



Resource Allocation Sub (Policy and Resources) Committee

Date: MONDAY, 11 MARCH 2024
Time: 10.00 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Deputy Andrien Meyers
Deputy Henry Colthurst (Deputy Chairman)	Deputy Alastair Moss
Deputy Randall Anderson	Alderman Sir William Russell
Deputy Keith Bottomley	Ruby Sayed
Tijs Broeke	Tom Sleigh
Jason Groves	Deputy Sir Michael Snyder
Caroline Haines	Deputy James Thomson
Deputy Shravan Joshi	
Catherine McGuinness	

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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.

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the Sub-Committee meeting held on 24 January 2024.

For Decision
(Pages 7 - 12)

4. **CAPITAL FUNDING UPDATE**

Report of the Chamberlain.

For Decision
(Pages 13 - 26)

5. **COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND - APPLICATIONS FOR APPROVAL**

Report of the Managing Director of the City Bridge Foundation.

For Decision
(Pages 27 - 50)

6. **TRANSPORT FOR LONDON - LOCAL IMPLEMENTATION PLAN FUNDED SCHEMES 2024/25**

Report of the Executive Director, Environment.

For Decision
(Pages 51 - 56)

7. ***23/24 ENERGY & DECARBONISATION PERFORMANCE Q3 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Report of the City Surveyor.

For Information
(Pages 57 - 66)

8. ***CITY SURVEYOR'S BUSINESS PLAN 2023-28 QUARTER 3 2023/24 UPDATE**

Report of the City Surveyor.

For Information
(Pages 67 - 76)

9. ***THE CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER - FEBRUARY 2024 UPDATE**

Report of the City Surveyor.

For Information
(Pages 77 - 110)

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

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

12. **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 items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of the Schedule 12A of the Local Government Act.

Part 2 – Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the Sub-Committee meeting held on 24 January 2024.

For Decision
(Pages 111 - 114)

14. **CYCLICAL WORKS PROGRAMME (CWP) AND ADDITIONAL RESOURCES FOR CITY FUND PROPERTIES (ARCFP) REQUEST FOR FUNDING FOR 2024/2025**

Report of the Chamberlain.

For Decision
(Pages 115 - 132)

15. **CENTRAL CRIMINAL COURT – CELL AREA DUCTING AND EXTRACT SYSTEM
BALANCING**

Report of the City Surveyor.

For Decision
(Pages 133 - 148)

16. ***REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 149 - 150)

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

18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND
WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE
PUBLIC ARE EXCLUDED**

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Agenda Item 3

RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 24 January 2024

Minutes of the meeting of the Resource Allocation Sub (Policy and Resources) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 24 January 2024 at 2.30 pm

Present

Members:

Deputy Christopher Hayward (Chairman)	Caroline Haines
Deputy Henry Colthurst (Deputy Chairman)	Deputy Shravan Joshi
Deputy Keith Bottomley	Catherine McGuinness
Tijs Broeke	Ruby Sayed
Jason Groves	Deputy James Thomson

In Attendance

Alderman Timothy Hailes

Officers:

Ian Thomas CBE	Town Clerk and Chief Executive
Caroline Al-Beyerty	The Chamberlain
Paul Wilkinson	The City Surveyor
Dionne Corradine	Chief Strategy Officer
Emily Tofield	Executive Director of Corporate Communications and External Affairs
Bob Roberts	Executive Director, Environment
Greg Moore	Deputy Town Clerk
Daniel Peattie	Chamberlain's Department
Sonia Virdee	Chamberlain's Department
Jonathan Cooper	City Surveyor's Department
John Galvin	City Surveyor's Department
Graeme Low	City Surveyor's Department
Fiona McKeith	City Surveyor's Department
Robert Murphy	City Surveyor's Department
Peter Young	City Surveyor's Department
Ian Hughes	Environment Department
Jen Beckermann	Town Clerk's Department
Ben Dixon	Town Clerk's Department
Polly Dunn	Town Clerk's Department
Ben Dunleavy	Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Alderman Sir William Russell and Deputy Randall Anderson.

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

Catherine McGuinness, in respect of Agenda Item 7 on benefits-in-kind, declared that she was a Trustee of the City of London Academies Trust, which received benefits-in-kind from the City Corporation.

3. **MINUTES**

Members received the public minutes and non-public summary of the meeting held on 30 November 2023.

The Town Clerk noted one correction to the minutes was required to record Catherine McGuinness's attendance.

The minutes, as amended, were approved as a correct record.

4. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - CITY SURVEYOR'S DEPARTMENT**

Members received a report of the City Surveyor concerning the City Surveyor's Department's business plan.

RESOLVED, that – Members:

- a) Note the factors taken into consideration in compiling the City Surveyor's Departmental Business Plan; and
- b) Approve the departmental Business Plan 2024/25.

5. **CIL, OSPR AND CAPITAL BIDS (QUARTER 3 - 2023/24)**

Members received a joint report of the Chamberlain and the Executive Director, Environment, concerning CIL, OSPR and Capital Bids for Quarter 3.

RESOLVED, that – Members approve:

- a) The amendments to the Terms of Reference of the Priorities Board as set out in Appendix 1
- b) The recommendations of the Priorities Board to allocate £30.08m of CIL to the new Museum of London and Sculpture in the City projects and £11.715m of OSPR to the projects listed in the summary above.
- c) The inclusion of the Cyclical Works Programme funding requirements over the medium-term-financial plan against OSPR in 2024/25 budget setting and medium-term financial planning.

6. **SAFE HAVENS IN THE CITY OF LONDON**

Members received a report of the Executive Director of Community and Children's Services concerning safe havens in the City.

RESOLVED, that – Members note the report and endorse the Safe Havens scheme.

7. BENEFITS-IN-KIND REVIEW AND ANNUAL REPORTING

Members received a report of the Managing Director of City Bridge Foundation concerning benefits-in-kind.

The Deputy Chairman recommended that the Resource Allocation Sub-Committee should have general oversight of benefits-in-kind and its annual reporting. The Efficiency and Performance Working Party could undertake any in-depth scrutiny.

An observing Member agreed that, as benefits-in-kind were an allocation of resource like any other, the Sub-Committee was the appropriate home. They noted that the report split out benefits-in-kind by internal department and requested that future reports also include a breakdown of the benefits granted to each external organisation (including the property, grant and benefit values). This would allow Members to see how the City Corporation was supporting external bodies.

RESOLVED, that – Members:

- a) note the process undertaken to review benefits-in-kind across CoLC Departments/ Institutions.
- b) approve an additional £10,000 per annum (increased annually in line with pay reviews) from City's Cash Budget for the CGU to provide an enhanced service for departments on an ongoing basis.
- c) Instruct officers to make the appropriate governance arrangements

8. CONSIDERATE LIGHTING CHARTER OPERATIONAL PROPERTY UPDATE

Members received a report of the City Surveyor providing an update on the City Corporation's commitment to the Considerate Lighting Charter.

The Chairman noted, by way of background to the report, that the City Corporation had promoted the Charter without considering its own ability to confirm to it. He was frustrated that this issue had not been resolved.

Following a question from a Member, the Chairman confirmed that the Charter was aspirational i.e. the City Corporation could sign up and work towards the commitments, rather than needing them in place immediately.

Officers confirmed that they hoped to be able to provide further information on the implications of committing to the Charter should the further paper requesting funds to initiate surveys (referenced at paragraph 18 of the report) be approved.

RESOLVED, that – Members:

- a) Note the anticipated steps outlined in Appendix 3 for implementing the Charter for the relevant City of London Corporation operational buildings.

- b) Note the further work needed to confirm the full implications relating to the adoption of the Charter.
- c) Note the commitment to the production of a further paper setting out in more detail any funding request to initiate surveys and determine an accurate capital cost to implementation (aiming for Q1 24/25).
- d) Note the intention to continue to promote the Considerate Lighting Charter via existing channels to encourage adoption and sign up while the work to achieve compliance by the City Corporation is ongoing, and the intention to explore with stakeholders any potential barriers that are preventing them from signing up to the Charter; and the potential for future consideration of a wider publicity campaign.

9. ***23/24 ENERGY & DECARBONISATION PERFORMANCE Q2 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Members received a report of the City Surveyor concerning the energy and decarbonisation performance of the City Corporation's operational property.

RESOLVED, that – the report be received and its contents noted.

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

A Member welcomed the use of Community Infrastructure Levy (CIL) funds for the Museum of London project, and asked if CIL funds could be used on assets owned by the City Corporation for community and cultural uplift.

In reply, officers informed Members that, in order to be eligible for CIL funding, the CIL Funding Regulations required projects to be forms of infrastructure necessary to fund the development of the Square Mile. They undertook to explore the scope of where CIL funds could be used in line with the question. Officers were also carrying out wider work on the Development Plan to ensure that Members had a good understanding of the range of projects that were eligible for CIL funding.

The Chamberlain added that the CIL Neighbourhood Fund had more flexibility to use funds for the wider community and external organisations.

A Member said that restricted funds should be the first source of funding for eligible projects. The Chamberlain agreed, as long as the restricted funds had enough money.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no other business.

12. **EXCLUSION OF THE PUBLIC**

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13. **NON-PUBLIC MINUTES**

The non-public minutes of the Sub-Committee meeting held on 30 November 2023 were approved as a correct record.

14. ***NOTE OF THE INFORMAL SESSION**
The note of the Sub-Committee's informal meeting on 30 November 2023 was received.
15. **GUILDHALL COMPLEX – REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**
Members received a report of the City Surveyor concerning the refurbishment of the Guildhall complex.
16. **WALBROOK WHARF FEASIBILITY 2027 AND BEYOND**
Members received a joint report of the Chamberlain and the Executive Director, Environment concerning Walbrook Wharf.
17. **WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES**
Members received a report of the City Surveyor concerning the replacement of mechanical and electrical services at Walbrook Wharf.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

The meeting ended at 3.21 pm

Chairman

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Agenda Item 4

Committee(s): Resource Allocation Sub Committee Policy & Resources Committee	Date(s): 11 March 2024 18 March 2024
Subject: Capital Funding Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	The schemes for which funding is now requested span across a range of corporate outcomes
For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	23.3.m
What is the source of Funding?	£22.7m -City Fund, £0.56m City Estate and £0.05m CBF
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The Chamberlain	For Decision
Report author: Yasin Razaq, Capital and Projects Manager	

Summary

The purpose of this report is for Members to consider release (following gateway approvals) to allow schemes to progress.

Members are reminded of the two-step funding mechanism via the annual capital bid process:

- Firstly, within available funding, 'in principle' approval to the highest priority bids is sought and appropriate provisions are set aside in the annual capital and revenue budgets within the MTFPs.
- Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, Members are asked to confirm that these schemes remain a priority for which funding should be released at this time.

The purpose of this report is for Members to consider release (following gateway approvals) to allow schemes to progress.

The total amount of funding approved is £230.5m, £62.86m has been released to date, this doesn't include the 24/25 new bids approval going to Court of Common Council on the 7th March 2024. Appendix 1-3 have further detail.

Release of £23.3m to allow progression of three schemes summarised in Table 2 'Project Funding Requests' is now requested.

Recommendations

Resource Allocation Sub Committee Members and Policy & Resources Committee are requested to:-

- (i) To review the schemes summarised in Table 2 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) To agree the release of up to £23.3m for the schemes progressing to the next Gateway in Table 2 from City Fund £22.7m (including £3.65m for OSPR and £3.5m CIL), City Estate 0.56m and £0.05m from CBF.

Main Report

Background

1. As part of the fundamental review, Members agreed the necessity for effective prioritisation of capital and SRP projects, with central funding allocated in a measured way. This has been achieved via the annual capital bid process which applies prioritisation criteria to ensure that corporate objectives are met, and schemes are affordable.
2. The following criteria against which capital and supplementary revenue projects are assessed have been agreed as:
 - i. Must be an essential scheme (Health and Safety or Statutory Compliance, Fully/substantially reimbursable, Major Renewal of Income Generating Asset, Spend to Save with a payback period < 5 years.)
 - ii. Must address a risk on the Corporate Risk register, or the following items that would otherwise be escalated to the corporate risk register:
 - a. Replacement of critical end of life components for core services;
 - b. Schemes required to deliver high priority policies; and
 - c. Schemes with a high reputational impact.
 - iii. Must have a sound business case, clearly demonstrating the negative impact of the scheme not going ahead, i.e. penalty costs or loss of income, where these are material.

The above criteria were used as the basis for prioritising the annual capital bids and should continue to be applied when consider release of funds.

The new bids process for 24/25 has taken place with final approval on the 7th March by Court of Common Council

3. The scope of schemes subject to this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or CBF¹. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account,

¹ Contributions from City Bridge Foundation are limited to its share of corporate schemes such as works to the Guildhall Complex or corporate IT systems and are subject to the specific approval of the City Bridge Foundation

Designated Sales Pools and Cyclical Works Programmes are excluded, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.

4. Members are reminded of the two-step funding mechanism via the annual capital bid process:
 - Firstly, ‘in principle’ approval to the highest priority bids within available funding is sought and appropriate provisions are set aside in the annual capital and revenue budgets and the MTFPs.
 - Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, RASC is asked to confirm that these schemes remain a priority for which funding should be released at this time.

Current Position

5. The total amount of funding approved is £230.5m, £62.86m has been released to date, this doesn't include the 24/25 new bids approval going to the Court of Common Council on the 7th March. Appendix 1-3 have further detail.
6. St Paul's Gyrotory, Pedestrian Priority Programme and West Smithfield Charterhouse Strengthening have been approved as part of the CIL & OSPR bidding process.
7. The updated capital programme including 24/25 new schemes will be approved by Court of Common Council on the 7th March.

Current Requests for the Release of Funding

8. There are three schemes with ‘in principle’ funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £23.3m is requested:

Table 2: Project Funding Requests	Next Gateway	CIL/OSPR	MTFP Total Project Spend	Capital Bid Round	City Fund	City's Cash	Bridge House Estates	Total
		R	£m		£m	£m	£m	£m
<u>Funding to progress to the next gateway.</u>								
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	GW5		19.400		0.649	0.501	0.049	1.200
St. Paul's Gyrotory Transformation Project	GW4C	OSPR	7.200		2.116			2.116
Pedestrian Priority Programme		OSPR	2.600		1.540			1.540
Queen's Park Sandpit Playground	GW6					0.055		0.055
West Smithfield and Charterhouse Street Highway Strengthening	GW6	CIL	3.500		3.500			3.500
Barbican Fire Safety Projects	GW6		16.000		14.800			14.800
Barbican Art Chiller	GW5		0.400		0.126			0.126
					22.731	0.556	0.049	23.337

9. Further details of the individual schemes are provided in Appendix 4 attached.

10. In accordance with step two of the capital funding mechanism, Members will wish to confirm that these schemes remain a priority for funding to be released at this time particularly in the context of the current financial climate.
11. Funding for these schemes can be met from the provisions set aside from the CIL balances of the City Fund £22.7m, £0.56m City Estate and £0.05m City Bridge Foundation.

Conclusion

12. Members are requested to:
 - 1) review the above and consider in the context of the completion of the capital review and the current financial climate their continued support for the schemes requesting internal resources to proceed, and;
 - 2) approve the associated release of funding in Table 2.

Appendices

Appendix 1 - 2020/21 Approved Bids

Appendix 2 - 2021/22 Approved Bids

Appendix 3 - 2022/23 Approved Bids

Appendix 4 - Requests for Release of Funding – Scheme Details

Background Papers

- Annual Capital Prioritisation Report, 12 December 2019 (Non-Public).
- Prioritisation of Remaining 2020/21 Annual Capital Bids (Deferred from December 2019 Meeting), 23 January 2020 (Non-Public)
- Re-prioritisation of 2020/21 Approved Capital Bids, 18 September 2020 (Non-Public)
- Capital Funding – Prioritisation of 2021/22 Annual Capital Bids – Stage 2 Proposals, 10 December 2020 (Public)
- Capital Funding – Prioritisation of 2022/23 Annual Capital Bids – Stage 2 Final Proposals
- Capital Review 2022 – final recommendations to RASC

Yasin Razaq

Capital & Projects Manager

Email: Yasin.Razaq@cityoflondon.gov.uk

Appendix 1

Approved Bids 2020/21	THIS REPORT		THIS REPORT		THIS REPORT		THIS REPORT	
	City Fund	City's Cash	BHE	Total Funding Allocation	Funding Allocation After Re-prioritisation	Release of Funding Previously agreed	Reallocation of Funding now requested	Release of Funding now requested
Project Name	£'m	£'m	£'m	£'m				
Critical End of Life Replacement								
Barbican Replacement of Art Gallery Chiller	0.300	-	-	0.300	0.300	0.018		0.126
Car Park - London Wall Joints and Waterproofing	2.000	-	-	2.000	2.000	-		
Car Park - Hampstead Heath, East Heath Car Park Resurface	-	0.415	-	0.415	0.415	0.387		
Central Criminal Court - Replacement for Heating, Cooling and Electrics for the East Wing Mezzanine including the sheriff's apartments. ****	1.000	-	-	1.000	0.626	0.626		
Finsbury Circus Garden Re-instatement	2.558	-	-	2.558	2.558	2.542		
Guildhall - North and East Wing Steam Generator replacement – including Art Gallery	0.744	0.396	0.060	1.200	0.002	0.002		
Guildhall - West Wing - Space Cooling - Chiller Plant & Cooling Tower Replacement *****	1.860	0.990	0.150	3.000	4.702	4.554		
Guildhall event spaces - Audio & Visual replacement / upgrade	-	0.330	-	0.330	0.330	0.045		
Guildhall Yard - Refurbishment/ Replacement of Pavours	-	3.000	-	3.000	3.000	-		
I.T - Computer Equipment rooms (CER) Uninterrupted Power Supplies (UPS)Upgrades and Replacements	0.090	0.100	0.010	0.200	0.200	0.200		
I.T - Essential Computer (Servers) operating system refresh programme	0.068	0.075	0.008	0.151	0.095	0.095		
I.T - Personal device replacement (Laptops, Desktops and tablet/mobile device)	1.013	1.125	0.112	2.250	2.250	2.250		
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	2.654	2.949	0.295	5.898	19.400	0.68		18.718
I.T - Telephony replacement ***	0.873	0.343	0.034	1.250	-	-		
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.397	-	-	1.397	1.397	0.145		
Oracle Property Management System Replacement	0.713	0.380	0.058	1.151	1.151	1.150		
Structural - Lindsey Street Bridge Strengthening	5.000	-	-	5.000	5.000	0.030		
Structural - Dominant House Footbridge*****	1.025	-	-	1.025	0.575	0.575		
Structural - West Ham Park Playground Refurbishment	-	1.279	-	1.279	1.279	0.863		
Fully or substantially reimbursable								
Barbican Turret John Wesley High Walk	0.043	-	-	0.043	0.043	0.043		
Chingford Golf Course Development Project	-	0.075	-	0.075	0.075	-		
High Profile Policy Initiative								
Bank Junction Transformation (All Change at Bank)	4.000	-	-	4.000	4.000	4.000		
Culture Mile Implementation Phase 1 incl CM experiments and Culture Mile Spine	0.580	-	-	0.580	0.580	0.580		
I.T - Smarter working for Members and Officers	0.113	0.125	0.013	0.251	0.185	0.185		
Rough Sleeping - assessment hub*****	1.000	-	-	1.000	1.196	1.498		
Rough Sleeping High Support Hostel - Option 3	0.500	-	-	0.500	0.500	0.500		
Secure City Programme	15.852	-	-	15.852	15.852	7.174		
Statutory Compliance/Health and Safety								
Barbican Exhibition Halls	5.000	-	-	5.000	1.549	1.548		
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.827	-	-	13.827	13.827	2.417		
Covid19 Phase 3 Transportation Response*	-	-	-	-	0.568	0.568		
City of London Primary Academy Islington (COLPAI) temporary site	-	0.300	-	0.300	0.583	0.583		
Golden Lane Lighting and Accessibility	0.500	-	-	0.500	0.500	0.500		
Guildhall - Great Hall - Internal Stonework Overhaul	-	2.000	-	2.000	2.000	1.740		
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.930	0.495	0.075	1.500	1.500	0.118		
I.T - Critical Security Works agreed by the DSSC **	0.112	0.125	0.013	0.250	-	-		
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.090	0.100	0.010	0.200	0.200	-		
Confined and Dangerous Spaces - Barbican Centre	2.000	-	-	2.000	2.000	0.098		
Confined and Dangerous Spaces - GSMD	-	0.400	-	0.400	0.400	0.019		
Fire Safety - Car Park London Wall - Ventilation, electrics, lighting and fire alarm works	1.370	-	-	1.370	1.370	0.240		
Fire Safety - Works in car parks	1.032	-	-	1.032	1.032	0.699		
Fire Safety - Frobisher Crescent, Barbican Estate (compartmentation) *	0.550	-	-	0.550	1.203	1.203		
Fire Safety - Smithfield sprinkler head replacement and fire door replacement.	-	0.150	-	0.150	0.150	0.020		
Queen's Park Public Toilet Rebuild	-	0.380	-	0.380	-	-		
Spitalfields Flats Fire Door Safety	0.146	-	-	0.146	0.146	-		
Spend to save with a payback < 5 years								
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.440	0.489	0.049	0.978	0.268	0.165		
I.T - GDPR Compliance Project Unstructured data	0.112	0.125	0.013	0.250	-	-		
Wanstead Flats Artificial Grass Pitches (spend to save > 5 years)	-	-	-	-	1.700	-		
The Monument Visitor Centre	-	2.500	-	2.500	-	-		
Total Approved Funding Bids	69.492	18.646	0.900	89.038	96.707	38.062	-	18.844

