a review of all its operational property with a view to reducing its property footprint. The future use of Irish Chambers will be further considered as part of this review.

6. **Option 2** – To retain Irish Chambers for use by the Corporation – at present the City Surveyor is only aware of one suitable corporate requirement from the Innovation & Growth (IG) department.
7. **Option 3** - To consider seeking a third-party tenant for a short/medium/long-term letting of Irish Chambers and generation of income. Officers have considered this option of disposal to generate income. However, this option is not recommended due to Irish Chambers proximity to the Great Hall and Guildhall Yard where high level security events take place, and any external occupation would bring into question the ability to maintain a security sterile Guildhall Yard.

Proposals

8. Subject to Members approval of option 2, to retain Irish Chambers for use by the Corporation, it is proposed that the space is initially offered to Innovation and Growth (IG).
 - a. As a result of the increasing demands placed upon senior chairs, reflecting that there was a growing commensurate need to have suitable resources and facilities available to them in support of their roles; IG offered to release dedicated quiet office space on west wing mezzanine in which Members could conduct their City Corporation business.
 - b. However, as a result, IG need to find alternative office space.
 - c. IG have considered various options.
 - i. Locating staff from mezzanine and absorbing onto 1st floor departmental space. Due to hybrid working IG are unable to absorb staff and have had to ask certain teams to work from home until new space is found to prioritise desk space for those that need to work together in the office. Additionally, IG are recruiting to fulfil existing vacancies and when new staff join, this will amplify the desk shortage.
 - ii. Locating staff to 65a Basinghall. This building is currently vacant, having been previously used as a City Covid Testing centre and currently has no office furniture/IT.
 - iii. Locating staff to Irish Chambers meets the workplace needs of IG, subject to Member approval and approval in principle of funding being made available to repurpose the space.
9. Due to Irish Chambers proximity to the Great Hall and Guildhall Yard where high level security events take place, it is proposed that all options would require the support of the Remembrancer to ensure any security requirements are met, including the ability to keep Guildhall Yard security sterile.

Corporate & Strategic Implications

10. **Strategic implications** – Consolidating Irish Chambers into existing Guildhall accommodation rather than extending the footprint is a strategic objective.
11. **Financial implications** – The Cyclical Work Programme (CWP) can fund the cyclical forward building maintenance and security works at Irish Chambers, subject to the agreement of your committee. The City Surveyor estimate the cost of these works to be £55k. The estimated cost of £40k to fund additional office furniture and IT/AV equipment will be funded from departmental local risk

budgets. It should be noted that the City is about to undertake a review of all its operational property with a view to reducing its property footprint. The future use of Irish Chambers will be further considered as part of this review.

12. **Risk implications** – Irish Chambers is a Grade II Listed building, which means we have to be accommodating to its historic design and therefore there are no lift facilities and access is via steps.
13. **Equalities implications** – An Equality Analysis risk assessment will be carried out, to identify any positive impacts for a protected equality group.
14. **Security implications** - Due to Irish Chambers proximity to the Great Hall and Guildhall Yard where high level security events take place, all options would require the support of the Remembrancer to ensure any future tenant meet any security requirements.

Conclusion

15. Members are asked to consider the options proposed for the future occupation of Irish Chambers and to retain for future Corporation use and the space be offered to IG for occupation or, if not suitable, then another corporate use once identified.

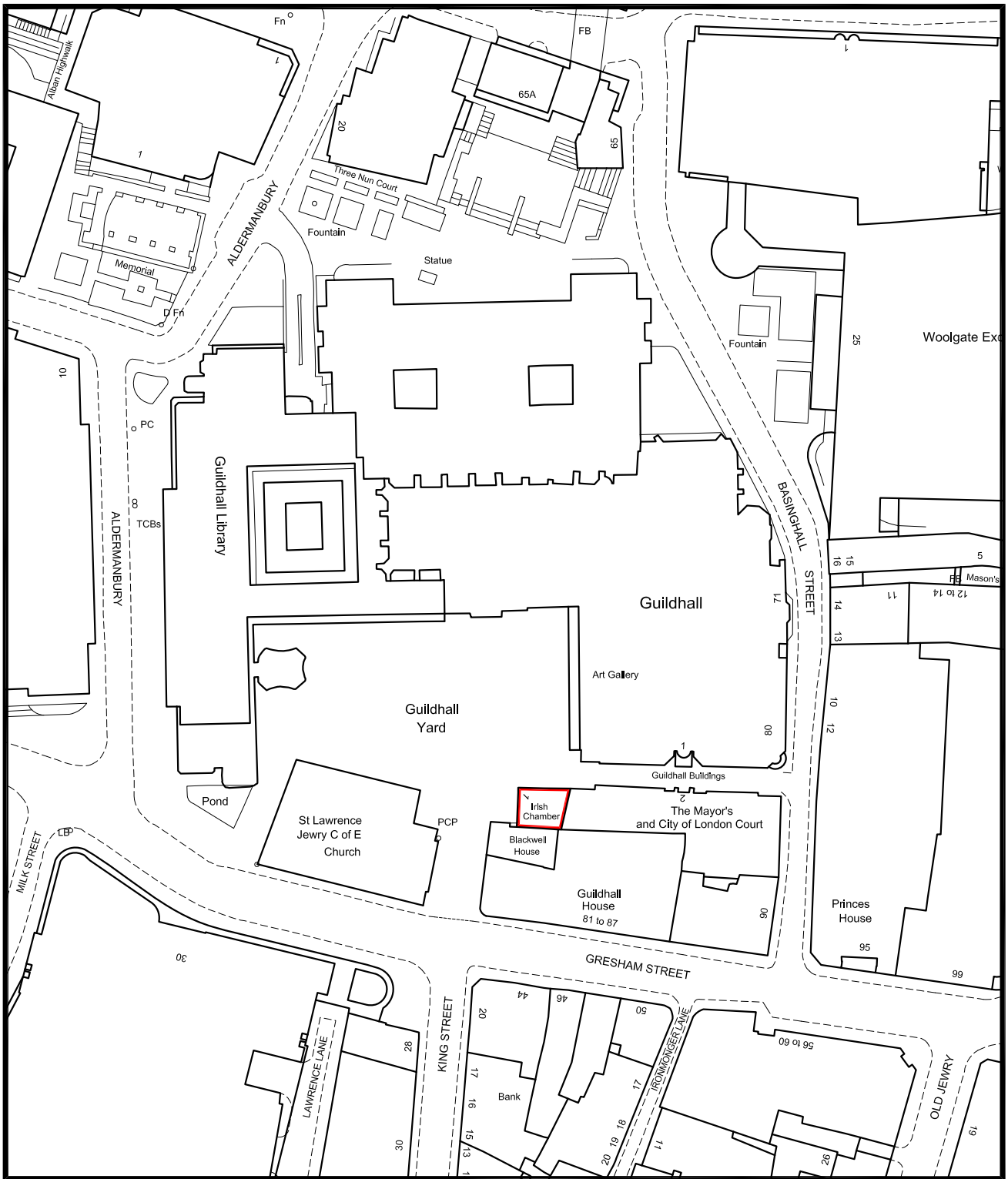
Appendices

- Appendix 1 – Location map of Irish Chambers

Dorian Price
Guildhall Manager

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E: dorian.price@cityoflondon.gov.uk



Address :

Irish Chamber
1 Guildhall Yard
London
EC2P 2EJ

Title :

Location Plan

Print Scale :

1:1250 @ A4

Date :

Sep 2022

Drawn by :

DR

Drawing No :

5-C-43203 LO 01



**CITY
OF
LONDON**

*P.G. Wilkinson BSc MSc MRICS
City Surveyor*

CITY SURVEYOR'S DEPARTMENT
Corporate Property Group :
Plans & Records Section

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Agenda Item 8

Committee(s)	Dated:
Operational Property and Projects Sub Committee – For decision	23 November 2022
Property Investment Board – For decision	25 November 2022
Subject: The City Surveyor’s Departmental Business Plan – 2023/24	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 7, 11, 12
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain’s Department? N/A	N/A
Report of: The City Surveyor (CS 372/22)	For Decision
Report author: John Galvin City Surveyor’s Department	

Summary

This report presents for approval the high-level Business Plan for the City Surveyor’s Department for 2023/24.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the City Surveyor’s Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2023/24.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to add more narrative and improve readability. The Business Plan now incorporates Target Operating Model (TOM) departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall

picture of departmental activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plan for 2023/24

3. This report presents, at Appendix A, the draft final high-level Business Plan for 2023/24 for the City Surveyor's Department.
4. Members will note the consistency year-on-year with regards to the department's aims and objectives. We would not ordinarily expect these broad aspirations to change on an annual basis.
5. Our major workstreams have experienced greater change since the 2022/23 plan. This reflects changes to both the external and internal environments, the former impacted significantly by inflation, and the latter reflecting the implementation of the TOM.

Reporting and Scrutiny

6. The plan was developed through consultation with the department's Senior Management Team, and colleagues from across the wider City Corporation. The involvement of colleagues from Town Clerk's Department, and across Chamberlain's Department, has been instrumental in refining deliverables and priorities.
7. The City Surveyor's Department reports quarterly through to its main Committees (Property Investment Board and Operational Property and Projects Sub Committee) with respect to the Key Performance Indicators and the Key Risks. This gives Members the regular opportunity to scrutinise the department's progress towards achieving its objectives.
8. Members have further opportunity to scrutinise departmental performance through thematic meetings through the year. This has recently included considering financial pressures through the Bilateral process, which most recently occurred in November 2022. Audit and Risk Management Committee further scrutinise the risk management process, and this was undertaken in December 2021.

Feedback

9. Customer feedback is collected through a programme of externally commissioned surveys. This includes both internal corporate and external commercial occupiers. After a hiatus for COVID-19, the department is planning to recommence this analysis for 2023/24.
10. Staff feedback is similarly important. Following the 2022 Your Voice Matters survey the department has developed an action plan. This focusses on six key areas of feedback from our employees, and this is highlighted within the business plan.

Standing Order 56 and the use of physical space

11. In line with Standing Order 56, the department has reviewed its space allocation, and has plans to do so again following the adoption of recommendations arising from the Workplace Posture review. In relation to the assets allocated for the delivery of services, these are currently 100% utilised.

12. As highlighted within the high-level plan, the department consolidated its staff onto the fourth floor at Guildhall in 2019-20. This activity reduced our occupied footprint by 24%.
13. Throughout the COVID-19 remote working period assessments were done and it was found that the space allocated to the department was appropriate to meet the 3-days in office requirement.
14. The organisation is developing its Workplace Posture on what the workplace may look like in the future. Following adoption, the department will again review its occupancy with the view that further savings can be made.
15. At Walbrook Wharf there are plans in place to relocate Occupational Health to Guildhall to release space for commercial letting and income generation. Long-term options for the entire site are to be considered under the Walbrook Wharf Feasibility Study.

Corporate & Strategic Implications

16. The department engaging with Corporate colleagues as the new Corporate Plan is developed. As the design of the organisation changes the property assets required to deliver these aspirations will evolve. The department keenly aware of this transformation and is looking to pro-actively support this process.

Security implications

17. A number of projects / programmes that the department delivers have security elements associated with them. Security was reviewed under the Target Operating Model so the business plan reflects the outcome of this process.

Financial implications

18. The department faces considerable financial pressures. Inflation is impacting a number of departmental contracts and is a major issue within construction. These items have been flagged within the Business Plan as set out in Appendix A. These risks are being tracked through our departmental risk register. The department is engaging with Corporate colleagues and Members – notably through the bilateral process – to discuss these cost pressures where many are outside our control.
19. Members will be aware that much of the activity of the department is undertaken on behalf of client departments or the organisation generally. For instance, income generated by the investment estate appears under central risk and is therefore not covered in Appendix A.

