

<b>Committees:</b>		<b>Dates:</b>
Corporate Projects Board <i>[for decision]</i> Corporate Asset Sub Committee <i>[for decision]</i> Projects Sub Committee <i>[for decision]</i> General Purposes Committee of Alderman <i>[for information]</i>		15 October 2018 01 November 2018 07 November 2018 04 December 2018
<b>Subject:</b> Mansion House – External Cleaning and Lighting (CS – 436/18)	<b>Gateway 1-3 Project Proposal &amp; Options Appraisals</b> Regular	
<b>Unique Project Identifier: 12029</b>		
<b>Report of:</b> City Surveyor <b>Report Author:</b> Jessica Lees		<b>For Decision</b>
<h1>PUBLIC</h1>		

## Recommendations

<p><b>1. Approval track, Next steps and Requested decisions</b></p>	<p><b>Approval track:</b> 2. Regular</p> <p><b>Next Gateway:</b> Gateway 4 – Detailed Options Appraisal (Regular)</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• To set up a Mansion House working party with key stakeholders to discuss phasing of works and associated risks. The working party to report into the project board allocated.</li> <li>• To commission architectural consultants to work with the working party in the development of a programme for the recommended option and review project costs accordingly.</li> <li>• To commission lighting consultants to carry out a detailed design for external lighting for Mansion House.</li> </ul> <p><b>Requested Decisions:</b></p> <p>Members are asked to:</p> <ul style="list-style-type: none"> <li>• Approve option 4, to carry out a full external overhaul of Mansion House, which will ensure that the building is maintained in a good condition with its appearance being greatly lifted and improved. This will bring greater confidence in the condition of the building for the foreseeable future.</li> <li>• Approve option 5 in addition to option 4, which will provide an upgrade to the existing lighting and improve the appearance of Mansion House.</li> <li>• Approve a budget of £18,000 to get the project to the next gateway. This includes consultants' fees of £7,500 for option</li> </ul>
---	--

	<p>4 to develop a detailed project programme and update costs accordingly. Consultants' fees of £7,500 for option 5 to develop a new lighting design, and staff costs of £3,000</p> <ul style="list-style-type: none"> <li>Note that the next report, gateway 4 will present an agreed phased programme of works and update costs on the agreed option following full consultation with stakeholders.</li> <li>Note that we will engage with City Procurement and present preferred procurement route also to be presented within the gateway 4 which will be submitted for Committee approval.</li> <li>Note that the projects team have assessed the possibility of combining this project with St Lawrence Jewry stone cleaning and deemed not feasible as specialist conservation is less likely to yield economies-of-scale savings. The St Lawrence project is also at a later stage in the gateway process and combining projects would also cause delays to this.</li> <li>Note that the stonework to Mansion House was examined as part of the conservation management plan in 2015 and observations at that time were that the elevations are in a generally fair condition. Conservationists have advised that there is strong evidence that every time Portland stone is cleaned the surface pores open a little more and the building gets dirtier quicker. This results in more frequent cleans leading to expense and ultimately damaging the stone.</li> </ul>																				
<p><b>2. Resource requirements to reach next Gateway</b></p>	<table border="1"> <thead> <tr> <th data-bbox="483 1093 715 1238">Item</th> <th data-bbox="715 1093 963 1238">Reason</th> <th data-bbox="963 1093 1209 1238">Funds/ Source of Funding</th> <th data-bbox="1209 1093 1418 1238">Cost (£) rounded to '000</th> </tr> </thead> <tbody> <tr> <td data-bbox="483 1238 715 1529">To instruct a consultant to provide a programme and update the cost schedule</td> <td data-bbox="715 1238 963 1529">To present more detail as to logistics and costs attached to the agreed option at Gateway 4</td> <td data-bbox="963 1238 1209 1529">Cyclical Works Programme (Approved)</td> <td data-bbox="1209 1238 1418 1529">£7,500</td> </tr> <tr> <td data-bbox="483 1529 715 1783">To instruct a consultant to develop an external lighting design</td> <td data-bbox="715 1529 963 1783">To present a detailed design for tender</td> <td data-bbox="963 1529 1209 1783">Cyclical Works Programme (Approved)</td> <td data-bbox="1209 1529 1418 1783">£7,500</td> </tr> <tr> <td data-bbox="483 1783 715 1890">Staff costs</td> <td data-bbox="715 1783 963 1890">Project management</td> <td data-bbox="963 1783 1209 1890">CSD local risk</td> <td data-bbox="1209 1783 1418 1890">£3,000</td> </tr> <tr> <td data-bbox="483 1890 715 1957"><b>Total</b></td> <td data-bbox="715 1890 963 1957"></td> <td data-bbox="963 1890 1209 1957"></td> <td data-bbox="1209 1890 1418 1957"><b>£18,000</b></td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£) rounded to '000	To instruct a consultant to provide a programme and update the cost schedule	To present more detail as to logistics and costs attached to the agreed option at Gateway 4	Cyclical Works Programme (Approved)	£7,500	To instruct a consultant to develop an external lighting design	To present a detailed design for tender	Cyclical Works Programme (Approved)	£7,500	Staff costs	Project management	CSD local risk	£3,000	<b>Total</b>			<b>£18,000</b>
Item	Reason	Funds/ Source of Funding	Cost (£) rounded to '000																		
To instruct a consultant to provide a programme and update the cost schedule	To present more detail as to logistics and costs attached to the agreed option at Gateway 4	Cyclical Works Programme (Approved)	£7,500																		
To instruct a consultant to develop an external lighting design	To present a detailed design for tender	Cyclical Works Programme (Approved)	£7,500																		
Staff costs	Project management	CSD local risk	£3,000																		
<b>Total</b>			<b>£18,000</b>																		
<p><b>3. Governance arrangements</b></p>	<ul style="list-style-type: none"> <li><i>Corporate Asset Sub Committee.</i></li> </ul>																				