Previous Funding Allocation	89.038
Net reductions from previous reprioritisation exercise (September 2020)	- 4.032
* Reallocated from the 2021/22 annual bids and fundamental review schemes	- 0.653
* £0.500m of capital funding foregone in place of revenue funding solution (telephony/security)	- 0.500
*** £0.250m of capital funding foregone in place of a revenue funding solution (telephony/security)	- 0.250
****Reallocation of £0.229m to 2021/22 scheme (BEMS Phase 1)	- 0.229
*****£0.246m of central funding no longer required and returned to the centre	- 0.246
*****£0.374 reallocated to Wallbrook Wharf M&E replacement project	- 0.374
***** £0.269 central contingency reallocated to meet increased cost	0.269
***** £0.196m increase at GS approved under Urgency	0.196
***** £0.450m of central funding no longer required and returned to the centre	- 0.450
Additional amount for ERP(October 2022)	3.032
	87.107

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Appendix 2

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Funding Allocation £'m	Funding Allocation after Reprioritisation	Release of Funding Previously agreed	Reallocation of Funding now requested	Release of Funding now requested
Critical End of Life Replacement								
OSD - Tower Hill Play Area Replacement Project	0.120			0.120	0.120	0.120		
SVY - BEMS Upgrade Project-CPG Estate – Phase	0.507	0.375	0.022	0.904	1.133	0.626		
SVY - Smithfield Condenser Pipework		0.564		0.564	0.564			
CHB - IT SD WAN /MPLS replacement	0.320	0.145	0.035	0.500	0.500	0.100		
CHB - IT LAN Support to Replace Freedom	0.096	0.043	0.011	0.150	0.150			
CHB - Libraries IT Refresh	0.220			0.220	0.220			
BBC - Barbican Centre - Latering Block Extraction	0.400			0.400	0.400	0.024		
High Profile Policy Initiative								
DBE - Secure City Programme Year 2	4.739			4.739	4.739	1.700		
SVY - Guildhall Complex Masterplan - initial feasibility and design work		0.350		0.350	0.350	0.350		
Statutory Compliance/Health and Safety								
DCCS - Fire Doors Barbican Estate*	20.000			20.000	19.597	0.275		
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.565		2.565	2.565	2.136		
SVY - Denton Pier and Pontoon Overhaul Works	1.000			1.000	1.000	0.050		
OSD - Hampstead Heath Swimming Facilities - Safety, Access and Security Improvements		0.755		0.755	0.755	0.755		
DBE - Public Realm Security Programme	1.238			1.238	1.238	0.027		
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.900			0.900	0.900	0.191		
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.683			0.683	0.683			
MAN - Central Criminal Court Cell Area Ducting and Extract System Balancing	1.000			1.000	1.000	0.220		
SVY - Riverbank House, Swan Lane - repairs to foreshore river defence	0.500			0.500	0.500	0.438		
CHB - Public Services Network replacement	0.064	0.029	0.007	0.100	0.000			
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.000		2.000	2.000	0.355		
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600	0.600			
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.700		0.700	0.700			
CHB - IT Security**	0.192	0.087	0.021	0.300	0.000			
Spend to save with a payback < 5 years								
SVY - Energy Reduction Programme – Phase 2	0.194	0.181		0.375	0.375			
Sub-Total - Bids Fulfilling the Funding Criteria excluding	32.173	8.394	0.096	40.663	39.689	7.367	0.000	
Climate Action :								
DBE - Public Realm (Pedestrian Priority)	6.050			6.050	6.050	2.454		2.6
OSD - Climate Action Strategy		2.120		2.120	2.120	0.795		
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.800			6.800	6.800	6.422		
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.340			4.340	4.340			
SVY - Energy Efficiency / Net Zero Carbon - Investment Estate - Strategic Estate City Fund	0.000			-	-			
SVY - Climate Resilience Measures	4.000	0.000		4.000	4.000			
SVY - Climate Action Strategy Projects CPG Operational Properties	11.723	7.138	0.649	19.510	19.510	0.109		
Barbican and Golden Lane Healthy Streets	0.250			0.250		0.223		
Sub-Total - Climate Action	33.163	9.258	0.649	43.070	42.820	10.003	0.000	2.600
Total Bids Fulfilling the Funding Criteria	65.336	17.652	0.745	83.733	82.509	17.370	0.000	2.600
Previous Funding Allocation					83.483			
£0.403m reallocated as top-up funding for the Frobisher Crescent Fire Compartmentation Project (2020/21 Bid)*					-0.403			
£0.300m of capital funding foregone in place of a revenue funding solution (telephony/security)**					-0.300			
£0.229 reallocated from savings on Energy Reduction Programme (2020/21 bid)***					0.229			
Re-prioritised in June 2022 under 'One in - One out' principle****					-0.500			
Latest Funding Allocation					82.509			

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Appendix 3

Approved Bids 2022/23				THIS REPORT THIS REPORT				
Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Funding Allocation After Re-prioritisation	Release of Funding Previously agreed	Reallocati on of Funding now requested	Release of Funding now requested
Critical end of life replacement:								
BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various	0.150	0.100	-	0.250	0.250	0.248		
IT - Members IT refresh (to align with new personal device roll-out for st	0.192	0.087	0.021	0.300	0.300	0.300		
IT - Managed Service re-provisioning (one-off costs due to end of current	0.320	0.145	0.035	0.500	1.300	1.300		
IT - Corporate Managed Print Service (one-off costs due to end of current	0.032	0.015	0.004	0.050	0.000			
IT - Server Upgrade/replacement	0.064	0.029	0.007	0.100	0.100	0.100		
Mansion House - essential roof repairs	-	0.330	-	0.330	0.330			
OS Hampstead Heath - Parliament Hill Athletics Track Resurfacing	-	2.000	-	2.000	2.076	2.076		
Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.750	-	1.750	1.750			
Health and Safety/Statutory Compliance:								
Fire Safety - Guildhall Complex Fire Stopping all basement and plant areas	0.202	0.210	0.008	0.420	0.420	0.42		
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining	0.250	-	-	0.250	0.250			
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.000	-	-	1.000	1.000			
OS Epping Forest - COVID-19 Path Restoration Project	-	0.250	-	0.250	0.250			
OS Queen's Park Play Area and Sandpit replacement of equipment	-	0.055	-	0.055	0.055			0.055
Barbican Centre - Replacement of Central Battery Units for Emergency L	0.280	-	-	0.280	0.280			
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.460	-	0.460	0.460			
Guildhall School - Safe technical access and working at height - Silk Stree	-	0.345	-	0.345	0.345			
Smithfield Market - Glass Canopy Overhaul	-	0.300	-	0.300	0.300			
Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial W	-	0.600	-	0.600	0.600			
Smithfield Car Park - Ceiling Coating and Damp Works	-	1.050	-	1.050	1.050			
Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.500	-	-	2.500	2.500			
DCCS - Social Care Case Management System	0.144	-	-	0.144	0.144			
IT - Building Management System Wired Network to maximise efficiencies of new BEMS systems	0.083	0.038	0.009	0.130	0.130	0.130		
High Priority Policy:								
Secure City Programme - Year 3	8.936	-	-	8.936	8.936	0.4		
IT Security*	0.128	0.058	0.014	0.200	0.100	0.100		
Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (t	1.150	-	-	1.150	1.150	0.25		
Bank Junction Improvements: All Change at Bank - top-up to cover inflation risk of delivering the minimal scheme	0.700	-	-	0.700	0.700	0.700		
IT - HR System Portal required in advance of the new ERP system deliver	0.160	0.073	0.017	0.250	0.100	0.100		
Walbrook Wharf Feasibility - 2027 and beyond	0.150	-	-	0.150	0.150	0.150		
St Paul's Gyrotory - Design Development	0.556	-	-	0.556	0.556	0.556		
St Paul's Cathedral External Re-lighting	1.160	-	-	1.160	1.160	0.600		
St. Paul's Gyrotory Transformation Project					13.900			2.116
West Smithfield and Charterhouse Street Highway Strengthening					3.500			3.500
Barbican Fire Safety Projects					14.800			14.800
Total Green Funding Bids	17.007	9.044	0.115	26.166	58.942	7.430	0.000	20.471
Previous Funding Allocation								
Re-prioritised in June 2022 under 'One in - One out' principle*					26.166			
IT - Managed Service re-provisioning (one-off costs due to end of current contract)*					0.300			
City Cash Contingency					0.800			
					0.076			
					26.742			

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Appendix 4

Requests for Release of Funding – Scheme Details

The following provides details of the seven schemes for which approval to release central funding of £23.3m up to is now sought, as summarised in Table 2 of the main report.

Enterprise Resource Planning release of £1.2m to take progress the scheme to GW5 Authority to Work.

- The ERP Programme plans to deliver and implement a single cloud-based platform for HR and Finance functions. The ERP will not only replace legacy back-office systems (Midland HR and Oracle R-12) but embark on a Corporation-wide culture change.
- Previously £0.7m has been requested previously, the £1.2m would allow the scheme to progress ahead of the GW5 report in April 2024.
- This involves the System Integrator procurement recommendation, programme phasing for delivery and mobilisation of Corporation team (including recruitment of external support).
- The revised budget has been increased from £9.8m to £19.4m, subject to court of common council approval this increase was owing to the complexities of the organisation and the need for more staff hours on the project.
- The Split of the £19.4m is £10.5m from City Fund, £8.1m from City Estate and £0.8m for City Bridge Foundation.

St. Paul's Gyrotory Transformation Project – Phase 1 to complete Gateway 4c with release of £2.12m OSPR

- The project aims to transform the streets and public realm between the old Museum of London site and St. Paul's Underground station through the partial removal of the 1970's gyrotory.
- The project is split into two phases. Phase 1 covers the project area to the south of the rotunda roundabout. Phase 2 focuses on highway changes on the roundabout and is awaiting the outcome of the Museum of London/Bastion House redevelopment which has recently submitted a planning application.
- Release £2,116,630 OSPR funding to take total project budget £5,344,622 to reach GW5.
- This is required for Extensive utility diversion works at the Newgate Street/St. Martin's Le Grand/Cheapside junction. These utility works need to be undertaken prior to Gateway 5 approval in order the meet the proposed construction start date of Spring 2025.

- The total estimated cost range of the project at £15- 17 million

Pedestrian Priority Programme release of CAS funding £1.548m from OSPR

- A three-year programme implementing pedestrian priority schemes across the Square Mile to enhance comfort, safety and accessibility for people walking, helping to deliver the objectives of the Transport Strategy and Climate Action Strategy.
- Phase 1 of the programme features on-street measures at six distinct locations: Old Jewry, King Street, King William Street, Cheapside (east of Bread Street), Threadneedle Street / Old Broad Street and Chancery Lane
- This £1.548m of OSPR funding is required for the construction on King William Street and the continued development of the programme's other schemes.

Queen's Park Sandpit Playground project 55k from City's Estate

- Improvements to enhance the Queen's Park Children's Sandpit Playground. The project will provide children with a safe and accessible environment for creative play. An estimated 200,000 people visit the playground each year
- The total estimate for the project is £107k
- The drawdown is requesting 55K will be from City's Estate reserves, The total estimate for the project is £107k with remaining amount coming from Neighbourhood CIL and public donations.

West Smithfield and Charterhouse Street Highway Strengthening – CIL-£3.5m

- Essential works to the structures under West Smithfield and Charterhouse Street. The project would strengthen West Smithfield roadway above the former Salt Store and strengthen and waterproof Charterhouse Street above the General Market basement.
- This was approved by P&R in April 2023, the expenditure is going to be incurred over the coming months so the full £3.5m CIL allocation will need to be drawn down.

Barbican Fire Safety Projects GW5 - £14.8m City Fund

- Project to improve Fire Safety at the Barbican Arts Complex
- Following completion of the design stage of the strands of the project, a recommendation has been made by the design team to prioritise the spending

in order to deliver the most meaningful improvements to the fire safety of the Barbican.

- The GW5 will commence the works to fire stopping, emergency signage, emergency lighting, and low heritage value Fire Doors
- £1.2m has been released previously taking the overall approved funding to £16m
- This will be funded through City Fund, through an element from retained Business rates and the Barbican Capital budget included within the Capital programme going to Court of Common Council on the 7th March

Barbican Art Gallery Chiller Replacement, City Fund, GW3/GW4 126k

- To remove existing, failing chiller and replace with a new chiller to ensure critical art gallery environmental conditions are maintained.
- This funding design and create spec for the option to replace like for like and including on-site technical management
- 26k for the design work and 100k for the risk provision funded through City Fund, taking the total approved funding to £144k
- The estimated cost of the project is 400k

18/03/2023 P&R Delegated (for RASC)

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Agenda Item 5

Committee(s): Resource Allocation Sub (Policy and Resources) Committee – For decision	Dated: 11/03/2024
Subject: Community Infrastructure Levy Neighbourhood Fund – Applications for Approval	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 7, 10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Managing Director of the City Bridge Foundation	For Decision
Report author: Jack Joslin, Head of the Central Grants Unit	

Summary

The City Corporation adopted a Community Infrastructure Levy (CIL) in 2014. National CIL Regulations require that 15% of CIL receipts be reserved for neighbourhood funding. Local authorities are required to engage with communities on how this neighbourhood funding should be used to support development of the area. Local authorities are required to report annually on the collection and use of CIL funds, identifying separately the amount of funds allocated to neighbourhood funding. The Community Infrastructure Levy Neighbourhood Fund (CILNF) application process is managed by the Central Grants Unit (CGU), with officers assessing applications and providing support to Committee in the consideration of larger applications. The administrative cost incurred in operating the CILNF is recoverable from the 5% of City CIL funds allowed to cover such costs in the Regulations.

Members are asked to approve the grants recommended for their consideration at the CILNF Officer Panel meeting in February 2024 and to note the grants approved and rejected under delegated authority.

Recommendation

Members are recommended to:

1. To note the current position of the CILNF with respect to funds available.
2. To approve the grant recommended to **Pollinating London Together** for £270,000 at the meeting of the CILNF Officer Panel in February 2024 (**Appendix 1**).
3. To note the approved and rejected grants under delegated authority at a meeting of the CILNF Officer Panel in February 2024 (**Appendix 2**).

Main Report

Background

1. Management of the City CILNF process is aligned with the City's existing grant allocation process, through the Central Grants Unit. The City CILNF Funding Policy is set out at **Appendix 3**.
2. Since the launch of the City CILNF, Members and Officers have worked together to commit £6,799,543 in funding to City communities. The current balance of the Neighbourhood Fund is £6,138,868.

Financial year	Funds committed
2020/21	£544,327
2021/22	£2,050,344
2022/23	£3,099,542
2023/24	£1,105,330

3. The City CILNF has been in operation since September 2020, providing a wide range of funding to support City of London Communities. The Grant programme is open access and available to apply to throughout the year.

Current Position

4. Applications to the CILNF are assessed by the CGU Team in conjunction with the Charity Finance Team. All eligible applications are then presented to the CILNF Officer Panel. This panel is made up of officers from across CoLC to ensure that all decisions and recommendations have a wide range of expert input. At the panel consideration is given to the project outcomes, value for money as well as equality and equity considerations. The Officer Panel has representatives from the department of Environment, Community and Children Services, Libraries, Chamberlain's, City Gardens, EDI, Destination City Team and the Town Clerks. All applications for £100,000 and over are recommended to the Sub-Committee for decision after being assessed and analysed by the Panel. This process has been effective to date in utilising all the assets of the officer team in the making of decisions.
5. The Barbican & Golden Lane Neighbourhood Forum (BGLNF) was ratified in Autumn 2023 since when any proposal specifically taking place within or for those living or working in the Barbican & Golden Lane Neighbourhood Area are shared with the BGLNF for comment.
6. At its meeting in February 2024, the CILNF Officer Panel considered six applications. A schedule of the grant decisions that were made under delegated authority are listed at **Appendix 2**.
7. The Officers Panel also considered a proposal from Pollinating London Together and are recommending that members approve a grant of £270,000 across two

years (Year 1 £130,000; Year 2 £140,000) to continue to employ a full-time ecologist and support additional ecology expertise that will support expanded delivery of its ambitious pollinating project in the City. The Panel have been impressed by this project since its inception and have received consistent and detailed impact studies on the work. This funding will allow for the project to continue to thrive over a further two years.

8. Members of the Sub-Committee should note that while a new Policy for the Neighbourhood Fund was agreed by Policy and Resources Committee in December 2023, this application was received when the previous policy was in place. This application and all of the others considered by the Panel in February were assessed against the previous Policy which is included at **Appendix 3**.