Public sector equality duty

20. Equalities, Diversity and Inclusion (ED&I) has been a focus of the department. There is an active departmental ED&I Network responsible for developing and implementing actions to further equalities matters within the department. The key workstreams – recruitment, development, and advocacy – have been highlighted within the Business Plan.

Resourcing implications

21. The department is currently tracking a risk relating to the recruitment and retention of property professionals. Whilst the department is progressing mitigations, the risk articulates the potential impact on objective attainment. We are working closely with Corporate colleagues to ensure that departmental views are reflected within the Reward Refresh programme being led by HR.

Conclusion

22. This report presents the high-level Business Plan for 2023/24 for the City Surveyor's Department for Members to consider and approve.

Appendices

- Appendix A – Final high-level Business Plan 2023/24

John Galvin

Head of Performance and Services

City Surveyor's Department

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The City Surveyor's Department

The City Surveyor's Department (CSD) is responsible for the management of the City Corporation's property investment portfolio, corporate real estate, property/construction projects and the operational management of both portfolios.

What has changed since last year

External drivers:

- Move towards a post-COVID environment, and the normalisation of our fund management approach
- Inflation is impacting many aspects of departmental delivery, particularly on construction projects and energy pricing.
- Further macro-risks are emerging – including the prospect of recession – and the department is pro-actively adjusting its approach accordingly.

Internal drivers:

- Implementation of the third phase of the Target Operating Model (TOM), embedding efficiency across the department, including the continued integration of the Central Criminal Court into the department's activity.
- Ensuring that the department maximises its impact on a reduced resource base.
- Focus on the delivery of the organisation's Climate Action aspirations for 2027 and 2040.

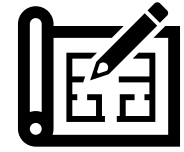


Our aims and objectives are...

- **Strategic asset management** – We will develop and implement asset management strategies that align Corporate Property Asset Management Strategy, Investment Property Strategy, and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments' business plans – including, where relevant, supporting and driving the rationalisation of our operational estate. We will ensure the conservation of the City's heritage assets.
- **Property assets and facilities management** – We will work to enable fit for purpose buildings – sustainable, energy efficient, safe and secure and accessible. Enhanced efficiencies will be driven by asset management and forward maintenance plans; provision of facilities management; and delivery of cyclical, minor improvement, and capital projects.
- **Fund management and income generation** – We will efficiently manage the City of London's investment property portfolios (City Fund, City's Estate and Bridge House Estates) to generate and grow income that can be reinvested into the organisation and underpin the delivery of corporate priorities.
- **Property Projects** – We will manage and deliver the City of London Corporation's major capital build projects to best practice ensuring delivery outcomes meets or exceeds our customers' expectations. We will continually explore innovative ways to add value to projects with a conscious approach to sustainability and energy efficiency, ensuring procurement processes and governance comply with statutory and City of London regulations.
- **Climate Action** – We will help transition the organisation to net-zero through the delivery of the Investment Property, Corporate Property, Capital Projects and Resilience workstreams.
- **Major Programmes** – in collaboration with the Town Clerk's Department, we will oversee the Markets Co-location programme, Salisbury Square development, Museum of London relocation, Barbican Renewal and Guildhall refurbishment major programmes.

Our major workstreams this year will be...

- Actively manage the £4.3b investment portfolio to generate income in support of the City of London's aspirations, ensuring the efficiency of our property portfolio.
- Maximise property returns for an acceptable level of risk, regularly scanning the market and macro-environment for opportunities and risks.
- Delivery of major Investment Property projects to deliver enhanced returns.
- Leverage benefits of the MRI Horizon asset management system, delivering improved business processes, and driving out waste through the intelligent use of data (in collaboration with Markets, Environment and Community and Children's Services).
- Assisting departments to achieve greater efficiency in the utilisation of property assets, supporting the rationalisation the organisation's property footprint.
- Pro-active management of the City's operational properties and tenancies. For 2023/24 there is an increased focus on the recovery from the COVID-19 pandemic.
- Transition to the workplace of the future – collaborative, engaging, supportive.
- Delivering facilities management, building engineering services and building surveying projects as well as technical advice to operational and investment properties.
- Driving the Climate Action Strategy (CAS) and supporting decarbonisation initiatives across our property assets. This includes a focus on delivering carbon reduction / climate action projects.
- Drive and deliver the cyclical works programme (CWP) to maintain our assets in line with occupier requirements and property needs.
- Providing property health and safety compliance and energy management
- Delivery of complex strategic programmes in an environment of increasing cost pressures.
- Emphasis on agility when responding to requests from the City for the delivery of property projects – within the current resource constraints.
- Increased focus on project delivery innovation in order to achieve greater value for money.
- Progression of the Museum of London and the Market co-location programmes.



Oversee 626 built assets across our Corporate portfolio



Managing the £4.3b Investment Property portfolio



Managing £20m of service contracts per annum



~ 80% projects to achieve BREEAM very good or above

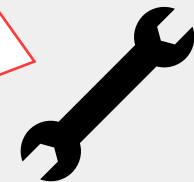


£30m of energy and water contracts under management

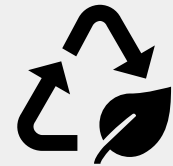


Ensuring 18 courts at the Central Criminal Court are available

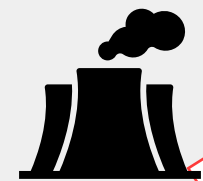
Our Impact



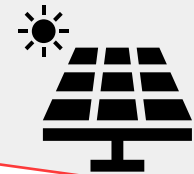
Managing 120,000 plant, equipment, and fabric assets



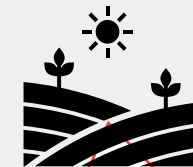
Whole life carbon successfully piloted at 6 sites



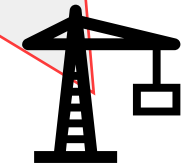
£5.6m of capital intervention to operational estate, saving 520t CO₂ & £500k per annum



Delivery of the Power Purchase Agreement (£8-£11m) of cost avoidance and clean power



Delivery of £9.6m in public sector decarbonisation projects in 2022/23



Delivering 30 – 40 major construction projects concurrently

Our strategic commitments

Climate Action Strategy (CAS)

- Achievement of net zero emissions through project delivery (by 2027 for Operational estate and by 2040 across the investment portfolio).
- Positioning investment portfolio to meet CAS targets.
- Integrate the City's climate resilience measures into our capital build and maintenance projects.

Corporate Property Asset Management Strategy

- Efficient – supporting the rationalising of the estate and improving utilisation.
- Effective – meeting and challenging the needs of asset occupiers.
- Sustainable – delivering CAS objectives, building resilience, championing sustainable growth, and conserving our heritage assets for future generations.

Investment Property Strategy

- Industry benchmark (MSCI) out-performance.
- Rental income sustainability.
- Capital realisation and maximisation for re-investment.
- Support strategic and policy requirements of the City Corporation.

Facilities Management (FM) Strategy

- Mobilise the integrated FM Strategy for implementation from April 2023.
- Create further efficiencies by adding disparate FM functions into the IFM model.

Project and Programme Delivery

- Continuing support to the major programmes (Courts & Police, Museum of London, London Wall master planning, Markets co-location).
- Guildhall Refurbishment (West and North wings).
- Working to address the backlog of repairs and maintenance through the Cyclical Works Programme.

Medium terms under consideration

Priority list
Operational Property Review - as part of the Resource Priority Refresh
Climate Action Strategy (CAS) implementation
Further FM consolidation
Guildhall Masterplan
Barbican Renewal Programme
Overarching strategy for security

Key Performance Indicators

KPI	Current Performance
Asset realisation and additional income	Ahead of target
Guildhall space utilisation	Slightly behind target
Delivery of CAS milestones (Corporate Properties & landlord areas)	Ahead of target
Delivery of CAS milestones (Investment Property)	Slightly behind target
Property contract performance compliance	Ahead of target
Adherence to budgetary spend profiles	Ahead of target
Rental forecasts	Ahead of target
Minimise arrears	Slightly behind target
Minimise voids	Ahead of target
Outperformance of MSCI	Year end indicator
Capital projects – project risk status	Ahead of target
Capital projects – health and safety	Ahead of target
Capital projects – site sustainability and waste management	Ahead of target

Our People

- The department is finding it increasingly difficult to recruit property professionals at the advertised grade. Further, retention has been an increasing issue due to pay & reward disparity. This is being tracked as a departmental red risk and we are engaging with Corporate colleagues to resolve
- The department has a track record of developing apprentices and will look to build upon this success.

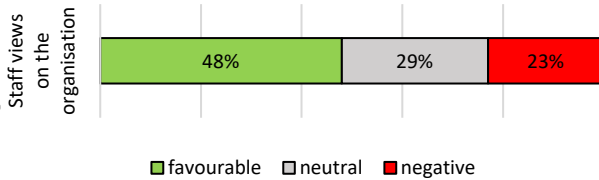
Your Voice Matters Staff Survey (2022)

Key themes highlighted by staff:

- Improving pay and reward
- Increasing workplace flexibility
- Reducing bureaucracy
- Improving TOM communication
- Improving Guildhall facilities
- Building upon a positive and supportive workplace culture.

An action plan is in place to progress these items

Staff Survey Engagement Score



Our equalities, diversity and inclusion Action Plan

The department is committed to promoting Equalities, Diversity and Inclusion (ED&I). The department's ED&I network has identified a number of actions to deliver through 2023/24, focussing on:

- Recruitment & Progression
- External Outreach
- Internal Outreach
- Volunteering

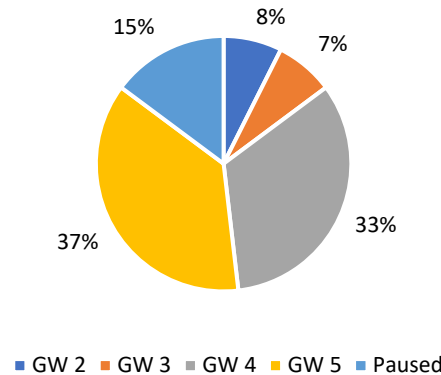
The Corporate Plan outcomes we have a direct impact on are

- 4 – Communities are cohesive and have the facilities they need
- 7 – We are a global hub for innovation in finance and professional services, commerce and culture.
- 11 – We have clean air, land and water and a thriving and sustainable natural environment
- 12 – Our spaces are secure, resilient and well maintained

Our stakeholder needs

- The department will be undertaking a survey of both our Investment and Corporate Property occupiers and stakeholders over 2023/24.
- Tracking feedback data over 2018-20 have shown improvements in scores across the board, with staff seen as helpful, proactive and friendly.
- Priority areas identified include the provision of repairs and maintenance, enhancing our understanding of business needs, and communications.

