



Resource Allocation Sub (Policy and Resources) Committee

Date: WEDNESDAY, 30 OCTOBER 2024
Time: 2.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Deputy Shravan Joshi MBE
Deputy Henry Colthurst (Deputy Chairman)	Alderman Vincent Keaveny, CBE
Deputy Randall Anderson	Alderman Alastair King DL
Deputy Keith Bottomley	Deputy Andrien Meyers
Tijs Broeke	Deputy Alastair Moss
Helen Fentimen OBE JP	Alderman Sir William Russell
Jason Groves	Deputy Sir Michael Snyder
Alderman Timothy Hailes JP	Deputy James Thomson
Caroline Haines	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the Sub-Committee meeting held on 18 September 2024.

For Decision
(Pages 7 - 12)

4. **CIL AND OSPR CAPITAL BIDS (QUARTER 2 - 2024/25)**

Joint Report of the Executive Director, Environment and the Chamberlain.

For Decision
(Pages 13 - 38)

5. **CLIMATE ACTION STRATEGY (CAS) – OPTIMISATION FOR SITES CONNECTED TO CITIGEN**

Report of the City Surveyor.

For Decision
(Pages 39 - 60)

6. **TFL LOCAL IMPLEMENTATION PLAN FUNDING APPLICATION 2025/26 – 2027/28**

Report of the Executive Director, Environment.

For Decision
(Pages 61 - 70)

7. **OPERATIONAL PROPERTY UPDATE**

The City Surveyor to be heard.

For Information

8. ***CONSIDERATE LIGHTING CHARTER OPERATIONAL PROPERTY UPDATE**

Joint Report of the City Surveyor and the Executive Director, Environment.

For Information

9. ***TRANSFORMATION FUND 2024-25**

Report of the Chamberlain.

For Information

10. ***24/25 ENERGY & DECARBONISATION PERFORMANCE Q1 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Report of the City Surveyor.

For Information

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

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

13. **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

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the Sub-Committee meeting held on 18 September 2024.

For Decision
(Pages 71 - 74)

15. **ASSET ALLOCATION WITHIN THE CITY’S ESTATE INVESTMENT PORTFOLIO**
Report of the Chamberlain.

For Decision
(Pages 75 - 84)
16. **STRATEGIC PROPERTY ESTATE**
Report of the City Surveyor.

For Decision
(Pages 85 - 90)
17. **ANIMAL HEALTH AND WELFARE SERVICE - NEW SERVICE DELIVERY PLAN**
Report of the Executive Director, Environment.

For Decision
(Pages 91 - 102)
18. **REVIEW OF PUBLIC CAR PARK PROVISION IN THE CITY**
Joint Report of the Executive Director, Environment and the City Surveyor.

For Decision
(Pages 103 - 120)
19. ***CITIGEN AND HEAT NETWORK ZONING – INITIAL DECISIONS**
Report of the City Surveyor.

For Information
20. ***GSMD ACCOMMODATION STRATEGY - SUNDIAL COURT OPTIONS APPRAISAL**
Report of the Principal of the Guildhall School of Music and Drama.

For Information
21. ***UPDATE REPORT ON THE OPERATIONAL PROPERTY REVIEW (NON-HOUSING) - UTILISATION ACTION PLAN**
Report of the City Surveyor.

For Information

22. ***DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ON ASSETS ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE OPERATIONAL ESTATE - 1ST APRIL 2024 TO 30TH SEPTEMBER 2024**

Report of the City Surveyor.

For Information

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

24. **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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RESOURCE ALLOCATION SUB (POLICY AND RESOURCES) COMMITTEE

Wednesday, 18 September 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, 18 September 2024 at 2.00 pm

Present

Members:

Deputy Henry Colthurst (Chairman)
Deputy Randall Anderson
Tijs Broeke
Helen Fentimen OBE JP

Jason Groves
Alderman Timothy Hailes JP
Deputy Sir Michael Snyder
Deputy James Thomson

In Attendance

Members:

Mary Durcan

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Caroline Al-Beyerty	- Chamberlain
Gregory Moore	- Deputy Town Clerk
Katie Stewart	- Executive Director, Environment
Dionne Corradine	- Chief Strategy Officer
Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Yasin Razaaq	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Simon Whelan	- Chamberlain's Department
Alexander Anrude	- City Surveyor's Department
Emma Bushell	- City Surveyor's Department
Paul Friend	- City Surveyor's Department
John Galvin	- City Surveyor's Department
Graeme Low	- City Surveyor's Department
Robert Murphy	- City Surveyor's Department
Frank Marchione	- Comptroller & City Solicitor's Department
Peter Young	- City Surveyor's Department
Polly Dunn	- Town Clerk's Department
Ben Dunleavy	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from the Chairman, Deputy Keith Bottomley, Deputy Shravan Joshi, Alderman Alastair King, Deputy Andrien Meyers, Deputy Alastair Moss and Alderman Sir William Russell.

In the absence of the Chairman, the Deputy Chairman took the Chair.

Caroline Haines observed the meeting virtually.

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

There were no declarations.

3. MINUTES

The public minutes and non-public summary of the meeting held on 11 July were approved as a correct record.

4. CAPITAL FUNDING UPDATE

Members received a report of the Chamberlain concerning funding for capital projects.

The Chairman drew Member's attention to the request for a drawdown of £17.2 million for the Enterprise Resource Planning (ERP) Project. He noted the scale of this transformative project and informed the Sub-Committee that he had asked that the Town Clerk and Chamberlain ensure that it was properly monitored throughout the whole process

During discussion, several Members stressed the importance of having a full internal communications strategy to ensure that both Members and officers were suitably informed and enthused by the project. In reply, officers said that there was a comms strategy which could now begin as the implementation partner was now in place. The Chamberlain chaired an officer board, including representatives from the institutions, said she would be surprised if there were any significant gaps in the resourcing plans, but asked Members to inform her if they had heard otherwise. The Chairman suggested that an update on ERP could be included on the agenda for November's informal Court meeting in order to ensure that its aims and ambitions were disseminated more widely.

A Member asked how officers were ensuring that the procurement of the ERP system, as with the procurement of other systems, did not restrain how the City Corporation might want to review its processes. Another Member said that there would necessarily be culture change associated with the implementation of ERP which the project must address. In reply, the Chamberlain and other officers said that the Corporation was adopting the system, not adapting. The level of customisations used in the current systems had stopped the ability to respond to upgrades, and this needed to be avoided.

Several Members warned against the risk of 'mission creep' and increased budget envelopes, and asked how these risks would be avoided. The Chamberlain said that possible treatment of the matter as a corporate risk would be raised with the Chief Officer Risk Management Group. Any changes to the project would go through an escalation process, which could include the Working Group, with the latter prepared to block unnecessary changes. The Chairman asked that the Resource Allocation Sub-Committee also receive regular updates.

A Member noted that one of the schemes in Table 1 related to replacement signage at various sites on the City Commons and asked officers to ensure that the new signage would reflect any new branding emanating from the branding project.

At the request of a Member, the Chamberlain undertook to provide further information outside of the meeting to clarify the amounts for the Secure City Programme schemes.

Members, noting that there were several schemes related to the public realm, asked officers to return to the Sub-Committee with further information on how these schemes achieved best value for money.

RESOLVED, that – Members, having reviewed the schemes summarised in Table 1, in the context of the current financial climate, confirm their continued essential priority for release of funding at this time and:

- i. agree the release of up to £31.5m for the schemes progressing to the next Gateway in Table 1 from City Fund £23.2m (including £0.5m for OSPR and £12.6m from CIL), City Estate £7.5m and £0.8m from City Bridge Foundation (CBF).
- ii. note the CBF element of £0.8m have been approved by delegated authority assigned to the CBF finance director

5. **PSDS PROJECT: RETROFIT ACCELERATOR - WORKPLACES PSDS PROJECT**

Members received a report of the City Surveyor concerning a project providing energy efficiency upgrades.

The Chairman asked officers to consider a simpler and shorter format for project closure report templates with a focus on budget, timing and lessons learnt. Members noted that such reporting template would be included in the project governance review.

RESOLVED, that – Members approve closure of the project.

6. ***CITY SURVEYOR'S BUSINESS PLAN 2024-29 - QUARTER 1 2024/25 UPDATE**

Members received a report of the City Surveyor concerning the departmental business plan.

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

7. ***CITY SURVEYOR'S CORPORATE AND DEPARTMENTAL RISK REGISTER AUGUST 2024 UPDATE**

Members received a report of the City Surveyor concerning corporate and departmental risks.

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

8. ***REPORT OF ACTION TAKEN**
Members received a report of the Town Clerk concerning decisions taken under urgency and delegated authority procedures.

RESOLVED, that – the report be received and its contents noted
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There was no other business.
11. **EXCLUSION OF THE PUBLIC**
RESOLVED, that - under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.
12. **NON-PUBLIC MINUTES**
The Town Clerk informed Members of a requested amendment to the resolution of item 21 of the draft minutes concerning the Shoe Lane Library/Hill House Redevelopment Terms.

The non-public minutes of the meeting held on 11 July 2025 were approved as a correct record, as amended.
13. ***NOTE OF THE INFORMAL RESOURCE ALLOCATION SUB-COMMITTEE AWAY DAY MEETING HELD ON 4 AND 5 JULY 2024**
The informal note of the informal Resource Allocation Sub-Committee Away Day meeting on 4 and 5 July was received.
14. **OPERATIONAL PROPERTY (NON-HOUSING) – UTILISATION ACTION PLAN**
Members received a report of the City Surveyor concerning the City Corporation’s operational property portfolio.
15. **CPG MEES STATUS AND STRATEGY REPORT**
Members received a report of the City Surveyor concerning energy efficiency standards.
16. **CITY FUND - PROJECT FUNDING**
The report was withdrawn from the agenda.
17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
There were no questions.

18. **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.

19. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 11 July 2024 were approved as a correct record in the non-public section.

The meeting ended at 2.29 pm

Chairman

**Contact Officer: Ben Dunleavy
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Agenda Item 4

Committee(s): Resource Allocation Sub Committee - For Decision / Recommendations Policy and Resources Committee- For Decision	Dated: 30/10/2024 14/11/2024
Subject: CIL and OSPR Capital Bids (Quarter 2 - 2024/25)	Public
This proposal: Delivers Corporate Plan 2024/29 outcomes Provides statutory duties	Providing Excellent Services Flourishing Public Spaces The City Corporation has a statutory duty to administer Community Infrastructure Levy and On Street Parking Reserve in line with relevant legislation
Does this proposal require extra revenue and/or capital spending?	Yes - subject to decisions agreed, ring-fenced monies held will be committed to future approvals
If so, how much?	OSPR: £90,500 CIL: £10,466,000
What is the source of Funding?	City Fund (OSPR and CIL)
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: Katie Stewart, Executive Director, Environment Caroline Al-Beyerty, Chamberlain	For Decision
Report authors: Rob McNicol, Assistant Director – planning policy & Strategy Yasin Razaaq, Capital and Projects Manager	

Summary

The Priorities Board met on 19th September 2024 to consider four bids for allocation from the City's Community Infrastructure Levy (CIL) and On-Street Parking Reserves (OSPR). The Priorities Board recommend to the Resource Allocation Sub-Committee and the Policy and Resources Committee that CIL funding is allocated to the Golden Lane Leisure Centre and Sculpture in the City projects, and that OSPR funding is allocated to the installation of outdoor fitness equipment at Old Watermen's Walk. The Priorities Board do not recommend CIL funding is allocated to works to the London Underground below Brandon Mews, as it is not considered to be eligible for CIL funding.

The Committee's attention is also drawn to the future funding profile for CIL. Given likely income from development, if the Committee agree to allocate funding as recommended in this report it is unlikely that there would be any surplus CIL funding for further projects until the 2026/27 financial year. An assessment of the projects that could otherwise have sought CIL funding is set out in this report.

Recommendation(s)

Members are asked to:

- To recommend (RASC) and approve (Policy & Resources Committee) the following allocations:
 - Golden Lane Leisure Centre: £10.35m from Community Infrastructure Levy
 - Sculpture in the City: £116,000 from Community Infrastructure Levy
 - Outdoor fitness equipment at Old Watermen's Walk: £90,500 from On Street Parking Reserve
- Note the financial position for CIL funding in future years resulting from the above allocations and the implications for other potential infrastructure projects.
- Note the capital review on existing projects being undertaken as part of the 25/26 budget and medium-term-financial plan.

Main Report

Background

CIL funding criteria and prioritisation

1. The Community Infrastructure Levy (CIL) Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. National Planning Practice Guidance provides that "Local authorities must spend the levy on infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support the development."
2. "Infrastructure" is defined by Section 216 of the Planning Act 2008 to include:
 - roads and other transport facilities;
 - flood defences;
 - schools and other educational facilities;
 - medical facilities;
 - sporting and recreational facilities; and
 - open spaces.