Corporate & Strategic Implications

9. Corporate Plan Implications: the CILNF can resource community-led infrastructure improvements across the City and contribute towards meeting the 3 aims of the Corporate Plan 2018-23, particularly Contributing to a Flourishing Society and Shaping an Outstanding Environment.
10. Security Implications: the CILNF fulfils a statutory requirement for the spending of CIL. There are no direct security implications, though future funded projects may bring security benefits.
11. Financial Implications: the CILNF makes use of that proportion of City CIL monies which are required by statute to be used to assist in the delivery of new infrastructure to meet community needs (15% of CIL funds). The costs of management of the grant application process will be met through the 5% of CIL funds set aside by statute to cover CIL administration.
12. Equalities and resourcing implications: the CIL Neighbourhood Fund and revised policy have been subject to a full Equality Analysis. The Equality Analysis has concluded that there are no adverse impacts arising for equality groups and social mobility. The CGU has developed an Equalities Action Plan outlining the actions it will take to improve the positive equalities impact of the CILNF.

Conclusion

13. Community Infrastructure Levy legislation requires local authorities to reserve between 15% and 25% of CIL receipts for neighbourhood funding. Where there is no recognised parish or town council or neighbourhood forum, the local authority will retain the neighbourhood fund but must spend it on infrastructure which meets community needs. The local authority must consult the community on how these funds will be used.
14. The Neighbourhood Fund application process is managed by the City Corporation's Central Grants Unit, with officers assessing applications and providing support to Committee in the consideration of larger applications. Members are asked to approve the recommendations and note the delegated decisions of the CILNF Officer Panel.

Appendices

Appendix 1 – Assessment Pack

Appendix 2 – Applications Approved and Rejected under Delegated Authority

Appendix 3 – CIL Neighbourhood Fund Policy

Background Papers

Report to Policy & Resources Committee 02/05/2019: City of London Community Infrastructure Levy – Approval of Neighbourhood Fund

Jack Joslin

Head of Central Grants Unit

E: jack.joslin@cityoflondon.gov.uk



Community Infrastructure Levy Neighbourhood Fund

Assessment Pack – February 2024

Pollinating London Together (21911)

COMMUNITY INFRASTRUCTURE LEVY NEIGHBOURHOOD FUND

Pollinating London Together (ref. 21911)

Amount requested: £270,000

Amount recommended: £270,000

Purpose of grant request: To continue to employ a full-time ecologist and also support additional ecology expertise and expanded project activity, associated administration, and communications costs.

Type of cost: Revenue

Ward(s) benefitting: All wards (City-wide)

The Applicant

Established in 2020 by the Worshipful Companies of the Wax Chandlers and Gardeners (WCWCG), Pollinating London Together (PLT) began as a collaboration between the City of London's Livery Companies with the aim of creating spaces in central London where all the natural pollinators can thrive, and their habitats can be enjoyed by everyone. In January 2023 PLT became a CIO, taking control of its finances from WCWCG who had previously held funds on its behalf. PLT's membership remains reserved for organisations but has recently opened up to welcome corporations as well as organisations within the Livery movement. 54 of the City of London's Livery Companies are PLT members in addition to four corporate members (Gravis Capital Management Ltd, CMS Cameron McKenna, Barings Bank, BNP Paribas) who also sponsor key events.

PLT seeks to increase biodiversity and mitigate climate change by raising awareness of all pollinators, the challenges facing them and what can be done to reverse their decline. To achieve this PLT delivers three key areas of work focusing on: redressing pollinator decline in the City of London by promoting action to improve planting and habitat in the Square Mile; raising environmental awareness of the human benefits of pollinators and improved planting; informing people of the plight of pollinators and encouraging them to take positive actions at personal, local and national levels.

PLT is led by a board of nine trustees drawn from seven different Livery Companies, with experience of the City, property management, ecology and charity governance to which five working groups made up of Trustees, Aldermen and co-opted expert advisers report monthly (Strategy, Science and Education Sub-group, Membership & Events, Communications, Fundraising). The organisation is extremely well networked working in close collaboration with a number of key City and national groups including Friends of City Gardens, City Livery Climate Action Group, Royal Horticultural Society, Kew Gardens, City of London (Open Spaces Team, Biodiversity Office and Environment Resilience Teams), City of London Diocese, London Wildlife Trust, Greater London Authority and Bristol University Urban Pollinator Research Team. While PLT remains primarily focused on surveys, planting advice and

establishing pollinator friendly habitats, their ecological expertise has been recognised through invitations to input into wider strategic plans to reduce biodiversity loss and mitigate the effect of climate change including the City of London's City Plan, the National Pollinator Strategy and DEFRA's Pollinator Advisory Steering Group. PLT's programme of surveys and events is managed by two Ecologists, a Project Co-ordination and Intern alongside a team of 40 volunteers.

Background and detail of proposal

Three-quarters of the world's flowering plants and about 35 per cent of the world's food crops depend on animal pollinators to reproduce – equivalent to one out of every three bites of food we eat. Consequently, both the health of our natural ecosystems and global food production are fundamentally linked to the health of bees and other pollinators. Pollinators are a diverse group and include the honeybee, bumblebees, solitary bees, hoverflies, black bees and butterflies which are in serious decline in the City, primarily because of the lack of pollinator-friendly plants and habitats. The bottom line is that these pollinators lack food and places to nest.

In March 2022, PLT was awarded a two-year Community Infrastructure Levy Neighbourhood Fund (CILNF) grant to pay for a full-time Ecologist, Project Manager and administration support enabling them to create and map biodiversity corridors across the City of London. In just two years, PLT has undertaken 60 plant audits of green spaces in the City including churchyards and City Gardens. The audits have helped PLT produce a list of recommended pollinator-friendly flora suitable for the Square Mile's needs and different seasons, which has been shared with the keepers of the spaces, along with advice and support. PLT has launched a website, produced informative videos, and is encouraging the use of pollinator nesting and reproduction boxes, focusing on native species of bee rather than the ubiquitous honeybee. A major part of PLT's work has been to aid in the development of biodiversity corridors across the City working alongside the City of London Environmental Resilience Team to agree the position of three green corridors/networks that run through the City and can link to surrounding boroughs. These are vital as certain pollinator species can only travel for a limited time before they need to locate a suitable plant to refuel.

PLT is seeking £270,000 from the CILNF over two years to deliver three key strands of work:

- The enhancement of the three identified City Green Corridors by working with owners and managers of the spaces along these routes to improve their pollinator friendly planting and habitat, and the expansion of the City Corridors out into Greater London. Continued regular surveys of sites along each corridor (30 sites analysed six times each year) will enable PLT to advise City Space Managers on appropriate planting and create a substantial database of information on flora and fauna across four years to map the impact of their interventions on pollinator numbers and biodiversity in the City of London. From 2024 surveys will also begin to be taken for sites at different heights of buildings in the City (8 out of the 30 sites) to give valuable insights into the impact of roof gardens in urban environments and whether, rather than supporting pollinators, building owners could be creating 'fixed habitat islands' where pollinators become more vulnerable to both genetic and weather changes.

- A Wellbeing Survey in association with the University of Reading to gather evidence not only about the impact of green space on health and wellbeing amongst those working and living in the City of London, but more specifically the impact of pollinators on that sense of wellbeing. PLT anticipate that the survey undertaken from April 2024 in sites across the City of London will provide a major input to the scientific link between access to verdant spaces and health.
- Delivery of an education and information programme across City of London Schools (City of London, City of London Girls School, Aldgate Primary School) and businesses to raise awareness of the plight of pollinators and the need for action through a programme of three major events, school visits and published articles each year.

To deliver this ambitious programme PLT needs to increase the capacity of its ecological science team and is seeking funding to continue to employ their Ecologists, Project Co-ordinator, Administrative Intern and contract additional seasonal ecology expertise (salaries £102,000/yr), expand project activity and pay for associated administration and communications costs (approx. £25,000/yr).

Financial Information and Value for Money

Since inception PLT has been managed by its own Board but governed by the Wax Chandlers’ Charitable Trust (WCCT) who held their grant funds. In January 2023, PLT became independent registering as a CIO. Given PLT’s successful track record of CILNF grant management and positive interim Information & Learning report, CGU agreed that PLT could submit for continuation funding based on signed accounts made up for their first six months as an independent operation. Accordingly figures for 2024 in the table below represent six months independently verified accounts plus six months projected figures. Turnover has been growing steadily year on year, however unrestricted reserves are currently below PLT’s reserves policy of minimum three month’s turnover, but are set to grow year on year as membership income increases.

The CoL is currently the main funder of PLT, however the CILNF continuation grant reflects good value for money through wages benchmarked in line with the sector, adherence to the London Living Wage as a minimum, but most significantly through the potential for CoL’s investment to lever in future funding. Over the next two years, the Board will focus on the longer-term sustainability of the project through diversification of PLT’s funding base, expanding corporate membership and seeking event sponsorship to build reserves in line with policy by 2026. With a track record of successful grant management, PLT will be in a strong position to seek funding from large charitable foundations with an environmental interest (Garfield Weston Foundation, John Ellerman Foundation, City Bridge Foundation). The development of a recognised Standard for urban green spaces and its national roll-out in association with International Organisation for Standardisation is another potential earned income stream. PLT will not be seeking funding from CILNF in 2026/27.

Year end as at 31 March	2024	2025	2026
	Forecast Accounts	Projected	Budget
	£	£	£

Income & expenditure:			
Income	198,295	214,500	251,500
Expenditure	(176,316)	(206,356)	(228,352)
Surplus/(deficit)	21,979	8,144	23,148
Reserves:			
Total restricted	10,854	0	0
Total unrestricted	14,115	33,113	56,261
Total reserves	24,969	33,113	56,261
Of which: free unrestricted	14,115	33,113	56,261
Reserves policy target	44,079	51,589	57,088
Free reserves over/(under) target	(29,964)	(18,476)	(827)

Recommendation

PLT's mission has caught the imagination of the Livery movement. The organisation is uniquely placed to actively reverse the decline in pollinators in the City for the long term benefit of residents, workers and visitors. CILNF continuation funding over a further two years will enable PLT to expand its current portfolio of ecological studies and advice, space management, education programme, advocacy work and to deliver a new research project that analyses the links between verdant activity (abundance of pollinators and flora) and human health, particularly mental wellbeing. Their pollinator surveys and growing database will feed into the City Plan, National Pollinator Strategy and City of London Climate Action Strategy ensuring the climate resilience of the City's green spaces and protecting our shared natural resources. Moreover, PLT is a central partner and delivers three of the four strands of the City of London's Biodiversity Action plan by protecting and enhancing habitats and species in the City, promoting a greater understanding of the City's biodiversity and improving the monitoring and biodiversity in the City. Having garnered widespread support PLT is poised to have a lasting and positive impact on the City's biodiversity and offset some of the damaging effects of the City's built environment on wildlife. A grant is recommended as follows:

£270,000 across two years (Year 1 £130,000; Year 2 £140,000) to continue to employ a full-time ecologist and also support additional ecology expertise and expanded project activity, associated administration, and communications costs.

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Appendix 2

Grants Approved and Rejected under Delegated Authority – February 2024

Applicant	Description	Decision
Simplicious CIC (21077)	£27,598 to fund the artist, stylist, and installation costs of a 3-day event celebrating Moroccan Culture and style at the Royal Exchange in June 2024.	Approve
Ramadan Tent Project (22956)	£38,800 for the event costs of an Open Iftar at the Guildhall during Ramadan 2024.	Approve
Learning Through the Arts (21356)	£209,261 over three years (Year 1 £65,801; Year 2 £69,410; Year 3 £74,050) to expand Inspiring Minds creative arts project for a further three years at both Golden Lane and Portsoken Community Centres, offering fun and inspiring children's family workshops during the school holidays to families of all backgrounds.	Applicant Withdrew
Tempo Time Credits (21611)	£24,935 to create a pathway for volunteering that supports the recruitment and retainment of volunteers through the Time Credits.	Approve
NLA (21394)	£65,000 over one year towards the base salaries of the Communications Manager and Content Creator of One City (£50,000) and an impact study to evaluate the platform (£15,000).	Approve

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November 2023

City of London

Community Infrastructure Levy

Neighbourhood Fund Policy



City of London Community Infrastructure Levy

Neighbourhood Fund Policy

CIL introduction and legislative background

1. The Community Infrastructure Levy is a charge levied on new development, introduced by the Planning Act 2008. It is intended to help local authorities deliver the infrastructure needed to support development. The power to set a charge came into effect from April 2010, through the Community Infrastructure Levy Regulations 2010, which have subsequently been amended.
2. The City of London Corporation implemented a Community Infrastructure Levy (CIL) for the City of London from 1 July 2014.
3. Further information on the City of London's CIL is available on the City Corporation's website at <https://www.cityoflondon.gov.uk/services/planning/planning-policy/community-infrastructure-levy-cil-and-planning-obligations-s106>

CIL Neighbourhood Fund Requirements

4. Community Infrastructure Levy Regulations require that 15% of CIL receipts should be reserved to enable the delivery of neighbourhood priorities. These receipts should be passed directly to existing parish and town councils where development has taken place. Where a neighbourhood plan or neighbourhood development order has been made 25% of CIL receipts from development in the plan area is reserved for the delivery of neighbourhood priorities as identified in the neighbourhood plan.
5. Where there is no existing parish, town or community council, neighbourhood plan or development order, then the local authority will retain neighbourhood CIL funds, but should engage with communities where development has taken place and agree with them how best to spend the neighbourhood CIL.
6. Within the City of London, there are no existing parish, town or community councils. There is one neighbourhood forum – the Barbican & Golden Lane Neighbourhood Forum. There are no adopted neighbourhood plans or neighbourhood development orders. Given that the City is little over one square mile in area, the City Corporation

considers that it should be regarded as two neighbourhoods for the purposes of collection and spending of CIL Neighbourhood Funds. The City Corporation therefore retains the CIL Neighbourhood Fund and should seek community views on how this Fund should be used.

Community Definition

7. The City of London has a resident population of approximately 8,000 and a daily working population of approximately 513,000 occupying nearly 9 million square metres of office floorspace. For the purposes of the CIL Neighbourhood Fund, 'community' is defined as local residents, City workers and the owners and occupiers of City buildings.

What can the City of London's CIL Neighbourhood Fund be used for?

8. CIL Regulations 59(C) and 59(F) require that the Neighbourhood Fund be used to support the development of the neighbourhood. The scope of projects that can be funded by the Neighbourhood Fund is wider than that for general CIL funds and comprises:
 - a. The provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. Anything else that is concerned with addressing the demands that development places on an area.
9. This definition is deliberately wide and allows the City Corporation to work collaboratively with local communities to determine priorities and how the Fund should be used.
10. For the purposes of the CIL Neighbourhood Fund the City Corporation considers infrastructure to include the construction, refurbishment, repair, restoration, repurposing, expansion or fit out of new or existing buildings or open space; lighting; public art; street furniture or other physical improvement that enhances the neighbourhood for the benefit of City of London communities.
11. The CIL Neighbourhood Fund can also fund the reasonable on-going maintenance costs of funded infrastructure improvements for up to a maximum of three years from the completion of the infrastructure provided that the maximum grant award of £500,000 is not exceeded and that the maximum five year length of grant award is not exceeded.

12. The CIL Neighbourhood Fund can fund the costs of an Access Audit prior to a subsequent application for infrastructure improvements.
13. CIL Regulations allow greater flexibility in the use of the Neighbourhood Fund compared with other CIL expenditure. Neighbourhood Funds may therefore be used to fund revenue expenditure and activities including events, workshops, celebrations, projects or anything else that addresses the impact of development on the neighbourhood.
14. To avoid creating long term commitments on the Neighbourhood Fund, any requests for revenue funding should be clearly justified, showing demonstrable community benefit, and time limited to a maximum of 5 years.
15. Projects should be delivered within the agreed timescale (maximum 5 years from the date of grant awarded) unless a grant extension is agreed.
16. In recognition of the value in providing continuous and consistent support to City communities through work funded via the CIL Neighbourhood Fund, organisations will be permitted to reapply for funding at the end of a grant to provide funding for up to a maximum of 5 years from the date of the initial grant awarded. Applicants in receipt of 5 years of funding will not be eligible to reapply for CIL Neighbourhood Funding for a period of 12 months. Any organisation seeking to reapply to the CILNF will have to demonstrate a successful track record of delivering positive outcomes for City communities in their previously funded work. The CIL Neighbourhood Fund will need to balance a portfolio of existing organisations and new applicants to the CIL Neighbourhood Fund to ensure that the funds available are not concentrated in a small number of returning organisations.

Community Priorities

17. The City of London's Statement of Community Involvement May 2023 as approved by the Planning and Transportation Committee sets out how the City Corporation will engage with City communities to ensure that consultations are effective, inclusive and open and accessible for everyone.
18. The Statement of Community Involvement (May 2023) section 3.30 states that public consultation should be carried out on a regular basis a The CIL Neighbourhood Fund and consultation are managed within the City Corporation by the Central Grants Unit. The Central Grants Unit should undertake occasional consultation on community funding priorities to

inform changes to the CIL Neighbourhood Fund structure and funding regime. This consultation will take place over a minimum six-week period, with information published on the City Corporation website and information sent to consultees on the City Plan consultee database, plus other interested parties identified by the Central Grants Unit.

19. The City Corporation community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2019 identified support for the Fund to be used primarily to deliver infrastructure and services that meet local community identified needs.

20. Community consultation on priorities for the use of the City's CIL Neighbourhood Fund undertaken in 2023 identified support for the Fund to be use for the following priorities and identified needs:

- a) Preserving existing and creating of more green space in the City including estate gardens and support for gardening clubs.
- b) Addressing the needs of people from disadvantaged backgrounds, minoritised communities, older people, disabled people, LGBTQIA+ people and those living in poverty.
- c) Sporting, exercise and health activities including promoting walking and cycling.
- d) Activities and services for children, young people and families.
- e) Making public spaces and services fully accessible for disabled people and the elderly.
- f) Proposals and activities that have been co-designed by engaging the community in the development of the proposal and/or proposals that demonstrate community support.
- g) Mitigating climate change & enhancing biodiversity & wildlife.
- h) Improving street cleanliness.

21. When there are too many strong applications for the Neighbourhood Funds available, determination of applications will consider the extent to which the application meets one or more of the following cross-cutting criteria:

- a. Proposals that enable everyone to flourish and reach their future potential regardless of their socio-economic background.

- b. Proposals that create a greener City by addressing climate change and managing our environment for this generation and generations to come.
 - c. Proposals that ensure community engagement and empowerment in decision making about activities and services offered.
22. A full review of the Neighbourhood Fund, including priorities and governance, will be undertaken at least every 5 years.

Governance Process

23. The City Corporation's CIL Neighbourhood Fund will be allocated following the assessment of eligible applications that meet the assessment criteria for infrastructure projects or activities that take place within the City of London and which benefit City of London communities.
24. The determination of these applications will rest with the City Corporation.
25. The City Corporation will publish details of funded applications on the City Corporation's website at: [CIL Neighbourhood Approved Grants](#).
26. The City Corporation will prepare an annual report for the CIL Neighbourhood Fund as a separate item within the wider annual CIL and s106 monitoring report. The Neighbourhood Fund monitoring will include details of:
- Total CIL Neighbourhood Fund receipts for the reporting year;
 - Total CIL Neighbourhood Fund expenditure for the reporting year;
 - Details of CIL Neighbourhood Fund expenditure for the reporting year, including the amount spent on each individual project;
 - Total CIL Neighbourhood Fund monies remaining.

