



Operational Property and Projects Sub Committee

Date: MONDAY, 13 FEBRUARY 2023
Time: 3.30 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL
Members: Alderman Timothy Hailes (Chair) Deputy Christopher Hayward
Deputy Rehana Ameer (Deputy Chairman) Deputy Shравan Joshi
Deputy Randall Anderson Deputy Edward Lord
Deputy Keith Bottomley Paul Martinelli
Deputy Michael Cassidy Anett Rideg
Deputy Madush Gupta

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Michael Cogher
Acting Town Clerk and Chief Executive

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.

AGENDA

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
 - a) **16 January 2023** (Pages 5 - 6)
To receive a note of the inquorate meeting held on 16 January 2023.

For Information
 - b) **26 January 2023** (Pages 7 - 12)
To agree the public minutes and non-public summary of the meeting held on 26 January 2023.

For Decision
4. **DEPARTMENT OF THE CHIEF OPERATING OFFICER BUSINESS PLANS 2023/24**
Report of the Chief Operating Officer.

For Decision
(Pages 13 - 38)
5. **ROYAL COMMONWEALTH SOCIETY AND 65 BASINGHALL STREET**
To consider a joint report of the Remembrancer and City Surveyor.

For Decision
(Pages 39 - 48)
6. **INNOVATION AND GROWTH (IG) OCCUPATION OF IRISH CHAMBER**
Joint report of the City Surveyor and Director of Innovation and Growth.

For Decision
(Pages 49 - 52)
7. **GW3-4: PARLIAMENT HILL ATHLETICS TRACK RESURFACING**
Report of the Executive Director Environment.

NB – to be read in conjunction with a non-public appendix.

For Decision
(Pages 53 - 74)

8. ***GW5 PROGRESS: SYDENHAM HILL REDEVELOPMENT, LEWISHAM**
Joint report of the City Surveyor and Director of Community & Children's Services.
For Information
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
10. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**
11. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
For Decision
12. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 26 January 2023.
For Decision
(Pages 75 - 76)
13. **CITY OF LONDON POLICE RAIL DELIVERY GROUP CONTRACT AWARD**
Report of the Commissioner.
For Decision
(Pages 77 - 82)
14. **HOUSING RESPONSIVE REPAIRS, MAINTENANCE, AND VOIDS SERVICE - PROCUREMENT STAGE 1**
Joint report of the Director of Community & Children's Services and the Chamberlain.
For Decision
(Pages 83 - 92)
15. **GW1-4: CITY OF LONDON SCHOOL FOR GIRLS 2023 IMPROVEMENT AND REVENUE WORKS**
Report of the City Surveyor.
For Decision
(Pages 93 - 100)

16. **GW3-4: PARLIAMENT HILL ATHLETICS TRACK (APPENDIX 4)**

To be read in conjunction with the public report at Item 7.

For Decision
(Pages 101 - 102)

17. ***CITY FUND AND ESTATE REVENUE WORKS PROGRAMME - PROGRESS REPORT**

Report of the City Surveyor.

For Information

18. ***REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Report of the Town Clerk.

For Information

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

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

OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE Monday, 16 January 2023

Note of the inquorate meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Monday, 16 January 2023 at 1.45 pm

Present

Members:

Officers:

Gemma Stokley - Town Clerk's Department
Polly Dunn - Town Clerk's Department

1. APOLOGIES

Apologies were received by all Members of the Sub-Committee.

At 13.50 the Town Clerk declared the meeting to be inquorate. Under Standing Order 36(2) the formal meeting was dissolved and the Town Clerk advised that formal consideration of the business be adjourned to the next meeting of the Sub-Committee (26 January 2023).

The meeting ended at 1.50 pm

Chairman

Contact Officer: Polly Dunn
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OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE

Thursday, 26 January 2023

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Thursday, 26 January 2023 at 10.00 am

Present

Members:

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

Officers:

Genine Whitehorne	- Chief Operating Officer's Department
Rohit Paul	- Chief Operating Officer's Department
Sarah Baker	- Chief Operating Officer's Department
Mitchell Walker	- Chief Operating Officer's Department
Peter Young	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
Peter Collinson	- City Surveyor's Department
Clarisse Tavin	- Environment Department
Tim Munday	- Environment Department
Sonia Virdee	- Chamberlain's Department
Andrew Little	- Chamberlain's Department
Polly Dunn	- Town Clerk's Department

1. **APOLOGIES**

Apologies were received from Alderman Tim Hailes (Chair), Deputy Christopher Hayward, Deputy Keith Bottomley and Deputy Michael Cassidy. Deputy Madush Gupta observed the meeting virtually.

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

There were no declarations.

3. **MINUTES**

RESOLVED – that the public minutes and non-public summary of the meeting held on 14 December 2022, be approved as an accurate record.

4. **GW2: MUSEUM OF LONDON S278 PROJECT**

Members considered a report of the Executive Director Environment.

RESOLVED, That Members:

1. Approve a budget of £100,000 to reach the next Gateway, when received from the developer;
2. Note the total estimated cost of the project at £5-£10M (excluding risk) at this preliminary stage;
3. Authorise officers to enter into a Section 278 agreement with the developer at the appropriate time.
4. Authorise the Chief Officer, in consultation with the Chamberlain to increase and or adjust the project budget for the Design and Evaluation phase, if following initial Design and Evaluation work, further investigation is deemed necessary to complete the phase (to be carried out at the Developer's cost).

5. **GW2: CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS**

Members considered a Gateway 2 report of the City Surveyor regarding the Climate Action Strategy Capital Delivery Programme for the City Corporation's operational building portfolio.

It was confirmed that a separate assessment on the housing portfolio had been commissioned and would be subject to a separate report.

RESOLVED, that Members:

1. Note that these proposals relate to an element of central funding previously allocated in principle to capital interventions under the Climate Action Strategy.
2. Note the total estimated cost of the programme is **£5,311,867** (excluding risk).
3. Note the costed risk budget of **£1,274,847** to cover potential budget variations attributable to unforeseen inflation fluctuations, potential delays due supply chain issues and asbestos removal. This budget will not be materialised at this stage and is not requested at this stage.
4. Approve a budget of **£250,000** from the above Climate Action provisions to progress the work to Gateway stages 3 – 5 (£105,000 City Cash, £143,000 City Fund, £2,000 Bridge House Estates)
5. Note that for expediency, Policy and Resources Committee were to be asked to approve the drawdown of the £248,000 in lieu of the Resource Allocations Sub-Committee.

6. **GW4: 100 MINORIES PHASE TWO: PUBLIC REALM ENHANCEMENTS**

Members considered a Gateway 4 report of the Executive Director Environment regarding 100 Minorities Phase 2 of the public realm enhancement works.

RESOLVED, that Members:

1. Approve the additional budget of £49,500 to reach Gateway 5 – Authority to Start Work, funded from S106 receipts as detailed in Appendix 2.

2. Approve the revised total estimated cost range (excluding risk) of £900,00 - £1,150,000, with the additional costs to be funded from S106 receipts, as detailed in Appendix 2;
3. Delegate approval of Costed Risk Provision to Chief Officer if one is sought at Gateway 5;
4. Approve the statutory consultation on proposed traffic management changes as set out in Appendix 6.

7. **GW4: WANSTEAD PARK PONDS PROJECT**

Members considered a Gateway 4 report of the Executive Director Environment regarding the Wanstead Park Ponds Project.

It was clarified that that this report related to essential health & safety works which must be undertaken following the 'high risk' designation from the Environment Agency. The remaining works originally scoped were still to be pursued by the City, but third-party funding had been identified and this aspect of the works would therefore take longer to implement. It was not possible to wait for this and still meet health and safety obligations which is why the two aspects of the project would be undertaken separately.

RESOLVED, that Members:

1. Note a shift of the the project pathway from complex to regular;
2. Approve recommended Option 2 (to carry out panel engineer recommendations and reinstate and extend the up-cascade pumping station);
3. Approve an additional budget of **£333 500** to reach the next Gateway;
4. That a Costed Risk Provision (CRP) of **£40 000** is approved at Gateway 4, to be drawn down via delegation to Chief Officer for the fee/investigation items specifically identified in the appended Risk Register, funded by **City Cash**.
5. Note the total estimated cost of the project at **£1.15 million** (excluding risk);
6. That the Executive Director of Environment be authorised to consider the Gateway 5 report on behalf of the Sub-Committee.

8. **GW3/4: CITY GREENING AND BIODIVERSITY - PHASE 3 OF THE COOL STREETS AND GREENING PROGRAMME**

Members considered a Gateway 3-4 report of the Executive Director Environment, regarding City Greening and Biodiversity: Phase 3 of the Cool Streets and Greening Programme.

RESOLVED, That Members:

1. Approve the proposals for re-landscaping and re-planting strategically located sites in the City to reach Gateway 5 as described in this report;
2. Approve an additional budget of £95,000 for design development of the re-landscaping and re-planting proposals to reach the next Gateway, funded from the On Street Parking Reserve (OSPR) Climate Action Strategy funding agreed for the Cool Streets and Greening programme;

3. Note that the tree planting proposals have already been approved at Gateway 5 at a total estimated cost of £755,000 (excluding risk) and are to be implemented across the next two planting seasons; and
4. Note the total estimated cost of the project (Phase 3) at £2.5m (excluding risk).

9. **GW3/4/5: 40 LEADENHALL STREET SECTION 278 HIGHWAY WORKS**

Members considered a Gateway 3-5 report of the Executive Director Environment, regarding 40 Leadenhall Street Section 278 highway works (including deferred works from the 52-54 Lime Street S278 and 10 Fenchurch Avenue S278 projects).

RESOLVED, that Members:

40 Leadenhall Street S278

1. Note and approve the associated contents of this report;
2. Approve an increase in the approved budget of £995,111 (an increase of £895,111, excluding costed risk and commuted maintenance) to reach Gateway 6;
3. Approve the Risk Register in Appendix 2 and the requested Costed Risk Provision of £190,000, and that the Executive Director Environment is delegated to authorise the drawdown of funds from this register;
4. Note the Commuted Maintenance sum of £47,135;
5. Note the revised total project cost of £1,232,246 inclusive of costed risk and commuted maintenance.

52-54 Lime Street and 10 Fenchurch Avenue S278 projects

1. Note and approve the associated contents of this report;
2. Approve that the previously approved works from 52-54 Lime Street and 10 Fenchurch Avenue projects which were deferred (as shown in Appendix 4 and 5 respectively) will be delivered using their existing funding alongside the improvements around 40 Leadenhall Street;
3. Approve the budget adjustment for the 10 Fenchurch Avenue S278 project as shown in Appendix 6; and
4. Note that the associated remaining budget is sufficient to complete the 52-54 Lime Street S278 work.

All projects covered by this report

1. Note and approve that project closure for all projects is to occur no later than Spring 2024.

10. **GW5: 51 LIME STREET S106 PUBLIC REALM ENHANCEMENTS - OUTSTANDING WORKS**

Members considered a Gateway 5 report of the Executive Director Environment, regarding 51 Lime Street S106 public realm enhancements – outstanding works.

RESOLVED, that Members:

1. Note the update on the project and the intention to complete outstanding works; and
2. Approve the additional tree planting and the budget adjustment, as set out in Appendix 1 to enable the works to proceed.

11. **MONITORING OF THE FINANCIAL HEALTH OF CONTRACTS**
Members received a report of the Chief Operating Officer regarding the monitoring of financial health of contractors.

RESOLVED, that the report be noted.
12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
13. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**
There was no other business.
14. **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.
15. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 14 December 2022, be approved as an accurate record.
16. **GW2: GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**
Members considered a Gateway 2 report of the City Surveyor, regarding the Guildhall Complex and options for the refurbishment of the North and West Wings.
17. **GW5: ST LAWRENCE JEWRY CHURCH**
Members received a Gateway 5 progress report of the City Surveyor regarding St Lawrence Jewry Church.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 10.40 am

Chairman

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

Committee(s): Capital Buildings Board Operational Property and Projects Sub-Committee Finance Committee Policy and Resources Committee	Dated: 18 January 2023 13 February 2023 21 February 2023 23 February 2023
Subject: Department of the Chief Operating Officer Business Plans 2023/24	Public
Does this proposal require extra revenue and/or capital spending?	To be managed through budget estimates
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Emma Moore, Chief Operating Officer	For Approval
Report author: Emma Moore, Chief Operating Officer	

Summary

This report presents Members with the Business Plan for the Department of the Chief Operating Officer (COO) for the 2023/24 Financial Year. It also presents those Divisional plans for COO teams within the scope of this Committee, which provide more detailed sub-plans underneath the overarching COO Plan and therefore form appendices to the COO-level Plan.

Recommendation(s)

Members are asked to:

- Note the direction of travel within the Department of the COO and the associated transformation planning within the team Business Plans.
- Approve the Department of the COO Business Plan for 2023/24 (**Appendix 1**).
- Approve the 2023/24 Business Plans for the following COO divisions:
 - Commercial Service (**Appendix 2**)
 - Project Governance (**Appendix 3**)

Main Report

Department of the COO Business Plan

1. The Department of the COO came into existence in summer 2021, as a result of the Target Operating Model (TOM) changes. This Department unites the following divisions under the COO:
 - a. Commercial Service

- b. Corporate Health and Safety (H&S)
- c. Digital and Information Technology Service (DITS)
- d. Equality, Diversity and Inclusion (ED&I)
- e. Human Resources (HR)
- f. Markets
- g. Project Governance

The focus for the COO in the 2021/22 and 2022/23 Financial Years has been on putting the right structures in place and building the team, particularly at the Senior Leadership level, and on completing TOM implementation.

2. Whilst the TOM gave the Corporation a strong platform for change, and much has been achieved this year, it is clear that there is more to do to support the Corporation's transformation journey and the necessary cultural shift which is required to continue improving the Corporation's agility, effectiveness and impact. COO functions are key to this shift, as our work reaches all parts of the organisation.
3. The plan for 2023/24 therefore marks the first year of our own multi-year transformation plan, structured around four key themes.
 - a. Transparency
 - b. Credibility
 - c. Partnership, and
 - d. Enablement.

The detail behind these themes is set out in the COO Business Plan. We consulted Chief Officers and Institution leads on these themes when setting our transformation agenda so that we were certain that they resonated, and that we are delivering what our clients expect from us.

4. These four themes provide the golden thread that runs through all of our COO Business Plans. We are united in pursuit of the key workstreams and aims in the Departmental Plan, and so these flow down into the more detailed divisional Business Plans for each team and promote cross-working. Each of the workstreams within these divisional Plans contributes to one of these four themes.
5. Key Performance Indicators (KPIs) can be found in each plan to ensure that we are able to track and report back on our progress. For many of our teams, this is the first time that structured KPIs have been put in place: therefore, these KPIs may need to evolve throughout the year, to ensure that we are measuring the right things and that our targets are appropriately stretching and delivering the right results. Over time, we will be moving to formalised service standards and "shared service" agreements to increase clarity and accountability.
6. The KPIs will also enable us to communicate our progress and achievements to our staff. The Business Plans have already all been shared in draft with our team and those undertaking similar roles in the wider Corporation family. We presented them at the COO Conference on 4 November so that our teams had a chance to discuss them and provide feedback, in line with our 'transparency' theme.

