



## **Streets and Walkways Sub (Planning and Transportation) Committee**

### **Appendices Pack**

**Date:** MONDAY, 22 JULY 2019

**Time:** 10.30 am

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**4. BANK ON SAFETY (IMPLEMENTATION OF ENHANCEMENT WORK)**

**For Decision**  
(Pages 1 - 24)

**5. BEECH STREET: TRANSPORT AND PUBLIC REALM IMPROVEMENTS**

**For Decision**  
(Pages 25 - 38)

**6. MOORGATE CROSSRAIL URBAN INTEGRATION**

**For Decision**  
(Pages 39 - 58)

**7. CITY CLUSTER AND FENCHURCH STREET AREA PROGRAMME REPORT**

Appendices 2 and 3 are contained within the main pack

**For Decision**  
(Pages 59 - 66)

**8. SHOE LANE QUARTER PHASE 2 - PUBLIC REALM ENHANCEMENTS (LONDON DEVELOPMENT S278) - ISSUE REPORT**

**For Decision**  
(Pages 67 - 72)

**9. MIDDLESEX STREET AREA ENHANCEMENT PHASE 2: PETTICOAT LANE MARKET IMPROVEMENTS AND PUBLIC REALM**

**For Decision**  
(Pages 73 - 84)

10. **CITY CYCLEWAYS PROGRAMME (PHASES 1, 2 AND 3)**

**For Decision**  
(Pages 85 - 92)

12. **CITY TRANSPORTATION GATEWAY 6 CONSOLIDATION REPORT**

**For Decision**  
(Pages 93 - 102)

13. **CITY TRANSPORTATION GATEWAY 6 CONSOLIDATION REPORT**

**For Decision**  
(Pages 103 - 120)

14. **DOCKLESS CYCLE HIRE UPDATE**

**For Information**  
(Pages 121 - 124)

15. **REVIEW OF PROJECTS WITHIN THE BUILT ENVIRONMENT DIRECTORATE**

**For Information**  
(Pages 125 - 136)

**John Barradell**  
**Town Clerk and Chief Executive**



# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 11599      **Report Date:** 19/07 and 22/07 2019  
**Core Project Name:** Bank Junction Interim Safety Scheme (Bank on Safety)  
**Programme Affiliation:** Bank Junction Improvements Project (All Change at Bank)  
**Project Manager:** Gillian Howard  
**Next Gateway to be passed:** Options Appraisal and Authority to Start Work (Regular) (July 2019)

## [2] Project Brief

**Project Mission statement:** To improve safety and reduce casualties at Bank Junction ahead of the original longer-term project delivery (which was scheduled for completion by 2021 – now 2022).

**Definition of need:** Heightened Member and public concerns regarding how dangerous the junction was following a fatality in 2015. It was not acceptable to wait to deliver a safety improvement as part of the overall holistic project which was not planned to deliver change until 2021, now 2022.

### Key measures of success:

- 1) A significant safety improvement at Bank (minimum 25%)
- 2) Maintain access for deliveries
- 3) Improve Air Quality at Bank – and not make the wider monitoring area worse
- 4) Not unreasonably impact on traffic flow, whilst preferably improving bus journey times.

## [3] Highlights

### Finance:

**Total anticipated cost to deliver [£]:** 1,823,291  
**Contingency Approved (unadjusted) [£]:**33,000 (£13,549 was returned to the Projects sub contingency fund)  
**Total potential project liability (cost + contingency) [£]:**1,823,291  
**Contingency used [£]:**19,322  
**Total anticipated on-going commitment post-delivery [£]:** Annual cost for enforcement cameras which will be met out of the On-Street Parking account  
**Programme Affiliation [£]:** (up to) £19.5 million combined with Bank Junction improvements project

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£1,423,658	£398,716	£1,822,374
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£1,423,658	£1,822,374	£398,716
[G] Spend to Date	[H] Anticipated future budget requests	

£1,411,553	None anticipated.
------------	-------------------

*\*Contingency when realised and used is expected to be included here*

#### **Headline Financial changes:**

##### **Since 'Project Proposal' (G2) report:**

◀▶ £120,000 was approved of an estimated £500,000 project in December 2015.

Increased approved budget to £387,100 approved in Sept 16.

