

## **Appendix 1: Project Cover Sheet**

### **[1] Ownership & Status**

**UPI:** 11695

**Core Project Name:** 100 Minorities (Phase One) 278 highway works. Phase Two of the project covers S106 enhancement works.

**Project Manager:** Leila Ben-Hassel

**Definition of need:** highway works are necessary to enable the successful integration of the new development into the highway

**Expected timeframe for the project delivery:** Start on site spring 2021 (estimated 3 month works programme)

**Are we on track for completing the project against the expected timeframe for project delivery?** Y

Programme and cost including costed risk to be reset by Issues Report February 2021

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**

No

### **[2] Finance and Costed Risk**

**Headline Financial, Scope and Design Changes:**

**'Project Proposal' G2 report (as approved February 2016)**

**Phases One and Two**

- Total Estimated Cost (excluding risk): £500k - £2m (Phases One and Two)
- Resources to reach next Gateway (excluding risk): £90k (Phases One and Two)
- Spend to date: N/A
- Estimated Programme Dates: In accordance with development programme

*Scope/Design Change and Impact: N/A*

**'Authority to start Work' G5 report (as approved by PSC: December 2017)**

**Phase One**

Total Estimated Cost (excluding risk): £486,319

- Spend to date: £33,090
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme (estimated as 2018 at the time)

*Scope/Design Change and Impact: None*

## Appendix 2: Costed Risk Register

### City of London: Projects Procedure Corporate Risks Register

Project name: 100 Minorities - S278 Works

Unique project identifier: 11695

Total est cost (exc risk) £510236

Corporate Risk Matrix score table

<b>PM's overall risk rating</b> <b>Avg risk pre-mitigation</b> <b>Avg risk post-mitigation</b> <b>Red risks (open)</b> <b>Amber risks (open)</b> <b>Green risks (open)</b>	<b>Medium</b>	Minor impact	Serious impact	Major impact	Extreme impact	
	7.2	Likely	4	8	16	32
	4.2	Possible	3	6	12	24
	1	Unlikely	2	4	8	16
	2	Rare	1	2	4	8

<b>Costed risks identified (All)</b>	£68,000.00	13%	<i>Costed risk as % of total estimated cost of project</i>	
<b>Costed risk pre-mitigation (open)</b>	£68,000.00	13%		" "
<b>Costed risk post-mitigation (open)</b>	£68,000.00	13%		" "
<b>Costed Risk Provision requested</b>	£68,000.00	13%		<i>CRP as % of total estimated cost of project</i>

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	0	0.0	£0.00	0	0	0
(2) Financial	4	7.0	£68,000.00	1	1	2
(3) Reputation	0	0.0	£0.00	0	0	0
(4) Contractual/Partnership	1	8.0	£0.00	0	1	0
(5) H&S/Wellbeing	0	0.0	£0.00	0	0	0
(6) Safeguarding	0	0.0	£0.00	0	0	0
(7) Innovation	0	0.0	£0.00	0	0	0
(8) Technology	0	0.0	£0.00	0	0	0
(9) Environmental	0	0.0	£0.00	0	0	0
(10) Physical	0	0.0	£0.00	0	0	0

