

Committee: Corporate Asset Sub Committee – For Decision	Dated: 15 May 2020
Subject: Cyclical Works Programme 17/ 18 – Outturn & Carry forward Report	Public
Report of: The City Surveyor report ref CS 097/20	For Decision
Report author: Jonathan Cooper, City Surveyor’s Department	

Summary

This report requests that a portion of the Cyclical Works Programme (CWP) for 2017/18 is carried forward in to a final fourth year, to enable more challenging projects to complete. Members are asked to review the schemes detailed within Appendix A and confirm their agreement. This report also outlines the final outturn position for the 17/18 CWP.

The programmes last for three years, hence this request for some specific projects to be carried forward. The programmes are intended to deliver prioritised cyclical maintenance works (i.e. replacement or refurbishment of buildings, plant and equipment based on condition assessed at the end of normal useful service life and operational need) across the corporate operational estate, including The Barbican Centre and the Guildhall School of Music and Drama.

The timing of the delivery of some projects is being affected by the Fundamental Review because they depend on larger, capital-scale projects which are on hold. The impact of COVID-19 has also impacted several projects that were on site. The recruitment moratorium and retention are affecting resource levels and teams are stretched. Access to operational buildings remains challenging. As a result, there are some projects originally in the 17/18 CWP that were not completed by programme end in March 2020 and an extension into financial year 2020/21 is requested.

It is noted that one project – R087AW025L needs to be carried forward to a 5th year, as this expenditure is linked to a capital project that is dependent on the Museum of London, as such requires your approval.

These projects have been separated in to two categories: those on site before 31 March 2020 and those not on site before 31st March 2020.

Recommendations

Members are asked to:

1. Project R087AW025L ‘West Smithfield over Thameslink’ needs to be carried forward to a 5th year, as this £131,000 expenditure is linked to a capital project that is dependent on the Museum of London, as such requires your approval
2. Approve the carry-forward of funding of £1,296,680 from the 2017/18 CWP programme into 2020/21 financial year the total is split as City Fund £401,299

and City Cash £895,381. The following projects are identified, and justification is provided for each within Appendix A

Project No.	Project Name.	Amount carried forward
Works on site before 31 March 2020		
C088CW095L	Guildhall School: Sundial Court Overhaul Roof & Sundial Court External Decorations	£130,000
C158CW028L	West Wing- Structural Stability Overhaul, Smoke Vents	£ 13,662
C158CW036L	Great Hall- Timber Roof and Turret Refurbishment	£74,760
C108CW212L	Epping Forest-Information Cen-Reception Desk Replacement	£12,000
C108CW139L	Highams Park Historic Landscape- Pond/Wharfing Relining	£24,000
C108CW140L	Knighton Wood Historic Landscape- Design & Setting Out Fees	£4,500
C038CW056L	63 Charterhouse Structural beam repairs	£127,483
R048CW027L	Roman Bath House- Conservation and Sand Replacement	£15,890
C038CW049L	London Central Markets Underground Car Park- Parking Bays Remarketing	£9,742
R108CW003L	CIC Alarm works	£2,500
C088CW068L	Silk Street- Smoke Door Renewal & Overhaul (18/19)	£1,585
C088CW086L	Silk Street- Overhaul & Renew Access Control & Security Systems (19/20)	£20,000
C088CW087L	Silk Street- Venue Lighting Control (19/20)	£19,987
C088CW092L	Sundial Court- Student Basement Recreation Area Refurbishment (19/20)	£1,760
C088CW094L	Sundial Court Rolling Programme of Redecoration & Renewal of Floor Coverings (19/20)	£11,775
C088CW102L	Sundial Court ventilation works to flats	£1,900
R018CW014L	Barbican Centre Cinema- Cinema 1 Refurbishment	£49,785
R048CW030L	CCC Asbestos Management Survey	£25,996
R158CW310L	Keats House- Toilet Refurbishment	£5,000
C158CW006L	East Wing- Lift No.36 Refurbishment	£10,780
C158CW002L	North Wing Banqueting Kitchen Equipment Replacement	£7,280
C158CW040L	Guildhall - Complex wide - Automatic Door Opening	£44,000
C158CW041L	Guildhall - West Wing Chillers	£58,000
C038CW058L	LCM Fire Alarm system	£14,429
C198CW306L	HW Fencing works	£5,000
C158CW004L	City Centre- Baggage Scanning Equipment Replace	£12,722
C158CW008L	Great Hall- Lanterns overhaul 8 No.	£9,158
R078CW030L	Guildhall Art Gallery- Audio Replacement (Gallery)	£6,000
C028CW027L	CoL Magistrate's Court- Internal Decorations	£18,791