Property Projects by Gateway



Key Risks

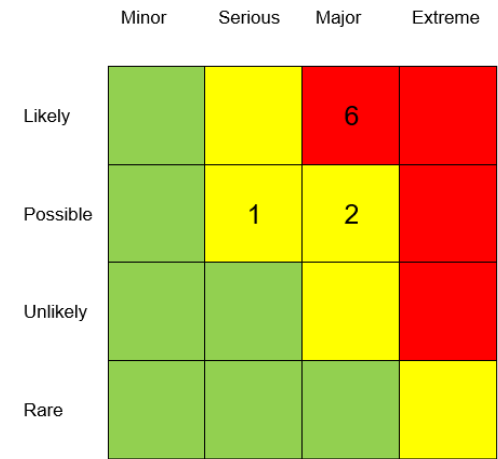
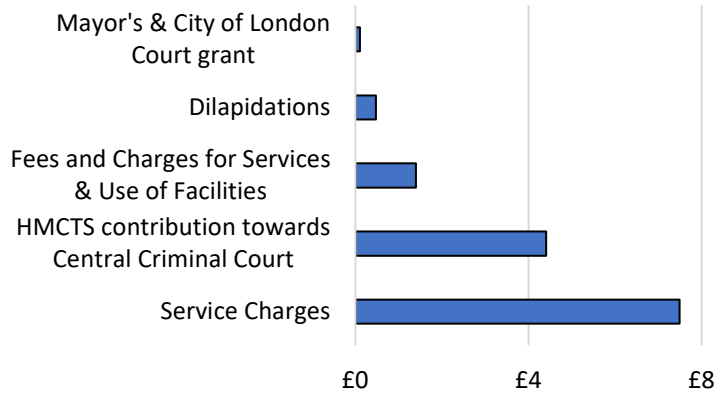


Table 1: November 2022 Risk Heatmap

Risk Title	Score
Maintenance & Renewal of Physical Assets	16
Construction Price Inflation	16
Energy Pricing	16
Recruitment and Retention of Property Professionals	16
Construction Consultancy Management	16
Insurance – Investment and Corporate Estate	16
Insufficient Budget to meet User and Asset Demand at Guildhall	12
Investment Strategy Risk	12
Special Structures	6

Where our 'local risk' money comes from



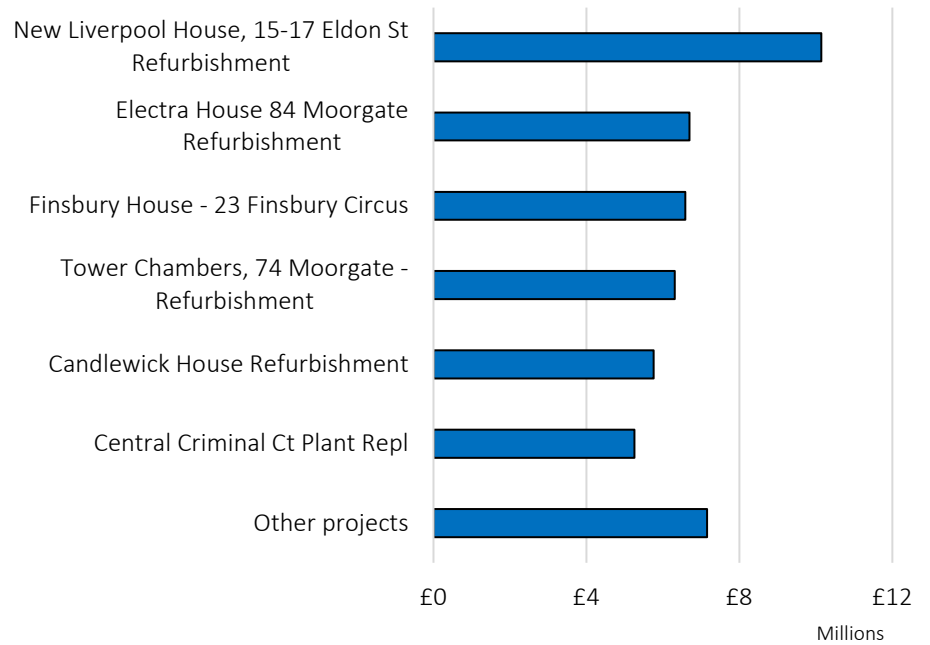
Where our 'local risk' money is spent



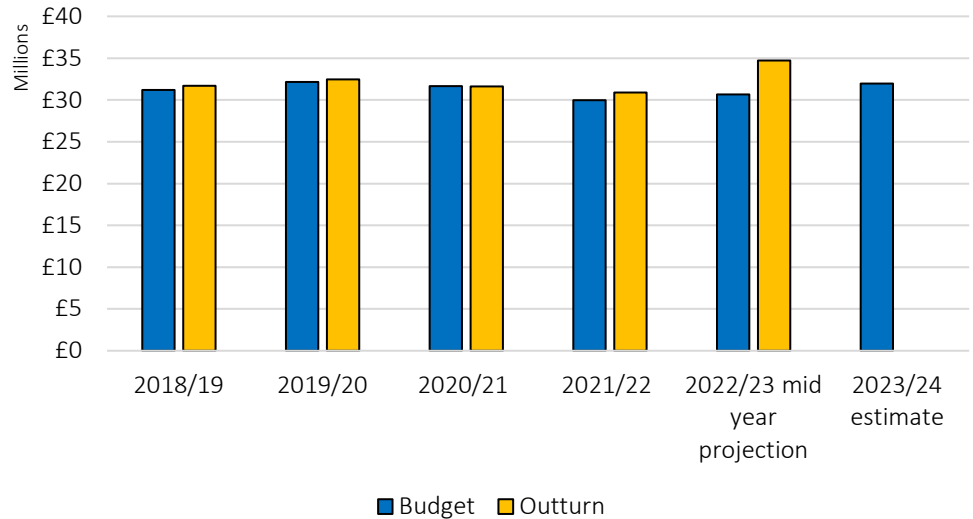
Operational Property requirements

- Workplace posture
 - CSD will review its space allocation following the adoption of the new 'workplace posture' across the organisation.
- Guildhall (4th floor offices and basement stores)
 - Staff accommodation was consolidated over 2019-20 reducing our office footprint by 24%
 - "Pinch point" analysis reveals that CSD has adequate space to meet 3 days in the office requirement.
 - Future options being considered as part of Guildhall Refurbishment Project
- Walbrook Wharf (contractor accommodation, waste transfer, vehicle park, 3rd party occupiers and commercial let)
 - Plans in place to re-locate Occupational Health releasing further space for commercial income.
 - Long-term option on the site to be considered under Walbrook Wharf Feasibility Study.

Capital Project Spend (City Surveyor's as Client)



Budget vs Actual



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Committee(s): Operational Property and Projects Sub Committee – For Decision	Dated: 23 November 2022
Subject: Cyclical Works Programme 2023/2024 and beyond	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Shape outstanding Environments – Our spaces are secure, resilient, and well-maintained
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£4,980,000
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes – (City’s Cash & City Fund)
Report of: City Surveyor	For Decision
Report authors: Matt Baker – Assistant Director – Head of Facilities Management, City Surveyors Jonathan Cooper – Assistant Director -Head of Surveying & Engineering, City Surveyors	

Summary

1. This report highlights the previously reported maintenance backlog to achieve the Corporate Property Asset Management Strategy 2020/2025.
2. The purpose of this report is to agree funding for the 2023/2024 cyclical works programme (CWP) and seek approval for an alternative strategy for the CWP from 2024 to 2027. The alternative strategy considers the operational and financial context in which the Corporation currently operates.

Recommendation

3. Members are asked to approve the following:
 - Approve a funding request for £4,980,000 for the 2023/2024 CWP. This will fund projects required to comply with minimum statutory requirements, work presenting a significant health, safety & security risk, or work with a significant impact to heritage property.
 - Approve the proposed approach to consider a CWP funding request to cover 3 years from 2024 to 2027. This request will be submitted in 2023 and will fund a programme of works to be delivered between April 2024 and March 2027.
 - Approve that any unspent funding from previous CWP allocations to be retained so that these can be reallocated by the peer review group, which will continue to provide governance around the delivery of the CWP.

Main Report

Background

4. In January 2022, the City Surveyor Operations Group reported to Corporate Asset Sub Committee (CASC) the current backlog of maintenance to achieve the Corporate Property Asset Management Strategy (CPAMS) 2020/25. The purpose of that report was to inform Members of the future funding requirements for the cyclical works programme (CWP) and major capital projects to allow the Corporation to reduce the backlog of maintenance to an acceptable level.
5. This report excludes housing and Institutional property with ring fenced budgets (i.e. schools, police stations, Bridge House Estates, Billingsgate Market and Spitalfields market) but includes the Barbican and GSMD.
6. The overall maintenance backlog was reported as £83.3m (which excluded projects funded as part of the approved 2022/23 CWP). The breakdown is as follows;

	City Fund	Guildhall	City Cash	Total
Capital Value Projects	£2,401,000	£10,395,000	£2,707,500	£15,503,500
CWP	£12,022,000	£8,148,500	£14,144,000	£34,314,500
Barbican/Guildhall School	£30,000,000	£0	£3,500,000	£33,500,000
Total	£44,423,000	£18,543,500	£20,351,500	£83,318,000

7. The report also communicated the 5 year look ahead for the CWP and major capital requirements amounted to £138m at current prices.

23/24	24/25	25/26	26/27	27/28	Total
£65,047,500	£23,646,000	£23,352,500	£13,003,000	£12,846,000	£137,895,000

8. Currently, City Surveyors' conduct an annual review of the forward maintenance plans with corporate occupiers and confirm which projects should be bid for in the annual CWP funding request. These projects are then scored against the approved scoring matrix (attached in appendix 2) to create a list of prioritised projects. The projects that are approved for completion are then dependent on the funding envelope provided.
9. In September 2020, a new approach to the CWP was approved by CASC. The changes were designed to give an opportunity to over time reduce the backlog of maintenance across the Operational portfolio.
10. The main changes to the CWP that were agreed;
 - Projects below £10,000 removed from the scoring process and automatically funded
 - Statutory Inspections for the Department of the Built Environment (DBE) were to be removed from the scoring process and automatically funded through CWP
 - Quinquennial Inspections for the Heritage Team within City Surveyors were to be removed from the scoring process and automatically funded through the CWP
 - A revamp of the project prioritisation scoring process to remove Income Generation and replace with Sustainability and Equality
 - Allow for sustainability projects to include improvement rather than just a like for like replacement in line with the climate action strategy (CAS)

- Categorise projects into the following specific areas: Corporate estate; Barbican and Guildhall School of Music & Drama; Heritage and Open Spaces
- In November 2021 the CWP bid for 2022/23 was approved at £11,090,000 and these projects have been excluded from the backlog of maintenance outlined above

Current Situation

11. In accordance with the above process, the Operations Group have reviewed the 2023/24 forward maintenance plans which has generated a funding requirement of £34m. This can be broken down into the following categories:
 - There is £900k of work required to comply with statutory requirements
 - There is £3.9m of work presenting a significant health & safety and security risk that if not rectified could result in injury or damage or have significant security impacts.
 - There is £4m of work with reputational risks associated with it (either due to listing status of the property/asset or public interface)
 - There is £760k of work which presents a significant impact to asset performance/availability which if not rectified will impact core functions or revenue streams There is £530k of work which significantly supports the City of London's sustainability and equality objectives
 - There is £2.7m of work (515 projects) valued at under £10,000 which are not scored in accordance with the agreed process. The bulk of this relates to building fabric & decorative works
 - The remaining £21m balance is made up of projects which score as follows on the scoring matrix
 - >90 = £3.45m
 - >80 = £6.47m
 - >70 = £5.93m
 - >60 = £2.20m
 - <60 = £2.95m
12. The current delays in the annual funding cycle, due to a review of the medium-term finance plan (MTFP), presents a degree of funding uncertainty and challenges in project delivery within the agreed annual CWP cycle. This is not a City of London staff resource issue.
13. The lack of funding certainty over an extended period of time presents challenges in accessing our supply chain resource.
14. A proportion of the CWP is delivered by our building repairs and maintenance contractor, currently Skanska. Their existing contract is due to expire on the 1 April 2023 and we are currently in a live tender process to select an Integrated Facilities Management provider (incorporating building repairs and maintenance and soft services) across 6 Lots. By taking the proposed approach, this will enable the new IFM providers to mobilise before taking on additional project work.
15. The majority of CWP project work is undertaken by our Measured Term Contractors (MTC's), these contracts expire and are due to be re-tendered in 2023. Should the Contractors change, project delivery is likely to be impacted.