##### **Since 'Options Appraisal and Design' (G3-4) report:**

▲◀▶▼ No G3 report

##### **Since 'Authority to start Work' (G5) report:**

▲ a G4/5 approved December 2016 – Approved budget £1,179,100

*Further increase requested to £1,368,207 in September 2017 to cover additional staff costs*

*An additional £33,000 was agreed from the Project Sub contingency in February 2018 to complete an additional piece of work. This giving a total current approved budget of 1,401,207*

*An additional £36,000 was agreed in September 2018 to investigate "Phase 2" of improvement works following the experiment being made permanent. This took the total budget to £1,437,207 (working budget of 1,423,658 once unused contingency returned)*

##### **Since 'Options Appraisal and Design' Phase 2 (G4) report:**

▲ an additional £399,633 is requested within the G4&5 report.

#### **Project Status:**

**Overall RAG rating:** Green

**Previous RAG rating:** Green

#### **[4] Member Decisions and Delegated Authority**

The Court of Common Council, on 13<sup>th</sup> September 2018, decided to make the Bank on Safety experimental scheme permanent.

Streets and Walkways had approved Officers to "investigate additional measures to further improve compliance, behaviour and performance in the vicinity of the junction" in July 2018. This work is labelled Phase 2.

In early April 2019, Resource Allocation Sub-Committee and the Policy and Resource Committee then approved the recommendation to allocate £400,000 to the construction of the scheme.

#### **[5] Narrative and change**

##### **Date and type of last report:**

03 July 2018 Issues report (Streets and Walkways Sub Committee followed by Planning and Transportation and Projects Sub Committee. To be heard by Policy and Resources and Court of Common Council)

A further progress report was also provided on the scope of the "phase 2" works following a request at Streets and Walkways in July, the report was circulated for information in September.

**Key headline updates and change since last report.**

The experiment has been made permanent and £400,000 has been pre-allocated to the construction of an interim scheme in the Chamberlains April report to P&R.

**Headline Scope/Design changes, reasons why, impact of change:****Since 'Project Proposal' (G2) report:**

n/a

**Since 'Options Appraisal and Design' (G3-4 report):**

n/a

**Since 'Authority to Start Work' (G5) report:**

No significant design change since G4/5 report in December 2016 to the final decision in September 2018

Post September 2018 phase 2 design work undertaken and presented in a G4&5 report June 2019. Includes options for improving pedestrian comfort levels, shortening crossing distances and helps to reduce the opportunity for pedestrian and cycle conflicts as an interim step towards achieving the long-term vision at Bank. Additional Design Measures have also been included.

**Timetable and Milestones:**

**Expected timeframe for the project delivery:** November 2018 (experiment ends)

**Milestones:**

- |   |
|---|
| 1) Court of Common Council Decision September 2018 (met)  |
| 2) Outline improvements to the Bank on Safety scheme, if approved, to improve behaviour and compliance in January/February 2019 (not met) |
| 3) NEW:   |
| 4) G4&5 report submitted for approval for the improvements submitted in summer 2019   |
| 5) NEW  |
| 6) Implementation of improvements complete by Spring 2020   |

**Are we on track for this stage of the project against the plan/major milestones?** N

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

We are approximately 6 months behind our previous milestones.

**Risks and Issues****Top 3 risks:**

<i>Risk description</i>	<ul style="list-style-type: none"> <li>• <b>The pre-allocated budget amount</b> – Should project costs increase, descopeing of the project would be required to maintain delivery within the budget.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Construction delays</b> – If elements of the construction phase take longer than planned, costs would increase accordingly.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Road network access and TfL Approvals</b> - With Bank junction still being used to reduce the traffic impacts of other work in the City, access to do work there could be difficult. Also, any construction plans will need to account for the</li> </ul>

	nine bus routes and be approved by TfL via its TMAN processes.
--	--

**Top 3 issues realised:** with the experiment concluding there are no current issues.

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

The Bank on Safety scheme has generated a reasonable amount of media, both positive and negative, locally and nationally. The most popular piece focuses on the generation of Penalty Charge Notices at the Junction. This money is ring fenced for Transport Improvements under the terms of the On-Street Parking Reserve. Most media cover the PCN story with the reasons for the scheme; largely they are quite balanced pieces.

There has also been a lot of public interest which is largely positive and encourages the City to go further. Conversely there is some public response regarding the restrictions on taxis across the junction and that this should be relaxed.