Application Process

27. The application process will be managed by the City Corporation's Central Grants Unit. Information about the Neighbourhood Fund and how to apply will be posted on the City Corporation's website at: <https://www.cityoflondon.gov.uk/about-us/working-with-community/community-infrastructure-levy-neighbourhood-fund>

28. Applications can be made at any time and should be submitted via an online application form which will be posted on the City Corporation's website at:
<https://citycorporationgrants.my.site.com/fundingprograms/s/funding-program/a028d00000Bp70V/cil-neighbourhood-fund>

Eligibility Criteria

29. CIL Neighbourhood Fund applications will be accepted from the following types of organisation:
- Constituted voluntary organisations and resident associations
 - Constituted business organisations and associations
 - UK Registered charities
 - Registered community interest companies (CIC)
 - Charitable companies (incorporated as not for profit)
 - Registered charitable incorporated organisations
 - Exempt or excepted charities
 - Registered charitable industrial and provident society (IPS) or charitable community benefit society (BenCom).
30. Applicant organisations should have a clear set of governing rules and governing document appropriate to their legal status.
31. Applicant organisations should have a minimum of three unrelated members on their governing body.
32. Applicant organisations are required to provide at least one year's signed, audited or independently examined accounts for the organisation.
33. Applicants should have robust financial procedures in place to ensure that funds are used appropriately. The applicant must have an ordinary business bank account and all cheques from the bank account must be signed by at least two individual representatives of the organisation who are not related to one another and who do not live at the same address.
34. Applications must be for infrastructure or activities that benefit City of London communities and take place within the City of London. Applications should demonstrate City-based support.

35. Applications cannot be accepted from individuals. Individuals who wish to apply for funding should do so through a City-based constituted organisation or group falling into the above definition.
36. Applications will not be accepted from political parties or organisations involved in political lobbying.
37. Applications from City Corporation service departments will be accepted where they:
 - Have the support of a City-based community group, or
 - Can demonstrate that delivery will meet community priorities, either through consultation with communities, or through an adopted City Corporation strategy which can demonstrate community support.
38. Applicant organisations should have a safeguarding policy that ensures the organisation provides a safe and trusted environment which safeguards anyone who comes into contact with it, including beneficiaries, staff and volunteers. Application organisations seeking funding for activities with or for young people and vulnerable adults must have a robust safeguarding policy in place which outlines procedures, training, incident reporting and safeguarding risks.
39. Applicants in receipt of a rejected application cannot reapply to CIL Neighbourhood Fund for 12 months from the submission date of the rejected application.
40. Applicants may have no more than one active CIL Neighbourhood grant at any time.
41. Applications for infrastructure funding to mitigate the direct impacts of specific development will not be accepted. Such mitigation should be delivered as part of the development process and funded through s106 Planning Obligations.
42. Applications to fund projects which are already in receipt of other City CIL funding, s106, or s278 funding for site specific mitigation will not normally be accepted.
43. Applicant organisations who have received five year's funding will be subject to a fallow period of 12 months before they can reapply for CIL Neighbourhood Funding. The start of funding will be measured from the date of first grant awarded. Continuous funding will be considered as funding in each of the five calendar years from the date of grant awarded irrespective of short gaps between the allocation of

continuation grants. The 12 month fallow period will be measured from the date of approval of the applicant's Year Five Information & Learning End of Project report.

Application Advice

44. The Central Grants Unit provides pre-application advice and support to applicants. The Central Grants Unit will also provide feedback to unsuccessful applicants. Requests for advice should be emailed to grants@cityoflondon.gov.uk
45. The Central Grants Unit cannot provide assistance with project management or delivery of schemes funded through the Neighbourhood Fund.

Assessment Criteria

46. Applications should demonstrate that funding will be used to meet the Regulatory requirements for CIL funding set out in Community Infrastructure Levy Regulations, namely to support the development of the area by:
 - d. the provision, improvement, replacement, operation or maintenance of infrastructure; or
 - b. anything else that is concerned with addressing the demands that development places on an area.
47. Applications should evidence of the feasibility, deliverability and sustainability of the project.
48. Applications should set out clear timescales for delivery.
49. Applications for infrastructure projects should have obtained all necessary planning and other consents prior to the release of funding.
50. Applications should not include expenditure for any spending commitments made before the date of grant awarded.
51. Applicants should not apply to CLINF for any part of a project that is already funded.
52. Applications that include a request for funding towards a post where the post holder will work more than 17.5 hours per week must submit a job description to outline the key roles and responsibilities of the post, the hours, the pay rate/salary.

53. We are a Living Wage Friendly Funder. Any post paid for in full or part by a grant must be paid the London Living Wage as a minimum.
54. Applications for funding to support infrastructure and projects should specify the activities (outputs) that will be delivered and the differences (outcomes) that will be achieved as a result of delivering the project. Applicants should submit a monitoring framework with measurable targets that sets out how the organisation will track progress against intended outputs and outcomes.
55. Applications for funding in excess of £100,000 should demonstrate how the project will deliver value for money, including through the identification of any contributory or match funding. This can include contributions in time or expertise, for example, where a local community delivers infrastructure improvements themselves, but is not necessary for a successful bid.
56. Applications for infrastructure projects in excess of £100,000 should seek three quotes for all elements of intended work/materials over the value of £10,000. Submission of original quotes may be requested during the assessment process. Applicants should indicate which quote they consider represents best value for money. When assessing value for money the City Corporation will consider environmental value, social value as well as financial value.
57. Applications for the realisation of infrastructure projects of £100,000 or more should usually evidence that an access audit has been undertaken in relation to the proposed project and that its recommendations have informed the submitted proposal.

Value of Bids

58. The minimum value for applications to the CIL Neighbourhood Fund is £10,000. Applicants seeking smaller grants should consider applying to the City Corporation's Stronger Communities Fund:
<https://www.cityoflondon.gov.uk/about-us/working-with-community/central-grants-programme/stronger-communities>
59. The maximum grant awarded from the CIL Neighbourhood Fund is £500,000.
60. The total value of any grant/s awarded or consecutive grants awarded to the same applicant organisation cannot exceed £500,000 within any 5 year (60 month) period measured from the date of grant awarded of the initial grant to the applicant organisation.

Awards Process

61. The determination of applications will be made through a combination of officer delegation and Committee approval, depending on the financial value of the application.
62. Funding applications for under £100,000 will be determined by City Corporation officers under delegated authority. Decisions should normally be made within 12 weeks of the receipt of a valid application.
63. Decisions taken under delegated authority will be reported to the Resource Allocations Sub-Committee.
64. Applications for £100,000 and over will be considered by the City Corporation's Resource Allocation Sub-Committee, normally on a quarterly basis. Applications will be considered as items in the public part of the meeting agenda. Decisions should normally be made within 6 months from the receipt of a valid application.
65. Where a grant has been awarded for revenue expenditure, applicants have up to one year from the date of the grant letter in which to begin to draw down funds. Where a grant has been awarded for capital expenditure, applicants have up to two years from the date of the grant offer letter in which to draw down funds. The grant offer may be revoked where the grant is not drawn down as outlined above unless an alternative timescale has been agreed in writing. The City Corporation will monitor delivery of projects, including taking action to ensure that projects are delivered on time, or seek to recover funds if projects do not proceed within agreed parameters.
66. Applicants who withdraw their application during the assessment process may reapply to the CIL Neighbourhood Fund at any time.

Complaints Process

67. Any applicant wishing to complain or express dissatisfaction about the conduct, standard of service, actions or lack of action by the Central Grants Unit during the assessment of their application should follow the City of London's simple three-stage procedure outlined on the Corporation's website at: [Feedback - City of London](#). At Stage 1 complainants should contact grants@cityoflondon.gov.uk upon which their complaint review will be undertaken by the Head of Central Grants Unit. A full response should be provided within ten working days. At Stage 2 a complaint review will be undertaken by the Chief Officer of the Department or a nominated Senior Officer (Chair of CILNF Officer

Panel). A full response should be provided within ten working days or the complainant will be advised of any delay At Stage 3 complainants should contact complaints@cityoflondon.gov.uk upon which a complaint review will be undertaken by the Town Clerk & Chief Executive or a Senior Officer acting on his/her behalf. A full response should be provided within ten working days or the complainant will be advised of any delay.

Committee(s)	Dated:
Planning & Transportation Resources Allocation Sub Committee	5 March 2024 11 March 2024
Subject: Transport for London - Local Implementation Plan funded schemes 2024/25	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 9, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	External funding
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director Environment	For DECISION
Report author: Samantha Tharme, City Operations	

Summary

This report covers the provision of Transport for London (TfL) Local Implementation Plan (LIP) funding to the City of London Corporation for the year 2024/25.

In current City Corporation allocation for 2024/25 is:

- Corridors and Neighbourhoods: £400,000
- Borough Cycling (Cycleways Network Development): £30,000.
- Cycle Training £30,000
- Cycle Parking £54,000

Details of the projects and programmes to be funded through these allocations are provided in Table 1 and Appendix 1.

We are awaiting details of the allocation for Principal Road Renewal (i.e. resurfacing).

Recommendations

Members are asked to:

- Approve the allocations up to the maximum set out in Table 1 (£514,000), for financial year 2024/25.
- Delegate authority to the Executive Director Environment, in consultation with the Chairs and Deputy Chairs of the Planning & Transportation Committee and of the Streets & Walkways Sub Committee, to allocate any additional funds which are made available by TfL in 2024/25 financial year.
- Approve to spend any funds awarded for Principal Road Renewal for the year 2024/25.

- Delegate authority to the Executive Director Environment to reallocate the TfL grant between the approved LIP schemes should that be necessary during 2024/25 up to a maximum of £150,000.

Main Report

Background

1. This report covers the provision of Transport for London (TfL) Local Implementation Plan (LIP) funding to the City of London Corporation for the year 2024/25.
2. Under Section 159 of the Greater London Authority Act 1999, TfL is empowered to provide grants to London boroughs and the City of London Corporation for the provision of safe, efficient and economically viable transportation facilities and (or) services to, from or within Greater London. In 2022 an outline the 3-year Local Implementation Plan for the City Corporation was submitted to TfL and approved in principle, although given TfL's more constrained funding position annual amounts are approximately half previous awards.
3. In November 2023 we submitted our Annual Spending Submission to TfL. At that point TfL had indicated that our new annual allocation would be in the region of £400k for Corridors and Neighbourhoods and therefore our submission was in line with this allocation. All schemes are in line with the previously approved LIP and the Transport Strategy.

Current Position

4. Funding has been allocated to the City Corporation from the current funding settlement for:
 - Corridors and Neighbourhoods: £400,000
 - Borough Cycling (Cycleways Network Development): £30,000.
 - Cycle Training £30,000
 - Cycle Parking £54,000
5. Details of the specific projects and programmes that will be funded through this year's allocation are set out in Table 1 below.

Table 1. Local Implementation Plan – TfL allocations for 2024/25

Project	Summary information	Allocation for 2024/25 from TfL LIP funding £
Strategic Transport programme	Data collection, research and strategic work	50,000
Vision Zero behaviour change	Behaviour change activities including in partnership with the City of London Police	25,000
Healthy Streets minor schemes programme	Programme of smaller scale projects to improve the walking experience, enhance accessibility and reduce road danger (including feasibility investigations and development of the 2024/25 programme).	325,000
Cycle network development	Cycleways network phase 1 Route 2 Aldgate Blackfriars	30,000
Cycle parking	New cycle parking schemes and making temporary cycle parking permanent.	54,000
Cycle training	To deliver cycle training in line with TfL programme	30,000
Total		514,000

6. In addition to the above, ring fenced funding for Principal Road Renewal is anticipated but the amount is not yet confirmed. This report therefore seeks approvals to spend any amount allocated. Principal Road Renewal allocation in recent years (before covid-19) was usually around £100k.
7. We are still in discussion with TfL on the final allocation for the Cycle Network development. Spending on these schemes will go through the gateway and committee decision process.

Corporate & Strategic Implications

8. The LIP funded projects and activities detailed above support delivery of:
 - Corporate Plan outcomes 1, 9 and 12
 - The Transport Strategy
 - The Climate Action Strategy
 - Mitigation of Environment Department risk ENV-CO-TR 001 – Road Safety.

Conclusion

9. Members are asked to approve the allocation up to the maximum in the submission as set out in table 1 (£514,000) and any allocation for Principal Road Renewal (i.e. resurfacing).

10. Given the nature of programming works and the fact that some projects still in feasibility stages it is recommended that approval is given to allow the Executive Director Environment flexibility to make decisions on reallocating funding as necessary during the year, up to a maximum of £150,000.
11. Where appropriate project spending is also subject to the usual Gateway reporting approvals process.

Appendices

Appendix 1: Details of proposed LIP projects and programmes

Background papers

City of London Transport Strategy –

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

Report author

Samantha Tharme, Head of Strategic Transport, Environment Department

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Appendix 1: Details of proposed LIP projects and programmes 2024/25

Corridors and Neighbourhoods

Strategic Transport programme (£50,000)

Data collection, research and strategic work. Includes Transport Strategy Review, annual data report, specific research projects.

Vision Zero behaviour change (£25,000)

Behaviour change activities to support Vision Zero and reduce road danger including City Corporation campaigns and events; support for City of London Police campaigns and engagement.

Healthy Streets Minor schemes (£325,000)

Healthy Streets minor schemes programme for 2024/25. A series of small-scale improvement measures, such as raised carriageway, kerb build-outs, to improve the quality of the walking environment and reduce road danger at targeted points. This programme also includes feasibility investigations at several locations and development of the 2025/26 programme. The prioritised locations are:

- Healthy Streets minor schemes site investigation
- HSMS Moor Lane by Silk Street
- Silk St by Milton St
- New Fetter Lane
- Coleman Street - Basinghall Avenue
- Shoe Lane by Charterhouse St
- Staining Lane by Gresham St
- Bread St by Queen Victoria Street

Cycle network development (£30,000)

Cycleways network phase 1 Rte 2 Aldgate Blackfriars – scheme development
The cycle route will link Aldgate to Blackfriars junction, Cycleway 2 (& TfL's Mansell Street route) with Cycleway 6 (and Cycleway 3). The measures will involve mostly bi-directional segregated cycle lanes, cycle early release, and alterations to various traffic signal junctions.

Cycle parking (£54,000)

To deliver new cycle parking in addition to replacing temporary cycle parking (introduced under the temporary covid-19 transport measures) with permanent cycle parking infrastructure

Cycle training (£30,000)

To deliver cycle skills training with expert instructors, in line with TfL programme to people who work, study or live in the City of London.

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Agenda Item 7

Committee(s)	Dated:
Resource Allocation Subcommittee	11/03/2024
Subject: 23/24 Energy & Decarbonisation Performance Q3 Update for the Operational Portfolio.	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	5,11,12
Does this proposal require extra revenue and/or capital spending?	no
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: The City Surveyor	For Information
Report author: Emma Bushell	

Summary

This report presents the 2023/24 Quarter 3 energy performance for the City of London Corporation (COLC) operational sites. There has been a 19.1% reduction in energy usage since the 2018/19 baseline year and we remain on track to achieve our Net Zero Carbon targets by 2027. The first phase of our capital programme has been approved with some of these projects being delivered and others still in development.

Recommendation(s)

- Note, that for the rolling year, Q3 23/24 absolute energy consumption has reduced by 21% compared to the baseline year 2018/19 as compared to 18% for Q2 23/24.
- Note the Public Sector Decarbonisation Scheme (PSDS) funded work is complete and the energy and financial savings are being observed.

Main report

Background

1. The 23/24 Q2 Energy performance report was submitted to the RASC meeting on 24th January 2024. This noted the rolling 12-month energy performance reduced by 17% on the weather-corrected values for the Climate Action Baseline year of 2018/19.
2. The Climate Action Strategy (CAS) year 3 plan for 2023/24 is being delivered, as approved by the Policy and Resources Committee. The plan includes NZ1 which focuses on reducing the carbon emissions within the City Corporation's estate through a range of tasks including capital works projects, building control improvements, and monitoring and targeting activities.

CAS target alignment

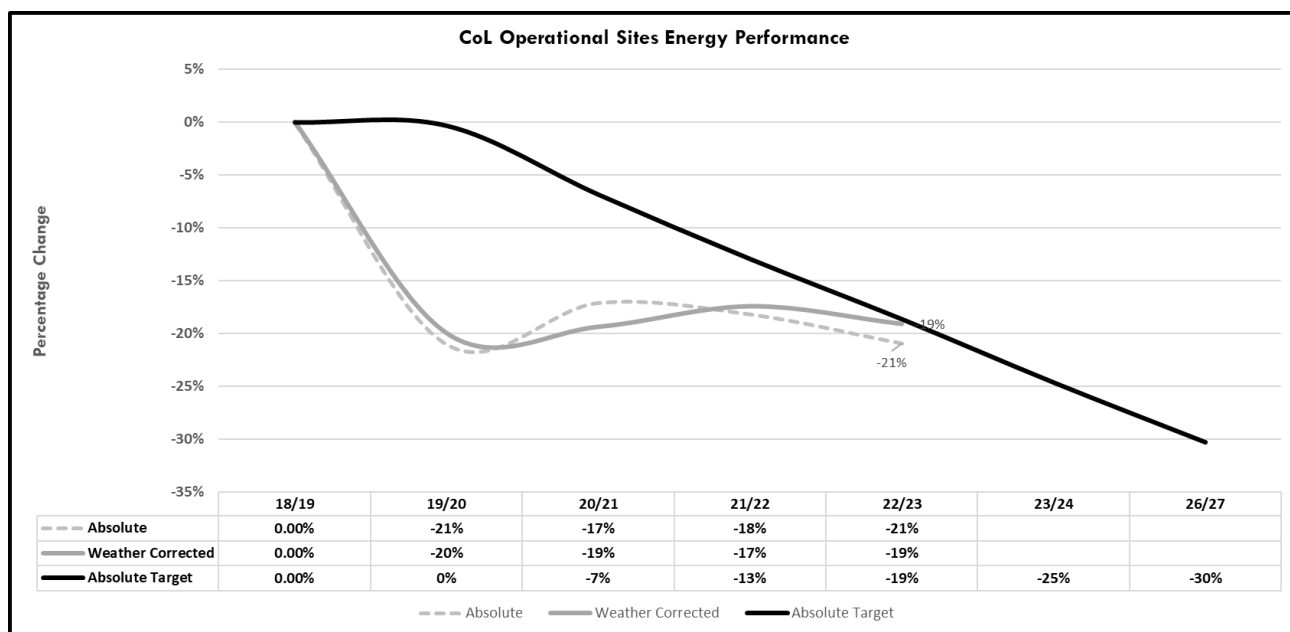
3. The CAS buildings baseline includes the operational property portfolio, landlord supplies to housing estates and investment properties.
4. To achieve the Net Zero CO₂ target by 2027 for our scope 1 and 2 operational emissions, residual emissions are planned to be mitigated via land-based carbon sequestration from our green spaces. These targets are translated into energy and CO₂e, see Chart 1 and Chart 2 below.

