

OPERATIONAL PROPERTY AND PROJECTS SUB COMMITTEE
Wednesday, 20 July 2022

Minutes of the meeting of the Operational Property and Projects Sub Committee held at Committee Rooms, West Wing, Guildhall on Wednesday, 20 July 2022 at 1.45 pm

Present

Members:

Alderman Timothy Hailes (Chair)
Deputy Rehana Ameer (Deputy Chair)
Deputy Randall Anderson
Deputy Michael Cassidy
Deputy Christopher Hayward
Deputy Shravan Joshi
Deputy Edward Lord
Anett Rideg

Officers:

Sarah Baker	- Chief Operating Officer's Department
Rohit Paul	- Chief Operating Officer's Department
Jason Hayes	- Community and Children's Services
Ian Hughes	- Environment Department
Tom Noble	- Environment Department
Ola Obadara	- City Surveyor's Department
Andrew Thwaites	- Open Spaces Department
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chief Operating Officer's Department
John Galvin	- City Surveyor's Department
Alistair Cook	- City of London Police
Joseph Anstee	- Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Deputy Keith Bottomley and Paul Martinelli.

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

There were no declarations.

3. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on 21 June 2022 be agreed as a correct record.

4. **PRESENTATION - PROJECT GOVERNANCE**

The Chair advised that the presentation would be deferred in order that two proposals regarding projects could be considered by the Sub Committee.

The Chair advised that arising from concerns regarding the Gateway process and Project Procedure, he felt it was an appropriate time to undertake a review in order to assess processes both outside of and towards committee meetings. The Chair advised that he would seek delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to commission the review, which would be undertaken via a proper process, seeking the approval of the Policy & Resources Committee and engaging external assistance as appropriate.

A Member commented that they agreed with the Chair's analysis and that a review was desirable and necessary, the process having grown in an uncontrolled way. The Member added that capital outlay and investment should be for the benefit of the community, and that the process should encourage applications for smaller asks, but in as efficient a way as possible. The Member then gave his support to the wider projects procedure review. Another Member added that it seemed an appropriate moment to undertake this work and commended the leadership in tackling the matter.

The Chair advised that even with the full effect of increased delegation to officers as part of the interim project governance arrangements, thirteen decision items would still have been on the agenda for the meeting, and therefore delegation to officers could go further. The Chair added that the review must involve officers, and that there were positive elements of the existing arrangements that could be taken forward. Arising from the discussion, the Sub Committee endorsed the wider projects review and agreed to delegate authority for this to be actioned.

Secondly, the Chair proposed that arising from decisions taken at the previous day's Resource Allocation Sub Committee meeting, all Gateway reports up to Gateway 5 on the agenda should be deferred, with authority delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the reports following a cost-based review of individual items. The Chair added that depending on the status of the project, officers should need to either submit re-costed proposals taking inflationary pressures into account, along with proposed mitigants, or submit a clear exposition of whether they were statutory or obligatory requirements or whether they were desirable rather than essential – along with the same costing analysis, and an assessment of breakage cost if the project were terminated.

The Chair commented that he felt this could be done in parallel with the wider projects review, and that this should not be considered a cancellation of any project. However, refreshed reports with the information requested would be required before projects could be progressed.

A Member commented that they supported this action, but queried the timescales of the pause and whether it might lead to a lengthening of the pipeline. The Chair responded that there was no reason decisions could not be taken quickly if the right information were provided. The Chair added that there would never be a perfect time to undertake this type of action, given that there would always be projects in flight, and that decisions requiring faster approval

could be prioritised or expedited if needed. A Member commented that some projects may cost more to pause or stop than to complete and asked that this be taken into account.

RESOLVED – That the Operational Property and Projects Sub Committee:

- i) Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair, to commission a review of the Gateway process and Projects Procedure;
- ii) Agree to defer decisions on all Gateway 1-5 project reports, with authority delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree these reports pending approval to proceed with the project arising from the agreed capital programme review.

5. **GATEWAY 1-5 - CEMETARY EXCAVATOR REPORT**

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

6. **GATEWAY 3 ISSUE - MANSION HOUSE STATION ENVIRONS - LITTLE TRINITY LANE PUBLIC REALM ENHANCEMENTS**

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

7. **GATEWAY 3-4 - LONDON WALL CAR PARK JOINTS AND WATERPROOFING**

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

8. **GATEWAY 4 ISSUE - CITY CLUSTER - WELLBEING AND CLIMATE RESILIENCE PROGRAMME: GREEN STREETS PROJECT**

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

9. **GATEWAY 4C-5 - MOOR LANE ENVIRONMENTAL ENHANCEMENTS**

RESOLVED – That authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chair, to agree the report pending approval to proceed with the project arising from the agreed capital programme review.

10. **GATEWAY 6 - 150 BISHOPSGATE**

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment regarding the 150 Bishopsgate project. The Chief Operating Officer confirmed that no additional funding would be required to close the project.

