



## Operational Property and Projects Sub Committee

**Date:** MONDAY, 17 APRIL 2023  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL

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

**Enquiries:** **Matthew Stickley**  
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**Ian Thomas**  
**Town Clerk and Chief Executive**

# AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 6 March 2023.

**For Decision**  
(Pages 5 - 10)

4. **REPORT OF ACTION TAKEN**

Report of the Town Clerk

**For Decision**  
(To Follow)

5. **GW3: WEST SMITHFIELD PUBLIC REALM AND TRANSPORT**

Report of the Director of Built Environment

**For Decision**  
(Pages 11 - 34)

6. **GW5: DRON HOUSE WINDOWS AND REDECORATIONS**

Report of the Director of Community and Children's Services

**For Decision**  
(Pages 35 - 44)

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

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

9. **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**

10. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 6 March 2023.  

**For Decision**  
(Pages 45 - 48)
11. **DELEGATED AUTHORITIES AND ARREARS UPDATE**  
Report of the City Surveyor  

**For Decision**  
(Pages 49 - 54)
12. **CYCLICAL WORKS BACKLOG UPDATE**  
Report of the City Surveyor  

**For Decision**  
(Pages 55 - 64)
13. **GW3: ENTERPRISE RESOURCE PLANNING HR SYSTEM**  
Report of the Chamberlain  

**For Decision**  
(To Follow)
14. **GW4: CRESCENT HOUSE, GOLDEN LANE ESTATE - WINDOWS AND COMMON PARTS REDECORATIONS**  
Report of the Director of Community and Children's Services  

**For Decision**  
(Pages 65 - 98)
15. **GW5: FINSBURY CIRCUS GARDENS REINSTATEMENT**  
Report of the City Surveyor and Executive Director of Environment  

**For Decision**  
(Pages 99 - 114)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE

Monday, 6 March 2023

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Monday, 6 March 2023 at 1.45 pm

### Present

#### Members:

Deputy Randall Anderson  
Deputy Michael Cassidy  
Deputy Shravan Joshi  
Deputy Edward Lord  
Paul Martinelli  
Anett Rideg

#### Officers:

Sarah Baker	- Chief Operating Officer's Department
Sonia Virdee	- Chamberlain's Department
Peter Young	- City Surveyor's Department
Fiona McKeith	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
George Wright	- Environment Department
Mark Bailey	- Environment Department
Philippe Greaves	- Environment Department
Kristian Turner	- Environment Department
Polly Dunn	- Town Clerk's Department
Matthew Stickley	- Town Clerk's Department

1. **APOLOGIES**

In the absence of the Chair and Deputy Chair, the Clerk opened the meeting and invited members to nominate a member from among their number to preside for the duration of the meeting. Deputy Michael John Cassidy moved that Deputy Charles Edward Lord be elected as Chair for the duration of the meeting. This was seconded by Deputy Shравan Jashvantri Joshi and agreed by the Sub Committee.

The Chair advised the Sub Committee that the agenda would be reordered such that item 6 would be taken in non-public session, and that item 19 had been withdrawn.

Apologies for absence were received from Alderman Timothy Hailes, Deputy Rehana Ameer, and Deputy Christopher Hayward.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** - That the minutes and non-public summary of the meeting held on 13 February 2023 be agreed as an accurate record.

4. **GW3 ISSUES: MOORGATE CROSSRAIL STATION LINKS**

The Sub Committee considered a report of the Executive Director, Environment, regarding public realm works around Moorgate Crossrail Station.

**RESOLVED**, that the Sub Committee:

1. Note the progress made on the various elements of the project.
2. Note the revised timescales for Ropemaker Street junction improvements.
3. Approve the drawdown of £256,375 from the already agreed and secured funding allocation of £1,819,795 to continue the design development and assessment of each element of the project.
4. Approve a revised current project budget of £569,327 (including risk) as set out in appendix 2, table 2.
5. Approve the risk register in appendix 3 with the requested costed risk provision of £48,500, which is to be drawn down via delegation to Executive Director Environment.
6. Note the revised cost estimate of £430,022 for the 101 Moorgate Section 278 works, increasing the overall budget estimate by £30,022.
7. Note the intention to make further funding requests of an estimated £3.2 million to either the OSPR or CIL to progress elements of the work outlined below and that this is reliant on further detailed work regarding feasibility.

5. **GW3-4 ISSUES: LONDON WALL CAR PARK JOINTS AND WATERPROOFING**

The Sub Committee considered a report of the Executive Director, Environment, regarding London Wall Car Park Joints and Waterproofing.

The Sub Committee noted that the costs of delay to the project consisted of a small increase in staffing costs.

**RESOLVED**, that the Sub Committee:

1. Approve an additional budget of £129,000 at Gateway 3/4 for staff costs, fees, and investigations, as Table 1 below, in order to reach the next Gateway.
2. Note the revised project budget at Gateway 3/4 of £ 141,000 (excluding risk) up to Gateway 5, including for costs expended prior to Gateway 3/4.
3. Approve a Costed Risk Provision of £25,000 at this stage (up to Gateway 5) to cover unforeseen conditions during further investigations, to be drawn down via delegation to the Assistant Director Engineering.
4. Approve Option 3 (implementation of waterproofing, expansion joint replacement and internal structural concrete repairs)
5. Note the total estimated cost of the project at £2,384,000 (excluding risk).
6. Delegate authority to Chief Officer to appoint the successful contractor at Gateway 5 and to instruct the Comptroller and City Solicitor to enter into contract, subject to tendered works costs remaining within the £2,200,000 estimate provided by this report (or to instruct under the new highways term contract subject to satisfactory agreement of costs and the same proviso).
7. Approve a total Costed Risk Provision of £240,000 for use following Gateway 5, subject to tender costs remaining within budget, for expenditure against identified sums from the project risk registers against specified risks at the construction stage and to be drawn down to the Assistant Director Engineering.

**6. GW5: PEDESTRIAN PRIORITIES STREETS PROGRAMME - PHASE 1**

The Sub Committee considered a report of the Executive Director, Environment, regarding phase one of the Pedestrian Priorities Streets Programme.

The Sub Committee discussed the budget for the programme and related works, noting that staffing costs indicated the salaries of staff whose working week consisted of a portion of time spent working on the programme. In response to questions, officers clarified that a lack of project work would lead to the deletion of posts or reallocation of staff but that the staffing costs were shared with the Sub Committee to illustrate the true costs of programmes.

**RESOLVED**, that the Sub Committee:

1. Approve the adjustment of the existing Phase 1 budget of £2,402,628 (including Costed Risk as detailed in Section 3, below), to progress the detailed design of three locations and the development of the remaining schemes in the Phase 1 programme.
2. Approve the drawdown of the Costed Risk provision of £56,000 as outlined in paragraph 6.
3. Approve the costed risk register in Appendix 9 and delegate authority to the Executive Director Environment to draw down funds from this.
4. Delegate authority to the Executive Director Environment, in consultation with the Chamberlain, to make any further adjustments (above existing authority within the project procedures) between elements of the budget.

**7. \*22/23 ENERGY & DECARBONISATION PERFORMANCE Q3 UPDATE FOR THE OPERATIONAL PORTFOLIO**

The Sub Committee received a report of the City Surveyor regarding the Energy and Decarbonisation Performance Q3 Update for the Operational Portfolio.

**RESOLVED** – That the report be noted.

8. **\*CARBON ACTION STRATEGY (CAS) NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO**

The Sub Committee received a report of the City Surveyor regarding the Carbon Action Strategy.

In response to a question regarding the developer of the London Wall site, it was confirmed that the City of London Corporation was the developer rather than an external organisation.

**RESOLVED** – That the report be noted.

9. **\*CITY SURVEYOR'S BUSINESS PLAN 2022-27 QUARTER 3 2022/23 UPDATE**

The Sub Committee received a report of the City Surveyor regarding a third quarter update of the departmental business plan.

In response to a question regarding the Corporation's response to market trends, officers clarified that the organisation's strategic response as property owner was considered by the Property Investment Board and that the broader strategy in relation to use of the Square Mile was a matter for Policy and Resources Committee.

**RESOLVED** – That the report be noted.

10. **\*THE CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - FEBRUARY 2023 UPDATE**

The Sub Committee received a report of the City Surveyor regarding the departmental risk register.

**RESOLVED** – That the report be noted.

11. **\*HERITAGE AT RISK REGISTER (HARR) REPORT 2022**

The Sub Committee received a report of the City Surveyor regarding the heritage at risk register.

**RESOLVED** – That the report be noted.

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

In relation to Item 7 - Pedestrian Priorities Streets Programme, a question was asked regarding the staffing costs for the Pedestrian Priorities Streets Programme. In response, officers confirmed that the staffing costs were met by the budget for the specific project; and that the cost of time spent by an officer



on a specific project was recharged to the project which allowed for the true cost of a project to be illustrated.

In relation to Item 9 – Carbon Action Strategy Update, a question was asked regarding the developer of the London Wall. In response, officers confirmed that the City of London Corporation would be the developer of this site.

In relation to Item 10, City Surveyor's Business Plan Update, a question was asked regarding any strategy the Corporation may have to address the reduction of physical space utilisation of office spaces and the subsequent loss of revenue this had caused. In response, officers confirmed that the matter was within the remit of the Property Investment Board and Policy and Resources Committee.

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

There was no urgent business.

14. **EXCLUSION OF THE PUBLIC**

**RESOLVED** - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the remainder of the meeting on the grounds that the remaining items involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act 1972.

15. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 13 February 2023 be agreed as an accurate record.

16. **GW5: INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS - PETTICOAT TOWER - MIDDLESEX STREET ESTATE**

The Chair reordered the agenda such that the item would be heard in non-public session.

17. **GETTING THE BEST VALUE FROM OUR LOW VALUE SPEND**

The Sub Committee considered a report from the Chief Operating Officer regarding a procurement strategy for low value spend.