Proposal

16. The Corporation's current financial pressures are well documented and have triggered the capital and revenue project review process. In addition, an operational property review is about to commence.
17. The financial burden of maintenance requirements outlined earlier in this report remains (should we retain our existing property portfolio); however, it feels remiss to not re-assess the CWP funding approach taking into account the context of our current situation. Furthermore, take advantage of all available inputs into producing a more accurate and efficient longer term funding request based on actual needs in the context of property asset plans.
18. Following that approach, this report is seeking approval for £5.007m of funding to be allocated for 2023/24 CWP in order to address statutory requirements, work presenting a significant health, safety or security risk or a risk to heritage property. The list of associated projects is provided with this report. The £5.007m is split as follows;

Fund	Value
City Fund	£2,291,000
City's Cash	£1,679,000
Guildhall	£1,010,000

19. As per the 2022/23 CWP bid, works will be delivered over two financial years (2023/24 & 2024/25). This allows heritage and operationally challenging projects to be properly planned and delivered in the second year. Programme forecast will be split as:

Year	Value
2023/24	£3,800,000
2024/25	£1,180,000
Total	£4,980,000

20. Delivery of work associated with this funding continues to be governed by the Peer Review Group. A copy of the governance arrangements are attached in Appendix 1.
21. A reserve List of additional schemes totalling £1,161,000 is also provided, these schemes may be progressed if further resources become available within the relevant fund. These projects can be promoted to the actual List should opportunities such as savings arise. Promotion decisions will be made by the peer (as outlined in the attached governance) review group and reported to OPPSC in the next progress report.
22. The Operations Group will, in collaboration with corporate occupiers and corporate property group asset management, produce a CWP funding request and associated works programme to cover 3 years from 2024 to 2027. No additional CWP funding

will be required during this period. It is suggested that a bid is made in 2026 for funding for 3 years from 2027.

23. This will continue to address the existing backlog of maintenance but will consider;
- Operational Property Review outcomes
 - Updated Asset Management Plans for each operational property
 - Recalibrated forward maintenance plans
 - CAFM data on asset condition
 - Statutory requirements & Heritage property obligations and priorities
24. A request for the 3 year funding approach will be submitted at Operational Property and Projects Sub Committee (OPPS) in 2023. We would request that funding is confirmed by September 2023 to enable effective programme and resource planning.
25. Any unspent funding from previous CWP programmes, due to savings achieved, are to be retained so that this can be reallocated by the Peer review group. This provides us with an efficient funding route to react quickly to any urgent, unforeseen requirements. The existing CWP programmes that are expected to be completed in 2023/24 are as follows;

Year Allocated	Value of projects
18/19	£249,000
19/20	£641,000
20/21	£2,158,000
21/22	£265,000
22/23	£5,218,000
Total	£8,531,000

Benefits

26. By taking a medium-term approach, based on property asset management planning funding certainty can be achieved. In addition, there will be inevitable financial and operational efficiencies to be realised. For example;
- Increasing our buying power and economies of scale through our supply chain
 - Longer term committed resource from our supply chain
 - Through effective programming, a reduction of disruption in operational properties
 - Considers in flight corporate property review to prevent misallocation of funds to property to be disposed of and/or refurbished, master planning etc
 - Enables IFM providers to establish themselves in 23/24
 - Reduces impact of change in measured term contract (MTC) providers changing. These are the contractors responsible for delivering the bulk of CWP programmes and is due to be tendered at the beginning of 2023, with new contracts in place by late 2023
 - Optimise our current resource structure to meet project needs
 - Several large condition surveys have been commissioned to the corporate portfolio, this information will also help inform the forward maintenance plans

Risks

27. By taking this pause to consider all factors outlined above we will further delay the reduction in the maintenance backlog. However, by taking this pause we will ensure that we are spending resource in the most appropriate manner.

Conclusion

28. City surveyor's request approval for a funding request for £4,980,000 for the 2023/2024 CWP. This will fund projects required to comply with minimum statutory requirements, work presenting a significant health, safety & security risk, or work with a significant impact to heritage property. This work will be delivered over 2 financial years (2023/24 & 2024/25).
29. City Surveyor's request approval for the proposed approach to consider a CWP funding request to cover 3 years from 2024 to 2027. This request will be submitted in 2023 and will fund a programme of works to be delivered between April 2024 and March 2027.
30. City Surveyor's request approval that any unspent funding from previous CWP allocations to be retained so that these can be reallocated by the peer review group, which will continue to provide governance around the delivery of the CWP.

Appendix 1 - Cyclical Works Programme – Governance Arrangements

1. The Cyclical Works Programme Officer Peer Review Group (PRG) shall review the proposed Cyclical Works Programme (CWP) and agree that each scheme should be categorised as a “priority” for keeping the operational property portfolio in a fair to good standard due to the fixed budget available
2. A summary list of the proposed schemes, in priority order, shall be submitted to Operational Property and Projects Sub Committee (OPPSC) for agreement and then to a meeting of the Resource Allocation Sub-Committee (RASC) for approval. The RASC meeting and the subsequent Policy and Resources Committee (P&R) must consider the submitted works programme and confirm (or otherwise) the allocation of the necessary funding, taking account of the priority listing of the various repairs and maintenance schemes and, other competing priorities in the context of the overall availability of City Fund and City’s Cash resources.
3. Each year’s agreed work programme, and allocation of funding, will then operate within an overall “ring fence” (one each for the City Fund, City’s Cash and Guildhall Complex), permitting budget transfers between individual schemes and unspent balances to be carried forward to later years to complete works.
4. Approval will also be sought from OPPSC for a CWP Reserve List of projects at the same time the CWP is approved. This Reserve List of additional schemes, which might be progressed if further resources become available within the relevant fund, shall be submitted to RASC for approval. These projects can be promoted to the Actual List should opportunities such as savings arise. Promotion decisions will be made by the PRG and reported to OPPSC in the next progress report.
5. The PRG is authorised to bring forward projects from the Reserve List if “surplus” resources become available, subject to such projects being advanced on a requirement basis at the Officers discretion with the details being reported in the next bi-annual CWP progress report to OPPSC by the City Surveyor.
6. Each CWP repairs and maintenance scheme shall generally proceed, via the usual internal arrangements/controls within the respective Department.
7. In accordance with advice given by City Procurement, the majority of standard refurbishment and cyclical projects will be procured by continuing with the existing Minor Works Framework which will be renewed as appropriate via a compliant OJEU process. However, some of the higher value projects may be subject to a separate tender process.
8. OPPSC shall scrutinise the progress of schemes based on a bi-annual CWP progress report by the City Surveyor
9. Where additional and urgent priority projects are necessary and not in the programme or Reserve List (e.g. bringing forward a replacement lift that is regularly breaking down) the substitution for another project(s) within the approved CWP will be recommended by the PRG. Approval for the changes will be sought for the City Surveyor under delegated authority from the OPPSC. Smaller project substitutions of below £50k will only require PRG approval.
10. Circumstances may arise where the cost associated with delivering an agreed project increase significantly, resulting in the need for a postponement out of the programme of another un-started project to keep spending within the overall CWP funding approval. In this circumstance, the recommended project changes will be suggested by the PRG. Approval for these changes will be sought from the City Surveyor under delegated authority from OPPSC.

11. Any changes made to the CWP approved Actual List, be they through initiating reserve projects, substitutions, re-prioritisation decisions etc. will be reported to OPPSC within the next CWP progress report by the City Surveyor. Any changes made between the City's Cash, City Fund and Guildhall Admin Projects will need to consider the impact on the respective funds.

12. The above governance arrangements will also generally apply to the Additional Capital Funds Programme noting that because of their size and capital nature these projects will also progress through the gateway process.

Footnote:

The Cyclical Works Programme Officer Peer Review Group (PRG) is an Officer group, chaired by the Head of Finance (Property Services), with representation from the Chamberlain's Department, City Surveyor's Department, Department of Built Environment, Guildhall School of Music and Drama and the Barbican Centre.

Appendix 2 – CWP Project Scoring Criteria Matrix

Criteria	Health, Safety & Security	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	
Criteria weighting	5	3	4	5	3	
Description	<p>1 To what extent is the COL exposed to risk if project not undertaken in this programme</p> <p>2 Is the project required to meet a statutory compliance standard (e.g. Reservoir Act)</p> <p>3 Is the project required to meet the equivalent of a highways agency standard (structural integrity)</p>	<p>1 To what extent is the COL reputation tarnished or risked if the project is not undertaken in this programme</p> <p>2 How does the proposed work maintain or protect the heritage of the property or its local standing</p>	<p>To what extent does the specific project contribute towards Sustainability and Equality in accordance with the Climate Action Strategy and Equalities Act</p>	<p>What impact will sudden unexpected failure of the asset have on the COL to deliver its front line services</p>	<p>1 Is the project of sufficient importance to the occupying department that they consider it meritorious from a front line service delivery perspective</p> <p>2 Is their Member or committee or other interests that have not been taken into account</p>	
RATING SCALE	0					
	1	No H&S implications	<p>1 No reputational impact</p> <p>2 Non public support space, temporary use, underutilised or</p> <p>3 Not listed, General operational building, staff welfare or</p> <p>4 Listed (any grade) but project not relevant to listing status</p>	<p>1 No impact on Sustainability</p> <p>2 No impact on Equality</p>	Failure will have little or no impact on front line service delivery	The occupying department has not identified this project as a priority
	3	<p>1 Where works are considered industry best practice</p> <p>2 Where works have been recommended in a Fire Risk Assessment</p>	Isolated service user /stakeholder complaints contained within business unit	<p>1 Where the project will improve Energy Efficiency and Sustainability</p> <p>2 Where works are required to cover provision of welfare facilities for Members of the public generally</p>	<p>1 Failure will have minor impact on service delivery, typically up to 1 day</p> <p>2 unexpected failure unaffordable against local risk budget</p> <p>3 Where the project will improve energy efficiency</p>	<p>1 The Head of Service has identified this project as key to their service delivery</p> <p>2 There were other relevant factors that were not available to the evaluation team</p>
	5	There is deemed to be a valid and current health and safety risk and that risk is likely to increase disproportionately if works are not undertaken within a reasonable time frame (say within 18 months).	Adverse local media coverage, multiple service user & stakeholder complaints but with careful handling it can be managed	<p>1 Where the project will significantly improve energy efficiency and sustainability</p> <p>2 Where works are needed to facilities that are relied upon by a protected group in a general purpose building such as public car park</p>	<p>1 Service disruption 2-5 days</p> <p>2 Repeated failure of the asset - repairs proved unsuccessful.</p> <p>3 Beyond economic repair</p> <p>4 There is no viable long term workaround solution</p> <p>5. Where the project will significantly improve energy efficiency</p>	<p>1 A Consultative Committee has expressed its wish that the project be considered of more importance than others</p> <p>2 A Chief Officer has expressed a wish that the project be considered as more important than others</p>
	7	<p>1 Where failure to provide might negate insurance cover</p> <p>2 Required to maintain to the equivalent of a highways agency standard</p>	<p>1 Adverse national media coverage 1-3 days</p> <p>2 Grade 2 or 2*, Conservation area or of national importance</p>	<p>1 Project will assist with delivering the Climate Action Strategy</p> <p>2 Where works are needed to facilities that are specifically provided for a protected group such as primary school, medical centre and Children's Library</p>	Service Disruption > 1week to 4 weeks	A Member or Service Committee has expressed a wish that the project be given priority over others
	9	<p>1 Required to provide to comply with statutory requirements</p> <p>2 Where failure to provide could have effect on wider populous</p>	<p>1 National publicity more than 3 days . Possible resignation of A Member or chief Officer</p> <p>2 Scheduled Ancient Monument, Grade 1, National Importance</p> <p>3 Required as a result of Court case</p>	<p>1 Project is mandated by Law</p> <p>2 Where failure to provide could have effect on wider populous</p>	Service disruption > 4 weeks.	<p>1 CASC has expressed their wish that the project be included as a priority list project (above the line)</p> <p>2 A Senior Grand Committee has expressed a wish that the project be included a priority list project (above the line)</p>

