



## Projects and Procurement Sub-Committee – **Main Agenda Pack**

**Date:** MONDAY, 10 JUNE 2024  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Deputy Rehana Ameer Alderman Timothy Hailes JP  
Deputy Randall Anderson Deputy Elizabeth King JP  
Mary Durcan Philip Woodhouse

*Chair to be appointed at the meeting of the Finance Committee on Tuesday, 4<sup>th</sup> June 2024.*

**Enquiries:** John Cater  
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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

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

1. **APOLOGIES**

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

3. **APPOINTMENT OF A DEPUTY CHAIR FOR 2024/25**

The Town Clerk to be heard.

**For Decision**

4. **MINUTES**

To approve the public minutes and the non-public summary of the meeting held on Monday, 15 April 2024.

**For Decision**  
(Pages 7 - 14)

5. **EMERGENCY AND TEMPORARY ACCOMMODATION PLACEMENTS - STAGE 1 STRATEGY REPORT AND STAGE 2**

Joint Report of the Chamberlain and the Executive Director of Community and Children's Services.

**For Decision**  
(Pages 15 - 22)

6. **UPDATE ON PORTFOLIO MANAGEMENT IMPLEMENTATION**

Report of the Chamberlain.

**For Information**  
(Pages 23 - 36)

7. **COOL STREETS AND GREENING - PROGRAMME UPDATE**

Report of the Interim Executive Director, Environment.

**For Information**  
(Pages 37 - 60)

8. **\*GW3-4 - CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS: MANSION HOUSE - PLANNING PERMISSION APPLICATION**

Report of the City Surveyor.

**For Information**

9. **\*GW5 - CITY GREENING AND BIODIVERSITY: LONDON WALL /MOORGATE RE-LANDSCAPING**

Report of the Interim Executive Director, Environment.

**For Information**

10. **\*GW3-5 - STONECUTTER COURT - SECTION 278 (S278) HIGHWAYS AND PUBLIC REALM WORKS**

Report of the Interim Executive Director, Environment.

**For Information**

11. **\*GW5 - PEDESTRIAN PRIORITY STREETS PROGRAMME - CHANCERY LANE**

Report of the Interim Executive Director, Environment.

**For Information**

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

13. **ANY URGENT BUSINESS**

14. **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 1972.

**For Decision**

15. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on Monday, 15 April 2024.

**For Decision**  
(Pages 61 - 66)

16. **HOUSING REPAIRS AND MAINTENANCE CONTRACTS - PROCUREMENT STAGE 1**

Report of the Executive Director of Community and Children's Services.

**For Decision**  
(Pages 67 - 96)

17. **EXTENSION TO LIFT MAINTENANCE - RESIDENTIAL CONTRACT**

Report of the Executive Director of Community and Children's Services.

**For Decision**  
(Pages 97 - 104)

18. **BULK CLOSURE OF LEGACY PROJECTS (PROJECT CLEAN SLATE)**

Report of the Chamberlain.

**For Decision**  
(Pages 105 - 186)

19. **PORTFOLIO OVERVIEW**

Report of the Chamberlain.

**For Information**  
(Pages 187 - 220)

20. **\*CITY OF LONDON POLICE - PROJECT CLOSURES**

Report of the Commissioner of the City of London Police.

**For Information**

21. **\*GW1-5 - CITY OF LONDON SCHOOL FOR GIRLS: CATERING AND DINING UPGRADE**

Joint Report of the City Surveyor and the Headmistress of the City of London School for Girls.

**For Information**

22. **\*GW4 - CITY OF LONDON SCHOOL FOR GIRLS: SUMMER WORKS 2024-27**

Joint Report of the City Surveyor and the Headmistress of the City of London School for Girls.

**For Information**

23. **\*GW3 - BARBICAN RENEWAL - DESIGN DEVELOPMENT**  
Report of the CEO, Barbican Centre.  
**For Information**
24. **\*GW5 - BARBICAN RENEWAL PROGRAMME - CRITICAL WORKS PHASE 0 OF INFRASTRUCTURE RENEWAL PROGRAMME**  
Report of the City Surveyor.  
**For Information**
25. **\*GW4 - WINDOWS AND COMMON PARTS REDECORATIONS - GOLDEN LANE ESTATE (PHASE 2 CULLUM WELCH, MAISONETTE BLOCKS, STANLEY COHEN AND GREAT ARTHUR HOUSE)**  
Report of the Executive Director of Community and Children's Services.  
**For Information**
26. **\*GW5 - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING TOWER BLOCKS**  
Report of the Executive Director of Community and Children's Services.  
**For Information**
27. **\*GW5 - ORACLE PROPERTY MANAGER (OPN) REPLACEMENT PROGRAMME**  
Report of the City Surveyor.  
**For Information**
28. **\*GW6 - CENTRAL CRIMINAL COURT: FIRE ALARM REPLACEMENTS AND ASSOCIATED PUBLIC ADDRESS SYSTEM**  
Report of the City Surveyor.  
**For Information**
29. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**
30. **NON-PUBLIC URGENT BUSINESS**

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## PROJECTS AND PROCUREMENT SUB-COMMITTEE

Monday, 15 April 2024

Minutes of the meeting of the Projects and Procurement Sub-Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 15 April 2024 at 1.45 pm

### Present

#### Members:

Alderman Timothy Hailes JP (Chairman)  
Deputy Randall Anderson  
Caroline Haines  
Deputy Charles Edward Lord  
Anett Rideg

#### Officers:

Caroline Al-Beyerty	- The Chamberlain
Genine Whitehorne	- Chamberlain's Department
Sam Collins	- Chamberlain's Department
Monica Patel	- Chamberlain's Department
Gillian Howard	- Environment Department
Tom Noble	- Environment Department
Clarisse Tavin	- Environment Department
Ola Obadara	- City Surveyor's Department
Emma Beard	- City Surveyor's Department
John Cater	- Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from the Deputy Chairman, Deputy Shravan Joshi, Deputy Madush Gupta, Deputy Christopher Hayward, Paul Martinelli, and Tom Sleigh.

#### 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 Monday, 12<sup>th</sup> February be approved as an accurate record.

Informing the Sub-Committee that this would be his last meeting as Chairman, Alderman Hailes thanked his fellow Members for their support during his chairmanship.

4. **PROPOSED APPROACH TO THE REVIEW OF PROCUREMENT AND CONTRACT MANAGEMENT**

The Sub-Committee considered a Report of the Chamberlain concerning the proposed scope for the review of strategic procurement and contract management activity.

The Chairman endorsed the blended approach and emphasised the importance for the City Corporation of improving contract management across the organisation.

In response to a query, officers confirmed that, whilst in general a public sector approach to procurement was taken across both the City's public and private interests, flexibility was available when it came to the latter, including City's Estate projects. This point would be explored more fully in the Review with the potential for introducing greater agility in some of the City's procurement activity in the future.

Officers clarified that, given the recent steer from the Sub-Committee to alter the scope of the Review from an internal peer review process to delivery through a third-party partner, funding for up to £150,000 is being requested from Finance Committee's Contingency Fund to progress. It was emphasised that other parts of the overall piece of work, including the system upgrade, will still be funded from the Department's local risk budget.

In response to a query, officers confirmed that Human Engine, Red Quadrant, and Novo-K were spoken to informally about understanding and scoping the brief for this piece of work.

It was confirmed that Barbican Estate Office (BEO) contacts were in scope.

**RESOLVED** – that the Sub-Committee:

- Approved the revised scope of the strategic procurement and contract management review.
- Noted the proposed reporting arrangements.

5. **UPDATE ON PORTFOLIO MANAGEMENT IMPLEMENTATION**

The Sub-Committee received a Report of the Chamberlain concerning the implementation of the new portfolio management approach.

Officers informed Members that whilst the implementation phase is progressing well, the successful launch of the EPMO remains a key risk. The preferred system has been identified and project leads from across the organisation and institutions have been engaged. Consultations with the preferred supplier are ongoing with affordability being the key focus.

The recent Member engagement has been very beneficial and officer engagement is ongoing. The Team is mindful of the need to keep engaging across the whole organisation and to ensure that departments and institutions



are being approached on a regular frequency in order to keep them up to date with progress and to give individuals opportunities to feed into the process.

In response to a query, officers confirmed that the initial external 12 week Review conducted in early 2023 identified 360 projects on the system. The subsequent baselining deep dive revealed a further 340 projects, i.e., 700 projects in total. A number of these projects were dormant, and the Sub-Committee requested that these should be closed down under Project “Clean Slate”. The baselining also revealed that the number of individuals working on projects was significantly higher than originally thought, although it should be noted that these individuals were not necessarily project managers per se but were working for a proportion of their time project managing.

RESOLVED – that the Sub-Committee noted the Report.

6. **\*GW1-4: FUTURE NETWORK PROGRAMME**

The Sub-Committee received a Report of the Chamberlain concerning the Future Network Programme for the City of London Corporation and the City of London Police.

RESOLVED – that the Sub-Committee noted the Report.

7. **\*GW2: FENCHURCH STREET AREA HEALTHY STREETS PLAN**

The Sub-Committee received a Report of the Interim Executive Director, Environment concerning the Fenchurch Street Area Healthy Streets Plan.

RESOLVED – that the Sub-Committee noted the Report.

8. **\*GW2: 65 GRESHAM STREET**

The Sub-Committee received a Report of the Interim Executive Director, Environment concerning 65 Gresham Street.

Officers acknowledged that the proposals for the Wood Street and Love Lane scheme will, in due course, be looked at in conjunction with the proposals for Gresham Street given the interconnectedness and proximity between both locations.

The City will be looking at the developers proposed options for the 65 Gresham scheme (including the potential pedestrianisation of Aldermanbury) in due course; options around Section 106 funding would likely be a factor for consideration.

RESOLVED – that the Sub-Committee noted the Report.

9. **\*GW3,4,5: CLIMATE ACTION STRATEGY (CAS) – CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS: LMA SOLAR PV**

The Sub-Committee received a Report of the Interim Executive Director, Environment concerning the installation of Solar Photovoltaic panels (Solar PV) to the roof the London Metropolitan Archives (LMA) main building.

RESOLVED – that the Sub-Committee noted the Report.

10. **\*GW3,4,5: CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS: PARLIAMENT HILL LIDO**  
The Sub-Committee received a Report of the Interim Executive Director, Environment concerning the Parliament Hill Lido.

RESOLVED – that the Sub-Committee noted the Report.

11. **\*GW3,4,5: CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS: WALBROOK WHARF CARBON REDUCTION MEASURES**  
The Sub-Committee received a Report of the Interim Executive Director, Environment concerning carbon reduction measures at Walbrook Wharf.

RESOLVED – that the Sub-Committee noted the Report.

12. **\*GW3,4,5: CLIMATE ACTION STRATEGY (CAS) - CAPITAL DELIVERY PROGRAMME FOR OPERATIONAL BUILDINGS: THE WARREN CARBON REDUCTION MEASURES**  
The Sub-Committee received a Report of the Interim Executive Director, Environment concerning carbon reduction measures at the Warren, Epping Forest.

RESOLVED – that the Sub-Committee noted the Report.

13. **\*GW4: ST PAUL'S CATHEDRAL EXTERNAL RE-LIGHTING**  
The Sub-Committee received a Report of the Interim Executive Director, Environment concerning proposals to replace the ageing external lighting system at St Paul's Cathedral with a new innovative, sustainable and energy efficient system.

Officers would ensure that Members were kept updated about progress on this project given its high profile, iconic nature. Sufficient funding is currently in place, but work continues with our quantity surveyors to ascertain a full cost assessment; options to leverage external financial support to complete the project will be considered if required.

Officers would also be keeping a track of lessons learnt given the parallels between St Paul's and other iconic City buildings, such as the Central Criminal Court.

RESOLVED – that the Sub-Committee noted the Report.

14. **\*GW5: PEDESTRIAN PRIORITY STREETS PROGRAMME - PHASE 1 (KING WILLIAM STREET TRANSFORMATION AND PROGRAMME UPDATES)**  
The Sub-Committee received a Report of the Interim Executive Director, Environment concerning Phase 1 of the pedestrian priority schemes.

