

**PROJECTS SUB (POLICY AND RESOURCES) COMMITTEE**  
**Thursday, 17 December 2020**

Minutes of the virtual meeting of the Projects Sub (Policy and Resources) Committee  
held on Thursday, 17 December 2020 at 11.00 am

**Present**

**Members:**

Deputy Keith Bottomley (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Rehana Ameer  
Randall Anderson  
Sheriff Christopher Hayward  
Deputy Catherine McGuinness  
John Petrie  
James de Sausmarez  
Deputy Philip Woodhouse

**Officers:**

Peter Lisley	- Assistant Town Clerk
Joseph Anstee	- Town Clerk's Department
Sarah Phillips	- Town Clerk's Department
Rohit Paul	- Town Clerk's Department
Sarah Baker	- Town Clerk's Department
Jenny Brown	- Headmistress of the City of London School for Girls
Paul Monaghan	- Department of the Built Environment
Bruce McVean	- Department of the Built Environment
Leah Coburn	- Department of the Built Environment
Simon Glynn	- Department of the Built Environment
Gillian Howard	- Department of the Built Environment
Clarisse Tavin	- Department of the Built Environment
Maria Curro	- Department of the Built Environment
Andrea Moravicova	- Department of the Built Environment
Sam Lee	- Department of the Built Environment
Helen Kearney	- Community & Children's Services Dept.
Dianne Merrifield	- Chamberlain's Department
Nicholas Richmond-Smith	- Chamberlain's Department
Adam Fielder	- Chamberlain's Department
Aqib Hussain	- Chamberlain's Department
Dorian Price	- City Surveyor's Department
Peter Young	- City Surveyor's Department
Ola Obadara	- City Surveyor's Department
Paul Murtagh	- Community & Children's Services Dept.
Jason Hayes	- Community & Children's Services Dept.
Andrew Thwaites	- Open Spaces Department

1. **APOLOGIES**  
Apologies for absence were received from Andrew McMurtrie.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
There were no declarations of interests.
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 November 2020 are approved as an accurate record.
5. **PUBLIC ACTIONS**  
The Sub Committee noted that there were no outstanding public actions.
6. **ALL CHANGE AT BANK: BANK JUNCTION IMPROVEMENTS PROJECT - ENGAGEMENT PLAN UPDATE**  
The Chairman advised that following discussion at the previous meeting and at Court of Common Council he had requested an update on engagement in respect of the Bank Junction Improvements project ahead of the full public consultation. The Sub Committee noted the engagement plan documents which had been circulated separately. The Director of the Built Environment gave the Sub Committee an update on the engagement plan up to the next Gateway, scheduled for February 2021, which would include the public consultation plan. Officers had asked stakeholders and business about their concerns around technical matters such as servicing, also taking into account knowledge gained from previous work such as the Bank on Safety scheme.

The Chairman stressed the importance of providing sufficient representation for the principal stakeholders around Bank Junction. In response to a question from a Member, the Director of the Built Environment advised that officers had met with Licensed Taxi Driver groups and had outlined proposals for the junction, and were undertaking technical work on the viability of taxis being able to use the 'open' arms of the junction under the scheme.

A Member expressed their concerns about the engagement plan, on the basis that the list of engagements did not reflect the significance of the project, given its location and the number of users of the junction. The Member added that it was unclear who had been contacted within the listed organisations, and advised of instances where chief officers had not been aware of any consultation taking place. The Member added that the project would also affect Wards and roads in the vicinity of the junction and therefore full and thorough consultation with the correct contacts was vital, given that there was growing discontent about road closures in the City. The Member offered to provide a list of further stakeholders and direct contacts to add to the list of engagements.

The Director of the Built Environment advised that stakeholders immediate to the junction had been prioritised as they were the most directly impacted, with

stakeholders further from the junction and interest groups to follow, and the bulk of consultation would be undertaken during the public consultation phase. The current focus was on identifying working problems and premises operations to inform the design phase. The Chairman asked officers to provide the named contacts for stakeholders in the engagement plan for Members, adding that individual organisations should also be communicating internally where it was necessary.