RESOLVED – That the Operational Property and Projects Sub Committee:

- i) Approve the content of this report and agree to close this project once the outstanding actions referred to in section 12 are complete;
- ii) Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 4;
- iii) Authorise the transfer of any underspend to the Jubilee Gardens project budget, part of the City Cluster Vision Wellbeing and Climate Change Resilience programme, subject to the developer's agreement (and any necessary agreements), or if the developer does not agree the transfer of underspend, authorise return of unused funds to the developer, including any accrued interest as per the S278 agreement.

11. GATEWAY 6 - BERNARD MORGAN HOUSE PUBLIC REALM

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment regarding the project to deliver public realm enhancements in the area surrounding the new development at Bernard Morgan House. The Chief Operating Officer confirmed that no additional funding would be required to close the project. The Sub Committee noted that Members had received representations from a member of the public regarding the project. The Executive Director of Environment confirmed that a direct response to the correspondent had been provided regarding their concerns.

A Member advised that they had recently visited the site, and that the work deserved commendation. However, there were issues with the surrounding area such as paving requiring improvement, and the Member asked that this be looked at. Another Member commented that a complaint had been received in respect of a related matter and that any response should be co-ordinated between the Sub Committee and the Planning & Transportation Committee.

RESOLVED – That the Operational Property and Projects Sub Committee:

- i) Approve the content of this report and agree to close this project;
- ii) Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 4;
- iii) Authorise to use a portion of unspent funds (£15,000) for improvements to the north footway in Fann Street between Viscount Street and Golden Lane; and
- iv) Authorise the return of any underspend to the owner or their successor in title following finalisation of the account.

12. GATEWAY 6 - KENLEY REVIVAL PROJECT. A NATIONAL LOTTERY HERITAGE FUND (FORMERLY HLF) FUNDED PROJECT

The Sub Committee considered a Gateway 6 report of the Executive Director of Environment regarding the Kenley Revival Project. The Chief Operating Officer confirmed that no additional funding would be required to close the project. In

response to a question from the Chair, the Director of Open Spaces outlined the lessons learned from the project and clarified the central funding commitment during the project.

RESOLVED – That the Operational Property and Projects Sub Committee:

- 1) Agree that the positive balance in the project's capital budget of £30,666.41 be transferred to the West Wickham and Coulsdon Commons local risk budget as a reserve to contribute towards ongoing maintenance costs; and
- 2) Approve closure of the project.

13. **'INTERIM' POLICE CAPITAL LOAN-FUNDING REQUIREMENT, 22/23***

The Sub Committee received a report of the Commissioner of Police regarding the 2022/23 interim police capital loan-funding requirement.

RESOLVED – That the report be noted.

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

The Sub Committee received a report of the Executive Director of Environment regarding the West Smithfield Area Public Realm and Transportation project. In response to a question from a Member, the Executive Director of Environment advised that further formal consultation on the project was planned and officers would ensure this was properly advertised.

RESOLVED – That the report be noted.

15. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - JUNE 2022 UPDATE***

The Sub Committee received a report of the City Surveyor providing a quarterly update on the management of risks within the City Surveyor's Department.

RESOLVED – That the report be noted.

16. **CITY SURVEYOR'S BUSINESS PLAN 2021-26 QUARTER 4 2021/22 UPDATE***

The Sub Committee received a report of the City Surveyor providing details of progress in quarter 4 (January to March) 2021/22 against the 2021-26 Business Plan.

RESOLVED – That the report be noted.

17. **2021/22 ENERGY & DECARBONISATION PERFORMANCE Q4 UPDATE FOR THE OPERATIONAL PORTFOLIO***

The Sub Committee received a report of the City Surveyor presenting the 2021/22 Quarter 4 energy performance for CoL operational sites.

RESOLVED – That the report be noted.

18. **CAS NZ1, NZ3 AND RS3 WORKSTREAM UPDATE FOR THE OPERATIONAL PORTFOLIO***

The Sub Committee received a report of the City Surveyor presenting an update on the key actions of the operational buildings workstreams as part of the Climate Action Strategy (CAS).

RESOLVED – That the report be noted.

19. **MEES COMPLIANCE STRATEGY FOR OPERATIONAL BUILDINGS***

The Sub Committee received a report of the City Surveyor regarding the Operational Property portfolio's compliance with Minimum Energy Efficiency Standard (MEES) regulations.

RESOLVED – That the report and the number of properties without a valid EPC be noted.

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

There were no questions.

21. **ANY OTHER BUSINESS THE CHAIR CONSIDERS URGENT**

In addition to the reviews around the projects aspect of the Sub Committee's remit, the Chair advised that he had asked for a list of all operational properties and some information in respect of them such as vacancy and occupancy rates, and maintenance records, which would be circulated to Members of the Sub Committee after the meeting. The Chair added that the Sub Committee had responsibility for efficient management of the portfolio, and that they would need to consider all options to achieve this, including disposal. The Chair suggested that following the summer recess, the Sub Committee review the portfolio in conjunction with service committees to assess the use of these assets and their cost.