C178CW296L	Parliament Hill - Public Toilet Refurbishment	£21,689
<i>Sub Total of works</i>		<i>£760,174</i>
Works on site after 31 March 2020		
C038CW057L	Moorgate Sidings - Remedial Works	£160,245
C178CW290L	HH Lido Leak Repair	£95,348
C088CW065L	Silk Street- Redecorations	£8,741
C088CW081L	Guildhall School Silk Street Decorations	£17,516
C088CW093L	Silk Street- Rolling Programme of Redecoration & Renewal of Floor Covering	£10,000
C108CW145L	Harrow Road. Ground Source Heat Pump Replacement	£28,265
C158CW003L	City Centre Access System Replacement	£11,400
R078CW031L	LMA-Access Control System Replacement	£19,715
<u>These 3 budgets are part of a larger Capital project</u>		
R088CW035L	West Smithfield over Thameslink-Concrete & Stone Repair	£74,151
R088CW036L	West Smithfield over Thameslink- Waterproof Deck	£29,500
R088CW037L	Charterhouse over Thameslink -Major Concrete Repairs	£81,625
<i>Sub Total of works</i>		<i>£536,506</i>
Total of Roll Over amount		£1,296,680

Main Report

Background

1. There is need to conduct planned refurbishment and replacement of buildings and their associated equipment in addition to routine serving and repairs. Resources being limited, such works need to be prioritised across the entire corporate operational estate. The Cyclical Works Programmes consider the requirements of each and prioritises individual projects in the context of the whole to ensure that the City's overall property maintenance objectives are met.

Current Position

2. CWP 2017/18 final outturn is summarised in the table below. A fuller picture based on the fund and area of service can be found in Appendix B.

Cyclical Works Programme 2017/18 Progress

TABLE 1: TOTAL PROGRAMME PROGRESS TO DATE AT 31/03/20						
Fund / Service	Total Budget	Total Actual Spend	Further Committed	Total Cost	Balance Un-committed	Total Progress
	£000's	£000's	£000's	£000's	£000's	%
2017/18 Programme						
City's Cash	6,493	5,574	342	5,915	577	91%
City Fund**	3,846	3,277	262	3,539	307	92%
Guildhall Admin *	1,312	1,045	2	1,047	266	80%
TOTAL	11,651	9,896	605	10,501	1,150	90%

*£139k transferred to Capital projects

**£298k transferred to Capital Projects

TABLE 2: SPEND AGAINST 2019/20 TARGETS TO DATE AT 31/03/20				
Fund / Service	Total Budget	Budget 2019/20	Actual Spend 2019/20	Spend Against Target
	£000's	£000's	£000's	%
2017/18 Programme				
City's Cash	6,493	3,563	2,421	68%
City Fund	3,846	1,551	959	62%
Guildhall Admin	1,312	542	353	65%
TOTAL	11,651	5,656	3,733	66%

3. The 2017/18 CWP programme consisted of 470 projects with a total value of £11.7m.

The current position is that an actual spend of £9.9m has been achieved leaving budget of £1.755m unspent at the end of the programme. Of this unspent sum it is requested £1.322m is carried forward to a fourth year to complete the 2017/18 CWP programme. This includes the £605k of works orders that have been placed but not yet completed.

4. In consideration of paragraphs 3 & 4 above, the following projects are now either not able to complete before the end of March or not able to start before March when the 2017/18 three-year programme ends. The carry-forward of £1,322,193 funding for their completion in 2020/21 is therefore requested.

