

PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE

Tuesday, 15 September 2020

Minutes of the meeting of the late Projects Sub (Policy and Resources) Committee held on Microsoft Teams at 11.00 am

Present

Members:

Deputy Keith Bottomley (Chairman)	Deputy Edward Lord
Deputy Jamie Ingham Clark (Deputy Chairman)	Andrew McMurtrie
Rehana Ameer	James de Sausmarez
Randall Anderson	Deputy Philip Woodhouse
Karina Dostalova	
Sheriff Christopher Hayward	

Observing:

Susan Pearson

Officers:

Peter Lisley	- Assistant Town Clerk & Director of Major Projects
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Leanne Murphy	- Town Clerk's Department
Simi Shah	- Town Clerk's Department
Kate Smith	- Town Clerk's Department
Caroline Al-Beyerty	- Deputy Chamberlain
Michael Harrington	- Chamberlain's Department
Nicholas Richmond-Smith	- Chamberlain's Department
James Gibson	- Chamberlain's Department
Amy Poole	- Remembrancer's Office
Ola Obadara	- City Surveyor's Department
Jonathan Cooper	- City Surveyor's Department
Leah Coburn	- Department of the Built Environment
Paul Murtagh	- Department of Community and Children's Services
Andy Thwaites	- Open Spaces Department

1. **APOLOGIES**

Apologies were received from Deputy Catherine McGuinness. The Town Clerk noted that Karina Dostalova would be late for the meeting.

The Chairman welcomed Susan Pearson to the meeting as an observer, noting that Ms Pearson would be joining the Sub-Committee from its October 2020 meeting as a Finance Committee appointee.

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

There were no declarations.

3. **GATEWAY APPROVAL PROCESS**

RESOLVED, that the Gateway Approval Process be received.

4. **MINUTES**

RESOLVED, that the public minutes and non-public summary of the meeting held on 30 July 2020 be approved.

5. **PUBLIC ACTIONS**

Members considered a report of the Town Clerk regarding public actions and the following points were made.

43/2019/P – Transport Strategy note on alignment with public realm projects

- The Town Clerk noted that an update had been circulated to Members by email, with a further update expected on 7 October 2020.

2/2020/P – Report on overview of Criminal Court Projects

- The Town Clerk noted this report had been deferred to the October 2020 meeting to allow verification of project costings to be conducted.

13/2020/P – Procurement Sub-Committee Resolution regarding Performance Bonds

- Members noted that a draft minute of the Procurement Sub-Committee had been circulated by email. The Chairman noted that Performance Bonds would be considered on a case-by-case basis at Options Appraisal stage.
- The Chairman requested that the Town Clerk embed performance bonds within the project gateway process.

RESOLVED, that the report be received.

6. **CLIMATE ACTION STRATEGY**

Members considered a report of the Town Clerk regarding the Climate Action Strategy and the following points were made.

- The Chairman noted that Members would be familiar with the report given it was being considered at other City of London Corporation Committees. The Chairman had been closely involved in the strategy's development since July 2020 alongside fellow champions Jamie Ingham-Clark and Alderman Alison Gowman. The Chairman noted that the strategy represented a unique opportunity for the City of London Corporation to act decisively on the key issue of climate action, and he

believed the strategy was on course to be a defining cross-organisational initiative that would be an example to others on a focused, actions-driven approach to a key issue.