City of London: Projects Procedure Corporate Risks Register

Project Name: <b>Bank on Safety</b>			PM's Overall risk rating: <b>Medium</b>		Costed risk provision requested: <b>£ -</b>		Average unmitigated risk <b>4.7</b>		Open Risks <b>23</b>										
Unique project identifier: <b>11599</b>		Lifetime total budget estimate: <b>£ 400,000</b>									Average mitigated risk score <b>2.1</b>		Closed Risks <b>0</b>						
General risk classification										Mitigation actions						Ownership & Action			
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	Risk score	Costed impact (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on after mitigation	Impact Classification after mitigation	Costed impact after mitigation (£)	Mitigated Risk score	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to issues
R1	(3) Reputation	External events and/ or occurrences impact on project plans	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed	Unlikely	Minor	2	£0.00		B – Fairly Confident	* Regular contact with the Events, Mansion House and Network Coordination teams * liaison with emergency planning team	£0.00	Rare	Minor	£0.00	1	04/06/2019		Gillian Howard	
R2	(4) Legal/ Statutory	Issues or delays in any required consents such as planning permissions, third party consents, TMO, TMAN, Permits, etc	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, TIL, etc; its likely the project may suffer from some form of unplanned delay or additional work.	Possible	Serious	6	£0.00		B – Fairly Confident	* Regular meetings with TfL Network Performance and City Network Coordination teams to fully understand their consent requirements	£0.00	Possible	Minor	£0.00	3	04/06/2019		Gillian Howard	
R3	(4) Legal/ Statutory	Equalities act related issues, including EQIA.	Should a EQIA be required and it hasn't been planned for, or more work is required to deal with the arising issues from a planned EQIA or other aspects of the Equality Act, additional resources would be required to accommodate.	Rare	Serious	2	£0.00		B – Fairly Confident	* EQIA Test of Relevance has already been approved to say that the project does not require a full EQIA * Regular inspection of site during works to ensure that any temporary measures are as compliant as possible, or alternatives are considered	£0.00	Rare	Minor	£0.00	1	04/06/2019		Gillian Howard	
R4	(4) Legal/ Statutory	Issue(s) with external engagement and buy-in	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Possible	Minor	3	£0.00		A – Very Confident	* Stakeholder engagement overall at Bank has been in progress for a long time so a lot of background information is already known. * The interim scheme would not require a consultation so the risk is minimal. However, there could be some construction disruption so stakeholders may object to this and require either further engagement or alterations to the construction phasing plans.	£0.00	Rare	Minor	£0.00	1	04/06/2019		Gillian Howard	
R5	(4) Legal/ Statutory	Issue(s) with internal engagement and buy-in	Further time and therefore resource may be required if planned engagement work with internal stakeholders didn't go as planned.	Unlikely	Serious	4	£0.00		B – Fairly Confident	* Assess the objective benefits of the scheme after construction as per the G4/5 report Success Criteria * Various options have been put will be put to Members as part of the G4/5 report	£0.00	Rare	Minor	£0.00	1	04/06/2019		Gillian Howard	

R6	(2) Financial	Funding constraint/ condition implications	Further resources may be required to identify additional funding or make alternative arrangements if constraints/ conditions that came with existing funding were originally unforeseen, unanticipated or have subsequently changed.	Possible	Major	12	£0.00	B – Fairly Confident	* Track and locate other possible additional funding streams. * In co-operation with City Highways staff, strive to make efficiency savings where possible during construction.	£0.00	Possible	Serious	£0.00	6	04/06/2019	Gillian Howard	
R7	(2) Financial	Internal Governance and requirements impact on project delivery	Given that the Corporation's internal governance and committee structure can be complex, additional resources may be required to facilitate any unplanned work.	Possible	Minor	3	£0.00	A – Very Confident	* Follow all internal guidance and requirements. * Forward plan any required reporting, and allocate specific tasks to team members within this task. * Ensure G4/5 report contains recommendations for delegated authority to mitigate against possible delays in approvals.	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R8	(2) Financial	Procurement procedures impact on project delivery	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.	Unlikely	Minor	2	£0.00	A – Very Confident	* Confirm that the existing JB Riney Highways contract can accommodate the value of work via the P14 form consultation process	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R9	(2) Financial	Project supplier delays, productivity or resource issues impact on the project	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason. This may involve re-tendering work if an existing supplier is unable to deliver.	Unlikely	Serious	4	£0.00	B – Fairly Confident	* Confirm via City Highways staff that the JB Riney and their contractors are able to resource the project in addition to the construction pack process * Ensure appropriate internal resource planning for the projected life of the construction phase.	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R10	(6) Objectives	Changing internal aspirations or requirements that impact on a project, including those arising from political drivers.	Any change away from the agreed baseline in any respect by either officers or members may result in additional resources being required to account for the change.	Possible	Serious	6	£0.00	B – Fairly Confident	* G4/5 report is to contain all the possible viable options for Members to debate and choose from, along with the Officers' recommendation.	£0.00	Unlikely	Minor	£0.00	2	04/06/2019	Gillian Howard	
R11	(6) Objectives	Accessibility and/ or security concerns lead to project change	Further changes to the project's design and scope may be required if accessibility concerns are raised.	Rare	Serious	2	£0.00	B – Fairly Confident	* On-going dialogue with the Security workstream * Regular inspections of site during construction in regards to accessibility	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R12	(1) Service Delivery/ Performance	Inaccurate or incomplete project estimates, including cost increases from delays	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall.	Possible	Major	12	£0.00	B – Fairly Confident	* On-going reassessment of the G4/5 estimated costs in an effort to make early identification of any items going overbudget.	£0.00	Possible	Serious	£0.00	6	04/06/2019	Gillian Howard	
R13	(1) Service Delivery/ Performance	Modelling issues (results and implications, issues with the delivery, buy-in, required returns, etc)	Modelling can play a major role in defining a project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify.	Possible	Serious	6	£0.00	B – Fairly Confident	* Following G4/5 approvals, engage with TTL as soon as possible in regards to getting the already-existing modelling results formally approved. Provisional agreement already exists based on this information.	£0.00	Unlikely	Minor	£0.00	2	04/06/2019	Gillian Howard	
R14	(1) Service Delivery/ Performance	Utility and utility survey issues	At the earlier stages of a project, delays could occur which result in unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Unlikely	Serious	4	£0.00	B – Fairly Confident	* Outside of the standard project processes, regular conversations with the Network Coordination team will help to identify if any utility companies wish to enter the site before, during or after construction.	£0.00	Unlikely	Minor	£0.00	2	04/06/2019	Gillian Howard	