	<ul style="list-style-type: none"> <li>• <i>Vic Annells, Executive Director, Mansion House &amp; Central Criminal Courts.</i></li> <li>• <i>A project board will be required, headed by Vic Annells. A Mansion House Stakeholder working party will report into the project board.</i></li> </ul>
--	---

## **Project Summary**

<b>4. Context</b>	<p>4.1 Members of Corporate Asset Sub Committee recently raised questions on the appearance of the exterior of Mansion House.</p> <p>4.2 The exterior was last cleaned in 2002 – 2003 and on the conservation recommendation of 35 – 40-year frequency, the next scheduled clean is not until 2034.</p> <p>4.3 Only two decorative lanterns provide the external lighting to the North elevation.</p> <p>4.4 Members thought the frequency of the clean was too long and asked the City Surveyor to review bringing this forward as well as reviewing the lighting strategy. The City Surveyor was asked to present options for committee approval, which are presented within this gateway 1 – 3.</p>
<b>5. Brief description of project</b>	<p>5.1 A review of the external cleaning and lighting of Mansion House was undertaken in June this year under the City Surveyor’s local risk maintenance budget (initial cost of £17,000). The remit of the survey was to look at the following:</p> <ul style="list-style-type: none"> <li>• Identification of the extent of the task (visual condition survey),</li> <li>• Identification of options (four cleaning options are presented with estimated costs),</li> <li>• Identify costs for upgrading the lighting to Mansion House (option 5),</li> <li>• Next steps for phasing work, with governance from the Project Board.</li> </ul>
<b>6. Consequences if project not approved</b>	<p>6.1 If the recommended options are not approved, then continued deterioration of the appearance of the building will continue.</p> <p>6.2 Lime mortar repairs that were carried out as part of the last decoration works in 2002 – 2003 will continue to fail. Although this is not an immediate health and safety risk, this will increase revenue maintenance costs to rectify these failures when they happen. This will prolong and increase disturbance to the House due to access requirements.</p> <p>6.3 There will be continued minimal lighting to the North elevation of Mansion House.</p> <p>6.4 The frequency within the forward maintenance plan will have to be agreed with members due to the questions</p>