7. As well as achieving our KPIs, success will be evidenced by the following outcomes:
 - a. An improvement in our productivity and effectiveness
 - b. Our clients will feel supported and understood, will know the value of the services we provide, and trust us to deliver them
 - c. Our clients will involve us early enough for our advice to make a difference.

This will be reflected in positive feedback from our clients and other partners.

8. Our plans are ambitious, which we believe mirrors the ambition and vision of our Committee Members. Working together, internally and with key partners, we will drive the necessary changes that will future proof the Corporation, setting us up for long term, sustainable success.

Divisional Business Plans

9. As explained above, each division within the Department of the COO has its own Business Plan which tracks back to the overarching COO Plan. This enables us to have both a unifying transformation plan as well as more detailed team level plans. These plans will also support objective setting with our teams: every member of staff will be able to see how their work is contributing to our overall aims.
10. Each Plan also contains an assessment of the current maturity level of the function, as well as where we intend to be by the end of 2023/24 if we are successful in delivering the Plan.
11. Of relevance to this Committee's remit are those Plans for the Commercial Service and Project Governance.
12. **Commercial Service:** the Commercial Service Business Plan sets out the activity we will undertake to deliver on our vision for the Service: to provide professional expertise and leadership to ensure Corporation commercial relationships deliver innovative, high quality, value for money services and responsible outcomes. It is a transitional plan showing how we will move from the former City Procurement Service to establish the foundations for a new leading edge Commercial Service, via optimising our operations, ensuring strategic alignment and developing both individual and corporate capability.
13. To achieve this, our key workstreams next year will focus on the following themes:
 - Developing a customer focused service model that supports the team to become the Commercial service of 'choice'
 - Exploiting datasets to develop intelligence-led commercial strategies
 - Developing a low-value spend strategy that delivers best value for COL
 - Leveraging COL spending power to further diversify our supply chains
 - Developing COL commercial capabilities to support increased innovation and enterprise
 - Procurement Act implementation.

We are also responsible for delivering the Commercial workstream of the Resources and Priorities Refresh programme, and the actions related to Scope 3 emissions within the Corporation's Climate Action Strategy.

14. The activity in this plan supports our longer term ambition of becoming an industry/sector leader, with influence on the market and the ability to maximise internal and external commercial opportunities.
15. The financial position for the Commercial Service is relatively stable post TOM, and we have identified the opportunity to reshape existing vacancies to develop greater internal data and insight capacity. However, additional short-term funding may be required in 23/24 to meet the requirements of the new Procurement Bill. We have requested £35,000 to cover 6 months' resource to support this work, but this pressure is currently unfunded.
16. **Project Governance:** 22/23 represented a foundational year for the new Division and focussed on understanding existing issues and developing potential solutions. Following the Project Governance review, commissioned by Members to drive significant improvements to the way we manage and report on project and programmes, 23/24 will see the implementation of many of those solutions once put forward and approved by Members in March, and a focus on embedding change whilst building the capacity and capability to develop our strategic long-term ambitions.
17. Our activity in 23/24 will focus on developing our project governance maturity, centred around the following key themes:
 - Developing a refreshed and aligned project governance and assurance framework
 - Business change
 - Benefits management and realisation.
18. This activity will enable us to move forward with our vision of enabling the Corporation to achieve its strategic objectives, driving transformation and project excellence to deliver innovation and business change.
19. As we are anticipating much transformational activity in the Project Governance space, the financial position in the short term is challenging for the following reasons:
 - The Project Governance review may result in recommendations that require additional investment to deliver.
 - There is no funding in place for continued delivery of the Project management Academy, providing training to Project Managers and Senior Responsible Officers across the Corporation.
 - The anticipated approval of new major programmes will require additional capacity within the Major Programmes Management Office to ensure that the right support is available to provide assurance to Members.To manage these pressures, we will be requesting a placeholder funding figure of £180,000 for 23/24, subject to completion of the Project Governance review and properly scoped business cases for better MPMO capability and

capacity. Training for Project Managers would be an additional c.£50,000 on top of this. This is currently unfunded.

20. We would note that at present the Corporate PMO comprises 2 roles to cover the current 340 projects and the MPMO resource comprises 3 roles to cover over £1.5bn of Major Projects. This is not sustainable but will be addressed fully in the review for Member consideration.
21. In addition, it is expected that a recommendation within the Project Governance review be that the current temporary arrangement for the Commercial Director also acting as Project Governance Director continue in a formalised merged role of Commercial & Projects Director.
22. The Business Plans for the COO Department, and for the Commercial Service and Project Governance divisions, can be found at **Appendices 1-3**.

Corporate & Strategic Implications

23. Strategic implications – Strategic priorities and commitments are expressed in the Department of the COO Business Plan at **Appendix 1**.
24. Financial implications – Funding request will be put to RASC to cover the potential additional Project Governance costs noted in this report.
25. Risk implications – Each COO division's key risks are captured in the team business plans. The highest scoring risks across the Department have then been captured in the Departmental Business Plan. Risks will continue to be managed in line with Corporation policy.
26. Resource implications – None directly.
27. Equalities implications – The Department's EDI data is captured in the Departmental Business Plan. In addition, the ED&I Business Plan sets out our more detailed plans and approach to embedding ED&I across the whole Corporation.
28. Climate implications – The Commercial Service is responsible for delivering the commitments to reduce scope 3 carbon emissions in the Corporation's Climate Action Strategy. Our refreshed Responsible Procurement Policy provides a renewed focus on working with contractors to meet the targets set out in the strategy.
29. Security implications – There are no security implications to the proposals put forward in these business plans.
30. Operational property implications – All operational property in the Department of the Chief Operating Officer falls either into the Corporate Estate – i.e. Guildhall, or as market sites. There is a formal operational property plan and assessment in place for all works through City Surveyors for current market sites and the decision by Court to move two of the three markets from their

current sites to Barking and Dagenham sets out a timeline for vacating and then disposing/retaining those sites as part of the Market Co-location Programme (“Major Project”).

Proposals

31. We recommend that the Committee approves the COO Department Business Plans for 2023/24.

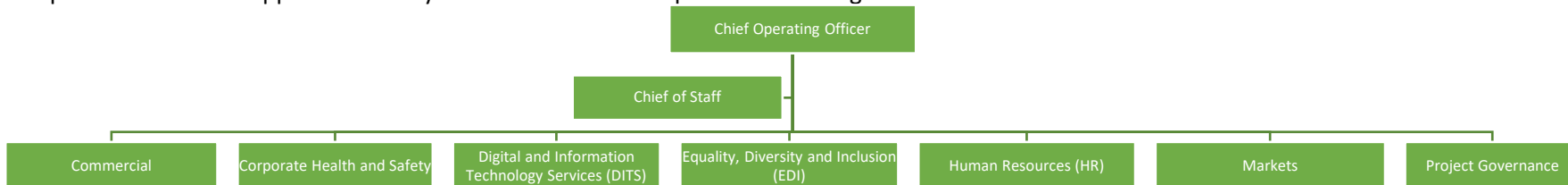
Appendices

- **Appendix 1** – Department of the Chief Operating Officer Business Plan 2023/24
 - **Appendix 2** – Commercial Service Business Plan 2023/24
 - **Appendix 3** – Project Governance Business Plan 2023/24

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Department of the Chief Operating Officer

The Department of the Chief Operating Officer exists to enable the City of London Corporation to deliver its aims and objectives, through providing corporate and wider support to our key functions. It is made up of the following teams:



Our aims and objectives

Whilst the TOM gave us a much-needed platform for change, it is clear that there is more to do to stabilise, embed and grow the Department over the coming years and to ensure that we are meeting our clients’ needs. We have therefore set out the following aims for a multi-year transformation plan:

Transparency

- Our clients (all users of our services and ultimately those of the Corporation) are clear on the core services we do and don’t provide, with robust and visible operating level agreements and KPIs to show how we are delivering
- The process to access our services and contact points are easy to follow and user-friendly
- We provide clear and transparent templates and costings for non-core requests and project resource

Credibility

- Our clients understand our capabilities, where we can add value through strategic insight and market knowledge, and trust our expertise
- Our team are skilled, capable, and operate respected processes and procedures
- We work efficiently, are financially disciplined with forecast accuracy, strive for best value and are right-sized to match the needs of the organisation

Partnership

- It is our job to understand the complex and diverse priorities and objectives of our clients, working collaboratively and seamlessly with our partners, and using our expert knowledge to meet their needs and shape the future of the organisation
- We are proactive in supporting, advising and protecting the organisation, in offering our expertise to drive continual improvements, and have a defined process for issue resolution and responding to feedback
- We have a shared sense of purpose with our clients: their success is our success

Enablement

- We ensure that people across the organisation are empowered and trained to use the resources they need to do their jobs, so that they know when to use our services and expertise and when they can support themselves
- We use technology to automate processes where possible and are open to improving our ways of working, so we can truly add value over and above transactional support
- We empower colleagues to navigate corporate processes and governance to facilitate their work, applying flexibility or bespoke solutions where needed

OUTCOME: If we are successful in achieving our objectives, then we will see an improvement in productivity and effectiveness. In addition, our clients will feel supported and understood; will know the value of the services we provide and trust us to deliver them; and involve us early enough for our advice to make a difference. This will be reflected in positive feedback from our clients and other partners.

Each priority workstream within the COO team-level business plans has been mapped to one or more of these transformation objectives.

Key Performance Indicators

#	KPIs 2023/24	Current Performance	Direction of Travel/Target
1	Transparency: All seven COO teams have an Operating Level Agreement (OLA) or other service agreement in place with all Chief Officer departments and institutions	N/A	100% by Year End
2	Credibility: All COO department employees have completed mandatory training	N/A	95%
3	Credibility: Forecasts to be increasingly accurate: +/- 10% at Period 6; +/- 5% at Period 9 and +/-1% by Year End.	N/A	99% forecast accuracy by Year End
4	Partnership: Client pulse survey showing a % satisfaction with COO Department services – in P5 and P12	N/A	10% improvement over the year (baseline to be set in Q4 2022/23)
5	Partnership: All queries responded to within defined timelines (which vary across the COO Department)	N/A	95%
6	Enablement: Productivity increase from continuous improvement (excluding EDI, which will have different measures)	N/A	-100 hours per COO area per year



OUTCOME: If we are successful in achieving our objectives, then we will see an improvement in productivity and effectiveness. In addition, our clients will feel supported and understood; will know the value of the services we provide and trust us to deliver them; and involve us early enough for our advice to make a difference. This will be reflected in positive feedback from our clients and other partners.

Department of the COO Transformation

Our major cross-cutting workstreams this year will be...

- **Priority 1:** Ensure the successful delivery of each COO division's priorities, as set out in their own Business Plans
- **Priority 2:** Following recruitment in 2022/23, build a collaborative and non-siloed approach across all COO teams, including across the Senior Leadership Team. Increased staff engagement leading to a better engagement and identification as the Department of the COO
- **Priority 3:** Work with colleagues across CoLC to embed our refreshed organisational priorities, and in particular to support the organisation in seeking opportunities for greater income generation and embedding a more commercially focused approach across all areas of operation
- **Priority 4:** Put in place a performance management approach which ensures that we are able to track our progress and communicate this to stakeholders. This will be supported by robust KPIs, refreshed risk registers and insightful data
- **Priority 5:** Ensure Member Committee confidence and understanding of our approach, and that it aligns with their expectations

What's changed since last year

- Successful recruitment of full COO Senior Leadership Team, including new leaders for DITS, EDI, Health and Safety and HR and new Chief of Staff
- Completion and implementation of all TOMs
- Corporate Services Committee approval of additional Health and Safety and HR resource for transformation
- Agreement to bring support provided by Agilisys in house
- Detailed reviews of our periodic financials and budget position, leading to greater grip on our expenditure
- Reward Refresh and Project Governance Review commenced
- Approval for uplifted delegation limits in HR, procurement and projects
- Creation of Corporate Health and Safety capability

Our strategic commitments

We feed into the following Corporation-wide programmes:

- **Resources and Priorities Refresh:** many of the themes of this work are dependent on COO Department activity and action
- **Major Projects:** as well as project governance sitting within the COO Department, the COO is the Senior Responsible Officer for the Markets Co-Location Programme
- **Reward Refresh:** managed out of HR but having organisation-wide outcomes and impact
- **Climate Action Strategy:** in particular the actions relating to Scope 3 emissions, which the Commercial team is responsible for delivering

Maturity index update

In February 2022, the COO carried out maturity index assessments of each division within the Department of the COO. As part of our planning for 2023/24, each COO division has produced a high level transformation plan for the next three years. Our business plans for 2023/24 therefore represent the first 12 months of this transformation.

To track our progress, we are using maturity index assessments. Each team's assessment can be found within their business plan. This shows where we currently are, where we have moved to in 2022/23 and where we hope to get to by the end of 2023/24.

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

Due to the cross-cutting functions within Operations and the nature of our work, we support and enable the delivery of all Corporate Plan outcomes. In particular, we have a key role to play in achieving the following outcomes:

- **Outcome 2:** People enjoy good health and wellbeing
- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential
- **Outcome 8:** We have access to the skills and talent we need
- **Outcome 9:** We are digitally and physically well-connected and responsive
- **Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.

Our Team

Our People

Staffing levels posed a major challenge in 2022/23, due to the need to recruit into new EDI and Health and Safety teams, and a number of resource gaps across HR and DITS. Across Operations, 29 vacancies are currently out for recruitment. 2023/24 will therefore focus on building these teams; developing and retaining talent; and growing the sense of one team across the Department of the COO, all in pursuit of improved engagement and delivery of our transformation objectives.

In the 2022 Staff Survey, the engagement score for the COO Department was 47%, compared to the Corporation's overall engagement score of 52%. Our Staff Survey participation rate was 53% (compared to a Corporation overall participation rate of 51%).

Our plans to increase engagement include the continuation of a six-monthly COO Conference series for all staff within the Department (following a successful first in-person event in May 2022); and the embedding and developing of a Department-specific communications and engagement plan. Demonstrating action on feedback from the Staff Survey will also be crucial.

To support and develop our talented people, we have team skills and talent plans in each area. We will also continue to provide our in-house Learning and Development offer, ensuring that this meets the core needs of staff.

During 2023/24, we will bring to life the Head of Profession roles by developing communities across the breadth of the Corporation, with the COO Department acting as the central hub for professional expertise within the linked enabling functions.