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Property	Project Title	Budget cost	Health, Safety & Security*	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	Total
			Score	Score	Score	Score	Score	
Barbican Centre	ExHalls/Cinema 2/3 LV panel replacement	£ 250,000.00	7	7	3	5	3	102
Barbican Centre	CBU Batteries replacement/ all around batteries replacement	£ 250,000.00	7	5	3	5	3	96
Central Criminal Court	ELECTRICAL REWIRE (PHASE IV)	£ 245,000.00	7	7	5	7	5	126
Mansion House	FIRE ALARM REPLACEMENT (INC PA/VA SYSTEM)	£ 245,000.00	7	7	3	5	5	108
Guildhall General	FIRE DOORS REPLACEMENT	£ 240,000.00	9	5	3	3	5	102
Guildhall School	Silk Street remedying of fire doors	£ 200,000.00	7	5	5	5	5	110
Baynard House Car Park	ROAD WAY SLAB JOINTS/CRACKS OVERBANDING/SEALING (REMAINING LEVELS)	£ 180,000.00	7	5	3	5	5	102
City Commons-Merlewood Estate Office	LANDLORDS LIGHTING REWIRE	£ 175,000.00	7	5	3	5	5	102
Open Spaces (City)-General	CONSERVATION OF BOUNDARY WALLS/RAILINGS (GENERAL CONSERVATION, WALLS AT ST BRIDES AND ST PETER OF WESTCHEAP)	£ 160,000.00	9	9	3	3	5	114
Barbican Centre	Concert Hall re-Roping Flying System and replacement Flying System Controller	£ 150,000.00	7	9	3	9	1	122
Barbican Centre	Theatre under fly floor fly bars renewal	£ 150,000.00	7	9	1	7	3	110
Barbican Centre	Theatre manual dock door replacement	£ 150,000.00	7	3	5	7	3	108
Central Criminal Court	SPEED STILES REPLACEMENT x 3	£ 150,000.00	7	7	1	5	3	94
Guildhall West Wing	LIFT No. 3 REFURBISHMENT (PASSENGER)	£ 120,000.00	7	5	3	5	5	102
Guildhall General	ACB Replacement (NW x6, GYE x4, WW and 65 Basinghall Street x tbc) - located in LV rooms	£ 110,000.00	7	5	3	5	5	102
Central Criminal Court	Redecoration of leak damaged public gallery corridoor	£ 100,000.00	7	9	3	7	5	124
Guildhall General	Water quality, improved systems (filtration, technology)	£ 100,000.00	7	5	5	7	5	120
CoL Cemetery & Crematorium-General	ROAD RESURFACING (Health and safety issue)	£ 100,000.00	7	5	3	3	5	92
Guildhall West Wing	DISTRIBUTION BOARDS REPLACEMENT (C SWITCH ROOM)	£ 80,000.00	7	5	5	5	3	104
Hampstead Heath	DESILTING All Ponds (Statutory requirement)	£ 75,000.00	9	5	5	5	5	120
Guildhall City Centre (City Marketing Suite)	REVOLVING DOOR REPLACEMENT	£ 75,000.00	7	7	3	5	5	108
Mansion House	SECURITY ALARM REPLACEMENT/REWIRE (INTRUDER & PAINTING ALARMS)	£ 75,000.00	7	7	3	5	5	108
West Heath-Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - HEALTH & SAFETY WORKS	£ 75,000.00	9	7	3	3	5	108
Open Spaces (City)-General	RAILINGS OVERHAUL	£ 62,000.00	9	9	3	3	5	114
Mansion House	SECURITY ALARM REPLACEMENT (PAINTINGS)	£ 60,000.00	7	7	3	5	5	108
Statues, Fountains & Plaques	ROUTINE WORKS TO STATUES (HIGHWAY)	£ 60,000.00	7	9	5	5	3	126
10 Keats Grove	LIGHT FITTINGS REPLACEMENT (INC. EMERGENCY LIGHTING REPLACEMENT)	£ 60,000.00	7	5	5	5	3	104
Guildhall General	FIXED WIRING TEST REMEDIAL WORK	£ 50,000.00	9	5	5	5	5	120
Hampstead Heath	VALVE REPLACEMENT (ALL PONDS)	£ 45,000.00	9	5	5	5	5	120
City Commons-Merlewood Estate Office	MAIN ELECTRICAL SWITCHGEAR REPLACEMENT	£ 45,000.00	7	5	3	5	5	102
Farringdon Street Public Convenience (33/C02)	WATER INGRESS OVERHAUL	£ 40,000.00	9	5	5	7	5	130
Guildhall East Wing	GLASS CANOPIES, GLASS SKYLIGHTS AND FEATURE WINDOWS SURVEY	£ 40,000.00	7	5	3	7	5	112
Guildhall North Wing	CHILLER PRESSURE RELEASE VALVE REPLACEMENT	£ 40,000.00	9	5	3	5	5	112
Guildhall West Wing	GLASS CANOPIES, GLASS SKYLIGHTS AND FEATURE WINDOWS SURVEY	£ 40,000.00	7	7	3	5	5	108

City Wall	CONSERVATION WORKS	£ 40,000.00	9	9	5	5	3	126
Central Criminal Court	STRUCTURAL REPAIRS - PILLBOX	£ 40,000.00	7	5	3	5	5	102
LMA	SMOKE DETECTORS REPLACEMENT (OLD BUILDING)	£ 40,000.00	7	5	3	5	5	102
10 Keats Grove	LANDLORDS LIGHTING & POWER REWIRE	£ 35,000.00	7	5	3	5	3	96
Guildhall East Wing	EMERGENCY LIGHTING BATTERIES REPLACEMENT (CENTRAL)	£ 30,000.00	9	5	5	5	5	120
Guildhall General	PAVING TO POND AREA	£ 30,000.00	7	7	5	5	5	116
Bunhill Fields Burial Ground	MEMORIALS BREAKDOWN	£ 30,000.00	9	9	5	5	5	132
Central Criminal Court	STATUTORY BOILER INSPECTION	£ 30,000.00	9	5	3	5	3	106
CoL Magistrate's Court	SUMP PUMP REPLACEMENT	£ 25,000.00	7	7	5	5	5	116
Guildhall General	HEALTH AND SAFETY PAVING WORKS	£ 25,000.00	7	7	5	5	5	116
West Heath-Pergola Structure (Belvedere Structure and Store), Hill Garden Area	TARMAC PATH TO BELVEDERE AREA SURVEY/OVERHAUL	£ 25,000.00	7	7	5	5	5	116
CoL Cemetery & Crematorium-Modern Crematorium (11)	FIRE ALARM REPLACEMENT	£ 25,000.00	7	5	3	5	5	102
Dock Offices-Denton	CCTV REPLACEMENT	£ 25,000.00	7	5	3	5	5	102
Epping Forest -Great Gregories Farm	CCTV REPLACEMENT	£ 25,000.00	7	5	3	5	5	102
Guildhall School	Sundial Court Smoke Ventilation	£ 25,000.00	7	5	3	5	5	102
Guildhall School	Silk Street Theatre counterweight oil ballast & damper for smoke vent panels	£ 25,000.00	7	5	3	5	3	96
Barbican Centre	L3 Roofing and Drainage	£ 25,000.00	7	5	1	7	1	92
Mansion House	FIRE ALARM PANEL REPLACEMENT	£ 20,000.00	7	5	3	7	5	112
Guildhall School	Extraction for props workshop in Silk St	£ 20,000.00	7	5	5	5	5	110
Sandy Heath and Heath Extension-General	CRICKET NETS REPLACEMENT (currently unsafe)	£ 20,000.00	7	7	5	3	5	106
Burnham Beeches-Estate Yard Complex	CCTV REPLACEMENT	£ 20,000.00	7	5	3	5	5	102
Golders Hill Park Area 8-General	FENCING OVERHAUL/ DECORATIONS/ REPLACEMENT	£ 20,000.00	7	5	3	5	5	102
Burnham Beeches-General	SIGNS REPLACEMENT (present health and safety risk in current state)	£ 20,000.00	7	5	3	3	5	92
Parliament Hill Fields-Athletic's Track Pavillion Complex	CCTV REPLACEMENT	£ 20,000.00	7	5	3	3	5	92
Hampstead Heath	RESERVOIR SUPERVISION	£ 15,000.00	9	5	5	5	5	120
Mansion House	BOMB BLAST NETS REPLACEMENT	£ 15,000.00	9	7	3	5	5	118
CoL Magistrate's Court	HEAT SOURCE - SUMP PUMPS REPLACEMENT	£ 15,000.00	7	7	5	5	5	116
Guildhall East Wing	ROOF SURVEY	£ 15,000.00	7	5	3	7	5	112
Hampstead Heath	WORKS TO MAJOR BRIDGES	£ 15,000.00	7	5	5	5	5	110
Guildhall School	Milton Court Theatre repair upper technical galleries egress gates and ladderways	£ 15,000.00	7	5	5	5	5	110
Parliament Hill Fields-Traditional Playground Building	RETAINING WALL OVERHAUL	£ 15,000.00	7	7	3	5	5	108
Highgate Wood (Area 10)-General	CRICKET NETS REFURBISHMENT (present health and safety risk)	£ 15,000.00	7	7	5	3	5	106
Burnham Beeches-1 Coronation Cottage	FENCING REPLACEMENT	£ 15,000.00	7	5	3	5	5	102
Burnham Beeches-2 Coronation Cottage	FENCING REPLACEMENT	£ 15,000.00	7	5	3	5	5	102
Guildhall East Wing	LIFT No. 38 REFURBISHMENT (PASSENGER)	£ 15,000.00	7	5	3	5	5	102
Parliament Hill Fields-Staff Yard Building Complex	ROLLER SHUTTERS REPLACEMENT ((GARAGES) (No. 11))	£ 15,000.00	7	3	3	5	5	96
10 Keats Grove	MANSAFE ROOF SYSTEM REPLACEMENT	£ 15,000.00	7	5	3	5	3	96
Keats House	MANSAFE ROOF SYSTEM REPLACEMENT	£ 15,000.00	7	5	3	5	3	96
Bunhill Fields Burial Ground	RESTORED MEMORIALS OVERHAUL	£ 15,000.00	9	9	3	3	5	114
Bunhill Fields Burial Ground	RAILINGS DECORATION (EXTERNAL)	£ 15,000.00	9	9	3	3	5	114
Central Criminal Court	BOMB NETS REMOVAL AND SPECIALIST CLEAN	£ 12,000.00	9	9	1	7	3	120
West Ham Park-Dutch Barn (Nursery)	ASBESTOS ROOF ENCAPSULATION	£ 10,000.00	9	5	3	5	5	112
Statues, Fountains & Plaques	ST LAWRENCE FOUNTAIN CLEANING	£ 7,000.00	9	9	5	5	3	126
Hampstead Heath-General/Infrastructure	STATUE OVERHAUL/CLEANING	£ 6,500.00	9	9	5	5	5	132
The Monument	QUINQUENNIAL CMP REVIEW	£ 25,000.00	5	9	3	5	5	104
Open Spaces (City)-General	REMEDIAL WORKS FROM QUINQUENNIAL INSPECTIONS	£ 6,000.00	5	9	3	5	5	104
Epping Forest -Ambresbury Banks	SCHEDULED MONUMENT OVERHAUL FOLLOWING QUINQUENNIAL INSPECTION (Heritagae)	£ 2,500.00	5	9	3	5	5	104
Epping Forest-Warren House	Investigations to access structural integrity	£ 20,000.00	7	7	5	5	5	116
Open Spaces (City)- St Dunstan in the East and St Nicholas Cole Abbey	SURVEYS OF RETAINING WALLS	£ 4,000.00	5	9	3	5	5	104
Vale of Heath - Pinfold animal pound	COMMISSION OF SURVEY AND SPECIFICATION	£ 10,000.00	5	7	5	5	5	110

