

Committees: Corporate Projects Board - For Decision Projects Sub - For Decision Corporate Asset Sub – For Decision Court Sub – For Information	Dates: 25 November 2019 16 December 2019 29 January 2020 TBC
Subject: Central Criminal Court – External and Internal Fabric Repairs Unique Project Identifier: <i>PV ID - 12198</i>	Gateway 2: Project Proposal Regular
Report of: City Surveyor Report Author: Liam Boyle	For Decision
<h1>PUBLIC</h1>	

Recommendations

1. Next steps and requested decisions	Project Description: To undertake specified external and internal refurbishment of Central Criminal Court. This will include: <ul style="list-style-type: none"> • External stone cleaning and repairs • Installation of appropriate working at height equipment • Reinstatement of external lighting • Roof repairs to include roof lights and domes. • Internal refurbishment of key public facing locations. Next Gateway: Gateway 3/4 - Options Appraisal (Regular) Next Steps: Engage with consultant to undertake condition survey and produce options proposal for internal and external works for Gateway 3/4 by July 2020 Requested Decisions: 1.1 A budget of £75,000 for a condition survey and options appraisal is required to reach the next Gateway. This is based on similar survey costs for comparable projects. 1.2 Note the total estimated cost of the project at £2.57m (excluding risk).
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1.3 Note the total estimated cost of the project at £2.96m (including 15% risk allowance)

Project costs are to be funded from Additional Resources for City Fund properties

2. Resource requirements to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Engage consultants - Undertake detailed condition surveys of CCC including drone & high level access	Establish clear scope of repairs required, reduce potential of unforeseen or additional costs being added at a later date	Additional Resources for City Fund properties	35,000
Engage consultant - Structural Engineer	Ensure that any issues concerning fabric structural integrity are properly assessed before pricing	Additional Resources for City Fund properties	10,000
Engage consultant - Conservation Architect	To review viability and suggest repair works prior to pricing	Additional Resources for City Fund properties	5,000
Engage consultants - Complete feasibility, scoping and costing exercise	Outline options for fabric repairs and associated costs for each option	Additional Resources for City Fund properties	15,000
Staff costs	Project Management & procurement / appointment and briefing of	City Surveyors local risk	10,000

		external consultants outline above		
	Total			75,000
3. Governance arrangements	<p><i>State the Service Committee responsible</i></p> <ul style="list-style-type: none"> Corporate Asset Sub Committee <p><i>Name of Senior Responsible Officer and their role</i></p> <ul style="list-style-type: none"> Alison Bunn – Assistant Director, Head of Facilities Management <p>This is a Business As Usual project. The need for a project board to be decided once the condition survey has been undertaken and the scope of works has been fully assessed.</p>			

Project Summary

4. Context	<p>4.1 The Central Criminal Court is a grade II listed building that must be maintained to appropriate standards.</p> <p>4.2 The forward maintenance plans have identified various areas within the CCC that now require internal and external decoration.</p> <p>4.3 It has been agreed that rather than tackle each area on its own they have been amalgamated together to create an overarching project which will cover the areas identified from the forward maintenance plan. Combining these essential external and internal works will assist in reducing the overall project cost.</p> <p>4.4 The project has been identified as an essential scheme to catch up on the 'backlog' maintenance programme and is to be progressed outside of the fundamental review. All works being proposed are essential to maintaining the property to a good condition which is in line with the current Asset Management Strategy. The estimated project cost is an amalgamation of the relevant individual project costs included in the forward maintenance plan.</p> <p>4.5 The building is in a poor state and hasn't had any significant work undertaken on the roof and external façades for at least 30 years and therefore works are urgently required.</p>
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	<p>4.6 Items to be included are: Roof Replacement in worst offending areas; external cleaning and repair of the North, South and East Wings; corridor refurbishment in the public facing East Wing, and internal decoration of the public facing areas for the whole building.</p> <p>4.7 Water ingress through external fabric is having an increasingly negative impact on the core function of the building.</p> <p>4.8 Internal refurbishment is to be carried out with the objective of providing suitable staff facilities and public facing areas for this world-class Court facility.</p> <p>4.9. A copy of the forward maintenance plan for the building will be included in the next gateway.</p>
<p>5. Brief description of project</p>	<p>5.1 Roof and external repairs are required to prevent the water ingress that is occurring throughout all wings. Visible cracking of ceilings and walls is evident in several locations (e.g. 2nd floor police corridor and around domes)</p> <p>5.2 Safe working at height provision is needed, to allow access to roof areas in order to carry out the works and for the internal maintenance of the dome, ductwork and vents at relevant levels</p> <p>5.3 The Old Bailey façade (west elevation) and Newgate façade (north elevation) require cleaning to stonework due to their current state of deterioration.</p> <p>5.4 External Lighting of the domes and facades has fallen into disrepair and should be considered within the scope of this project.</p> <p>5.5 The re-gilt The Lady of Justice should also be considered at this time.</p> <p>5.6 City Surveyor's undertook a preliminary internal survey with CCC operational management staff. Key areas requiring refurbishment were identified. Most of the work is needed in the North and South Wings. This includes painting, tiling, flooring and stonework repairs. Public toilet facilities are in a poor condition along with other areas affected by historic water damage from leaks.</p> <p>5.7 Condition survey will enable an informed and prioritised list of roof remedial works, external repairs and internal refurbishment. It is expected that all individual projects are essential now. Options with regards to prioritising those individual projects and exploring opportunities for further cost efficiencies will be explored at options appraisal stage Gateway 3/4</p>