Regarding the scheme for Cheapside, Members noted that the experimental traffic order to allow taxis through the traffic restriction east of Bread Street continues and will end by May 2025. A committee report will be submitted by Officers with their recommendation on whether to make it permanent or not before this expires.

RESOLVED – that the Sub-Committee noted the Report.

15. **\*GW6: BEVIS MARKS SUSTAINABLE URBAN DRAINAGE SYSTEM (SUDS)**  
The Sub-Committee received a Report of the Interim Executive Director, Environment concerning the introduction of a Sustainable Urban Drainage system at Bevis Marks.

RESOLVED – that the Sub-Committee noted the Report.

16. **\*GW6: CONCERT HALL 2016 REFURBISHMENT WORKS**  
The Sub-Committee received a Report of the CEO, Barbican Centre, concerning refurbishment works at the Barbican Centre Concert Hall.

RESOLVED – that the Sub-Committee noted the Report.

17. **\*GW6: CURVE GALLERY REFURBISHMENT**  
The Sub-Committee received a Report of the CEO, Barbican Centre, concerning refurbishment works at the Barbican Centre's Curve Gallery.

RESOLVED – that the Sub-Committee noted the Report.

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no questions.

19. **ANY URGENT BUSINESS**  
There was no other business.

20. **EXCLUSION OF THE PUBLIC**  
RESOLVED, that – under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

21. **NON-PUBLIC MINUTES**  
RESOLVED – that the non-public minutes of the meeting held on Monday, 12th February be approved as an accurate record.

22. **STAGE 1 - PROCUREMENT OF THE MANAGED SERVICE TEMPORARY AGENCY RESOURCE CONTRACT**  
The Sub-Committee considered a Report of the Chief People Officer & Executive Director of Human Resources concerning the Managed Service Temporary Agency Resource Contract.

23. **STAGE 1 - NEW SPITALFIELDS & BILLINGSGATE MARKETS WASTE MANAGEMENT & MARKET CLEANSING - PROCUREMENT STRATEGY AND EXTENSION OF CURRENT CONTRACT**  
The Sub-Committee considered a Report of the City Surveyor concerning the procurement strategy and evaluation criteria to be used in the selection for the New Spitalfields & Billingsgate Markets Waste Management & Market Cleansing contract.
24. **STAGE 2 - CORPORATE SECURITY SERVICES**  
The Sub-Committee considered a Report of the City Surveyor concerning the award of the proposed Corporate Security Services Contract.
25. **REVISIONS TO THE CORPORATION'S COMPETITIVE PROCUREMENT EXEMPTIONS POLICY**  
The Sub-Committee considered a Report of the Chamberlain concerning the Competitive Procurement Exemption Policy.
26. **PROJECTS PORTFOLIO OVERVIEW**  
The Sub-Committee received a Report of the Chamberlain concerning the Projects Portfolio.
27. **\*GW1&2: CITY OF LONDON FREEMEN'S SCHOOL DINING HALL INTERNAL REFURBISHMENT**  
The Sub-Committee received a Report of the City Surveyor concerning the City of London Freeman's School Dining Hall internal refurbishment.
28. **\*GW2: CENTRAL CRIMINAL COURT - CELL AREA DUCTING AND EXTRACT SYSTEM BALANCING**  
The Sub-Committee received a Report of the City Surveyor concerning the Central Criminal Court.
29. **\*GW2: CITY OF LONDON SCHOOL FOR GIRLS - INTERIM SIXTH FORM EXPANSION SPACE**  
The Sub-Committee received a Report of the City Surveyor and the Headmistress of the City of London School for Girls concerning the interim expansion space for the City of London School for Girls' Sixth Form.
30. **\*GW2: GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**  
The Sub-Committee received a Report of the City Surveyor concerning the Guildhall Complex.
31. **\*GW4: BARBICAN FIRE SAFETY PROJECTS**  
The Sub-Committee received a Report of the City Surveyor concerning fire safety at the Barbican Centre.
32. **\*GW5: CITY OF LONDON SCHOOL MASTERPLAN - CATERING PROJECT**  
The Sub-Committee received a Report of the City Surveyor concerning the City of London School Masterplan.

33. **\*GW5: PARLIAMENT HILL ATHLETICS TRACK**  
The Sub-Committee received a Report of the Executive Director, Environment concerning the Parliament Hill Athletics Track.
34. **\*GW5: WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES**  
The Sub-Committee received a Report of the City Surveyor concerning Walbrook Wharf.
35. **\*GW6: CITY JUNIOR SCHOOL EXPANSION**  
The Sub-Committee received a Report of the City Surveyor concerning the expansion of the City Junior School.
36. **\*GW6: PHASE 1 - CITY OF LONDON SCHOOL MASTERPLAN**  
The Sub-Committee received a Report of the City Surveyor concerning Phase 1 of the City of London School Masterplan.
37. **\*GW6: CITY OF LONDON FREEMEN'S SCHOOL MAIN HOUSE REFURBISHMENT**  
The Sub-Committee received a Report of the City Surveyor concerning the City of London Freemen's School.
38. **\*GW6: 98 - 124 BREWERY ROAD N7**  
The Sub-Committee received a Report of the City Surveyor concerning 124 Brewery Road.
39. **NON-PUBLIC QUESTIONS RELATING TO THE WORK OF THE SUB COMMITTEE**  
There were no non-public questions.
40. **NON-PUBLIC ANY URGENT BUSINESS**  
There was no other urgent non-public business.

**The meeting ended at 2.45 pm**

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Chairman

**Contact Officer: John Cater**  
**John.Cater@cityoflondon.gov.uk**

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<b>Committee(s):</b> Finance Committee Projects and Procurement Sub-Committee Court of Common Council Homelessness and Rough Sleeping Sub-Committee – For Information only Community & Children's Services Committee – For Information only	<b>Dated:</b> 4 <sup>th</sup> June 2024 10 <sup>th</sup> June 2024 20 <sup>th</sup> June 2024 10 <sup>th</sup> June 2024 4 <sup>th</sup> July 2024
<b>Subject:</b> Emergency and Temporary Accommodation Placements – Stage 1 Strategy Report and Stage 2 award Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Contribute to a flourishing society: outcomes 1, 2, 3 and 4
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> The Chamberlain Judith Finlay – Executive Director, Department of Community and Children’s Services	<b>For Decision</b>
<b>Report author:</b> Monica Patel – Commercial Lead (Corporate and Peoples Service) John Barker – Commissioning Manager, Homelessness & Rough Sleeping	

### Summary

The Corporation has a statutory duty to provide Emergency and Temporary Accommodation for Homeless Households under the Housing Act Pt VII 1996 and the Homeless Reduction Act 2017; and for people identified as Street Homeless in the City of London on a discretionary basis as part of their resettlement.

This report seeks Member approval of the recommended procurement strategy to access Emergency and Temporary Accommodation by way of call off from the YPO Framework and award to the Access Group for the use of their Housing Placements Platform, Adam Housing. Approval is sought for a four year contract (two years plus an optional two year extension) at a total value of £8,000,000.

Following market research, the Adam Housing platform was identified and is in use by the WREN Group of Local Authorities (Waltham Forest, Redbridge, Enfield and Newham) and is rolling out across other London Boroughs including Southwark and Croydon.

In accordance with the Procurement Code Part Two Rule 14 the contract value has been determined at £8 million (total amount payable), however Members should note that the actual cost of the Access Group contract is £81,950 with the remaining spend being the cost of the individual placements. Approval is sought in accordance with Section 16.2 of the Procurement Code Part One as this value exceeds £2 million.

The procurement strategy and procurement options have been reviewed and approved by the Communities and Children's Services Category Board on the 23<sup>rd</sup> of May 2024.

Due to the date ordering of the committee meetings, approval will be sought from the Projects & Procurement Sub Committee on 10<sup>th</sup> June 2024 following Finance Committee on 4<sup>th</sup> June 2024.

### **Recommendation(s)**

Members of the Projects and Procurement Sub-Committee are asked to recommend the following to the Finance Committee (under delegated authority), for onward submission to the Court of Common Council:

- Approve the procurement strategy via a direct award call-off from the YPO framework (Commissioning Solution ref 1017 / Commissioning Solution 2 ref 001231), to the Access Group.
- Authorise the Community and Children's Services Director to approve the two-year extension, should it be required.

Members of the Finance Committee are asked to:

- Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Finance Committee and following the decision of the Projects and Procurement Sub-Committee, to recommend that the Court of Common Council approves the procurement strategy via a direct award call-off from the YPO framework (Commissioning Solution ref 1017 / Commissioning Solution 2 ref 001231), to the Access Group.

Members of the Community and Children's Services Committee and the Homelessness and Rough Sleeping Sub-Committee are asked to:

- Note the report.



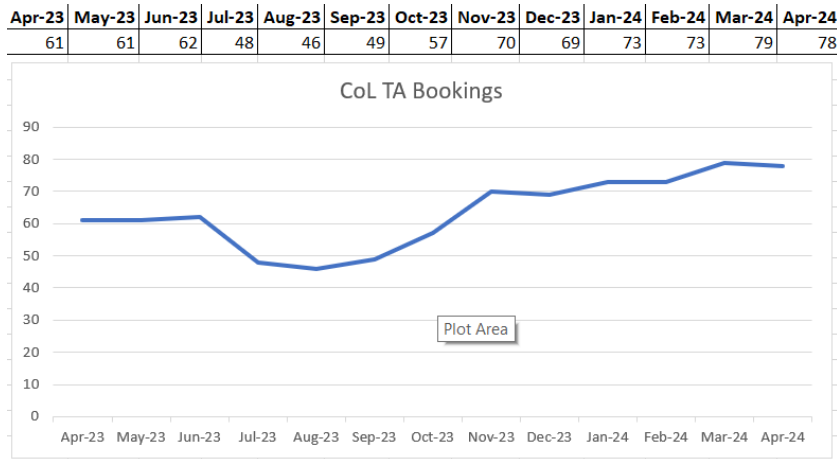
## **Main Report**

### **Background**

1. The City of London Homeless and Rough Sleeper Service has an ongoing need to procure on a regular basis, emergency and temporary accommodation for a host of clients ranging from Homeless Households for whom a relief duty under the Homeless Reduction Act is owed; Rough Sleepers as an emergency route away from the dangers of sleeping out and people fleeing or at risk from domestic or other abuse or violence. The provision of such accommodation stems not only from statutory duties under the Housing Act 1996 and Homeless Reduction Act 2017 but also the City of London's Homelessness Strategy 2023 - 27 and ongoing work to tackle rough sleeping in the Square Mile.
2. Provision of Emergency and Temporary Accommodation is currently subject to a non-compliant waiver approved by CCS Committee in 2023 which expires in August 2024. The proposed recommendations in this paper will also allow placements to continue with the existing suppliers.
3. A previous strategy was presented to Projects and Procurement Sub Committee on 12<sup>th</sup> February 2024. However an emerging risk due to market pressures identified with the commercial envelope, requiring adherence to the pan London nightly paid rates agreement saw this strategy halted following legal advice from Comptrollers.

### **Current Position**

4. Soft Market testing has been conducted and a Prior Information Notice published. The response from the market was very limited with only four providers expressing an interest in tendering for a City of London Corporation Framework which would have required a minimum of 15 suppliers.
5. The working group assigned to this project continued to undertake wider market research and in doing so identified an alternative route to market via Adam Housing, a specialist software platform supplied by the Access Group.
6. Following a supplier presentation and a demonstration by London Borough of Redbridge enabling officers to assess and evaluate the system in use, the working group have determined that this is the best strategy for the Corporation to fulfil its statutory requirement. The system allows the service to benefit from access to a wider range of providers, automate the process of individual property searches, bookings, quality management, on boarding of new providers and financial management offering greater efficiency in managing the process.
7. The platform is in use by the WREN Group of Local Authorities (Waltham Forest, Redbridge, Enfield and Newham) and is rolling out across other London Boroughs including Southwark and Croydon.
8. There is a rising demand for emergency and temporary accommodation. The Homeless and Rough Sleeper Service currently make some bookings on a block basis and the rest as and when demand requires.



## Options

9. The following Route to Market Options were considered:

9.1. Option 1 – Direct Award via Call off from YPO Framework

Advantages: Compliant Route to Market, Single Supplier, Increased Efficiency, Best Value, Access to Competitive Rates.