R15	(1) Service Delivery/ Performance	TfL Signals (single supplier)	Any delays or issues with required signal work can result in impacts on project delivery, whether they be time or cost	Possible	Major	12	£0.00	B – Fairly Confident	* TfL signals team need to be instructed to proceed as soon as possible after G4/5 to maintain the programme * Regular meetings with the TfL signals team would be prudent to deal with any potential design and installation issues	£0.00	Possible	Minor	£0.00	3	04/06/2019	Gillian Howard	
R16	(1) Service Delivery/ Performance	Network accessibility before and during construction	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Major	12	£0.00	B – Fairly Confident	* Regular discussions with the Network Coordination team, especially in regards to utility works in the area.	£0.00	Possible	Serious	£0.00	6	04/06/2019	Gillian Howard	
R17	(1) Service Delivery/ Performance	Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Unlikely	Serious	4	£0.00	B – Fairly Confident	* Assessment of whether to undertake further survey work could be undertaken if through worthwhile during the detailed design process.	£0.00	Unlikely	Minor	£0.00	2	04/06/2019	Gillian Howard	
R18	(1) Service Delivery/ Performance	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned. Also, they may change their requirements for a project.	Possible	Minor	3	£0.00	B – Fairly Confident	* The project is looking to maintain access for buses through the junction where possible. Regular engagement via the TfL Network Performance team will enable required discussions to take place as required.	£0.00	Unlikely	Minor	£0.00	2	04/06/2019	Gillian Howard	
R19	(1) Service Delivery/ Performance	LUL engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with LUL didn't go as planned. Also, they may change their requirements for a project.	Rare	Serious	2	£0.00	B – Fairly Confident	* LUL have already been engaged and a quote received for their supervision. Forward engagement with them should be planned as project plans become further confirmed.	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R20	(5) Safety/ Health	Accident during construction	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Minor	1	£0.00	A – Very Confident	* Regular site inspections with the Principal Designer * Construction phase plan to consider utilising quieter times of day for potentially more dangerous elements of the work	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R21	(5) Safety/ Health	Roles and responsibilities under CDM	Further resources may be required if there is any confusion or problems allocating roles or responsibilities under CDM regulations	Rare	Minor	1	£0.00	A – Very Confident	* Follow standard City process	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R22	(6) Objectives	Post scheme monitoring identifies required changes	Further changes to the project's design and scope may be required if benefits are realised or an element of the design doesn't operate as envisaged	Rare	Serious	2	£0.00	B – Fairly Confident	* Scheme doesn't fundamentally change the way the junction operates but its possible that the behaviour of those passing through the junction may alter in an unexpected way. Early informal monitoring as sections of the scheme complete could offer possible insights into how behaviours will change following scheme completion	£0.00	Rare	Minor	£0.00	1	04/06/2019	Gillian Howard	
R23	(2) Financial	Future maintenance requirements inadequately planned for or require amendment	Future maintenance costs may exceed those budgeted and therefore further funding may be required.	Possible	Minor	3	£0.00	B – Fairly Confident	* As the project is proposed to use temporary materials, their durability will require monitoring post completion.	£0.00	Possible	Minor	£0.00	3	04/06/2019	Gillian Howard	