18. **UNIFORM MANAGED SERVICE FOR CITY OF LONDON POLICE VIA THE NATIONAL UNIFORM MANAGED SERVICE - CONTRACT EXTENSION**

The Sub Committee considered a report from the Commissioner and Chief Operating Officer of the City of London Police.

19. **GW5: DOMINANT HOUSE FOOTBRIDGE FUTURE OPTIONS**

The item was withdrawn as the recommendations of this report were able to be determined under existing delegations to officers.

20. **\*GW5 PROGRESS: YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**

The Sub Committee received a report from the Director of Community and Children's Services regarding the provision of social housing at York Way estate.

21. **\*THE CITY OF LONDON HERITAGE ESTATE 2023 UPDATE**  
The Sub Committee received a report from the City Surveyor regarding the City of London Heritage Estate.
22. **\*CITIGEN UPDATE**  
The Sub Committee received a report from the City Surveyor regarding an update on Citigen.
23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no questions.
24. **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 urgent business.

Prior to the close of the meeting, the Chair noted the Sub Committee's thanks to Rohit Paul, who had recently left the Corporation and his post of Corporate Programme Manager.

**The meeting ended at 2.23 pm**

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Chairman

**Contact Officer: Matthew Stickley**  
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# Agenda Item 5

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<b>Committees:</b>  Streets & Walkway Committee Operational Property & Projects Sub Committee Resource Allocation Sub Committee	<b>Dates:</b>  7 March 2023 17 April 2023 18 April 2023
<b>Subject:</b> West Smithfield Area Public Realm and Transportation project.  <b>Unique Project Identifier:</b> PV Project ID: 11956	<b>Complex Issue Report (last report Gateway 3 Issue Report)</b>
<b>Report of:</b> Director of the Built Environment  <b>Report Author:</b> Clarisse Tavin	<b>For Decision</b>
<h1>PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b> To provide new public spaces and improved environment in West Smithfield in line with the planned implementation of the Look and Feel Strategy, the City Transport Strategy, Destination City, the opening of Crossrail stations in Farringdon and Farringdon East and the anticipated major increased number of visitors in the area.</p> <p><b>RAG Status:</b> Green (last report: amber)</p> <p><b>Risk Status:</b> Low (last report: low)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £12m</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> N/A</p> <p><b>Spend to Date:</b> £1,275,014</p> <p><b>Costed Risk Provision Utilised:</b> 0</p> <p><b>Funding Source:</b> OSPR</p> <p><b>Slippage:</b> Parts of the project have been on an agreed hold awaiting finalisation of the Museum of London's Planning Permission.</p>
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<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Gateway 4 - Detailed Options Appraisal (Complex)</p> <p><b>Progress to date</b></p> <ol style="list-style-type: none"> <li>1. The project has been phased to align with other key dependency projects as follows (see Phasing Plan in Appendix 2): <ul style="list-style-type: none"> <li>• <b>Stage 3.1:</b> Overarching strategies and approaches to develop elements of the public realm Concept Design and to test feasibility (COMPLETED)</li> <li>• <b>Stage 3.2:</b> Completed Developed Designs for Area 1 (around the future Museum of London site)</li> <li>• <b>Stage 3.3:</b> Completed Developed Designs for Area 2 (around the Meat Market site)</li> </ul> </li> <li>2. A Gateway 3 Issue report for the Public Realm and Transportation enhancements was approved in July 2022 and provided an update on the progress made to date and the completion of Stage 3.1 of the project.</li> <li>3. The report recommended that the design be paused and that Stage 3.2 of the public realm project design would commence when the broad scope of the Museum of London S106 agreement (and within this document the outline scope of its associated S278 agreement) was understood; and recommended that a report be submitted to Members to update at this stage.</li> <li>4. Following the City granting planning permission for the new Museum of London in West Smithfield in November 2022, a Gateway 2 report to initiate the associated S278 works was approved by Committees in January 2023. To expediate the start of this work, the report recommended that if required, an exchange of letters between the City of London and the developers be considered to secure the design and evaluation payment, in advance of the S106 being signed.</li> <li>5. The associated design and evaluation S278 works are to start as soon as the required funding is received. It will involve detailing the changes required to the surrounding streets to facilitate the new Museum of London and its opening, and to ensure that functionally and operationally it is safe for the public in the area. It will deliver the minimal functional changes in terms of traffic, road safety, pedestrian access and HVM to allow the Museum to operate safely.</li> <li>6. The S278 work will focus on those changes required specifically for the museum development, but will work in</li> </ol>
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tandem with the public Realm project's overall scope to create the setting for a new Museum of international renown in the Smithfield area.

7. Approval is therefore required to initiate the Stage 3.2 of the Public Realm and Transportation project as soon as the scope of the Museum of London S278 is known. This will ensure the two projects are aligned.
8. The project programme (see Appendix 4) has been updated since the latest Issue Report submitted in July 2022 and aligns with key project dependencies. The Dependencies are:
  - **The London Museum development** seeks to have preview opening events in late 2025, with the General Market and West Poultry Avenue open to the public in 2026.
  - **Markets Co-location Programme:** The City of London has submitted a Private Bill to Parliament to seek permission to move Billingsgate and Smithfield markets to purpose-built facilities at Dagenham Dock in the London Borough of Barking & Dagenham, a levelling up priority 1 area, in order to provide its market tenants with modern, environmentally sustainable facilities, which would not be achievable in their current locations. The City of London retains the ambition to relocate New Spitalfields at a later date. The Bill was deposited in Parliament on 28th November 2022. The Parliamentary process is estimated to take approximately 28 months to complete (Spring 2025). The impact on the public realm is that project design around the East and West Market Buildings and Rotunda (Stage 3.3) will commence at a later date, once the potential future functions of the meat market are better understood.
9. Stakeholder Engagement: The project team has continued to liaise with essential stakeholders to finalise Stage 3.1. This included key dependency projects, and the legacy work from the Artist in Residence codesign process. A design competition about equity in the public realm was carried out in partnership with East Bank and the London Festival of Architecture. The winners of the competition will deliver temporary activation work during the Festival in Summer 2023.

**Requested Decisions:**

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1. Note the updates from the work developed to date since last Committee Report;
2. That budget of £70k for staff cost and £60k for fees is approved to cover the next stage of the project;
3. That £130k is allocated from OSPR from the £12m funding approved in principle for the project, subject to relevant approvals; and
4. Note the revised project budget of £1,405,014 (excluding risk), from the £12m estimated budget which is unchanged.

### 3. Budget

Finance tables :

**Table 1: Spend to Date - West Smithfield Area Public Realm & Transportation Project - 16800391**

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
Env Servs Staff Costs	40,000	11,403	28,597
Legal Staff Costs	20	20	0
Open Spaces Staff Costs	18,600	8,039	10,561
P&T Staff Costs	432,797	415,192	17,606
P&T Fees	803,597	599,178	204,419
Works	60,000	0	60,000
Recharges	-80,000	-80,000	0
<b>TOTAL</b>	<b>1,275,014</b>	<b>953,832</b>	<b>321,182</b>

**Table 2: Resources Required to reach the next Gateway**

Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
Env Servs Staff Costs	40,000	-	40,000
Legal Staff Costs	20	-	20
Open Spaces Staff Costs	18,600	-	18,600
P&T Staff Costs	432,797	70,000	502,797
P&T Fees	803,597	60,000	863,597
Works	60,000	-	60,000
Recharges	-80,000	-	80,000
<b>TOTAL</b>	<b>1,275,014</b>	<b>130,000</b>	<b>1,405,014</b>

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	<p>To progress the next stage of design (Stage 3.2), associated liaison with key stakeholders, deliver summer activation programme and transport-related work, a £70k budget is required to cover staff cost and £60k for fees (see details of the work in Item 4.2 and section 5 “Next steps”). Staff cost covers officer time until Autumn 2023 when it is anticipated that the next report will be submitted, subject to the development of the Museum of London S278 works.</p> <p><b>Costed Risk Provision requested for this Gateway: N/A</b></p>
<p><b>4. Issue (update) description</b></p>	<p>4.1 Since the last issue report approved in July 2022, works on Stage 3.1 were complete, as follows:</p> <ol style="list-style-type: none"> <li>I. <u>Circular economy, Climate Action and materials approach:</u> The research work ‘Sustainable Cultural District: A public realm perspective’ was publicly launched on the City of London website and the Global Cultural District Network one. This report aims to understand best practice and innovative new ideas that are being undertaken by cultural districts around the world to develop sustainably and to embed climate resilience into cultural districts’ practice. The research includes a particular focus on public realm projects in 10 different cities in the world, and it will be used to inform the next design stage of the project.</li> <li>II. <u>Stakeholder Engagement:</u> The team has continued to do essential engagement with essential stakeholders including key dependency projects, focussing on key aspects of the project as part of Stage 3.1.</li> <li>III. <u>Work on diversity and inclusion through temporary and meanwhile activation work.</u> A design competition was launched as part of the London Festival of Architecture in June 2022. This project was developed in collaboration with the Foundation for Future London located in East Bank. The winning team started engagements with underrepresented communities and disabled and non-disabled architects and artists, as well as schools. The aims are to develop deeper understanding on how people feel when they are in the area’s streets and public spaces, and how to make public spaces more inclusive and encourage diversity. The team will deliver a temporary installation in the area and East London, and a series of engagement events that supports commitment to equity, inclusion and diversity including outreach with new audiences (arts and non-arts) and participants. Key findings of this work will be used to inform the permanent design for the public realm in Smithfield area.</li> </ol>