Equality, Diversity and Inclusion

Operations has the corporate and Head of Profession lead for EDI across the whole of the City of London Group. To ensure the necessary focus on this critical area, a new EDI Director and team was recruited in 2022/23, reporting directly to the COO rather than sitting within HR (where it sat before the TOM.) Please see the EDI 2023/24 business plan for the detail on our focus over the coming year and beyond.

The make-up of the COO Department (as at 30 September 2022) is as follows:

- Total numbers: c.200 members of staff, with a turnover rate of 27.49% (of which 17.93% were voluntary leavers.)
- Gender: 39.82% female and 60.18% male. Of our 26 new starters in the past year, 53.85% were female, and all four new staff members recruited at Grades G and above were female.
- Working patterns: 210 full time staff and 16 part time staff (equating to 9.2 FTE)
- Age: 11.06% of our team are aged 30 and under, with 47.34% aged between 31 and 50 and 41.59% aged 51 and over.
- Disability: 83.63% of our staff state that they do not have a disability, with 5.31% declaring a disability and 11.06% not declaring either way.
- Sexual orientation: 70.80% of the Department declared themselves to be heterosexual, with 3.09% LGBTQIA+ and 26.11% not known or declined to specify.
- Religious beliefs: Five major religions are represented in the Department, as well as non-religious and spiritual beliefs. The largest staff groups are Christian (37%) and non religious (32.60%).
- Ethnic Groups: the ethnic make up of the Department is as follows: 58.41% White; 17.26% Black/Black British; 11.50% Asian/Asian British; 3.98% Mixed and Other Ethnic Groups (with 8.85% not known).

The data tells us that we have further to go in some areas to build a team that is representative of the wider communities we serve and collaborate with. Ethnicity in the COO teams is broadly comparable to that of London, and our LGBTQIA+ representation is in line with the national average. However women, young people and disabled colleagues are underrepresented. In future, we would also be keen to look at social mobility as a measure, and how this intersects with our other measures, to ensure that we are truly a diverse and inclusive Department.

Key Risks

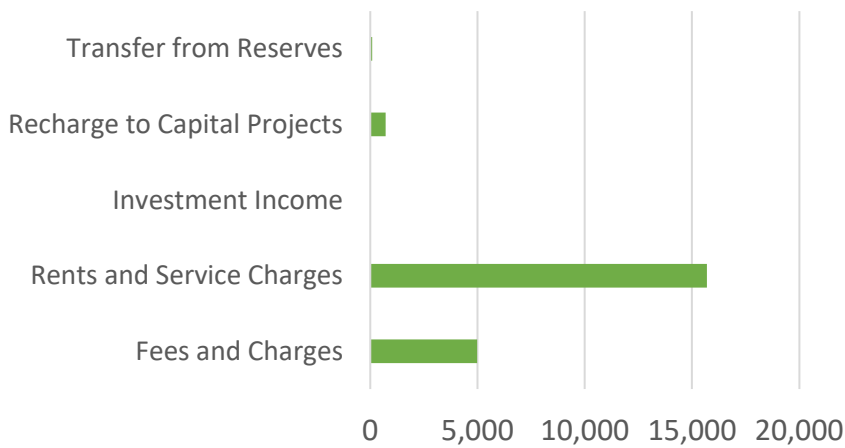
The table below shows the top scoring residual risks across the Department of the COO:

Division	Risk Title	Score
Health & Safety	Increase in major and/or extreme accident outcome, enforcement agency action, reputational and financial risk due to inability to meet legal requirements and other requirements, H&S objectives and continually improve	24
DITS	CR16 Information Security	16
Health & Safety	Inadequate planning and implementation of the strategic change for the new Corporation health and safety management system	16
Health & Safety	Decrease in risk management assurance/visibility for senior leaders	16
Markets	Wholesale Markets – Traffic Management	12
Health & Safety	Inadequate management of statutory wellbeing requirements	12
Commercial	Risk of provider failure due to ongoing impact of lockdown and economic downturn	12
Commercial	Supply chain issues and labour shortages impact the market’s ability to/ interest in responding to tenders	12

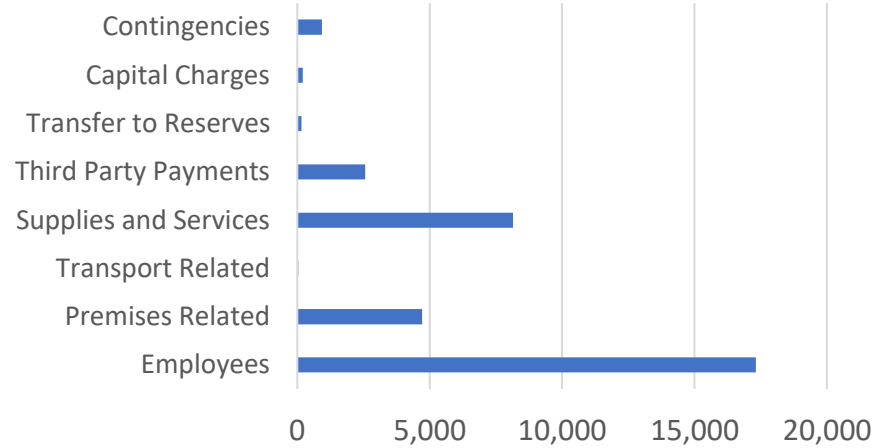


Our Finances (P6 2022/23)

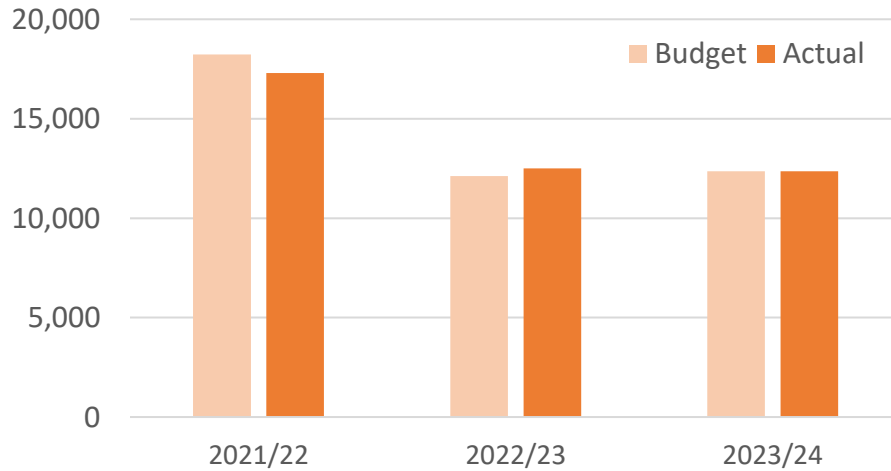
Where our money comes from (£'000)



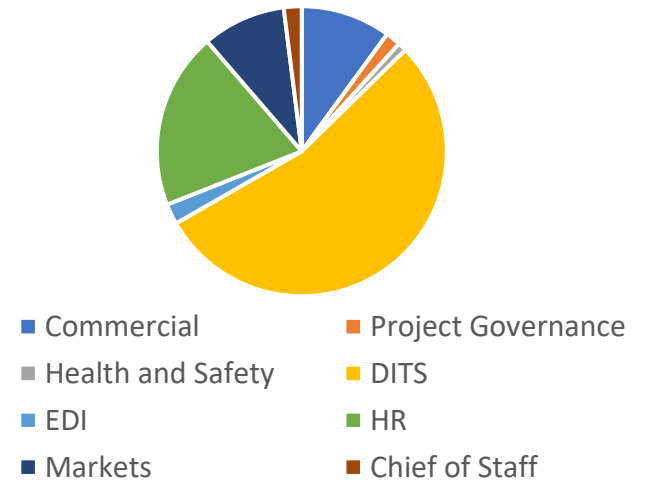
Where our money is spent (£'000)



Budget vs Actual (£'000)



2023/24 Local Risk Budget



Appendices

The more detailed 2023/24 planning for each Directorate within Operations can be found in each team's business plans. These plans therefore form appendices to this overarching Operations plan:

Appendix 1: Commercial Service Business Plan 2023/24

Appendix 2: Corporate Health and Safety Business Plan 2023/24

Appendix 3: Digital and Information Technology Service Business Plan 2023/24

Appendix 4: Equality, Diversity and Inclusion Business Plan 2023/24

Appendix 5: Human Resources Business Plan 2023/24

Appendix 6: Markets Business Plan 2023/24

Appendix 7: Project Governance Business Plan 2023/24

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Commercial Service vision

The Commercial Service provides professional expertise and leadership to ensure Corporation commercial relationships deliver innovative, high-quality, value for money services and responsible outcomes

Aims & objectives:	What's changed since last year	Our strategic commitments
<ul style="list-style-type: none"> • Our key people across the organisation are upskilled in commercialism, contract management and procurement. • We mitigate increasing costs and ensure our contracts are financially sustainable • Opportunities to leverage responsible outcomes are maximised. • Our services provide what is needed and are easy to use • The Corporation has the capabilities to maximise commercial relationships to deliver new and/or increased revenue 	<ul style="list-style-type: none"> • New service model launched 01 April 2022 introducing a consolidated procurement and contract management business partner function. • Publication of the new Responsible Procurement (RP) Policy and introduction of a min. 15% evaluation weighting for RP in tenders • Updated Procurement Code removing bureaucracy and empowering Chief Officers to make procurement-related decisions • Publication of a climate action procurement strategy (to be approved later in 22/23) • Establishment of the new OPP sub-Committee • Procurement of a new Integrated Facilities Management framework 	<ul style="list-style-type: none"> • Climate Action Strategy - We are responsible for delivering the actions related to Scope 3 emissions. • Review of interventions and opportunities to further diversify our supply chain as part of our commitment to SME strategy and EDI. <div data-bbox="1275 685 1903 778" style="background-color: #4a7ebb; color: white; padding: 5px;">Corporate Plan outcomes</div> <ul style="list-style-type: none"> • <i>Indirect impact on all corporate outcomes</i> • <i>Direct impact through RP outcomes:</i> <ul style="list-style-type: none"> • People have equal opportunities to enrich their lives and reach their full potential. • Communities are cohesive and have the facilities they need • Businesses are trusted and socially and environmentally responsible. • We have clean air, land and water and a thriving and sustainable natural environment. • Commercial outcomes: <ul style="list-style-type: none"> • We inspire enterprise, excellence, creativity and collaboration

Commercial transformation and future direction of travel

This plan represents a transition plan for the Commercial service, moving from the former City Procurement Service and establishing the foundations for a new leading-edge Commercial Service. The maturity map shows where we are now, and, where we want to be in the future. This plan focusses on the interim steps – optimising our operations, ensuring strategic alignment and developing both individual and corporate capability - to move towards innovation.



Our long-term ambition

- *The City is recognised as an industry/sector leader using its procurement power to influence the market delivering added value for its stakeholders*
- *The Corporation has the capabilities to maximise commercial opportunities internally and externally*
- *The City’s chosen service models drive innovation and enable the success of the (new) Corporate Plan*

How?

Maximise service delivery models	Create opportunities for improvement and transformation	Leverage our buying power to shape markets	Develop dynamic capabilities
<ul style="list-style-type: none"> • Service delivery model assessment • Enhanced income streams • Improved service outcomes • Efficiencies and savings • Added value 	<ul style="list-style-type: none"> • Robust contract management and supplier relationship management • Market management and shaping • Value chain analysis 	<ul style="list-style-type: none"> • Exploit CSR opportunities • Engage local supply market (microbusinesses and Ethnic minority-owned businesses) • Incubate and accelerate new ventures • Deliver social value 	<ul style="list-style-type: none"> • Proportionate and enabling internal governance • Proactive opportunity and risk management • Intelligence-led assurance • Equip stakeholders with tools and knowledge needed

Our priorities and major workstreams for 23/24

COO priority	Deliverable	Due
Develop a customer focused service model that supports the team to become the Commercial service of 'choice'		
Transparency/enablement	<ul style="list-style-type: none"> Redesign Commercial intranet around the customer Undertake business process improvement to better exploit existing technologies and further integrate back office functions Develop a new commercial assurance framework to support new operating model Establish customer feedback reporting 	Q2 23/24 Q2 23/24 Q2 23/24 Q1 23/24
Exploit datasets to develop intelligence-led commercial strategies		
Partnership/credibility	<ul style="list-style-type: none"> Develop category strategies and dashboards to help manage procurement activity and commercial risks Undertake review of contract portfolio to identify key risks, Develop reporting format that allows assessment of contract and market risks across key categories including responsible procurement metrics 	(Q1 23/24) (Reporting to Committee by) Q2 23/24
Develop a low-value spend strategy that delivers best value for COL		
Credibility/Enablement	<ul style="list-style-type: none"> Implement new strategy (includes tactical buying framework, spend analytics, P-card policy refresh) to deliver cost savings (c. 10% reduction in in-scope tail end spend), reduce supply base (target tbc) and, deliver process efficiencies 	Q3 23/24
Leverage COL spending power to further diversify our supply chains		
Partnership	<ul style="list-style-type: none"> Establish supplier focused communications on COL website Deliver twice-yearly Meet the Buyer events Successfully appoint at least three EMB suppliers through our tender processes 	Q1 23/24 Q4 23/24
Develop COL commercial capabilities to support increased innovation and enterprise		
Credibility/Enablement	<ul style="list-style-type: none"> Embed head of profession function and relationship with commercial networks across COL Deliver pilot business development (proof of concept) projects in Environment department and develop business case for sustainable funding model Define core commercial capabilities and develop Commercial Academy business case 	Q1 23/24 Q2 23/24 Q3 23/24
Procurement Act implementation		
All	<ul style="list-style-type: none"> Monitor progress of Bill through Parliament working with London Councils to develop collaborative sector response Develop prioritised implementation and engagement plan (Q4 23/24) 	Q2 23/24

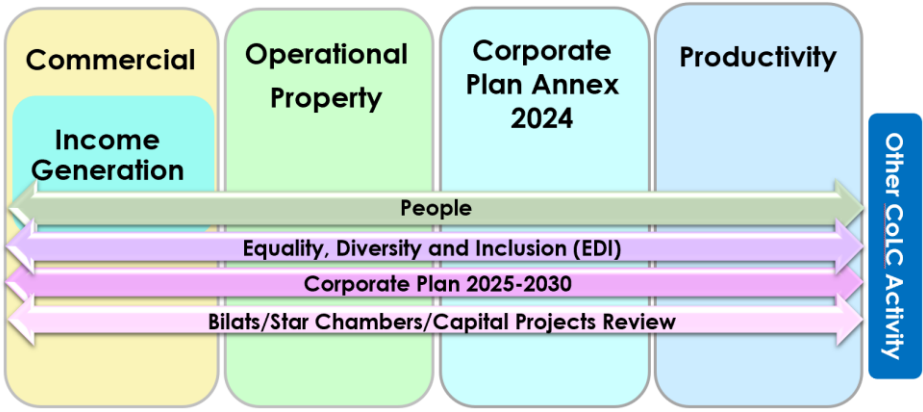
Other priorities

Resources and Priorities refresh

The Resources and Priorities Refresh is a corporately-led programme that aims to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).