This page is intentionally left blank



## Appendix 3



### PT4 - Committee Procurement Report

*This document is to be used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.*

#### Introduction

Author:	Sohail Khan/ Michael Harrington		
Project Title:	Bank Junction Improvement: Interim Scheme		
Summary of Goods or Services to be sourced			
The latest Gateway 4&5 report seeks approval to progress the design of an interim scheme at Bank through to construction that would see the footways expanded in temporary materials plus the possible installation of further restricted zone markers on the approach arms and surfaces treatments across the pedestrian crossings.			
Contract Duration:	12 months	Contract Value:	approx. £330k
Stakeholder information			
Project Lead & Contract Manager: Gillian Howard		Category Manager: Michael Harrington	Lead Department: Built Environment
Other Contact		Department	
Daniel Laybourn		Built Environment	

#### Specification Overview

<b>Summary of the Specification:</b> <ul style="list-style-type: none"> <li>To implement the design</li> </ul>
<b>Project Objectives:</b> <ul style="list-style-type: none"> <li>Reduce casualties</li> <li>Improve air quality</li> <li>Improve pedestrian comfort levels</li> <li>Improve compliance</li> </ul>

#### Customer Requirements

<b>Target completion date</b>	01/04/2020	<b>Target Contract award date</b>	08/08/2019
<b>Are there any time constraints which need to be taken into consideration?</b> This is scheme is in response to the need to provide safety benefits in advance of the overall scheme – this is to be delivered in 12 months of the Target Contract award date.			

<b>Efficiencies Target with supporting information</b>
1. Speed to market by going through the JB Riney framework will save time and overhead costs. 2. Project objectives are to encourage the use of SME's as part of the supply chain. Overall decision and discretion will lie with the City of London Project team.

#### City of London Initiatives

<b>How will the Procurement meet the City of London's Obligation to Adhere to the Corporation Social Responsibility:</b>  CSR matters will be considered in the selection and evaluation process to the extent advised by City Responsible Procurement provisions at the point of engaging with the market.  The City will be making the junction safer for venerable users, whilst reducing pollution at the junction.
<b>Take into account the London Living Wage (LLW):</b> In comply in line with LLW Policy.
<b>Consideration for Small to Medium Enterprises (SME):</b> J B Riney are required to consider SME's as part of their supply chain. The scope and value of the work provides an opportunity to SME's to be considered.
<b>Other:</b>

## Procurement Strategy Options

<b>Option 1:</b> Award to JB Riney as part of the Highways Term Maintenance Contract
<b>Advantages to this Option:</b> Time to market Retention of knowledge Within scope of agreement Offers value for money in comparison to existing frameworks such as LOHAC Minimising procurement process costs to a single procedure Minimises the risk of any challenge to award
<b>Disadvantages to this Option:</b> Potential to over burden JB Riney with additional project works
<b>Please highlight any possible risks associated with this option:</b> Development of strategy more than 12 months prior to commencement doesn't consider any changes in the market or performance of the supplier.

## Procurement Route Procurement Route Options

<b>Option 1: Tender Process -</b>
<b>Advantages to this Option:</b> <ul style="list-style-type: none"><li>• Established and auditable process</li><li>• Established regulatory process aimed at securing a best and final offer at tender stage</li><li>• Encourages SME's to apply</li></ul>
<b>Disadvantages to this Option:</b> <ul style="list-style-type: none"><li>• Tender submission in the first instance is on a best and final offer basis.</li><li>• A Longer procurement lead time</li><li>• Existing knowledge lost</li></ul>
<b>Please highlight any possible risks associated with this option:</b> <ul style="list-style-type: none"><li>• Ensuring there is an effective and compliant mechanism for differentiating between stronger and weaker submissions.</li></ul>

<b>City Procurement team recommended option</b>
It is recommended that these works are awarded to JB Riney under the Highways Term Maintenance Contract. It should be noted that the annual contract value is £10m; As of 1st April 2016 JB Riney have been awarded purchases orders to the value of £290,000 award of these works will take this value up to £390,000. The works are considered urgent, and there is a viable framework agreement in place to call off from.