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	<p>4.2 In order to anticipate the start Stage 3.2 of the project as soon as the scope of the S278 for the Museum of London is known and deliver the work as detailed in the following Section 5 “Next Steps”, £70k for Staff Cost and £60k for Fees are required to :</p> <ul style="list-style-type: none"> <li>- Continue essential liaison with the numerous key stakeholders in the area as listed in the Engagement Plan Stage 3.2 in Appendix 5.</li> <li>- Support the delivery of the Summer activation and events in partnership with the Foundation for Future London and the London Design Festival.</li> <li>- Carry out transport related work and associated surveys and monitoring.</li> </ul> <p>4.3 The design and Summer activation for Smithfield area will align with Destination City’s vision to create a vibrant destination of choice for everyone in providing an attractive, inclusive and sustainable public space.</p> <p>4.4 If required funding cannot be secured, the activities listed in Item 4.2 would not be delivered, work on the project would be delayed, with the consequence of the Public Realm project not aligning with Key dependencies programme.</p>
<p><b>5. Next Steps (to be developed)</b></p>	<p><b>Next steps (to be developed)</b></p> <p>5.1 The key next steps for the project in the next 12 months are:</p> <ul style="list-style-type: none"> <li>- <u>Public realm design:</u> Stage 3.2 is to commence as soon as the broad scope of the Museum of London S106 agreement (and within this document the outline scope of its associated S278 agreement) is understood. This is likely to be in Q2 2023. This work will involve the next level of details for the public realm.</li> <li>- <u>Transportation work:</u> further transport related monitoring an initial assessment will be carried out to ensure transport options meet the needs of the Museum whilst simultaneously allowing for the Meat Market operation to continue.</li> <li>- <u>Lighting Feasibility work:</u> Further lighting design work and feasibility studies need to be developed to align with the new Museum of London and the Annexe buildings and ensure a coordinated approach to street lighting.</li> <li>- <u>Circular economy/salvage materials:</u> historical granite</li> </ul>



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	<p>setts will be recovered during construction works in West Smithfield. To align with the Materials Review Strategy and support the circular economy and environmental objectives of the project, the project team has planned to salvage the granite stones and setts so they can be reused as part of the final public realm design. A space in Smithfield Car Park was secured, where the setts and stones can be stored until the works can commence on site.</p> <ul style="list-style-type: none"> <li>- <u>Stakeholder Engagement</u>: essential engagement with stakeholders will continue to ensure programmes are aligned with key dependency projects and that the project team is supporting the scoping of the associated S278 project. The team will also continue to engage with the work on diversity and inclusion developed with the London Festival of Architecture and Foundation for Future London. Temporary installations and associated events will be delivered in the area during the Festival in Summer 2023.</li> </ul> <p>5.2 Stage 3.3 works will not commence until there is more certainty around the future of the Meat Market site.</p> <p>5.3 Progress of works as described above are due to be reported to Members in the next report. This is anticipated to be submitted in Autumn 2023 but is dependent on the programme of the Museum of London S278.</p>
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**Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Location and Phasing Plan
<b>Appendix 3</b>	Risk Register
<b>Appendix 4</b>	Project Programme
<b>Appendix 5</b>	Smithfield Engagement Plan Stage 3.2

**Contact**

<b>Report Author</b>	Clarisse Tavin
<b>Email Address</b>	Clarisse.tavin@cityoflondon.gov.uk
<b>Telephone Number</b>	02073323634

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## **Appendix 1: Project Coversheet**

# **Project Coversheet**

### **[1] Ownership**

**Unique Project Identifier:** 11956      **Report Date:** 06/03/2023  
**Core Project Name:** West Smithfield Public Realm  
**Programme Affiliation:** City Transport Strategy , Climate Action Strategy, Destination City  
**Project Manager:** Clarisse Tavin  
**Next Gateway to be passed:** 4

### **[2] Project Brief**

#### **Project Mission statement:**

To provide new public spaces and improved environment in West Smithfield in line with the planned implementation of the Look and Feel Strategy, Healthy Streets Plan, the Climate Action Strategy, and the development of Destination City. The project will aim to achieve the following outcomes:

1. The character of the area is revealed, celebrated and protected
2. People feel safe as a result of high-quality, human-centred, integrated security design
3. There is a well-functioning and accessible public realm which delivers aims within the City Transport Strategy and which makes significant improvements to the Healthy Streets Indicators for the area
4. The proposed museum and re-purposed market buildings have the best possible journey, arrival, and welcome for all visitors, residents and workers
5. The urban spaces around Smithfield are engaging and allow for cultural activity to take place within them
6. The public realm is flexible and future-proofed, with delivery of change in the area phased to align with the needs of the proposed new Museum and Central Markets developments
7. The different building uses within the area of study are understood and complement each other, with the public realm successfully knitting these buildings together
8. The public realm is designed to be a leading exemplar for sustainable design
9. The public realm supports communities and businesses in the local area by providing an environment that supports well-being and economic development

The Look and Feel Strategy objectives that will be achieved through the project include:

- Create a Culture Spine
- Take the Inside Out
- Discover and Explore

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The project will fulfil the following aims in the City's Corporate Plan:  
1c, 3b, 9d, 10c, 11a.

**Definition of need:**

The project respond to several major transformations in the area as follows:

- The City's Transport Strategy has set out the Barbican and Smithfield Area as a site for a 'Healthy Streets Plan'. This plan will identify functional changes to the street/road network to accommodate the anticipated transformation of the area.
- The project is also a crucial part of the development of Culture Mile and will deliver large parts of the Look and Feel Strategy implementation.
- The project is within the emerging Smithfield & Barbican Key Area of Change (Policy S23) in the emerging City Plan 2036.
- It is proposed that the Museum of London will move into a new site in Smithfield, which currently has poor public realm, a propensity of hard landscape, traffic-dominated streets and provides little in the way of welcome to the area. The project is needed to transform the area into one that is fitting for a major new museum. The whole public realm around the full market site – including the buildings being developed by the Museum and those considered by the Markets Co-location Programme – will necessarily need to change to reflect the new uses of the buildings. By aiming to deliver designs for the public realm in the West Smithfield area, this project will provide the framework for these future changes.
- The City has also established a programme to consider the future of Smithfield Market in a new consolidated site along with the City's other wholesale markets. A Markets Co-location Programme (MCP) has been initiated to develop suitable options. The relocation of the Wholesale Meat and Poultry Market to a different site would create the opportunity to redevelop the current market site for a different use, and any relocation would have a huge impact on the area of Smithfield, including its public realm.
- The City has approved a Climate Action Strategy. The Smithfield public realm project an opportunity for local climate action and has as a project objective: 'The public realm is designed to be a leading exemplar for sustainable design'. This will be undertaken through additional new greening and planting; use of circular economy principles; and introduction where possible of Sustainable Urban Drainage (SUDs).

**Risk**

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The relevant references in the Corporate Risk Register that relate to this project are:  
CR21 Air Quality, CR20 Road Safety

**Key measures of success:**

*NB - KPIs will be finalised on receipt of the appropriate Baseline information. Research to provide this information is ongoing.*

- |  |
|--|
| 1) Increased high-quality Public realm – materials, space, accessibility, historic interpretation elements |
| 2) Increased quantity of greenery in the area; improved flood risk mitigation measures                     |
| 3) Improved air quality  |
| 4) Reduction in vehicle movement in line with aims of the transport strategy; improved road safety         |
| 5) Number of visitors increases  |

**[3] Highlights**

**Finance:**

**Total anticipated cost to deliver [£]:** £12m

**Total potential project liability (cost) [£]:** n/a

**Total anticipated on-going commitment post-delivery [£]:** Maintenance costs tbc.

**Programme Affiliation [£]:** Culture Mile Programme

**Headline Financial changes:**

- |  |
|--|
| <p><b>Since ‘Project Proposal’ (G2) report:</b><br/>◀▶<br/>£90,000 approved at Gateway 1/2. A further £625,000 was requested via an Issue Report to progress to Gateway 3.</p>         |
| <p><b>Since ‘Options Appraisal and Design’ (G3-4) report:</b><br/>£75,000 was requested to progress some works on salvaging surface material via an Issue Report in December 2021.</p> |
| <p><b>Since ‘Authority to start Work’ (G5) report:</b><br/>n/a</p>   |

**Project Status:**

**Overall RAG rating:** Amber

**Previous RAG rating:** n/a

**[4] Member Decisions and Delegated Authority**

**[5] Narrative and change**

**Date and type of last report:**

Issue Report in December 2021

**Key headline updates and change since last report.**

- A Gateway 3 Issue report was approved in December 2021 and provided an update on the progress made to date, outlined the programme change, and set out the project next steps
- The project has been phased to align with key dependencies projects as follow (see Phasing Plan in Appendix 3):

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- Stage 3.1: Overarching strategies and approaches to develop elements of the Concept Design and to test feasibility
- Stage 3.2: Completed Developed Designs for Area 1 (area around the future Museum of London site)
- Stage 3.3: Completed Developed Designs for Area 2 (area around the future Meat Market site)
- Stage 3.1 is now complete.
- The Museum of London development in West Smithfield resubmitted its application in Autumn 2022. The New Museum of London intends to host opening events in late 2025, with the General Market and West Poultry Avenue open to the public in mid-2026.
- It is anticipated that Stage 3.2 of the public realm project design for Area 1 will commence when the broad scope of the Museum of London S106 agreement (and within this document the outline scope of its associated S278 agreement) is understood.
- Markets Co-location programme: a Bill to Parliament was submitted to Parliament in November 2022. The first private bill seeks approval to move Smithfield and Billingsgate Markets to Dagenham Dock (detailing the proposed new uses of the Grade II\* East and West Market buildings). The impact on the public realm is that project design around the East and West Market Buildings and Rotunda (project Area 2) will commence at a later date, once the potential future functions of the meat market are better understood.

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

**Since ‘Project Proposal’ (G2) report:**

Extension of scope to include the full West Smithfield area for concept design.

**Since ‘Options Appraisal and Design’ (G3-4 report):**

n/a

**Since ‘Authority to Start Work’ (G5) report:**

n/a

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** Area 1 implementation to start by 2025/2026; Area 2 implementation to be complete by 2030’s to align with the Meat Market programme.