Current position

5. Over the last 12 months the 30 highest consuming sites have seen a reduction in energy consumption of 1,891 MWh (2%) when compared to the preceding 12 months (Appendix Table 1).
6. Year-on-year reductions in energy consumption have slowed as sites have returned to pre-pandemic levels of occupancy. In particular, the Barbican Arts Centre has seen a substantial increase over the past few quarters. A review of the metering data identified several meters showing a sudden increase in data from 22/07/2022 onwards. This was a result of previously estimated consumption being re-scaled in line with the actual data downloaded manually by a meter reader and is not indicative of a widespread metering fault.
7. The CAS Capital Delivery Programme for Operational Buildings, which was approved at Gateway 2 in December 2022, has progressed many projects within that programme to Gateway 5 stage. The programme is expected to provide 520 tonnes of CO₂e savings per annum across our scope 1 and 2 emissions. This is further detailed in paragraph 15.

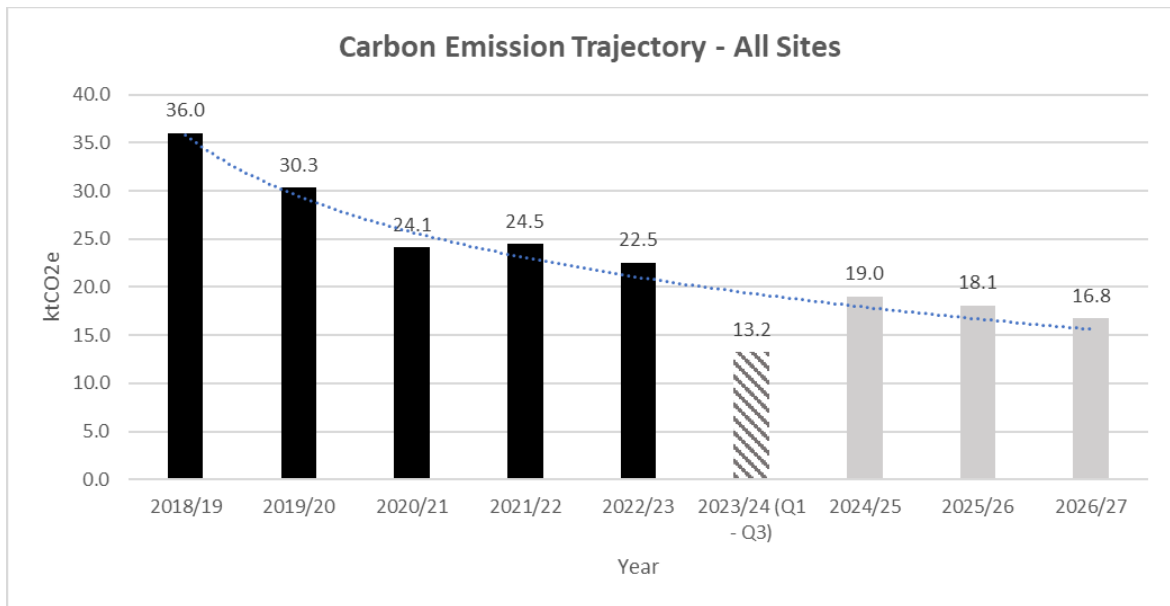
Performance update

Chart 1. Performance against CAS target: Absolute and weather-corrected energy consumption.



8. **Long-term:** Chart 1 shows continued progress towards the 2026/27 target. Compared to the 2018/2019 baseline, the performance up to Q3 2023/2024 indicates:
 - a. A 21% reduction in absolute energy consumption.
 - b. A 19% reduction when corrected for the weather.

Chart 2. Carbon Trajectory progress towards the 2027 carbon target for the COLC portfolio



- a. The most recent full-year period (2022/23) saw emissions reduce by 13.5kt CO₂e compared to the 2018/19 baseline. This is a 37% reduction.
 - b. Current data for 2023/24 which is Q1, 2 and 3 has emissions at 13.2kt CO₂e. We are expected to remain on track with our emissions targets for 2023/24.
 - c. In the graph above, the black bars show how we have performed over previous financial years. The striped bar shows how we are performing this current financial year (until Q3), and the grey bars are the future targets until 2026/27.
9. The savings since 2018/19 demonstrate a positive trajectory for us to achieve the CAS 2027 Net Zero Carbon target. The completion of the energy and carbon saving projects under NZ1 will support the continued reduction of emissions.
10. **Chart 3.** Overall performance Q3 Top 5 sites – weather corrected.

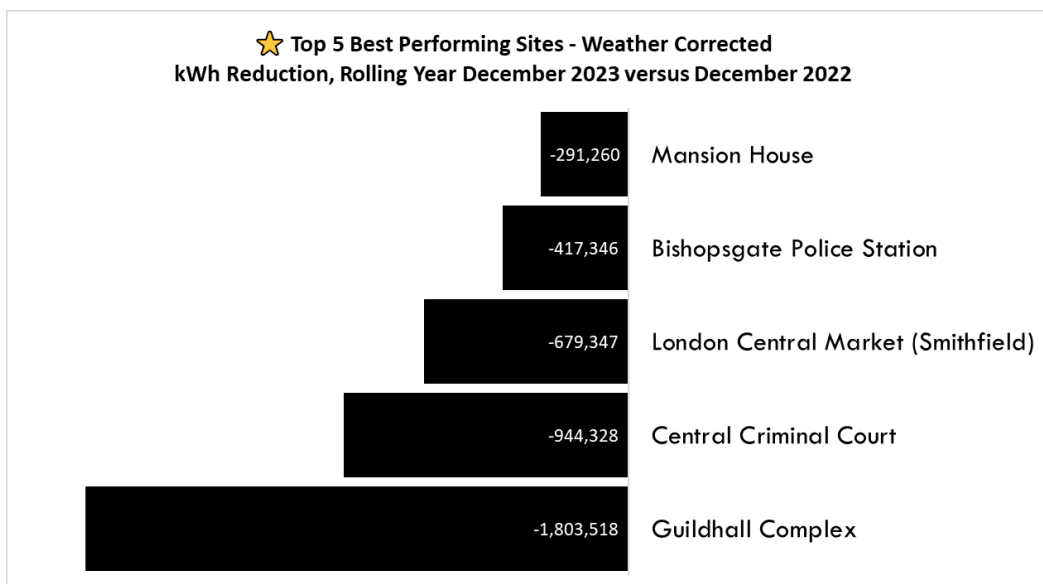
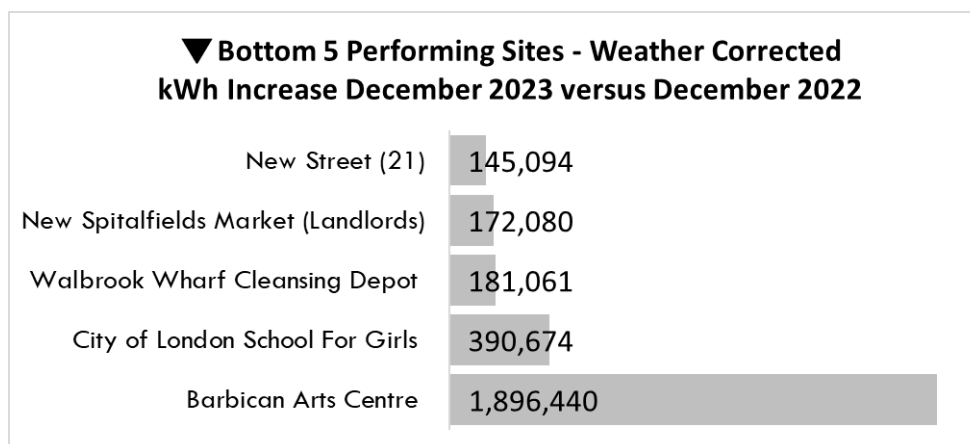


Chart 4: Overall performance Q3 bottom 5 sites – weather corrected.



11. Chart 3 shows the top-performing sites with the highest energy reductions over the past 12 months to 31st December 2023, when compared to the previous 12 months. Chart 4 shows the worst-performing sites with the highest increases in energy use over the same period.
12. The top-performing sites have continued to show a reduction due to improved controls and the implementation of energy-saving measures.
13. The bottom sites have seen increases in heating demand and occupancy levels and increased refurbishment activities. The Energy and Sustainability Team continues collaborating with these sites to optimise their performance. Further information can be found in Table 2 of the Appendix.

Progress on energy projects

14. **PSDS Project:** In 2021 the COLC was awarded £9.5M under the Public Sector Decarbonisation Scheme (PSDS) to deliver energy efficiency works across five sites, anticipated to save annually c.900 tCO₂e (based on 2027 carbon factors) and c.£600k in energy costs (based on 2021 energy prices). These works are now completed and our initial post-project verification indicates annual savings of c.780 tCO₂e (based on projected 2027 carbon factors) and c.£1mil in avoided energy costs (based on current short-term projected prices). Where anticipated energy/carbon savings have not been achieved we are investigating. Final verification of the savings is expected at Gateway 6 in Q4.
15. **CAS Capital Programme:** NZ1 of CAS includes the development and delivery of a capital works programme to invest in carbon-saving projects across the scope 1 and 2 emissions within our buildings. In December 2022 Policy and Resources Committee approved a Gateway 2 paper setting out a programme of projects across our operational portfolio. The total capital cost is estimated at £5,338,615 (excluding risk) and targets savings of 520 tCO₂ per annum and energy cost savings of £550,000 per annum. The first projects have been approved at Gateway 5 and works onsite are proceeding. Eight further projects are in the design and development stages with Gateway approvals due in early 2024. For a full list of projects please see the Appendix.
16. **BEMS:** Improved control of our energy usage through the Building Energy Management System (BEMS) within buildings has played a key role in improving operational energy efficiency. This has been supported through the deployment of a pilot Building Analytics Platform at the Guildhall and LMA in 2022 and the further rollout to CCC and Mansion House is now complete. In the last quarter BEMS strategy improvements work has focused on, CCC, Freeman’s School, Mansion House, Smithfield Market and CoL School. The transition of the BEMS to a new platform has continued with projects close to completion at

LMA, Freeman's School (Junior block), Walbrook Wharf, Tower Bridge, and Smithfield West Market and projects at Gateway 5 for Guildhall East Wing (non-office areas), Heathrow Animal Reception Centre, and Epping Forest. These projects are enablers for further energy efficiency projects at these sites.

Corporate and strategic implications

17. **Strategic implications:** Energy performance is linked to resilience and helps ensure business continuity through reduced pressure on the energy infrastructure within the square mile. We support a thriving economy by ensuring environmental responsibility in this way. Our energy performance helps to shape outstanding environments through the reduction of CO_{2e} emissions and our commitment to procuring clean renewable energy. In this way, our energy performance helps shape outcomes 5, 11 and 12 of the Corporate Plan.
18. **Financial implications:** The savings in this report detail reductions in energy consumption and not against agreed budgets. For longer sustainable gains the focus needs to be on improving the efficient use of energy, through targeted investment in energy-saving measures. Note that future savings as a result of lower energy spend related to the PSDS project will be transferred to the Build Back Better fund for re-investment with further projects.

Conclusion

The energy performance in Q3 23/24 remains on track with the long-term trajectory needed to meet our CAS targets for 2027. We continue to mobilise the workstream (NZ1) related to operational buildings within the Climate Action Strategy. We have absorbed the impact of the reoccupation of our building stock. Our new targets are challenging but the current data indicates achievable, requiring action in all areas of the City Corporation to ensure we meet our planned objectives. Our focus is now on ensuring the next phase of climate action projects can be implemented in a timely and effective manner.

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Appendix

1. Top 30 site energy performance and bottom 5 performance overview

Weather Corrected Data: Performance comparison by top 30 sites: Q3 2023/24

Row Labels	Sum of Dec-19	Sum of Dec-22	Sum of Dec-23	Sum of kWh Difference 23 vs 22	Sum of % Decrease 23 Versus 22	Sum of % Decrease Vs BL
Guildhall Complex	17,218,999	13,129,203	11,325,685	-1,803,518	13.7% ▲	34.2% ▲
Central Criminal Court	6,806,168	6,063,259	5,118,931	-944,328	15.6% ▲	24.8% ▲
London Central Market (Smithfield)	14,689,958	10,959,053	10,279,705	-679,347	6.2% ▲	30.0% ▲
Bishopsgate Police Station	3,227,451	3,117,690	2,700,344	-417,346	13.4% ▲	16.3% ▲
Mansion House	2,138,532	2,028,472	1,737,212	-291,260	14.4% ▲	18.8% ▲
City of London School	3,268,611	3,375,195	3,106,846	-268,349	8.0% ▲	4.9% ▲
City of London Crematorium	3,281,098	2,219,907	2,064,064	-155,843	7.0% ▲	37.1% ▲
Billingsgate Market	3,823,144	3,275,328	3,129,575	-145,753	4.5% ▲	18.1% ▲
Tower Hill Coach & Car Park	551,307	571,419	446,786	-124,632	21.8% ▲	19.0% ▲
Streetlighting	3,365,904	1,910,709	1,802,183	-108,526	5.7% ▲	46.5% ▲
City of London Freeman's School	4,675,258	4,162,723	4,113,133	-49,590	1.2% ▲	12.0% ▲
GSMD - Milton Court	3,282,301	4,224,194	4,175,874	-48,320	1.1% ▲	27.2% ▼
Open Spaces Golders Hill & Extension	353,150	304,699	270,073	-34,627	11.4% ▲	23.5% ▲
Open Spaces East Heath & Kenwood	204,669	147,062	137,804	-9,258	6.3% ▲	32.7% ▲
Baynard House Car Park	164,268	169,412	163,046	-6,366	3.8% ▲	0.7% ▲
Animal Reception Centre	750,966	706,587	703,622	-2,965	0.4% ▲	6.3% ▲
London Wall Car Park	222,445	206,431	206,620	188	0.1% ▼	7.1% ▲
Open Spaces Hampstead Heath Leisure	688,096	652,637	659,145	6,508	1.0% ▼	4.2% ▲
Mayor's Court	211,852	251,075	261,186	10,111	4.0% ▼	23.3% ▼
GSMD - Sundial Court	1,440,810	1,506,240	1,524,111	17,871	1.2% ▼	5.8% ▼
Open Spaces Epping Forest	623,454	647,596	676,634	29,038	4.5% ▼	8.5% ▼
Open Spaces Parliament Hill	284,855	274,408	326,388	51,980	18.9% ▼	14.6% ▼
London Metropolitan Archives	1,277,259	1,202,783	1,271,998	69,215	5.8% ▼	0.4% ▲
Tower Bridge	2,305,473	2,160,676	2,266,840	106,164	4.9% ▼	1.7% ▲
GSMD	1,682,381	1,982,575	2,105,544	122,969	6.2% ▼	25.2% ▼
New Street (21)	1,813,859	2,361,606	2,506,700	145,094	6.1% ▼	38.2% ▼
New Spitalfields Market (Landlords)	6,705,459	5,861,443	6,033,522	172,080	2.9% ▼	10.0% ▲
Walbrook Wharf Cleansing Depot	1,684,377	2,108,881	2,289,941	181,061	8.6% ▼	36.0% ▼
City of London School For Girls	2,292,827	1,709,423	2,100,097	390,674	22.9% ▼	8.4% ▲
Barbican Arts Centre	18,376,786	15,238,920	17,135,361	1,896,440	12.4% ▼	6.8% ▲
Grand Total	107,411,716	92,529,604	90,638,970	-1,890,635	2.0% ▲	15.6% ▲

2. Bottom 5 performing sites

Bottom 5 Performing Sites Weather Corrected	Dec-22	Dec-23	Difference kWh 23 vs 22	Potential Rationale
Barbican Arts Centre	15,238,920	17,135,361	1,896,440	The site is still seeing a rebound in consumption following on from Covid. Compared to 21/22, there is increased tourist and visitor footfall, more employees have returned to office work and student occupancy has also increased. Additionally, our MOP has confirmed that several meters had under-reported consumption throughout Jan 22 – Dec 22. The consumption throughout this period was likely closer to the Jan 23 – Dec 23 figure than shown here.
City of London School For Girls	1,709,423	2,100,097	390,674	Inefficient BMS system and the school has started taking more lettings this year, causing an increase in consumption.
Walbrook Wharf Cleansing Depot	2,108,881	2,289,941	181,061	The new smoke extraction and ventilation system went live in Summer 2023. Additionally, there are currently lighting issues on the 2nd & 5th floors meaning the lighting is on permanently.
New Spitalfields Market (Landlords)	5,861,443	6,033,522	172,080	Whilst this site falls into the bottom 5 performing sites regarding total kWh difference, this difference is only 3%. It is challenging to pinpoint an exact reason for this increase. The figure for January 21 – December 22 is likely low following on from covid restrictions impacting site occupancy.
New Street (21)	2,361,606	2,506,700	145,094	It's likely due to more staff now being in the office. Between Oct 21 and Sept 22, many employees were still working from home.

4. Current CAS Capital Programme Projects

Number	Site	Scope of works	Description
1	Barbican Arts Centre	Pump replacement	Project completed (with one pump being free issued to be installed during summer shutdown) with the Operation and Maintenance Manuals (O&M) being finalised and the Monitoring and Verification (M&V) programme being developed before project handover.
2	Barbican Arts Centre and Guildhall School of Music and Drama	EC fans replacement	On-site works are commencing in February following asbestos surveys.
3	Barbican Arts Centre	Lighting replacement	On-site work start dates are being confirmed. The theatre shut in April will be used to avoid any risk and inconvenience to staff or visitors.
4	Guildhall	Lighting replacement	Work on site has commenced with the staircase completed before moving to the Gallery. The Amphitheatre and Great Hall still require approval from all parties.
5	Tower Hill Coach and Car Park	Lighting, Ventilation and BMS	The lighting project was completed. Ventilation and BMS projects started and are on track to be commissioned by the end of February.
6	Multiple	BMS optimisation: Phase one	Site visits were completed at four properties (21 New Street, Bishopsgate Police Station, Heathrow Animal Reception Centre and Cemetery & Crematorium) with a Draft Investment Grade Audit report issued. The two police sites require dilapidation surveys to be completed and this is being discussed concerning the level of investment against the buildings closure schedule.
7	Multiple	BMS optimisation: Phase two	Site visits are planned at the remaining properties (Central Criminal Court, Tower Bridge and London Metropolitan Archives) for February 2024.
8	London Metropolitan Archives	Solar PV	Installation of Solar PV on building roof. The project is ready to go live however, internal discussions are ongoing with regard length of the lease against the payback period.
9	Guildhall School of Music and Drama	LED, BMS, EC Fan	The project scope is being refined.