The Commercial service is directly responsible for delivering the Commercial RPR workstream.

RPR Workstreams



In addition to the workstreams identified on previous slides, there are other key activity that will need to be delivered in subsequent years that may require additional capacity (these are set out below). We will be working during the course of 23/24 to better define this activity and to scope the resources required.

Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative
ERP implementation – opportunities to further strengthen contract spend monitoring and enable efficient tactical buying	(unfunded - if additional capacity is required)
Sustainable Commercial Academy model	Unfunded

Key Risks

Risk Title	Score
Levels of non-compliance increase due to Procurement Code changes and increase of procurement thresholds	6
Financial pressures, incl, inflationary pressures, result in contracted services becoming unaffordable	6
Risk of provider failure due to ongoing impact of lockdown and economic downturn	12
Supply chain issues and labour shortages impact the market's ability to/ interest in responding to tenders	12

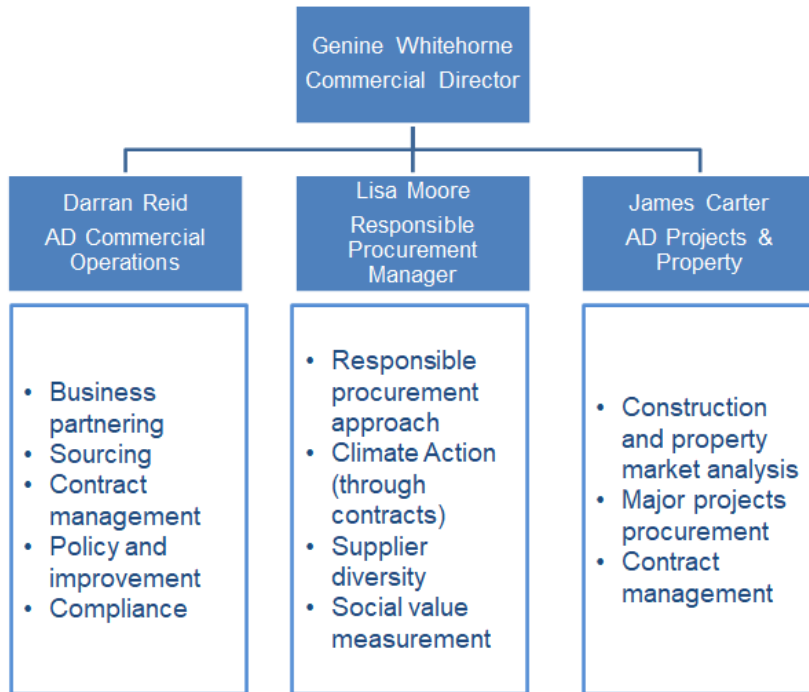
	Minor	Serious	Major	Extreme	
Likelihood	0	0	0	0	Likely
	0	2	2	0	Possible
	0	0	0	0	Unlikely
	0	0	0	0	Rare
	Impact				

Our People

The Commercial Service has been successful in promoting internally to fill vacancies. The implementation of the new model has been supported by a team development plan which will be updated for 23/24. Our priorities are set out below:

- Phase 2 development plan identifying specialisms across the team produced
- Commercial competency matrix to be embedded in performance appraisal process
- Apprenticeships established – 2x Commercial Operations, 1x Responsible Procurement
- Head of Profession role embedded – community of practice to be set up, corporation capability matrix developed, Commercial Academy business case approved

Commercial Service – 29 staff members



Our plans to progress EDI

Equalities considerations are central to effective strategic commissioning, procurement and contract management. The assessment below highlights a number of areas that we, as a team, will work on during the year. These will be included in our team development plan.

As a starting point all team members will need to complete the corporate EDI training by end of Q1 23/24 as part of their appraisal.

Monitoring and use of data and information	1
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	3
Engagement & partnership	3
Employment and training	1

E D & I Key	
4	Excellent
3	Good
2	Average
1	Requires improvement
N/A	Not applicable

Measuring our success

Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/Target
1	% of off contract spend	New measure	
2	No. of procurement breach waivers	n/a	
3	% of spend with: <ul style="list-style-type: none"> Local suppliers SMEs Not-for-profit 	Baseline to be established	
4	Savings delivered through procurement	£1.658,527	
5	Customer satisfaction	New measure	
6	No. of EMBs in COL supply chain	Baseline to be established	
7	Sustainability measures: <ul style="list-style-type: none"> 10 measured carbon emissions reduction events per annum across all categories 75% of new contracts and 40% of overall contracts through Commercial Services with a carbon metric integrated 'Actual' carbon emissions data for Purchased Goods and Services Top 25 by end of FY 23/24 ISO 20400 (Sustainable Procurement) 	New measures	

We will be focussing on developing our reporting framework as part of the development of our new customer focussed service model. We will work closely with Members of the new Operational Property, Projects and Procurement sub-Committee to ensure meaningful reports are presented to Members (and the public) that provide an overview of not only business/process performance but also measure impact.

Our aim is to develop balance scorecard approach covering areas including:

- Finance – savings/cost mitigation/chargeable services/value engineering
- Customer – satisfaction, SLA performance, compliance
- Business process – CI implementation, supply base reduction
- Outcomes - Responsible Procurement impact measures

We will also introduce our first Responsible Procurement Annual Report at the end of the year (Q4 23/24)

Project Governance vision

We support and enable the Corporation (and its partner organisations) to achieve our strategic objectives, driving transformation and project excellence to deliver innovation and business change.

Aims & objectives:	What’s changed since last year	Our strategic commitments
<ul style="list-style-type: none"> • Develop proportionate and effective governance and assurance frameworks to enable project delivery • Ensure the Corporation has the project and programme management capacity and capability to deliver • Use influence to manage internal and external stakeholders ensuring political priorities are balanced • Work collaboratively to develop organisational business change capabilities and to ensure core business processes are efficient and effective 	<ul style="list-style-type: none"> • New division created in April 2022 as a result of the TOM • Project Governance review commissioned • Establishment of the new OPP sub-Committee • Approval of new major programme, Markets Co-Location Programme, achieved in October 2022 	<ul style="list-style-type: none"> • No direct responsibility for delivery of Corporate plan strategic commitments however the team play an important role enabling devliery across Corporation services and departments. <div data-bbox="1280 682 1897 773" style="background-color: #4a7ebb; color: white; padding: 5px;">Corporate Plan outcomes</div> <ul style="list-style-type: none"> • Indirect impact on all corporate outcomes

Project Governance transformation and future direction of travel

Where are we now?

22/23 represented a foundational year for the new Division and focussed around understanding existing issues and developing potential solutions. 23/24 will see the implementation of many of those solutions and focus on embedding change whilst building the capacity and capability to develop our strategic long-term ambitions.

PMO Maturity Self Assessment Tool

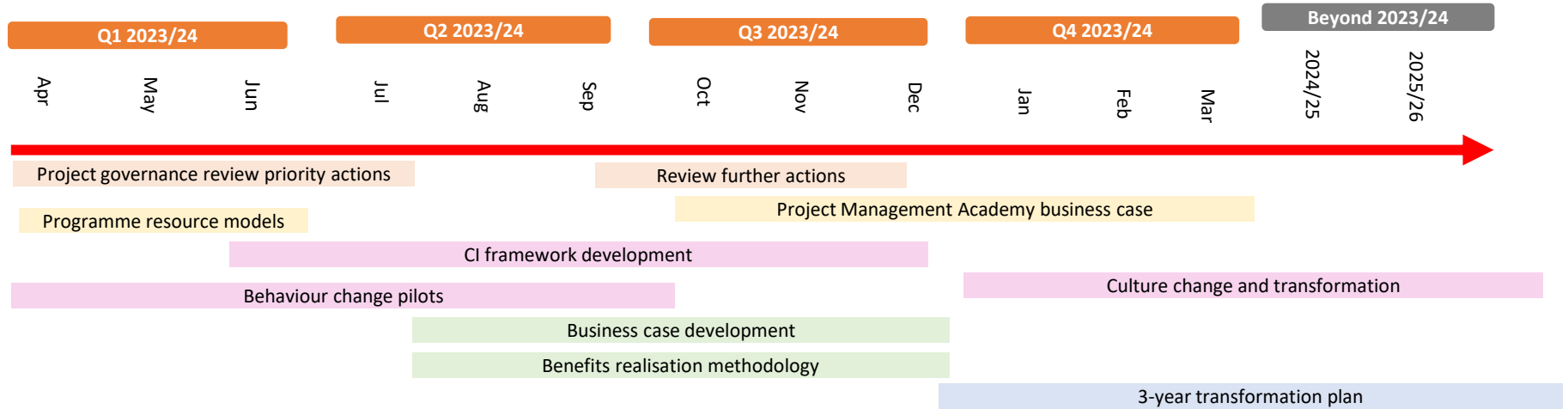
	1 Basic	2 Repeatable	3 Well-Managed	4 Optimized	5 Strategic	
Process	No formal methodology	Basic PMLC standard in place	Consistently executed PMLC	Fit for purpose process, right-sized by investment	Agile capability	2/3
Governance	Governance varies by project	Consistent governance of all projects	Portfolio-level governance	Projects managed within KPIs	Portfolio governed in alignment with strategy	2/3
Tools	No formal PPM capability	Basic PPM tools leveraged to track projects	PPM tools leveraged to manage the portfolio	PPM tool optimized to monitor KPIs	Virtual team collaboration tools leveraged for PPM	3
People	Basic project management knowledge	Minimum capabilities across project managers	Various levels of PPM capabilities	Valued partner; career progression within PM family	Strategic business partnership	3
Financial	Basic project budget management	Consistent business case and forecast management	Aggregated portfolio financial management	Optimized project spend, estimating, and forecasting	Project investment with demonstrated ROI	2

Developing our maturity - this year we will focus on delivering the following outcomes in order to move to at least a level 3 for all of the above competencies:

- The City Corporation is confident project and programmes represent best value and deliver the intended benefits
- Project governance is risk-based and enables Members to focus on strategic issues and areas of high risk and/or value
- Members are assured that lower risk/value projects are well managed and that an effective assurance framework exists to identify any potential issues or risks
- Officers are empowered to effectively manage the projects they are responsible for, to take prompt decisions to manage operational risks and, are enabled by corporate systems and financial processes
- The Corporation is clear on the role of the PMO ecosystem and its capacity to fulfil this role effectively
- The project delivery operating model represents value for money with a clearly articulated value proposition

Our priorities and major workstreams for 23/24

COO priority	Deliverable	Due
Develop a refreshed and aligned project governance and assurance framework		
Transparency/enablement	<ul style="list-style-type: none"> Implement the recommendations of the project governance review Develop 3-year transformation plan 	Q4 23/24 Q2 23/24
Capability		
Partnership/credibility	<ul style="list-style-type: none"> Establish resilient resourcing models for the major programmes that ensure strong Corporation leadership and supports effective knowledge management Develop business case for sustainable resourcing model for the Project Management Academy 	Q1 23/24 Q4 23/24
Business change		
Credibility/Enablement	<ul style="list-style-type: none"> Develop the Continuous Improvement framework embedding the learning from the Rapid Improvement Event pilots and delivering tangible benefits Work with colleagues in DIT to exploit use of digital and new technologies to support efficient operations Identify and deliver behaviour change pilots working with key Corporation services and institutions Work with HR colleagues to define culture change required to support strategic transformation 	Q3 23/24 Q4 23/24 Q2 23/24 Ongoing
Benefits management and realisation		
Partnership	<ul style="list-style-type: none"> Progress Business case development approach based on industry/sector best practice Work with Chamberlain’s department to agree benefits realisation methodology embedding social value principles 	Q3 23/24 Q3 23/24

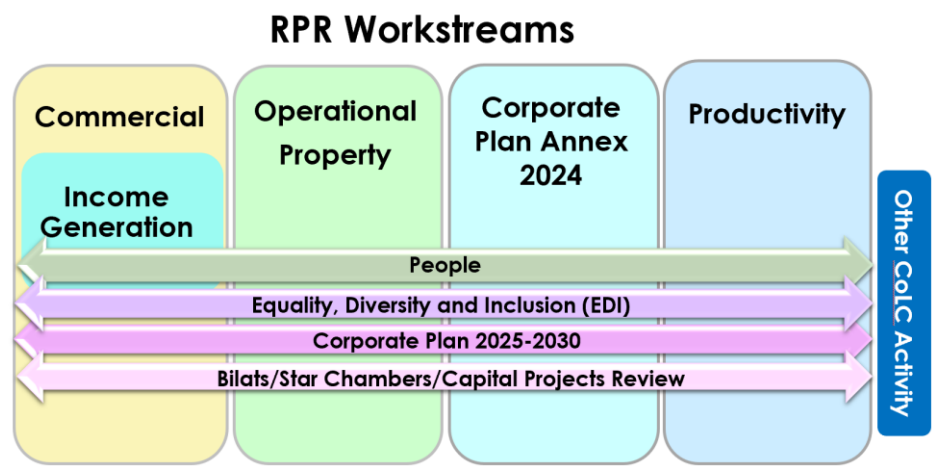


Other priorities and performance

Resources and Priorities refresh

The Resources and Priorities Refresh is a corporately-led programme that aims to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).

The Project Governance division is directly responsible for delivering the Productivity RPR workstream.