3. To be allocated funding, CIL bids will therefore need to fund projects that are (a) a type of infrastructure, and (b) needed to support the wider development of the Square Mile. Projects are categorised into one of three priorities:
 - **Critical:**
Lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.
 - **Essential:**
Development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.
 - **Important:**
Development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised and some adverse impacts accepted.
4. These criteria do not relate to the necessity for funding of a particular project, but rather the degree to which that project is necessary to support the wider development of the area and development coming forward.
5. For OSPR funding, bids will need to demonstrate that they meet one of the following criteria as set out in Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended) and the London Local Authorities and Transport for London Act 2003:
 - Revenue funding for highway and cleansing maintenance operations;
 - Investment in off-street car parks;
 - Projects which are aligned to the outcomes of the Transport Strategy, with additional priority given to projects necessary for the delivery of Vision Zero by reducing serious and fatal collisions and improve accessibility.
6. Recommended prioritisation of CIL/OSPR will also take account of the extent to which projects support delivery of other strategies and initiatives, including the Climate Action Strategy and Destination City.

Quarterly bids received

7. Bids for the City CIL and OSPR were invited from departments in August 2024. Four bids were received which are detailed in this report and summarised in Table 3 below.
8. In July 2024, the Policy and Resources Committee agreed to temporarily limit the quarterly allocation of CIL to those projects that are critical for supporting the City's development needs whilst the City's Infrastructure Delivery Plan (IDP) is refreshed. This work is ongoing; however, the bid received for the Golden Lane

Leisure Centre has a pressing timeline and it is therefore considered important to give consideration to this prior to the completion of the IDP review.

Current Position – CIL

9. As of September 2024, the City Corporation held an opening balance of £17.9m in General City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%).
10. So far this financial year, the City Corporation has received around £9m in relation to General City CIL, compared to a forecast income of £11.67m. This demonstrates that CIL income this year is likely to meet the projected income and could potentially exceed it. CIL income is dependent on development starts, and there is only around £1m of CIL income expected to become due from development that is known to be commencing in the next two months (there is a 60 day notice period). It is possible that development starts will pick up later in the calendar year, meaning that CIL income could outstrip the forecast, but this is as yet unknown.
11. Given that CIL income is likely to meet the forecast for this financial year, it is not considered necessary to include a contingency in the current year. A contingency has been included, spread between the two years following the current financial year, of £2.5m in each year. This reflects the potential for CIL income to fall as well as increase, depending on development activity and the need to maintain a positive balance at all times in the CIL fund.
12. Further CIL income of £57m is projected up to 2028/29 as shown in Table 1 below. Currently for 2024/25 onwards a further £42m has been committed to several approved schemes leaving an unallocated balance of £27.9m (excluding contingency). These allocations mean that available funding is at its lowest in 2024/25 and 2025/26, with up to £11.9m and £13.2m available in these years respectively, with the latter reducing to £10.7m once the contingency has been factored in.
13. It should be noted that these figures are based on projected future income levels and will need to be reviewed regularly. Additionally, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one financial year. Phasing of schemes will be crucial to avoid this happening. Officers are of the view that a sufficient contingency should be retained unallocated across all years to minimise the risk of a deficit position. A contingency in CIL funds of approximately £5m would be roughly equivalent to a 25% reduction in forecast CIL income for the next two consecutive years.

Table 1 - General CIL Financial Summary:

	Prior Years Actual/A pproved £'000	2024/25 Forecast £'000	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	2028/29 / Later Years Forecast £'000	TOTAL £'000
TOTAL INCOME (80% CIL - General Pot)	(78,121)	(11,670)	(10,738)	(11,123)	(11,521)	(11,934)	(135,108)
TOTAL OF CAPITAL, SRP	60,199	17,708	9,377	5,450	4,300	5,200	102,234
Contingency	0	0	2,500	2,500	0	0	5,000
DEFICIT/(SURPLUS) Brought Forward @ 1st April		(17,922)	(11,884)	(10,746)	(13,918)	(21,140)	(27,874)
DEFICIT/(SURPLUS) Carried Forward @ 31st March	(17,922)	(11,884)	(10,746)	(13,918)	(21,140)	(27,874)	

() = income or in hand balance

Current Position – OSPR

14. As of September 2024, the City held an opening balance for 2024/25 of £58.6m in OSPR. Further OSPR surplus monies of £48.2m is projected up to 2028/29 as shown in Table 2 below. Currently for 2024/25 onwards, £97.3m has been committed to approved schemes, therefore unallocated sums of £9.5m (forecast until 2028/29) is available to be allocated to new schemes.

Table 2 - OSPR Financial Summary:

	2023/24 Actual £'000	2024/25 Forecast £'000	2025/26 Forecast £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	2028/29 Forecast £'000	TOTAL £'000
Expenditure - salaries, enforcement contract, other running expenses	2,771	4,022	4,143	4,267	4,395	4,527	24,124
Income - PCN's, parking meters, suspended bays, dispensations	(12,991)	(13,099)	(13,492)	(13,897)	(14,314)	(14,743)	(82,535)
NET REVENUE SURPLUS GENERATED IN YEAR	(10,220)	(9,077)	(9,349)	(9,630)	(9,919)	(10,216)	(58,411)
TOTAL OF CAPITAL, SRP & REVENUE COMMITMENTS	7,085	14,233	13,280	5,440	2,766	2,783	45,588
TOTAL BIDS (AGREED BY PRIORITIES BOARD)	725	15,084	11,752	8,271	3,597	4,216	43,644
TOTAL CAPITAL BIDS & MAJOR SCHEME DEPENDENCIES AND ON-HOLD	0	2,638	5,145	2,300	5,797	0	15,880
DEFICIT/(SURPLUS) Brought Forward @ 1st April	(56,218)	(58,628)	(35,751)	(14,923)	(8,542)	(6,301)	
DEFICIT/(SURPLUS) Carried Forward @ 31st March	(58,628)	(35,751)	(14,923)	(8,542)	(6,301)	(9,518)	

OSPR and CIL Bids received

15. The following bids were received for CIL and OSPR funding. The bids are summarised below, with further details set out in Appendix 2:

Table 3 – CIL and OSPR Project Bids - Quarter 2 (2024/25):

Proposed Bid	CIL requested £m	OSPR requested £m	Funding Priority
Outdoor fitness equipment at Old Watermen's Walk	-	0.0905	OSPR – environmental improvements projects
Development of Golden Lane Leisure Centre	10.35	-	CIL – Essential
LUL Track Works – below Brandon Mews	6.50	-	CIL - Important
Sculpture in the City – Deinstallation	0.116	-	CIL – Important
Total	£16.966m	£0.0905	

Outdoor Fitness Equipment (Old Watermen's Walk)

16. The project seeks OSPR funding of £90,500 for the installation of outdoor fitness equipment. There are currently no free outdoor gym sites on offer within the Square Mile. Outdoor gyms contribute to several benefits such as improvements in public health, breaking down barriers to physical activity, boosting mental health and wellbeing and regenerating community spaces.

17. The riverside location will offer a bespoke outdoor gym design, which transforms an underused space into a community-friendly hub for exercise. Overall, this project will help achieve the following outcomes:

- Promotes health and wellbeing for our stakeholders and addresses the lack of free-to-use outdoor fitness equipment within the Square Mile.
- Removes old wooden fitness equipment that is not fit-for-purpose, and update with new high-quality equipment.
- Responds to priorities set out in our Sports Strategy that commit to activating our streets and public spaces to encourage physical activity.
- Collect data to better understand and evidence the project's success.
- Technology installed in the PowerSmart pieces allows us to track usage and gather insight in to how often and when the equipment is being used.

18. The project would provide outdoor recreation facilities to which the public have access, in accordance with S55 of the Road Traffic Regulations Act 1984, and therefore is eligible to be funded by OSPR.
19. Recommendation: It is recommended that OSPR is allocated to the fund the outdoor fitness equipment.

Refurbishment of Golden Lane Leisure Centre (GLLC)

20. The bid of £10.35m for CIL has been received for a series of upgrades and repairs to GLLC which would ensure the service at the centre can be sustained. The recommendation to refurbish GLLC to secure the future of the service and the Centre for a further 20 years, was supported in principle by Resource Allocation Sub Committee in July 2024. Funding for the project would broadly be required as follows, although further work to establish precise timescales and funding requirements is continuing, with details expected in the coming weeks.

- Immediate funding: £100k – feasibility and scoping works
- Q4 2024/25: £250k
- Q1 & Q2 2025/26: £800k
- Q3 2025/26 onwards: £9.2m (potentially falling into 2026/27, depending on timescales)

21. Suitability for CIL funding: The leisure centre is identified as infrastructure which can be funded through CIL and a refurbished leisure centre would support wider development of the square mile, particularly new residential development.
22. Funding priority (critical/essential/important): The project is identified as essential (development cannot come forward in a sustainable and acceptable way if the infrastructure proposed is not provided).
23. Recommendation: It is recommended that funding from CIL is allocated to the Golden Lane Leisure Centre project.

LUL Track works – Brandon Mews

24. A bid for £6.5m of CIL has been submitted for works to the London Underground track beneath Brandon Mews to reduce disturbing levels of train noise causing a public health issue.
25. Surveys and investigations have identified a solution. The investigation has shown that moving the points & crossings (P&C's) west onto the floating slab track (under the Barbican gardens) by 20 or 30 metres would provide a huge attenuation to Brandon Mews properties. There would be no disbenefit to other properties if this solution were to be implemented.

26. Suitability for CIL funding: The project is not considered appropriate for CIL funding as the works are not required to support wider development of the area. The existing infrastructure is currently owned and maintained by TfL and LUL. Discussions with TfL are ongoing to explore funding potential.
27. Recommendation: It is not recommended that CIL funding is allocated to this project.

Sculpture in the City – Deinstallation

28. £116,000 of CIL funding is sought for the deinstallation costs of the project. In January 2024 this committee approved a one-off CIL allocation of £80,000 towards the delivery of the Sculpture in the City programme in 2024/25, while stipulating that future funding for the project should be sought from alternative funding sources.
29. In March and April 2024, the Destination City team conducted extensive due diligence and scoping to determine all costs associated with the installation, management and deinstallation of all artworks to enable the 13th edition to go ahead. This work has revealed previously unknown risk implications. Officers identified that full deinstallation costs for the project were not previously considered or factored into budget allocations, and established the estimated cost of £116k to fully deinstall the 13th edition.
30. While future funding of the project is to come from alternative sources, the City of London Corporation will be obliged to deinstall the exhibition, and would be liable for deinstallation costs if other sources of funding are not forthcoming. It is therefore recommended that CIL is allocated for de-installation costs of the current exhibition, and drawn down if necessary.
31. Suitability for CIL funding: The artwork provides improvements to the public realm, and therefore may encourage development in the area.
32. Funding priority (critical/essential/important): The project is identified as important. Wider development could come forward if the infrastructure were not delivered but would not enhance the attractiveness of the area as much as it would with the delivery of the Sculpture in the City project.
33. Recommendation: It is recommended that funding from CIL is allocated to the deinstallation of the current edition of the Sculpture in the City project.

CIL Funding – future pipeline

34. The City Corporation is currently undertaking a review of the Infrastructure Delivery Plan to ascertain likely infrastructure funding requirements for the Square

Mile to support the delivery of the City Plan 2040. This project is ongoing, and expected to conclude in early 2025.

35. The amount of CIL available to be allocated up to the end of 2025/26 is £10.75m (excluding a £2.5m contingency). Should Members agree funding of the Golden Lane Leisure Centre (£10.35m) and the deinstallation of Sculpture in the City (£116,000), the available amount of CIL to be allocated up to the end of 2025/26 would fall to just £280,000.
36. This reduction in future funding would have implications for other projects, meaning that they would either need to find funding from elsewhere or be delayed. An initial assessment of the major projects this could affect is set out below. These are not likely to be a comprehensive survey of potential projects but is intended to give a picture of the likely implications for known infrastructure projects that are currently planned or under development:
37. Major projects that could seek CIL funding in coming years broadly fall within two categories: public realm improvements to the City's streets, which will enhance the Square Mile as a leading destination and attract and enable substantial new development, and major works to the City's infrastructure, particularly to Walbrook Wharf, the Barbican Centre and works to the Barbican podium.

Transport and public realm projects

38. An exercise to identify and prioritise future CIL and OSPR bids for transport and public realm projects and programmes is due to complete in November 2024, with oversight from the Planning and Transportation Committee.
39. Pending this process, initial scoping indicates potential funding requirements of around £21m from CIL up to 2027/28 and upwards of £25m from 2028/29 onwards. It is recognised that this exceeds likely available funds; projects to be deferred or not proceed will be identified through the prioritisation process.
40. Funding for public realm improvements directly contributes to meeting the demands placed on the City from new development. With over 60,000 additional office workers forecast to be coming to the City over the next 15 years, there is a need for the City's public realm to work harder, with more space for people walking and spending time, climate resilience measures, improved accessibility and space for cycling. Several projects have the potential to be delivered alongside or be partially funded by s278 agreements or TfL funding; these funding opportunities could be missed if projects are deferred, and this will inform the prioritisation process. Substantial sums of OSPR would also be used to fund these projects.