Number	Site	Scope of works	Description
10	Barbican Arts Centre	Specialist Lighting	On hold whilst the Barbican Capital Works discussion is ongoing.
11	Guildhall Hall	EC Fans	On hold until Guildhall Yard East refurbishment options are confirmed.
12	Mansion House - phase 1	Draught proofing, LED lighting, fan replacements, ventilation improvements, pipework insulation, BEMS Optimisation	GW3-5 Paper written and to be submitted for consultation in Feb 2024
13	Mansion House - phase 2	ASHP and PV installation	GW 3&4 paper to be submitted for consultation in Feb 2024 to request funding for the planning application.
14	The Warren	LED lighting, pipe insulation and ASHP	GW3-5 was submitted for consultation following internal conversations regarding the funding of ASHP.
15	Walbrook Wharf - phase 1	EC Fans, pipework insulation, pump replacement, BEMS Optimisation	GW3-5 funding request has been submitted following consultation.
16	Walbrook Wharf - phase 2	ASHP installation	GW3-5 paper to be completed for consultation following internal conversations regarding the potential new location of ASHP that could reduce required investment.
17	Open Space PV – Parliament Hill Lido	PV installation	GW3-5 funding request has been submitted following consultation.
18	Heathrow Animal Reception Centre – Phase 1	Solar PV, LED Lighting, EC Fans	High-level appraisal completed with options put forward for consideration. Following a discussion with the site operatives an Investment Grade Proposal has been commissioned with site audits in Feb 2024.
19	Heathrow Animal Reception Centre – Phase 2	ASHP to replace existing boilers	High-level appraisal completed with options put forward for consideration. Following a discussion with the site operatives an Investment Grade Proposal has been commissioned that will refine the DHW requirements with site audits in Feb 2024.
201	Barbican Arts Centre	The second phase of pump replacement	The project is being instigated to replace the next set of pumps that are of a bigger capacity but fewer in number than the previous project to complete during the summer shutdown.

Agenda Item 8

Committee(s)	Dated:
Resource Allocation Sub (Policy and Resources) Committee – For information	11 March 2024
Subject: City Surveyor’s Business Plan 2023-28 Quarter 3 2023/24 Update	Report – public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 7, 11, 12
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain’s Department? N/A	N/A
Report of: The City Surveyor and Executive Director of Property (CS 045/24)	For Information
Report author: John Galvin / Faith Bowman City Surveyor’s Department	

Summary

This report provides Members of Resource Allocation Sub (Policy and Resources) Committee (RASC) details of progress in quarter 3 (October to December) 2023/24 against the City Surveyor’s 2023-28 Business Plan.

Seven of the City Surveyor’s Department (CSD) performance measures are overseen by RASC. Of these, two were ahead on target (green) and four marginally behind (amber). One measure, Capital projects health and safety, is reported every six months.

Against a local risk budget of £32.9m, the City Surveyor is currently forecasting an estimated overspend of £901,000 (2.7%). This figure includes City Bridge Foundation (CBF) services. Excluding these services, the City Surveyor is forecasting a £843,000 overspend (2.9%) against a budget of £29.5m. The departmental budget line is the principal driver for the overspend, arising from lower than anticipated staff vacancies, and some residual 12% savings still to be achieved.

The department is working to mitigate and reduce this forecast overspend. These figures currently exclude additional income and disposal receipts generated by this department which will benefit the Corporation overall and be included in the relevant budget holding department’s accounts.

Recommendation(s)

- That Members note the content of this report.

Main Report

Background

1. In line with the City Corporation's performance management approach this is a regular update report on the progress made against the department's 2023-28 Business Plan (CS 372/22). The City Surveyor's Department (CSD) reports performance quarterly to Resource Allocation Sub (Policy and Resources) Committee (RASC) and once every six months to Investment Committee.
2. The department's business plan outlines twelve Key Performance Indicators (KPIs). RASC oversee progress against seven of these measures, whilst Investment Committee oversee nine (four measures are reported to both Committees).
3. Performance is assessed on a traffic light basis (RAG), where red denotes a high risk of non-attainment, amber indicates some concern, whilst green denotes the measure being on/ahead of target.

Current Position

4. This report provides the latest budget information which is set out in Appendix A. Appendix B provides a detailed table of the department's KPIs.
5. A separate monitoring report on the risks within the department is also circulated for this meeting.

Financial Statement

6. The monitoring for quarter 3 (Appendix A) reveals that the City Surveyor was forecasting an overspend of £843,000 (2.9%) against total budget for the year of £29.5m for his City Fund and City's Estate Services.
7. When his City Bridge Foundation (CBF) services are included, this increases to an overspend of £901,000 (2.7%) against a total budget for the year of £32.9m.
8. The principal drivers for this forecast are an overspend on departmental salary budgets due to the vacancy factor not being met, and some residual 12% savings that need to be identified. Added to this is a forecast reduction in service charge income on City Fund estate due to loss of tenants and some additional rates costs at Smithfield Market. These overspends are in part offset by savings on other budget lines.
9. The City Surveyor is examining his budgets to see if further savings can be made to reduce the forecast overspend at year-end.

Quarter 3 2022/23 update

10. The table below provides an 'at a glance' assessment of the department's performance through the first half of the 2023/24 reporting year.

Status ¹	Green	Amber	Red	TBC	N/A
Resources Allocation Sub Committee	2	4			1
Overall (including non-RASC measures)	2	5			5

11. Of the twelve departmental KPIs monitored, two were assessed as being on target (green), whilst five were behind target (amber). Four KPI's are reported biannually, and one annually. Figures for these measures will be available in quarter four.

12. Of the seven measures reported to this Committee, two were on target, (green) and four were behind target (amber), with the final measure to be reported next period.

13. The amber KPIs relevant to RASC are as follows:

A. KPI. 1 Asset Realisation and Additional Income (operational non-housing)

This measure tracks the additional income and receipts delivered by the City Surveyor's Department – through both asset realisation and through the delivery of additional income for other departments. The target for this measure varies considerably year-on-year.

Target £5.1m by the end of the year
Performance behind target at quarter 3

Whilst several property transactions are progressing in line with expectations, the sale of the former nursery site at West Ham Park has not progressed due to planning issues and the purchaser is now unwilling to progress the purchase. This will impact the end-of-year attainment of this measure. A number of highway transactions are under negotiation and due for completion in quarter 4 and if these can be completed this will positively impact year-end performance, or potentially roll forward into 2024/25.

¹ Red = High Risk of Failure or Not Achieved; Amber = Some Concern; Green = On Target or Achieved.

B. KPI. 4 Property Contract Performance Compliance

This indicator provides an overall assessment of our suppliers' performance against their contract measures. This is across eight criteria spanning both operational performance and key City of London objectives.

Target of more than 80% of contract measures achieved
Performance 70%

The integrated Facilities Management (IFM) contract was mobilised in April 2023, and this is the third quarter since go-live. Performance across the IFM suppliers continues to improve and this quarter has gone up from last quarter. It should be recognised that the IFM contracts have now been in place nine months against a 10-year contract term, and performance is considered proportionate for this stage in the tenure.

C. KPI. 5 Adherence to Budgetary Spend Profiles

This objective of this indicator is that the actual spend, plus spend that has been receipted, will fall between 95% and 105% of the revised budget by year-end. This would indicate that services and projects are being delivered, and they are being delivered within their anticipated budgets.

Estimated target at quarter 55%
Performance 53%

Five investment projects have been deferred with an estimated cost of circa £125m. This will impact year-end performance on this measure. For this period, spend is in line with profile across the majority of the sub-categories, with overall expenditure only marginally behind profile.

D. KPI. 6 – Capital Projects – Project Risk Status

This indicator assesses the proportion of projects which are red (which may be due to cost, time, or a combination of both) against the total number of projects.

Target – Less than 30%
Performance – 46%

As reported previously to this Committee over 60% of the department's current projects were commenced in 2020 or before, meaning that their delivery has been significantly impacted by COVID-19. These projects have been subject to extended periods of reduced site capacity/productivity and from subsequent high levels of construction price inflation. This has resulted in a greater number of projects falling outside of time and/or price expectations. Whilst performance on current

projects is positive, the volume of older projects will continue to provide a drag on performance overall.

Conclusion

The third quarter of 2023/24 has seen two on target and three measures behind target for the period.

Appendices

- Appendix A Budget Monitoring Statement
- Appendix B Key Performance Indicator Table

Background Papers

- The City Surveyor The City Surveyor's Business Plan 2023-28 (CS 372/22)
- The City Surveyor Business Plan Progress Report – Quarter 1 2023/24 Update (CS 278/23)
- The City Surveyor Business Plan Progress Report – Quarter 2 2023/24 Update (CS 310/23)

Faith Bowman

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Budget Monitoring Statement

Quarter 3 2023/24

Appendix A

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2023-24 (Period to 31st December 2023)

LOCAL RISK BUDGET Quarter 3	Latest Approved Budget £000	Quarter 3 Profile £000	Quarter 3 Total Expenditure £000	Under / (Over) Spend for Period £000	Quarter 3 Projected Outturn £000	Under / (Over) Spend for 2023-24 £000	Note
City Fund							
City Fund Estate	(2,036)	(862)	(1,666)	(804)	(2,254)	(218)	1
Walbrook Wharf	(928)	(819)	(815)	4	(939)	(11)	
Mayor's & City of London Court	(38)	(28)	(26)	2	(24)	15	
Central Criminal Court	(383)	(383)	(972)	(589)	(430)	(47)	2
Lower Thames St Roman Bath	(9)	(7)	(5)	2	(9)	0	
Spitalfields Market	(104)	530	988	458	(107)	(3)	
Corporate FM R&M cleaning & security	(1,468)	(1,101)	(936)	165	(1,420)	48	
	(4,966)	(2,670)	(3,432)	(762)	(5,183)	(217)	
City's Cash							
City's Estate	(2,872)	(1,377)	(1,692)	(315)	(2,913)	(41)	
Departmental	(10,323)	(7,985)	(8,498)	(513)	(11,004)	(681)	3
Mayoralty & Shrievalty	(95)	(38)	(35)	3	(45)	50	
Markets Directorate	(420)	(298)	(297)	1	(417)	3	
Billingsgate Market	(151)	(90)	32	122	(135)	16	
Smithfield Market	(679)	(450)	(927)	(477)	(775)	(96)	4
Corporate FM R&M cleaning & security	(2,368)	(1,777)	(1,847)	(70)	(2,403)	(35)	
	(16,908)	(12,015)	(13,264)	(1,249)	(17,692)	(784)	
Guildhall Administration							
Guildhall Complex	(7,643)	(5,855)	(6,076)	(221)	(7,485)	158	5
	(7,643)	(5,855)	(6,076)	(221)	(7,485)	158	
Total City Surveyor Local Risk excl CBF	(29,517)	(20,540)	(22,772)	(2,232)	(30,360)	(843)	
City Bridge Foundation (CBF)							
City Bridge Foundation	(3,030)	(2,106)	(2,137)	(31)	(3,095)	(65)	6
Tower Bridge Corporate FM cleaning	(318)	(239)	(198)	41	(311)	7	
	(3,348)	(2,345)	(2,335)	10	(3,406)	(58)	
Total City Surveyor Local Risk incl CBF	(32,865)	(22,885)	(25,107)	(2,222)	(33,766)	(901)	

1. The overspend comprises a shortfall in service charge income due to the loss of significant tenants. This was partially offset by an underspend in professional fees and cyclical revenue works.
2. Overspend on additional employee costs due to overtime and agency staff plus additional energy and other premises costs which will be recovered from His Majesty's Courts and Tribunal Service (HMCTS) at year-end.
3. The overspend comprises various employee budgets due to not achieving the vacancy factor, and some residual savings to be identified.
4. The overspend is primarily due to an increase in rates payable for 2023/24 at Smithfield Market.
5. Comprises savings on premises related expenditure and supplies & services costs.
6. The overspend comprises of a shortfall on service charge income and additional spend on energy offset in part by savings on security and professional fees.

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Key Performance Indicators										
Ref	Title	Target	Group	Committee	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual		
KPI 1	Asset Realisation and additional income	£5.1m	CPG	RASC	on target: green	on target: green	off target: amber			
KPI 2	Delivery of Climate Action Strategy Milestones - operational estate	<5%	OG	RASC	<2% green	2% amber	<2% green			
KPI 3	Delivery of Climate Action Strategy Milestones - investment property	on schedule	OG	IC	on target: green	off target: amber	off target: amber			
KPI 4	Property contract Performance Compliance***	> 80%	OG	RASC	n/a	68% amber	70% amber			
KPI 5	Adherence to Budgetary Spend Profiles	95% - 105%	All	IC, RASC	14% green	28% amber	53% amber			
KPI 6	Capital Project - Project Risk Status	< 30%	PPG	IC, RASC	50% amber	48% amber	46% amber			
KPI 7	Capital Project- Health & Safety*	80%	PPG	IC, RASC	n/a	91% green	n/a			
KPI 8	Capital Project - Site sustainability waste management	> 90%	PPG	IC, RASC	98% green	94% green	97% green			
KPI 9	Rental Forecasts*	£100.92m	IPG	IC	n/a	£103.17m green	n/a			
KPI 10	Minimise Arrears (<2%March)*	<2% eoy	IPG	IC	n/a	4.25% amber	n/a			
KPI 11	Minimise voids (*)	<3%	IPG	IC	n/a	4.18% green	n/a			
KPI 12	Outperform MSC**	exceed benchmark	IPG	IC	n/a	n/a	n/a			
	*reported bi annually									
	** reported annually									
	*** to be reported from Q2, post contract mobilisation									
	eoy - end of year									
	Investment Committee (IC) Resource Allocation Sub Committee (RASC)									

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Agenda Item 9

Committee(s)	Dated:
Resource Allocation Sub (Policy and Resources) Committee – For information	11 March 2024
Subject: The City Surveyor’s Corporate and Departmental Risk Register – February 2024 Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	4, 7, 11, 12
Does this proposal require extra revenue and/or capital spending? N/A	N
If so, how much? N/A	N/A
What is the source of Funding? N/A	N/A
Has this Funding Source been agreed with the Chamberlain’s Department? N/A	N/A
Report of: The City Surveyor and Executive Director of Property (CS 055/24)	For Information
Report author: John Galvin / Faith Bowman City Surveyor’s Department	

Summary

This report has been produced to provide Members of the Resource Allocation Sub (Policy and Resources) Committee (RASC) with a quarterly update on the management of risks within the City Surveyor’s Department.

The City Surveyor’s Departmental Risk Register is reported to two Committees – your committee for operational property and Investment Committee for the investment property assets. The way that the risks map to the two Committees are included as Appendix A. Only risks relevant to this Committee are included within the detailed risk register (Appendix B). The full departmental risk register is available on request.

The City Surveyor is the lead Chief Officer for one corporate risk - Maintenance and renewal of Corporate Operational Assets (excluding housing assets), CR 37. This is currently rated as a red risk with a risk score of 16.

There are a further ten risks on its Departmental Risk Register relevant to this Committee. Four of these departmental risks are recorded as red. The red risks currently being managed are:

- SUR SMT 005 – Construction and Service Contracts Price Inflation
Current risk score 16 (Red)
- SUR SMT 006 – Construction Consultancy Management
Current risk score 16 (Red)
- SUR SMT 009 – Recruitment and retention of property professionals
Current risk score 16 (Red)
- SUR SMT 011 – Contractor failure
Current risk score 16 (Red)

Recommendation(s)

- Members are asked to note this report, and the actions taken within the City Surveyor's Department to effectively monitor and manage risks arising from our operations.

Main Report

Background

1. The City of London Corporation's Risk Management Policy and Strategy 2021 (RMP&S) requires each Chief Officer to report regularly to Committee the key risks faced in their department. The City Surveyor's Department (CSD) reports quarterly to both Investment Committee (IC) and Resource Allocation Sub (Policy and Resources) Committee (RASC).
2. Aligned with the new reporting arrangements we report to your Committee the risks which are relevant under the Committee's terms of reference. For clarity and transparency Appendix A provides a summary table of all departmental risks and the Committee to which they are reported. The full departmental risk register is available to Members upon request.
3. The risks relevant to this Committee are included as Appendix B to this report.
4. Risks are reviewed regularly by the department's Senior Management Team (SMT) in line with the organisation's RMP&S. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour.
5. Should any changes occur between formal meetings a process exists such that risks can be captured, assessed, and mitigating activities considered. This ensures that the risk management process remains 'live'.

Current Position

6. The key points to note for this period are captured below:

- a. CR 37

Maintenance and Renewal of Corporate Physical Operational Assets
(excluding housing assets)
Current Risk Score 16 (Red)

The key mitigation for the risk relates to the provision of sufficient funding for building maintenance and renewal.

A paper on funding for the backlog of non-ring fenced assets and the next three years of Cyclical Works Programme has recently been approved at Finance Committee (December 2023) and is subject to further on-going approval, with the current timeframes indicating that it will be presented to the Court of Common Council for final approval in March 2024.

Should this five-year funding package be approved the department will implement delivery of these projects and works. The risk score is anticipated to reduce over the delivery timeframe for these assets.

- b. SUR SMT 005
Construction and Service Contracts Price inflation
Current Risk Score 16 (Red)

Whilst market movements have remained steady in recent months, price inflation remains above normal. Particularly in the Property Projects team, feedback is that inflation continues to construction impact inputs, particularly labour.

Existing contracts continue to feel the impact of costs more than those initially anticipated at project commencement.

Taking all factors into account the risk score has remained the same this quarter. And the department will continue to progress mitigations wherever possible.

- c. SUR SMT 009
Recruitment and Retention of Property Professionals
Current Risk Score 16 (Red)

The risk scoring on this item was reviewed again by the department's management team in February. They reflected that the risk continues to manifest, particularly in relation to the retention of quality, professionally skilled, staff; and in recruitment where applicants are often at a more junior level of experience as the reward package cannot attract more experienced applicants. There is significant continued competition for property professionals, particularly in project management and General Practice surveying/ asset management.

The department has been reflecting these pressures Corporately and is actively feeding into the wider organisational review of pay and reward. It should be highlighted that this item is also flagged as a Corporate Risk (CR 39 Recruitment and Retention).

- d. SUR SMT 011
Contractor failure
Current Risk Score 16 (Red)

This risk relates to the failure of a main contractor, or a main sub-contractor. Particularly with the second of these elements the City Corporation has not historically had significant influence over who is commissioned to undertake work.

Recent industry uncertainty has raised the risk likelihood, and this risk is now red (February 2024).

- e. SUR SMT 007
Energy Pricing
Current Risk Score 6 (Amber)

The department has recently seen a softening in pricing, and market intelligence suggest that commercial pricing will moderate to £80-£100/MwH. This is higher than that experienced before the Ukraine war, but a significant reduction to that seen over the preceding 24-months. Due to this industry feedback, the risk score on this item has reduced in likelihood.

- f. SUR SMT 015
UKPN – Condition and maintenance of power substations
Current risk score 6 (Amber)

This risk reflects either the failure of UK Power Networks (UKPN) to adequately evidence maintenance of their secure substations, or failure on behalf of the City Corporation to gain access with UKPN to these substations to perform landlord's repairing obligations. This risk has been tracked at the Group level within the department but has been recently escalated to the Departmental Risk Register following the substation fire at the Central Criminal Court. Whilst this incident is still under investigation there was a considerable impact on the Old Bailey's operation. Further, the Corporate Health and Safety team are reviewing all substations and issues with UKPN and access to these secure substations across the investment, operational and housing portfolios.

Conclusion

- 7. Members are asked to note the recent changes to the departmental risk register, and the actions taken by CSD to mitigate the likelihood and/or impact of the risks, including the corporate risk regarding operational property maintenance and funding.
- 8. The current funding allocation to the maintenance and upkeep of the City's operational property portfolio is an ongoing consideration for Members as part of its overall medium-term financial plan.