Key Risks

Risk Title	Score
Lack of capacity and resilience in team affects COL's ability to effectively manage the volume of approved projects	8
Project managers across COL lack the requisite knowledge and skills to effectively manage projects	12

	Minor	Serious	Major	Extreme	
Likelihood	0	1	0	0	Likely
	0	0	1	0	Possible
	0	0	0	0	Unlikely
	0	0	0	0	Rare
	Impact				

Key Performance Indicators

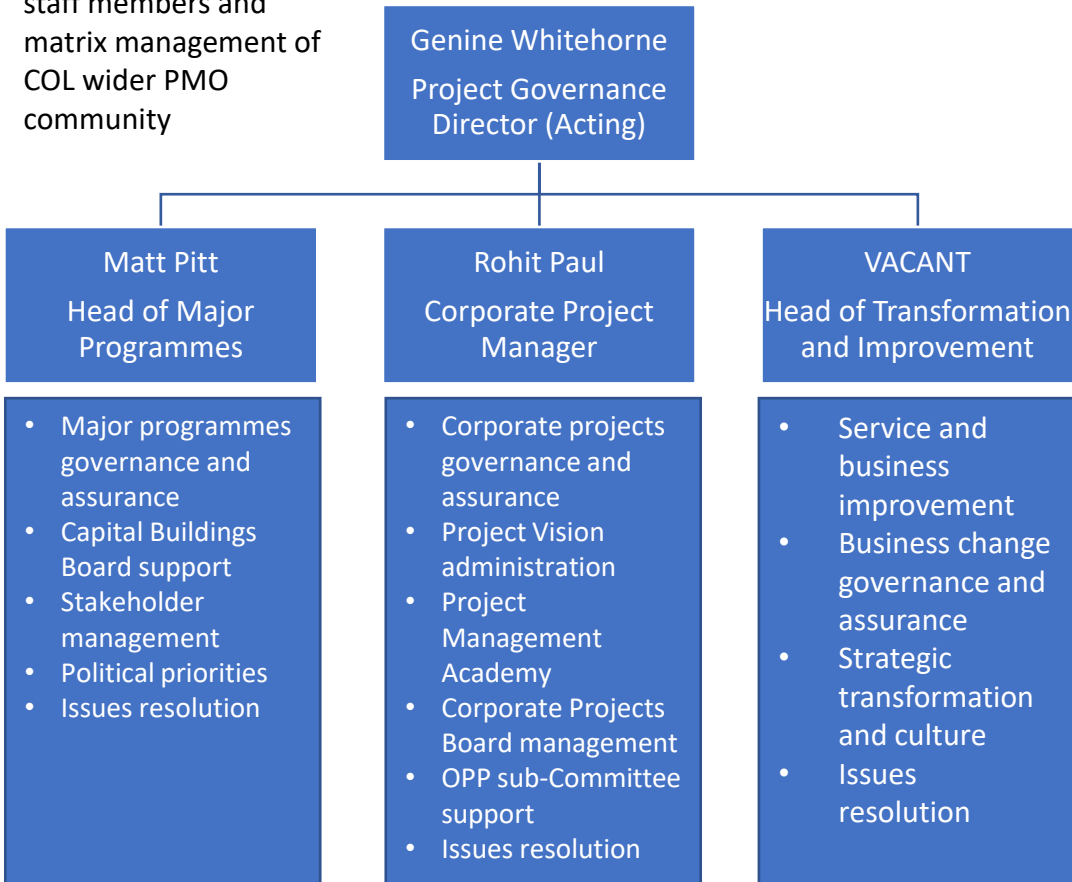
#	KPI	Current Performance	Direction of Travel/Target
1	Programme health check carried out on all major projects	New measure	100%
2	Named SRO on all major projects and high value corporate projects	New measure	100%
3	% of SROs who have completed SRO training	New measure	100%
4	% of dedicated PMs who have completed requisite training	New measure	tbc

Our People

This division brings together teams that previously sat within different departments and there has been a need to develop a shared vision and common understanding of purpose. The next step is to review the size and shape of the team to ensure it is set up to deliver that vision.

- Continue to embed the newly recruited Transformation and improvement team
- Define requirements and develop the business case to ensure the PMO has the capacity and capability needed
- Embed head of profession function and develop corporate project and programme management capability

Project Governance – 10 staff members and matrix management of COL wider PMO community



Our plans to progress EDI

Equalities considerations are central to effective project management, and we will work with the EDI team to ensure that equalities impact assessment is embedded in the project governance framework and is an important part of the decision-making criteria.

As a starting point all team members will need to complete the corporate EDI training by end of Q1 232/24 as part of their appraisal.

Monitoring and use of data and information	1
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2
Target setting and mainstreaming equalities into performance systems	1
Using procurement and commissioning to achieve equality and cohesion targets	1
Engagement & partnership	3
Employment and training	2

E D & I Key	
4	Excellent
3	Good
2	Average
1	Requires improvement
N/A	Not applicable

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Agenda Item 5

Committees: Operational Property and Projects Sub Committee– For decision Policy and Resources Committee – For decision	Dated: 13 February 2023 23 February 2023
Subject: Royal Commonwealth Society and 65 Basinghall Street, Guildhall	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6, 7 and 8
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Remembrancer and City Surveyor	For Decision
Report author: Dorian Price, Guildhall Manager	

Summary

The Royal Commonwealth Society is a network of individuals and organisations committed to improving the lives and prospects of Commonwealth citizens throughout the world, and is the oldest charity dedicated to the Commonwealth.

The Society's Patron was for many years, until her death, Queen Elizabeth II. All the Royal Patronages are currently being reviewed but The Queen Consort has assumed the role of Vice Patron and is actively engaged with the Society.

The Society’s responsibilities include leading the arrangements for the Commonwealth Day service at Westminster Abbey, attended annually by the Monarch and organising The Queen’s Commonwealth essay competition for young people. The Society also originated the annual High Commissioners' Banquet now held in partnership with the Corporation at Guildhall.

The Society's staff of a maximum of five individuals is currently seeking office space, following the sale of the premises in which it is currently housed. In view of the relationship of the Society with the Corporation noted below, this report invites Members to agree that the Society may join the Corporation's other strategic and community partners at 65 Basinghall Street by offering the Society working space there (see Appendix 1 – 65 Basinghall floorplan).

Recommendations

Members are invited: -

- a) to offer the RCS working space at 65 Basinghall Street, as set out in appendix 1, joining the Corporation's other strategic and community partners accommodated at the complex.
- b) To instruct the Comptroller and City Solicitor, if the offer is made, to settle the terms of occupation in the form of a 5 year Lease in the terms referred to in the proposals noted in this report and the draft heads of terms set out in appendix 2.
- c) To note the accommodation is offered rent free and that such occupation costs as arise in consequence of the arrangement, if agreed, will be met from the City Surveyor's local risk budget for Guildhall.
- d) Note the proposed terms include flexibility for the City to regain occupation upon 6 months' notice at any time should the accommodation be required for other purposes.

Main report

Background

1. Over recent years, relations between the City Corporation and the Commonwealth have grown, largely through the Corporation's developing relationship with the Royal Commonwealth Society. The Society is the oldest charity dedicated to the Commonwealth, an institution which had a prominent and special place in the affections of Her Late Majesty, and of which His Majesty The King is now head.
2. Examples of this developing collaboration include the annual High Commissioners' Banquet formerly held at St James's Palace but now hosted at Guildhall. This event brings together diplomatic representatives and UK and Commonwealth community and industry leaders and is seen as a highlight of the Commonwealth calendar. The dedication of Epping Forest to The Queen's Commonwealth Canopy, the first dedication of its kind within this historic "green" initiative, and now The Queen's Green Canopy which develops the sustainability theme with its tree planting programme, are other instances of the collaboration.
3. There are further opportunities for collaborative engagement to the mutual advantage of both institutions. The Queen's Commonwealth essay competition for young people, now actively sponsored by The Queen Consort, is an example of this potential as are the arrangements for the Commonwealth Day service at Westminster Abbey and events surrounding it, through the political, diplomatic, and civic society contacts which they bring as part of the annual commemoration.

Current position

4. The sale of the premises in which the Society is currently housed under a concessionary arrangement has resulted in the Society enquiring of the Remembrancer whether the City might consider assisting them with accommodation. In doing so, the problem being faced in securing charitable support to fund it has been marked out by the Society as a major difficulty.

Proposals

5. Members are invited to agree that an offer be made to the Royal Commonwealth Society to join the other Strategic and Community partners for which accommodation is made and currently available at 65 Basinghall Street (Thames 21, Partnership for Young London, Thames Reach Housing Association, the Lord Mayor's Appeal team and Agilisys). This office space has been identified as suitable for the Society and there is currently no corporate requirement for the space.
6. This office space is temporarily occupied by the energy contractor Vital Energi, who are finalising their lighting project in North Wing. Vital Energi will vacate the space for RCS if Members approve this proposal.
7. The attribution of costs (the proportion of the rates, insurance and utilities which may be attributed to the 348 ft.² of workspace) can be borne by the City Surveyor's local risk budget for Guildhall.
8. It is proposed that the accommodation is made available in the form of a Lease to be contracted outside the security of tenure and compensation provisions of the Landlord and Tenant Act 1954, including a rolling landlord's only break clause, at nil rent. This means that, if the space is needed, the City Surveyor may on reasonable notice terminate the arrangement. As a matter of goodwill, it is envisaged that the Surveyor will, in those circumstances, endeavour to relocate the RCS to another available workspace, if available, but this will not be a contractual obligation.

Corporate & Strategic Implications

9. Strategic implications – The allocation of 65 Basinghall Street for RCS would increase the use of this asset. At present, there are no other corporate requirements for the space. Terms will allow for CoL to obtain vacant possession should this be required for other purposes such as the Guildhall Refurbishment programme.
10. Financial implications - The premises running costs for this building currently sit in the City Surveyor's overall local risk budget for the Guildhall complex. The proposal is for the accommodation to be provided rent free as with other occupiers such as Thames 21, Partnership for Young London, Thames Reach Housing Association.
11. Resource implications – RCS will be required to set up their own IT network at their cost, utilising Corporation office furniture. City Surveyor officers will produce the Schedule of Condition using inhouse resources.
12. Legal implications – The Comptroller and City Solicitor's comments have been incorporated in this report.
13. Risk implications – None.

14. Equalities implications – None.

15. Climate implications- None.

16. Security implications – None.

Conclusion

17. In view of the strategic importance to the City of the Royal Commonwealth Society's work, and its charitable status, the offer of workspace at 65 Basinghall Street as an operational office facility appears to be a positive proposal for members to consider.

Appendices

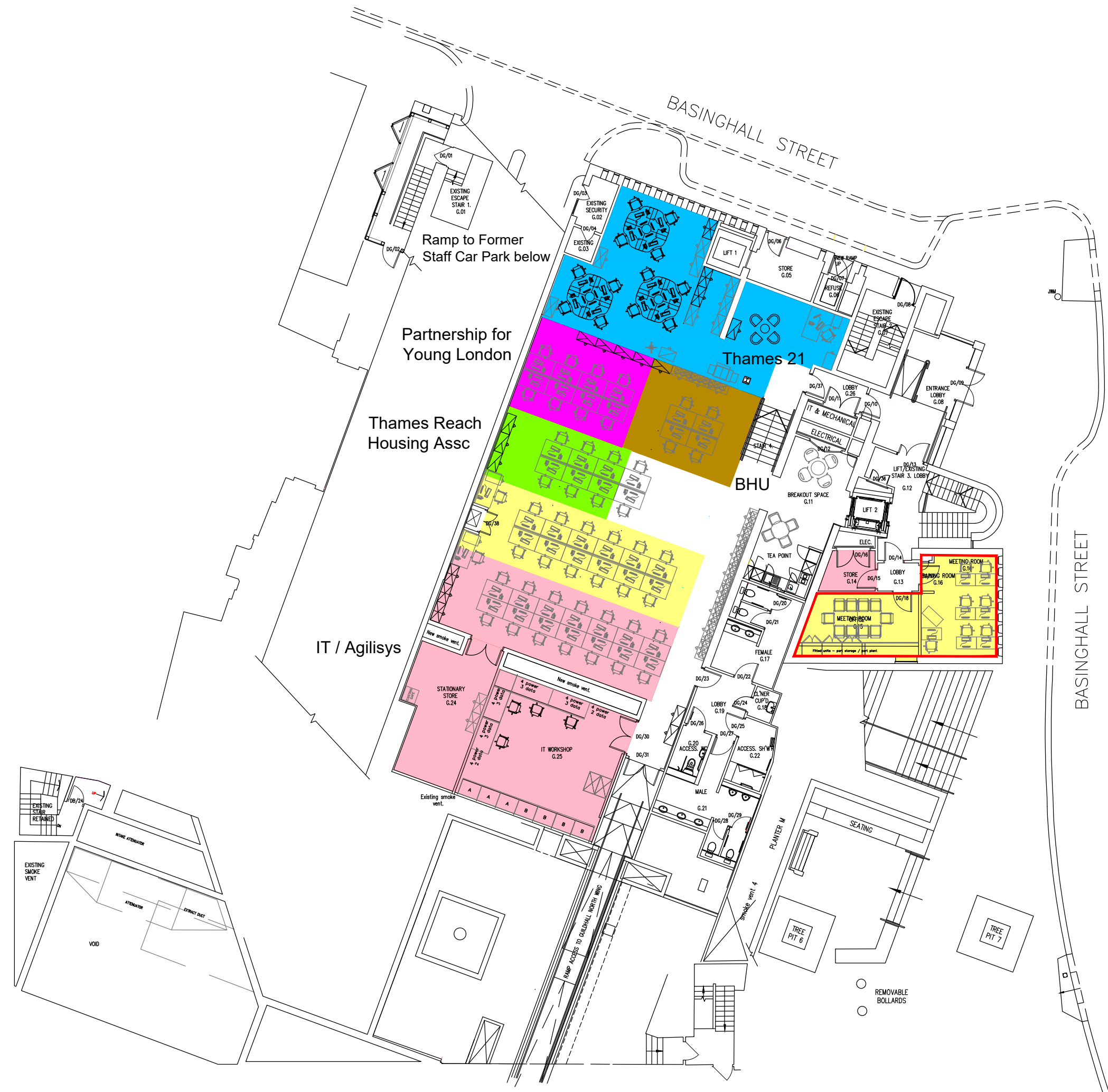
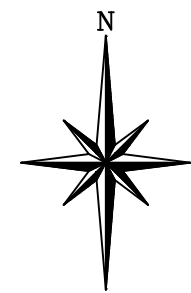
- Appendix 1 – 65 Basinghall floorplan
- Appendix 2 - Draft Heads of Terms

Dorian Price


Guildhall Manager

T: 07827 256959 E: dorian.price@cityoflondon.gov.uk

This drawing is based upon X REF information from the master Archibus file and is subject to regular revision to represent the latest floor arrangement



Rev	Drawn	Date


P.G.Wilkinson BSc MSc MRICS
City Surveyor
 CITY SURVEYOR'S DEPARTMENT
 Corporate Property Group

Address :
 65 Basinghall Street
 London EC2P 2EJ

Title :
 Ground Floor Level

Print Scale : Scale to Fit Drawn by : DTR
 Date : Apr 2017 Ref : OPN - 000157
 Drawing No : 4-C-39903 LO 02

Revision				

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HEADS OF TERMS
SUBJECT TO CONTRACT

Date	File No.
Property Address	65 Basinghall Street London EC2V 5DZ
Demise	Part Ground floor as highlighted in red in the attached drawing no. 4-C-39903 LO-02, comprising approximately 347.88sq ft.
Landlord	The Mayor and Commonalty and the Citizens of the City of London PO Box 270 Guildhall London EC2P 2EJ
Tenant	Royal Commonwealth Society is a registered charity in England and Wales (226748), incorporated by Royal Charter. Registered office: 40-41 Pall Mall, London, SW1Y 5JQ
Landlord's Solicitors	Alan Bennetts (Assistant City Solicitor) Property Division Comptroller and City Solicitor's Department City of London PO Box 270 Guildhall London EC2P 2EJ Contact: Alan Bennetts Tel: 020 7332 1094 Email: alan.bennetts@cityoflondon.gov.uk
Tenant's Solicitors	Name – Contact: Tel: Email:
Term	5 years
Term Commencement Date	Both parties are to use reasonable endeavours to agree the legal documentation to enable the term to commence on 1 st March 2023.