Property	Project Title	Budget cost	Health, Safety & Security*	COL Reputational	Sustainability & Equality	Asset performance	Client Feedback	Total
			Score	Score	Score	Score		
Guildhall Crypts	MORTAR RECONSOLIDATION (PHENE NEALE ROOM)	£ 25,000.00	5	9	5	7	5	122
Guildhall Crypts	STONE OVERHAUL	£ 25,000.00	5	9	5	7	5	122
Guildhall Dance Porch, North and South Ambulatory, West Entrance Area	STAINED GLASS AND GLASS WINDOWS OVERHAUL (AMBULATORIES AND ROOF LIGHTS ON NORTH AMBULATORY)	£ 50,000.00	5	9	5	5	5	112
Guildhall Dance Porch, North and South Ambulatory, West Entrance Area	STAIRS/BANNISTERS/ HANDRAILS OVERHAUL/SURVEY	£ 45,000.00	5	9	5	5	5	112
Guildhall Dance Porch, North and South Ambulatory, West Entrance Area	RAINWATER GOODS OVERHAUL	£ 25,000.00	5	9	5	5	5	112
Roman Bath House	CONSERVATION & SAND REPLACEMENT	£ 20,000.00	5	9	5	5	5	112
Coach Stores - Park Street Coach Stores	ENVIRONMENTAL MONITORS OVERHAUL/ REPLACEMENT	£ 6,000.00	5	9	5	5	5	112
Guildhall North Wing	DHWS - CALORIFIER REPLACEMENT	£ 60,000.00	5	5	5	7	5	110
Guildhall North Wing	DHWS - PIPEWORK REPLACEMENT	£ 30,000.00	5	5	5	7	5	110
Guildhall North Wing	DHWS - CONTROL PANELS REPLACEMENT	£ 20,000.00	5	5	5	7	5	110
Guildhall North Wing	DHWS - CONTROLS REPLACEMENT	£ 15,000.00	5	5	5	7	5	110
Guildhall North Wing	DHWS - WIRING REPLACEMENT	£ 15,000.00	5	5	5	7	5	110
CoL Cemetery & Crematorium-Catacombs (7)	ROOF REPLACEMENT (ASPHALT)	£ 150,000.00	5	7	5	5	5	106
Guildhall Old Library	RAINWATER GOODS REPLACEMENT/SURVEY/ OVERHAUL	£ 60,000.00	5	7	5	5	5	106
Guildhall Old Library	STONWORK (EXTERNAL) SURVEY/REMEDIAL WORK	£ 60,000.00	5	7	5	5	5	106
Mansion House	ROOF REPLACEMENT ((SLATES) (BALLROOM))	£ 175,000.00	5	9	3	5	5	104
Mansion House	ROOF REPLACEMENT ((SLATES) (EGYPTIAN HALL))	£ 175,000.00	5	9	3	5	5	104
Mansion House	ROOF REPLACEMENT (SLATED MANSARD AREAS)	£ 115,000.00	5	9	3	5	5	104
Mansion House	ROOF REPLACEMENT (LOWER CORTILE)	£ 90,000.00	5	9	3	5	5	104
		£ 1,161,000.00						

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Committees: Streets and Walkways sub-Committee [for decision] Operational Property & Projects Sub Committee [for decision]	Dates: 08 November 2022 23 November 2022
Subject: 2-6 Cannon Street Public Realm Improvements Phases 2 and 3 – Issue Report Core project name: 2-6 Cannon Street Public Realm Improvements Unique Project Identifier: 11004	Gateway 5 Regular Issue Report
Report of: Juliemma McLoughlin, Executive Director, Environment Department Choose an item. Report Author: Emmanuel Ojugo – City Operations	For Decision
<h1>PUBLIC</h1>	

1. Status update	<p>Project Description:</p> <p>1.1. This project proposed public realm improvements in the catchment area related to the redevelopment of 2-6 Cannon Street. Improvements are being delivered in three phases as previously reported to committee in July 2018, and are as follows:</p> <ul style="list-style-type: none"> • <u>Phase 1</u>: Resurfacing footways and carriageway around the new building at Distaff Lane in Yorkstone. (Completed). • <u>Phase 2</u>: Re-landscaping the garden space between Old Change House and Nicholas Cole Abbey Church with new greenery, new seating areas and a new modern water bottle refill point. (Largely complete, awaiting soft landscaping works). • <u>Phase 3</u>: Re-landscaping the small parcel of land with a new planting schedule, to the south of Nicholas Cole Abbey Church on Queen Victoria Street. (Design being finalised and preparatory documentation for possible faculty being collated. The Church and Diocese are currently reviewing a draft agreement). <p>1.2. The majority of site works are now complete aside from some Phase 2 green elements to be installed in the winter months and the implementation of Phase 3, that covers a small parcel of land to the south of Nicholas Cole Abbey Church.</p> <p>1.3. This report summarises delays to delivering some elements of the project and proposes next steps to complete the remaining works, by the revised deadline of March 2023, within the existing approved budgetary resource allocation.</p>
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	<p>RAG Status: Amber (as at last report to Committee).</p> <p>Risk Status: Low (at last report to committee).</p> <p>Total Estimated Cost of Project (excluding risk): £1,175,957.</p> <p>Note: This is comprised of £1,091,807 for implementation (capital). There is also an additional revenue sum of £84,150 being the Off-site Public Realm Maintenance sum commitment paid by the developer as part of the Section 106 associated with the redevelopment of 2-6 Cannon Street.</p> <p>Change in Total Estimated Cost of Project (excluding risk): N/A</p> <p>Spend to Date: £719,644. (Please see Appendix E for a more detailed breakdown).</p> <p>Costed Risk Provision Utilised: N/A</p> <p>Funding Source: S106 Agreement related to the redevelopment of 2-6 Cannon Street.</p> <p>Slippage: Works were initially expected to be completed by April 2021. The latest forecast proposes the programme is extended to March 2023.</p> <p>1.4. In December 2021, the Programme Management Office and the Chairman of Projects Sub of Policy and Resources Committee (no longer constituted) granted an extension to the works programme up to June 2022.</p> <p>1.5. Since the programme extension was granted in December 2021, there have been further delays This was partly due to issues with availability of staff resources and related services leading to a delay in finalising the construction package for implementation. There was also a temporary cessation of works to enable adjacent occupiers to appraise their basement related to historic water ingress.</p> <p>1.6. Following discussions about programme delays with City Gardens and Highways officers it was deemed necessary to extend the programme to March 2023 to align with the planting new season when it was clear the March 2022 planting season threshold would not be met. The effect of programme slippage is reflected in additional P&T and Highway officer time and external specialist support required to manage the project following a reduction in some internal service area support.</p>
<p>2. Requested decisions</p>	<p>Next Gateway: Choose an item. Gateway 6</p> <p>Requested Decisions:</p> <p><u>It is recommended:</u></p> <p>I. Agree the extension of the project programme from June 2022 to March 2023 to allow time to complete the project within the upcoming planting season and implement Phase 3 works.</p>

	<p>II. That the remaining project budget of £372,163 (including any interest accrued) is revised as set out in the finance tables in Appendix E; to complete the project in accordance with the Section 106 Agreement.</p> <p>III. Approval of the budget adjustment summarised in table 2 Appendix E.</p> <p>IV. Agree that the Corporate Programme Management Office, in consultation with the Chairman of the Operational Property and Projects Sub Committee and Chief Officer as necessary, is to decide whether any project issues or decisions that fall within the remit of paragraph 45 of the 'City of London Project Procedure– Oct 2018' (Changes to Projects: General), as prescribed in Appendix E of this report, are to be delegated to Chief Officer or escalated to the relevant committee(s);</p>
<p>3. Budget</p>	<p>3.1. Total cost of the project – £1,175,957. No Costed Risk Provision (CRP) is proposed. The tables in Appendix E summarise resource requirements to complete the project.</p> <p>This budget adjustment proposed in the table 2 Appendix E is possible due to savings in the works budget made during Phase 2 works. The central in-ground planters were replaced by free standing planters meaning a significant reduction in the irrigation coverage that has been restricted to the perimeter, allowing a reduction in works costs overall.</p> <p><u>Inflation</u></p> <p>3.2. It should be noted that the inflationary uplift is in terms of Retail Price Index (RPI) is applicable yearly from July to June. The unit price of provision of materials is agreed under the current new City Term Contract (July 2022) schedule of rates and is subject to RPI on yearly basis. However, if materials are bespoke or unforeseen circumstances arise which affect the price of material, the contractor is within their rights to request a re-consideration.</p> <p>3.3. Such impacts are not considered a high project risk as the City due to the use of a standard material palette. Potential material cost rises that may occur within the remaining project programme (up to March 2023) have been factored into the works budget and are reflected in Appendix E.</p> <p>Costed Risk Provision requested for this Gateway: X (No CRP is requested).</p>
<p>4. Issue description</p>	<p>4.1. A budget adjustment is required to reconfigure staff budgets as summarised in section 3. The proposed adjustment is to account for delays to the project and the need to reconfiguring City staff roles and responsibilities, supplemented by consultancy services is necessary to ensure the project would be implemented as intended.</p> <p>4.2. A summary of required duties include:</p>

	<ul style="list-style-type: none"> - Production of the final planting plans for procurement. - Method statements with production material to Transport for London (TfL) and the Church Diocese to obtain Faculty Approval, as some works are adjacent to St Nicholas Cole Abbey Church (Listed). - Procurement of services for a Watching Brief, the City Heritage Management would ordinarily provide oversight, due to the proximity of the Listed Church. P&T officers would now provide intercedence with the Church. - Communication of the programme and production material to stakeholders.
5. Options	5.1. The project scope remains unchanged. There is a solitary approach to the completion of this project, and it is proposed to reconfigure the project budget to meet the expected completion date of March 2023, subject to Committee approval of the requested decisions.