5. Assuming that the amount requested to be carried forward within this report is agreed and completed then the expected financial outturn for the completed programme will be 95% of the total overall budget for the programme.

Corporate & Strategic Implications

6. Cyclical Works Programmes set out to deliver three of the key objectives in the Corporate Property Asset Management Strategy.
 - SO.1 – Operational assets remain in a good, safe and statutory compliant condition.
 - SO.2 – Operational assets are fit for purpose and meet service delivery needs.
 - SO.3 – Capital and supplementary revenue programmes are affordable, sustainable and prudent and that the limited available resources are directed to the highest corporate priorities.

Conclusion

7. Some CWP 17/18 projects will need an additional financial year to complete, due to various impacts on the programme. COVID-19 had an impact on several projects not completing as expected in the final weeks of March, whilst, uncertainty due to the Fundamental Review and a stretch on project delivery resources have slowed the delivery of some of these packages of work within the intended three year programme. Resource will be given to meet the demands of projects carried forward within this report to completion. The justification for each project to be carried forward is identified within Appendix A

Appendices

- Appendix A – Justification and list of projects to be carried forward from 17/18 programme
- Appendix B – 2017/18 Cyclical Works Programme

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Appendix A to CSD 097/20 Justification and list of projects to be carried forward from 17/18 programme

Project No.	Project Name.	Justification for carry forward	Amount carried forward
Works on site before 31 March 2020			
C088CW095L	Guildhall School: Sundial Court Overhaul Roof & External Decorations	The scope of this project has been reduced but it is essential that the atrium is redecorated and the roof over repaired as well as various other remedial works to gutters and rainwater goods. It has been an exceptionally wet autumn/winter and to attempt to repair the roof and decorate until weather conditions are more favourable would have a less than satisfactory result and be poor value.	£130,000
C158CW028L	West Wing- Structural Stability Overhaul, Smoke Vents	Works have been previously due to commence on site, with orders placed, however due to inclement and unpredictable weather conditions throughout February. Works have been delayed towards the end of March.	£ 14,322
C158CW036L	Great Hall- Timber Roof and Turret Refurbishment	Works have been previously due to commence on site, with orders placed, however due to inclement and unpredictable weather conditions throughout February, works were delayed. Works are now planned to commence towards the end of March.	£90,000
C108CW212L	Epping Forest- Information Cen- Reception Desk Replacement	Works were due to start on site in early 2020, however the sub-contractor due to undertake the work is no longer in business. The works had to be re-procured. A new sub-contractor has been sought and is due to start site towards the end of March, works will only be on site for a matter of weeks.	£12,000
C108CW139L	Highams Park Historic Landscape- Pond/Wharving Relining	Bespoke and specialist advise has been required to advise on this. Previous only one quotation was returned for work, which was not deemed acceptable as such it was reprocured and a suitable alternative consultant was found	£24,000
C108CW140L	Knighton Wood Historic Landscape- Design & Setting Out Fees	As above	£6,000

C038CW056L	63 Charterhouse Structural beam repair	A long standing and technical project involving many parties. 63 Charterhouse St works have commenced on site, though the design had to be altered to get the steel beams into the basement, the party wall agreement is complicated and taking longer than expected and because of the alterations to design, some approvals have had to be adjusted and re-submitted	£135,400
R048CW027L	Roman Bath House- Conservation and Sand Replacement	Ancient Monuments at Historic England requested that Scheduled Monument Consent was submitted for the sand renewal works (it hadn't previously been required). The consent has just been granted so works will be commencing as soon as an appropriate conservator is able to supervise these works (due to the specialist nature of the works).	£15,276
C038CW049L	London Central Markets Underground Car Park- Parking Bays Remarking	Works not complete before FY end due to operational issues on site.	£9,742
R108CW003L	CIC Alarm works	Recent addition to the programme so works were unable to complete before the end of the FY	£2,500
C088CW068L	Silk Street- Smoke Door Renewal & Overhaul (18/19)	Larger project but works not completed due to C-19 lockdown	£1,585
C088CW086L	Silk Street- Overhaul & Renew Access Control & Security Systmes (19/20)	Larger project but works not completed due to C-19 lockdown	£20,000
C088CW087L	Silk Street- Venue Lighting Control (19/20)	Linked to 19/20 work to LRR lighting where scope has unexpectedly increased. It is likely that additional funding will be required to complete that project.	£19,987
C088CW092L	Sundial Court- Student Basement Recreation Area Refurbishment (19/20)	Larger project but works not completed due to C-19 lockdown	£1,760
C088CW094L	Sundial Court Rolling Programme of Redecoration & Renewal of Floor Coverings (19/20)	Project linked with the fire alarm project where the start was delayed	£11,775
C088CW102L	Sundial Court ventilation works to flats	Larger project but works not completed due to C-19 lockdown	£1,900
R018CW014L	Barbican Centre Cinema- Cinema 1 Refurbishment	Larger project but works not completed due to C-19 lockdown	£49,785