Members commented that there was significant pressure to get communications right, particularly for major projects, and suggested elements of the processes around consultations be reviewed. A Member advised, as an example, that traditional methods such as letter drops may not be as effective today as they once were. Members needed assurance for themselves and constituent stakeholders on the quality of consultations, both in terms of engagement and feedback received.

The Chairman added that effective project management included engagement on changes and suggested that officers specifically contact Ward Members and Aldermen, to confirm their views on the engagement plan, and seeking contributions to further discussions. The Chairman requested that this be added to the actions list with an update to be provided at the next meeting.

The Deputy Chairman suggested that the Sub Committee look at the framework in place around consultations for future projects, as this was within the locus of the Sub Committee. The Sub Committee could assess how effective various methods were and try to identify best practice, which would provide lessons learned to take forward. The Chairman added that the full public consultations had a statutory framework in place, but prior engagement, although different, was equally important. Members felt that considering a framework for informal consultations was a good idea and any gaps in the current process should be rectified.

The Director of the Built Environment assured the Sub Committee that consultations were taken seriously at all stages, and recent consultations undertaken had been popular, receiving a high level of responses. However, there was still work to be done, and Members were thanked for their suggestions which would be taken away.

The Chairman thanked officers for the update and work done so far, and asked that suggestions be taken forward ahead of the next meeting.

7. **GATEWAY 1-4 - COMPUTER EQUIPMENT ROOMS (CER) UNINTERRUPTED POWER SUPPLIES (UPS) UPGRADES.**

The Sub Committee considered a Gateway 1-4 report of the Chamberlain concerning the Computer Equipment Rooms (CER) Uninterrupted Power supplies (UPS) upgrades project. The Chamberlain introduced the report and explained the project for the Sub Committee. The Sub Committee noted that the project had been descoped resulting in a substantive decrease in cost, with the savings to be made available for bids towards other projects.

In response to a question from a Member, the Chamberlain explained the benefits of the change of approach, resulting in the change of scope, and its impact on risk. The Chamberlain advised that the amended proposals represented the best-tailored approach towards risk.

**RESOLVED** – That the Projects Sub Committee:

- a) Note no budget is required to get to the next Gateway;
- b) Note the total estimated cost of the project at £50,000 (excluding risk);
- c) Approve Option 3 (12.3) Deliver a Re-focussed UPS project, delivering a prioritised UPS estate to priority areas only; and
- d) Note no CRP is requested for this project.

8. **GATEWAY 1 AND GATEWAY 2 - GDPR AND DATA PROTECTION COMPLIANCE - STRUCTURED DATA RETENTION MANAGEMENT**

The report was withdrawn.

9. **GATEWAY 2 - LONDON METROPOLITAN ARCHIVES - REPLACEMENT OF FIRE ALARM, CHILLERS AND LANDLORDS LIGHTING AND POWER**

The Sub Committee considered a Gateway 2 report of the City Surveyor concerning the replacement of fire alarm, chillers and landlords lighting and power at the London Metropolitan Archives. The City Surveyor introduced the report and drew Members' attention to the key points.

The Chairman confirmed that funding had been agreed in principle by the Resource Allocation Sub Committee, and that there were some risks around the project which would be scrutinised in full at the next stage of the project.

**RESOLVED** – That the Projects Sub Committee:

1. Agree that a budget of **£145,000** is approved to carry out more detailed surveys to prepare the M&E design and tender documents to reach the next Gateway;
2. Note the total estimated cost of the project of £1,145,000 (excluding risk);
3. Note that there is a Costed Risk of **£180,000** (post-mitigation);
4. Note that the total estimated cost of the project is **£1,325,000** (including risk); and
5. Note that 'in principle' central funding from City Fund reserves was agreed as part of the 2020/21 annual capital bids, together with an element of funding recoverable from the Finsbury Business Centre (elements that additionally benefit FBC) – giving a total funding envelope of £1,630,073.

10. **GATEWAY 2 - GEORGE ELLISTON AND ERIC WILKINS HOUSES - REFURBISHMENT**

The Sub Committee considered a report of the Director of Community and Children's Services concerning a project for whole building refurbishment of George Elliston and Eric Wilkins Houses. The Director of Community and Children's Services introduced the report and drew Members' attention to the key points, also confirming that the project was fully funded via Housing Revenue Account (HRA).