## Sign Off

<b>Date of Report:</b>	28/05/2019
<b>Reviewed By:</b>	Gillian Howard
<b>Department:</b>	Department of Built Environment
<b>Reviewed By:</b>	Michael Harrington
<b>Department:</b>	Chamberlain's Department

## Appendix 4a – Financial Information (All Options)

	<b><u>Recommended Option</u></b>			<b>Over project budget</b>
	Option 1A - Full Scheme in concrete Paving. 52% increase in footway space.	Option 2A - Partial 3-arm Scheme in concrete. 39% increase in footway space.	Option 2B - Partial 3-arm Scheme in yorkstone Paving. 39% increase in footway space.	<i>Option 1B - Full Scheme in yorkstone Paving. 52% increase in footway space</i>
Environmental Services Staff Fees (Highways)	£40,000	£30,000	£30,000	<i>£40,000</i>
Planning & Transportation Staff Fees	£40,400	£40,400	£40,400	<i>£40,400</i>
Fees (as detailed within the report)	£38,000	£38,000	£38,000	<i>£38,000</i>
Works (including TfL Signals and Utilities)	£280,316	£223,800	£265,797	<i>£337,491</i>
<b>Total</b>	<b>£398,716</b>	<b>£332,200</b>	<b>£374,197</b>	<b><i>£455,891</i></b>

This page is intentionally left blank

**Appendix 4b** – additional design measures with base option.

	Base cost		Red Enforcement gateway	Buff Pedestrian crossing	Pedestrian crossing boarder
Option 1A	£ 398,716	£ 411,216	£ 423,716	£ 432,716	
Option 2A	£ 332,200	£ 344,700	£ 357,200	£ 366,200	
Option 2B	£ 374,197	£ 386,697	£ 399,197	£ 408,197	

The above table illustrates the additional design measures which could be delivered (green) depending upon the base option chosen.

Those shaded Red (with white text) are the combinations that would exceed the budget.

If option 1A can be delivered more quickly and therefore at a reduced cost, some of the additional design measures may be affordable.

This page is intentionally left blank

## Appendix 5 – All Options Benefit Matrix Table

<b>KEY</b> ✓✓✓✓ Very Positive ✓✓✓ Positive ✓✓ Slightly Positive - Neutral ✖✖ Slightly Negative ✖✖✖ Negative ✖✖✖✖ Very Negative	<b>Recommended Option</b> Option 1A - Full Scheme in concrete Paving. 52% increase in footway space.	<b>Option 2A</b> - Partial 3-arm Scheme in concrete. 39% increase in footway space.	<b>Option 2B</b> - Partial 3-arm Scheme in yorkstone Paving. 39% increase in footway space.	<b>Over project budget</b> Option 1B - Full Scheme in yorkstone Paving. 52% increase in footway space.
Total Estimated Cost (inclusive of all costs)	£399,633	£326,336	£373,373	£463,670
Reduced Pedestrian & Cycle Conflict	✓✓✓	✓✓	✓✓	✓✓✓
Improved Pedestrian Comfort levels	✓✓✓	✓✓	✓✓	✓✓✓
Improved Pedestrian and cycle compliance & Behaviour at pedestrian crossing points and throughout the junction	✓✓	✓✓	✓✓	✓✓
<b>Total Score (out of 12)</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>8</b>


This page is intentionally left blank

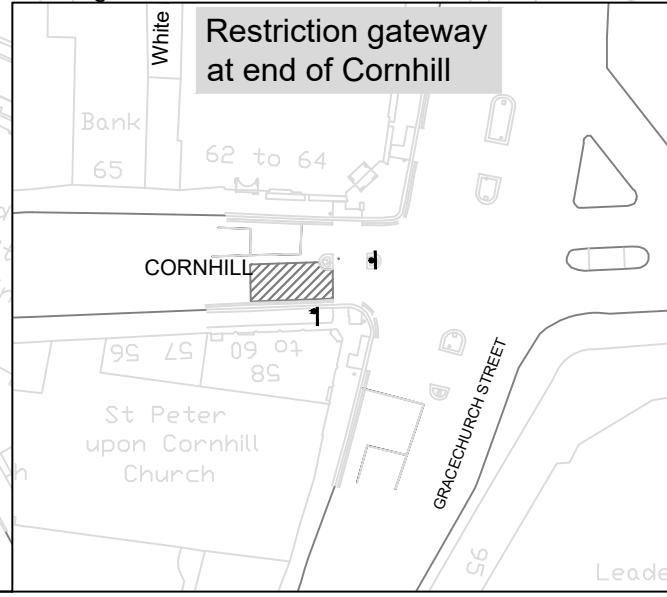


# Appendix 6: Options 1A (and 1B) 'Full scheme Plan



- Key**
- New kerb line
  - New white line marking
  - New stick down marking to mimic three rows of granite setts
  - New raised feature in carriageway
  - Bank Junction traffic restriction sign
  - Existing traffic island to be removed
  - New removable Island
  - New permanent Island
  - Existing footway at junction
  - Proposed new areas of footway
  - New buff colour antiskid surface treatment
  - New buff colour antiskid surface treatment