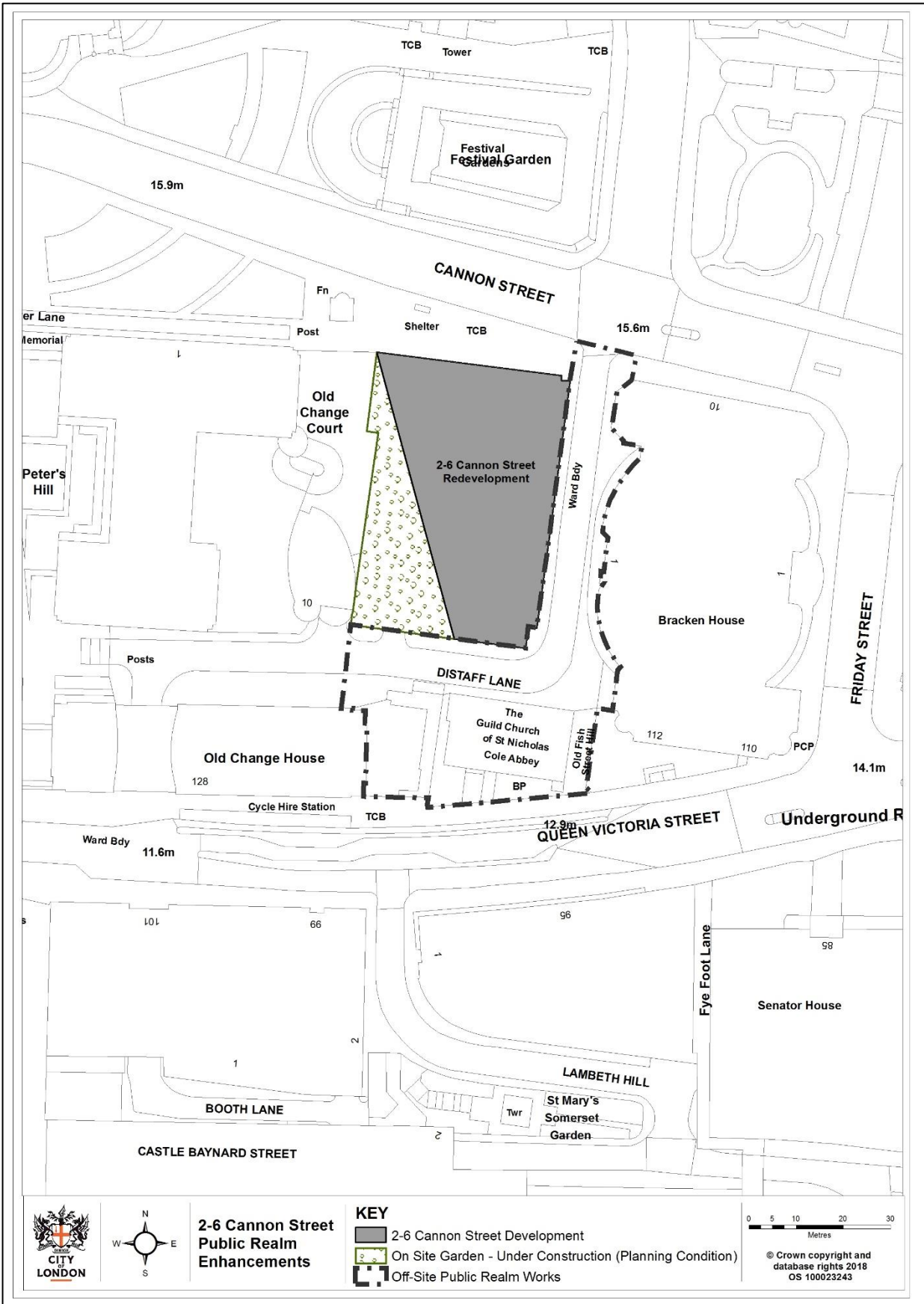
Appendices

Appendix A	Site Location Plan
Appendix B	Project Phase Plan
Appendix C	General Arrangement Plan
Appendix D	Images
Appendix E	Finance Tables
Appendix F	Risk Register
Appendix G	Project Coversheet

Contact

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Telephone Number	020 7332 1158

Appendix A: Site Location Plan



**2-6 Cannon Street
Public Realm
Enhancements**

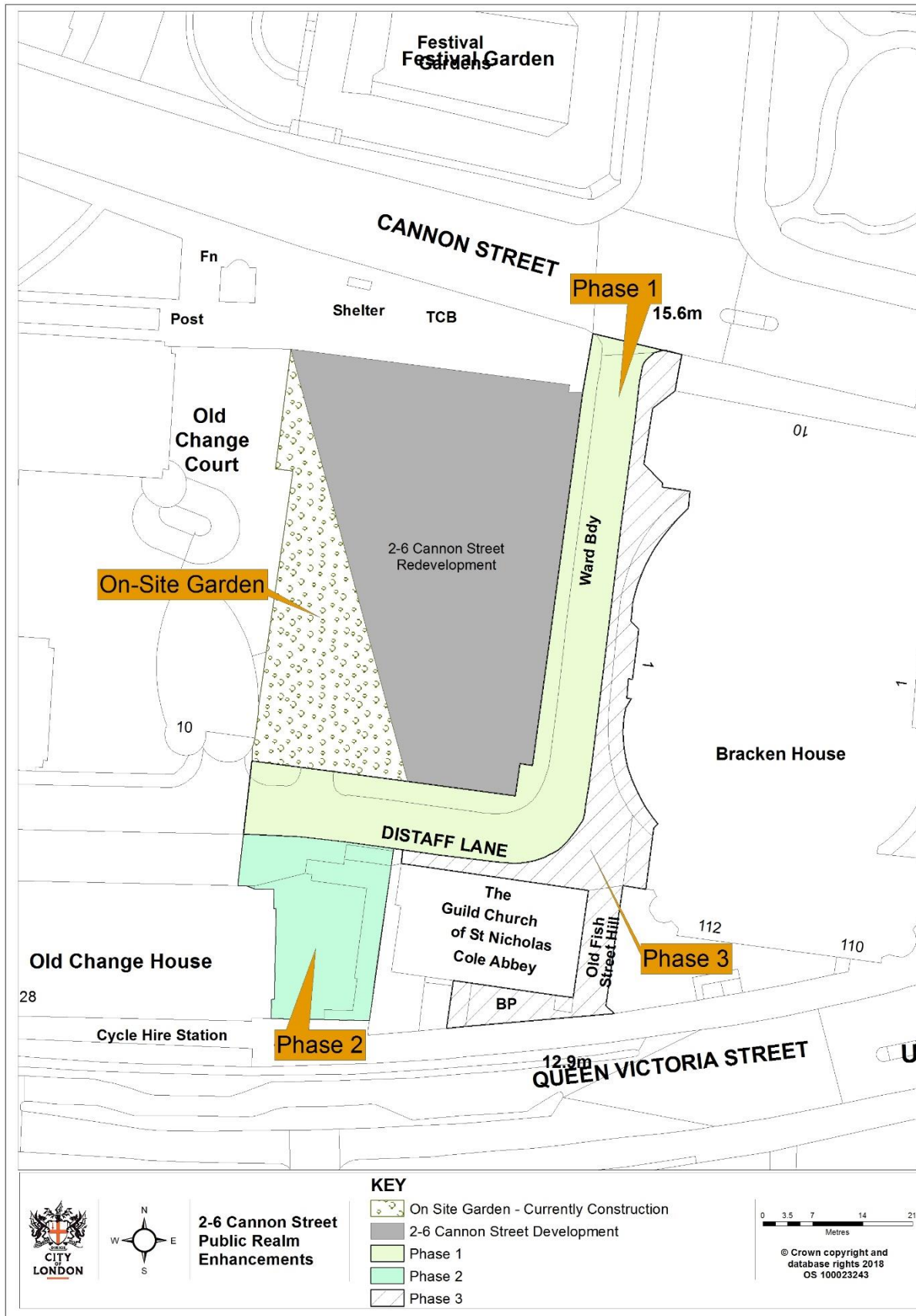
KEY

- 2-6 Cannon Street Development
- On Site Garden - Under Construction (Planning Condition)
- Off-Site Public Realm Works



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OS 100023243

Appendix B: Project Phase Plan



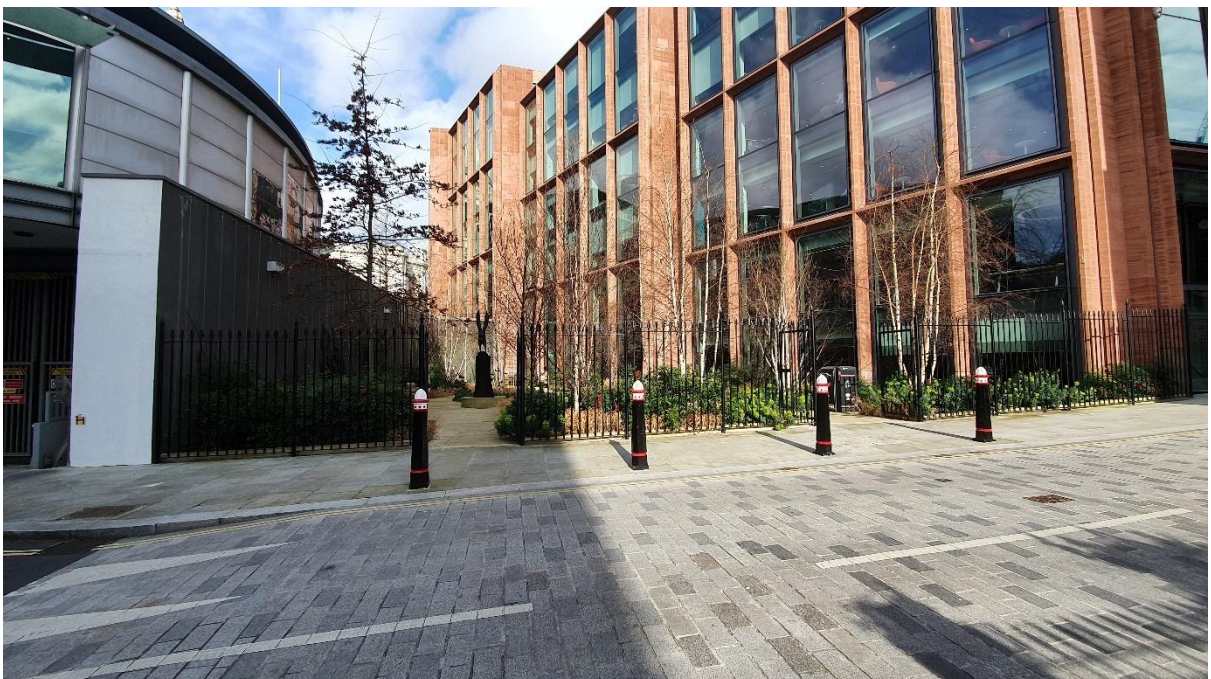
Appendix C: General Arrangement Plan Snapshot



Appendix D: Images



On-site Garden site and mastic asphalt footways | Before



On-site Garden site, York Stone footways and raised carriageway | Completed



Phase 1: Distaff Lane footway around 2-6 Cannon Street development | Before



Distaff Lane footway around 2-6 Cannon Street development | Completed



Phase 2 | Site of new Off-Site Garden | Before



Phase 2 | Planters delivered, awaiting final planting schedule and street furniture | After



Phase 3 | Site adjacent to St Nicholas Cole Abbey Church - Existing

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APPENDIX E: FINANCE

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
2-6 Cannon Street Public Realm Improvements (SRP) - 16800293			
P&T Staff Costs	17,000	17,000	-
Total 16800293	17,000	17,000	-
2-6 Cannon Street Public Realm Improvements (CAP) - 16100293			
DBE Structures Staff Costs	123	123	-
Env Servs Staff Costs	91,659	91,948	(289)
Legal Staff Costs	3,500	3,500	-
Open Spaces Staff Costs	12,000	2,982	9,018
P&T Staff Costs	212,078	218,427	(6,349)
Civil Engineer	10,494	10,494	-
P&T Fees	56,748	52,362	4,386
Structural Engineer	16,000	16,000	-
Highway Works	624,705	296,460	328,245
Open Spaces Works	35,000	10,348	24,652
Utilities	12,500	-	12,500
Total 16100293	1,074,807	702,644	372,163
Grand Total	1,091,807	719,644	372,163