A Member commented that there had not been enough action in respect of maintenance, with numerous examples of overdue work going back over 20 years, which now had significant costs attached to them. The Member added that there was too much desire to hold on to ineffectual property, and a closer look and consideration of all options was required. Another Member commented that whilst they disagreed with the principle of disposal, it was right for the Sub Committee to review the operational property portfolio, and suggested that authority be sought from the Policy & Resources Committee or Court of Common Council for the Sub Committee to take required action.

The Chair advised that he would undertake sufficient fact-finding with a view to collecting enough detail and a breakdown of financial information such as cost and bow wave, and would seek any clarification required on governance mechanisms by which to resolve disputes.

22. **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.

Item No.	Paragraph No.
24-30, 32-34	3
31, 35	3,7
36-41	3
42	4
43-44	-
45	1,2,4

23. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 21 June 2022 be agreed as a correct record.

24. **INTEGRATED FACILITIES MANAGEMENT FRAMEWORK AWARD REPORT**

The Sub Committee considered a report of the City Surveyor.

25. **CITY ASSESSMENT CENTRE**

The Sub Committee considered a report of the Chief Operating Officer.

26. **GATEWAY 1-5 - CITY OF LONDON POLICE VEHICLE FLEET IMPROVEMENT PROGRAMME 2022/23**

The Sub Committee considered a report of the Commissioner of Police.

27. **GATEWAY 1-5 - CITY OF LONDON POLICE - HORSEBOX REPLACEMENT PROJECT 2022/23**

The Sub Committee considered a report of the Commissioner of Police.

28. **GATEWAY 2 - WALBROOK WHARF FEASIBILITY 2027 AND BEYOND**

The Sub Committee considered a report of the City Surveyor and the Executive Director of Environment.

29. **GATEWAY 2 - CENTRAL CRIMINAL COURT - CELL AREA DUCTING AND EXTRACT SYSTEM BALANCING**

The Sub Committee considered a report of the City Surveyor.

30. **GATEWAY 3 - BARBICAN FIRE SAFETY AND BARBICAN/GSMD CONFINED SPACES**

The Sub Committee considered a report of the City Surveyor.

31. **GATEWAY 3/4 - IN-CAR AUDIO-VISUAL**

The Sub Committee considered a report of the Commissioner of Police.

32. **GATEWAY 3/4 - REFURBISHMENT/EXTENSION OF: THE COURTYARD - 1 ALFRED PLACE, W1**
The Sub Committee considered a report of the City Surveyor.
33. **GATEWAY 4C - BARBICAN PODIUM WATERPROOFING, DRAINAGE AND LANDSCAPING WORKS (BEN JONSON, BRETON & CROMWELL HIGHWALK) PHASE 2 – 1ST PRIORITY ZONE**
The Sub Committee received a report of the Executive Director, Community and Children's Services.
34. **GATEWAY 4C - GUILDHALL COOLING PLANT REPLACEMENT**
The Sub Committee considered a report of the City Surveyor.
35. **GATEWAY 5 - BISHOPSGATE ARMOURY PROJECT**
The Sub Committee considered a report of the Commissioner of the City of London Police.
36. **GATEWAY 5 - WINDSOR HOUSE WINDOW REPLACEMENT AND COMMON PARTS REDECORATIONS**
The Sub Committee considered a report of the Executive Director, Community and Children's Services.
37. **GATEWAY 5 - YORK WAY ESTATE PROVISION OF SOCIAL HOUSING**
The Sub Committee considered a report of the Executive Director, Community and Children's Services.
38. **GATEWAY 5 ISSUE - INSTALLATION OF SPRINKLERS IN SOCIAL HOUSING BLOCKS**
The Sub Committee considered a report of the Executive Director, Community and Children's Services.
39. **DELEGATED AUTHORITY REQUEST - CITY FUND - REFURBISHMENT/EXTENSION OF 6 BROAD STREET PLACE AND 15-17 ELDON STREET**
The Sub Committee considered a report of the City Surveyor.
40. **DELEGATED AUTHORITY REQUEST - ASSESSMENT CENTRE FOR ROUGH SLEEPERS**
The Sub Committee considered a report of the Executive Director, Community and Children's Services, and the City Surveyor.
41. **CITY'S ESTATE & CITY FUND 21/22 CYCLICAL WORKS REVENUE OUTTURN REPORT***
The Sub Committee received a report of the City Surveyor.
42. **GATEWAY 5 PROGRESS - BARKING REACH POWER STATION - SITE REMEDIATION PROJECT***
The Sub Committee received a report of the City Surveyor.

43. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

44. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no other business.

The Chair thanked officers for their attendance and asked those not presenting a confidential item to withdraw before the Sub Committee moved into confidential session.

45. CITY SURVEYOR'S DEPARTMENT - TOM

The Sub Committee considered a report of the City Surveyor.

The meeting ended at 2.37 pm

Chair

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