HEADS OF TERMS
SUBJECT TO CONTRACT

Repairs	The Tenant is to well and substantially maintain and repair the interior of the demise including the windows and all of the services which exclusively serve it and is to be responsible for the internal decorations.
Rent	Nil (would normally be £16,530 per annum)
Rent Free	N/A
Deposit	Nil
Rent Payment Terms	N/A
Rent Review	N/A
Break Clause	A rolling Landlord's option to determine the Lease, operative on not less than six months written notice.
Alienation	The Tenant will not have the right to assign or sub-let any part of the demise during the term of the agreement.
Tenant's Works and Alterations	Structural and external alterations will not be permitted. Internal non-structural alterations will require Landlord consent, subject to reinstatement.
Landlord & Tenant Act 1954	Lease to be contracted outside the security of tenure and compensation provisions of the Landlord and Tenant Act 1954 as amended.
Permitted Use	Offices
Service Charge	Nil (would normally be £3,480 per annum)
Business Rates	The Landlord will be responsible for rates.
Insurance	The Landlord will be responsible for insurance (except tenant's fixtures and fittings) of the premises.
Signage	The Tenant will not display any external signs without first obtaining the Landlord's prior written consent.
Access	The Tenant will be permitted access during office hours – Monday to Friday - 5 days a week.

HEADS OF TERMS
SUBJECT TO CONTRACT

Reinstatement	At the end of the term, howsoever determined, the Tenant will be responsible for the reinstatement of the premises to a condition no worse than that evidenced by a photographic Schedule of Condition.
Energy Performance Certificate	A copy of the Energy Performance Certificate and Report for this property are attached.
VAT	The building is opted to tax.
Legal Costs	Each party to bear their own legal costs incurred in this transaction.
Conditions	<ul style="list-style-type: none">• Subject to contract.• Satisfactory accounts and references• Committee approval

Signed: _____ Name: _____

Company: _____ Date: _____

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Agenda Item 6

Committee: Operational Property and Projects Sub Committee – For decision	Dated: 13/02/2023
Subject: IG Occupation of Irish Chamber	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?	£40k
What is the source of Funding?	<ul style="list-style-type: none"> • £20k IG Local Risk Budget • Est. £20k bid for Policy Contingency by Civic Affairs Sub-Committee
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Innovation & Growth and City Surveyor	For Decision
Report author: Omkar Chana, Strategic Operations Director, Innovation and Growth	

Summary

The Irish Chamber is currently vacant and available for internal corporate use. The space cannot be let for commercial purposes and so is currently an unused operational asset. The Innovation & Growth (IG) department, following the creation of the Destination City initiative and associated resourcing, requires additional space to house staff. It was originally intended to locate these staff on the Mezzanine floor; however, your Civic Affairs Sub-Committee is keen to progress a separate proposal to utilise this space to meet Member requirements.

Consideration has been given to absorbing staff within the existing provision on the 1st floor of the West Wing; however, due to high staff density levels, this is not possible (the ratio of desks to staff is 4:10 and net internal area 3.7 sqm per person – both are lower quartile measures for the Guildhall estate). Additional complexities arise from the requirement for IG to "host" third parties within the allocated space provision (i.e. Heart of the City and Central London Forward) whose desk requirements are not necessarily identical to the Corporation's own current hybrid working policy expectations. The City Surveyor has, therefore, identified the Irish Chamber as an unused asset which can be used to meet this need.

The space can be refurbished to allow occupation at a cost of approximately £55,000 which the cyclical works programme (CWP) has agreed to fund. Furniture and IT for the Irish Chamber is estimated to be an additional £40,000; IG has a budget of £20,000 set aside and the Civic Affairs Sub-Committee, to gain access to the space it seeks to meet Members' needs on the Mezzanine, is being asked to provide the remaining

£20,000 (which it intends to progress via a bid for Policy Contingency funds, given that Committee's support for enhanced Member facility provision).

Should the Operational Property & Projects Sub-Committee support the approach, the Corporation would, therefore, benefit from the refurbishment of both the Irish Chambers and the Mezzanine floor, utilising an unused asset whilst also creating improved Member facilities.

Recommendations

The recommendation is for Members to approve that the Irish Chamber be occupied by Innovation & Growth. This shift in staff member placement will enable Senior Members to fully access the space they requested in the Mezzanine Floor of West Wing, Guildhall.

Main Report

Background

1. The Irish Chamber is a Grade II listed building located in the Guildhall Courtyard within the City's estate. It was recently declared surplus by the Natural Environment Division of the new Environment Department; relocation of staff to the Guildhall North Wing is complete.
2. At the OPPSC meeting on 23rd November 2023, Members approved that Irish Chamber remain available for internal corporate use. It was noted that Irish Chamber has been offered to Innovation & Growth (IG). To complete the process, Committee requested a paper to confirm the IG move into the Chamber.
3. In preparation to occupy Irish Chamber, the City Surveyor's has identified a scope of works for refurbishment requiring a budget of £55,000. This can be funded by the cyclical works programme (CWP) and is due to complete by March 2023.
4. Innovation & Growth (IG) were asked to vacate offices on the Mezzanine floor (Guildhall West Wing) to make private space for Senior Members to conduct City Corporation business. IG were ready to vacate four (of seven) rooms on 27 June 2022 based on alternative space being found. IG vacated four rooms on 1 September 2022. As alternative space was not found for staff, IG was unable to complete the second phase of vacating three additional rooms in the Mezzanine, resulting in Members only having access to half of the space that was requested.

Current Position

5. The Irish Chamber is a suitable location for placing the displaced IG staff for the following reasons
 - a. The Irish Chamber cannot be commercially let for security reasons and will remain vacant for the foreseeable future unless put to operational use.

- b. The City Surveyor can confirm no other department is interested in using the space.
 - c. Funds for the refurbishment, move and new IT for Members and officers has been secured.
6. The mezzanine is ideally suited for Member workspace due to its' relative level of confidentiality. The proposed move also represents enables the Destination City team to be physically located together which will help to build their new identity and ways of working.
 7. IG cannot absorb the displaced staff on the 1st floor of the West Wing due to current staff density levels.
 8. Two metrics are used to assess how desks and space are divided amongst the workforce; IG ranks in the lowest quartile for both density metrics.
 - a. The ratio of desks to staff for IG is equal to 4:10. In comparison, using City Surveyor's high-level departmental occupation data for Guildhall North and West Wings, IG ranks in the lower quartile for the ratio of desks to staff. Some departments have ratios of desks to staff equal to 8:10 which is double the desk availability of IG.
 - b. The net internal area of IG space 1st floor west wing is 473 square meters (sqm) and this delivers 3.7 sqm per person. City Surveyors confirmed this to be very low. The average range in Guildhall for departments is around 7 to 10 sqm. These data indicate that IG has around half the area per person, resulting in a compacted working environment.
 9. This is further complicated by new appointments for Destination City, including a new Director and approximately eight vacancies being filled.

Options

10. **Option 1** – To enable Innovation & Growth to occupy the Irish Chamber. In turn, this will enable Members to access all the space requested on the Mezzanine Floor. Funding is estimated to be £20,000 from IG budget and a bid for estimated £20,000 from Policy Contingency on application from Civic Affairs Sub-Committee to cover the Members contribution. This is the preferred option for both IG operationally and Members.
11. **Option 2** – To permit Innovation & Growth to remain in the east side of the Mezzanine floor (open plan area and two adjacent meeting rooms). This will limit Members to the current occupation of four rooms on the west side of the Mezzanine Floor. This is less ideal as it means the Destination City team will be split by floors and does not afford Members needed workspace.

Corporate & Strategic Implications

12. **Strategic implications** – Provision of this office space as a corporate requirement aligns with the Corporate Property Asset Management Strategy 2020/25 through better utilisation to ensure a more efficient, effective and sustainable asset base.
13. **Financial implications** – Fit out and kit out e.g. furniture and AV equipment will be funded from departmental local risk budgets and an estimated £20,000 bid to the Contingency Fund by the Civic Affairs Sub-Committee. The current uncommitted 2022/23 Contingency balance is £347,189 prior to any allocations being made for any other proposals on today's agenda.
14. **Resource implications** – None
15. **Legal implications** – None
16. **Risk implications** – Irish Chamber 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.
17. **Equalities implications** – IG propose working with the Equality, Diversity and Inclusion (ED&I) team to undertake an Equality Impact Assessment of the proposed workspace.
18. **Climate implications** – None
19. **Security implications** – Due to Irish Chamber proximity to the Great Hall and Guildhall Yard where high level security events take place, all options would require the support of the Remembrancer and Police commissioner to ensure any future tenant meet any security requirements.

Conclusion

20. Having absorbed staff who vacated the Mezzanine floor on the First Floor of West Wing, it is not sustainable for IG to continue working with a reduced footprint.
21. Members are asked to either permit IG to occupy the Irish Chamber or provide reassurance that some teams are to remain in the Mezzanine which means Members will not be able to have all the space they requested.

Omkar Chana

Strategic Operations Director, Innovation & Growth

E: omkar.chana@cityoflondon.gov.uk

Agenda Item 7

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<p>Committees: Hampstead Heath, Highgate Wood and Queen's Park Committee – for decision Operational Property and Projects Sub Committee -for decision</p>	<p>Dates: 08 February 2023 13 February 2023</p>
<p>Subject: Parliament Hill Athletics Track Resurfacing</p> <p>Unique Project Identifier: 12335</p>	<p>Gateway 3/4: Options Appraisal (Regular)</p>
<p>Report of: Juliemma McLoughlin, Executive Director (Environment)</p> <p>Report Author: Stefania Horne, Assistant Director, Natural Environment (Hampstead Heath)</p>	<p>For Decision</p>
<h1>PUBLIC</h1>	

<p>1. Status update</p>	<p>Project Description: Capital Project to resurface the Parliament Hill Athletics Track on Hampstead Heath.</p> <p>RAG Status: Green (Green at last report to Committee)</p> <p>Risk Status: Medium (Medium at last report to committee)</p> <p>Total Estimated Cost of Project (excluding risk): £1,717,000</p> <p>Change in Total Estimated Cost of Project (excluding risk): Increase of £53,000 since last report to Committee</p> <p>Spend to Date: Nil</p> <p>Costed Risk Provision Utilised: Nil (of which Nil amount has been drawn down since the last report to Committee)</p> <p>Funding Source: City Cash</p> <p>Slippage: The anticipated timeframe to undertake the works has been brought forward to Summer 2023 in readiness for the Paris Olympics Team GB trials in 2024.</p>
<p>2. Next steps and requested decisions</p>	<p>Next Gateway: <i>Gateway 5: Authority to Start Work</i></p> <p>Next Steps:</p> <ol style="list-style-type: none"> 1. Liaison with Planning Authority (LB Camden) to develop and submit Planning Application

	<ol style="list-style-type: none"> 2. Continue liaison and communication with stakeholders and the local community 3. Preparation of project brief (Employer’s Requirements) for the works contract 4. Stage 1 appointment of a Contractor to undertake surveys, investigations and detailed design 5. To establish firm costs for the works through the FM Conway term contract in place with Highways <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. That additional budget of £141,025 is approved to reach the next Gateway; 2. Note the total estimated cost of the project at £1,717,000 (excluding risk); 3. Approve the Risk Register in Appendix 2 and that a Costed Risk Provision of £283,000 is approved (to be drawn down via delegation to Chief Officer). 4. That Option 1 Non-Porous Sandwich System Surface is approved 5. Note the new project timeline which is for earlier delivery than originally envisaged. 6. Delegate to the Executive Director Environment in consultation with the Chairman and Deputy Chairman of Hampstead Heath, Highgate Wood and Queen’s Park Committee and with the Chairman and Deputy Chairman of Operational Property and Projects Sub Committee subsequent reports in order to allow for the acceleration of the programme. 7. Delegate to the Executive Director Environment authority to approve budget adjustments, above the existing authority within the project procedures and in consultation with the Chamberlains, between budget lines if this is within the approved total project budget 												
<p>3. Resource requirements to reach next Gateway</p>	<p><i>For recommended Option 1:</i></p> <table border="1" data-bbox="507 1588 1410 1980"> <thead> <tr> <th data-bbox="507 1588 743 1731">Item</th> <th data-bbox="743 1588 1031 1731">Reason</th> <th data-bbox="1031 1588 1222 1731">Funds/ Source of Funding</th> <th data-bbox="1222 1588 1410 1731">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="507 1731 743 1827">Professional Fees</td> <td data-bbox="743 1731 1031 1827">Client Side Consultant Team</td> <td data-bbox="1031 1731 1222 1827">City Cash</td> <td data-bbox="1222 1731 1410 1827">£59,250</td> </tr> <tr> <td data-bbox="507 1827 743 1980">Contractor Costs</td> <td data-bbox="743 1827 1031 1980">Pre-Construction Services, Surveys & Investigations, detailed design</td> <td data-bbox="1031 1827 1222 1980">City Cash</td> <td data-bbox="1222 1827 1410 1980">£78,775</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Professional Fees	Client Side Consultant Team	City Cash	£59,250	Contractor Costs	Pre-Construction Services, Surveys & Investigations, detailed design	City Cash	£78,775
Item	Reason	Funds/ Source of Funding	Cost (£)										
Professional Fees	Client Side Consultant Team	City Cash	£59,250										
Contractor Costs	Pre-Construction Services, Surveys & Investigations, detailed design	City Cash	£78,775										

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	Consequential Fees	LB Camden Planning Pre-App and Application Fees	City Cash	£3,000
	Total			£141,025
<p>Costed Risk Provision requested for this Gateway: £24,000 (as detailed in the Risk Register – Appendix 2)</p>				
<p>4. Overview of project options</p>	<p><u>Track Surfacing:</u></p> <p>Two potential types of replacement track surface have been considered for the refurbishment project,</p> <ol style="list-style-type: none"> 1. Non-Porous Sandwich System Surface 2. Non-Porous Solid Polyurethane System Surface; <p><u>Floodlighting Upgrade</u></p> <p>Four Options have been considered by the Stakeholders and Project Board. These were:</p> <ol style="list-style-type: none"> 1. Replace existing luminaires with new Light Emitting Diodes (LED), retaining existing masts, controls and cabling 2. Replace luminaires and masts with new in same locations, retaining existing controls and cabling 3. Replace luminaires and masts in new locations, retaining cabling and controls 4. Full replacement system including fewer new masts in new locations, cabling and controls <p>Only one option has received full support which is to provide a full replacement system including fewer new masts in new locations, cabling and controls. Retaining the existing columns and/or lighting would not provide the opportunity to install a better scheme with lower energy requirements in line with the climate action strategy.</p> <p>The full replacement system upgrade will provide energy efficient, improved lighting to the track as well as lighting the infield and eastern side of the track, future proofing the facility in relation to lighting.</p>			