Disadvantages: Cost of the System Licence however this has been significantly discounted following negotiation.

9.2. Option 2 – Direct Award via call off from G-Cloud Framework

Advantages: Compliant Route to Market, Single Supplier, Increased Efficiency, Best Value, Access to competitive rates.

Disadvantages: Higher cost as demonstrated in Paragraph 13, Higher administration burden to access framework

9.3. Option 3 – Open Tender for City of London Corporation Framework Agreement

Advantages: Potential access to a range of providers, No system licence fee payable, no reliance on a third party system

Disadvantages: Need to develop terms for the framework, Very resource intensive to manage, no control over market interest, high level of manual processing

## Finance

10. In accordance with the Procurement Code Rule 14 the contract value has been determined at £8 million (total amount payable), however Members should note that the actual cost of the Access Group contract is £81,950 with the remaining spend being the cost of the individual placements.

11. Costs are increasing as suppliers' rates also increase. The current cost projections based on current provider invoices are as follows. It should be noted that these are for current bookings, some of which were made some time ago with historic lower nightly rates.

	Blocks	Invoices	Total
Provider 1	£ 19,231.33	£ 63,218.85	£ 82,450.18
Provider 2	£ -	£ 37,617.00	£ 37,617.00
Provider 3	£ -	£ 12,110.00	£ 12,110.00
Provider 4	£ -	£ 1,922.00	£ 1,922.00
<b>Total per Month</b>			<b>£ 134,099.18</b>
<b>Annual Projection</b>			<b>£ 1,609,190.16</b>

12. A 33% discounted quotation has been negotiated with the Access Group and a compliant route to market identified via the YPO Framework.

13. The table below demonstrates the costings via each of the frameworks

<b>Access Group - Call-off through G-Cloud</b>		<b>Access Group - Call-off through YPO</b>	
4 Years Total Licence Fee	Average Technology Implementation Fee	4 Years Total Licence Fee	No Implementation Fee, only one of the Initial fees
£129,303.75	£20,000	£80,000	£1,950
Total for 4 years £149,303.75		Total for 4 years £81,950	

Total Savings for 4 years if calling off from YPO £67,353,75

## Proposals

14. The proposed recommendation is Option 1, which is to direct Award via Call off from the YPO Framework. The YPO Framework grants access to the established Adam Housing Software Platform for a negotiated licence fee of £20,000 per annum and a one off onboarding fee of £1,950. This platform will allow the Homeless & Rough Sleeper Service to automate their onboarding of accommodation providers adhering to Corporations Service Specification and standards; and automate their searches, bookings, quality management, dispute resolution and financial management of the emergency and temporary accommodation bookings. This will free up officer resource and not necessitate specific officer time to manage a local framework.

15. Benchmarking nightly rates on the Adam Housing System against rates given to the Homeless and Rough Sleeper Service by regular providers demonstrate some significant difference.

Unit Size – North London location	Rate via Adam Housing	CoL available rates 9/5/24
1 bed s/c Family	£ 62.00	£ 80.00
3 bed s/c Family	£ 115.00	£ 150.00
2 bed s/c Family	£ 85.00	£ 130.00
Studio (single person)	£ 48.00	£ 60.00

## Procurement Timetable

16. The provisional timetable proposed is as follows:

Stage	Date(s)
Soft Market Testing	1 <sup>st</sup> April 24 – 30 <sup>th</sup> April 24
Evaluation of Platform	1 <sup>st</sup> April 24 – 30 <sup>th</sup> April 24
Category Board Approval	23 <sup>rd</sup> May 2024
Submission to Finance Committee	4 <sup>th</sup> June 24
Submission to Projects and Procurement Sub Committee	10 <sup>th</sup> June 2024
Submission to Court of Common Council	20 <sup>th</sup> June 2024
Contract Start and Implementation	1 <sup>st</sup> July 2024
Go Live	1 <sup>st</sup> October 2024

The current iteration of the YPO Framework ends on the 17<sup>th</sup> July 2024. The reference numbers for both the existing and new iterations of the YPO framework are included in this report as a contingency.

## Corporate & Strategic Implications

### Strategic implications

17. This procurement allows the Corporation to continue to meet its statutory obligations under the Housing Act Part 1996 VII and to contribute to the Homelessness Strategy.

### Financial implications

18. The Financial implications are as set out in the body of the report. The cost of contract will be funded from within existing local risk resources.

### Resource implications

19. Use of the Adam Housing Software Platform effectively outsources and automates the resource needed to onboard providers and manage the framework. This creates a saving in resources compared to current arrangements and other potential procurement strategies. This enables the Homeless and Rough sleeper service to focus its resources on customer service and their core business.

### Legal implications

20. Due diligence has been undertaken upon the YPO Framework in accordance with Rule 20 [ Using Frameworks created by External Contracting Authorities] of the City's Procurement Code , and it is legally permissible for the City to utilise the YPO Framework. If the City utilises the Framework, then further approval will be required from the Comptroller and City Solicitor and the Chamberlain in accordance Regulation 13.6 of the City's Financial Regulations to enter into the indemnity set out in the terms of the YPO Framework. Any UK GDPR implications will also need to be considered. The YPO Framework is silent on TUPE. Clarification has been sought from the YPO direct. YPO have clarified that TUPE will not apply to the YPO Framework as the use of the Solution will enable the City to contract with Adam HTT Ltd who will create the DPS or framework for the City if it utilises the YPO Framework, and current providers then onboard to the DPS or framework the City will create.

### Risk implications

21. The failure to provide accommodation in line with statutory duty would expose the City Corporation to the risk of legal challenge. Equally, providing temporary accommodation of insufficient quality exposes a further risk to the Corporation of legal challenge surrounding suitability under Section 202 of the Housing Act 1996. The use of the Adam Housing Platform contributes to mitigating these risks.

### Equalities implications

22. An Equalities Impact Assessment has indicated that the needs of people with disabilities, and of old age are chiefly those most impacted by the use of Temporary Accommodation. The procurement takes this into account, ensuring that a full range of accommodation can be made available to the City of London, including ground floor and accessible accommodation.

### Climate implications

23. Due consideration to the Corporation's responsible procurement commitments has been considered as part of procurement options and the Access Group's carbon reduction strategy and social value strategy have been provided and reviewed.

24. Providers on the platform will be required to adhere specifically to the City of London's Service Specification for Emergency and Temporary Accommodation which includes sustainability standards.

### Security implications

25. None.

### Conclusion

26. As outlined in this paper there is a notable advantage to the recommendation to award to the Access Group via Call off from the YPO Framework to the established Adam Housing Software Platform to allow the City Corporation to discharge its statutory duties under the Housing Act 1996 Part VII.

### Appendices

None.

### Author(s)

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<b>Committee(s):</b> Projects and Procurement sub-Committee – For Information Finance Committee – For Decision	<b>Dated:</b> 10/06/2024  23/07/2024
<b>Subject:</b> Update on Portfolio Management Implementation	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1-12 (All)
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Genine Whitehorne, Director, Commercial, Change and Portfolio Delivery, COO	

## Introduction

In July 2023, the Policy and Resources Committee approved the recommendation to move to a portfolio management model. The new delivery model would include a refresh of the Project Procedure, investment in skills and training, introduction of a new enterprise-wide Portfolio Management Office (ePMO), ICT system, establishment of a comprehensive assurance framework, and integration of commercial and project governance. Establishing a single EPMO is fundamental to the required changes.

The objectives of the new governance structures are to:

1. Ensure that the governance works across all types of projects – including transformation, capital and innovation
2. Provide the basis for suitably controlling project delivery – ensuring clarity and transparency to member and officer governance
3. Provide clarity on accountability and responsibility for delivery
4. Ensure the level of bureaucracy involved is proportionate to risk, thereby increasing the pace of delivery throughout the Corporation and reducing delivery costs
5. Align projects and programmes to the goals of the Corporation – provide members with the ability to demonstrate to residents the outcome of particular projects and programmes

This report provides an update on the significant work undertaken to the end of May 2024. The most significant current issue is the lack of an agreement on commercially viable terms for a new EPMO system.

The team has undertaken health checks with a sample of Corporation projects and programmes. These have highlighted issues with the estimation of project costs, measuring the delivery of outcomes, commercial issues with contractors, lack of comprehensive strategic risk management, a need for clearly defined accountability and responsibility as well as boundary issues between Corporation departments. There are also growing compliance risks as has been raised on Chamberlain's departmental risk register.

The paper proposes to extend the timelines for the development and approval of the new project procedure to allow further time for more comprehensive engagement with officers and members. In addition, this approach would also allow time for a mini competition amongst suppliers for a new system if necessary. Such an extension would not cause any significant slippage to the timescales of the overall portfolio management implementation.

## **Recommendations**

Members are asked to

- Note the progress made to date implementing the findings of the project governance review
- Note the proposed changes to the timescales set out in the portfolio management implementation plan

## **Key Achievements to date**

The implementation of portfolio management is currently in the design phase. A considerable amount of work has been undertaken so far in the design of new portfolio management processes. This includes:

- **Baselining** – The team has undertaken work to baseline over 700 projects down to approximately 240 projects - the team has descoped routine procurement activity, tiered projects and sought both the available budget and the overall cost envelope for these projects
- **Portfolio Design** – For the first time it is possible to summarise all the projects and programmes within the Corporation into 13 departmental or institution portfolios – projects and programmes have been assigned into the portfolios with a clear definition as to whom is accountable and who is responsible for delivery (please see Appendix A for a summary)
- **Project and programme health checks** – the team has undertaken health checks on nine projects to inform the development of new processes using a structured methodology and approach (n.b. a summary of the results is provided below)
- **Project Clean-Slate** – the team has initiated a project to close dormant projects, ensuring resources are focused on active and impactful projects and any locked funding is released



- EPMO system – the team has defined requirements for a new EPMO system and undertaken a significant level of work to engage with a potential supplier for this system
- Development of a new streamlined project procedure - The team has produced an early draft of a new project procedure, including creating a flow chart of the gates and process steps involved
- Project training - Engagement with PM Academy on the development of new project management training for the Corporation
- Strengthened officer governance – the Corporation Portfolio Board is now in operation chaired by Town Clerk with a separate Chamberlain’s Assurance Board bringing focus upon the assurance of the major programmes pipeline. There are, in addition, separate proposals for departmental portfolio boards to oversee each of the Corporation portfolios.

As a result of the above, we are building a firm foundation of portfolio management design. The work that remains at this stage is focused on developing a new project procedure and a transition plan to the new arrangements.

However, before approaching members for formal approval, we need to ensure that our proposals have been correctly stress-tested and ensure that the new framework provides a sound basis of officer accountability and compliance.

### **Key Considerations**

We need to ensure that we have engaged adequately with officers and members before submitting plans in several areas. These include ensuring that:

1. The benefits and impact of the proposed new gateways are appropriately understood (n.b. we intend to use real examples from the Corporation’s projects and programmes to demonstrate before and after scenarios)
2. We have undertaken a sufficient level of detailed transition planning to understand at a more granular level how projects and programmes that are already on a trajectory to one set of gates will adapt to moving to revised gateways
3. We have properly aligned the new project gateways to the capital planning process so that they are integrated
4. The new EPMO organisation is embedded within the organisation before undertaking the required transition
5. The new arrangements provide a sound basis for compliance and that defined accountability for outcomes is robust – therefore officer procedures and oversight of reporting needs to be built into the process
6. We further develop our change management interventions and provide an increased level of communication to ensure proposal buy-in.

The City of London Corporation is a unique environment, and we will need to ensure that project standards are suitably tailored and that we have engaged Members in the design of the new project procedure.

The team has recently lost key resources and has limited capacity which inevitably involves prioritising work. Given the importance of the work, we do not wish to sacrifice quality of deliverables for the sake of expediency.

We therefore propose extending the timelines for developing and approving the new project procedure. Please note that there is limited slippage to the overall implementation due to these proposals. The original proposal was for member approval before recess but changes to the existing governance framework would not take place until after recess, September 2024 at the earliest. Instead, we are now proposing to seek approval for the changes after recess allowing time over the Summer for proposals to be further stress-tested. This would have little impact on the proposed go-live date. There is preparatory work that can be undertaken in parallel to member approval, for example, on the preparation for the implementation of the new EPMO system. The revised dates do, however, provide the opportunity for even wider engagement before formal submission of the proposals.