<p>6. Consequences if project not approved</p>	<p>6.1 If the project is not approved, the condition of the external façade will continue to deteriorate and will have further impact internally. This will increase the maintenance costs for the building and reduce the value of this historical asset.</p> <p>6.2 The poor state of repair of the building will have a detrimental effect on the delivery of HMCTS and other related services at CCC and in the perception of the City's commitment to it. It will also have a reputational impact on the City as the building is beginning to look aged and worn in many areas.</p> <p>6.3 The City has an obligation to maintain this grade II listed building and to ensure that it is not included on the heritage at risk register.</p>
<p>7. SMART project objectives</p>	<p>7.1 To prioritise those areas most in need of overhaul, repair or replacement through condition survey.</p> <p>7.2 To achieve a significant reduction in the number of fabric related breakdown repairs including those associated with window and roof leaks. There were 27 recorded fabric related leaks reported between 2018 and 2019</p> <p>7.3 To establish safe access to roof areas and other areas that are currently not accessible for maintenance purposes.</p>
<p>8. Key benefits</p>	<p>8.1 A reduction in breakdown costs may be measured from financial reports.</p> <p>8.2 Reduction in unplanned interruptions to core business due to damage associated with leaks. Improved ability to schedule events and facilitate core court business needs can be measured by reviewing the appropriate calendars and financial reports.</p> <p>8.3 Reputational benefits and improved feedback can be recorded at local building user group drop-in sessions conducted by HMCTS and client meetings with HMCTS and senior Judges. Increase levels of staff feedback in surveys can be measured for annual staff survey.</p> <p>8.4 Provision of roof access equipment will enable safe working at height. This will allow prompt resolution to future breakdown calls and access for effective planned preventative maintenance.</p> <p>8.5 Improvement in staff wellbeing and productivity by improving the local working environment to suit their needs.</p> <p>8.6 Preventing the building from being added to the Heritage at Risk Register.</p> <p>8.7 The project will provide accurate condition information which will assist with accurate forward maintenance planning.</p>
<p>9. Project category</p>	<p>7b. Major renewals, typically of a one-off nature (supplementary revenue)</p>

10. Project priority	A. Essential
11. Notable exclusions	To be assessed on condition survey.

Options Appraisal

12. Overview of options	<p>Option 1 – To engage consultant surveys with a view to carrying out roof repair, external works and internal refurbishment.</p> <p>Option 2 - To continue to defer works (not advised)</p>
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Project Planning

13. Delivery period and key dates	<p>Overall project: From December 2019 to October 2022</p> <p>Key dates:</p> <ul style="list-style-type: none"> • Gateway 2 approval – (8 weeks) December 2019 • Tender of consultant appointment – (4 weeks) March 2020 • Commission consultant – (4 weeks) April 2020 • Surveys undertaken – (6 weeks) June 2020 • Report and options appraisal – (3 weeks) July 2020 • Drafting of design, detailed costing options, project programme and recommendations issued via Gateway 3/4 – (6 weeks) September 2020 • Submission of statutory approvals e.g. listed buildings etc. – (10 weeks) November 2020 • Completion of tender documents and liaison of key dates with Client – (3 weeks) December 2020 • Issue of tender documents – (4 weeks) January 2021 • Tender period – (6 weeks) March 2022 • Gateway 5 submission including tender review & recommendation to award – (4 weeks) April 2021 • Contractor appointed – (6 weeks) June 2021 • Works start on site – August 2021 • Works complete – (12 months) September 2022 • Gateway 6 & lessons learnt – (6 weeks) October 2022 <p>Other works dates to coordinate: Current plant replacement project and proposed LED lighting replacement project may impact on internal elements</p>
14. Risk implications	Overall project risk: Medium