Appendices

- Appendix A Risks by Committee
- Appendix B The City Surveyor's Corporate and Departmental Risk Register relevant to this Committee

Background Papers

- The City Surveyor The City Surveyor's Departmental Risk Register – June 2023 Update (CS 183/23)
- The City Surveyor The City Surveyor's Departmental Risk Register – September 2023 Update (CS279/23)

- The City Surveyor The City Surveyor's Departmental Risk Register – November 2023 Update (CS 326/23)

John Galvin

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Departmental Performance & Services

City Surveyor's Department

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Risks by Committee

1. The City Surveyor’s Department (CSD) is currently managing one risk at the Corporate level (CR 37) and a further ten at the departmental level.
2. Outlined in the table below is how these risks relate to the two reporting Committees, Resources Allocation Sub (Policy and Resources) Committee (RASC) and Investment Committee (IC).
3. Of the twelve total risks, eleven relate to RASC and seven to Investment Committee.
4. Only risk relevant to this Committee are included in Appendix B. The full list of risks and their mitigations are available upon request.

Code	Title	RASC	IC	Score
CR 37	Maintenance and renewal of Corporate Operational Assets (excluding housing assets)	X		16
SUR SMT 005	Construction and Service Contracts Price Inflation	X	X	16
SUR SMT 006	Construction Consultancy Management	X	X	16
SUR SMT 009	Recruitment and retention of property professionals	X	X	16
SUR SMT 011	Contractor Failure	X	X	16
SUR SMT 002	Insufficient budget to meet user and asset demand at Guildhall	X		12
SUR SMT 003	Investment Strategy Risk		X	12
SUR SMT 010	Insurance - Investment and Corporate Estates	X	X	12
SUR SMT 012	Adjudication & Disputes	X	X	8
SUR SMT 007	Energy Pricing	X		6
SUR SMT 008	Special Structures	X		6
SUR SMT 015	UKPN – Condition and maintenance of substations	X		6

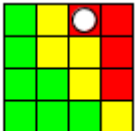
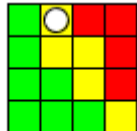

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SUR Departmental risks - DETAILED REPORT EXCLUDING COMPLETED ACTIONS for COMMITTEE

Report Author: Faith Bowman
Generated on: 21 February 2024



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator	
Page 85 CS37 Maintenance and Renewal of Corporate Physical Operational Assets (excluding housing assets)	<p>Cause: Significant on-going and previously unmet property maintenance costs across the City's Corporate property portfolio (excluding housing).</p> <p>Event: Misalignment between funding available and that required by the asset (as defined by the relevant Asset Management Strategy).</p> <p>Impact: Built estate becomes not fit for purpose / functions / occupancy. Cost of maintenance and utility costs increases, placing further pressure on City resources. In extreme circumstances there will be H&S implications, leading to potential enforcement action, legal action by tenants or asset failure in whole or part with detrimental effects leading to impact on occupiers</p>	 <p>Lielihood</p> <p>Impact</p>	<p>16</p>	<p>The main driver of this risk is the adequacy of funding to manage and mitigate asset risks.</p> <p>A funding paper has recently been approved at Finance Committee (December 2023) and is subject to further on-going approval. Should this funding be approved, the delivery of the resultant works programme will reduce this risk.</p> <p>Should increased funding not be possible, the risk scoring is unlikely to reduce with further upward pressure possible. Whilst Health and Safety and statutory compliance items are addressed within the funding available, there is little capacity beyond this currently to bring assets</p>	 <p>Lielihood</p> <p>Impact</p>	<p>8</p> <p>31-Mar-2025</p>	

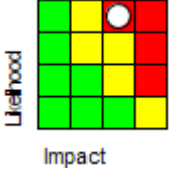
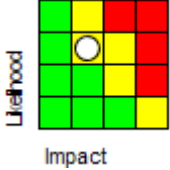

			<p>to up to that defined within the Corporate Property Asset Management Strategy.</p> <p>This risk is corporate wide, so extending to sites where asset accountability sits with the relevant Premises Controller in occupation.</p> <p>This risk includes the Barbican and the Guildhall School of Music and Drama (GSMD). At these sites there is a requirement to ensure an appropriate experience for audiences, performers, students and staff, to sustain their business models. Similarly, sites across the Environment Department, including the City's off-street car parks; the City of London Cemetery and Crematorium; and the Natural Environment Division's green spaces, are open to the public – so adequate funding is critical to manage H&S and reputational impacts</p> <p>Whilst funding remains the overriding mitigation, the City Surveyor is working to ensure that accountability and responsibilities for maintenance is understood across the organisation. Where gaps in expertise or capacity exist, the City Surveyor is looking to develop solutions with the Premises Controllers in line with his role as the Head of Profession.</p> <p>The target date for this risk (31 March 2025) is included as a 'review point' rather than a target date. This is in line with Corporate guidance. Should funding be approved, further clarity</p>				
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04-Nov-2019 Paul Wilkinson			over target timeframes will be possible. 16 February 2024				Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR37a	<p>Cyclical Works Programme (CWP)</p> <p>The Cyclical Works Programme (CWP) is the principal way that the backlog of asset maintenance is delivered to Corporate properties (excluding ring-fenced assets). Funding for the CWP varies annually, and there is a clear link between the availability of funding and the capacity to reduce the risk.</p>	<p>A paper was presented to Operational Property and Projects Sub Committee (OPPS) in April 2023, and subsequently to Resource Allocation Sub Committee (RASC) in June. This identified a funding requirement of circa £133m. This funding would address the repair backlog over a three-year period (including currently outstanding works plus those due over this time horizon).</p> <p>Colleagues in the Chamberlain’s Department have been working up funding options for this quantum of spend. This has resulted in a paper that was approved at Finance Committee on 12 December which sought agreement to fund the £133m funding requirement over a five-year period. Funding will be kept in line with market conditions (including accounting for construction price inflation – which is being tracked as a departmental risk – and items such as London Living Wage). ~Funding is subject to onward approval, ultimately with the Court of Common Council in March 2024</p> <p>Should the funding be agreed a clear programme of works will be developed. This programme will provide clarity as to when the risk target will be achieved. In the interim, the current risk action target date (31-Mar-2025) is being used as a major review date.</p>	Peter Collinson; Sonia Virdee; Paul Wilkinson	16-Feb-2024	31-Mar-2025
CR37b	<p>Ring fenced properties and budgets (CoLP estate, New Spitalfields, Billingsgate and the three private schools)</p> <p>These departmental occupiers allocate their own funds for the maintenance of the built assets. Whilst the City Surveyor’s Department recommends work to be undertaken, it is the occupying department who holds the budget responsibility and thus decides with final control over maintenance activity.</p>	<p>The City Surveyor’s Department (CSD) is communicating with ring fenced departments to identify appropriate building maintenance requirements and spend (forward maintenance).</p> <p>This action also covers the delivery of the recommendations arising from the recent Internal Audit (IA). Whilst there has been progress in some areas, the actions have not been implemented comprehensively across the Corporation. CSD has highlighted this item to colleagues in IA as well as elsewhere through the organisation’s Chief Officer Risk Management Group.</p>	Paul Wilkinson; Peter Young Pete Collinson	16-Feb-2024	31-Mar-2025

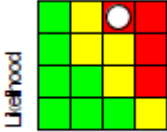


	<p>The City Surveyor's Department is seeking to ensure that communications are optimised such that there is a clear understanding of works to be done, and there is clarity over roles and responsibilities. This helps to reduce risk likelihood.</p>	<p>CSD regularly reviews repairs and maintenance risks held by departments across the organisation to ensure that this overarching corporate risk correctly captures the pressures felt by our various departments.</p> <p>The target date for this action is considered as a 'major review' date.</p>			
CR37f	<p>Annual Major Capital Bids</p> <p>The capital bids programme operates on an annual cycle, and recommendations (October) are built into the subsequent year's organisational budget which is presented to Court.</p> <p>The City Surveyor's Department presents bids in relation to works at the Guildhall, Walbrook Wharf and the Central Criminal Court. Support is also provided to occupying departments where they are required to collate their own bids.</p> <p>Capital bids are only considered where funding is not possible through other funding routes (such as CWP).</p>	<p>The most recent bidding round was successful for works at the Guildhall and the Central Criminal Court in respect of H&S works. These bids were approved in October but remain subject to the overall organisational budget approval.</p> <p>The City Surveyor's Department will continue to develop bids where it can for future years. Further, it will continue to offer support to other departments for their bids.</p> <p>The target date on this risk reflects the annual nature of bidding process.</p> <p>The future of Walbrook Wharf is a current major project.</p>	Peter Young	16-Feb-2024	31-Mar-2025
CR37g	<p>Operational Property Review</p> <p>The City Corporation has commenced an Operational Property Review (OPR) programme to consider the future property requirements to deliver the organisations services. This will align with the Resource Priority Refresh programme.</p> <p>Where properties are identified as no longer required to deliver City services, alternative uses (or disposal) can be progressed. This will both lower the maintenance backlog, and funds can be used for maintenance projects elsewhere in the estate. Whilst a positive move, the majority of outstanding maintenance is at our major buildings (Guildhall, Barbican etc).</p>	<p>The review is commencing and further details as to milestones and objectives will be available shortly.</p> <p>Environment, and Community & Children Services have completed the outcome of their reviews, and this will be presented to Members in the new year. This initial review aims to establish baseline operational requirements, financial position, and state of repair, with the view that a detailed and costed options can be considered.</p> <p>As this programme progresses through the approval process, greater clarity will be achieved in understanding how this action alters the overall risk position. The target action date is consequentially a 'major review' date. It should be noted that 85% of the organisation's floor space is contained within the top 20 buildings, so even should asset disposals progress, this will only have a minor effect on the overall risk position.</p> <p>The target date on this action reflects a major review point rather than a target for delivery.</p>	Peter Young Sonia Virdee Judith Finlay Bob Roberts	16-Feb-2024	31-Mar-2025
CR37h	<p>Renewal Programmes</p> <p>Where appropriate it may be more efficient to wrap up a number of maintenance requirement (both forward and backlog) into a major renewal programme. By their nature</p>	<p>The Barbican Centre renewal project is a £50-£150m project which will repair the building to it can function long into the future, opening up under-utilised space, improving accessibility, whilst delivering against its sustainability aspirations. Public survey and workshops were completed in December 2022 with further public consultations through 2023 in advance of an initial business case being submitted to the City Corporation. In the interim, £25m has been</p>	Claire Spencer; Jonathan Vaughan;	16-Feb-2024	31-Mar-2025

	<p>these will be far wider in scope and therefore substantial funding is required. Whilst these actions are more uncertain it is useful to track progress as, should they progress, they will make a significant impact on the overall risk.</p>	<p>identified to be spent on the site to address immediate concerns, and further work up detailed analysis on requirements.</p> <p>The Guildhall School of Music and Drama (GSMD) are working closely with corporate colleagues to develop and further the Barbican Renewal Team. Further, it is working with the Department of Community and Children’s Service in respect of waterproofing works, and the City Surveyor on Fire Safety. GSMD have also engaged space consultants who are undertaking a wide-ranging review of the site. This is with the view that current and future needs are detailed, and future funding bids align with this requirement.</p> <p>The Guildhall Renewal programme has developed a range of options varying by scope and speed of delivery. These were presented to Members in January. These options also highlighted the other cash pressures on the City Corporation and, as such, it was determined by Resource Allocation Sub Committee (RASC) that major renewal is not possible in the short-term. This recommendation is subject to agreement by Policy and Resources at the end of February 2024. Whilst minor works will continue, this will not result in a step-change in the overall risk position.</p> <p>Whilst the major renewal of the Guildhall is unlikely to progress, the Cyclical Works Programme (action CR 37a) includes a significant funding allotment for the Guildhall Complex site and will help alleviate short- and medium-term issues.</p> <p>At Walbrook Wharf, a current major project is exploring options for refurbishment/ renewal of our assets and the potential for introduction of river freight management. Soft market testing is currently underway.</p>	<p>Peter Young; Ian Hughes</p>		
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 005 Construction and Service Contracts Price Inflation beyond that which was anticipated or planned Page 90 14-Oct-2021 Ola Obadara	Cause: Market conditions have led to input price inflation Event: Project and programme cost escalation Impact: Inability to delivery capital and revenue projects within budget		16	Material costs and labour availability are combining to raise costs beyond that anticipated or planned. This item impacts property projects, our facilities management (FM) provision, reactive repairs, and revenue works. Whilst construction cost inflation had been forecast to level out, this has yet to plateau to expectation. This is across both building materials and construction expertise where labour constraints continue to place upward pressure on pricing. Market conditions remain dynamic and will be kept under review. As such the target date should be considered a review point. 16 February 2024		6	31-Mar-2025	 Constant
							Reduce	

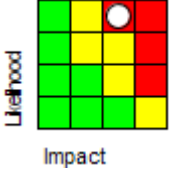
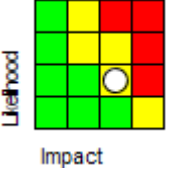

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 005a	Procurement Strategy The department is working with legal and procurement to identify different buying options, thereby managing the risk to the department / organisation.	This exploration included a review of the prior Single Stage tender process (which had been preferred for medium range projects - £2m - £50m). Following the review Two Stage contracts will be used more frequently. This is the current market norm for these projects. The change enables contractors to better transfer their risk and leaves the City with a degree of cost uncertainty, even post Gateway 5. Whilst this transfer is not desired, it offers far better market coverage and reflects the prevailing external conditions.	Ola Obadara	16-Feb-2024	31-Mar-2025

		This will be kept under review.			
SUR SMT 005d	Contracts Exploring the potential to include different clauses into contracts such that work offered by the City remains attractive to suppliers.	Chamberlain's procurement and the department have explored the inclusion of fluctuating provisions in our contracts. This action has resulted in attracting a greater number of contractors to bid on projects, however the inflation risk has been transferred to the organisation. The value of this approach will be continually reviewed.	Ola Obadara	16-Feb-2024	31-Mar-2025
SUR SMT 005e	Contract Engagement Expanding the amount of information available at an early stage of contract exploration. This will provide greater cost certainty.	We are looking to engage early with our contractors on a consultancy basis to obtain as much information as possible prior to contract.	Ola Obadara	16-Feb-2024	31-Mar-2025
SUR SMT 005f	Specification and Materials Ensuring materials are readily available before and during the design phase and, if possible, procure in advance of the contract. This limits the impact of further price rises in at risk commodities.	Inflation in raw materials has abated, but it should be noted that prices are not typically falling anywhere. Further consideration is being given to the origin of source materials to ensure supply. This item will be kept under review.	Ola Obadara	16-Feb-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 006 Construction Consultancy Management Page 92 Oct-2021 Ola Obadara	Cause: Poor performance by consultants Event: Abortive work, delays, or non-performance. Impact: Additional costs, project delays		16	This relates to abortive design / development. The department continues to suffer the impacts of this risk, with action being taken against consultants when their performance does not meet expectations. This is combining with a lack of this skill set in the construction industry. Often individuals assigned in the commercial market to City (and public sector generally) projects do not have the skill and competency required to deliver the work to the standard required. This issue is being seen across the industry.		4	31-Mar-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 006a	Commissioning stage The department has commenced going to market at RIBA stage 3 rather than RIBA stage 4. This is designed to prevent abortive design and development.	Close work with the Procurement Team in Chamberlain's has resulted in this change. The impact will be tracked over the coming months.	Ola Obadara	16-Feb-2024	31-Mar-2025
SUR SMT 006b	Legal The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements	Where performance has been poor action has been taken against consultants – these cases increase end-to-end timescales.	Ola Obadara	16-Feb-2024	31-Mar-2025

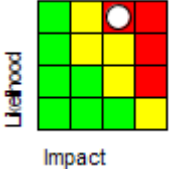
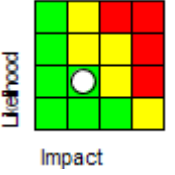

		Due to public sector contract constraints, our ability to seek immediate redress from construction consultancy contractors is constrained, so whilst action is taken, results take longer than would otherwise be possible in a commercial environment.			
SUR SMT 006c	Procurement Working with Procurement to increasing due diligence, particularly in regard to the quality of contractor appointed (rebalancing the quality/cost equation). This is with the view that we will get better quality applications and this risk may reduce.	The department continues to work with colleagues from the Procurement Team to explore available options to manage and mitigate this risk. The City's public sector role limits the number of avenues compared to commercial operators.	Ola Obadara	16-Feb-2024	31-Mar-2025
SUR SMT 006d	Scope of works The team is reviewing and tightening up the scope of works specification. This will counter opportunistic interpretations of the scope of works that we were seeing from some consultants	Detailed scoping is required to ensure that projects are delivered on-time and on-budget. This can lead to extended lead times. Due to a wider lack of skills in the industry, consultants allocated to this element of work are making more errors than desired – and this is contributing to the overall red-rating to this risk. Further actions are being explored, but this is an industry wide issue (particularly for public sector organisations).	Ola Obadara	16-Feb-2024	31-Mar-2025
SUR SMT 006e	Review of appointment documents The team is working closely with the legal department to ensure that procurement activity aligns with project objectives and the consultants meet quality requirements	Where performance has been poor action has been taken against consultants – these cases increase end-to-end timescales.	Ola Obadara	16-Feb-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 009 Recruitment and retention of property professional Page 94 21-Jan-2022 Paul Wilkinson	Cause: Uncompetitive pay and benefits structures within some professional grades; poor quality work environments; lack of professional progression over recruitment freeze and restructuring period; increased employee focus on work-life balance Event: Increasingly difficult to recruit suitably skilled staff at the correct level for the grade being recruited for. Increasingly difficulty to keep staff who get better reward packages from other organisation (both commercial and public sector) Impact: Increased vacancies, objectives unachieved or delivered late (including project delivery and income generation), reduced customer satisfaction, less real estate activity, reduced employee wellbeing, demotivation of staff. Increased costs born by the organisation through recruitment campaigns and training etc, or to the department through filling vacancies through comparatively expensive temporary contracts.		16	This risk has been identified across several divisions of the City Surveyor's Department. The impacts vary by Group with the risk being particularly acute in Investment Property, Surveying and Project Management. This risk was reviewed in February 2024 and due to specific issues in certain industries, was retained at the current risk score. The department continues to engage with Corporate colleagues to mitigate this risk over the long term. The risk will be kept under review, with the target date reflecting this on-going review. 16 February 2024		8	31-Mar-2025	 Constant
							Reduce	

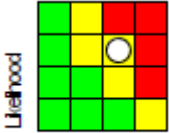
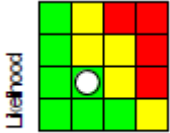

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 009a	Advertising The department and the HR Business Partner has produced a recruitment best practice document, which includes ensuring that vacant posts are advertised in areas which will generate interest from suitably qualified candidates, including those currently under-represented within our workforce.	Recruitment campaigns have used the best practice recruitment document, with diverse panels etc being a feature. This has been well received by staff.	Paul Wilkinson	16-Feb-2024	31-Mar-2025