**Milestones:**

- |   |
|---|
| 1) Governance set up and agreed (May 2019)  |
| 2) Project objectives and scope agreed through initial stakeholder engagement (May 2019)  |
| 3) Relevant surveys undertaken to inform setting KPIs (September 2019)  |
| 4) Research and Baseline report completed, including traffic surveys (September 2019)   |
| 5) Procurement of consultants for concept design and developed design stages for the public realm (June – December 2019)        |
| 6) Procurement of consultants/ services for transportation surveys to support the Healthy Streets (HSP) work (June – July 2019) |
| 7) Completion of the concept design (October 2020)  |
| 8) Gateway 3 report and stakeholder engagement (December 2020)  |

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9) Developed design for the public realm for Area 1 and subsequent Gateway 4 approval (Summer 2023)
10) Technical Design (construction package) for Area 1 and Gateway 5 approval (2025)
11) Construction begins (2025/2026)
12) Post construction, Gateway 6 report, and monitoring (through 2027)

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

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

**Risks and Issues**

**Top 3 risks:**

<i>Risk 1: Funding</i>	<i>Description</i>	<i>The sources of project funding and the release of funds is not agreed in time to progress the project</i>
	<i>Mitigation</i>	<i>Project funding confirmed via committee reports in good time.</i>
<i>Risk 2: Partnership/ Timing</i>	<i>Description</i>	<i>There are many different project dependencies and elements to be phased. There is a risk that these elements may not be complete in a time that is appropriate for the dependencies e.g. the Museum of London opening. There is a risk that the public realm project may have to be updated if the dependency projects are cancelled</i>
	<i>Mitigation</i>	<i>Commission key work, e.g. transportation studies and concept design, in a timely manner Close working with dependency project teams to understand programmes and risks relating to their work</i>
<i>Risk 3: Complexity/ Partnerships</i>	<i>Description</i>	<i>Decision-making processes delayed due to the complexity of the project</i>
	<i>Mitigation</i>	<i>Set up robust governance for the project and a clear communications strategy</i>
<i>Risk 4: Reputation/ Objections</i>	<i>Description</i>	<i>The project may recommend changes which may create some opposition from groups (i.e. measures to reduce traffic that include road closures).</i>
	<i>Mitigation</i>	<i>Stakeholder engagement will be thorough to understand where this risk may occur and plan accordingly; and key messages setting out the rationale for change will be drafted.</i>
<i>Risk 5: Scope (Environmental)</i>	<i>Description</i>	<i>The scope of the project is scaled back, which would mean that the project does not deliver the impact required to meet the goals in the Transport Strategy and the</i>

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		<i>Climate Action Strategy, nor the ambitions of Culture Mile.</i>
	<i>Mitigation</i>	<i>Public Realm consultants are preparing design options that meet the ambitious scope of the project</i>

See 'risk register template' for full explanation.

**Top 3 issues realised**

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

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

Yes- the wider Museum of London project, the MCP, and Culture Mile initiatives are generating public interest and have media/ comms strategies in place.



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## Appendix 2: Plans of the area

### A: Project Area

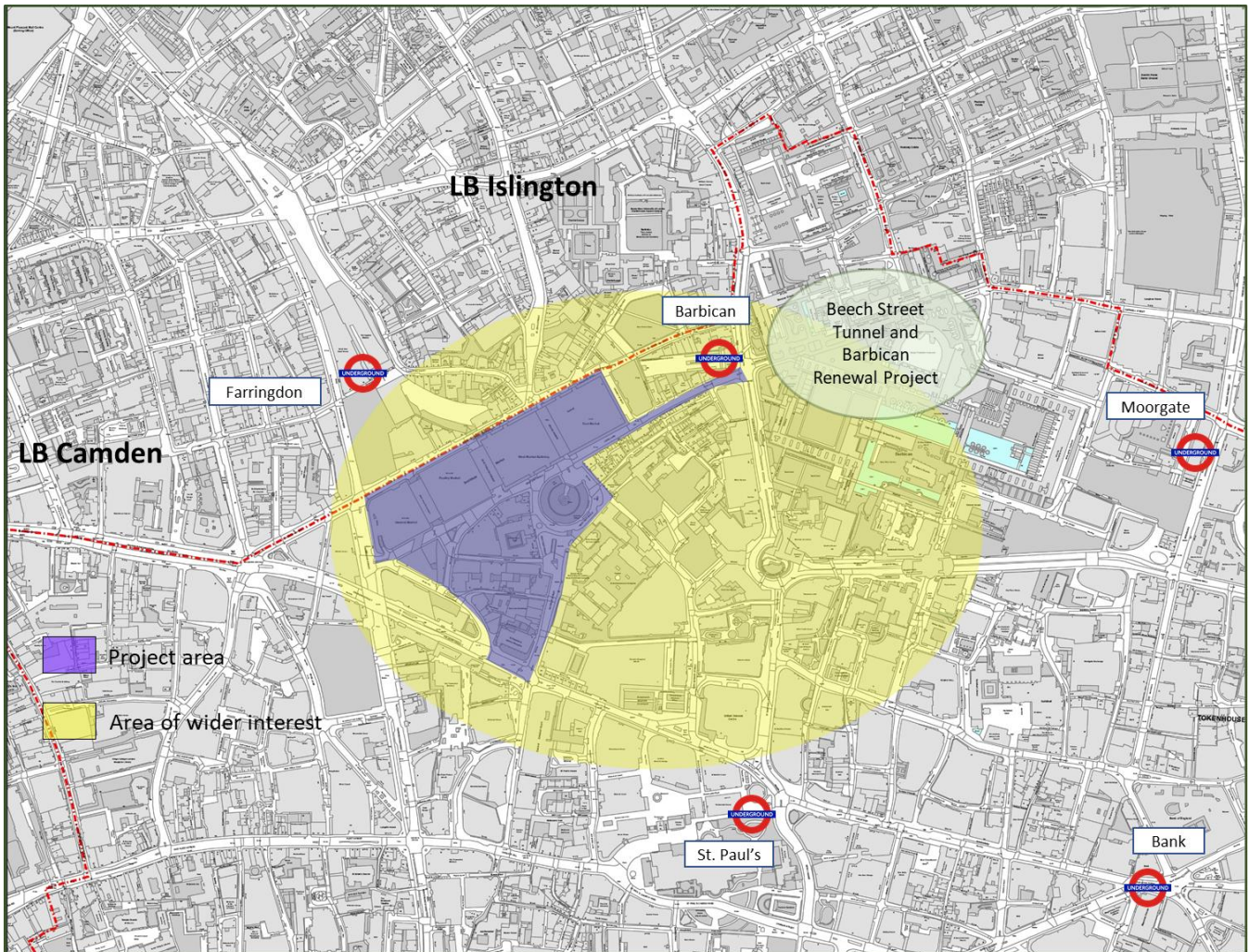
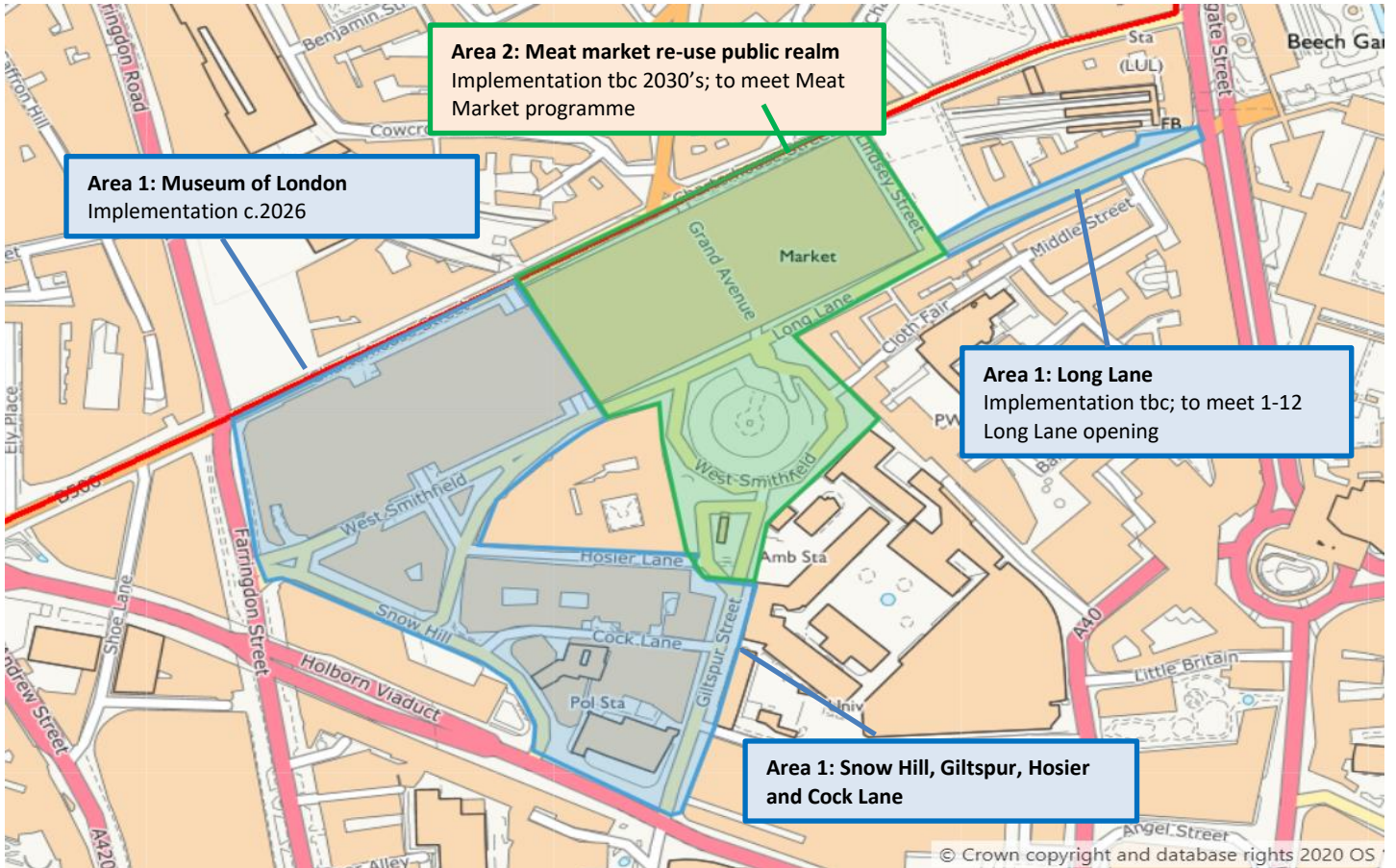