### Key Dates

	Purpose	Date
Update to PPsC on proposed revised timelines	Update	10 <sup>th</sup> June 2024
Update to Finance Committee on proposed revised timelines	For decision	23 <sup>rd</sup> July 2024
Update to portfolio board on new gateways	Obtain feedback	18 <sup>th</sup> June 2024
Further engagement with members on the new gateways	Informal feedback	July – August 2024
New project procedure to Portfolio Board (including scenarios and transition plan)	For approval	3 <sup>rd</sup> September 2024
New project procedure to Finance Committee (including Scenarios)	For approval	24 <sup>th</sup> September 2024

New project procedure to Court of Common Council	For approval	10 <sup>th</sup> October 2024
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### Health-check results

Health checks were undertaken on a sample of projects and programmes between March and April 2024. The purpose of the health checks was to inform the development of the project procedure and the wider development of the EPMO at the City of London Corporation.

The health checks utilised a methodology to explore issues and recommendations as related to project planning, sponsorship, objectives, stakeholder management, business cases and resources/expertise. They triangulated opinion on the project or programme from the project manager, the SRO and the EPMO team

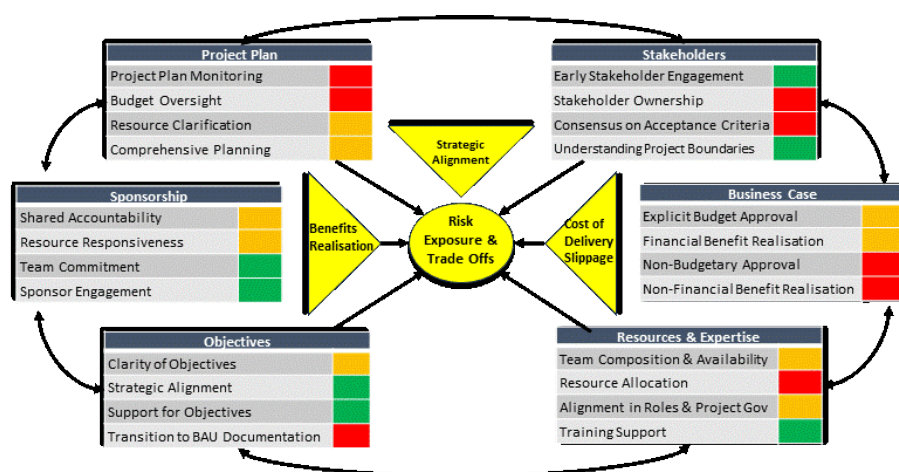


Figure 1: Summary of health-check results across sample of nine projects and programmes

The summary of findings are as follows:

- Business Cases – five out of nine projects more than doubled estimated delivery cost. Inflation and increases in scope were contributory factors although project cost estimates can also vary over significantly over the lifetime of a project. In addition, there is a need to measure the quantifiable delivery of outcomes and have a defined phase for benefits realisation.
- Stakeholders – Slippages due to commercial issues with contractors which, in some cases, are preventing transition of the project to an operational state.
- Project Planning – The Corporation’s risk management process are not sufficiently identifying risks that materialise e.g. the current risk process places emphasis upon operational rather than strategic risk
- Governance - historically a lack of clearly defined accountability and responsibility for delivery of projects and programmes (i.e. clear expectations as to the role of the programme SRO)
- Resources and expertise – There has been some lack of continuity of project and programme managers . In addition, there are often boundary issues

between departments and key resources to support delivery at a programme level.

Some of the health checks would benefit from further in-depth study to explore how any crisis points within projects developed over time and when the issues involved were first identified.

### **ePMO system procurement**

The upgrade of the current ePMO system is critical to achieving the Corporation’s ambitions for portfolio management. Such a system will enable the Corporation to gain transparency into portfolio delivery, align projects and programmes to Corporation goals, produce dashboards, can integrate with financial systems and will provide a toolkit for project managers. The system will normally also have the ability to route authorisations and workflows at each of the project gates.

The team has produced a set of requirements for a new ePMO tool and has been engaging with a particular supplier. These discussions are now at a crucial stage and we need to be assured that the system can be provided to the Corporation on commercially viable terms.

Should an agreement with this supplier not be able to be reached, then it is our intention to go to mini-competition for the procurement of such a tool. For the reasons outlined previously we would not expect the overall go-live date for portfolio management to be significantly delayed as a result.

It will be important to put in place a robust transition plan to ensure that projects and programmes move to new gateways in a seamless manner. This plan will inevitably be phased to manage risk, will require hands-on support to project managers and the co-operation of other Corporate departments.

### **Workstream updates**

Workstream	Summary of progress	Next Steps
Baselining/ Project Clean Slate	<ul style="list-style-type: none"> <li>• Approved process for closure of projects – paper prepared for this committee</li> <li>• Work essentially now closed</li> </ul>	<ul style="list-style-type: none"> <li>• Will need refresh of baselining ahead of portfolio management implementation</li> <li>• Determine unspent budget of closed projects</li> </ul>
Portfolio Design	<ul style="list-style-type: none"> <li>• Workstream now essentially closed</li> <li>• Approved by CoL Portfolio Board in February 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Align portfolios to Corporation outcomes</li> </ul>

Project Procedure	<ul style="list-style-type: none"> <li>• Currently drafting new project procedure</li> <li>• Currently drafting scenarios</li> <li>• Currently developing detailed flowchart for the new project procedure</li> </ul>	<ul style="list-style-type: none"> <li>• Develop before and after scenarios using real life projects and programmes</li> <li>• Member approvals ahead of October Court of Common Council</li> </ul>
Healthchecks	<ul style="list-style-type: none"> <li>• Work now complete</li> <li>• Completed health-checks on a cross section of projects and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Lessons to be learned for roll out of new governance structures</li> </ul>
ePMO System	<ul style="list-style-type: none"> <li>• Systems requirements produced</li> <li>• Engagement with supplier</li> <li>• Procurement governance in process</li> </ul>	<ul style="list-style-type: none"> <li>• Agree cost of new system or seek alternative supplier</li> <li>• Determine roll out plan in alignment with training, governance changes and roll out of project procedure</li> <li>• May need to run mini-competition amongst suppliers</li> </ul>
Transition Plan	<ul style="list-style-type: none"> <li>• Outline plan has been developed</li> <li>• Further more detailed transition planning required</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops to complete transition plan – with suppliers and also with departments</li> <li>• Resource requirements and hands on-support for project managers through new EPMO team</li> </ul>
Change Management and Training	<ul style="list-style-type: none"> <li>• Intranet page development for updates on Portfolio Management</li> <li>• Initial specification for PM Academy developed</li> <li>• Wider change management plan in development</li> </ul>	<ul style="list-style-type: none"> <li>• Fortnightly emails to project managers and heads of PMO</li> <li>• Further engagement with PM Academy to agree proposals</li> </ul>

### Next Steps

The critical next steps are as follows:

1. Develop the new project procedure

- Develop before-and-after scenarios for a group of projects—these are proposed to be a selection of six projects covering current complex, regular and light pathways, one from an institution as well as covering a reasonable spread of construction and transformation projects
  - Develop a one-page summary of the new gateways in flowchart form, also showing how new proposed project processes interrelate to commercial, contract management, governance, and Chamberlains processes.
  - Develop a new written project procedure for approval by members
  - Impact test the proposals against existing standing orders and terms of reference for committees
  - Ensure alignment with capital planning processes
2. Develop a detailed transition plan for the new gateways – this will include a phased rollout of:
    - New governance structures, e.g. departmental portfolio boards and establishment of portfolio dashboards
    - Project and programme management training
    - Procurement and rollout of the new EPMO system
    - Transition to the new gateways (incl. hands-on support to project managers)
    - Migration of data and data quality
    - Recruitment to the new EPMO
  3. Procure new ePMO system
    - Decision to go mini-competition or to procure directly – including the procurement framework to utilise
    - Engagement with supplier to develop transition plan aligned to training requirements and changes in governance
  4. Commence broader engagement within the Corporation.
    - Attendance at departmental leadership meetings
    - Communications
    - Change management interventions

### **Corporate & Strategic Implications –**

Financial implications – Recommendation to fund the ePMO system from the Project Reserve Contingency, submit to Finance Committee approval.

Resource implications – none.

Legal implications – none.

Risk implications – the proposals contained within this document are designed to mitigate against the risks involved in introducing new project management gateways

Equalities implications – none

Climate implications - none  
Security implications – none

## **Conclusion**

A considerable level of work has been undertaken in the design of new portfolio management processes and governance structures. The proposals in this document are to allow for a more significant period of engagement and to mitigate risk without noticeable impact on the go-live for the new governance structures.

## **Appendices**

Appendix 1 – Portfolio Design

Appendix 2 – May Portfolio Management Implementation Dashboard

Appendix 3 – Updated Portfolio Management Roadmap

## **Background Papers**

### **Genine Whitehorne**

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Appendix 1 – City of London Corporation Portfolios

Departmental Portfolios				Institution Portfolios				Tier 0 Delivery Programmes and Portfolios				
City Surveyor and Property	Community & Childrens Services	Chamberlain	Environment	Innovation and Growth	Town Clerk	CoL Police	CoL Schools	Barbican Centre	City Bridge Foundation	MoL L/ord Works	Future police estate	Markets Co-location
Paul Wilkinson	Judith Finlay	Caroline Al-Beyerty	Bob Roberts	Damian Nussbaum	Ian Thomas	Alix Newbold	John Hall	Claire Spencer	David Farnsworth	Paul Wilkinson	PW/A McC	Michael Cogher
Portfolio containing 23 projects including 1 tier one project	Portfolio containing 35 projects including 3 tier one projects	Portfolio containing 19 projects including 2 tier one projects	Portfolio containing 86 projects including 3 tier one projects	Portfolio containing 6 projects including 0 tier one projects	Portfolio containing 9 projects including 3 tier one projects	Portfolio containing 13 projects including 0 tier one projects	Portfolio containing 6 projects including 2 tier one projects	Portfolio containing 9 projects including 2 tier one projects	Portfolio containing 8 projects including 2 tier one projects	A Tier 0 Programme	A portfolio containing 14 projects	A Tier 0 programme containing 7 workstreams and 3 projects
<ul style="list-style-type: none"> <li>Investment Property SubP</li> <li>Operational property SubP</li> </ul>	<ul style="list-style-type: none"> <li>Housing delivery</li> <li>Barbican estate projects</li> <li>Health and Social Care Projects</li> <li>Homelessness</li> </ul>	<ul style="list-style-type: none"> <li>Guildhall Refurbishment</li> <li>Chamberlain Trans.</li> <li>ERP</li> <li>DITS SubP</li> </ul>	<ul style="list-style-type: none"> <li>City Operations SubP</li> <li>Natural Env't SubP</li> <li>Port Health SubP</li> <li>Planning and Devt SubP</li> </ul>	<ul style="list-style-type: none"> <li>Climate action</li> <li>Destination City</li> </ul>	<ul style="list-style-type: none"> <li>Health and Safety</li> <li>HR SubP</li> </ul>	<ul style="list-style-type: none"> <li>Technology enabled Police projects</li> <li>Command &amp; Control</li> <li>Fraud &amp; Cyber Crime</li> </ul>	<ul style="list-style-type: none"> <li>COLFS Masterplan</li> <li>CoL School for girls</li> <li>CoL School</li> <li>Freeman School</li> </ul>	<ul style="list-style-type: none"> <li>Barbican renewal design works</li> <li>Barbican Centre fire safety</li> </ul>	<ul style="list-style-type: none"> <li>Bridge projects</li> <li>Other CBF funded projects</li> </ul>	<ul style="list-style-type: none"> <li>Poultry Market Roof</li> <li>Tunnel Lids &amp; NR</li> <li>Road-Rail Vehicle Access</li> <li>Annexe Buildings</li> <li>ABP relocation</li> </ul>	<ul style="list-style-type: none"> <li>Salisbury Sq. Dev't</li> <li>Guildhall Yard East</li> <li>Firearms Training</li> <li>Eastern Base</li> <li>Mounted Unit Accom</li> <li>ICT</li> </ul>	<ul style="list-style-type: none"> <li>Design &amp; Construct</li> <li>Transport &amp; Logistics</li> <li>Parliament</li> <li>Existing Sites &amp; Disposal</li> <li>Legacy &amp; Engagemnt</li> <li>Finance</li> </ul>