R048CW030L	CCC Asbestos Management Survey	Yes, still required. Budget was increased in the final month and proved difficult to fully complete in the timeframe due COVID-19 related restrictions. Minor works are managing the project.	£25,996
R158CW310L	Keats House- Toilet Refurbishment	Still required - works planned but not completed due to COVID.	£5,000
C158CW006L	East Wing- Lift No.36 Refurbishment	Larger project but works not completed due to C-19 lockdown	£10,780
C158CW002L	North Wing Banqueting Kitchen Equipment Replacement	Still required. Issue was in identifying spec of items. Ready to place order now.	£7,280
C158CW040L	Guildhall - Complex wide - Automatic Door Opening	Recent addition to the programme so works were unable to complete before the end of the FY	£44,000
C158CW041L	Guildhall - West Wing Chillers	Recent addition to the programme so works were unable to complete before the end of the FY	£58,000
C038CW058L	LCM Fire Alarm system	This project is for the cause and effect remedial work that was started but has been put on hold due to the closedowns of current project resulting from the Covid 19. This project will restart as soon as things get back to normal. These funds need to be held over.	£14,429
C198CW306L	HW Fencing works	Still required - The project code was only received in Dec 2019 as part of an approved CWP Project Adjustment Request, works were delayed due to contractor's availability and has been delayed further due to COVID-19.	£5,000
C158CW004L	City Centre- Baggage Scanning Equipment Replace	Larger project but works not completed due to C-19 lockdown	£12,722
C158CW008L	Great Hall- Lanterns overhaul 8 No.	Larger project but works not completed due to C-19 lockdown	£9,158
R078CW030L	Guildhall Art Gallery- Audio Replacement (Gallery)	Larger project but works not completed due to C-19 lockdown	£6,000
C028CW027L	CoL Magistrate's Court- Internal Decorations	Larger project but works not completed due to C-19 lockdown	£18,791
C178CW296L	Parliament Hill - Public Toilet Refurbishment	Larger project but works not completed due to C-19 lockdown	£21,689
Sub Total of works			£760,174
Works on site after 31 March 2020			
C038CW057L	Moorgate Sidings - Remedial Works	Due to the proximity of the site area to the adjacent live rail a specialist contractor would be required to undertake any works if CoL intend to deliver this project. The MTC contract, for which no tendering is required (Wates & Sykes) does not	£161,245