Fig 1. Public Realm Project Area

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## B: Implementation Phasing by Area:



City of London: Projects Procedure Corporate Risks Register

Project Name:	Smithfield Public Realm	PM's overall risk rating:	Medium	CRP requested this gateway	£ -	Average unmitigated risk	9.0	Open Risks	16
Unique project identifier:	11956	Total estimated cost (exc risk):	£ 12,000,000	Total CRP used to date	£ -	Average mitigated	5.3	Closed Risks	0

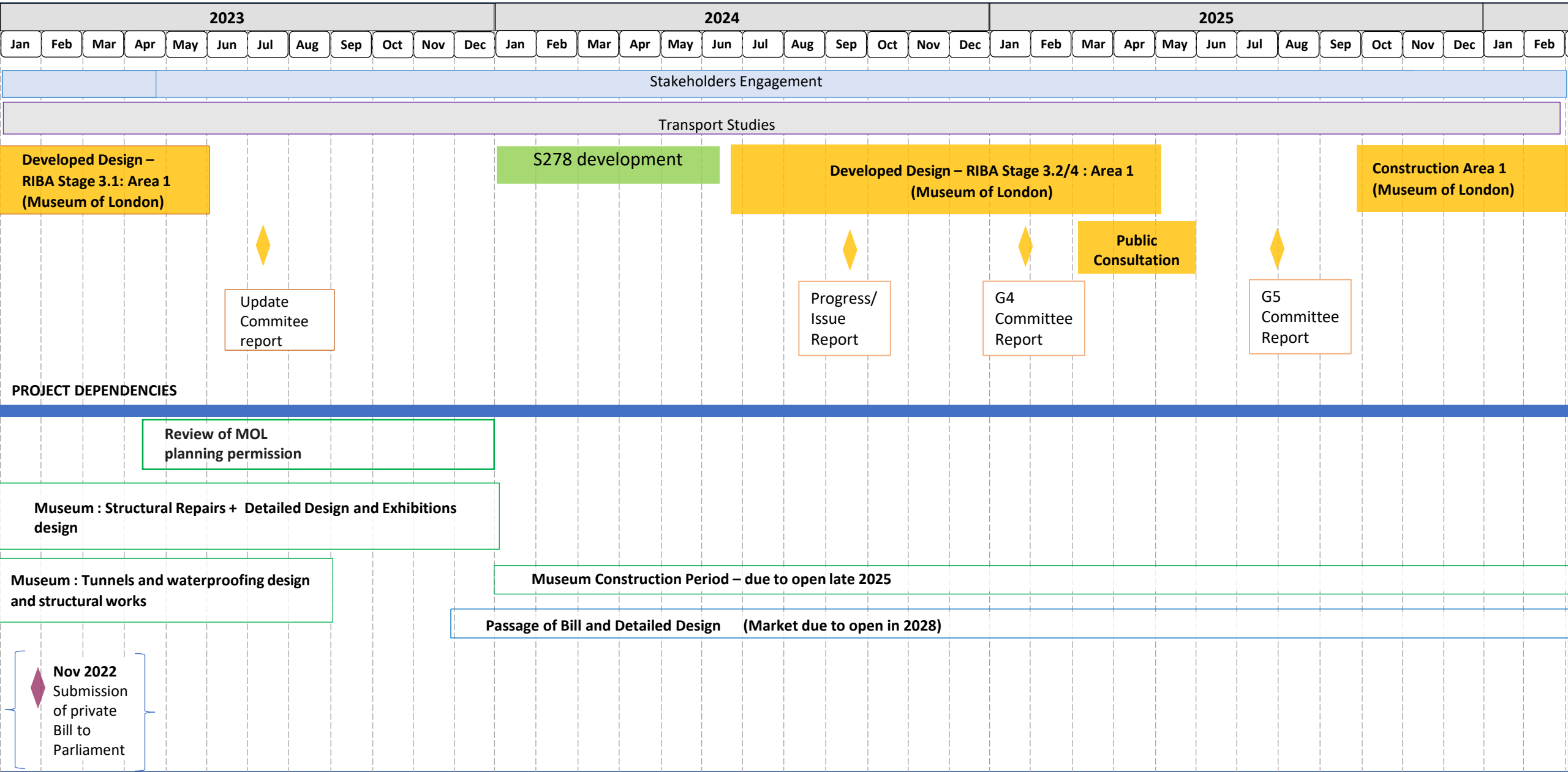
General risk classification										Mitigation actions								Ownership & Action					
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification on pre-mitigation	Impact Classification on pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	3	(2) Financial	A - The cost of the project goes over the budget. The sources of project funding and the release of funds is not agreed in time to progress the project.	a) The project scope may have to be reduced. b) An additional committee may be required, which may cause delay of the project.	Likely	Serious	8	£0.00			Regular budget monitoring, checking invoices and POs. During procurement processes, be clear about budget constraints. Project funding confirmed via committee reports in good time.	£0.00	Possible	Serious	£0.00	6	£0.00		02/01/20	Helen Kearney/Clarisse Tavin	Helen Kearney		
R2	3	(4) Contractual/Partnership	Project Dependencies: Partnership management with key stakeholders Museum of London, Market Co-location Programme and City Surveyors (The Annex building)	The agreed scope, objectives or cost of the project changes due to partner priorities diverging. The priorities change regularly.	Likely	Major	16	£0.00			Work closely with the team throughout the project to inform all parties about possible changes and to understand where there are issues arising. Where possible come to decisions approved by both parties. Meetings with partners held regularly.	£0.00	Possible	Serious	£0.00	6	£0.00		13/03/20	Helen Kearney/Clarisse Tavin	CPR, Museum of London, Market Consolidation Programme and City Surveyors		
R3		(4) Contractual/Partnership	Project Dependencies: The Annex building occupancy and exact use is unknown at this stage of the project	The risk could have an impact on scope, budget and could create a possible delay	Likely	Serious	8	£0.00			Ensure that good communication and regular updates are maintained with the City Surveyors	£0.00	Possible	Minor	£0.00	3	£0.00		16/03/20	Helen Kearney/Clarisse Tavin	City Public Realm and City Surveyors		
R4		(4) Contractual/Partnership	Project Dependencies: The Market building and the Rotunda occupancy and exact use is unknown at this stage of the project	This risk could have an impact on scope, budget and reputation. Project could be significantly delayed. Potential uses of the Market and the Rotunda could be in conflict with aspiration for the Public Realm.	Possible	Serious	6	£0.00			Regular meeting are in place and good communication is maintained with Market Co-location team and Consultants. Three team design meetings scheduled regularly and the client for both projects meets weekly. KPI's for each project are being set.	£0.00	Likely	Serious	£0.00	8	£0.00			Helen Kearney/Clarisse Tavin	City Public Realm and Market Consolidation Programme		
R5		(3) Reputation	The design is not delivered on time to meet with the Parliamentary Bill deadline and opening of the New Museum of London	If the project does not meet important deadlines realising to project dependencies it could impact on the City of London's reputation and cause further delays for all related major projects	Unlikely	Major	8	£0.00			Ensure project programme is up to date and there is enough contingency within the programme. Ensure public engagement on the concept design is planned well in advance.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/Clarisse Tavin	City Public Realm		
R6		(9) Environmental	Scope: improvements need to be significant enough to meet the Healthy Street plan and Culture Spine outcomes	The targets in Transport Strategy and Culture Mile Look and Feel strategy would not be met.	Possible	Major	12	£0.00			Continued engagement with transportation team, transportation consultants and Culture Mile team as part of the design process.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/Clarisse Tavin	City Public Realm, City Transportation		
R7		(2) Financial	City of London not able to identify funds for the whole project	The project is not able to fulfil its objectives	Possible	Major	12	£0.00			Close working with Major Project team and City members.	£0.00	Unlikely	Major	£0.00	8	£0.00			Helen Kearney/Clarisse Tavin	City Public Realm, Town Clerk		
R8		(3) Reputation	Conflicting opinions about the scope and objectives of the project	the risk could result in lack of consistent decision making. This could cause change in scope and have an impact on cost estimation, time and reputation.	Possible	Serious	6	£0.00			Ensure that good communication is maintained and members are receiving regular project updates. Keep Chief Officers updated	£0.00	Unlikely	Minor	£0.00	2	£0.00			Helen Kearney/Clarisse Tavin	City Public Realm, Built Environment Director		
R9		(3) Reputation	Residents object to the project	The project is not able to fulfil its initial objectives. It could have an impact on scope and delay the project by looking for alternative design solutions.	Unlikely	Serious	4	£0.00			Ensure that good communication is maintained and members are receiving regular project updates. Keep Chief Officers updated	£0.00	Rare	Minor	£0.00	1	£0.00			Helen Kearney/Clarisse Tavin	City Public Realm		
R10		(3) Reputation	Negotiations with traders causes problems to City Public Realm project	The risk could have an impact on scope, cost estimate, time and reputation. Traders objectives could cause issues for all parties involved in the project.	Possible	Major	12	£0.00			Work closely with the MCP team who are leading on traders engagement. Engagement with Markets team to understand traders' business needs.	£0.00	Possible	Serious	£0.00	6	£0.00			Helen Kearney/Clarisse Tavin	City Public Realm and MCP Team		
R11		(3) Reputation	Local businesses object to transportation changes and proposed design option	The project is not able to fulfil its initial objectives. It could have an impact on scope and delay the project by looking for alternative design solutions.	Possible	Serious	6	£0.00			Ensure good communication with local businesses through surveys, e-bulletin, letters, public consultation, and other meeting/events and regular project updates are in place.	£0.00			£0.00		£0.00			Helen Kearney/Clarisse Tavin	City Public Realm		