Programme	Portfolio Management Implementation		<b>Headlines</b> Baselining work, portfolio design and healthchecks are now all essentially complete. A draft procedure procedure has been developed together with an accompanying flowchart. The team is currently agreeing revised timelines to allow for comprehensive engagement on the new project procedure. This will include a set of before and after scenarios on real projects to illustrate the benefits of the new approach. The most significant current issue is the lack of an agreement on an EPMO system on suitable commercial terms. There is an option to run a mini-competition. Contingency plan for a first phase roll out of portfolio reporting that will be manually enabled initially. The project also needs to place an increased focus upon change management and comms as we move towards launch and implementation.	<b>Objectives</b> 1. Enable strategic oversight for Members – a shift from operational detail to visibility of strategic risks 2. Enable the Corporation’s project managers to successfully deliver – proportionate processes that are more streamlined 3. Create an overarching framework that works for different types of project e.g. transformation, ICT, major programmes & capital 4. Introduce portfolio management structures 5. Align project management with financial forecasting and assurance processes
Director	Genine Whitehorne			
Lead	Matthew Miles			
Period ending	22 May 2024			
Overall RAG	<b>A</b> → Schedule	<b>A</b> →		
Resourcing	<b>A</b> → Budget	<b>R</b> →		

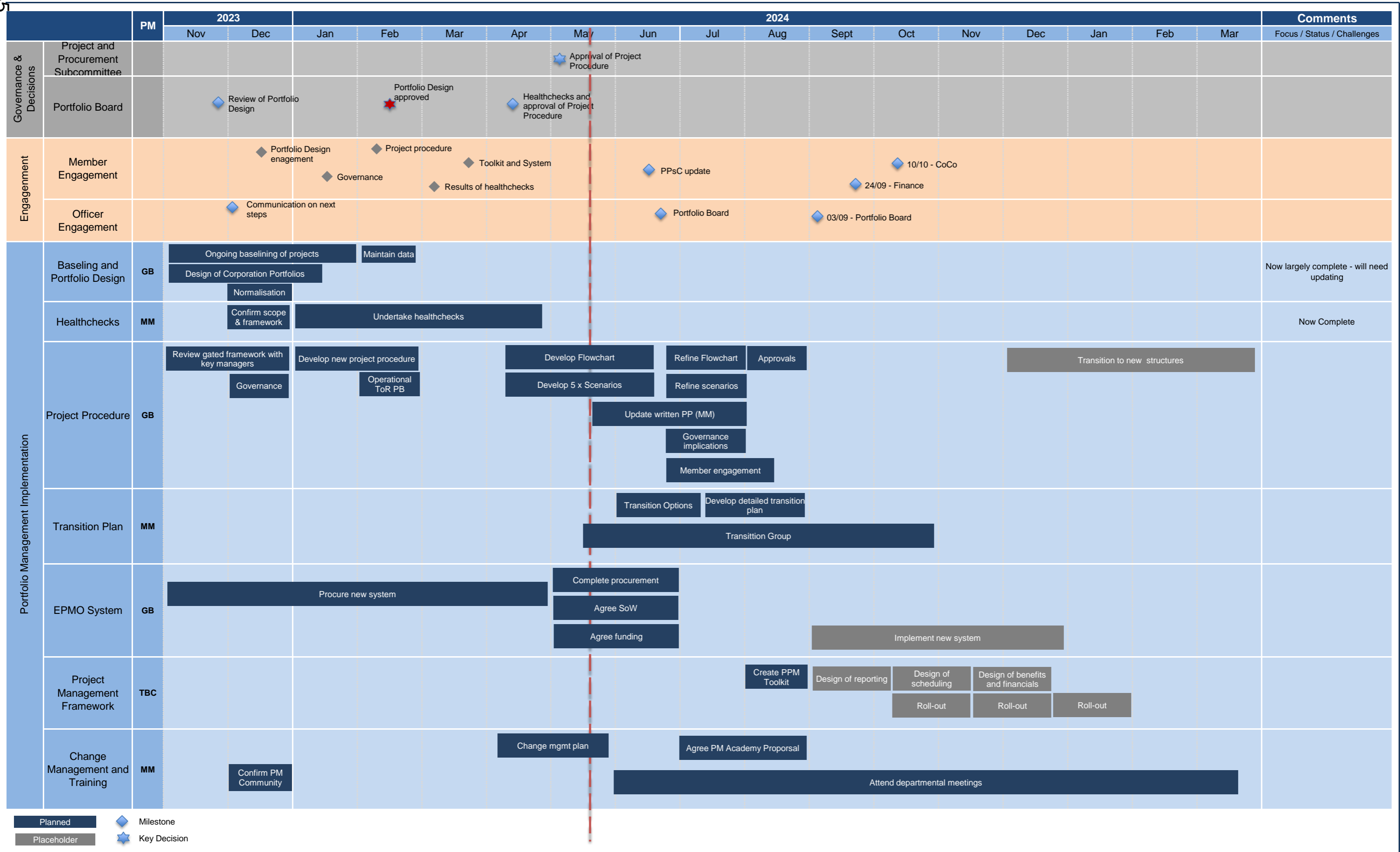
Progress against plan					Schedule	Resourcing	Benefits	Budget (£000s)	
Workstream	Lead	Stage	Overall	Headlines					
Baselining & Portfolio Design	GB	Design	<b>G</b> →	Work essentially complete. Portfolio design presented to PB in Feb. 24. Process for closure of projects agreed. Need to confirm budgets & closed projects.	<b>A</b>	<b>A</b>	N/A	<b>G</b>	TBC
Change Management / Development & Training	JMK	Delivery	<b>A</b> →	Engaged PM Academy to produce proposal for updated training for all learner types. We need to bring focus upon change management as we move towards implementation.	<b>A</b>	<b>G</b>	N/A	<b>G</b>	TBC
Project Procedure	MM	Design	<b>A</b> ↓	Informal meetings with members. Draft new procedure written. Focus upon governance, reporting cycle and scenarios to complete.	<b>A</b>	<b>A</b>	N/A	<b>G</b>	TBC
EPMO System	GB	Procure	<b>R</b> →	Reviewing proposals from Cora. The system has the functionality that is required but commercial terms need to be agreed. Can go to mini-competition if required.	<b>R</b>	<b>A</b>	N/A	<b>R</b>	TBC
Transition Plan	MM	Planning	<b>G</b> →	Transition plan to be developed once portfolio design complete, baseline established and new project procedure agreed.	<b>G</b>	<b>A</b>	N/A	<b>A</b>	TBC
Healthchecks	MM/GB	Planning	<b>G</b> →	Healthchecks now complete and presented to Portfolio Board in April.	<b>A</b>	<b>A</b>	N/A	<b>G</b>	TBC

Major Issues & Risks							
Programme or workstream	Category	Type	Description	Impact	Probability (Risks only)	Action / Mitigation	Owner
Change Management	Stakeholders	Risk	Potential resistance to the new portfolio design	Medium	Low	Have been working through this. Comms and change management as part of launch.	MM
Healthchecks	Resourcing	Issue	Scope of health-checks to be clearly defined to enable the healthchecks within available resourcing.	High		Scope to be agreed as part of PB Feb 2024	MM
Programme	Resourcing	Issue	The baselining has resulted in a significant additional number of projects than originally expected - particulary Tier 1 projects	High		Currently reduced to 239 projects.	MM
Programme	Planning	Risk	Significant levels of change for inlight programmes which risks destabiling programme delivery	High	Medium	Detailed transition plan to be developed and agreed by Portfolio Board.	MM
Programme	Dependency	Risk	Potential that recruitment of EPMO team is delayed - resulting in insufficient resources to enable roll out of PPM framework.	High	Medium	Review in April	GW
EPMO System	Solution	Issue	There are now delays to procurement of EPMO system results in delay of roll out of new framework	High		Need to agree whether utilising an alternative product to Cora	MM

Programme Healthcheck	Score	Last review	Focus and priority areas	Results
Budget	2	Apr-23	Need to review for accomodation of PM academy requirements and awaiting EPMO software pricing estimate.	
Governance and reporting	3	Apr-23	Portfolio Board in February. Corporate Projects board overseeing implementation. ToR for operational state of PB to be created.	
Resourcing	1	Apr-23	EPMO Team to be recruited.	
Schedule	3	Apr-23	Overall approach approved by SLT. Plan and schedule prepared to end of March.	
Risk and Issues	3	Apr-23	RAID constructed and in use.	
Outcomes	2	Apr-23	Measures of success identified. Not yet tracking against these.	

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# Portfolio Management Implementation - Roadmap



Planned    ◆ Milestone  
Placeholder    ★ Key Decision

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<p><b>Committee(s):</b>  Streets and Walkways Sub – For Decision  Natural Environment Board – For Information  Planning and Transportation – For Information  Projects and Procurement Sub – For Information</p>	<p><b>Date(s):</b>  14 May 2024  16 May 2024  16 May 2024  10 June 2024</p>
<p><b>Subject:</b>  Cool Streets and Greening – programme update</p> <p><b>Unique Project Identifier(s):</b>  Cool Streets and Greening (PV ID 12267)  Phase 3 City Greening and Biodiversity (PV ID 12332)  Phase 4 Sustainable Drainage (PV ID 12377)</p>	<p><b>Public</b></p>
<p><b>Report of:</b>  Interim Executive Director, Environment Department</p>	<p><b>For Information</b></p>
<p><b>Report authors:</b>  Melanie Charalambous and Tim Munday, Environment Department</p>	

## Summary

This report provides an update on the delivery of the Cool Streets and Greening programme (CSG), which is structured around four Phases. This programme is one of the ways that we are meeting the aim of the Climate Action Strategy to ensure that our public spaces and infrastructure are resilient to the impacts of climate change, as well as creating a greener and more pleasant City.

The four main phases of the programme are as follows:

- Phase One - Pilot projects to test the suitability of climate resilience measures in the City environment.
- Phase Two - Developed projects to adapt existing schemes to include climate resilience measures.
- Phase Three - City greening and biodiversity including re-landscaping of new sites, re-planting of existing gardens and street tree planting.
- Phase Four - Sustainable drainage projects.

The programme also contains a number of related workstreams including monitoring, mapping of infrastructure and catalogues and guidance for materials and planting. Since the programme inception in April 2021, the following progress has been made:

- 15 projects have been completed with 4 more currently under construction.
- A further 30 projects are planned to be implemented over the next 2 years, varying in scale from replanting of existing gardens with more climate resilient

plants to the complete re-landscaping of streets and spaces within the public realm.

- Around 10 related workstreams have been completed or are underway including a planting catalogue and a strategic flood risk assessment.

This report sets out the next steps in order to complete the programme by 2026 and includes recommendations to assist with this goal.

## **Recommendations**

It is recommended that all Committees:

1. Note the content of this progress update.
2. Note the extension of the Cool Streets and Greening programme timeframes by 12 months to March 2026.

It is recommended that the Streets and Walkways Sub-Committee:

3. Agree to transfer the Cool Streets and Greening allocation of £350,000 from the Crescent project (which has been paused) to the next priority Cool Streets and Greening project which is Temple Avenue.
4. Agree to amend the funding allocations between the phases and projects and approve the required budget increases as set out in Appendix 1.
5. Agree the increase in the Cool Streets and Greening allocation for the Little Trinity Lane project of £150,000 to replace S106 funds that are no longer available and fund additional planting, utility works and the costed risk provision.
6. Delegate approval and drawdown of the Costed Risk Provision for the projects in the programme to the Chief Officer if one is sought at Gateway 5.