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	<p>The full replacement system will provide improved light spread, reduced light spillage but it is anticipated will need planning permission to implement.</p> <p>To support the planning application, the recommended option includes for new controls to switch the lighting between an average lux level of 200lux (as required for Class 2 level events), and a lower average lux level of 100lux for the everyday training / usage of the facility.</p> <p>The full replacement floodlighting system is supported by the Stakeholders and approved by the Project Board.</p>
<p>5. Recommended option</p>	<p><u>Track Surfacing:</u></p> <p>The Recommended Option is (1) Non-Porous Sandwich System Surface.</p> <p>The Specialist Consultant has advised that:</p> <ul style="list-style-type: none"> • The sandwich system is the more cost effective solution • The sandwich system is designed as a hybrid between Porous and Solid Polyurethane U system and • The sandwich system is expected to last longer (in relation to shock absorbency) before reaching minimum UK Athletics Performance Standards <p>This Option is supported by the Stakeholders and approved by the Project Board.</p> <p>For the lighting of the track, a full replacement of the floodlighting system is recommended.</p>
<p>6. Risk</p>	<p>Costed Risk Provision Utilised at Last Gateway: Nil Change in Costed Risk: -£53,000</p> <p>The Gateway 5 report is sought to be approved under delegation and CRP will be required at that stage. The CRP for Gateway 5 currently estimated is £283,000.</p> <p>Further information available in the Risk Register (Appendix 2) and Options Appraisal.</p>
<p>7. Procurement approach</p>	<p>The Procurement Strategy is to execute the works through the FM Conway term contract with City Operations Division which has recently been tendered and is considered competitive.</p>

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	<p>The project will be procured through a design and build approach with clear roles and responsibilities including for design and execution.</p> <p>FM Conway will procure the surfacing and floodlighting works from a list of accredited specialists, subject to confirmation of capability and capacity to undertake the works.</p> <p>The Procurement Strategy has been agreed by the Procurement team utilising the current term contract with FM Conway.</p>
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Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register (for recommended option)
Appendix 3	Programme
Appendix 4	Cost Book

Contact

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Telephone Number	+447517829463

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Options Appraisal Matrix

Track Surfacing

Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface
1. Brief description of option	<p>A hybrid system of both the porous and the solid system. This surface layer was designed to provide a surface for high level competition at a more competitive price than the Solid PU system. The system is constructed in multiple layers:</p> <ul style="list-style-type: none"> • Base layer made up of black rubber granules bound with polyurethane resin (as per porous design) • Final flood layer of polyurethane topped with an EPDM (rubber) surface dressing 	<p>Designed for high level competition, high intensity usage, and have harder surface consistency. This system is a non-porous full depth construction made up of typically two layers:</p> <ul style="list-style-type: none"> • Base polyurethane flood coat layer impregnated with rubber granules • Final flood layer of polyurethane topped with an EPDM (rubber) surface dressing
2. Scope and exclusions	<p><u>Core Works to be taken forward</u></p> <ul style="list-style-type: none"> • Sandwich Option Track Surfacing Works • Floodlight Improvement to Circuit, Infield and Eastern Side of the Track • High Jump Fan Improvements <p><u>Stakeholder Requested Works (to be undertaken subject to available funds)</u></p> <ul style="list-style-type: none"> • Improvements to Existing Long Jump Facility 	<p><u>Core Works to be taken forward</u></p> <ul style="list-style-type: none"> • Solid Polyurethane Option Track Surfacing Works • Floodlight Improvement to Circuit, Infield and Eastern Side of the Track • High Jump Fan Improvements <p><u>Stakeholder Requested Works (to be undertaken subject to available funds)</u></p> <ul style="list-style-type: none"> • Improvements to Existing Long Jump Facility

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Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface
	<ul style="list-style-type: none"> • Additional Power Units • Rain Cover's for users and judges • Timing Kit • In-Situ Stand for Equipment Storage • Hooks for Stretching Exercises • Phone Lockers (with charging stations) • Potential in-field drainage (if viable from cost to be received) • Benches (to be confirmed type) • New PA System <p>The following works have been agreed not to be taken forward:</p> <ul style="list-style-type: none"> • <u>Additional 2 Lanes Along Main Sprint Straight</u> The inclusion of 2 extra lanes (making the track a 10-lane main straight) would not be possible without adjusting the existing bund around the track and/or adding gabion walling to the area. It is not proposed to extend the track to 10 lanes on the main straight as the additional cost / programme / risk implications appear to outweigh the benefit of its inclusion within the scheme. • <u>Artificial Grass Surface to Infield</u> There is insufficient budget to undertake this work. Estimates for pitches range from approx. £800,000 - £1,200,000 in total cost which cannot be funded from the existing authority. 	<ul style="list-style-type: none"> • Additional Power Units • Rain Cover's for users and judges • Timing Kit • In-Situ Stand for Equipment Storage • Hooks for Stretching Exercises • Phone Lockers (with charging stations) • Potential in-field drainage (if viable from cost to be received) • Benches (to be confirmed type) • New PA System <p>The following works have been agreed not to be taken forward:</p> <ul style="list-style-type: none"> • <u>Additional 2 Lanes Along Main Sprint Straight</u> The inclusion of 2 extra lanes (making the track a 10-lane main straight) would not be possible without adjusting the existing bund around the track and/or adding gabion walling to the area. It is not proposed to extend the track to 10 lanes on the main straight as the additional cost / programme / risk implications appear to outweigh the benefit of its inclusion within the scheme. • <u>Artificial Grass Surface to Infield</u> There is insufficient budget to undertake this work. Estimates for pitches range from approx. £800,000 - £1,200,000 in total cost which cannot be funded from the existing authority.

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Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface		
	<ul style="list-style-type: none"> <u>Additional Long Jump Facility</u> It was determined by the stakeholder team that there isn't a viable solution to locate a new long jump facility, and that improving the existing long jump facility to provide facility for visually impaired athletes would be of better benefit. 	<ul style="list-style-type: none"> <u>Additional Long Jump Facility</u> It was determined by the stakeholder team that there isn't a viable solution to locate a new long jump facility, and that improving the existing long jump facility to provide facility for visually impaired athletes would be of better benefit 		
Project Planning				
3. Programme and key dates	<p>The Project is planned to complete at the end September 2023 as the specialist track laying work is weather dependent.</p> <p>Key dates:</p> <p>Gateway 3/4 – February 2023</p> <p>Gateway 5 – Appointment of FM Conway as Contractor - April 2023</p> <p>Construction Works to commence on site - June 2023</p> <p>Gateway 6 – Completion of Works on Site – September 2023</p>			
4. Risk implications	<p>Overall project option risk: Medium</p> <p><i>Main Risks are financial and programme.</i></p> <p>The construction Market is in a state of flux with high demand leading to increased costs and inflationary pressures. The scope of works is to be defined with fixed price to be agreed for the works to be executed within approved funds. The risk is that the Works exceed the Approved Cost Estimate but mitigated by Costed Risk Provision.</p> <p>The Track Surfacing Works are weather dependent and must be undertaken during the summer months. This coincides with reduced track activity by Users Groups, particularly schools. The main programme risk is that Specialist Works</p>			

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Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface
	<p>Contractors do not have capacity to undertake the work over the Summer months or at a premium. This is mitigated with earlier and direct market engagement.</p> <p>Further information available within the Risk Register (Appendix 2).</p>	
5. Stakeholders and consultees	<ol style="list-style-type: none"> 1. Hampstead Heath Track Forum (Highgate Harriers Athletics Club / Mornington Chasers Running Club / Serpentine Running Club / Hampstead Rugby Club). 2. Hampstead Heath Sports & Wellbeing Forum. 3. Hampstead Heath Consultative Committee. 4. Hampstead Heath, Highgate Wood & Queen's Park Committee. 5. City Surveyors Department. 6. Chamberlains Department. 7. Planning Authority – London Borough of Camden 8. Schools 9. Local Residents 	
6. Benefits of option	<ol style="list-style-type: none"> 1. Fulfils project objectives to retain TrackMark accreditation, enabling the facility to continue to host national and international standard athletics related events and competitions 2. Breakdown maintenance and repair costs for the wider facility will be reduced as the project also includes related works such as replacing the 	<ol style="list-style-type: none"> 1. Fulfils project objectives to retain TrackMark accreditation, enabling the facility to continue to host national and international standard athletics related events and competitions 2. Breakdown maintenance and repair costs for the wider facility will be reduced as the project also includes related works such as replacing the

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Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface
	<p>floodlighting with LED and works to the jumping and throwing infrastructure.</p> <p>3. The sandwich system is the more cost effective solution</p> <p>4. The sandwich system is expected to last longer (in relation to shock absorbency) before reaching minimum UK Athletics Performance Standards</p>	<p>floodlighting with LED and works to the jumping and throwing infrastructure.</p>
7. Disbenefits of option	<p>1. The potential disbenefit is a short term one in that the during the delivery period, the facilities will not be available for use. However, the impact is lessened due the delivery being completed in the off-peak season and a 'phasing plan' being considered to allow some track usage to continue during the early implementation period where possible.</p>	<p>1. The potential disbenefit is a short term one in that the during the delivery period, the facilities will not be available for use. However, the impact is lessened due the delivery being completed in the off-peak season and a 'phasing plan' being considered to allow some track usage to continue during the early implementation period where possible.</p> <p>2. Higher Capital Cost (£160,000 more than Option 1)</p>
Resource Implications		
8. Total estimated cost	<p>Total estimated cost (excluding risk): £1,717,000</p> <p>Total estimated cost: (including risk): £2,000,000</p>	<p>Total estimated cost (excluding risk): £1,864,500</p> <p>Total estimated cost: (including risk): £2,160,000</p>

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Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface
9. Funding strategy	<p>The project has been reviewed and agreed as part of the Corporation's review of its capital programme. A number of items have been excluded from the project scope in order to keep costs within the agreed project budget. These were as follows:</p> <ul style="list-style-type: none"> • Additional 2 Lanes Along Main Sprint Straight • Artificial Grass Surface to Infield • Additional Long Jump Facility <p>These items were deemed desirable but not essential for project delivery but may, in the future, be delivered separately, subject to external funding.</p>	
10. Investment appraisal	N/A	
11. Estimated capital value/return	Capital Cost of this Option estimated at: £2,000,000	Capital Cost of this Option estimated at: £2,160,000 (£160,000 more than Option 1)
12. Ongoing revenue implications	<p><u>Decreasing maintenance costs:</u> Breakdown maintenance and repair costs for the wider facility will be reduced as the project also includes related works such as replacing the floodlighting with LED, and works to the jumping and throwing infrastructure.</p> <p><u>Increased income:</u> There will be opportunities to increase income generation by harnessing the value of the international venue as well as increasing participation locally.</p>	
13. Affordability	For this Option, it is possible that some of the additional scope of works identified by the Stakeholders and Project Board can be afforded (subject to defining costs).	For this Option, it is likely that the additional scope of works identified by the Stakeholders and Project Board cannot be afforded.

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Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface
	The cost of the additional scope of works will be ascertained ahead of the Gateway 5 submission and included within final proposals should there be sufficient funding available.	
14. Legal implications	Compliance only <ul style="list-style-type: none"> - Planning Legislation - Building Regulations - CDM Regulations 	Compliance only <ul style="list-style-type: none"> - Planning Legislation - Building Regulations - CDM Regulations
15. Corporate property implications	This project aligns with the Corporate Property Asset Management Strategy 2020-25 to ensure that operational assets are maintained in good, safe and statutory compliant condition.	
16. Traffic implications	The execution of the Project will increase traffic flows on local roads during the construction works, to be controlled through a Traffic Management Plan to be prepared by the Contractor.	
17. Sustainability and energy implications	<p>Both Track Surfacing Options offer a similar lifespan of 15-20 years before the first overlay, with the possibility that the Sandwich Option may offer 1-2 years of additional usage. Both options will eventually become worn and require an overlay of the surface layer using the same materials between Options.</p> <p>All floodlighting works options include replacement LED luminaires that have a lower energy requirement than the existing. The full replacement system includes for replacement switching and controls to illuminate the track at a lower light intensity (100 lux) during normal usage with high light intensity (200 lux) at Level 2 Events. The average light intensity provided by the current system has been recorded at 362 lux which is higher than that required for Level 1 and 2 Events and normal usage.</p>	

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Option Summary	Option 1 - Non-Porous Sandwich System Surface	Option 2 - Non-Porous Solid Polyurethane System Surface
	<p>The new floodlighting system will provide better uniformity of light across the track, at a lower light intensity than existing and use more energy efficient luminaires in its design. This is considered to meet regulations.</p> <p>An Energy and Performance Rating is not being provided for the Project as the work to be undertaken does not relate to buildings.</p>	
18. IS implications	N/A	N/A
19. Equality Impact Assessment	An Equality Impact Assessment has not been undertaken as current standards of provision will continue. However, the existing long jump provision on site will be widened to enable visually impaired athletes to also use the facility.	An Equality Impact Assessment has not been undertaken as current standards of provision will continue. However, the existing long jump provision on site will be widened to enable visually impaired athletes to also use the facility.
20. Data Protection Impact Assessment	N/A	N/A
21. Recommendation	Recommended	Not recommended

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Project Coversheet

[1] Ownership & Status
UPI: TBC Core Project Name: Parliament Hill Athletics Track Resurfacing Programme Affiliation: None Project Manager: Stefania Horne Definition of need: Undertake a full reconstruction of the eight lane Parliament Hill Athletics Track. Key measures of success: a) Completion of capital project within agree budget and time frame. b) The athletics track will enable the local community to participate in physical activity and develop their skills in sport. c) The reconstructed athletic track surface will establish structural stability of the facility and enable safe access for athletes. d) Breakdown maintenance and repair costs will be reduced. e) The athletics track will achieve UKA "TrackMark" certification. Expected timeframe for the project delivery: At G2 the Project was expected to complete in early Summer 2024. However, The anticipated timeframe to undertake the works has been brought forward to Summer 2023 in readiness for the Paris Olympics Team GB trials in 2024. Key Milestones: Gateway 3/4 – February 2023 Gateway 5 – Appointment of FM Conway as Contractor - April 2023 Construction Works to commence on site - June 2023 Gateway 6 – Completion of Works on Site – September 2023 Intended capital project completion date: September 2023 Are we on track for completing the project against the expected timeframe for project delivery? Yes Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk	
Headline Financial, Scope and Design Changes: <table border="1"><tr><td>'Project Briefing' G1 report (as approved by Corporate Project Board on) G1 report has not gone to Corporate project Board. : <ul style="list-style-type: none">• Total Estimated Cost (excluding risk): £1,664,000• Costed Risk Against the Project: £336,000</td></tr></table>	'Project Briefing' G1 report (as approved by Corporate Project Board on) G1 report has not gone to Corporate project Board. : <ul style="list-style-type: none">• Total Estimated Cost (excluding risk): £1,664,000• Costed Risk Against the Project: £336,000
'Project Briefing' G1 report (as approved by Corporate Project Board on) G1 report has not gone to Corporate project Board. : <ul style="list-style-type: none">• Total Estimated Cost (excluding risk): £1,664,000• Costed Risk Against the Project: £336,000	