	<p><i>This is a Business As Usual repair project.</i></p> <p><i>Some key considerations are:</i></p> <p>14.1 Delays obtaining statutory consents.</p> <p>14.2 Conditions Imposed by statutory consents.</p> <p>14.3 Working to specific programming requirements to mitigate disruption to the function of the courts</p> <p><i>A risk register is attached. There will be better ability to cost risk on completion of the condition survey. The risk register cannot be costed at this early stage, however, to account for any risks which may materialise once the detailed condition survey is undertaken, it is deemed prudent to allow 15% for risks and this is reflected in the likely cost range being reported.</i></p>
15. Stakeholders and consultees	<p><i>Early assessment of the key people who will need to be consulted during the evolution of the project (internal and external). Ensure a finance and procurement contact is listed.</i></p> <p>Chamberlain's</p> <p>Corporate Property Asset Management</p> <p>CCC Communications</p> <p>CCC Operations Team</p> <p>HMCTS</p> <p>Corporate Property Facilities Management</p>

Resource Implications

16. Total estimated cost	Likely cost range (excluding risk): <i>Anticipated lifetime cost to deliver this project is between £2.57m (excluding risk) and £2.96m (including risk).</i>											
17. Funding strategy	Choose 1: All funding fully guaranteed	Choose 1: Internal - Funded wholly by City's own resource										
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Additional Resources for City Fund Properties – 2019/20</td> <td>£2.96m (including risk)</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	Additional Resources for City Fund Properties – 2019/20	£2.96m (including risk)						
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		Total £2.96m
	<p><i>The total is comprised of two items on the schedule of schemes included in the Additional Resources for City Fund Properties:</i></p> <ul style="list-style-type: none"> • <i>CCC External stonework cleaning and internal refurbishment - latest allocation £1,865,800</i> • <i>CCC Roof Replacement – latest allocation £1,091,000</i> <p>The proposed internal refurbishment and external works in this report constitute the full scope of works deemed included in the Additional Resources for City Fund Properties provision.</p> <p>The funding from this project is coming from the additional resources for City Fund Properties which has already been agreed by Members, it therefore sits outside of the Fundamental Review process and will proceed as such.</p> <p>The aim is to limit requirements within the budget identified. Surveys will inform the precise scope.</p> <p>In line with the Memorandum of Understanding the repair and upkeep of Central Criminal Court is the responsibility of the City of London, there is no expectation that HMCTS will fund any aspect of this project. However, if HMCTS request a programme other than the one recommended or adopted by the COL for operational purposes then HMCTS will be asked to meet the additional costs.</p>	
18. Investment appraisal	As the proposed works relate to an operational building an investment appraisal isn't appropriate for this project	
19. Procurement strategy/route to market	<p>19.1 Consultants will be appointed in line with City Procurement Code of practice.</p> <p>19.2 Before embarking on the Works approach for this project, consultants must first be appointed to draft the relevant documentation. This will be in line with the City of London procurement Code.</p> <p>19.3 The options proposed for the Works will be defined once the consultants have surveyed the project appropriately</p>	
20. Legal implications	Listed building legislation	
21. Corporate property implications	<p>The Corporate Property Group supports the recommendation which addresses the Key Strategic Objectives set out in the City's Corporate Asset Management Strategy:</p> <p>S01 Operational assets remain in a good, safe and statutory complaint condition; and</p> <p>S02 Operational assets are fit for purpose and meet service delivery needs.</p>	

22. Traffic implications	<i>None</i>
23. Sustainability and energy implications	<i>None</i>
24. IS implications	<i>None</i>
25. Equality Impact Assessment	<i>An equality impact assessment will not be undertaken</i>
26. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken

Appendices

Appendix 1	Project Briefing
Appendix 2	Risk Register

Contact

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