## **Main report**

### **Background**

1. The Climate Action Strategy (CAS) was adopted by the Court of Common Council on 8<sup>th</sup> October 2020 and provides for nine actions under 'Resilient Streets and Greening' and one action under Resilience co-ordination and training. The Cool Streets and Greening programme which takes these forward was initially approved by committees in April 2021 with a total budget of £6.8 million funded through On Street Parking Reserve.

2. Officers have developed the projects within the programme in close collaboration through the CAS Square Mile Project Board and through further co-ordination from the Climate Resilience Steering Group.
3. The primary focus of the programme is the piloting of different climate resilient interventions within the public realm. With the intention that the lessons learnt from this process will be used in future programmes and business as usual approaches.
4. The works have been divided into four phases (1:Pilot, 2:Developed, 3:Greening and Biodiversity, and 4:Sustainable Drainage). Outside of these phases the programme has undertaken works to support the primary aim as part of a development phase.
5. The Cool Streets and Greening workstream was originally intended to be a four-year programme (March 2021-March 2025). As part of wider agreements on the CAS it has been agreed to extend the timeframe by 12 months up to March 2026. This is to enable a longer period for collecting monitoring data, deliver the construction programme and embed lessons learnt.

### **Progress to date**

6. The delivery of the programme is divided into four phases as follows:

**Phase One (Pilot projects)** – to ensure momentum and to get results on the ground as soon as possible, initial pilot projects were developed and schemes already underway were amended to incorporate climate resilience measures. This included sites at Bevis Marks, Jubilee Gardens, Cheapside, Vine Street and the riverside.

**Phase Two (Developed projects)** – The second phase integrated resilience measures into existing schemes at an earlier stage of development. This was to ensure value for money by jointly funding projects. This includes sites at Bank, Little Trinity Lane, Finsbury Circus Garden, Moor Lane, Crescent, and monitoring at the Barbican Podium.

**Phase Three (City greening and biodiversity)** – The third phase included sites where climate resilience measures would be most beneficial and to test strategic measures including creating green corridors. This phase includes re-landscaping, climate resilient planting schemes and tree planting works. This includes sites at London Wall/Moorgate, Fann Street, and St Peter Westcheap as well as a City-wide tree planting programme.

**Phase Four (Sustainable drainage)** – The fourth phase identified sites specifically for incorporation of sustainable drainage, where rainwater from the immediate catchment could be redirected into newly created raingardens reducing and slowing the flow into the sewer system, whilst providing more greenery in the public realm. This includes sites at Ludgate Broadway, St Andrews Hill, Bread Street, Knightrider Court, and Lloyds Avenue.

7. Table 1 provides a brief update on all the current projects in the programme. Further details on proposed adjustments to projects are set out in the paragraphs below.

**Table 1: Summary of project progress**

<b>Phase</b>	<b>Project and brief description</b>	<b>Update</b>
1 (Pilot)	Climate resilient planting (Pedestrian Priority): Planting at several parklets – City-wide	Completed April 2021.
	Riverside Planters: An innovative ‘dry garden’ was planted requiring less watering	Completed April 2022.
	Vine Street: 5 street trees were selected for their resilience to trial their suitability for the City	Completed April 2022.
	Bevis Marks/Dukes Place: rain gardens and permeable paving with a climate resilient planting palette.	Completed May 2023.
	Jubilee Gardens: As part of the re-landscaping of this City Garden, increased greenery and a more diverse and resilient planting palette is being introduced.	Works commenced January 2024. Issues have occurred with underground structures and the UKPN asset that required additional waterproofing, an adjustment to planting design and resulting project delay. Main works are planned for completion in autumn 2024.
	Greening Cheapside: Sustainable drainage and resilient planting is being introduced to this public space	Works commenced January 2024. Completion in spring 2024.
2 (Developed)	Bank: As part of the wider junction works, trees, rain gardens and planters are being added to several arms of the junction	Works commenced in 2023. Most of the planting will be completed in autumn 2024.
	Little Trinity Lane: A re-landscaping scheme to introduce more greenery and a number of sustainable drainage measures.	Design complete, works due to commence September 2024, subject to approval of Gateway 5 report by Chief Officer.
	Moor Lane: various elements are to be introduced including trees and raingardens	Design in progress, works due to commence in 2025



		subject to approval of Gateway 5 report.
	Finsbury Circus Garden: a major relandscaping project that will include resilient planting and sustainable drainage	Works commenced November 2023, completion due Jan 2025.
	Barbican Podium: shallow planting beds with a climate resilient palette.	Monitoring commenced August 2022
	Crescent: landscaping, tree planting and rain gardens as part of the creation of a new public space	Proposed to remove from programme and reallocate funding as the project has been paused due to the sale of adjacent property.
	Temple Avenue: Trees and planters to be introduced as part of the enhancement of the southern end of the street.	Proposed replacement for Crescent scheme. To be initiated in July 2024.
3 (Relandscaping)	London Wall/ Moorgate: replacement of the lawn area that is in poor condition with a more climate resilient design along with additional tree planting and route through	Design complete, Gateway 5 approval planned in May. Works due to commence late September 2024
	Finsbury Circus Western Arm: Landscaping of the street to create a new public space.	Design complete, works due to commence July 2024
	Fann Street: extension of tree planting and introduction of new beds and climate resilience measures	Design in progress, works due to commence 2025 subject to approval of Gateway 5 report.
	St Peter Westcheap: relandscaping and measures to protect the existing tree	Design in progress, works due to commence 2025 subject to approval of Gateway 4 and 5 report.
3 (Tree planting)	Season 2022-23	Completed, 59 trial pits, 27 trees planted.
	Season 2023-24	Completed, 27 trial pits, 12 trees planted.
	Season 2024-25	Site identification underway.
	Season 2025-26	Not commenced – will include King William Street tree planting.

3 (Replanting)	John Carpenter Street	Completed February 2024.
	St Mary Aldermanbury	Completed September 2023.
	All Hallows on the Wall	Completed October 2023.
	Whittington Gardens	Completed December 2023.
	St Dunstan's on the Hill	Completed December 2023.
	Queen Street Place	Completed December 2023.
	Angel Lane	Completed December 2023.
	St Olave Silver Street	Design in progress.
	St Dunstan's in the East Churchyard	Site survey complete, design yet to commence
	Grants Quay	Design yet to commence
	Dark House Walk	Design yet to commence
	St Anne and St Agnes Churchyard	Surveys received
	St Mary Staining	Surveys commissioned
St Botolph's without Bishopsgate	Design yet to commence	
4 (Sustainable drainage)	Ludgate Broadway: raingarden, trees, seating and widened pavement alongside accessibility improvements	Design in progress, works due to commence late 2024 subject to approval of Gateway 4&5 report.
	Bread Street (South): raingarden and seating	Design in progress, works due to commence late 2024 subject to approval of Gateway 5 report by Chief Officer.
	Knightrider Court: raingarden, widened pavement and seating. Relocation of disabled parking bays	Design in progress, works due to commence late 2024 subject to approval of Gateway 5 report by Chief Officer.
	St Andrew Hill: raingarden, trees, and widened pavement	Design in progress, works due to commence early 2025 subject to approval of Gateway 5 report by Chief Officer.

	Lloyds Avenue: raingardens, trees, and seating	Design in progress, works due to commence early 2025 subject to approval of Gateway 4 & 5 report.
	St Andrew Undershaft Churchyard: Re-landscaping and sustainable drainage including capturing rainwater from church roof	Design in progress, works due to commence early 2025 subject to approval of Gateway 5 report, church and planning approvals.

8. The scheme at Finsbury Circus Garden was originally agreed as part of Phase 2 as a monitoring only project. Following this, a number of climate resilience measures have been identified including lawn drainage, soil remediation and smart irrigation. It has been agreed by the Climate Director and Square Mile Project Board to therefore provide additional funding for interventions (£157,000) at this site beyond monitoring (total £177,000).
9. The scheme at Crescent was originally agreed as part of Phase 2. However, due to the project being paused because of adjacent building ownership changes, it is highly unlikely that that project would be deliverable within the programme's timeframe. It is therefore proposed that this funding (£350,000) be reallocated to deliver greening and tree planting at Temple Avenue (south) which has been identified as a priority project as part of the approved Fleet Street Area Healthy Streets Plan. Temple Avenue is within one of the planned future 'green corridors' and in a location with currently limited greening. It is therefore the next priority site within the programme. An issues report on the Crescent project will be submitted to Committees later this year, after the adjacent property matter is clarified.
10. The scheme at Little Trinity Lane is approaching Gateway 5. It is proposed to increase the Cool Streets and Greening funding allocation for this project by £150,000 in order to fund additional utility costs to enable more sustainable drainage and trees to be introduced, as well as cover a shortfall of £15,000 due to S106 funds no longer being available due to a requirement to spend it on TfL bus stop works. Funding for a costed risk provision is also required.

**Update on other workstreams:**

11. The Cool Streets and Greening programme included from the onset a number of supplementary workstreams to enable the main aims of the programme and also provide strategic direction and policy guidance. This included the following:

- **Climate Sensors network** – A series of sensors have been installed across the Square Mile collecting data on temperature, pressure, humidity, and water entering gullies. This information will be used to monitor the success of interventions.
- **Strategic Flood Risk Assessment** – The 2023 review undertook an assessment of existing flood modelling. Whilst it was determined that no new modelling was needed at the time, the existing flood modelling has been used in the selection of sites.
- **Heat resistant materials review** – A desktop literature review was undertaken in to consider the options for making highway surfaces more resilient to heat. Given the balance of considerations in material selection it was determined that shading offered the best opportunity.
- **Square Mile water footprint** – The water footprint works in being undertaken in conjunction with region partners as part of the Subregional Integrated Water Management Strategy for East London.
- **Natural Flood Management (NFM) toolkit** – Whilst there will be limited opportunities from NFM in the Square Mile, a toolkit is being developed for use in the Natural Environments and learning used as appropriate.
- **Climate Resilient Measures Catalogue** – The first version of the catalogue was developed at the beginning of the programme, and it incorporates the interventions being piloted. An updated version was developed in April 2023.
- **Climate Resilient Planting Catalogue** – The first version of the catalogue was published in Spring 2024. It incorporates industry best practise and includes plants used in already completed replanting schemes. It will be updated before the end of the programme.
- **Materials Selection Catalogue** – The catalogue sets out how paving materials should be selected for climate resilience and fed into the development of the City Public Realm Toolkit which was approved in November 2023.
- **Cubic Mile Project** – Was a joint project (November 2021-22) between the City Corporation and the British Geological Survey. It sought to map underground assets to better identify locations for climate resilience interventions. This mapping has been used in site identification.
- **SuDS and Tree Opportunity Mapping** - The Cubic Mile mapping has been refined to focus on locating sustainable drainage and trees. These maps will continue to be updated throughout the programme.
- **External funding bids** – Three applications for external funding have been successful to supplement the work of the programme, this has enabled additional trees to be planted in Middlesex Street, biodiversity works to be undertaken at Noble Street and Whittington Gardens and an Arboricultural Project Officer has been appointed.

## **Programme development and management**

12. From its initiation the programme has been developed with involvement from the CAS Square Mile Project Board, with guidance from the Climate Resilience Steering Group and has directly involved a cross Environment Department Officer Delivery group of staff from Environmental Resilience, Projects and Programmes, City Gardens and Cleansing, and Highways.
13. The CAS Square Mile Project Board has agreed to the extension of the programme by 12 months to March 2026. This has been done to enable a longer period for data collection and time to interpret this data into best practice. The extension will also enable the full delivery of the projects in the programme. Whilst the majority of works are still due to complete before March 2025, some projects including a number of Phase 3 sites, Phase 4 sites and Temple Avenue will need more time to be implemented.
14. The primary aim of the programme has been to trial different climate resilience measures to ascertain which could be most appropriate for us in the context of the Square Mile. At the end of the programme a number of design approaches will have been developed to enable lessons learnt to be incorporated as business as usual.
15. In view of the success of the programme and in order to continue to deliver on its objectives and achieve the strategic aims of a greener and more resilient City, it is likely that a future programme of similar interventions and workstreams will be advisable. Officers will set out options for future measures next year for Members' consideration.