- The Chairman continued, noting that he believed that the strategy was both deliverable and affordable in an environment where the City's finances faced a number of pressures, and that the strategy was evidence based and aligned with other City strategies including the Transport Strategy, and the Clean Air Strategy. If the strategy went on to be approved by the Policy Committee later in September 2020 and the Court of Common Council in October 2020, it would feature in the forthcoming Green Horizon summit being hosted by the City of London Corporation and central Government in November 2020.
- The Chairman concluded by highlighting that the strategy had a number of target-based actions grouped around achieving net zero, and resilience. The Chairman was determined that the strategy would have no adverse impact on frontline services, and that whilst funding would be allocated in principle for 4-5 years, funding decisions would be made in-year.
- The Town Clerk was heard, noting that the goal was for the City of London Corporation to be carbon neutral by 2027. Actions that had particular relevance to Projects Sub-Committee were set out on p.37 of the agenda and were concerned with integrating climate risk and considerations into all project decision-making. They were about having mechanisms in place to understand, compare and prioritise product supplies and services across their entire life-cycle, including the crucial disposal phase. The strategy sought to pre-empt subjective criticism of decision-making by making the City's decision making process as transparent as possible, which was important given that lowest carbon products or suppliers would only be chosen if they were in line with this whole-consideration approach. The revenue spend underpinning the project would need to be front loaded to ensure that capital spend was carbon-efficient. Lastly, the strategy would not be retroactive and would only apply to new contracts and purchases.
- In response to a question, the Town Clerk noted that several UK jurisdictions were examining the issue of climate action, with some going so far as to declare a climate emergency. Nevertheless very few had published climate action plans to date, and those that had were aiming for net zero dates between 2030-2050. Other London boroughs were considering climate resilience, although the City thus far was the only area that had a plan to cover the entire scope of its operations. In terms of engagement with other London boroughs, the City was liaising with Hammersmith and Fulham to ensure flood resilience plans were aligned given the shared flood plain, and officers were working to embed climate action within the City's corporate engagement plan.

- The Chairman commented that the City's open spaces were an obvious area where the City could usefully engage with other boroughs on climate action.
- In response to a question, the Town Clerk committed to providing a response regarding supply chain tracing outside of the meeting (14/2020/P).
- In response to a question, the Town Clerk noted that the Policy Committee would be responsible for the delivery of the Climate Action Strategy. The Chairman added that, if approved, the Strategy would result in changes to the Project Gateway procedure to ensure climate action was embedded within the project process.

RESOLVED, that the report be received.

7. GATEWAY 2 - LONDON WALL CAR PARK - VENTILATION, ELECTRICAL, FIRE ALARM AND SPRINKLER WORKS

Members considered a Gateway 2 report of the City Surveyor regarding London Wall Car Park – Ventilation, Electrical, Fire Alarm and Sprinkler Works, and the following points were made.

- The Chairman noted that there were lessons to be learned from a similar project that had been undertaken at Middlesex Street Car Park and invited the City Surveyor to comment.
- The City Surveyor noted that Members were requested to approve £240,000 for early works and surveys, and that this project was part of a programme of fire alarm replacement works across the City's car parking estate given the fire systems were judged to be obsolete. Whilst the two project teams for Middlesex Street and London Wall were separate, they would be working together to identify and apply lessons learned. One key lesson learned from Middlesex Street – particularly given the nuisance to local residents posed by false alarms – was to gain an understanding early on in the project on how the system worked and ensure a double knock system was in place from day one.
- The Chairman noted that this project was in response to a fire risk assessment that also encompassed Baynard House Car Park, and that the two projects would proceed in parallel.
- A Member suggested that a review of how many car parking spaces were commonly utilised across the City's estate would be useful to help determine whether a full upgrade of all car parks should be undertaken. The City Surveyor agreed to feed back outside of the meeting on this point (15/2020/P).
- A Member noted that car park utilisation was an issue for the Planning and Transportation Committee, which was overseeing a review at present on charging that would no doubt encompass car park usage.

- The Member continued, noting that the real issue at Middlesex Street Car Park was the number of false alarms which, as well as proving a nuisance to residents, also risked incurring fines from the London Fire Brigade. The Member noted that the City should work harder to understand far earlier what issues were causing false alarms.
- The City Surveyor concurred, noting that the location of specific alarms would be reviewed and a balance struck between ensuring they guaranteed the safety of users, but were not prone to false activation by common activities such as vaping.
- A Member noted that an appropriate balance between regulations and user convenience seemed to be a difficult one to strike across the whole of the City's estate, given similar issues experienced at the City of London Freeman's School. The City Surveyor committed to liaising with Facilities Management colleagues and providing a response outside of the meeting (16/2020/P).