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
2-6 Cannon Street Public Realm Improvements (SRP) - 16800293			
P&T Staff Costs	17,000	-	17,000
Total 16800293	17,000	-	17,000
2-6 Cannon Street Public Realm Improvements (CAP) - 16100293			
DBE Structures Staff Costs	123	-	123
Env Servs Staff Costs	91,659	11,000	102,659
Legal Staff Costs	3,500	-	3,500
Open Spaces Staff Costs	12,000	(3,000)	9,000
P&T Staff Costs	212,078	16,000	228,078
Civil Engineer	10,494	-	10,494
P&T Fees	56,748	-	56,748
Structural Engineer	16,000	-	16,000
Highway Works	624,705	(28,000)	606,705
Open Spaces Works	35,000	-	35,000
Utilities	12,500	(6,000)	6,500
Total 16100293	1,074,807	-	1,074,807
Grand Total	1,091,807	-	1,091,807

Table 3: Funding Strategy	
Funding Sources	Amount (£)
S106 - 2-6 Cannon Street - Site Specific Mitigation - 14/00780/FULMAJ	1,091,807
TOTAL	1,091,807

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City of London: Projects Procedure Corporate Risks Register

Project Name:	2-6 Cannon Street Public Realm Improvements	PM's overall risk rating:	Low	CRP requested this gateway:		Average unmitigated risk:	4.7	Open Risks:	6
Unique project identifier:	PV11004	Total estimated cost (exc risk):	£ 1,175,957	Total CRP used to date:	£ -	Average mitigated risk score:	3.5	Closed Risks:	3

General risk classification										Mitigation actions										Ownership & Action		Comment(s)	
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)		Date Closed OR/Realised & moved to issues
R1	5	(10) Physical	Delays to the Developer's programme	Likely to impact the City's ability to access sections of public highway	Likely	Minor	4	£0.00			Maintain regular contact with the Developer, local stakeholders and disseminate updates as required	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE			
R2	5	(10) Physical	Site conditions affect the build	Due to the presence of pipe subway and utilities access points, opportunities for planting are adversely affected.	Possible	Minor	3	£0.00			Carry out survey work and necessary site depressions early on to ensure the integrity of the design to maximise opportunities for planting.	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE		15/12/19	The survey has now been carried out and the presence of High Yield steel shows it is possible to carry out the scheme as designed.
R3	5	(10) Physical	Sections of footway are too shallow to lay York Stone	Subsurface appraisals prove that some sections of footway contain voids and cannot accommodate York Stone pavements.	Likely	Minor	4	£0.00			Establish a solution with the adjacent developer to ensure the footway is resurfaced in appropriate footway material.	£0.00	Rare	Minor	£0.00	1	£0.00		01/06/19	DBE		12/12/19	Bracken House have agreed to the alteration of proposed footway materials from York Stone to retain mastic asphalt. Any water ingress is a risk totally held by the building owner who must ensure the integrity of their building.
R4	5	(5) H&S/Wellbeing	Potential for adverse amenity impacts	New landscaping will create some areas of relative tranquillity that appear partially secluded.	Possible	Serious	6	£0.00			- A gate structure to the On-site Garden has been installed on Distaff Lane to manage access in the most secluded areas. - The design of the open areas will incorporate anti-sloateboarding measures and improved lighting in the area will encourage natural surveillance. - City Police and City's Rough Sleeping Coordinator are notified of the implementation timetable, so they are mindful of the new amenity space.	£0.00	Possible	Minor	£0.00	3	£0.00		01/06/19	DBE/Comptroller		15/12/19	The relative seclusion of the southern section of Distaff Lane is partially obscured and its proximity to a drinking establishment may give rise to potential anti-social behaviour. The City Police are aware of the City's programme of works and the potential for people to gather and dwell.
R5	5	(3) Reputation	Delays in the City Programme	Likely reputational impact due to delays. A significant slip in the programme could impact the Open Spaces planting season which has a specific window, inadvertently extending the programme further	Rare	Serious	2	£0.00			This is primarily concerned with authorisation of the final project phases. Delays from the developer are not uncommon and therefore manageable. Delays to the City's programme often have wider implications.	£0.00	Possible	Serious	£0.00	6	£0.00		31/07/22	Env Dept (formerly DBE)			
R6		(1) Compliance/Regulatory	Integrity of adjacent buildings is compromised	A change in surface materials such as mastic asphalt to York Stone or granite, can on occasion lead to water ingress into basements, due in part to poor building upkeep and the spaces joining leaves for water to leave the paving surface.	Rare	Serious	2	£0.00			Building owners are responsible for the integrity and water tightness of their buildings. PA will always communicate with adjacent occupiers about the works and instruct the standard basement surveys prior to works commencing	£0.00	Unlikely	Minor	£0.00	2	£0.00		01/09/21	Env Dept (formerly DBE)			
R7		(3) Reputation	Unknown impacts of Target Operating Model on Staff Resources	Target Operating Model may have wider impacts in service delivery if structure is significantly altered with redundancies, leaves and new roles	Likely	Serious	8	£0.00	N		Reappraise Roles and Responsibilities. May require budget adjustments and acquiring external services previously delivered internally.	£0.00	Possible	Minor	£0.00	3	£0.00		01/09/21	Env Dept (formerly DBE)			
R8		(3) Reputation	Delay in Programme due to Capital Programme Review	Project programmes were put on hold to carry out a review of Capital projects, temporarily impacting project schedules.	Likely	Serious	8	£0.00	N		Await outcome of CRP and seek approval to extend the work programme	£0.00	Likely	Minor	£0.00	4	£0.00		01/08/22	City Chamberlain			
R9		(2) Financial	Inflation of material costs	Inflation may cause a rise in the unit cost of materials	Likely	Minor	4	£0.00	N		A schedule of rates have been agreed with the Term Contractor (began July 2022). These costs have been factored into the latest works estimates.	£0.00	Possible	Minor	£0.00	3	£0.00		01/08/22	Env Dept (formerly DBE)			

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Project Coversheet

[1] Ownership

Unique Project Identifier: 11004

Report Date: November 2022

Core Project Name: 2-6 Cannon Street Public Realm Improvements | Phases 2 and 3

Programme Affiliation (if applicable): N/A

Project Manager: Emmanuel Ojugo

Next Gateway to be passed: Gateway 6

[2] Project Brief

Project Mission statement:

To deliver public realm enhancements that includes planting, erection of trees, provision of seating and a water bottle refill point; related to the redevelopment of 2-6 Cannon Street.

The enhancements are to be entirely funded by the Developer through a Section 106 Agreement and utilised within the boundary as defined by the agreement.

Definition of need:

2-6 Cannon Street is an office development that is practically complete on Cannon Street and Distaff Lane. The development involved the demolition of the former Scandinavian House building constructed between 1958-59 with office (B1) and retail uses (A3); and construction of a new office building (Class B1) comprising 7 storeys plus basement and associated hard and soft landscaping, roof top plant, accessible terrace, access and servicing, ancillary cycle parking and other associated works.

The Section 106 agreement required that the developer enter into said agreement with the City, prior to commencing construction works. The new development offers a significant opportunity to address the impacts of the scheme by providing:

- Improved sustainable planting design to provide a more inviting environment and improved greening in an area that currently has a limited planting palette.
- Increased provision of opportunities for rest and contemplation with street furniture designed in line with the City's access requirements that incorporates anti-skating measures.
- Improved lighting provision to illuminate vertical surfaces, improve legibility and a sense of safety, in keeping with aims in the City Lighting Strategy 2018.
- Better pedestrian experience by improving permeability, delivering high quality enhancements that improves wellbeing and legibility that ties in with the On-Site Garden adjacent to the new development.

The developer recognises the importance of the spaces between buildings, so much so that as part of their planning obligations they created a new garden space north of Distaff Lane in an area that is typically a route for service vehicles.

The area is very close to the pedestrian traffic served by the Millennium Bridge, with a reported 5 million visitors annually.

Key measures of success:

- | |
|---|
| 1) Creation of new garden space that improves green coverage and improves the pedestrian experience. |
| 2) Improved lighting and high-quality materials is expected to increase public perception of safety when using the new passageway. |
| 3) The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is completed to a high standard. |

[3] Highlights**Finance:****Total anticipated cost to deliver [£]: £1,175,957****Total potential project liability (cost) [£]: N/A****Total anticipated on-going commitment post-delivery [£]:** Maintenance – £84,150 (to be fully funded by the developer as part of the Section 106 agreement, included in the delivery cost above)**Programme Affiliation [£]: N/A****Headline Financial changes:****Since 'Project Proposal' (G5, Phase 1) report:**

▲ The total estimated cost of the project at last Gateway (July 2018) was between £1,133,048 and £1,287,998. This cost estimate has now been refined to a total of **£1,175,957**.

The project will be delivered in phases. Phases 1 is complete, however a downturn in staff resources has necessitated a reappraisal of roles and responsibilities to complete the remaining Phase 2 and submit statutory documentation schedule to implement Phases 3.

Since 'Options Appraisal and Design' (G1-2) report:

N/A.

A gateway 5 report is now submitted for Committee approval, because the design is at an advanced stage and has been agreed with the developer.

Since 'Authority to start Work' (G5) report:

Please see above.

Project Status:**Overall RAG rating:** Amber**Previous RAG rating:** Amber (Low)**[4] Member Decisions and Delegated Authority**

N/A. Decisions are as per the approval of the previous Gateway 5 Phase 1 report. The recommended approvals for the next stage of the project are listed in the Gateway 5 Phase 2 report.

[5] Narrative and change**Date and type of last report:**

Gateway 5 (Phase 2&3) update report

Streets & Walkways Sub-committee *for decision* – 12th October 2021Projects Sub *for information* – 20 October 2021

Key headline updates and change since last report.

Change in programme

Due to a downturn in staff resources as a result of implementing the new target operating model, some milestone deadlines have been missed, therefore a reconfiguration of roles and responsibilities, together with the acquisition of external services previously carried out internally is necessary.

Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report:

The design has been developed to an advanced stage and is feasible to implement.

Since 'Options Appraisal and Design' (G3-4 report):

N/A

Since 'Authority to Start Work' (G5) report:

N/A

Timetable and Milestones:

Expected timeframe for the project delivery: March 2023

Milestones: <Top 3 delivery and planning milestones (upcoming) >

- | |
|--|
| 1) Procurement of services following the downturn in Staff Resources – Sept 2022 |
| 2) Complete Planting design schedule – October 2022 |
| 3) Submit statutory documentation for Faculty Approval /notify local occupiers – November 2022 |

Are we on track for this stage of the project against the plan/major milestones? Y

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

Risks and Issues

Top 3 risks:

<i>Delays to the Developer's programme</i>	<i>Likely to impact the City's ability to access sections of public highway</i>
<i>Delays to the City's Programme</i>	<i>Likely reputational impact if Public Realm works are delayed due to City programme slippage</i>
<i>Integrity of adjacent buildings is compromised</i>	<i>A change in surface materials such as mastic asphalt to York stone or granite, can on occasion lead to water ingress into basements, due in part to poor building upkeep and the spaces jointing leaves for water to leave the paving surface.</i>

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

N/A

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