R12	(4) Contractual/Partnership	Problem with decision making between three large separate consultants teams	Lack of clear lines of responsibilities and poor communication could cause project delay in all consultants team. This would have an impact on budget and reputation.	Possible	Major	12	£0.00			Ensure that good communication is maintained between three separate consultants team and regular meetings are in place.	£0.00			£0.00				Helen Kearney/Clarisse Tavin	City Public Realm, MCP team, Museum of London team
R13	(2) Financial	Issues relating to appointment of consultants	Delays cause by problems with finalising contracts with consultants	Unlikely	Major	8	£0.00			City procurement practices are in place	£0.00			£0.00				Helen Kearney/Clarisse Tavin	City Public Realm
R14	(3) Reputation	Lack of clear and effective communication with LB Islington	Poor communication with LB Islington could impact scope of the project and cause delay. It would also impact project reputation.	Unlikely	Serious	4	£0.00			Ensure that good communication is maintained with LB Islington and regular meetings are in place.	£0.00			£0.00				Helen Kearney/Clarisse Tavin	City Public Realm
R15	(1) Compliance/Regulatory	The Parliamentary Bill for Smithfield Market relocation not approved	The project is not able to fulfil its objectives. Significant changes to scope would be introduced.	Unlikely	Extreme	16	£0.00			MCP team working closely with Remembrances' dept. CPR team to contribute required design work in a timely manner.	£0.00			£0.00				Chris Bonner	MCP team
R16	(9) Environmental	Covid-19 impacts	Due to Covid 19 and the impact of this (e.g. social distancing measures and contractors stopping work), certain elements of the project are delayed. Could particularly impact on Stakeholder engagement and transport modelling.	Possible	Serious	6	£0.00			Reorder project programme to concentrate on priorities; ensure that transport options are set out so that one option is not pre-determined prior to engagement.	£0.00	Possible	Serious	£0.00	6	£0.00		Helen Kearney/Clarisse Tavin	City Public Realm
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# Appendix 4: Smithfield Area Programme for the public realm



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## Smithfield Engagement Plan - Stage 3.2

### Approach / Aims

1. **Function:** ensure that the transport work is properly informed by the functional requirements of the area, e.g. on servicing and access needs.
2. **Information:** provide local people – residents, businesses, organisations, stakeholders – with information relevant to them about the project
3. **Access, inclusivity and equity:** link to work with Artist in Residence and with Culture Mile about social sustainability and inclusivity in design. Aim to target communities that are not usually represented in engagement. Work across borough border.
4. **Co-design:** feed engagement into the design process. Ensure that HB are across the engagement and are clear from the start about how it will feed into the design process. Plan and manage specific opportunities for co-design.

What	Engage with whom	Management/ Process	When
<b>1. Function</b>			
<u>Project Dependencies</u> Coordination between the developments and major projects in the project area	<ul style="list-style-type: none"> <li>• City Surveyors – Red Brick and Engine House TBC</li> <li>• District Surveyors – Engineer team for structural and waterproofing works</li> <li>• Museum of London team</li> <li>• City Surveyors – Market Co-location Programme</li> </ul>	Email / Meetings Smithfield Area Advisory Group meetings	On going
<u>Transport engagement</u> Coordination around servicing and access needs / Scope of S106 and S278	<ul style="list-style-type: none"> <li>• Museum of London</li> <li>• Transport for London</li> <li>• COL Planning team</li> <li>• Local Businesses (incl. Meat Market representatives)</li> </ul>	Emails Meetings	On going
<b>2. Information</b>			
<u>General local engagement with the public ON HOLD</u> Introduce them to the project / raise awareness of wider project area – i.e. long-term vision. NOT ‘public consultation’ on plans’	<ul style="list-style-type: none"> <li>• General public, including local residents/ business and wider local community</li> </ul>	Engagement through a consultant: surveys / drop in sessions /digital engagement	ON HOLD To restart as part of stage 3.2
<u>Targeted Stakeholder engagement</u> Ensure key stakeholders are aware of project	<ul style="list-style-type: none"> <li>• Bart’s Hospital</li> <li>• Bart’s Heritage</li> <li>• Market Superintendent</li> <li>• LB Islington</li> <li>• Helical</li> <li>• Local residents representatives</li> </ul>	Meetings Emails Artist in Residence	On going

<u>Culture Mile Partners and team</u>	<ul style="list-style-type: none"> <li>• Culture Mile Central team</li> <li>• Museum of London</li> <li>• Barbican</li> <li>• London Symphony Orchestra</li> <li>• Guildhall School and Music and Drama</li> </ul>	Meetings Emails Engagement in related programmes (i.e. Imagine Packs)	On going
<b>3. Access, inclusivity and equity</b>			
<u>Design Competition 'Co-designing Equity in the public realm'</u> Develop deeper understanding on how people feel when they are in the area's streets and public spaces, and how to make public spaces more inclusive and encourage diversity	<ul style="list-style-type: none"> <li>• Foundation for Future London (East Bank)</li> <li>• Culture Mile team</li> <li>• London Festival Architecture</li> </ul>	Competition programme and codesign process	June 2022 – Summer 2023
<b>4. Co-design</b>			
<u>Artist in Residence engagement</u> This work sees the inclusion of an artist in the design stage of the project. Artist Larry Achiampong's role includes his own research into to the area and engaging with local communities and stakeholders to develop a unique creative response that informed the permanent design of the civic spaces of Smithfield.	<ul style="list-style-type: none"> <li>• Artist Larry Achiampong</li> <li>• Bart's Hospital</li> <li>• London Ambulance</li> <li>• Culture Mile Learning</li> <li>• Young Voices panel (to be started at Stage 3.2)</li> </ul>	Meetings Email	On going and to be restarted as part of Stage 3.2
<u>Universities</u> Engage with Academic Organisations to ensure the project design is innovative and every opportunity is explored	<ul style="list-style-type: none"> <li>• University College London</li> <li>• Brunel University</li> </ul>	Presentations and jury panel attendance	As required

# Agenda Item 6

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<b>Committees:</b> Housing Management and Alms houses Sub Committee <i>[for decision]</i> Operational Property and Projects Sub Committee <i>[for decision]</i>	<b>Dates:</b> 17 April 2023  17 April 2023
<b>Subject:</b> Dron House Window Replacement and Common Parts Redecorations <b>Unique Project Identifier: 11548</b>	<b>Gateway 5 Regular Issue Report</b>
<b>Report of:</b> Director of Community & Children's Services  <b>Report Author:</b> Jason Crawford	<b>For Decision</b>
<b>PUBLIC</b>	

## SUMMARY

<b>1. Status update</b>	<p><b>Project Description:</b> This project addressed the need for the Window Replacements at Dron House and has established a platform for programming the future cyclical redecorations to the internal and external common parts across the Estate.</p> <p><b>RAG Status: Red</b> (Red at last report to Committee)</p> <p><b>Risk Status: Medium</b> (Medium at last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk): £1,659,146</b></p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> Increase of <b>£54,225</b> since last report to Committee.</p> <p><b>Spend to Date: £1,593,270</b></p> <p><b>Costed Risk Provision Utilised: n/a</b> (this project was exempt).</p> <p><b>Funding Source:</b> HRA Major Repairs Reserve and long leaseholders cost recovery.</p> <p><b>Slippage:</b></p> <ul style="list-style-type: none"> <li>• <b>Programme:</b> Works were due to complete December 2021; however Practical completion took place March 2022.</li> <li>• <b>Cost:</b> Increase in cost was associated with a variation to the works undertaken by AD Construction and extension in time for Contract Administration duties undertaken by Playle and Partners.</li> </ul> <p>These are explained in more detail in section 4.</p>
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<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway: Gateway 6</b></p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That additional budget of <b>£54,225</b> is approved to reach Gateway 6. Of which <b>£48,010</b> is associated with the variation for AD Construction (works) and <b>£6,215</b> for the extension of time for Contract Administration duties undertaken by Playle and Partners (fees).</li> <li>2. Note the new total estimated cost of the project at <b>£1,659,146</b>.</li> </ol>																																			
<p><b>3. Budget</b></p>	<p>At Gateway 5 the total estimate was as follows:</p> <table border="1" data-bbox="531 689 1394 1263"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Works</td> <td>Contract Value</td> <td>£1,506,205</td> </tr> <tr> <td rowspan="2">Expenditure to Date</td> <td>Staff Costs</td> <td>£11,797</td> </tr> <tr> <td>Fees</td> <td>£11,945</td> </tr> <tr> <td>Consultancy Fees</td> <td>Design/Surveys/Building Regs applications</td> <td>£37,487</td> </tr> <tr> <td>Staff Costs</td> <td>Staff Fees</td> <td>£37,487</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>£1,604,921</b></td> </tr> <tr> <td>Funding</td> <td colspan="2">Capital Works (including approximately 44.8% proportional recovery from long leaseholders).</td> </tr> </tbody> </table> <p>The variation is broken down as follows:</p> <table border="1" data-bbox="531 1335 1394 1621"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Works</td> <td>Variation to contract</td> <td>£48,010</td> </tr> <tr> <td>Fees</td> <td>Contract Extension</td> <td>£6,215</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td><b>£54,225</b></td> </tr> </tbody> </table> <p>The total estimated outturn cost (including the £54,225 variation) is now £1,659,146. This reflects a 3.4% increase over the original Gateway 5 estimates.</p> <p><b>Funding Source:</b> HRA Major Repairs Reserve and long leaseholders cost recovery.</p> <p><b>Costed Risk Provision requested for this Gateway:</b> n/a (project exempt).</p>	Item	Reason	Cost (£)	Works	Contract Value	£1,506,205	Expenditure to Date	Staff Costs	£11,797	Fees	£11,945	Consultancy Fees	Design/Surveys/Building Regs applications	£37,487	Staff Costs	Staff Fees	£37,487	<b>Total</b>		<b>£1,604,921</b>	Funding	Capital Works (including approximately 44.8% proportional recovery from long leaseholders).		Item	Reason	Cost (£)	Works	Variation to contract	£48,010	Fees	Contract Extension	£6,215	<b>Total</b>		<b>£54,225</b>
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<p><b>4. Issue description</b></p>	<p>1. The programme of works was extended by three months due to initial delays post contract during which some planning clarifications were undertaken with LB Tower Hamlets around the window fenestrations. Having reached agreement that the amendments wouldn't contravene the existing approvals the manufacture of the windows resumed, while elements of the redecorations work were underway.</p> <p>2. The appointed project manager left the Corporation and whilst recruitment took place, an external consultant project manager was sourced.</p> <p>3. During the works we received and agreed recommendations to complete additional work such as repairs to the timber frames on the dormer windows, the weather boards and balcony water proofing whilst the access (scaffold) was in place. The original doors where the weatherboards were present, and the balcony water proofing were beyond their expected life. The original scope was to undertake sectional repairs to the balcony floor coverings. However, having re-decorated and replaced the windows and doors the balcony floor coverings were replaced altogether to improve the overall aesthetics. The new system has a life expectancy of 15 years, thus avoiding the likelihood and added expense of having to undertake future ad-hoc reactive repairs.</p> <p>4. While the works were underway, we also received challenges from long leaseholders regarding the planning application. An enforcement notice was subsequently issued by the local planning authority. This was then rescinded once City of London Project team provided documentary evidence of further approvals having been undertaken and agreed by the Planning Authorities' planning department. This added a further delay to the ordering of the new windows, as these had to be put on hold.</p>
<p><b>5. Options</b></p>	<p>None. The additional work was required, and time delays unavoidable.</p>