## **Corporate & Strategic implications**

16. The Cool Streets and Greening programme contributes to three outcomes identified in the Corporate Plan 2024 -29 (leading sustainable environments, flourishing public spaces, and vibrant thriving destination). The programme includes actions to create a climate resilient City by reducing the risk of overheating and flooding, ensuring our open spaces enrich people's lives, and making the City's streets more accessible.

## **Financial implications**

17. The entire programme is funded through the On-Street Parking Reserve (£6.8m). Several projects within the programme combine funding from other sources including S106s and S278s in order to deliver wider benefits.
18. As the programme has developed, the costs of individual projects within each phase have been refined. Whilst the overall programme budget remains unchanged, there is a need to transfer some funds between phases and projects as described earlier in this report and detailed in the finance tables in Appendix 1.

19. It has also been necessary to utilise a portion of the programme budget for costed risk provisions for the various individual projects. A further programme report in spring 2025 will provide an update on spend to date and remaining works.

### Legal implications

20. There are no new legal implications arising from this update.

### Climate implications

21. The Cool Streets and Greening programme is one of the ways that the City Corporation is meeting the aim of the Climate Action Strategy to ensure that our buildings, public spaces and infrastructure are resilient to the impacts of climate change.

### Risk implications

22. The top five programme risks are set out below:

Risk	Response
Unknown below ground utilities and structures restricts ability to implement greening and sustainable drainage	Radar surveys are carried out which identify the majority of underground restrictions. Trial holes are also used to reduce this risk. Designs can often be adapted to avoid underground restrictions. This risk has had a significant impact on Phase 4 of the programme. This is also the main risk that requires a costed risk provision.
Project timescales are delayed by external factors	Nearby developments or other projects can sometimes restrict access to sites and delay projects. Project programmes can be adjusted to adapt to these occurrences. It is important to liaise with the highways team to coordinate the programming of works.
Design changes required following public consultation	Changes to designs are frequently required following consultation. The majority of these changes are minor, but some scope changes can be significant. Therefore, it is important to consult at an early stage to avoid significant scope changes and reduce costs.
Cost increases as a result of inflation	This is a high risk given the current rates of inflation, particularly in the construction industry. Delays to projects also increase costs. Cost estimates need to take account of inflation from the outset and delays are to be avoided where possible.

<p>Maintenance costs are not affordable within the budget available</p>	<p>Maintenance costs for planting have been higher than originally anticipated when the programme was first approved, partly as a result of inflation, which has put pressure on the programme budget. In several cases, other funding sources have been identified from joint-funded projects to cover these costs. In other cases, planting has had to be reduced, in order to remain affordable within the budget.</p>
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**Conclusion**

23. The Cool Streets and Greening Programme is a key deliverable of the Climate Action Strategy and includes a raft of projects and workstreams to help prepare the City to be resilient to the impacts of climate change. To date, several projects have been completed or are underway that make the City a greener, more pleasant and more resilient place for the benefit of residents, workers and visitors.

**Appendix:**

Appendix 1: Finance Tables

Appendix 2 : Selected Visuals/ maps

**Other relevant documents:**

London Wall /Moorgate relandscaping, Gateway 5 report (14 May 2024 Streets and Walkway Sub-Committee)

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## Appendix One – Finance Tables

<b>Table 1: Expenditure to Date</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
<b>16800454: CAS - Cool Streets &amp; Greening</b>			
Env Servs Staff Costs	80,000	73,003	6,997
Open Spaces Staff Costs	15,000	10,964	4,036
P&T Staff Costs	115,000	86,028	28,972
P&T Fees	355,000	316,297	38,703
Smart Sensors	155,000	83,379	71,621
<b>Total 16800454</b>	<b>720,000</b>	<b>569,671</b>	<b>150,329</b>
<b>16100454: CAS - Cool Streets &amp; Greening</b>			
P&T Fees	65,000	-	65,000
<b>Total 16100454</b>	<b>65,000</b>	<b>-</b>	<b>65,000</b>
<b>GRAND TOTAL</b>	<b>785,000</b>	<b>569,671</b>	<b>215,329</b>

<b>Table 2: Adjustment Required to reach the next Gateway</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Adjustment Resources Required (£)</b>	<b>Revised Budget (£)</b>
<b>16800454: CAS - Cool Streets &amp; Greening</b>			
Env Servs Staff Costs	80,000	21,000	101,000
Open Spaces Staff Costs	15,000	-	15,000
P&T Staff Costs	115,000	25,000	140,000
P&T Fees	355,000	24,000	379,000
Smart Sensors	155,000	10,000	165,000
<b>Total 16800454</b>	<b>720,000</b>	<b>80,000</b>	<b>800,000</b>
<b>16100454: CAS - Cool Streets &amp; Greening</b>			
P&T Fees	65,000	(55,000)	10,000
<b>Total 16100454</b>	<b>65,000</b>	<b>(55,000)</b>	<b>10,000</b>
<b>GRAND TOTAL</b>	<b>785,000</b>	<b>25,000</b>	<b>810,000</b>



<b>Table 3: Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
Climate Action Strategy - OSPR	785,000	25,000	810,000
<b>TOTAL</b>	<b>785,000</b>	<b>25,000</b>	<b>810,000</b>

<b>Table 4: Expenditure to Date</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
<b>16800467: City Greening &amp; Biodiversity</b>			
P&T Staff Costs	27,677	27,676	1
P&T Fees	30,000	28,974	1,026
<b>Total 16800467</b>	<b>57,677</b>	<b>56,650</b>	<b>1,027</b>
<b>16100467: City Greening &amp; Biodiversity</b>			
P&T Fees	79,000	23,745	55,255
Env Servs Staff Costs	46,000	8,830	37,170
Open Spaces Staff Costs	28,000	13,013	14,987
P&T Staff Costs	84,323	83,916	407
Env Servs Works	170,000	98,771	71,229
Open Spaces Works	175,000	61,793	113,207
Costed Risk Provision	45,000	-	45,000
<b>Total 16100467</b>	<b>627,323</b>	<b>290,068</b>	<b>337,255</b>
<b>16100502: Climate Resilient Replanting Sites</b>			
Open Spaces Staff Costs	53,500	7,775	45,725
Open Spaces Works	300,000	73,848	226,152
<b>Total 16100502</b>	<b>353,500</b>	<b>81,624</b>	<b>271,876</b>
<b>GRAND TOTAL</b>	<b>1,038,500</b>	<b>428,341</b>	<b>610,159</b>

<b>Table 5: Adjustment Required to reach the next Gateway</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Adjustment Resources Required (£)</b>	<b>Revised Budget (£)</b>
<b>16800467: City Greening &amp; Biodiversity</b>			
P&T Staff Costs	27,677	-	27,677
P&T Fees	30,000	(1,025)	28,975
<b>Total 16800467</b>	<b>57,677</b>	<b>(1,025)</b>	<b>56,652</b>
<b>16100467: City Greening &amp; Biodiversity</b>			
P&T Fees	79,000	-	79,000
Env Servs Staff Costs	46,000	-	46,000
Open Spaces Staff Costs	28,000	-	28,000
P&T Staff Costs	84,323	25,000	109,323
Env Servs Works	170,000	-	170,000
Open Spaces Works	175,000	-	175,000
Costed Risk Provision	45,000	-	45,000
<b>Total 16100467</b>	<b>627,323</b>	<b>25,000</b>	<b>652,323</b>
<b>16100502: Climate Resilient Replanting Sites</b>			
Open Spaces Staff Costs	53,500	-	53,500
Open Spaces Works	300,000	-	300,000
<b>Total 16100502</b>	<b>353,500</b>	<b>-</b>	<b>353,500</b>
<b>GRAND TOTAL</b>	<b>1,038,500</b>	<b>23,975</b>	<b>1,062,475</b>

<b>Table 6: Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
Climate Action Strategy - OSPR	1,038,500	23,975	1,062,475
<b>TOTAL</b>	<b>1,038,500</b>	<b>23,975</b>	<b>1,062,475</b>

**Table 7: Programme Summary**

CAS: Cool Streets and Greening		Allocations		
		Approved	Earmarked	Total
Phase	Activity	£	£	£
Development	Framework development	50,000	-	50,000
	Resilience measures catalogue	10,000	-	10,000
	Smart sensors and monitoring	85,000	-	85,000
	Data collection and analysis	20,000	-	20,000
	Opportunity mapping and data gaps	75,000	-	75,000
	Site identification and prioritisation	30,000	-	30,000
	Staff costs (public realm/highways/CG)	50,000	-	50,000
<b>Development Total</b>		<b>320,000</b>	<b>-</b>	<b>320,000</b>
Phase 1	Bevis Marks	270,000	-	270,000
	Jubilee Gardens	165,000	-	165,000
	Greening Cheapside	180,000	-	180,000
	Riverside Planters	55,000	-	55,000
<b>Phase 1 Total</b>		<b>670,000</b>	<b>-</b>	<b>670,000</b>
Phase 2	Design to G5	120,000	-	120,000
	Little Trinity Lane	-	505,000	505,000
	Temple Avenue	-	350,000	350,000
	Bank	165,000	-	165,000
	Moor Lane	110,000	-	110,000
	Finsbury Circus	177,000	-	177,000
	Barbican Podium	20,000	-	20,000
<b>Phase 2 Total</b>		<b>592,000</b>	<b>855,000</b>	<b>1,447,000</b>
Phase 3	Design to G4	80,000	-	80,000
	Design to G5	95,000	-	95,000

	London Wall/ Moorgate	-	443,000	443,000
	Finsbury Circus Western Arm	438,178	-	438,178
	Fann Street	-	150,000	150,000
	St Peter Westcheap	-	180,000	180,000
	Treeplanting	800,000	23,975	823,975
	Replanting	400,000	-	400,000
<b>Phase 3 Total</b>		<b>1,813,178</b>	<b>796,975</b>	<b>2,610,153</b>
Phase 4	Design to G4	185,000	-	185,000
	Design to G5	140,000	25,000	165,000
	Ludgate Broadway	-	250,000	250,000
	St Andrew Undershaft Churchyard	-	250,000	250,000
	St Andrew Hill	-	200,000	200,000
	Bread Street (South)	-	120,000	120,000
	Knightrider Court	-	211,822	211,822
	Lloyds Avenue	-	371,025	371,025
<b>Phase 4 Total</b>		<b>325,000</b>	<b>1,427,847</b>	<b>1,752,847</b>
<b>Grand Total</b>		<b>3,720,178</b>	<b>3,079,822</b>	<b>6,800,000</b>

# Cool Streets and Greening Impacts

- **4291m<sup>2</sup> of publicly accessible open space improved sustainably**
- **Delivery of two additional grant projects to enhance environmental greenspace**
- **Three strategic green corridors identified**



**4291m<sup>2</sup> of open space improvement**



**15 completed pilot projects**

- **Completion of 7/9 'Phase 1' projects**
- **Completion of 2/6 'Phase 2' projects**
- **Completion of 7/19 'Phase 3' projects**
- **Progression of six 'Phase 4' projects**

- **Implementation of 'Climate Resilient' planting at nine sites**
- **Seven sites improved along green corridors for biodiversity**
- **Two 'Sustainable Drainage' schemes**