	raised against the conservation consultants recommended frequency of 35 years.
<b>7. SMART Project Objectives</b>	<p><b><i>What is the project required to achieve? Highlight a few objectives. These may be derived from your measures of success as described in your Project Briefing.</i></b></p> <ul style="list-style-type: none"> <li>• To achieve Members expectations of showing Mansion House at its best.</li> <li>• For the project to be completed by October 2020.</li> <li>• For the project to be completed within budget.</li> <li>• Positive feedback from Historic England, The Georgian Group and surrounding neighbours.</li> </ul>
<b>8. Key Benefits</b>	<ul style="list-style-type: none"> <li>• Future-proofing Mansion House against any ad-hoc work that may be required to the stone masonry.</li> <li>• Upgrade to external lighting which will improve the appearance of Mansion House.</li> <li>• Enhancement of an important historical Grade I listed building within the Bank Conservation Area.</li> </ul>
<b>9. Project category</b>	7b. Major renewals, typically of a one-off nature (supplementary revenue)
<b>10. Project priority</b>	B. Advisable
<b>11. Notable exclusions</b>	<ul style="list-style-type: none"> <li>• Full replacement of roof</li> <li>• Full replacement of windows</li> </ul>

### Options Appraisal

<b>12. Overview of options (see Appendix 1)</b>	<p><b>Option 1 (Do nothing)</b> To not do any work at this stage but carry out essential repairs on an if basis.</p> <p><b>Option 2 (Essential repairs)</b> To carry out essential and basic repairs to the stone masonry and roof via rope access techniques rather than full repairs to masonry which would require full scaffold.</p> <p><b>Option 3 (Essential repairs, plus full repair and cleaning to North (Bank Junction) elevation)</b> To carry out essential and basic repairs as per option 2 to South, East and West elevations via rope access techniques. Full repairs and stone cleaning to the North elevation, including security glazing replacement, repair of railings and portico stairs.</p> <p><b>Option 4 (All essential repairs, including full repairs and cleaning to all elevations)</b></p>
---	--

	<p>To carry out all priority works identified including stone cleaning and stone repairs to all elevations.</p> <p><b>Option 5 – new lighting scheme (in addition to option 4)</b></p> <p>To carry out a new lighting scheme, using energy efficient equipment, i.e. LEDs</p>
--	---

### Resource Implications

<b>13. Total estimated cost</b>	<b>Likely cost range: £1,395,000 – 1,455,000 (including risk)</b>	
	<b><i>Recommended option 4 on cleaning and option 5 on lighting replacement</i></b>	
	<b>Options appraisal</b>	<b>Rounded up to £,000</b>
	Condition survey and option appraisal	£ 17,000
	<b>Option appraisal sub total</b>	<b>£ 17,000</b>
	<b>Design stage</b>	
	Architects programming and cost analysis	£ 7,500
	External lighting design	£ 7,500
	<b>Design stage sub total</b>	<b>£ 15,000</b>
	<b>Construction stage</b>	
	Repairs to roofs, remove masonry spalls, redecorate windows, glass replacement and repair iron gates	£ 70,000
	Masonry repairs to elevations, redecorate exterior doors, decorate ironwork, repair lighting	£ 197,000
	Stone clean all elevations, stone repairs, replace secondary glazing, railings and handrails to the portico, replacement of west canopy structure	£ 299,000
	Inclusion of option 5 lighting replacement	£ 55,000
	Prelims and scaffolding	£ 446,000
	Professional fees	£ 184,000
	<b>Construction stage sub total</b>	<b>£ 1,251,000</b>
	Staff project costs	£ 13,000
	<b>Total estimated project total (all stages, incl staff costs) excluding risk</b>	<b>£ 1,283,000</b>
	<b>Indicative risk allowance</b>	<b>£ 159,000</b>
<b>Total estimated project cost including risk</b>	<b>£ 1,455,000</b>	
Costs presented within the table above are based upon estimated outturn prices.		