**Appendices**

<p><b>Appendix 1</b></p>	<p>Project Coversheet</p>
<p><b>Appendix 2</b></p>	<p>Risk Register</p>

**Contact**

<p><b>Report Author</b></p>	<p>Jason Crawford</p>
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# Project Coversheet

## [1] Ownership & Status

**UPI:** 11548

**Core Project Name:** Dron House Window Replacement and Common Parts Redecorations

**Programme Affiliation:** N/A

**Project Manager:** Jason Crawford

**Definition of need:** To replace the current steel and timber single glazed windows which are thermally inefficient and past their life expectancy. To replace with Aluminium double-glazed windows which conform to current building regulations. At the same time undertake estate wide common parts redecorations while scaffolding is in situ, to facilitate future cyclical redecorations programmes.

**Key measures of success:**

- Increased resident satisfaction.
- Improvement thermal efficiency in the Standard Assessment Procedure (SAP) energy performance rating of our housing assets.
- Reduction in ongoing repair and maintenance costs.

**Expected timeframe for the project delivery:** Works were expected to complete in December 2021 but were completed in March 2022.

**Key Milestones:** Project is now complete.

**Are we on track for completing the project against the expected timeframe for project delivery?** No

The project over ran by approximately 3 months. This was to facilitate additional planning clarifications to window fenestrations in the pre-construction phase. The appointed Project Manager left the City of London Corporation which resulted in an external appointment having to be made to carry out the contract administration duties. Additional works were also undertaken to the balcony doors which meant that additional time was required to amend the design to incorporate additional weatherproofing. During the works we also received challenges from long Leaseholders which resulted in a Planning Enforcement Notice being issued. This was subsequently rescinded following City of London Officers providing evidence that consultations had been undertaken and agreed with LB Tower Hamlets' Planning Officers at pre-construction phase.

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

## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

**'Project Proposal' G2 report (as approved by PSC 26/09/2013):**

- Total Estimated Cost (excluding risk): £4,333,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £175,000

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- Spend to date: N/A
- Costed Risk Against the Project: N/A (exempted from CRP)
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
  - Gateway 1 – September 2013.
  - Gateway 2 – September 2013
  - Gateway 3 – March 2014
  - Gateway 4 – March 2014
  - Gateway 5 - as per each individual project

*Scope/Design Change and Impact: N/A*

**Issues report (as approved under 'Urgency' by PSC 06/06/2017):**

- Total Estimated Cost (excluding risk): £12,610,000 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): n/a
- Spend to date: £43,750
- Costed Risk Against the Project: n/a
- CRP Requested: n/a
- CRP Drawn Down: n/a
- Estimated Programme Dates:
  - Gateway 3/4: September 2017
  - Gateway 5: To be determined.

*Scope/Design Change and Impact: As stated in the June 2017 Issues report, the scope had changed considerably with the addition of new blocks as well as whole estates which resulted in a considerable uplift in the costs reported at the previous Gateway. At Gateway 2 estimates were £4,333,000, at the time of writing the Gateway 3/4 report estimates were £12,610,000 for all blocks and estates that had been subsequently added.*

*Approval to split the Programme into separate workstreams was also granted.*

**'Options Appraisal and Design' G3-4 report (as approved by Court of Common Council 07/12/17):**

- Total Estimated Cost (excluding risk): £16,905,452 (all blocks/estates)
- Resources to reach next Gateway (excluding risk): £638,113
- Spend to date: £42,575
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates:
  - Gateway 3/4 - November 2017
  - Procurement of design team - April 2018
  - Detailed design and Planning application – December 2018
  - Gateway 5 – July 2019
  - Works start – Summer 2019



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	Golden Lane	Holloway	Southwark	Dron House & Sydenham Hill	William Blake & Windsor House	Tot
Works	£7,497,570	£1,578,788	£2,970,552	£1,270,676	£1,776,569	£15,094,154
Consultancy	£749,757	£157,879	£297,055	£127,068	£177,657	£1,509,415
Staff costs	£149,951	£31,576	£59,411	£25,414	£35,531	£301,883
Total	£8,397,278	£1,768,242	£3,327,018	£1,423,157	£1,989,757	£16,905,452

*Scope/Design Change and Impact: at the time of writing the issues report the estimates were based on the revised estimates received by Pellings in October 2016. For the purposes of the Gateway 3/4 report, we appointed a Quantity Surveyor to review the costs and estimates were revised as £16,905,452 for all blocks.*

*Following approval to split the programme, the works for each estate were procured separately due to the complexities of having to deal with multiple planning authorities as part of the planning requirements and the differing window types, fenestrations, and materials across the various estates.*

**‘Authority to start Work’ G5 report (as approved by PSC 17/12/20):**

- Total Estimated Cost (excluding risk, including spend to date): £1,598,184 (Dron House only)
- Resources to reach next Gateway (excluding risk and spend to date): £1,574,441.
- Spend to date: £23,742.
- Costed Risk Against the Project: n/a (this project was exempt)
- CRP Requested: n/a (this project was exempt)
- CRP Drawn Down: n/a (this project was exempt)
- Estimated Programme Dates:
  - Gateway 5 – November / December 2020
  - Works Start – Spring 2021
  - Estimated completion – Autumn/Winter 2021

While committee was in session the contractor submitted a last-minute clarification to their pricing. Having consulted with Chamberlains and City Procurement Team the Total Estimated Cost was subsequently adjusted to £1,604,921.

*Scope/Design Change and Impact: Cost estimates at Gateway 3/4 were based on the overall preferred option for replacement with double glazed uPVC. However, planning permission for Dron House was granted with the stipulation that replacements should be Aluminium.*

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*Furthermore, due to the Covid-19 outbreak we also had to ask bidders, following the tender in 2019, to resubmit pricing proposals to facilitate enhanced safe working and social distancing measures for the works to be undertaken.*

*The intended approach to planning applications and tender was also reviewed and it was decided to treat Dron House Estate as a pilot from which we could use the lessons learned during the planning and tender stages and apply them to the subsequent tenders. Planning Applications and the Tenders for Dron House have been conducted independently and the lessons learned applied to the remaining Estates.*

**Issues Report (Pending Approval):**

- Total Estimated Cost (excluding risk, including spend to date): £1,659,146.
- Resources to reach next Gateway (excluding risk and spend to date): £54,225.
- Spend to date: £1,593,270.
- Costed Risk Against the Project: n/a (this project was exempt)
- CRP Requested: n/a (this project was exempt)
- CRP Drawn Down: n/a (this project was exempt)
- Estimated Programme Dates:
  - Gateway 6 – July 2023

*Scope/Design Change and Impact:*

The project was delayed by approximately three months, due to additional planning clarifications at pre-construction phase, the need to undertake an external appointment to carry out the contract administration duties, undertaking additional timber repairs to the dormer windows frames and complete replacement of balcony floor coverings as well as having to resolve a planning enforcement notice which had been issued erroneously.

**Total anticipated on-going commitment post-delivery [£]:** Following the defects liability period any ongoing costs will be the remit of periodic repairs and maintenance as stipulated in warranties.

**Programme Affiliation [£]:** NA – as requested in the June 2017 issues report, approval was given to separate the estates into separate works packages.