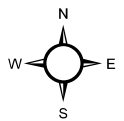
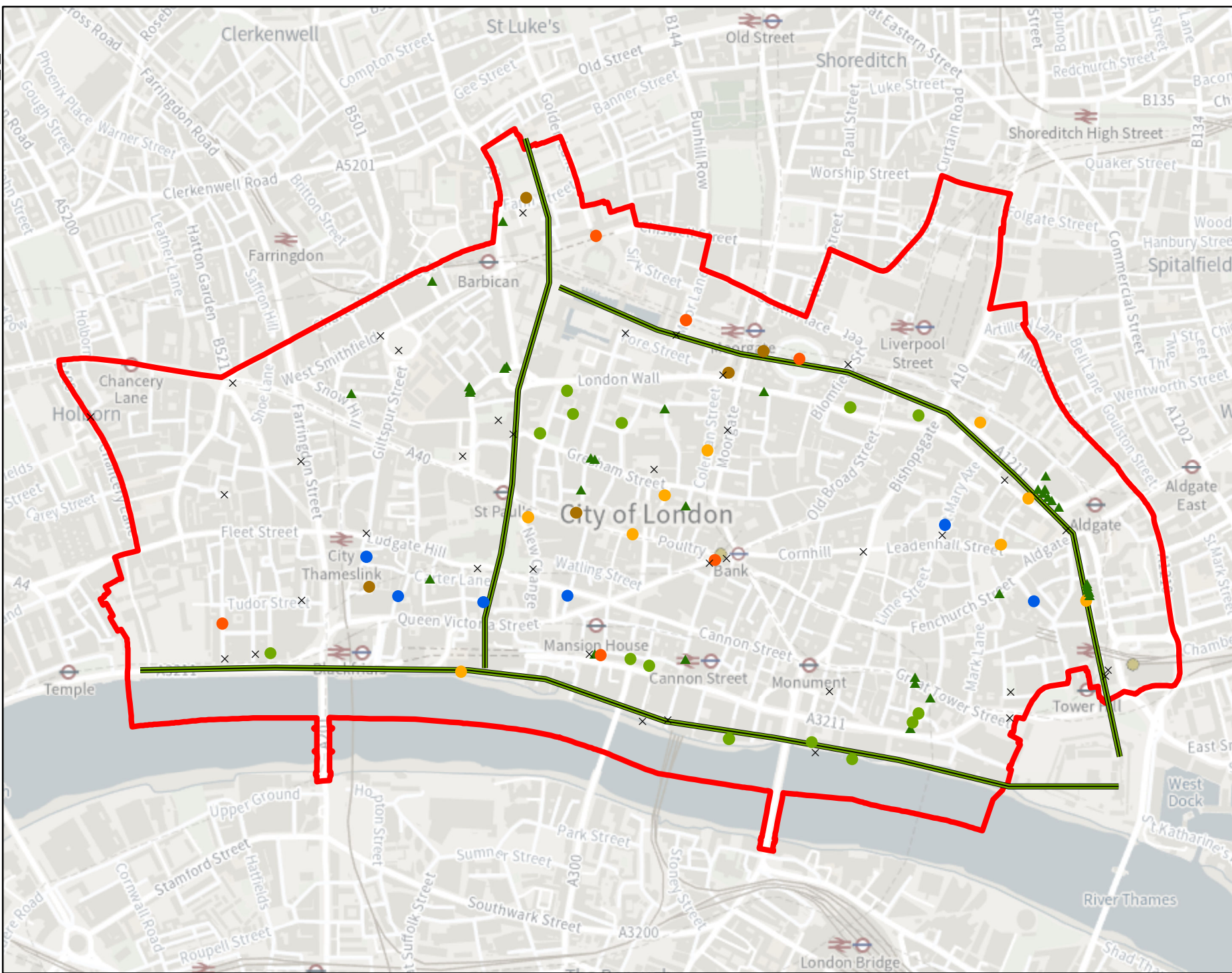
**12 resilience measures trialled**



**64 trees planted throughout the City**

- **43 trees planted in streets for connectivity, shading and cooling**
- **Two tree avenues created (Vine Street and Houndsditch)**
- **Incorporation of 'resilient' tree species**

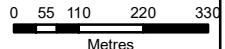
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## Cool Streets & Greening Projects

- City of London Boundary
- Green Corridors Routes
- x Sensors
- CSG\_Projects**
- Phase 1 (Pilot)
- Phase 2 (Developed)
- Phase 3 (Relandscaping)
- Phase 3 (Replanting)
- Phase 4 (Sustainable Drainage)
- ▲ Tree

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# Phase one: Pilot

Pilot projects and schemes already underway amended to incorporate climate resilience measures.



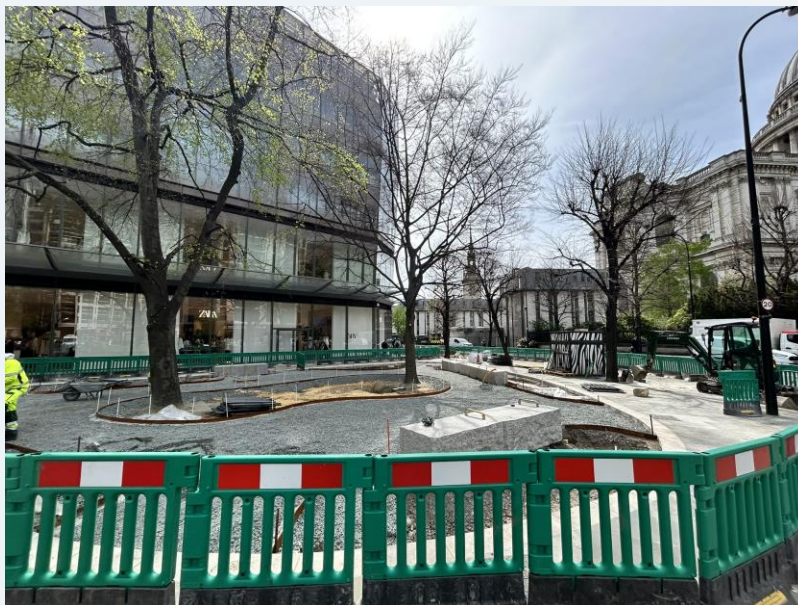
'Xeriscape' (drought resistant) planting City of London Boys School.



Vine Street 'disease resistant' tree planting including species 1 and species 2.



Bevis Marks 'rain garden' a SUDs project planted in an engineered substrate.



Cheapside Sunken garden progress, due to be completed in May 2024.



Jubilee Gardens render, indicative visualisations of site, due to be completed Nov 2024.

All aspects of Phase 1 are due to be completed in 2024, this phase has been subject to delays, this is a result of multiple funding streams and stakeholders.

# Phase two: Developed

Integration of resilience measures into existing schemes at an earlier stage of development.



Little Trinity Lane current (left) and render (right) indicative visualisations of site, subject to revisions.



Bank Junction 'rain gardens' completed Apr 2024, full greening due to be completed Sep 2024.



Barbican podium 'Micro-climate' monitoring undertaken by Atkins.

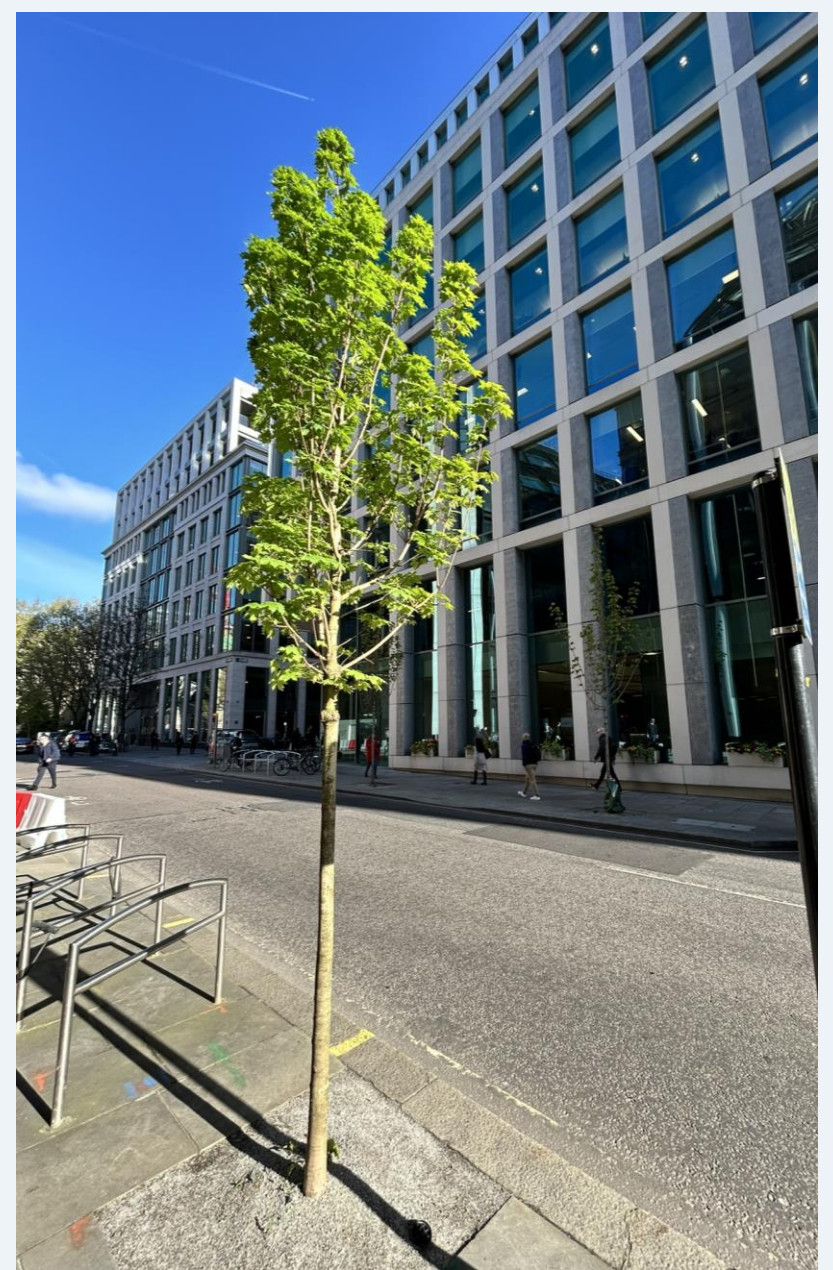
Phase 2 is progressing with all major project reaching Gateway 5. Alternative options are being reviewed for reallocation of funds from projects scoped out of phase 2.

# Phase three: City Greening & Biodiversity

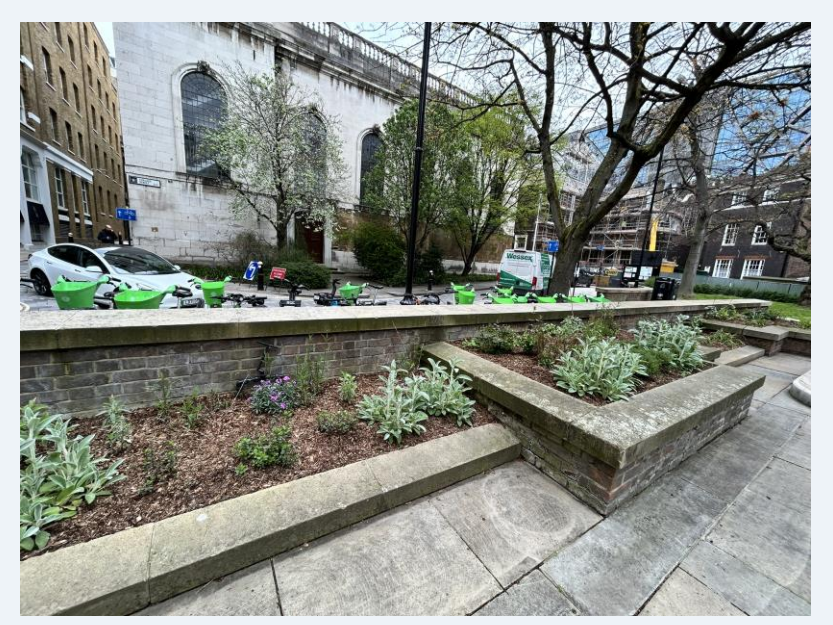
Sites identified where climate resilience measures would be most beneficial and to test strategic measures including creation of green corridors.



All Hallows by the wall sand beds completed in Spring 2023.



Street tree planting across the City, a total of 43 were delivered in 23/24.



Whittington Garden completed Nov 2023, aim to increase plant diversity, supported by Rewild London fund



Replanting site St Mary Aldermanbury completed Oct 2023, aim to increase biodiversity.

Phase 3 consists of three key elements, 're-landscaping', 're-planting' and tree planting. There are four major 're-landscaping' projects and 14 're-planting' sites.

# Phase four: Sustainable Drainage

Sites identified for incorporation of sustainable drainage, to redirect rainwater from the catchment reducing and slowing the flow into the sewer system.



Bread street infiltration 'rain garden' along cycle route.



Ludgate Broadway infiltration 'rain garden' along highway.



Knight Rider Court infiltration 'rain garden' in re-allocated parking bay.

Phase 4 is progressing through the design phase and includes five sites. Detailed designs are to be supplied for Gateway 5 and construction packs, to be programmed in 2025.

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