RESOLVED, that Members,

- Approve a budget of £240,000 to carry out enabling works including an upgrade of electrical supply and more detailed surveys to prepare the mechanical and electrical design and tender documents to reach the next Gateway.
- Note the total estimated cost of the project of £1,155,000 (excluding risk).
- Note a costed risk provision of £260,000 (post-mitigation)
- Note the total estimated cost of the project of £1,415,000 (including risk).
- Note that an element of funding for the project was approved in principle by the Resource Allocation Sub-Committee with drawdown subject to approval at the next Gateway.

8. **GATEWAY 5 ISSUE - CITY STREETS: TRANSPORTATION RESPONSE TO SUPPORT COVID-19 RECOVERY**

Members considered a Gateway 5 Issue report of the Director of the Built Environment regarding City Streets: Transportation Response to support COVID-19 recovery and the following points were made.

- The Chairman noted that Members were issued a schedule of wider City Transportation COVID-19 response works outside of the meeting.
- The Director of the Built Environment noted that Transport for London (TfL) had advised that tube journey were 60% on year, and public transport journeys in the City were up 20% during week commencing 7

September 2020. Cycle hire was also up 8%. Officers were aware, anecdotally, that footfall in the City was increasing steadily and week on week increases were expected once schools had returned. More detailed figures would be provided to the next meeting.

- The Director of the Built Environment continued, noting that there had been increased engagement with the City's public portal. In terms of delivery of COVID-19 recovery works, phases 1 and 2 had been delivered on street, and work was being undertaken on phase 1 infrastructure to make it more robust (phase 1 plus) in advance of Autumn weather. Phase 2 plus works would be undertaken shortly, once designs were reviewed and amended where necessary.
- The Director of the Built Environment continued, noting that phase 3 works were planned to support businesses that relied on serving food and drink – these works would include seating and planting. It was uncertain for how long this recovery infrastructure would need to be in place for, but Members would be kept updated.
- The Director of the Built Environment concluded by noting complimentary measures undertaken by TfL in Bishopsgate, with the installation of three bus gates. TfL would also be closing London Bridge to certain vehicles between 7.00am – 7.00pm between Monday-Friday. Islington's proposals for Clerkenwell Road were currently on hold. The Director's report to the October 2020 meeting would provide more detail on public feedback, and detail on finance options.
- In response to a question, the Director of the Built Environment noted that TfL had provided just over £1m, with the balance being met by the City. Some outer London COVID recovery measures had not been implemented, and so the City was in discussion with TfL to establish whether those savings could be applied to inner London including the City.
- In response to a question, the Director of the Built Environment committed to providing the most recent data on City journeys once it had been provided by TfL (17/2020/P).
- A Member noted that he believed that it would take some time for footfall in the City to increase. He questioned whether officers had considered using the City's central COVID fund to assist with the Transportation response. Lastly, the Member noted his sadness at the fact much of the infrastructure being installed risked going unused if footfall did not increase.
- The Director of the Built Environment replied that the central COVID fund was under consideration, but that third-party funding was being prioritised in the first instance. In terms of the extent to which infrastructure was being used, officers were reviewing which was being

used and identifying areas where it could be rationalised, removed or redeployed.

- The Deputy Chamberlain endorsed the third party funding strategy, given that the City's COVID fund was not of the scale required for projects such as the City Transportation support for COVID-19 recovery. Moreover, she asked Members to note that Resource Allocation Sub-Committee has requested officers to review the City's capital programme to ensure it was appropriately funded.

RESOLVED, that Members,

- Note the forecast overspend pertaining to staff costs and that alternative arrangements are being explored to accommodate this in order to focus Transport for London and Department for Transport funds on delivery;
- Delegate authority to the Director of the Built Environment to approve any necessary agreements with private landowners for enabling the installation of temporary cycle parking on publicly accessible private land and the carrying out of any associated works by the City of London Corporation.