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<ul style="list-style-type: none">• Estimated Programme Dates: Lower Range Estimates: October 2022 to June 2023 / Upper Range Estimates October 2023 to June 2024
<p><i>Scope/Design Change and Impact:</i></p>
<p>‘Project Proposal’ G2 report:</p> <ul style="list-style-type: none">• Total Estimated Cost (excluding risk): £1,664,000• Resources to reach next Gateway (excluding risk) £81,000• Spend to date: £0• Costed Risk Against the Project: £336,000• CRP Requested: £30,000• CRP Drawn Down: £0• Estimated Programme Dates: Gateway 2 26 May 2022 Gateway 3/4 February 2023 Gateway 5 September 2023 Intended capital project completion date: Early Summer 2024
<p><i>Scope/Design Change and Impact:</i></p>
<p>‘Options Appraisal and Design’ G3-4 report:</p> <ul style="list-style-type: none">• Total Estimated Cost (excluding risk): £1,717,000• Resources to reach next Gateway (excluding risk): £141,025• Spend to date: £0• Costed Risk Against the Project: £283,000• CRP Requested: £24,000• CRP Drawn Down: £0• Estimated Programme Dates: Gateway 2 26 May 2022 Gateway 3/4 13 February 2023 Gateway 5 April 2023 Intended capital project completion date: September 2023
<p><i>Scope/Design Change and Impact:</i></p>
<p>‘Authority to start Work’ G5 report:</p> <ul style="list-style-type: none">• Total Estimated Cost £• Resources to reach next Gateway (excluding risk)• Spend to date: £• Costed Risk Against the Project:• CRP Requested:• CRP Drawn Down:• Estimated Programme Dates:
<p><i>Scope/Design Change and Impact:</i></p>
<p>Total anticipated on-going commitment post-delivery [TBC]: Programme Affiliation [£]: N/A</p>

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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 post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score
R1	5	(2) Financial	Cost inflation during the works period	Exceeds budget expectations	Possible	Extreme	24	£20,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Close monitoring and reporting to the Project Board and Project Sub Committee. Seek fixed price for works; Ensure major restrictions are included in tender documents.		Possible	Serious	£5,000.00	6
R2	3	(2) Financial	Funding	Negative impact if not available/increase in project costs	Possible	Serious	6	£0.00	N	B – Fairly Confident	Reporting to committee as required.		Unlikely	Minor	£0.00	2
R3	5	(2) Financial	Work sequence & access restriction changes	Change in programme / sequencing of works affects costs including access restriction.	Likely	Major	16	£20,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	Input from Hampstead Heath staff / key stakeholders on phasing of works . Early contractor involvement - early warning/discussion of changes to assumed methods.		Possible	Major	£5,000.00	12
R4	5	(2) Financial	Requirement for new services supply underestimated.	Underestimated distance to a connection point for new equipment, increasing project costs	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Source record information, survey existing infrastructure as required;		Unlikely	Serious	£7,500.00	4
R5	5	(2) Financial	Unexploded Bombs	Discovery of UXB delays works/programme and increases costs.	Possible	Serious	6	£0.00	N	C – Uncomfortable	Identify risk in tender documents. Ensure designers carry out desktop study/SI to identify level of risk, and contractor works to agreed method statements. Use records of Heath bombing (discovered in Lido)		Unlikely	Serious	£0.00	4
R6	5	(2) Financial	Ground contamination	Discovery of ground contamination would increase disposal costs.	Unlikely	Serious	4	£0.00	N	C – Uncomfortable	Ensure designers carry out desktop study/SI to identify level of risk.		Unlikely	Serious	£0.00	4
R7	5	(2) Financial	Archaeological finds	Cost of delay	Possible	Serious	6	£0.00	N	C – Uncomfortable	Identify risk in tender documents. Desktop study/SI to identify level of risk. Agree methods of work and monitor Contractor's compliance. Clarify legal status of items found.		Unlikely	Serious	£0.00	4
R8	4	(2) Financial	Stakeholder involvement and feedback on design proposals	Delay to the programme - cost increases	Likely	Serious	8	£0.00	N	B – Fairly Confident	Agree design stages, and how Stakeholders will be involved in design/how suggestions will be actioned.		Possible	Serious	£0.00	6
R9	4	(3) Reputation	Stakeholder interventions	Interventions over design/impacts of construction cause delay to project and increased cost	Possible	Major	12	£0.00	N	B – Fairly Confident	Set up site specific Working Groups, seek contributions to project vision document, update throughout project. Ensure staff have most up to date information.		Possible	Serious	£0.00	6
R10	5	(4) Contractual/Partnership	Impact on wildlife and protected species	Bats, birds, (loss of protected species and habitat) legal issues	Possible	Serious	6	£12,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Heath's Ecologist to identify constraints, protection to habitats during works. Also to consider opportunities to enhance biodiversity.		Possible	Serious	£2,000.00	6
R11	2	(4) Contractual/Partnership	Committee do not provide approval	Not approved at GW2	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Monitoring by Project Board and quarterly reporting to committees		Unlikely	Serious	£0.00	4
R12	4	(1) Compliance/Regulatory	Planning applications (Public opposition leading to Onerous Conditions)	Design, programme and cost	Likely	Serious	8	£10,000.00	N	C – Uncomfortable	Public Non-statutory Consultation and stakeholder involvement to reduce likelihood of surprise objections. Involve planning consultant.		Possible	Serious	£0.00	6
R14	5	(10) Physical	Loss of income/services	Works overrun causing delay impacting on access to the track.	Possible	Major	12	£15,000.00	N	B – Fairly Confident	Early Contractor Involvement to help identify other suitable site compound locations		Possible	Serious	£0.00	6
R15	5	(10) Physical	Access across the Heath	Width of roads, condition of roads, close old routes, form new routes resulting in injury mix of vehicles and users	Likely	Minor	4	£15,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Clarify requirements through consultation and in tender documents		Possible	Minor	£10,000.00	3
R16	4	(9) Environmental	Environmental Impact implications	Programme and cost - post submission of Planning Application	Possible	Major	12	£12,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	CoL early involvement of all environmental specialists during design development to identify constraints, protection to habitats and inform identification of mitigation and compensation measures		Possible	Serious	£2,500.00	6
R17	5	(9) Environmental	Accidental damage to trees/habitat/ecology	Damage to/loss of important Flora/Fauna	Possible	Major	12	£10,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Identify ecological value of site in tender documents. Involvement of CoL Team from start of project, to identify constraints early, monitor compliance		Possible	Serious	£2,000.00	6
R18	5	(9) Environmental	Unexpected rare species found during works	Possible delays to the work programme.	Possible	Major	12	£10,000.00	Y - for costed impact post-mitigation	C – Uncomfortable	Ensure designers survey before works and involve Ecologists during construction		Possible	Serious	£2,000.00	6

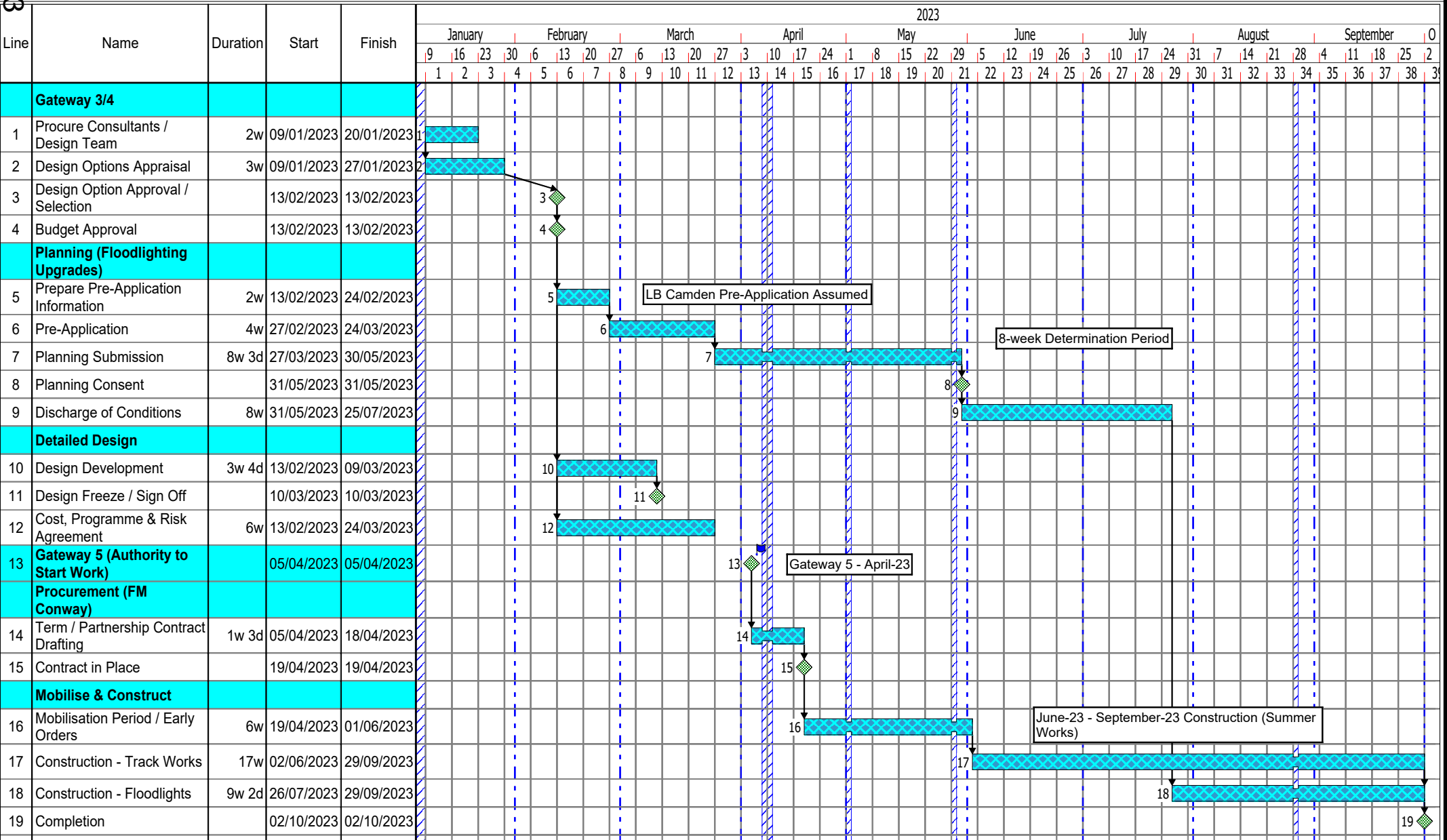
R19	5	(9) Environmental	Damage/Reinstatement of footpaths & landscape	Quality of reinstatement at handover not good, potential for paths to be damaged during the works or found to be unable to sustain the weight of construction vehicles without significant works	Possible	Minor	3	£5,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Clearly in tender documents. Protection to footpaths, vehicle weight limits, dedicated routes. Undertake pre-commencement surveys and record condition. Provide on site design supervision.	Possible	Minor	£2,000.00	3
R20	3	(2) Financial	Unexpected fees/Surveys	Project will encounter delays	Possible	Major	12	£20,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	regular progress meetings and review of progress by PM.	Possible	Serious	£5,000.00	6
R21	3	(3) Reputation	Press/media coverage	Positive/Negative media coverage impacting on COLC reputation	Likely	Serious	8	£0.00	N	B - Fairly Confident	Hampstead Heath Communications Officer is a member of the Project Board. Create and implement Communications Plan.	Possible	Serious	£0.00	6
R22	5	(2) Financial	Services damaged during construction	Possible delay to programme of works, additional cost exposure.	Likely	Serious	8	£20,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Circulate record information and survey records to contractor; identify risk in contract documents. Ensure designers obtain service location plans, and carry out advance surveys (discuss with local staff/GPS/Trial pits), use of permit to dig system. Hand dig sensitive areas.	Unlikely	Serious	£5,000.00	4
R23	3	(3) Reputation	Quality of reinstatement - Short term/long term	Public Expectations not met; Reputation of CoL	Possible	Serious	6	£10,000.00	N	B - Fairly Confident	Appoint specialist designers. Brief to be agreed and specification. Contractor responsible for 1st year's defects resolution to be included in contract documents.	Possible	Minor	£0.00	3
R24	4	(9) Environmental	Impact on Tree Protection Areas	Possible delay to programme of works, additional cost exposure.	Possible	Major	12	£10,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Seek input from CoL Team; Appoint experienced Arboiculturalist. Appoint experienced contractor. Set out in contract documents. On site supervision to be maintained throughout the Project.	Possible	Serious	£1,500.00	6
R25	4	(2) Financial	Impacts of Covid-19	Further or new impacts caused by Covid-19 restrictions	Possible	Serious	6	£10,000.00	N	B - Fairly Confident	Monitor the situation and make allowance in consultants' and contractors scope of works to compensate for the current working restrictions	Possible	Minor	£0.00	3
R26	3	(2) Financial	Client Instructions	Additional requirements that are instructed by the client team	Possible	Serious	6	£40,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Make sure the design team fully and contractor consider client options to minimise any scope creep	Possible	Minor	£2,500.00	3
R27	5	(2) Financial	Project Programme overruns	Delays to programme results in additional cost exposure and impact on Stakeholder expectations, income and reputation.	Possible	Serious	6	£20,000.00	Y - for costed impact post-mitigation	C - Uncomfortable	Monitor Programme to identify where delays are possible. Communications with Stakeholders maintained throughout the Project. Ensure Consultants are stood down so that any extra fees are minimised.	Possible	Serious	£10,000.00	6
R28	5	(2) Financial	Pricing levels in the market lead to an overspend on the budget allocated for construction works.	Overspend on construction would mean that more works would have to be omitted or deferred.	Likely	Major	16	£400,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	Seek fixed price contract; define brief and specification clearly; programme of works to be developed with Contractor; partnering arrangement to be progressed; execute works on a design and build basis	Likely	Serious	£180,000.00	8

Parliament Hill Athletics Track Re-Construction

City of London

BURKE HUNTER ADAMS

19 January 2023



Milestone Appearances

- ◇ Start Milestone

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