	<p>Note: Option appraisal cost (£17,000) has already been incurred from the CSD repairs and maintenance budget to allow for this gateway 1 – 3 report to be presented to Members.</p> <p>The next stage (design stage) to get the project to gateway 4 will also be funded by the Cyclical Works Programme which has been approved by the Peer Group.</p> <p>Risk allowance will be reviewed at the next gateway and presented in full against a risk register.</p>											
<p><b>14. Funding strategy</b></p>	<p>Choose 1: No funding confirmed</p> <p><b>Recommended option</b></p> <table border="1" data-bbox="470 645 1356 1093"> <thead> <tr> <th data-bbox="470 645 1098 734">Funds/Sources of Funding</th> <th data-bbox="1098 645 1356 734">Cost rounded to (£'000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="470 734 1098 824">Condition survey and option appraisal/ CSD Repairs and Maintenance Budget</td> <td data-bbox="1098 734 1356 824">£17,000</td> </tr> <tr> <td data-bbox="470 824 1098 952">Phasing of work and cost analysis and external lighting design, incl staff costs – CWP and CSD local risk</td> <td data-bbox="1098 824 1356 952">£18,000</td> </tr> <tr> <td data-bbox="470 952 1098 1041">Construction costs, incl staff costs/ funding to be confirmed</td> <td data-bbox="1098 952 1356 1041">£1,420,000</td> </tr> <tr> <td data-bbox="470 1041 1098 1093" style="text-align: right;"><b>Total</b></td> <td data-bbox="1098 1041 1356 1093"><b>£ 1,455,000</b></td> </tr> </tbody> </table>	Funds/Sources of Funding	Cost rounded to (£'000)	Condition survey and option appraisal/ CSD Repairs and Maintenance Budget	£17,000	Phasing of work and cost analysis and external lighting design, incl staff costs – CWP and CSD local risk	£18,000	Construction costs, incl staff costs/ funding to be confirmed	£1,420,000	<b>Total</b>	<b>£ 1,455,000</b>	<p>Choose 1: Internal - Funded wholly by City's own resource</p> <p>Costs presented within the table above are based upon estimated outturn prices. It is expected that any VAT incurred in connection with this scheme will be fully recoverable.</p> <p>There is limited financial provision to meet the cost of delivering these works and therefore approval to the allocation of additional resources by the Resource Allocation Sub and Policy and Resources Committee will be required at Gateway 4(a). Funding options will include:</p> <ul style="list-style-type: none"> <li>• £230,000 has been submitted for the CWP bid for 19/20 which subject to approval by Resource Allocation Sub Committee in January 2019 will be used towards the overall cost of this project</li> <li>• City's Cash provision for new schemes (availability will depend on relative priority against other bids)</li> <li>• Allocation of proceeds from the disposal of surplus City's Cash operational properties</li> <li>• Additional call on City's Cash general reserves (also subject to approval of Court of Common Council)</li> </ul>
Funds/Sources of Funding	Cost rounded to (£'000)											
Condition survey and option appraisal/ CSD Repairs and Maintenance Budget	£17,000											
Phasing of work and cost analysis and external lighting design, incl staff costs – CWP and CSD local risk	£18,000											
Construction costs, incl staff costs/ funding to be confirmed	£1,420,000											
<b>Total</b>	<b>£ 1,455,000</b>											

**Appendices**

<b>Appendix 1</b>	<b><i>Options Appraisal</i></b>
<b>Appendix 2</b>	<b><i>Project Briefing</i></b>

**Contact**

<b>Report Author</b>	<b><u>Jessica Lees</u></b>
<b>Email Address</b>	<b><a href="mailto:Jessica.lees@cityoflondon.gov.uk">Jessica.lees@cityoflondon.gov.uk</a></b>
<b>Telephone Number</b>	<b><u>0207 332 1941</u></b>