9. **GATEWAY 6 - CONCRETE REPAIRS TO THE BARBICAN ESTATE**

Members considered a Gateway 6 report of the Director of Community and Children's Services regarding concrete repairs to the Barbican Estate and the following points were made.

- The Chairman noted that this report could be considered as an example of best practice and would be used as a case study as such at the City's Project Management Academy.

RESOLVED, that Members,

- Note the report, the lessons learned, and authorise the closure of the project.

10. **PUBLIC REPORT ON ACTION TAKEN**

Members considered a public report of the Town Clerk on action taken and the following points were made.

- A Member congratulated officers for the delivery of waterproofing and bearing replacement works at London Bridge. Nevertheless it was the Member's understanding that TfL would only allow certain types of traffic during weekdays which was causing some stakeholder disquiet. The Member also requested clarification on when the Bridge would be reopen. The Town Clerk committed to providing an update outside of the meeting (18/2020/P).

RESOLVED, that the report be received.

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

There were no questions.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Project Management Academy Update

At the request of the Chairman, the Town Clerk provided an update on the Project Management Academy and the following points were made.

- The City had commissioned an external company to prepare a bid to have the City's Project Management Academy accredited by the Association of Project Management (APM). The application would be reviewed by the City and submitted to the APM shortly. Members were welcome to suggest a name for the Project Management Academy.
- In response to a question, the Town Clerk committed to confirming the headline timeline for accreditation, and circulating Project Management Academy modules to Members for information (19/2020/P).
- The Town Clerk confirmed that the Project Management Academy would be in operation pending accreditation, with officers attending the academy in the meantime receiving retrospective accreditation.
- The Chairman welcomed progress made, noting that it was important to secure external recognition for the academy.

13. **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 item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

14. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 30 July 2020 be approved.

15. **NON-PUBLIC ACTIONS**

Members considered a report of the Town Clerk regarding non-public actions.

16. **PROPERTY PROJECTS GROUP - COVID-19 UPDATE**

The Property Projects Group Director was heard regarding a COVID-19 update.

17. **GATEWAY 5 ISSUE - 123/124 NEW BOND STREET**

Members considered a Gateway 5 Issue report of the City Surveyor regarding 123/124 New Bond Street.

18. **GATEWAY 2 - GUILDHALL EVENT SPACES AV REPLACEMENT / UPGRADE**

Members considered a Gateway 2 report of the Remembrancer regarding Guildhall Event Spaces AV Replacement / Upgrade.

19. **GATEWAY 1/2/3/4 - FIRE SAFETY IMPROVEMENT WORKS - FROBISHER CRESCENT RESIDENTIAL PREMISES**

Members considered a Gateway 1/2/3/4 report of the Director of Community and Children's Services regarding Fire Safety Improvement Works – Frobisher Crescent Residential Properties.

20. **PORTFOLIO OVERVIEW**

Members considered a portfolio overview report of the Town Clerk.

21. **MAJOR WORKS PROJECT MANAGEMENT FRAMEWORKS - STAGE 2 AWARD REPORT**

Members considered a joint report of the Chamberlain and City Surveyor regarding Major Works Project Management Frameworks – Stage 2 Award.

22. **NON-PUBLIC REPORT ON ACTION TAKEN**

Members considered a non-public report of the Town Clerk on action taken.

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

There was one question.

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

24.1 **Gateway 5 Issue - Kenley Revival Project**

Members considered a Gateway 5 Issue report of the Director of Open Spaces regarding the Kenley Revival Project.

24.2 **Gateway 5 Issue - Committee Rooms Audio-Visual Equipment**

Members considered a Gateway 5 Issue report of the Chamberlain regarding Committee Rooms Audio-Visual Equipment.

24.3 **Gateway 5 Issue - External & Internal Repairs to 29A Brook Street**

Members considered a Gateway 5 Issue report of the City Surveyor regarding external and internal repairs to 29a Brook Street.

The meeting closed at 12.40 pm

Chairman

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