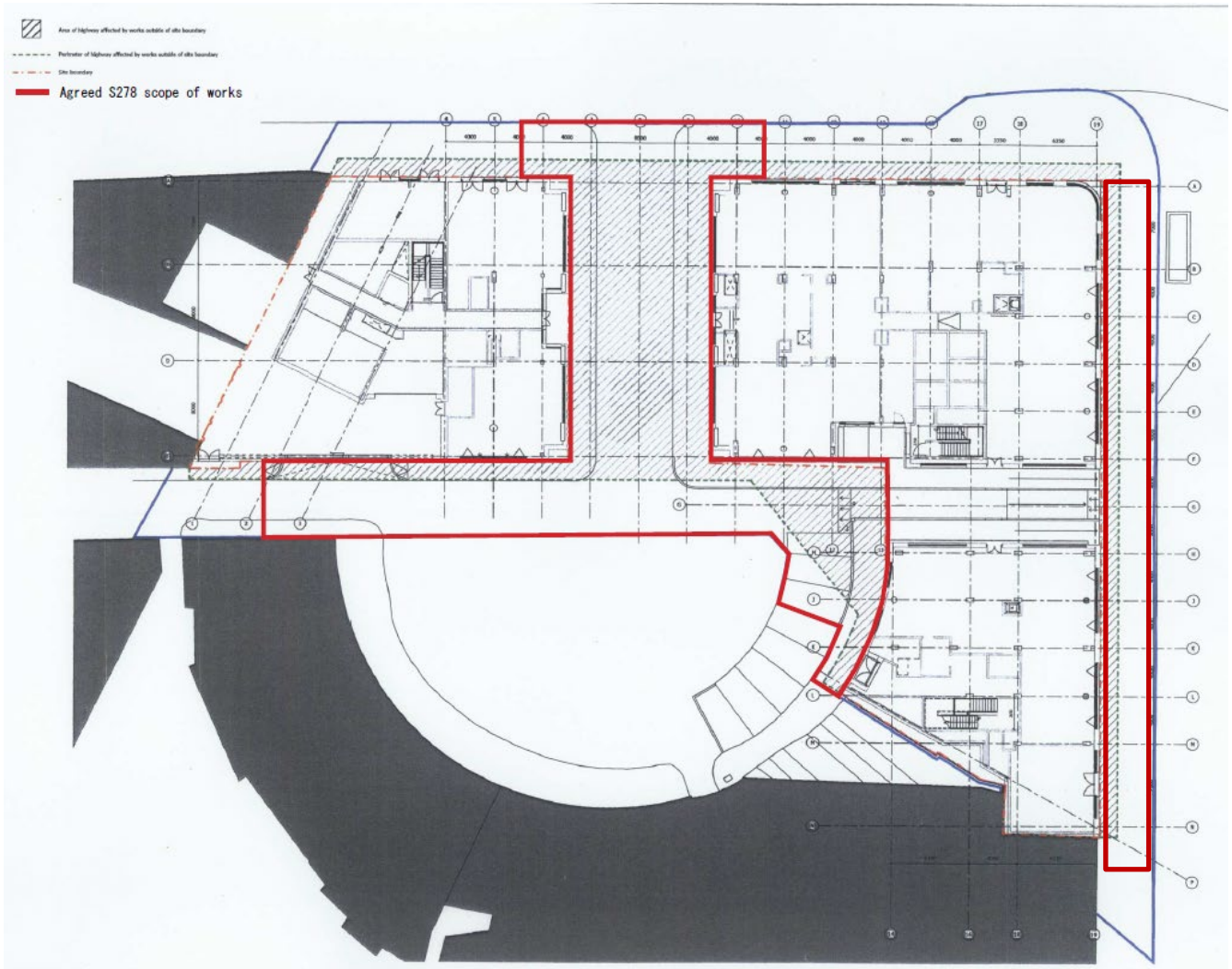
<b>Issues (open)</b> <b>All Issues</b>  <b>Cost to resolve all issues (on completion)</b>	0	<b>Open Issues</b> <b>All Issues</b>  <b>Total CRP used to date</b>	Extreme	Major	Serious	Minor
	0		0	0	0	0
	£0.00		0	0	0	0

City of London: Projects Procedure Corporate Risks Register

Project Name: <b>100 Minorities - S278 Works</b>		PM's overall risk rating: <b>Medium</b>	CRP requested this gateway: <b>£ 68,000</b>	Average unmitigated risk: <b>7.2</b>	Open Risks: <b>5</b>
Unique project identifier: <b>11695</b>		Total estimated cost (exc risk): <b>£ 510,236</b>	Total CRP used to date: <b>£ -</b>	Average mitigated risk score: <b>4.2</b>	Closed Risks: <b>0</b>