Major infrastructure schemes

41. Works to the Barbican podium, the Barbican Centre renewal project and investment in Walbrook Wharf are major forthcoming or ongoing projects to key City infrastructure. Walbrook Wharf plays a vital role in managing the City's waste; without continued operation of the Wharf for waste transfer, additional development in the City could lead to unacceptable impacts on the City's streets due to the vehicle movements required for moving waste out of the City.
42. Improvements to the Barbican Centre and the podium have a less direct connection with facilitating development in the Square Mile; however, the Barbican Centre is an important piece of cultural infrastructure, the future success of which will help to maintain the City's position as a cultural destination. The podium is also an important piece of public realm, with potential to make a greater contribution to the climate resilience of the area.
43. The potential CIL funding requests from these projects is less certain at the current time than for the transport and public realm projects, due to their complex nature and the need for feasibility and scoping work. Each of the projects could seek substantial sums of CIL funding – upwards of £10m each over the coming five years, and potentially substantially more depending on the options progressed. For the below exercise of assessing the scope of the impacts on the CIL surplus, it has been assumed that all three projects would seek £10m over the coming few years from CIL; the actual amounts sought are very likely to be different to this, depending on how these projects progress and informed by available funds.

Impacts on CIL surplus

44. Table 4 below illustrates the potential impacts on surplus CIL funds from the public realm and major infrastructure projects as well as the two CIL bids received this quarter. From this, it is clear that CIL could move into a deficit position next financial year (2025/26) if all the projects set out below were funded from CIL, and that CIL could be overallocated by over £40m by the end of 2027/28.

Table 4 – potential CIL funding requests up to 2027/28

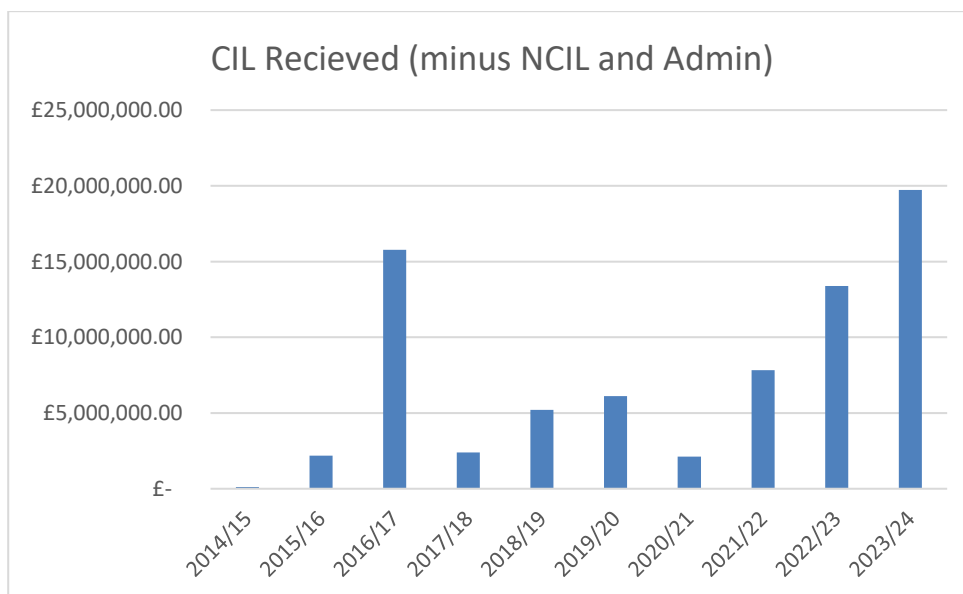
Project	Previous years	2024/25 (£000)	2025/26 (£000)	2026/27 (£000)	2027/28 (£000)	Total (£000)
CIL income (80% CIL - General Pot)	78,121	11,670	10,738	11,123	11,521	123,173
Existing commitments	-60,199	-17,708	-9,377	-5,450	-4,300	-97,034
Golden Leisure Centre refurbishment	0	-350	-10,000	0	0	-10,350
Sculpture in the City (de-installation)	0	0	-116	0	0	-116
Public realm and transport schemes	0	-100	-2,650	-8,200	-10,300	-21,250

Walbrook Wharf	0	0	-5,000	-5,000	0	-10,000
Barbican podium	0	0	-5,000	-5,000	0	-10,000
Barbican Centre Renewal	0	0	0	-5,000	-5,000	-10,000
Contingency			-2,500	-2,500		-5,000
Income less potential CIL allocations and contingency		-6,488	-23,905	-20,027	-8,079	-40,577
Deficit/surplus	17,922	11,434	-12,471	-32,498	-40,577	

45. While the two bids (Golden Lane Leisure Centre and Sculpture in the City) recommended for approval in this report can be funded from the CIL surplus and income, doing so will mean that funding for the other projects listed in Table 4 would need to be delayed until later years, when CIL income should replenish funds available, or be funded from other sources.

Future CIL income

46. While CIL income has been increasing in recent years (except for a drop during 2021/22, when construction starts were delayed as a result of the Covid-19 pandemic), large amounts are often dependent on large developments commencing, as was seen in 2016/17 with 22 Bishopsgate.



47. Further City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%) in this financial year (2024/25) is projected to be £11.67m from developments that have or will commence, where the CIL liability is due to be paid by 31st March 2025. This is a calculated figure based on past income.

48. To help corroborate the CIL projections, the planning team have undertaken an exercise to look at potential starts on approved development and schemes that may be coming down the pipeline. This exercise assumes that the vast majority of major schemes will be built out; while this is broadly likely, there is the possibility

that some schemes are not developed or take longer to start; these figures should not therefore be relied upon to allocate CIL. This exercise has shown that CIL income in 2025/26 may be below that assumed in CIL forecasts, before potentially picking up in later years. This will be closely monitored but is broadly within the allowed contingency.

	2025/26	2026/27	2027/28
CIL income projection (£000)	10,738	11,123	11,521
CIL income forecast (from development) (£000)	7,515	15,668	14,135

Financial Implications

49. OSPR currently has forecast available unallocated funds of £9.5m up to 2028/29. If the bid were to receive full funding requested (£90,500), this would reduce the OSPR available balance to £9.43m for the period up to 2028/29.
50. It should be noted that these figures are based on future income levels that are projections and will need to be refined each year. Furthermore, the CIL and OSPR ring-fenced funds cannot move into a deficit position in any one year, so phasing of schemes will be crucial to avoid this happening.
51. Further City CIL (excluding Neighbourhood CIL 15% and Admin CIL 5%) confirmed to be received in this financial year (2024/25) is projected to be £11.67m from developments that have or will commence, where the CIL liability is due to be paid by 31st March 2025.
52. Further information is expected on the potential timing of the draw down of requested CIL for Golden Lane Leisure Centre. Should the total, £10.35m be drawn upon in 2024/25 and 2025/26, this would reduce the remaining projected balance to £396,000 by the end of 2025/26, excluding contingency. CIL funds cannot move into a negative position. By the end of 2028/29, unallocated CIL would rise to £27.9m, taking into account projects already allocated. However, this does not factor in the other projects that could be eligible for CIL funding over this timeframe.

Capital review

53. There will be a review of the BAU capital programme as part of the budget setting process for 25/26 to establish if funds could be repurposed from projects that are no longer a priority or have completed with residual budget remaining. The results of this review will be presented back to the relevant committees in due course.

Legal implications

54. The proposed projects have been considered against the criteria for the use of CIL and OSPR and the ranking of each is set out above. The OSPR bids are in accordance with the Road Traffic Regulation Act 1984 and the London Local Authorities and Transport for London Act 2003.

Risk Implications

55. The current contract for the operation of Golden Lane Leisure Centre ends on 31 March 2024 and is under discussion. The outcome of funding refurbishment of the centre from CIL (or other funding) could have implications for these discussions, as well as for local risk budgets.

Equalities Impact

56. There are no direct equalities implications associated with the proposals within this report. Individual projects can have a positive or negative impact on equalities and each project will undertake an Equalities Impact Assessment as part of the project procedure, so that the equalities implications of the decisions to progress the projects are fully understood.

Conclusion

57. The request to fund the exercise equipment at Old Watermen's Walk from OSPR meets the funding priorities and is in accordance with the applicable legislation, and is recommended for approval.
58. Members are recommended to approve the CIL funding for the Golden Lane Leisure Centre refurbishment and the deinstallation of the current Sculpture in the City exhibition, while noting that funding these projects would largely deplete the CIL funds available to be allocated to other projects up to the end of 2025/26, and would require other potentially CIL-funded projects to be delayed or funded from other sources.

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Appendices

Appendix 1 – Funding Criteria

Appendix 2 – Detailed Bid Criteria

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Appendix 1 - Funding Criteria

1. For all bids irrespective of funding sources, the Priorities Board will take account of the extent to which projects support delivery of the Corporation's strategies and initiatives, including the '*Climate Action Strategy - City of London*' and '*Destination City*'. Bids should set out how the project would support the relevant strategic objectives.

CIL

2. The Community Infrastructure Levy Regulations 2010 require the City Corporation (as a CIL charging authority) to apply CIL to funding the provision, improvement, replacement, operation or maintenance of infrastructure to support the development of its area. National Planning Practice Guidance provides that "Local authorities must spend the levy on infrastructure needed to support the development of their area and they will decide what infrastructure is needed. The Levy can be used to increase the capacity of existing infrastructure or to repair failing existing infrastructure, if that is necessary to support the development." "Infrastructure" is defined by Section 216 of the Planning Act 2008 to include (a) roads and other transport facilities; (b) flood defences; (c) schools and other educational facilities; (d) medical facilities; (e) sporting and recreational facilities; and (f) open spaces.
3. Priorities for CIL allocations are set out in the City Corporation's Infrastructure Delivery Plan - March 2024 (IDP) and are to be applied by the Priorities Board when recommending infrastructure projects.

The **CIL** funding priorities are categorised as follows:

- **Critical:**
Lack of infrastructure is a physical constraint to growth; development cannot come forward if the infrastructure is not provided.
 - **Essential:**
Development cannot come forward in a sustainable and acceptable way if the infrastructure is not provided.
 - **Important:**
Development can come forward if the infrastructure is not delivered, but some sustainability goals will need to be compromised and some adverse impacts accepted.
4. There are therefore two main tests that any project needs to meet to be eligible for CIL.

Test 1: Is the project a type of infrastructure?

The national Planning Practice Guidance states that:

“The levy can be used to fund a wide range of infrastructure, including transport, flood defences, schools, hospitals, and other health and social care facilities (for further details, see section 216(2) of the Planning Act 2008, and CIL Regulation 59, as amended by the 2012 and 2013 Regulations). This definition allows the levy to be used to fund a very broad range of facilities such as play areas, open spaces, parks and green spaces, cultural and sports facilities, healthcare facilities, academies and free schools, district heating schemes and police stations and other community safety facilities.”

Infrastructure of the sort envisaged by the legislation would normally serve a clear public benefit rather than being a purely private concern. Commercial ventures – such as shopping centres or offices – would not normally be considered infrastructure (for the purposes of CIL). Private housing does not fall within the definition of infrastructure. The CIL legislation also prevents the use of CIL for affordable housing.

Test 2: Is the infrastructure needed to support the development of the area?

The national Planning Practice Guidance states that:

“Local authorities must spend the levy on infrastructure needed to support the development of their area.”

CIL-funded projects must therefore be necessary to support development of the area. This is a crucial test; CIL funding cannot be used to fund schemes that would not be necessary to support development. It is unlikely that projects that are seeking to maintain or repair existing infrastructure would meet this test.

This second test is reflected in the CIL funding priorities (see “CIL funding priorities”, above).

Note: both Test 1 and Test 2 must be met for any project that is seeking CIL funding.

OSPR

5. On Street Parking Reserve has a very limited remit for allocation as set out in Section 55(3A) of the Road Traffic Regulation Act 1984 (as amended) and the London Local Authorities and Transport for London Act 2003 set out in the report.