Rev No.	Date	Description	By
Revision			
PROJECT:			
<div>BANK JUNCTION</div> <div>PEDESTRIAN IMPROVEMENTS</div>			
TITLE:			
<div>PROPOSED LAYOUT</div>			
CLIENT:			
<div>HIGHWAY DESIGN</div> <div>AND CONSTRUCTION</div>			<div></div> <div>CITY</div> <div>OF</div> <div>LONDON</div>
<div>DEPARTMENT OF THE BUILT ENVIRONMENT</div> <div>PO Box 270</div> <div>GUILDHALL</div> <div>LONDON</div> <div>EC2P 2EJ</div> <div>TEL: 020 7606 3030</div>			
Sheet:		THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2018. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2018.	
SHEET 1 of 1			
Date:			
Feb 19			
Designed by:			
BB			
Checked by:			
Scale & Drawing Size:		Drawing No:	
1:750@A3		100/16100335/PLWC	
Revision:			
--			




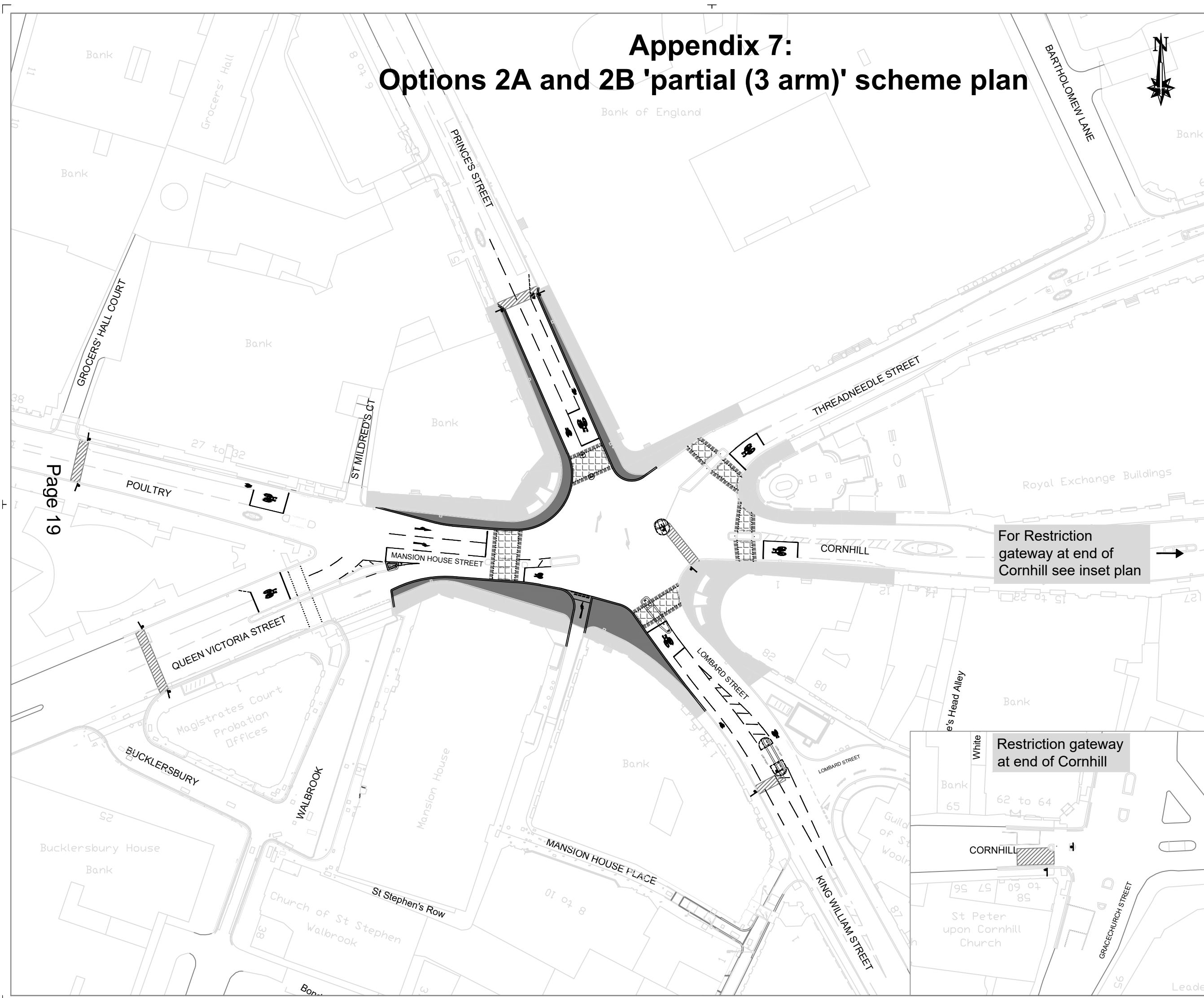
This page is intentionally left blank

# Appendix 7: Options 2A and 2B 'partial (3 arm)' scheme plan



- Key**
- New kerb line
  - New white line marking
  - New stick down marking to mimic three rows of granite setts
  - New raised feature in carriageway
  - Bank Junction traffic restriction sign
  - Existing traffic island to be removed
  - New removable Island
  - New permanent Island
  - Existing footway at junction
  - Proposed new areas of footway
  - New buff colour antiskid surface treatment
  - New buff colour antiskid surface treatment

Rev No.	Date	Description	By
Revision			
PROJECT: <b>BANK JUNCTION PEDESTRIAN IMPROVEMENTS</b>			
TITLE: <b>PROPOSED LAYOUT PARTIAL WORKS</b>			
CLIENT: <b>HIGHWAY DESIGN AND CONSTRUCTION</b> <small>DEPARTMENT OF THE BUILT ENVIRONMENT PO Box 270 GUILDHALL LONDON EC2P 2EJ TEL: 020 7606 3030</small>			
 <b>CITY OF LONDON</b>			
Sheet: <b>SHEET 1 of 1</b>		THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2016. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2018.	
Date: <b>Feb 19</b>		Designed by: <b>BB</b>	
Checked by:		Scale & Drawing Size: <b>1:750@A3</b>	
Revision: <b>--</b>		Drawing No: <b>100/16100335/PLPW</b>	

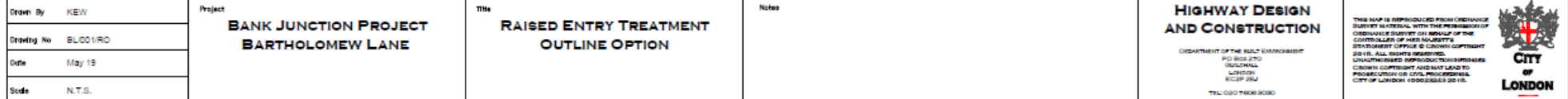


For Restriction gateway at end of Cornhill see inset plan

Restriction gateway at end of Cornhill

This page is intentionally left blank

## Page 21



This page is intentionally left blank