SUR SMT 009b	<p>Best Practice</p> <p>Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all levels, ensuring that CSD is a positive work environment and that issues/blockers can be raised and addressed. In some areas career graded roles have been instituted, and deployment can be further explored.</p>	<p>CSD is supporting the work of Corporate HR in moving towards all on-line appraisal documentation. This will enable greater tracking of compliance.</p>	Paul Wilkinson	16-Feb-2024	31-Mar-2025
SUR SMT 009c	<p>Communication</p> <p>Including delivery of appraisals, regular one-to-ones, team and group meetings. This aims to improve communications at all levels, ensuring that CSD is a positive work environment and that issues/blockers can be raised and addressed. In some areas career graded roles have been instituted, and deployment can be further explored.</p>	<p>CSD is supporting the work of Corporate HR in moving towards all on-line appraisal documentation. This will enable greater tracking of compliance.</p> <p>Managers across the service have been active in ensuring that all start of year appraisals have been input into the system, and will do so again at the end of year point.</p>	Paul Wilkinson	16-Feb-2024	31-Mar-2025
SUR SMT 009d	<p>Engagement with HR</p> <p>Some of the items highlighted as the ‘causes’ of this risk are outside the control of CSD, and engagement with our Corporate partners will be critical to overcoming these items. This departmental risk directly supports the Corporate Risk on “Recruitment and Retention” (CR39).</p>	<p>The City Surveyor is a member of the organisation’s Chief Officer Risk Management Group where this overarching corporate risk is regularly considered.</p> <p>Corporate HR have just started to explore the development of a new staff survey. The 2024 survey follows on from that delivered in 2022. This department is supporting the development of the survey, and will be looking to develop an action plan when the results are released.</p>	Paul Wilkinson	16-Feb-2024	31-Mar-2025
SUR SMT 009e	<p>Equalities, Diversity and Inclusion</p> <p>The department has an active ED&I network, which regularly engages with the City Surveyor and the Senior Management Team. This is seeking to make the department a more attractive destination for under-represented groups and seek to retain and progress staff from all backgrounds. There is corporate HR representation on this departmentally-led Group.</p>	<p>The ED&I Group continue to meet monthly and have recently agreed an Action Plan for 2024 focussing around the themes of ‘recruitment, development & advocacy’.</p> <p>In January colleagues from the City’s Procurement Unit spoke to the group around the forthcoming diverse procurement event to be held at the Guildhall (March). The February meeting of the Group welcomed the leads from the organisation’s new Social Mobility Network, looking to support the work of this network through the department.</p>	Ola Obadara	16-Feb-2024	31-Mar-2025
SUR SMT 009f	<p>Pay and Review Survey</p> <p>The Corporation is reviewing pay & reward and the department is feeding into this activity</p>	<p>The department has highlighted that there are specific pressures within this department which may make the issue more acute within CSD roles. It should be noted that the earlier reward scheme (where those on top-of-grading salaries could achieve performance related pay) was withdrawn prior to the review conclusions, and this has made our local offer less competitive than our peers.</p>	Paul Wilkinson	16-Feb-2024	31-Mar-2025

		The department is engaging with Korn Ferry in the Corporate review of pay and reward, and will be looking to implement recommendations wherever possible. Local feedback suggests that whilst recruitment is possible, the limited scope for (pay and professional) progression means that retention is more challenging.			
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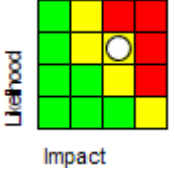
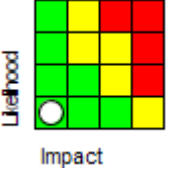

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 011 Contractor Failure 16-Feb-2023 Ola Obadara	Cause: Market conditions Event: Failure of either a main contractor, or a substantial sub contractor Impact: Delayed delivery of projects, or the delivery of projects at a higher cost		16	This risk relates to the failure of a main contractor, or a main sub-contractor. Particularly with the second of these elements the City Corporation has not historically had significant influence over who is commissioned to undertake work. Should a main contractor, or sub-contractor, fail, there are knock on implications for warranties, or our capacity to seek redress for any design faults. Recent industry uncertainty has raised the risk likelihood and this risk is now red (February 2024). 16 February 2024		4	31-Mar-2025	
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 011a	Tendering Seeking to have greater say over who a main contractor appoints as a sub-contractor. This will help reduce the likelihood of this risk occurring.	The department has commenced work with Procurement to ensure that our commissioning takes greater account of contractor and sub-contractor failure. We may need to have a greater say in who a main contractor identifies as an appropriate sub-Contractor. Further actions to follow this initial engagement.	Ola Obadara	16-Feb-2024	31-Mar-2025
SUR SMT 011b	Review Process Regular review of contractors and their sustainability will reduce the likelihood of the risk, and help us put in place measures to reduce the impact.	The department is instituting six-monthly reviews of contractor suitability. Historically this only happened at contract commencement. This will better prepare the organisation should the contractor (or significant sub-contractor) begin to experience difficulty.	Ola Obadara	16-Feb-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 002 Insufficient budget to meet user and asset demand at Guildhall 10-Feb-2015 Peter Young	Cause: Insufficient funding available for Major Works, Cyclical Works and Reactive Maintenance to manage the repair demands on the Guildhall Complex. Event: Insufficient asset funding. Impact: The standard of the Guildhall Complex will deteriorate, resulting in; poorer working environments leading to increased dissatisfaction and lower employee productivity and potential increase in breakdowns and reactive costs as the basic infrastructure of the Complex becomes beyond economic repair.	 Likelihood Impact	12	<p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources.</p> <p>The Guildhall Renewal programme developed a range of options varying by scope and speed of delivery. These were considered by Members in January, however the organisation's wider financial context means that the larger renewal programmes is unlikely in the near term – this is subject to on-ward confirmation. Should this programme not progress, works are identified as part of the Cyclical Works Programme (identified under Corporate Risk CR 37a) – and these works will reduce this risk once delivered.</p> <p>The target date on this risk will be confirmed once the programme of works is defined.</p>	 Likelihood Impact	4	31-Mar-2025	
							Reduce	

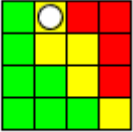
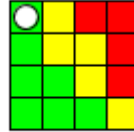
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002e	Fundamental Review of the North and West Wings of Guildhall	Options have been developed and presented to Members, however under every scenario there was a considerable funding gap – beyond that which the organisation could bridge in the near	Paul Wilkinson;	16-Feb-2024	31-Mar-2025

	The review will present options to Members on how to consider the medium- and long-term position of the Guildhall site to ensure modern, fit-for-purpose accommodation for Members and Officers.	term. Consequently the progression of any renewal programme will be delayed until more funding is available. In the interim repair and improvement works will continue, although in a much reduced scope than could be delivered through a renewal programme.	Peter Young		
SUR SMT 002f	Cross departmental working with Remembrancer's Events Team. This activity is seeking to create a single profit and loss account for events at the Guildhall, such that there is greater transparency over income and repair and maintenance outgoings.	Single point of contact for Profit and Loss for event space created within the Remembrancer's. Shadow budget now agreed. The business plans of both the Remembrance and the City Surveyor have highlighted the delivery of this activity as a priority for the coming year. The mechanics of the Trading Account was presented to Finance Committee such that Members could have a comprehensive understanding of the agreed approach.	Remembrancer; John James; Peter Young	16-Feb-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 010 Insurance - Investment and Corporate Estates 26-May-2022 Robert Murphy;	<p>Cause: Revaluation of the City Corporation's estates (Investment and Corporate) does not happen in a timescale compliant with insurance policy requirements or the terms of leases.</p> <p>Event: The City fails to meet the provision under its insurance policies that revaluations are undertaken by a RICS surveyor at least every five years (Investment and Corporate). The City is in breach of its legal obligations as a landlord under the terms of its leases to ensure that the full re-instatement value is insured</p> <p>Impact: The insurance policy does not respond in full (Investment and Corporate). Potential legal action from commercial occupiers in the event of an incident for which there is not appropriate cover.</p>		12	<p>This risk identifies the need of re-valuation of the City of London Estates – (Investment and Corporate) to ensure that the City reaches its legal obligations under its insurance policies.</p> <p>The last on-site valuations of the Investment Property Group estate and Corporate buildings (other than special sites) was undertaken in 2015.</p> <p>Funding has recently been identified and a budget is now in place. Tender documents have been drafted.</p> <p>Once contractors are on-site and progressing with completing this activity the risk scoring should start to reduce towards target.</p> <p>16 February 2024</p>		1	31-Mar-2025	 Constant
							Reduce	

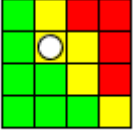
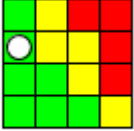
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 010a	Register of data Ensuring the completeness of the organisation's data sets to ensure that assets are not 'lost'. This ensures the accuracy of our risk scoring.	A property schedule exists and this has been updated with the survey carried out on Special Sites (by RLF).	Robert Murphy	16-Feb-2024	31-Mar-2025
SUR SMT 010b	Funding	Where leases allow, the cost can be recovered from commercial tenants, and operational occupiers as appropriate.	John James;	16-Feb-2024	31-Mar-2025

	The identification of funding streams to undertake any valuation work is key to the delivery of the programme.	Funding has been agreed and a budget line identified where relevant within the City Corporation.	Robert Murphy		
SUR SMT 010c	<p>Delivery</p> <p>Delivery of the programme of valuation activity. As this progresses the risk score will reduce to target.</p>	<p>The delivery of this activity will be done by an external party. We are currently reviewing properties and gathering information. The tender has been developed and is being finalised. Once approved an awarded, contractors will be engaged to progress with the activity.</p>	Robert Murphy	16-Feb-2024	31-Mar-2025

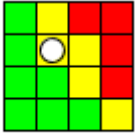
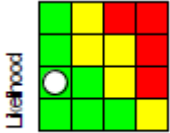

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>SUR SMT 012 Adjudication & Disputes</p> <p>31-Aug-2023 Ola Obadara</p>	<p>Cause: The impact of COVID-19 on project delivery. Event: Regulations restricted access to sites and resulted in more design work being undertaken remotely. Productivity at sites was adversely impacted. Impact: Increased likelihood that projects were designed correctly, and resulting legal and adjudication issues, reputational harm.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>The COVID-19 pandemic resulted in 3 years of impact at project sites.</p> <p>Site productivity was limited (circa 60% productivity) and much design work was undertaken remotely, or with limited site access.</p> <p>This has created a situation where some sites were not designed correctly, or there are issues beyond that which would normally be expected on construction builds.</p> <p>We are now in a situation where we are engaged with legal discussions and adjudications with project suppliers in an effort to iron out issues with final products.</p> <p>The department’s risk register has a separate risk relating to ‘construction price inflation’. The inflation risk is wider as it also captures cost escalations due to other causes (Ukraine, energy, etc). This risk only focusses on adjudication & disputes.</p> <p>This risk may remain on the register until projects commenced prior to, or during, the COVID-19 pandemic, have been delivered and finalised. The risk scoring will be kept under review.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>4</p>	<p>31-Mar-2025</p>	<p>▬</p> <p>Constant</p>

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 012a	Project Review and Claims Consultant Claims consultant can advise the organisation where it can seek to recover money from suppliers (thereby reducing the impact).	The department is reviewing projects alongside the contracts to understand our position. Further, we have engaged external Claims Consultants to ensure that the City's position is protected, and risks managed. Whilst the Claims Consultant has been effective in seeking redress, unfortunately there is a volume of work that needs to be considered. The risk will be retained at its overall scoring until this knot of projects has been delivered and considered.	Ola Obadara	16-Feb-2024	31-Mar-2025

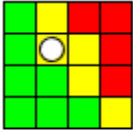
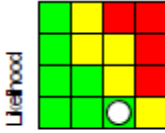
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
<p>SUR SMT 007 Energy Pricing</p> <p>18-Oct-2021 Peter Collinson</p>	<p>Cause: Rapid increases in the market cost of energy Event: Increasing price born by the City of London Corporation Impact: Money directed to energy payments that could be used in other endeavours</p>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; flex-direction: column; align-items: center;"> Likelihood  </div> <div style="margin-top: 5px;">Impact</div> </div>	<p style="text-align: center;">6</p> <p>The department has recently seen a softening in pricing, and expectations are that commercial pricing will moderate to £80-£100/MwH. Due to this industry feedback, the risk score on this item has reduced in likelihood in its most recent assessment (February 2024).</p> <p>Whilst this trajectory is positive for the organisation, there remains wider macro-risks which may mean that volatility in energy pricing may be seen into the future. Factors include the ongoing invasion of Ukraine, and activity in the Red Sea impacting global supply of energy.</p> <p>The Power Purchase Agreement (solar farm in Dorset) provides circa 50% of the organisation's energy requirements at a significant discount to the market. This helps manage this risk on an on-going basis. Note that the impact will be seasonal.</p> <p>This risk will be kept under review, and the target date reflects that on-going review process.</p> <p style="text-align: center;">16 February 2024</p>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; flex-direction: column; align-items: center;"> Likelihood  </div> <div style="margin-top: 5px;">Impact</div> </div>	<p style="text-align: center;">3</p> <p style="text-align: center;">31-Mar-2025</p> <p style="text-align: center;">Reduce</p>	<p style="text-align: center;">↓</p> <p style="text-align: center;">Reducing</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 007a	<p>Managing cost management</p> <p>The forward buying strategy, the Power Purchase Agreement (PPA) helps hedge our forward energy prices such that market risks are mitigated.</p>	This Power Purchase Agreement is in operation, with a hedging strategy in place to manage market risks. This risk management approach is regularly reviewed.	Peter Collinson; Graeme Low	16-Feb-2024	31-Mar-2025
SUR SMT 007b	<p>Managing supplier failure</p> <p>Should a supplier fail then a replacement supplier will need to be found, often with less agreeable contract terms. The department seeks to minimise this risk by contracting with suitable parties.</p>	The City is contracted with TGP energy, which is a large multi-national with risk divested across both supply and generation. TGP has a low portion of income generated from UK domestic customers (thereby minimising price capping implications). Since market spikes have subsided from the 2022/23 highs, subsequent risk of supplier failure ha also fallen.	Peter Collinson; Graeme Low	16-Feb-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 008 Special Structures 20-Oct-2021 Peter Young	Cause: Lack of central register for special structures and/or ambiguity over accountability, responsibility for budget provision Event: Incomplete, or not up-to-date register of special structures and planned maintenance regime Impact: Potential failure of special structure and/or forced closure of asset / space	 Likelihood Impact	6	Special structures relate to any built structure that is not part of an existing periodic survey and maintenance programme. Previously there was no central register of these structures within the portfolio, and therefore no prescribed or routine inspection regime in place to ensure that these structures remain in a suitable condition. This issue is being addressed through the mitigation of this risk, but the task is significant. Where inspections have identified remedial works, these are being flagged. These items may be subject to future bids for funds.	 Likelihood Impact	2	31-Mar-2025	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 008a	Special Structures register The register is the first step in understanding the quantum of challenge. By tracking delivery against and up-to-date register, and assessing the structures in a risk-based approach, will help mitigate the risk swiftly.	Funding to undertake the technical inspections, create the inventory and survey current condition was approved as part of the Cyclical Works Programme (CWP) 22/23 Bid List. The survey programme is now in progress.	Peter Collinson;	16-Feb-2024	31-Mar-2025

		<p>The initial desktop survey has now (February 2024) been completed, and this has developed a list of structures which required more detailed assessment. These structural inspections are in progress currently.</p> <p>The survey process is also developing survey programme for Special Structures (some assets will require more frequent assessment). This information will be captured on the Computer Aided Facilities Management (CAFM) software.</p>			
SUR SMT 008b	<p>Special structures – investment portfolio</p> <p>Ensuring on-going accuracy of the special structures register in the investment portfolio, in order to understand and asses our risks.</p>	<p>Register for the investment estate exists but requires a refreshed survey to ensure on-going accuracy of information. This is being addressed through the programme of works as identified in action SUR SMT 008a.</p>	<p>Peter Collinson; Robert Murphy</p>	<p>16-Feb-2024</p>	<p>31-Mar-2025</p>
SUR SMT 008d	<p>Special Structures – other assets</p> <p>Ensuring that premises controllers, where this is not the City Surveyor, remain aware of their responsibilities. This helps manage the risk at these locations.</p>	<p>Corporate Property Director and Operations Group Director are engaging with other departments to ensure that there is clarity over responsibilities and what actions need to progress to mitigate this risk comprehensively across the City of London Corporation.</p>	<p>Peter Collinson; Peter Young</p>	<p>16-Feb-2024</p>	<p>31-Mar-2025</p>
Page 107 SUR SMT 008e	<p>Special Structures – works</p> <p>To undertake works where the inspection programme has identified areas of need. This will manage the likelihood of this risk.</p>	<p>Should the inspection process (action SUR SMT 008a) identify assets which require additional works to bridge the gap between current and desired condition, further funding bid requests may result. Note that this action is subject to the availability of funding (CWP bid process, as outlined in action CR37a).</p> <p>It is likely that these bids will be forthcoming through the first quarter of 2024.</p>	<p>Peter Collinson</p>	<p>16-Feb-2024</p>	<p>30-Sep-2024</p>

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
SUR SMT 015 UKPN - Condition and maintenance of substations 16-Feb-2024 Paul Wilkinson	Cause: Either the failure of UK Power Networks (UKPN) to adequately maintain their facilities adequately (including equipment), or any failure on behalf of the City Corporation to structures where these are our responsibility, to a condition adequate to prevent issues arising. Event: Potential for flood or fire of substation Impact: Potential flood or fire leading to impact on operational assets and interruption to service delivery and/or claim from UKPN for business interruption.	 Likelihood Impact	6	This risk was being tracked on Corporate Property Group Risk Register, but due to recent events (Central Criminal Court substation fire) it has been considered appropriate to raise this risk to the departmental level. The risk covers investment and operational (non-housing) assets.	 Likelihood Impact	4	31-Mar-2025	New
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 015a	Working Group The creation of a corporate wide Working Group by the Corporate Health and Safety committee to bring the relevant organisational leads together (Legal, Housing, City Surveyor's, etc) to jointly assess and address the risk.	A corporate wide working group has been set up that will report into the Corporate Health and Safety Committee where this item will be tracked. This Group has only just been constituted and further actions will follow.	Oliver Sanandres; Peter Young	16-Feb-2024	31-Mar-2025
SUR SMT 015b	Establish inventory of all UKPN substations across our investment, operational and housing assets a with associated leases This background data will help codify the split of responsibility between the City Corporation and UKPN.	The City Surveyor's Department is collating a central inventory of all UKPN substations across our investment and operational assets with support from Premises Controllers and supporting the Executive Director of Community and Children's Services, and with the City Solicitor seeking to reconfirm all leases wherever these are available. The organisation's legal team, supported by the external legal experts Hogan Lovells, have been in contact with UKPN in connection with codifying roles and responsibilities.	Peter Young; Robert Murphy Oli Sanandres Judith Finlay	16-Feb-2024	31-Mar-2025

SUR SMT 015c	<p>Inspection and maintenance regime</p> <p>The organisation will need to be satisfied that equipment housed within City assets continues to operate as anticipated – this information will need to be supplied by UKPN as part of an inspection regime. Similarly the organisation will need to ensure that any structural elements which are our responsibility are maintained appropriately.</p>	<p>Whilst substation leases allow for the inspection by the landlord, functionally this requires an attendee from UKPN to ensure that the space is safe to enter and inspect. UKPN are not always responding to CoLC requests or providing fire risk assessments in a timely fashion. This action is being progressed by the relevant Premises Controllers in City Surveyor's alongside colleagues from the Comptroller and City Solicitor and the external legal expert Hogan Lovells.</p>	Peter Collinson	16-Feb-2024	31-Mar-2025
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