**RESOLVED** – That the Projects Sub Committee:

1. Agree that a budget of £200,000 is approved to cover fees and staff costs to reach the next Gateway (£150,000 for consultant fees and £50,000 for staff costs);
2. Note the total estimated cost of the project at **£3,706,200** (excluding risk); and
3. Note that no Costed Risk Provision is required and to note the risk register appended to the report.

11. **GATEWAY 3 - WEST SMITHFIELD AREA PUBLIC REALM AND TRANSPORTATION PROJECT**

The Sub Committee considered a Gateway 3 report of the Director of the Built Environment on a project to provide new public spaces and improved environment in West Smithfield in line with the planned implementation of Culture Mile, the City Transportation Strategy, the opening of Crossrail stations in Farringdon and Farringdon East and the anticipated major increase number of visitors in the area. The Director of the Built Environment introduced the report and drew Members' attention to the key points. The Sub Committee noted that the project would be funded from the On Street Parking Reserve (OSPR).

The Chairman commented that the proposals were part of a wider programme and represented a direction of travel, and that the next steps would be to engage with stakeholders. Several key risks had been identified and a detailed risk register was requested at the next stage of the project for the Sub Committee's scrutiny. The Sub Committee noted that the project was not dependent on the Museum of London relocation project, as there were several factors driving the need to improve public realm in the area.

**RESOLVED** – That the Projects Sub Committee:

1. Endorse the attached RIBA Stage 2 draft Concept Design and vision statement for the West Smithfield area;
2. Agree to progress the Developed Design (to RIBA Stage 3) for Area 1, engagement and supporting work as set out in this report;

3. Agree to further develop Options 1-3 presented in this report, associated with transport and public realm changes in Area 1, for Member decision on a preferred option at Gateway 4;
4. Agree that the Museum of London S278 works be incorporated into the design and delivery of Area 1;
5. Agree that additional budget of £565,014 is approved to reach the next Gateway;
6. Agree that £134,986 underspent from the current budget allocation is carried forward to be used on this next stage of the project;
7. Note that a report to initiate a developed design for Area 2 will be brought to Committee once greater certainty is available on uses and timing of the redevelopment of the Central Markets buildings;
8. Note the revised project budget of £1,280,014 (excluding risk); and
9. Note the total estimated cost of the project at £12m (excluding risk).

12. **GATEWAY 6 - LONDON BRIDGE WATERPROOFING AND BEARINGS REPLACEMENT**

The Sub Committee considered a report of the Director of the Built Environment concerning the London Bridge Waterproofing and Bearings Replacement project. The Chairman commented that the project had been successful despite having been undertaken throughout lockdown, and thanked officers for their work.

**RESOLVED** – That the Projects Sub Committee:

- a) Approve closing the project, providing the final account is agreed within £2,626,000;
- b) Delegated authority is given to the Chief Officer to agree a settlement of disputed items, if this becomes necessary; and
- c) Delegated authority is given to the Chief Officer to use released but unspent CRP allocation (up to £61,000) to settle, if this becomes necessary.

13. **GATEWAY 6 - ST. ALPHAGE GARDENS ENHANCEMENT**

The Sub Committee considered a report of the Director of the Built Environment concerning the St. Alphage Gardens Enhancement project.

**RESOLVED** – That the Projects Sub Committee:

- a) Approve the content of this outcome report, and
- b) Agree to close this project.

14. **GATEWAY 2 - FLEET STREET AND TEMPLE HEALTHY STREETS PLAN**

The Sub Committee considered a Gateway 2 report of the Director of the Built Environment concerning the Fleet Street and Temple Healthy Streets Plan. The Director of the Built Environment introduced the report and drew Members' attention to the key points.

In response to questions from Members, the Director of the Built Environment advised that engagement would be undertaken with Ward and local Members, and that officers would engage closely with Westminster to ensure the project harmonised with the significant works at Aldwych. The project would also be aligned with the Central Criminal Courts project, and officers were collecting feedback on changes made arising from the impact of COVID-19, and would assess how this interacted with the overall project.