The **OSPR** funding priorities are identified in legislation, which provides that any surplus not applied in the financial year may be carried forward. If it is not to be carried forward, it may be applied by the City for one or more of the following purposes: -

- a. making good to the City Fund any deficit charged to that Fund in the 4 years immediately preceding the financial year in question;
- b. meeting all or any part of the cost of the provision and maintenance by the City of off-street parking accommodation whether in the open or under cover;
- c. the making to other local authorities, or to other persons, of contributions towards the cost of the provision and maintenance by them, in the area of the local authority or elsewhere, of off-street parking accommodation whether in the open or under cover;
- d. if it appears to the City that provision in the City of further off-street parking accommodation is for the time being unnecessary or undesirable, for the following purposes, namely: -
 - meeting costs incurred, whether by the City or by some other person, in the provision or operation of, or of facilities for, public passenger transport services;
 - the purposes of a highway improvement project in the City;
 - meeting the costs incurred by the City in respect of the maintenance of roads at the public expense; and
 - for an “environmental improvement” in the City;
- e. Meeting all or any part of the cost of the doing by the City in its area of anything which facilitates the implementation of the Mayor’s Transport Strategy, being specified in that strategy as a purpose for which a surplus can be applied; and
- f. making contributions to other authorities, i.e. the other London Borough Councils and Transport for London, towards the cost of their doing things upon which the City in its area could incur expenditure upon under (a)-(e) above.

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Appendix 2 – Details of Bids

OSPR Bids

1. Outdoor Fitness Equipment - Old Watermen’s Walk

We are proposing the installation of outdoor fitness equipment at Old Waterman’s Walk in the City of London. Outdoor gyms contribute to a number of benefits such as improvements in public health, breaking down barriers to physical activity, boosting mental health and wellbeing and regenerating community spaces. There are currently no free outdoor gym sites on offer within the Square Mile.

The riverside location will offer a bespoke outdoor gym design, which transforms an underused grey space into a community-friendly hub for exercise. Overall, this project will help achieve the following outcomes:

- a. Promotes health and wellbeing for our stakeholders and addresses the lack of free-to-use outdoor fitness equipment within the Square Mile.
- b. Removes old wooden fitness equipment that is not fit-for-purpose, and update with new high-quality equipment.
- c. Responds to priorities set out in our Sports Strategy that commit to activating our streets and public spaces to encourage physical activity.
- d. Collect data to better understand and evidence the project’s success. Technology installed in the PowerSmart pieces allows us to track usage and gather insight in to how often and when the equipment is being used.

Project Commencement – January 2025

Project Completion – April 2027

This project would fall under “environmental improvements: provision of outdoor recreation facilities to which the general public has access”.

Projects that support the outcomes of the Transport strategy - City of London, with additional priority given to projects that would support the delivery of Vision Zero by reducing serious and fatal collisions and projects that would improve accessibility.

The Transport Strategy plays an important role in our ambitions for the Sports Strategy and many of the outcomes of this project are aligned with its aims. We recognise that active travel is integral in getting people more active, and collectively we want to make the “Square Mile a healthy, attractive and easy place to live, work, learn and visit”. Please see section below for specific details on how we feel this project will help progress the Transport Strategy outcomes.

The designs of the project have also considered key areas referenced in the Transport Strategy including “Pedestrian Comfort Levels”. We recognise that maintaining the

walkways around the site are paramount. The designs utilise the ‘pockets’ of the walkway to host the equipment stations, ensuring that the designs have adequate space and don’t extend beyond the current blueprint or interfere with the existing walkways.

This project best supports several of the proposals outlined in the Transport Strategy outcome to “create a future where the Square Mile’s streets are great places to walk and spend time”.

- a. Proposal 3: Complete the riverside walkway and improve walking connections between the riverside and the rest of the City.
 - i. This project is an opportunity to help to activate the riverfront and encourage more people to its banks to spend time.
 - ii. We have ambitions for this to be one site in a wider network of outdoor gym sites, which would improve connections across the City.
- b. Proposal 7: Provide more public space and deliver world-class public realm.
 - i. The addition of an outdoor fitness space directly addresses the reference to “making the experience of walking and spending time on streets and public spaces more interesting and engaging”.
- c. Proposal 6: Promote and celebrate walking.
 - i. The location of this project is just off a popular running and walking route alongside the Thameside Path and can only be accessed by foot. The introduction of an outdoor gym site here would encourage more people to walk, cycle or run to use it.

This project contributes to objectives outlined in a number of wider City Corporation strategies, including:

- a. Climate Action Strategy: We have ensured that our preferred supplier shares our commitment to sustainability, thus contributing to priorities set out in our Climate Action Strategy. We are engaging with leading suppliers The Great Outdoor Gym Company, whose “healthy people, healthy planet” vision sets out their standards that include using recycled materials, carbon offsetting and using British manufacturing to produce their equipment. The mocked up designs include pieces of a PowerSmart range that generate useable green energy and can be used to track activity or charge devices.
- b. Destination City: The proposed location at Old Waterman’s Walk is adjacent to a popular running and walking route, via the Thames Path, and boasts views of iconic London landmarks such as The Shard and Tower Bridge. The introduction of a state-of-the-art, free outdoor fitness area within this location provides a unique offering that aligns to key features of the Destination City programme, namely “offering attractive and relevant amenities”, “enlivening City streets” and “creating new inclusive public spaces”.
- c. Supporting residents: As part of the Sport Strategy consultation, our stakeholders have told us that they would like to see free-to-use outdoor fitness equipment across the

Square Mile. The scope of this project also addresses wider local need (identified through focus groups and surveys with residents), including:

- i. Supporting opportunities to maximise small grey areas of outdoor space.
- ii. Ensuring that pricing does not limit low-income families' access to sport facilities.
- iii. Dedicated traffic-free exercise spaces.
- iv. Communal spaces to exercise and socialise.

d. Supporting SME's: The addition of free fitness provision within the City could support small businesses who may not be able to offer their employees access to gym/fitness packages.

The City of London Corporation has made a commitment to sport through our newly launched 'Global City of Sport; A Sport Strategy for the Square Mile'. This project is key to delivering on our ambitions set out for the next 7 years and directly addresses objectives underpinning our "activate", "invest" and "support" priorities.

a. Activate: "use our green and grey spaces for exercise and sport" and "expanding free-to-use outdoor sport and fitness facilities on our streets and public spaces"

i. This project would meet these aims by transforming an underutilised grey space into a publicly accessible outdoor gym.

b. Invest: "we want state-of-the-art facilities, which take advantage of the urban landscape".

i. We have engaged with the leading manufacturers in outdoor fitness equipment to create designs that include top spec equipment and bespoke colouring, that consider the surrounding landscape and best reflect the standards expected from City of London.

c. Support: "ensure our sport facilities and play areas are fully accessible and open to all".

i. Our project brief, and subsequent designs were focussed around creating a welcoming and inclusive space, that caters for a variety of fitness and ability levels including those with disabilities.

The project is at Gateway 1

Project Budget - £ 90,500

Spend Profile

- Q1 2025: £33,000 (staff costs & fees for surveys/trial holes)
- Q2 2025: £42,500 (equipment & Installation costs)
- Q2 2026: £5,000 (maintenance costs)
- Q2 2027: £5,000 (maintenance costs)
- Q2 2028: £5,000 (maintenance costs)

A budget of £5,000 (maintenance costs) is sought annually from completion of the project up to 2028. Ongoing maintenance will be revisited towards the end of this period. The success/usage of the site would determine whether removal or ongoing maintenance is the preferred option and how this would be funded.

CIL Bids

1. Golden Lane Leisure Centre Development

GLLC, the CoLC's only leisure centre in the Square Mile, has deteriorated beyond the lifespan of previous refurbishments. There are underlying external issues which need attention, to ensure the long term future of the Centre. The recommendation to refurbish GLLC to secure the future of the service and the Centre for a further 20 years, was supported in principle by RASC in July 2024. The associated £10,348,701 refurbishment costs are contingent on CIL funding.

GLLC is a valued community asset consisting of swimming pool, tennis courts, sports hall, fitness suite, treatment room and office. It provides a range of accessible opportunities for the public on a low cost, pay as you go basis, and without the need for a membership. GLLC's unique proposition is different to the private market providers, whose high costs are prohibitive to many of our residents, particularly those from concessionary groups such as students, people with disabilities, young people and those living on City housing estates. The service delivers sports opportunities in the community to key groups across the square mile, in addition to healthy lifestyle programmes to support improved health and wellbeing outcomes.

Project Deliverables:

The proposed programme of work, informed by the completion of a range of surveys, includes a series of upgrades and repairs to GLLC which would ensure the service can be sustained. The works identified consist of replacing the roof, repairing walkways and the external podium, replacing mechanical and electrical equipment, resurfacing tennis courts and redecoration of the interior of the building. The works will replace the existing boilers and replace them with alternatives to deliver a more sustainable and energy efficient operation. This will have a positive contribution to delivering Climate Action Strategy aims.

Service Outcomes Supported by the Development:

The redevelopment will contribute towards the strategic outcomes and aims of the Corporate Plan, Sport Strategy, DCCS business plan, and Joint Health and Wellbeing Strategy, as set out in section 21.

Project commencement – April 2025

Project completion – 2027

The project supports the following priorities:

Destination City: The repairs would directly support the aspiration to 'Enhance the Square Mile's leisure offer to increase its appeal to existing and new audiences by creating a fun, inclusive, innovative and sustainable ecosystem'.

The project supports residents through the delivery of the DCCS Business Plan, Section 21.

The completion of the project, and subsequent delivery of a service from GLLC will ultimately provide commissioning opportunities for SMEs.

The programme of works will contribute towards the Sports Strategies, DCCS Business Plan aims and objectives, and work stream, as set out below:

Sports Strategy priorities: 1) INVEST in our sport and leisure facilities and 2) SUPPORT local community sport.

DCCS Business Plan aims and objectives: Safe, Potential, Independence and Choice, Health and Wellbeing, and Community.

DCCS Business Plan workstream: Securing an agreed medium-term strategy and associated investment for the delivery and management of the Golden Lane Leisure Centre.

The project is at Gateway 1.

Project budget - £10,348,701

Spend Profile
TBC

Seek to recoup any funds payable by the leaseholder under the schedule of dilapidations, but this may be limited by the recognition the centre is in need of full refurbishment.

Climate Action Strategy: The Department is exploring internal funding including Climate Action Strategy Funding and possibly to be met by ambitions (of EON) to extend the CityGen heat network by creating an energy centre on Golden Lane.

These opportunities will be explored through the design stage.

2. LUL Track works – Brendan Mews (CIL Priorities Review)

Brandon Mews is a row of terraced properties at the lowest level of the Barbican development. The properties are close to the western end of the platforms at Moorgate, which are approximately 5.5m below street level. It is estimated that the lowest level of the

Brandon Mews properties is only marginally above the roof of the tunnels below.

The residents report an increasingly disturbing level of train noise which is a public health issue. The noise is described as “a loud bang and deep, continuous rumble as trains pass beneath the property” and is audible from the first to the last trains of the day 0508 to 0051.

Noise measurements have been taken over many years with detailed acoustic reports available. The higher noise levels were found to be due to trains on the outer / eastbound road. The impulsiveness is due to trains passing discontinuities in the rails associated with the points and crossings (P&C) crossover 35A /35B between the eastbound and westbound roads. (see Appendix 4 - Figures 1 and 2 on page 2).

LUL following a long and detailed investigation have now identified a solution.

The works:

- The investigation has shown that moving the P&Cs west onto the floating slab track (under gardens) by 20 or 30 meters will provide a huge attenuation to Brandon Mews properties.
- There would remain an audible rumble, but the impulsive sound would be no longer be audible.
- No disbenefit to other properties would be caused.

Cost:

- The total cost would be around £4m - £1.5m track and £2.5m signalling.
- TFL have significant financial constraints.
- LUL priorities for funding is for life expired assets e.g. Aldgate Junction.
- TFL have been approached to explore a part funding arrangement, these discussions are underway.

Timescale:

- If it were LUL would need to wait for the Four Lines Modernisation Programme (4LM programme) to complete, currently delayed, so in 2 – 3 years i.e. financial year 2026/27.

Project Commencement – 2026

Project Completion – 2026

The project is identified as important: The LUL track noise affects few residents however the noise is a public health issue.

The project supports the following priorities:

The project are works to infrastructure meeting the requirements of Test 1. The works would improve the attractiveness to residents in the area by reducing the noise levels of the underground below the Barbican a therefore would support development of the area.

Development can come forward if the LUL trackwork's were not delivered however some pollution and amenity goals would be compromised.

Project budget – £6,500,000 (CIL)

Spend Profile

TBC

3.Sculpture in the City (CIL Priorities Review)

Sculpture in the City (SITC) is: a rotating, outdoor, urban sculpture park in the EC area. It is a public-private partnership between the City of London Corporation and 15 organisations from the development, insurance, finance sectors and City BIDs.

From 2011 to 2023, the Environment Department both contributed to SITC and provided resources to run it. However, both funding and resources ended in 2023, due to resource constraints. Given short timescales, it was recognised that delivering the project in 2024 would be unachievable without support from the City Corporation. To enable the project to continue, the Destination City team agreed to take on the organisation of SITC for one year on the agreement that IG would only be providing resources and that there was no additional IG budget for delivery.