City of London: Projects Procedure Corporate Risks Register

Project Name:	<b>Dron House Window Replacements &amp; Common Part</b>	PM's overall risk rating:	<b>Low</b>	CRP requested this gateway:	<b>£ -</b>	Average unmitigated risk:	<b>6.0</b>	Open Risks:	<b>12</b>
Unique project identifier:	<b>PV11548</b>	Total estimated cost (exc risk):	<b>£ 1,659,146</b>	Total CRP used to date:	<b>£ -</b>	Average mitigated risk score:	<b>4.7</b>	Closed Risks:	<b>0</b>

General risk classification										Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues	Comment(s)
R1	5	(2) Financial	Section 20 Challenges.	Leaseholder(s) may challenge the Section 20 service charge recovery on grounds of the works being improvements or due to disrepair. Following a First Tier Tribunal Hearing in September 2019 recommendations were made to undertake more detailed surveys and tender as a cost in use exercise.	Possible	Major	12	£705,000.00	N	C – Uncomfortable	Risks escalated to Head of Major Works and Director of Barbican & Property Services. Several options were presented (1) More detailed sample survey to quantify numbers in disrepair, (2) deed of variation to the Leases to include 'improvement clause' or (3) dual tender. Officers have been instructed to continue as planned and highlight the risk to committee at Gateway 5. As no recommendations have been implemented the	£716,000.00	Possible	Major	£716,000.00	12	£0.00		N 08/10/2019	Jason Crawford	Jason Crawford		Circa 44.8% of project costs are recoverable by way of service charge from long leaseholders of Dron House. Potential loss of J/C recovery if Leaseholders challenge remains as £716,000 as none of the mitigating actions were agreed.
R2	5	(10) Physical	Weather delays.	The weather impact on this project would be high as the majority of works are taking place outdoors. High winds can affect the contractors' ability to complete works at height. Rain and cold weather, in particular snow can prevent items such as sealants from setting properly.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Works are being programmed to start Spring/Summer to minimise risk.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		Works can be programmed to start to avoid periods in which we expect inclement weather.
R3	5	(10) Physical	Continued deterioration of windows	Leading to damage to building fabrics of City Assets	Likely	Serious	8	£0.00	N	B – Fairly Confident	Prioritisation to carry out the works in a cost effective and timely way with exclusions where needed	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		It is considered unlikely that the works won't be approved.
R4	5		Delay to works completion leads to project overrunning	Should works overrun, this may have an impact upon the budget of the project.	Possible	Serious	6	£0.00	N	B – Fairly Confident	No actions can currently be taken, care has been taken assessing works contractors bids to ensure realistic timescales are set. Strong contract monitoring will be undertaken to ensure that the works are progressing as planned.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		Due to the programme over running there was a variation of £6,215 for contract extension relating to the external appointment of the contract administrator. There was also a variation to the works of £46,010. Total variation £54,255.
R5	5	(9) Environmental	Significant Change in sustainability sector	Covid 19 related issues could impact the project if there is a resurgence in lockdown	Possible	Serious	6	£0.00	N	C – Uncomfortable	No action can be undertaken to prevent a resurgence but we have asked contractors to implement enhanced safe distancing measures during the works.	£0.00	Possible	Serious	£0.00	6	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		Close monitoring of government guidelines is required.
R6	5	(3) Reputation	Recommendations not approved	If approval to proceed is not granted project timelines will need to be reviewed.	Possible	Minor	3	£0.00	N	B – Fairly Confident	Ensure that recommendations are validated and well thought through, taking cost benefits and potential dis-benefits (such as disrepair claims) into account.	£0.00	Unlikely	Minor	£0.00	2	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		
R7	5	(2) Financial	Increase in pricing during works	Increased project costs.	Possible	Serious	6	£0.00	N	B – Fairly Confident	A clear contract and robust contract management will be carried out throughout the project to keep a focus on cost and delivery to budget. Project Managers will be alert to delays to the project, particularly those caused by the City of London as these can be used by contractors as leverage for increases in cost.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		
R8	5	(3) Reputation	Challenge to tender awarding process	Could lead to project delays & increased costs.	Unlikely	Serious	4	£0.00	N	A – Very Confident	A robust tendering process and cost evaluation has been undertaken. Should a challenge arise, advice will be sought from City Procurement and Legal services to ensure the dispute is resolved rapidly and successfully.	£0.00	Rare	Serious	£0.00	2	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		
R9	5	(2) Financial	Contractor Financial Viability	Could lead to project delays & increased costs.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Procurement colleagues undertake financial viability assessments as part of the tender process.	£0.00	Possible	Serious	£0.00	6	£0.00		N 17/10/2017	Jason Crawford	Jason Crawford		Whilst a robust tender evaluation process has been undertaken it's difficult to understand fully how the Covid-19 situation has impacted or will continue to impact contractors' ongoing financial viability.

R10	5	(2) Financial	Works more extensive than planned for	Could lead to project delays & increased costs.	Possible	Serious	6	£0.00	N	B – Fairly Confident	Detailed PCI has been provided as part of the robust tender package. Contractors have been asked to include Provisional Sums to cover any unforeseen works.	£0.00	Unlikely	Serious	£0.00	4	£0.00	N	17/10/2017	Jason Crawford	Jason Crawford	Whilst measures have been put in place it's possible that deterioration of the unmaintained assets may have led to deterioration of surrounds that may not become apparent until opening up works have been undertaken.
R11	5	(2) Financial	Residents refuse access.	Should residents refuse access to their homes in order to complete works, it would cause cost and time delays to the project.	Possible	Minor	3	£0.00	N	B – Fairly Confident	Early engagement has been carried out with residents to make them aware of the upcoming works. An issues on access will be reported immediately to the Estate Management teams and enforcement undertaken if absolutely necessary.	£0.00	Unlikely	Minor	£0.00	2	£0.00	N	17/10/2017	Jason Crawford	Jason Crawford	
R12	5	(5) H&S/Wellbeing	Fire risk assessments (FRAs)	It has been noted that many of the FRAs have or are about to expire. There is a potential risk that the Principal Contractor may not start works as the FRAs are out of date which could delay the proposed works affecting the overall programme and potentially an increase in costs.	Possible	Serious	6	£0.00	N	C – Uncomfortable	This has been escalated to Senior managers and previous instruction was to continue as planned. Having taken further advice from Col. Fire Safety Officer this has been escalated again. At present many of the FRAs have or are due to expire. Latest advice is that we can continue.	£0.00	Possible	Serious	£0.00	6	£0.00	N	31/10/2019	Jason Crawford	Jason Crawford	It is likely that this may impact the progress of the works and Officers will seek a resolution in the meantime – works are planned to start Spring 2021 so we will aim to resolve the risk without it becoming an issue. We have been liaising with the Principal Designer and continue to highlight any corrective actions prior to commencement of the works.
R13							£0.00					£0.00			£0.00	£0.00						
R14							£0.00					£0.00			£0.00	£0.00						
R15							£0.00					£0.00			£0.00	£0.00						
R16							£0.00					£0.00			£0.00	£0.00						
R17							£0.00					£0.00			£0.00	£0.00						
R18							£0.00					£0.00			£0.00	£0.00						
R19							£0.00					£0.00			£0.00	£0.00						
R20							£0.00					£0.00			£0.00	£0.00						
R21							£0.00					£0.00			£0.00	£0.00						
R22							£0.00					£0.00			£0.00	£0.00						
R23							£0.00					£0.00			£0.00	£0.00						
R24							£0.00					£0.00			£0.00	£0.00						
R25							£0.00					£0.00			£0.00	£0.00						
R26							£0.00					£0.00			£0.00	£0.00						
R27							£0.00					£0.00			£0.00	£0.00						
R28							£0.00					£0.00			£0.00	£0.00						
R29							£0.00					£0.00			£0.00	£0.00						
R30							£0.00					£0.00			£0.00	£0.00						
R31							£0.00					£0.00			£0.00	£0.00						
R32							£0.00					£0.00			£0.00	£0.00						
R33							£0.00					£0.00			£0.00	£0.00						
R34							£0.00					£0.00			£0.00	£0.00						
R35							£0.00					£0.00			£0.00	£0.00						
R36							£0.00					£0.00			£0.00	£0.00						
R37							£0.00					£0.00			£0.00	£0.00						
R38							£0.00					£0.00			£0.00	£0.00						
R39							£0.00					£0.00			£0.00	£0.00						
R40							£0.00					£0.00			£0.00	£0.00						
R41							£0.00					£0.00			£0.00	£0.00						
R42							£0.00					£0.00			£0.00	£0.00						
R43							£0.00					£0.00			£0.00	£0.00						
R44							£0.00					£0.00			£0.00	£0.00						
R45							£0.00					£0.00			£0.00	£0.00						
R46							£0.00					£0.00			£0.00	£0.00						
R47							£0.00					£0.00			£0.00	£0.00						
R48							£0.00					£0.00			£0.00	£0.00						
R49							£0.00					£0.00			£0.00	£0.00						
R50							£0.00					£0.00			£0.00	£0.00						
R51							£0.00					£0.00			£0.00	£0.00						
R52							£0.00					£0.00			£0.00	£0.00						
R53							£0.00					£0.00			£0.00	£0.00						
R54							£0.00					£0.00			£0.00	£0.00						
R55							£0.00					£0.00			£0.00	£0.00						
R56							£0.00					£0.00			£0.00	£0.00						
R57							£0.00					£0.00			£0.00	£0.00						
R58							£0.00					£0.00			£0.00	£0.00						
R59							£0.00					£0.00			£0.00	£0.00						
R60							£0.00					£0.00			£0.00	£0.00						
R61							£0.00					£0.00			£0.00	£0.00						
R62							£0.00					£0.00			£0.00	£0.00						
R63							£0.00					£0.00			£0.00	£0.00						
R64							£0.00					£0.00			£0.00	£0.00						
R65							£0.00					£0.00			£0.00	£0.00						
R66							£0.00					£0.00			£0.00	£0.00						
R67							£0.00					£0.00			£0.00	£0.00						
R68							£0.00					£0.00			£0.00	£0.00						
R69							£0.00					£0.00			£0.00	£0.00						
R70							£0.00					£0.00			£0.00	£0.00						
R71							£0.00					£0.00			£0.00	£0.00						
R72							£0.00					£0.00			£0.00	£0.00						
R73							£0.00					£0.00			£0.00	£0.00						
R74							£0.00					£0.00			£0.00	£0.00						
R75							£0.00					£0.00			£0.00	£0.00						
R76							£0.00					£0.00			£0.00	£0.00						
R77							£0.00					£0.00			£0.00	£0.00						
R78							£0.00					£0.00			£0.00	£0.00						
R79							£0.00					£0.00			£0.00	£0.00						
R80							£0.00					£0.00			£0.00	£0.00						
R81							£0.00					£0.00			£0.00	£0.00						
R82							£0.00					£0.00			£0.00	£0.00						
R83							£0.00					£0.00			£0.00	£0.00						

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of the Local Government Act 1972.

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