**RESOLVED** – That the Projects Sub Committee:

1. Agree that budget of £87,200 is approved to reach the next Gateway;
2. Note the total estimated cost of the project at £255,006.20 (excluding risk); and
3. Approve the eastern extension of the Healthy Streets Plan boundary to align with the Fleet Street Partnership area boundary.

15. **COMBINED PRE-GATEWAY 5 PROJECT CLOSURES**

The Sub Committee considered a report of the Town Clerk setting out a number of projects that had not yet reached Gateway 5 of the City's Project Procedure and were no longer being progressed. It was therefore recommended that Members approve that the projects be closed. The Chairman introduced the item and advised that the closures should be scrutinised on behalf of Service Committees. The closures would result in significant sunk costs and the Sub Committee should ensure that all closures were for the right reasons, particularly where significant amounts had been spent.

The Director of the Built Environment then explained the background of the Fleet Street Corridor and Bus Reliability Schemes, which had incurred significant costs, setting out the reasons behind the pausing and subsequent proposed closure of the projects, as well as the learning points.

The Chairman commented that the lessons learned were key, and advised that a number of the projects recommended for closure were historic. The Chairman added that projects were now more tightly initiated and managed, which along with changes to procedure around policy and finance should ensure that there should be far fewer projects closed with the loss of sunk funds.

**RESOLVED** – That the Projects Sub Committee consider and approve all listed projects for closure.

16. **REVIEW AND PRIORITISATION OF RING-FENCED S106 DEPOSITS**  
The Sub Committee considered a report of the Director of the Built Environment seeking approval for a further allocation of ring-fenced S106 funds, consistent with previous Member approvals and corporate priorities.

**RESOLVED** – That the Projects Sub Committee:

- i. Authorise the allocation of £1.48M in ring-fenced S106 funding outlined in this report; and
- ii. Note that a further report is planned in 2021 with information on the remaining unallocated S106 deposits.

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**

There were no items of urgent business.

19. **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.

<b>Item No.</b>	<b>Paragraph No</b>
20 - 31	3
32 - 33	-

20. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 30 November 2020 be approved as an accurate record.

21. **NON-PUBLIC ACTIONS**

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

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

The City Surveyor provided an COVID-19 update regarding the Property Projects Group.

23. **GATEWAY 5 - DRON HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**

The Sub Committee considered a report of the Director of Community and Children's Services.

24. **GATEWAY 2 - EXPANSION OF CLSG PREP INTO (CO-ED) JUNIOR SCHOOL ON SATELLITE SITE**

The Sub Committee considered a report of the Headmistress of the City of London School for Girls.



25. **GATEWAY 6 - ALDGATE (PORTSOKEN) PAVILION**  
The Sub Committee considered a report of the City Surveyor.
26. **GATEWAY 3/4 - WALBROOK WHARF DEPOT - REPLACEMENT OF MECHANICAL AND ELECTRICAL SERVICES**  
The Sub Committee considered a report of the City Surveyor.
27. **GATEWAY 1-4 - CRITICAL IT SECURITY WORKS**  
The Sub Committee considered a report of the Chamberlain.
28. **DELEGATED AUTHORITY REQUEST - SYDENHAM HILL REDEVELOPMENT, LEWISHAM, SE26 6ND**  
The Sub Committee considered a report of the City Surveyor.
29. **DELEGATED AUTHORITY REQUEST - BRIDGE HOUSE ESTATES - CANDLEWICK HOUSE, 116-126 CANNON STREET, LONDON, EC4 - REFURBISHMENT AND EXTENSION - TO FOLLOW**  
The report was withdrawn.
30. **DELEGATED AUTHORITY REQUEST - BRIDGE HOUSE ESTATES - TOWER CHAMBERS, 74 MOORGATE, LONDON, EC4 - REFURBISHMENT AND EXTENSION - TO FOLLOW**  
The report was withdrawn.
31. **PORTFOLIO OVERVIEW**  
The Sub Committee received a report of the Town Clerk.
32. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were no questions.
33. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB-COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There was one item of other business.

**The meeting ended at 12.33 pm**

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Chairman

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