At the end of February 2024, a one-off CIL fund bid for £80k for the SITC project was approved and the Destination City team appointed to deliver the project for one year.

In March and April 2024, the Destination City team conducted extensive due diligence and scoping to determine all costs associated with the installation, management and deinstallation of all artworks to enable the 13th Edition to go ahead. This work has revealed risk implications that were previously unknown.

Officers identified that from inception, full deinstallation costs for the project were not previously considered or factored into budget allocations. Establishing the estimated cost of £116k to fully deinstall the 13th Edition. To ensure the long-term sustainability of SITC, Officers proposed that the cost of deinstalling the entire exhibition from the public realm is separately provisioned and ringfenced until COL exits its liability. Committee approved the Destination City team to work with Chamberlain's Department to identify the source for a one-off provision of funds to be dedicated for a complete SITC deinstallation.

It was determined an application to CIL for £116k to fully deinstall artworks from the public realm at the time that COL exits its liability from the project. Ensuring that COL's legal obligations are met returning all artworks to artists/galleries.

The 13th Edition of SITC is due to launch on 24 July and be installed until May 2025. The earliest the £116k would be drawn down is from January 2025 for the deinstallation of the 13th Edition if Member's decide to terminate the project. If Member's decide that COL should continue to deliver and fund SITC the £116k deinstallation costs will be ringfenced until a future time when COL exists its liability from the project and artworks need to be returned.

Project Commencement –

Funds to be ring fenced for a future time when SITC artworks are fully removed from the public realm therefore dates are TBC. The earliest date for the funding to be used is from January 2025 for the deinstallation of the 13th Edition of SITC in May 2025, subject to Member decision regarding the future of the project.

Project Completion –

Funds to be ring fenced for a future time when SITC artworks are fully removed from the public realm therefore dates are TBC. Funding to be ringfenced for the point when the City Corporation exits its liability for the project and ensure the SITC objections of returning artworks to artists/galleries is met. The earliest date of completion would be May 2025 for the deinstallation of the 13th Edition of SITC, subject to Member decision regarding the future of the project.

Outside the Gateway Approval Process

Project Budget – £116,000

Spend Profile - TBC

Committees: Resource Allocation Sub - for decision Projects and Procurement Sub - for information	Dates: 30 Oct 2024 11 Nov 2024
Subject: Climate Action Strategy (CAS) – Optimisation for Sites Connected to Citigen Unique Project Identifier: <i>PV ID confirmed post CPB via PMO.</i>	Gateway 2 Project Proposal: Regular
Report of: City Surveyor Report Author: Edmund Tran	For Decision
<h2 style="margin: 0;">PUBLIC</h2>	

1. Next steps and requested decisions	<p>Project Description: This project is for the upgrade of internal heating and cooling circuits of sites and buildings connected to the Citigen district heating/cooling network. This project aims to improve return temperatures, reduce energy consumption, carbon emissions and costs within the framework of the Climate Action Strategy Programme. Improving return temperatures to the Citigen Network will result in an improved efficiency, reduced carbon emissions and greater operational reliability across the network, whilst also attracting government grant funding.</p> <p>Next Gateway: Gateway 3-5 or Gateway 3/4</p> <p>Next Steps:</p> <p>To submit an application to the Heat Network Efficiency Scheme (HNES) for up to 50% grant funding towards capital costs.</p> <p>To procure a consultant for the design, project management and quantity surveying for the proposed works' entire lifecycle.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. Note that the total estimated cost of the project is £3,525,838 (excluding risk). 2. Note that the total estimated cost of the project is £4,445,332 (including risk) 3. Note that £340,904 from Climate Action year 4 capital budget will be drawn down for the procurement of a
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	<p>design/project management/quantity surveyor as well as for early asbestos surveying, validation of current installation, programme management and project management services.</p> <p>4. That a costed risk provision of £60,404 is approved (to be drawn down via delegation to the City Surveyor) to allow for additional building surveys and building control applications (if necessary) if required to reach the next gateway, to be funded wholly through the CAS year 4 Plan for buildings.</p> <p>5. Note that the costed risk budget of £919,449 to cover potential budget variations attributable to unforeseen variations, enabling works, site disruption, inflation fluctuations and asbestos removal. This budget will not materialise at this stage and so is not requested at this stage.</p>																	
<p>2. Resource requirements to reach next Gateway</p>	<table border="1"> <thead> <tr> <th data-bbox="528 880 730 1021">Item</th> <th data-bbox="730 880 963 1021">Reason</th> <th data-bbox="963 880 1190 1021">Funds/ Source of Funding</th> <th data-bbox="1190 880 1386 1021">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 1021 730 1312">Fees: Design</td> <td data-bbox="730 1021 963 1312">RIBA3 design, RIBA 4 design, Project Management, Quantity Surveying</td> <td data-bbox="963 1021 1190 1995" rowspan="4">To be drawn down from CAS Year 4 Capital: Task 1.1 Capital Programme Development – Operational Properties</td> <td data-bbox="1190 1021 1386 1312">£230,000</td> </tr> <tr> <td data-bbox="528 1312 730 1581">Fees: Asbestos Surveys & Remediation</td> <td data-bbox="730 1312 963 1581">Risk management</td> <td data-bbox="1190 1312 1386 1581">£15,000</td> </tr> <tr> <td data-bbox="528 1581 730 1760">Fees: M&E Validation</td> <td data-bbox="730 1581 963 1760">Additional verification of current installation</td> <td data-bbox="1190 1581 1386 1760">£30,000</td> </tr> <tr> <td data-bbox="528 1760 730 1995">Fees: PMO and PM services</td> <td data-bbox="730 1760 963 1995">Programme and Project management support for Climate Action to</td> <td data-bbox="1190 1760 1386 1995">£65,904</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Fees: Design	RIBA3 design, RIBA 4 design, Project Management, Quantity Surveying	To be drawn down from CAS Year 4 Capital: Task 1.1 Capital Programme Development – Operational Properties	£230,000	Fees: Asbestos Surveys & Remediation	Risk management	£15,000	Fees: M&E Validation	Additional verification of current installation	£30,000	Fees: PMO and PM services	Programme and Project management support for Climate Action to	£65,904
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		progress to next gateway		
	Total			£340,904
3. Governance arrangements	<p>3.1 All projects will be reported collectively to the following:</p> <ul style="list-style-type: none"> • SRO: Damian Nussbaum, Executive Director of Innovation and Growth • Corporate Projects Board • Projects and Procurement Sub Committee • Resource Allocation Sub Committee <p>3.2 Where a subsequent Gateway paper has an estimated cost (including risk) under £1M it is expected that decisions will be requested from the SRO, under the delegated authority from Policy and Resources Committee.</p> <p>A specific project board is not deemed necessary as this project will be integrated with the existing Climate Action Strategy governance which includes chief and senior officer representation.</p>			

Project Summary

4. Context	<p>4.1 In January 2020, the City of London Corporation (City Corporation) set out on a fast-paced, cross-City Corporation journey to develop an ambitious Climate Action Strategy (CAS).</p> <p>4.2 The City Corporation assessed the carbon footprint across both its own varied property holdings and the Square Mile, to develop a plan to achieve Net Zero by 2027 for scope 1 and 2 emissions and Net Zero by 2040 across the investment portfolio and supply chains.</p> <p>4.3 The CAS marked the start of a new and transformative programme of action. On 8th October 2020, the CAS was adopted by the Court of Common Council for the City Corporation. Fifteen costed project delivery areas have since been consolidated into ten project plans.</p>
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	<p>4.4 This paper refers to the “NZ1 Corporate Property and Housing Landlord Areas” Project Plan. The year 4 plan and the tasks associated with it has been approved at the Policy and Resources Committee on 11th April 2024.</p>
<p>5. Brief description of project</p>	<p>5.1 As part of the Climate Action Strategy Year 3 plan, a feasibility study was carried out for the optimisation of heating and cooling circuits within buildings and sites connected to the Citigen District Heating Network.</p> <p>5.2 The feasibility study was completed and recommended a series of refurbishment measures to improve efficiency and return temperatures. This includes a series of mechanical works to reduce recirculation, replacement of heat exchangers, insulation, pump replacements, controls modifications, replacement of control valves, maintenance / replacement of instrumentation.</p> <p>5.3 As a portfolio, these projects have an overall carbon saving of 300 tCO₂/annum with an energy cost saving of £345,000 per annum at a project cost of £4,445,332 (including risk). The average payback of the portfolio is therefore 13 years. The overall cost per ton of carbon saved is £15,000 /tCO₂. Energy cost savings will return to the Build Back Better fund on behalf of City Fund and City Estate. A monitoring and verification process will be conducted in order to confirm savings after each project has completed in order to determine these returns. The project will also improve return temperatures of Low Temperature Hot Water (LTHW) and Chilled Water (CHW) back to the Citigen network. This will help to improve efficiencies of the network now and into the future as heat generation equipment is transitioned away from combustion based sources and towards heat pump based sources.</p> <p>5.4 There is an opportunity to apply for government grant funding Heat Networks Efficiency Scheme (HNES) for up to 50% match funding for this project. An application can be made in November 2024 or February 2025. Following approval of this paper, the project may split into several smaller projects and applied for funding at different funding windows as appropriate. The project will be reviewed for suitability against a set of criteria including improvement of return temperatures as well as energy savings. It is reasonably expected that we will be successful in the application. This will reduce the project cost to £2,993,611 (with risk) 9 years payback at £10,000/tCO_{2e}/yr or £2,074,117 (without risk) and 6 years payback at £7,000/tCO_{2e}/yr. Funding for a full financial year value of</p>

the grant can be drawn down in advance of the need.

- 5.5 Local co-ordination has been carried out with the Barbican Renewal team to discuss elements of the work to be carried out, in order to ensure a lower risk of abortive works. These works do not negatively impact planned upgrades to HVAC services in 2025, and the Renewal project is aware of potential works in other areas. Significant works on secondary heating/cooling distribution circuits as part of the Renewal project are unlikely to occur until 2029/2030, if approved. As this occurs after the 'Net Zero' deadline of FY26/27 and HNES grant funding is time limited, it is recommended that this project proceeds with the intent of obtaining grant funding, and further design work is carried out during the next stage to minimise any abortive works.
- 5.6 Local co-ordination with Guildhall School of Music & Drama (GSMD) has been carried out and is expected to have low/no impact on existing and upcoming projects/CWP. A separate GW2 paper "Guildhall School of Music & Drama Heating, Cooling & Ventilation Replacement" approved at RASC on 30th Nov 2023 will have a complimentary effect on this project.
- 5.7 Consultation with Guildhall complex has been carried out and it is expected to have low/no impact on existing and upcoming projects/CWP. Further consultation will be carried out during the design stage in order to ensure that changes to heating systems in this building are amenable to the site's operations, whilst aiming to achieve CAS aims and objectives.
- 5.8 Further stakeholder engagement with each site is expected as the project proceeds through the next design stages.
- 5.9 Procurement of £340k mechanical and electrical design services, quantity surveying and project management for the lifecycle of the project will be carried out by open tender.
- 5.10 If this paper is approved, the next step will be to: A) commence RIBA Stage 3 design on measures identified, as well as ascertain further improvements to tertiary systems, in preparation for a tender pack and B) apply for HNES grant funding at the most appropriate application window. This may be carried out as one application for the whole project, or two separate applications for groups of sites in different windows.