General risk classification													Mitigation actions										Ownership & Action			
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issue	Comment(s)			
R1	5	(2) Financial	London Underground advised the City that the construction exclusion zone requiring hand tools only may be applied to the whole of the construction site	This would impact the project costs in terms of higher supervision cost (staff time) and construction costs. It would also impact the programme requiring extended hours to minimise programme impact	Likely	Major	16	£56,000.00	Y - for costed impact post-mitigation	A - Very Confident	The GS budget sought includes a fee to cover cost of a TL advisor - officers will liaise closely and share construction methods with the end to reduce the exclusion zone to minimum required	£0.00	Possible	Serious	£56,000.00	6	£0.00	Evidence from TL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/21	Leila Ben-Hassel	Neil Blackson					
R2	5	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2	£12,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	All information on the site have been sought from developer who undertook extensive excavation - the works will not be in depth so the risk is minor of finding archaeology but because previous excavations did find some, it is best to factor this risk	£0.00	Unlikely	Minor	£12,000.00	2	£0.00	Evidence from TL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/21	Leila Ben-Hassel	Leila Ben-Hassel		the funds would cover the cost of archaeology watching brief and additional staff costs that may be required if any archaeology is found on site			
R3	5	(4) Contractual/Partnership	New owner does not agree S278	The new owner is currently in breach of planning conditions as they started occupying parts of the building without the S278 agreement being completed. If they do not sign the agreement, legal advice would need to be sought and the project would be put back on hold.	Unlikely	Major	8	£0.00	N		Officers have negotiated design details to address level issues and project costs falling closely with the new owner. Officers are confident that the owner will sign the agreement.	£0.00	Unlikely	Major	£0.00	8	£0.00		29/01/21	Leila Ben-Hassel	Leila Ben-Hassel					
R4	5	(2) Financial	Works costs exceed budget due to underground utilities	Underground utilities costs could escalate and impact the overall budget	Possible	Serious	6	£0.00			Investigations and surveys have been undertaken and a lot of information on underground structures (gathered during construction) from the owner's project team has been shared with City officers. These have informed the design development and cost estimation. The project manager will monitor cost closely in liaison with the construction manager to ensure the project stays within budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00									
R5	5	(2) Financial	Cost escalation due to Brexit	Brexit can impact sourcing and costs of materials which would impact the project's budget and programme	Unlikely	Serious	4	£0.00			The City's term contractor has managed that risk closely by ensuring enough stock of materials for projects. This risk is expected to be minimum	£0.00	Possible	Minor	£0.00	3	£0.00									
R6							£0.00					£0.00			£0.00		£0.00									
R7							£0.00					£0.00			£0.00		£0.00									
R8							£0.00					£0.00			£0.00		£0.00									
R9							£0.00					£0.00			£0.00		£0.00									
R10							£0.00					£0.00			£0.00		£0.00									
R11							£0.00					£0.00			£0.00		£0.00									
R12							£0.00					£0.00			£0.00		£0.00									
R13							£0.00					£0.00			£0.00		£0.00									
R14							£0.00					£0.00			£0.00		£0.00									
R15							£0.00					£0.00			£0.00		£0.00									
R16							£0.00					£0.00			£0.00		£0.00									
R17							£0.00					£0.00			£0.00		£0.00									
R18							£0.00					£0.00			£0.00		£0.00									
R19							£0.00					£0.00			£0.00		£0.00									
R20							£0.00					£0.00			£0.00		£0.00									
R21							£0.00					£0.00			£0.00		£0.00									
R22							£0.00					£0.00			£0.00		£0.00									
R23							£0.00					£0.00			£0.00		£0.00									
R24							£0.00					£0.00			£0.00		£0.00									
R25							£0.00					£0.00			£0.00		£0.00									
R26							£0.00					£0.00			£0.00		£0.00									
R27							£0.00					£0.00			£0.00		£0.00									
R28							£0.00					£0.00			£0.00		£0.00									
R29							£0.00					£0.00			£0.00		£0.00									
R30							£0.00					£0.00			£0.00		£0.00									
R31							£0.00					£0.00			£0.00		£0.00									
R32							£0.00					£0.00			£0.00		£0.00									
R33							£0.00					£0.00			£0.00		£0.00									
R34							£0.00					£0.00			£0.00		£0.00									
R35							£0.00					£0.00			£0.00		£0.00									
R36							£0.00					£0.00			£0.00		£0.00									
R37							£0.00					£0.00			£0.00		£0.00									
R38							£0.00					£0.00			£0.00		£0.00									
R39							£0.00					£0.00			£0.00		£0.00									
R40							£0.00					£0.00			£0.00		£0.00									

### **Appendix 3: S278 plan as agreed with developer**



## Appendix 4: Revised Budget Breakdown and variances:

Item	Current approved budget G5 (£)	Revised (£)**
<b>Works</b>		
Preliminaries and site clearance	20,746	15,838
Earthworks	27,000	21,964
Hard landscaping	210,534	231,416
Traffic signs and road markings	10,802	17,377
Lighting***	15,000	0
Drainage and service ducts	18,042	16,323
Utilities related works	45,000	45,000
Weekend working	0	18,500
<b>Works total</b>	<b>347,124</b>	<b>347,918</b>
<b>Maintenance</b>		
Maintenance (20 years - Highways)*	6,830	19,795
<b>Maintenance total</b>	<b>6,830</b>	<b>19,795</b>
<b>Fees</b>		
Design consultant****	7,875	0
Utilities related fees	15,000	10,000
Traffic orders and permits related costs	8,400	29,500
TfL lane rental*****	25,000	0
TfL Advice - supervision fee	0	10,000
<b>Fees total</b>	<b>56,275</b>	<b>49,500</b>
<b>Staff costs</b>		
Highways staff costs (Design)	0	21,560
Highways staff costs (Works supervision)	26,000	40,000
P&T staff costs (Project Management)	17,000	31,463
<b>Staff costs total</b>	<b>43,000</b>	<b>93,023</b>
<b>Total S278 Works implementation costs</b>	<b>453,229</b>	<b>510,236</b>

\* Maintenance costs estimated based on Col Highways commuted sum calculator for maintenance of granite setts, mastic and recessed covers over 20 year period.

\*\* revised costs based on updated design, updated term contractor schedule of rates and current material costs

\*\*\* Some architectural lighting was originally proposed to match lighting design of Crescent (Ph2 - S106 Public Realm Enhancements) but since excluded from scope as sufficient highways lighting provided from hotel facades as per CoL specifications

\*\*\*\* all construction package design work will now be done in house - design work included in Highways Staff costs budget

\*\*\*\*\* Alternative construction approach defined to avoid need to close Minorities (TfL road)

# Appendix 5: London Underground plan