		allow for this type of work, as a result CoL would need to appoint consultants to specify the works and tender the works package to specialists contractors that have the necessary knowledge and statutory qualifications etc. that would allow working in this type of environment. It is likely that CoL will request that TfL carry out works themselves to mitigate potential delay claims between parties and to ensure that the most suitable contractor completes the works. This money needs to be retained in order to mitigate any claims from TfL	
C178CW290L	HH Lido Leak Repair	A thorough detailed update has previously been provided to CASC on this on-going issue. The Lido project is delayed because of further investigations and monitoring of the water usage. Suggested scope of works is now understood and agreed, though needs to be delayed until a suitable time for the Lido. The works should go ahead later this year.	£105,716
C088CW065L C088CW081L C088CW093L	Silk Street- Redecorations	There are three separate project numbers as it was anticipated areas would be phased. The residual balance for each is shown. It was originally intended that part of the redecoration budget would be for work following the installation of a new fire alarm (capital project). This project has now commenced following considerable delay but no provision within the capital project has been made for redecoration. Consequently, approval is sought to carry forward the balance of these budgets.	£8,740 £17,516 £10,000
C108CW145L	Harrow Road. Ground Source Heat Pump Replacement	The existing heat pump is inoperable, resulting in inefficient energy use to generate heating and hot water. Siting and spec will depend on playing field expansion which was on hold subject to the Fundamental Review. A way forward has now been designed and agreed with Epping forest to ensure that these works can commence and will be ran independently of the previous 'on hold' works.	£28,265
C158CW003L	City Centre Access System Replacement	Ansador, being the original contractor, their contract has terminated and with their unsatisfactory performance, CoL have appointed another contractor	£10,800

		to take on the maintenance of the system, but now finding that the system has been interfered and incorrectly coded so that no other contractors can work on the system, this has resulted in substantial delay to the project.	
R078CW031L	LMA-Access Control System Replacement	As above	£18,418
R088CW035L	West Smithfield over Thameslink- Concrete & Stone Repair	The works must be co-ordinated with the Museum Of London Relocation project, they rely on agreeing possessions with Network Rail and are now expected to be required in 20/21. Works packaged together as part of large capital bid.	£74,151
R088CW036L	West Smithfield over Thameslink- Waterproof Deck		£29,500
R088CW037L	Charterhouse over Thameslink -Major Concrete Repairs		£81,625
Sub Total of works			£536,506
Total Re-provision requested			£1,296,680

Appendix B to CSD 097/20 Cyclical Works Programme Progress Report

CITY'S CASH 2017/18	Budget	Spent	Committed	Total	Left to spend
Mayor & Shrievally, The Monument	£19,021	£19,021	£0	£19,021	£0
Mansion House	£340,132	£340,132	£0	£340,132	£0
Magistrates Court	£300,793	£300,793	£0	£300,793	£0
London Central Markets	£954,465	£645,955	£113,574	£759,528	£194,936
Guildhall School	£1,407,908	£1,015,059	£205,591	£1,220,650	£187,257
Epping Forest & City Commons	£1,403,097	£1,336,166	£2,011	£1,338,177	£64,920
West Ham Park & Bunhill Fields	£197,437	£197,437	£0	£197,437	£0
Hampstead Heath, Highgate Wood & Queen's Park	£1,477,327	£1,340,658	£20,490	£1,361,148	£116,179
Keats House	£135,382	£135,382	£0	£135,382	£0
Ceremonial Areas	£243,000	£243,000	£0	£243,000	£0
Savings	£14,140	0	0	£0	£14,140
TOTAL	£6,492,700	£5,573,602	£341,666	£5,915,267	£577,433

CITY FUND 2017/18	Budget	Spent	Committed	Total	Left to spend
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Barbican Centre	£2,147,786	£1,877,012	£211,018	£2,088,030	£59,756
Central Criminal Court, Mayor's Court, Roman Bath House	£456,637	£404,501	£44,521	£449,022	£7,615
Culture Heritage & Libraries, City Info Centre	£247,780	£219,565	£1,297	£220,861	£26,919
Planning & Transportation	£727,492	£521,748	£5,128	£526,876	£200,616
Port Health	£195,732	£195,732	£0	£195,732	£0
Other Open Spaces	£60,737	£58,655	£0	£58,655	£2,082
Savings	£10,084	0	0	£0	£10,084
TOTAL	£3,846,248	£3,277,212	£261,964	£3,539,176	£307,072

GUILDHALL ADMIN	Budget	Spent	Committed	Total	Left to spend
2017/18					
Guildhall Complex	£1,305,550	£1,044,723	£1,800	£1,046,523	£259,027
Savings	£6,645				£6,645
TOTAL	£1,312,195	£1,044,723	£1,800	£1,046,523	£265,672