	<p>5.11 Upon successful award of grant funding, a GW3/4 paper will be produced with updated budget allocations for a decision to proceed to procurement of a contractor.</p> <p>5.12 If the grant funding application is unsuccessful, the scope of the project will be reduced to within CAS available funds (whilst ensuring a reasonable £/tCO_{2e}/yr benefit still remains) and a GW3/4 paper will be produced to seek approval to proceed to procurement of a contractor.</p> <p>5.13 The portfolio of projects is expected to be delivered over the financial years 2025/26 – 2026/27. The budget expenditure timeline is highlighted in Appendix 1.4.</p> <p>5.14 In the case of centrally funded sites, financial savings that are made will accrue back to the City Corporation as a contribution to the Build Back Better Fund held in City Fund or City Estate as appropriate. Therefore, departmental local risk budgets will be adjusted accordingly. A monitoring and verification process will be conducted and reported on at GW6 to confirm the energy savings.</p> <p>5.15 The financial performance of the proposed projects (paybacks) has been aligned to the assets management plan, ensuring that the paybacks are within the period of occupation / operation of the buildings.</p> <p>5.16 The estimated costs and savings set out in this paper will be regularly reviewed and reported throughout the project. A post-project verification exercise will be carried out, aided by the additional metering equipment and software upgrades included within the project.</p>
<p>6. Consequences if project not approved</p>	<p>6.1 Missed opportunity to reduce the carbon emissions of the City of London Corporation by 300 tCO_{2e}/yr which represents a significant proportion of the reduction requirements to meet the City of London's net zero carbon target.</p> <p>6.2 Missed opportunity to reduce the energy costs to the City of London Corporation by £345,000 /yr.</p> <p>6.3 Missed opportunity to apply for and receive up an estimated £1.45M grant funding towards works.</p> <p>6.4 Most of the projects include the replacement/refurbishment of existing building services which would currently require</p>

	cyclical replacement, and hence investment, within 5-10 years.
7. SMART project objectives	<p>7.1 Each project achieves specified performance and design parameters.</p> <p>7.2 Each project achieves high levels of stakeholder and user satisfaction. All projects will be developed jointly with local FM teams and asset managers.</p> <p>7.3 Minimise disruption to the site's occupants and services.</p> <p>7.4 Energy cost savings of c.£345 k/year.</p> <p>7.5 Carbon emission savings of c.300 tCO_{2e}/yr.</p>
8. Key benefits	<p>8.1 Compliant and high-quality building services which satisfies needs.</p> <p>8.2 Lower return temperatures for heating and higher return temperatures for cooling, resulting in better CO_{2e} and reliability performance from the Citigen network.</p> <p>8.3 Replacement of equipment and higher reliability of supplies from the Citigen network.</p> <p>8.4 Lower energy and maintenance costs for the City of London Corporation.</p> <p>8.5 Energy and carbon emission savings to contribute towards City of London Corporation targets.</p>
9. Project category	5. Other priority developments
10. Project priority	A. Essential
11. Notable exclusions	None

Options Appraisal

12. Overview of options				
	Option	Carbon Savings	Cost Savings	Additional benefits
	Option 1: Not doing anything	Will not deliver any additional carbon savings or efficiency benefits for CoL or Citigen.	Will not deliver any additional cost savings to the CoL This will lead to a higher exposure to energy costs volatility.	It will not require any capital expenditure from the Climate Action Fund. No need to incur monitoring and evaluating costs.
	Option 2: Develop the proposed programme (dependent on HNES funding)	Highest level of carbon emission reductions in the region of 300 tCO ₂ /year	Will generate savings in the region of £345,000 per annum. Grant funding of £1.45M potentially available	Would allow the CAS budget to be forecasted and planned in the near and mid-term.
<p>Conclusion:</p> <p>The Option 2 is the only option that will deliver on the Climate Action targets and will also generate significant and predictable cost savings to the Corporation, as well as support other projects by way of enabling additional funding.</p>				

Project Planning

13. Delivery period and key dates	<p>Overall project: On-site works completed and commissioned by March 2026 and final project completion by end of March 2027.</p> <p>Oct 2024: Procurement of design/PM/QS consultant</p> <p>Oct 2024: GW2 approval.</p> <p>Nov 2024: Grant funding application window</p> <p>Dec 2024: Design/PM/QS consultant appointed</p> <p>Feb 2025: Grant award notice</p> <p>March 2025: GW3-4, tender project</p> <p>May 2025: GW5 Authority to start work</p>
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	<p>July 2025: Start on site (main contract)</p> <p>Sept 2026: Practical completion</p> <p>March 2027: GW6 report</p> <p>This project may split into sub-projects and will be further set out in the subsequent gateway papers. However, the above sets out the expected timeline.</p>
14. Risk implications	<p>Overall project risk: Medium</p> <p>14.1 To be drafted</p>
15. Stakeholders and consultees	<p>Internal for overall project:</p> <p>15.1 Energy Team: Graeme Low, Mark Donaldson</p> <p>15.2 Wider City Surveyors: Pete Collinson, Paul Wilkinson</p> <p>15.3 CAS Team: Kate Neale, Damian Nussbaum</p> <p>15.4 Minor Projects Team: Chris Sharpe, Jonathan Cooper, Nazar Banyamin, Christopher Herbert</p> <p>15.5 Facilities Management: Matt Baker, Jan Horton</p> <p>15.6 Corporate Property Group (CPG): Peter Young, Paul Friend</p> <p>15.7 Chamberlains: Procurement (James Carter), finance (Andrew Little, Sonia Virdee)</p> <p>15.8 Comptroller: Sean Austin</p> <p>15.9 IT departments for City of London and Barbican/GSMD</p> <p>Site specific to provisional selected sub-projects:</p> <p>15.10 Barbican Arts Centre: Philippa Simpson, Cornell Farrell, Richard McQuillian, Mark Lowman, Carmel McGowan</p> <p>15.11 GSMD: Sheree Miller, Robert Bennett</p> <p>15.12 Guildhall: Dorian Price</p>

Resource Implications

16. Total estimated cost	<p>Likely cost range (excluding risk): £3,525,838</p> <p>Likely cost range (including risk): £4,445,332</p>	
17. Funding strategy	<p>Choose 1:</p> <p>Partial funding confirmed</p>	<p>Choose 1:</p> <p>Mixture - some internal and some external funding</p>

Funds/Sources of Funding	Cost (£)
Climate Action Strategy (including risk)	£2,993,611
Heat Network Efficiency Scheme (government funding)	£1,451,721
Total	£4,445,332

Financial savings where this relates to City Estate and City Fund will return to the Build Back Better Fund.

17.1 Climate Action Strategy. The Year 4 Climate Action Strategy plans were approved by Policy and Resources Committee in April 2024. This included a budget drawdown request for 2024/25 and a revised projected budget drawdown for 2025/26 and 2026/27. This project relates to the plan for the 'Buildings – Corporate Properties & Housing (landlord areas)' and of the approved capital budget the plan sets out that £3,517,712 is allocated to the design, development, management and delivery of works which includes those in the scope of this project. The projected capital budget drawdown over 2025/26 and 2026/27 is £7,910,914 or which £5,277,000 has been provisionally allocated to the scope of works for which this project would form part.

17.2 Heat Networks Efficiency Scheme: A large portion of this work would be eligible for part funding through a government grant called HNES. We shall apply for this funding and update the funding strategy and budget accordingly through subsequent gateways. Such grant funding would improve the business case. Where grant funding is refused, the project will be de-scoped to fit within the remaining budget available from other sources, assuming that a reasonable benefit is still achieved.

18. Investment appraisal

18.1 The Chamberlain have requested that financial savings that are made will accrue back to the City as a contribution to the Build Back Better Fund held in City Fund or City Estate. As a consequent departmental local risk budgets will be adjusted accordingly.

18.3 Payback and £/tCO₂e (pounds per annual ton of CO₂ saved) are the main indicators used to prioritise the projects.

The estimated costs and savings set out in this paper will be regularly reviewed and reported throughout the project.

19. Procurement strategy/route to market	19.1 Following design, the procurement route will be established. Due to the expected value of the projects at each site, it is anticipated that there are two routes for procurement – either via the Fixed Term MTC or an open tender. The preferred route will be detailed in the following GW3/4 paper in consultation with City Procurement.
20. Legal implications	20.1 There may be individual contracts per site or per group of measures, to be determined at the next gateway stage.
21. Corporate property implications	<p>21.1 Investment in energy efficiency and decarbonisation projects is required to meet the targets set by the Climate Action Strategy.</p> <p>21.2 Projects will align with existing site plans to minimise disruption and maximise opportunities during installation.</p> <p>21.3 The projects will be planned in consultation with local FM teams and Asset Managers to ensure there is transparency in dates and deadlines.</p>
22. Traffic implications	22.1 Not available at this stage. Any traffic disruption will be addressed in GW 3-5 papers.
23. Sustainability and energy implications	<p>23.1 The programme will deliver carbon and energy efficiency improvements in the most energy intensive operational buildings.</p> <p>23.2 The Energy and Sustainability Team will be further consulted during the design and specification drafting stage to ensure all designs are compliant with existing City Corporation plans. All measures to be installed are consistent with the Climate Action targets and they go above and beyond the legal and regulatory energy performance obligations of the Operational Buildings.</p> <p>23.3 The programme is aimed to improve the resilience of the City Corporation operations and reduce the overall cost of operation.</p>
24. IT implications	24.1 None
25. Equality Impact Assessment	25.1 An equality impact assessment will not be undertaken
26. Data Protection Impact Assessment	26.1 The risk to personal data is non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Project Briefing

Background Information

TBC

Contact

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Project Coversheet

[1] Ownership & Status

UPI: TBC

Core Project Name: Climate Action Strategy (CAS) – Optimisation for Sites Connected to Citigen

Programme Affiliation (if applicable): Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings

Project Manager: Edmund Tran

Definition of need: this project part of the 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' which aims to deliver reductions in the carbon emissions of our operational buildings in support of the City Corporation's net zero goal as set out in our Climate Action Strategy.

Key measures of success:

1. Completed by Sept 2026.
2. Completed within budget.
Verified energy cost savings of c. £345,000 per annum.
3. Verified carbon savings of c.300 tCO_{2e} per annum (based on projected 2027 carbon factors).

Expected timeframe for the project delivery: Completion by Sept 2026.

Key Milestones:

Oct 2024: Procurement of design/PM/QS consultant

Oct 2024: GW2 approval.

Nov 2024: Grant funding application window

Dec 2024: Design/PM/QS consultant appointed

Feb 2025: Grant award notice

March 2025: GW3-4, tender project

May 2025: GW5 Authority to start work

July 2025: Start on site (main contract)

Sept 2026: Practical completion

March 2027: GW6 report

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

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

No.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' GW1 report (approved by City Surveyor on 11/04/2024):

A GW1 paper titled 'Optimisation for sites Connected to Citigen set out a project to improve the return temperature conditions of heating and cooling circuits within City of London sites connected to the network. This forms part of the Climate Action Strategy Year 4 Plan for Operational Properties, approved at Policy and Resources on 11th April 2024.

The project benefits:

Improvement of return temperatures to the Citigen network, resulting in improved efficiency and carbon emissions of the network.

Improved control and management of heating and cooling resulting in improved efficiency and reduced consumption.

An overall cost of carbon reduction of under £20,000/tCO₂e by 2027.

Delivery cost:

Lower Range estimate: £3,525,838

Upper Range estimate: £4,445,332

Delivery timeframe:

Lower Range estimate: July 2025 – Sept 2026

Upper Range estimate: Sept 2025 – March 2027

'Project Proposal' GW2 report (subject to approval):

- Total Estimated Cost (excluding risk): £3,525,838
- Resources to reach next Gateway (excluding risk): £340,904
- Spend to date: £47,050.
- Costed Risk (pre-mitigation) Against the Project: £1,313,255.
- CRP Requested: £60,404
- CRP Drawn Down: £0
- Estimated Programme Dates:
 - Oct 2024: Procurement of design/PM/QS consultant
 - Oct 2024: GW2 approval.
 - Nov 2024: Grant funding application window
 - Dec 2024: Design/PM/QS consultant appointed
 - Feb 2025: Grant award notice
 - March 2025: GW3-4, tender project
 - May 2025: GW5 Authority to start work
 - July 2025: Start on site (main contract)
 - Sept 2026: Practical completion
 - March 2027: GW6 report

Total anticipated on-going commitment post-delivery [£]: 0

City of London: Projects Procedure Corporate Risks Register

Project Name:		CAS – Capital Delivery Programme – Citigen Heating		PM's overall risk rating:	Medium		CRP requested this gateway	£ 60,404		Average unmitigated risk	10.0		Open Risks	14										
Unique project identifier:		12454		Total estimated cost (exc risk):	£ 3,525,838		Total CRP used to date	£ -		Average mitigated risk score	3.9		Closed Risks	0										
General risk classification													Ownership & Action											
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigation actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed Or/ Realised & moved to Issues	Comment(s)	
R1	2	(5) H&S/Wellbeing	Injury to persons or property during the project, especially the main on-site works stage	Depends on the nature of the injury, but potentially; project delays, legal actions/costs, and reputational damage.	Possible	Extreme	24	£0.00	N	C – Uncomfortable	Ensure compliance with H&S Policies through careful procurement and contract management, with client project management in place to ensure excellent consultation between site and contractor.	£0.00	Rare	Extreme	£0.00	8	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R2	2	(2) Financial	Additional surveys required Cause: current surveys insufficient to support design progression to next stage. Event: identification of new survey requirements	Limitation to design information could result in uncertainties which later cause project delays or performance risks	Possible	Serious	6	£45,303.00	Y - for costed impact post-mitigation	B – Fairly Confident	Good PM to identify survey requirements as early as possible. CRP requested if this risk occurs to allow procuring additional surveys.	£0.00	Unlikely	Minor	£30,202.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R3	3	(4) Contractual/Partnership	Replacement of one or more of the priority three sub-projects Cause: Event:	Project scope would need to change significantly and hence a GW2 issue report would be required. This could propose either a reduction in the overall project scope or a substitution sub-project, which will incur additional costs to develop.	Possible	Major	12	£0.00	N	C – Uncomfortable	Careful sub-project section. Develop each sub-project to GW3/4 stage to present options for continuing with the works or considering an alternative project. If this risk arises it will require a GW2 issue report due to the significant change in scope and required additional budget to develop up alternative projects if desired.	£0.00	Unlikely	Major	£0.00	8	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R4	2	(1) Compliance/Regulatory	Permissions and compliance Cause: planning requires full application for proposals, landlords consent required additional design work or legal support. In particular, building safety act may apply to project.	Unable to progress with project without permissions. Additional fees for and input required from contractors/legal	Likely	Serious	8	£45,303.00	Y - for costed impact post-mitigation	C – Uncomfortable	Discussion with district surveyor to ascertain likelihood of building safety act applying to this project. CRP requested for consult to process application if necessary. Pre-planning applications will be made to inform on design requirements to ensure project scope is correct to meet any requirements as far as possible. Early engagement with stakeholders/externals applicable: building control, District Network Operator, English Heritage, H&S officers, building owners. CRP requested to address residual risk and need for additional budget to develop project sufficiently to obtain permissions/compliance.	£0.00	Unlikely	Minor	£30,202.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R5	3	(2) Financial	Unable to change the design without incurring additional contract costs as a variation Cause: surveys or client requirements identify a need for changing the design Event: Design changes required which are out of contract scope	Delays to proceeding, unable to design to meet client requirements	Possible	Serious	6	£0.00	N	C – Uncomfortable	Procure all stages of design at GW2 stage along with PM and QS services to ensure continuity. Good project management to ensure all information on buildings and client requirements is identified early. Careful specification of design commission to ensure flexibility and correct resourcing. Close control over design evolution to ensure flow of information and correct level of consultation.	£0.00	Unlikely	Minor	£0.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

City of London: Projects Procedure Corporate Risks Register

Project Name:	CAS – Capital Delivery Programme – Citigen Heating	PM's overall risk rating:	Medium	CRP requested this gateway:	£ 60,404	Average unmitigated risk:	10.0	Open Risks:	14
Unique project identifier:	12454	Total estimated cost (exc risk):	£ 3,525,838	Total CRP used to date:	£ -	Average mitigated risk score:	3.9	Closed Risks:	0

General risk classification										Mitigation actions										Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to issues	Comment(s)	
R6	S	(2) Financial	Main works variations/delays Cause: changes during the design or installation stage based on further design work surveys and consultation with building control, planning consultation and other stakeholders Event: may require further design or installation works and could lengthen the programme	Additional costs and delays. If no budget is available to meet this then the scope of the project would need to be changed or an issue report raised to request additional budget	Possible	Major	12	£395,923.50	N	C – Uncomfortable	Project budget has been informed by building surveys and costed proposals, some of which are high-level and others fixed price. Ensure the design and specification captures the scope of works required by contractors prior to entering into contract. CRP would be required to address the residual risk. Monitor forecast inflation rates and potential impacts to supply chain pricing. Close project control to avoid scope creep or delays.	£0.00	Unlikely	Serious	£263,949.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R7	S	(2) Financial	Insufficient Project Management resource cause: programme extension/delays or scope changes event: PM resource requirement exceeds existing commission	Continuing with lower than required PM resource could impact project control and hence other risks - such as main contractor performance and project outcomes	Possible	Serious	6	£24,714.00	N	C – Uncomfortable	Good project/programme planning to minimise risk of programme/project extensions. Advanced planning for resourcing and procuring PM/PMO services as required. CRP requested to address this if it occurs.	£0.00	Unlikely	Minor	£16,476.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R8	S	(5) H&S/Wellbeing	Asbestos discovered during building works Cause: unsurveyed areas of work Event: asbestos discovery	Potential health and safety issue. Project delays while decision is made on how to proceed and time taken to undertake asbestos mitigation (e.g. removal) or change in project.	Possible	Major	12	£274,111.50	N	C – Uncomfortable	Asbestos R&D surveys planned for all risk areas. CRP requested to allow for any discovered asbestos to be managed. Where risk budget is insufficient the scope of the project may need to be changed to avoid asbestos risks, or an issue raised to obtain further budget to address	£0.00	Unlikely	Serious	£182,741.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R9	S	(2) Financial	Additional enabling works required to facilitate/enable the main works, such as electrical upgrades or mechanical modifications	Cost of undertaking enabling works, project delays (and associated costs) while enabling works are carried out.	Possible	Major	12	£197,962.50	N	C – Uncomfortable	Project budget has been informed by building surveys and costed proposals, some of which are high-level and others fixed price. Carry out all required building surveys as early as possible in the project to ensure whole scope of project works is identified. Ensure specification and main contract clearly identify inclusions/exclusions and work to be undertaken by others. CRP would be required to address the residual risk.	£0.00	Unlikely	Serious	£131,975.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R10	S	(10) Physical	Disruption to site services/operators during installation	Additional project time delay, disruption caused by disruption/damage/repairs.	Possible	Serious	6	£197,962.50	N	C – Uncomfortable	Prevention will mainly be through good planning to minimise potential disruption, such as may be caused by the timing of the works. Installation risks should be mitigated through restricting access route to low risk areas; well developed RAMS and good installation supervision. CRP is requested to address any residual risk, such as undertaking works out of hours, or providing temporary services, or making good (re-decoration) where a degree of damage is unavoidable.	£0.00	Unlikely	Minor	£131,975.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R11	S	(5) H&S/Wellbeing	Heating system not meeting building needs cause: new heating plant not performing correctly event: no/low provision of heat	Disruption to site services, discomfort to occupants. Potential costs to rectify the issue.	Possible	Major	12	£0.00	N	C – Uncomfortable	Careful procurement of designers and build contractors. Sufficient resource to carry out due diligence on their deliverables. Consider options to retain any existing gas boiler plant to provide back-up and/or top-up.	£0.00	Unlikely	Serious	£0.00	4	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

City of London: Projects Procedure Corporate Risks Register

Project Name:		CAS – Capital Delivery Programme – Citigen Heating		PM's overall risk rating:	Medium		CRP requested this gateway	£ 60,404		Average unmitigated risk	10.0		Open Risks	14										
Unique project identifier:		12454		Total estimated cost (exc risk):	£ 3,525,838		Total CRP used to date	£ -		Average mitigated risk score	3.9		Closed Risks	0										
General risk classification										Mitigation actions										Ownership & Action				
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)	
R12	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved.	Possible	Major	12	£0.00	N	C – Uncomfortable	Consult with corporate property stakeholders to ensure alignment with existing asset and building plans.	£0.00	Unlikely	Major	£0.00	8	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R13	6	(2) Financial	Low than expected energy cost and carbon savings Cause: reduction in energy prices and/or lower than anticipated energy savings	If the estimated energy consumption are not realised then the carbon and energy cost savings could be lower than the aims of the project and thus not provide sufficient support to meeting the 2027 net zero target. A reduction on projected energy prices would directly impact the financial performance of the proposed activities, increasing the length of the paybacks.	Possible	Serious	6	£0.00	N	C – Uncomfortable	Forecast the estimated savings based on conservative figures and update them regularly to ensure there is transparency in the projected performance. Ensure high performance through the project design and delivery through sufficient resourcing and careful specification and procurement. Where possible, procure contractors via Energy Performance Contract with a savings guaranteed.	£0.00	Unlikely	Minor	£0.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		
R14	5	(2) Financial	Inflation	Inflation of construction and/or material costs causes project cost estimate to increase over the duration of the design process.	Possible	Serious	6	£131,975.00	N	B – Fairly Confident	Procure quantity surveying services alongside design in order to maintain accurate cost estimates at all stages. CRP requested to account for any unavoidable increases in project cost due to inflation.	£0.00	Unlikely	Minor	£131,975.00	2	£0.00		N/A	25/09/2024	City Surveyor's, Corporate Energy Team	Graeme Low		

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Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	Climate Action Strategy Capital Delivery Programme – Optimisation for Sites Connected to Citigen		
[3] Programme Affiliation (if applicable)	Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings		

Ownership	
[4] Chief Officer has signed off on this document	City Surveyor – Paul Wilkinson
[5] Senior Responsible Officer	Executive Director of Innovation and Growth – Damian Nussbaum
[6] Project Manager	Senior Energy Engineer – Edmund Tran

Description and purpose					
[7] Project Description					
<p>The Citigen district network supplies heat and coolth to a number of key City of London sites, whose consumption is included in the City's Scopes 1&2 emissions. In 2022 Citigen completed a £4mil investment for installing new low carbon generation plant at their energy centre, consisting of 4MWth of Water-Source Heat Pumps recovering heat from London Aquifer via three 250m deep boreholes and recovering additional on-site waste heat. Citigen anticipate the new energy plant will supply 20% and 35% of total demand for heat and coolth respectively and estimate a reduction to the carbon factor of 25% in the short-term and up to 50% in the long-term – depending on network operating temperatures. These operating temperatures are largely dependent on the system temperatures of the connected sites. This task aims to identify costed improvements which could improve these temperatures and thus enable the Citigen network to operate more efficiently and hence reduce its carbon emissions.</p>					
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?					
This project is part of the 'Climate Action Strategy (CAS) – Capital Delivery Programme for Operational Buildings' which aims to deliver reductions in the carbon emissions of our operational buildings in support of the City Corporation's net zero 2027 goal as set out in our Climate Action Strategy.					
[9] What is the link to the City of London Corporate plan outcomes?					
Leading sustainable environment					
[10] What is the link to the departmental business plan objectives?					
Within the Climate Action Strategy framework, it is City Surveyor's responsibility to implement measures that support the decarbonisation of the corporate buildings.					
[11] Note all which apply:					
Officer: Project developed from Officer initiation	N	Member: Project developed from Member initiation	N	Corporate: Project developed as a large scale Corporate initiative	Y
Mandatory: Compliance with legislation, policy and audit	Y	Sustainability: Essential for business continuity	Y	Improvement: New opportunity/ idea that leads to improvement	Y

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Project Benchmarking:	
[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?	
1) Reduction in carbon emissions from our corporate properties by March 2026.	
2) Good continuity and performance of the new heat generation plant.	
3) An overall cost of carbon reduction of under £20,000/tCO _{2e} by 2027.	
[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)	
Yes, Each individual project will have to undergo a Monitoring and Verification (M&V) process after implementation, to ensure the carbon savings are met.	
[14] What is the expected delivery cost of this project (range values)[£]?	
Lower Range estimate: £3,525,838	
Upper Range estimate: £4,445,332	
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:	
The project is anticipated to result in a decrease in the ongoing energy costs for the sites where the works are carried out.	
[16] What are the expected sources of funding for this project?	
Climate Action Strategy Fund, Heat Network Efficiency Scheme	
[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?	
Lower Range estimate: July 2025 – Sept 2026	
Upper Range estimate: Sept 2025 – March 2027	
Deadline: completion before March 2027 for CAS funding.	

Project Impact:	
[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?	
Possibly some low level public attention could be drawn by a potential need for Building Safety Act approval	
[19] Who has been actively consulted to develop this project to this stage?	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Andrew Little
Chamberlains: Procurement	Officer Name: James Carter
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: Pete Collinson, Matt Baker, Jonathan Cooper, Paul Friend, Peter Young, Graeme Low, Cornell Farrell
External	N/A
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:	
Please note the Client supplier departments.	
Who will be the Officer responsible for the designing of the project?	
If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?	
Client	Department:
Supplier	Department:

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Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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Committee(s)	Dated:
Resources Allocation Sub Committee Planning & Transportation	30 October 2024 5 November 2024
Subject: TfL Local Implementation Plan funding application 2025/26 – 2027/28	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Leading Sustainable Environment, Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Katie Stewart, Executive Director Environment	For Decision
Report author: Ellie Gooch	

Summary

This report covers the City of London Corporation’s application for Transport for London (TfL) Local Implementation Plan (LIP) funding for the financial years 2025/26, 2026/27 and 2027/28.

Details of the projects and programmes to be included in the application are provided in Table 1 and Appendix 1.

This report seeks approval to submit an application for £5.4m to TfL for LIP funding over the three-year LIP programme. This includes £1.575m for the 2025/26 financial year. £480,000 of this is formula or base funding and a further £1,095,000 is within TfL ‘discretionary’ funds which require a business case to be submitted to TfL. This report also seeks approval to spend the 2025/26 allocation if approved by TfL in March 2025.

Recommendations

Members are asked to:

- Approve the contents of the LIP funding application covering the years 2025/26 – 2027/28, as set out in Table 1.
- Approve the spend total up to a maximum of £1,575,000 for 2025/26, as set out in Table 1, subject to final allocation decision from TfL in March 2025.
- Authorise the Executive Director Environment to approve minor changes to the submission following informal feedback from TfL in January 2025.
- Authorise the Executive Director Environment to reallocate the TfL grant between the approved LIP schemes, should that be necessary during 2025/26, up to a maximum of £250,000.

Main Report

Background

1. This report covers the City of London Corporation's application for Transport for London (TfL) Local Implementation Plan (LIP) funding for the years 2025/26, 2026/27 and 2027/2028.
2. Under Section 159 of the Greater London Authority Act 1999, TfL is empowered to provide grants to London boroughs and the City Corporation for the provision of safe, efficient and economically viable transportation facilities and (or) services to, from or within Greater London. LIP funding is provided by TfL to London boroughs and the City Corporation to improve local transport networks in line with the Mayor's Transport Strategy.
3. LIP programmes are submitted in three-year outline and reviewed annually. A detailed one-year programme is submitted for funding approval by TfL each year. The next three-year programme covers the financial years 2025/26, 2026/27 and 2027/2028 and is due for submission in November 2024.
4. In July 2024, TfL published updated guidance on developing and submitting delivery plans. Boroughs do not need to submit a detailed delivery plan report as in previous years, but instead will submit an Excel form detailing proposed schemes, their strategic importance and their alignment with TfL priorities.
5. There are multiple funding streams included within the LIP programme. Some are allocated according to formulas or base funding (fixed allocation) and some are discretionary or needs based. Discretionary funds require a bid and are judged on TfL criteria. Much of the City Corporation's LIP funding comes from the 'Safer Corridors and Neighbourhoods' fund, which is allocated using a formula of need-based indicators for public transport, road safety, congestion and environment, and accessibility. Two new discretionary funds have been introduced this year: 'Safer Streets' (£50m) and 'Better Bus Partnerships' (£30m). The LIP funding streams available include:
 - Safer Corridors and Neighbourhoods (formula)
 - Safer Streets (discretionary)
 - Bus Priority (discretionary)
 - Better Bus Partnerships (discretionary)
 - Safer Cycleway Network Development (discretionary)
 - Cycle Parking (base funding)
 - Cycle Training (base funding)
 - Micromobility Parking (needs based)
6. This application supports the outcomes of the City of London Transport Strategy and will provide funding for programmes listed in the Transport Strategy Delivery Plan 2024/25 – 2029/30 (both reviewed by this Committee in July 2024). The proposed LIP programme will reduce road danger, improve accessibility, and enhance the walking, wheeling and cycling experience.

Current position

7. Before final submission, TfL will provide informal feedback on our application and this may recommend some changes to the application. We do not anticipate significant changes as we have had early stage feedback from TfL and our submission will be in line with the criteria set out by TfL. The timeline for submission of the City Corporation's three-year LIP programme is as follows:

15 November: Draft LIP delivery plan submission

10 January: Informal feedback from TfL

13 February: Final delivery plan submission

14 March: Confirmed funding allocation for 2025/26 from TfL

8. TfL have indicated that the amount of funding available for the formula and ring-fenced funding pots will be a similar amount as the 2024/25 financial year, which was allocated as follows:

Safer Corridors and Neighbourhoods: £400,000

Cycle Training: £30,000

Cycle Parking: £54,000

9. Details of the specific projects and programmes that funding will be sought for are set out in Table 1. We do not plan to apply for funding from the Bus Priority fund or Better Bus Partnerships fund as we do not have any suitable schemes that meet TfL criteria.

Table 1. Local Implementation Plan – proposed programme for 2025/26 – 2027/28

Project	Summary information	2025/26 £	2026/27 £	2027/28 £
Safer Corridors and Neighbourhoods Programme				
Healthy Streets minor schemes programme	Programme of smaller scale projects to improve the walking and wheeling experience, enhance accessibility and reduce road danger.	325,000	325,000	325,000
Strategic Transport programme	Data collection, research and monitoring.	50,000	50,000	50,000
Vision Zero behaviour change	Behaviour change activities including in partnership with the City of London Police.	25,000	25,000	25,000
Safer Streets Programme				
Ludgate Hill/ Old Bailey	Increasing road safety on Ludgate Hill and at junction with Old Bailey.	290,000	360,000	0
Aldgate High Street	Increasing road safety on Aldgate High Street and at junction with Minories.	300,000	600,000	0
Safer Cycleway Network Development Programme				
Aldgate to Blackfriars cycleway (Queen Victoria Street)	Delivery of Queen Victoria Street section of Aldgate to Blackfriars cycleway. This includes protected cycle lanes and junction improvements.	348,000	1,042,000	797,500

Aldgate to Blackfriars cycleway (Aldgate)	Delivery of improvements Aldgate section via St Botolph Street and Duke's Place. This includes protected cycle lanes and junction improvements.	57,000	3,000	80,000
Moorgate	Installation of protected, northbound cycle lane between junction with Lothbury/Gresham Street and Moorgate.	20,000	0	0
Cycle Parking Programme				
Cycle parking	Rolling programme to provide new and improved parking for private cycles.	50,000	50,000	50,000
Cycle Training Programme				
Cycle training	To deliver cycle training in line with TfL programme to people who work, study or live in the City of London.	30,000	30,000	30,000
Micromobility Parking Programme				
Micromobility parking	Rolling programme to provide dedicated parking bays for dockless cycles and e-scooters in suitable locations.	80,000	TBC	TBC
Total		1,575,000	2,485,000	1,357,500

Corporate & Strategic Implications

Strategic Implications

10. The LIP funded projects and activities detailed above support delivery of:

- Corporate Plan outcomes
 - Leading Sustainable Environment
 - Flourishing Public Spaces
- Transport Strategy outcomes
 - The Square Mile's streets are great places to walk, wheel and spend time
 - Street space is used more efficiently and effectively
 - The Square Mile is accessible to all
 - People using our streets and public spaces are safe and feel safe
 - Improved experience of riding cycles and scooters in the City
- Vision Zero Plan
 - To reduce personal injuries from collisions, by reducing danger from motor vehicles on our streets.
- Climate Action Strategy actions
 - Reduce air pollution through implementing our ambitious air quality and transport strategies

Financial implications

11. Once approved by TfL, funds are ringfenced to spend only on the specific schemes set out in the submission.
12. For schemes over £50,000, City project management reporting and funding procedures will be followed.
13. We are likely to need to seek additional funding from CIL or OSPR funds for the Aldgate to Blackfriars cycleway.
14. £2.4m of OSPR funding has been secured for the Aldgate High Street and Ludgate Hill/Old Bailey schemes. If this LIP funding application is successful or partially successful, the amount of internal funding required will be reduced accordingly.
15. Given the need at times to vary the programme of minor schemes, if there are external factors affecting programme or deliverability, we are requesting authorisation for the Executive Director Environment to reallocate the TfL grant between the approved LIP schemes, up to a maximum of £250,000, should that be necessary during 2025/26.

Resource implications

16. Delivery of schemes is covered by existing staff.

Legal implications

17. None.

Risk implications

18. Mitigation of Environment Department risk ENV-CO-TR 001 – Road Safety. The two schemes submitted for the Safer Streets fund and the three schemes submitted for the Safer Cycleway Network Development fund will make significant road safety improvements at priority locations in the City. The Healthy Streets Minor Schemes submitted for the Safer Corridors and Neighbourhoods fund will make improvements to road safety for pedestrians at minor junctions.

Equalities implications

19. The Healthy Streets Minor Schemes programme includes accessibility improvements across the City, including continuous footways, raised tables, drop kerbs and tactile paving. Inclusive design and principles are also prioritised across all our transport schemes. An EqIA will be completed where necessary for schemes.

Climate implications

20. The schemes in this application, alongside our overall Transport Strategy, support carbon reduction through a reduction in motor vehicle use, where possible materials used provide a more climate resilient public realm as well as schemes including more trees and greening.

Security implications

21. None.

Conclusion

22. This LIP funding will support the delivery of the schemes and objectives within our Transport Strategy and Corporate Plan.

23. Members are asked to approve the application to TfL for the 2025/26 – 2027/28 LIP programme and to spend the allocation for 2025/26 financial year up to a maximum of £1,575,000. The final allocation will be confirmed by TfL in March 2025.

24. The recommendations in the report also seek authorisation for the Executive Director Environment to reallocate funding between schemes, should that be necessary, for the 2025/26 programme.

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>

Transport Strategy Delivery Plan [Committee report 23 July 2024](#)

Report author

Ellie Gooch, Strategic Transportation Officer, Environment Department

Ellie.Gooch@cityoflondon.gov.uk

Appendix 1: Details of proposed LIP projects and programmes

Safer Corridors and Neighbourhoods Fund (funded via formula)

Strategic Transport programme (£50,000 pa)

Data collection and research to monitor the impact of Transport Strategy delivery.

Vision Zero behaviour change (£25,000 pa)

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 pa)

Proposed Healthy Streets minor schemes programme for 2025/26 – 2027/28. A series of small-scale improvement measures to improve the quality of the walking environment, promote accessibility and reduce road danger at targeted points.

2025/26 proposed locations:

- Moorgate/Telegraph Street – Raised junction
- Moorgate/Great Swan Alley – Raised junction
- Coleman Street by Mason's Avenue – Raised carriageway
- Coleman Street by Basinghall Avenue – Raised junction and pavement widening if possible
- Fetter Lane/Norwich Street – Raised junction (accelerate to co-ordinate with development)
- George Yard by Lombard Street – Raised carriageway and new tactile paving
- Middle Street by Cloth Street – Raised carriageway and new tactile paving
- Laurence Pountney Hill by Laurence Pountney Lane – Raised carriageway and drop kerbs
- Newbury St by Cloth Street – Raised carriageway
- Design & consult on proposed road closure on Gutter Lane

2026/27 proposed locations:

- Abchurch Lane by Lombard Street – Raised carriageway and new tactile paving
- Fann Street by Aldersgate Street – Raised carriageway, kerb build-out and new tactile paving
- New Fetter Lane by Bartlett Court – Raised carriageway and new tactile paving
- Gutter Lane (north) – Road closure and raise to footway level
- Gutter Lane (south) – Road closure and raise to footway level
- Foster Lane by Gresham Street – Raised carriageway and new tactile paving
- Carey Lane by Foster Lane – Raised carriageway and new tactile paving
- Carey Lane by Gutter Lane – Raised carriageway and new tactile paving
- Goldsmith Street by Gutter Lane – Raised carriageway and new tactile paving
- Botolph Lane by Eastcheap – Raised carriageway and new tactile paving

2027/28 proposed locations:

- Carter Lane/Godilman Street – Raised carriageway and new tactile paving
- St Dunstan’s Hill by St Mary at Hill (by Premier Inn Hotel) – Raised carriageway
- Garlick Hill, Great Trinity Lane & Great St Thomas Apostle – Raised junction
- India Street by Jewry Street – Raised carriageway
- Norwich Street by Furnival Street – Raised carriageway
- Furnival Street/Cursitor Street – Raised junction
- Copthall Avenue/Great Swan Alley – Raised junction
- St Dunstan’s Hill by Eastcheap – Raised carriageway
- Carthusian Street by Aldersgate Street – Raised carriageway
- Cloak Lane/College Hill – Raised junction

Safer Streets (discretionary fund)

TfL have advised that they are unlikely to provide funding for multiple schemes but have encouraged multiple submissions. Ludgate Hill scheme will be indicated as the higher priority scheme for funding.

Ludgate Hill/Old Bailey (£650,000 total)

Increasing road safety by signalling junction with Old Bailey with pedestrian crossings on all approaches, converting Old Bailey to one-way northbound with southbound cycle contra-flow, and reducing carriageway width.

Aldgate High Street (£900,000 total)

Increasing road safety on Aldgate High Street and at junction with Minories by removing conflicting movements. This includes changing how street is signal controlled, new signalised crossings, new cycle lanes and raising part of the carriageway around junction with Minories.

Cycle network development (discretionary fund)

Aldgate to Blackfriars Cycleway: Queen Victoria Street (£2.2m total)

Delivery of Queen Victoria Street section of Aldgate to Blackfriars cycleway. This includes protected cycle lanes, cycle only signal stages, early release cycle signals and advanced stop lines with feeder cycle lanes.

Aldgate to Blackfriars Cycleway: Aldgate (£140,000 total)

Delivery of improvements Aldgate section via St Botolph Street and Duke’s Place. This includes protected cycle lanes, a bus stop bypass and junction improvements.

Moorgate (£20,000 total)

Installation of protected, northbound cycle lane between junction with Lothbury/Gresham Street and Moorgate.

Cycle parking (ring fenced base funding)

£50,000

Rolling programme to provide new and improved parking for private cycles.

Cycle training (ring fenced base funding)

£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.

Micromobility Parking (needs based funding)

£80,000

Rolling programme to provide dedicated parking bays for dockless cycles and e-scooters in suitable locations. Applications for funding open for 2025/26 only at this stage.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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