## Appendix 9 – Pedestrian Crossing Visualisation

*Shown in the image below is the proposed pedestrian crossing buff surfacing and the bordering 'brickwork' white lining patterning.*



This page is intentionally left blank



## Project Coversheet

### [1] Ownership

**Unique Project Identifier:** 10847

**Core Project Name:** Beech Street Transport and Public Realm Improvements

**Programme Affiliation** (if applicable): Beech Street Transformation

**Project Manager:** Aldo Strydom

**Next Gateway to be passed:** Gateway 4/5

### [2] Project Brief

**Project Description:** The Project will address air quality issues by reducing traffic that pass through the covered roadway. At the same time, it aims to deliver a vibrant street with a high-quality public realm at the centre of Culture Mile.

**Definition of need:**

- The adopted 2015 Local Plan, policy CS5 supports the further improvement of the Barbican area as a cultural quarter;
- The Barbican Area Strategy and Culture Mile Look and Feel Strategy identifies the need for infrastructure improvements in Beech Street

**Key measures of success:**

- |   |
|---|
| 1) Reduction in through traffic along Beech Street          |
| 2) Air quality improvements (reduction in NO <sub>2</sub> ) |
| 3) Vast improvement to quality of the public realm          |

### [3] Progress Status

**Expected timeframe for the project delivery:** 2018–2022

**Key Milestones:** Interim scheme – early 2020; Permanent scheme - 2022

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

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?** No

### [4] Finance and Costed Risk

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

**Since G1/2 report:**

- Total Estimated Cost (excluding risk): £120,525
- Costed Risk Against the Project: 0

*Scope/Design Change and Impact: Additional scope, including extensive traffic modelling*

**Since G3 issues report (PSC Approval 22/03/19):**

- Total Estimated Cost (excluding risk): £12M–£15M
- Resources to reach next Gateway (excluding risk)
- Spend to date: £370,287
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0

*Scope/Design Change and Impact: Request to increase project scope to investigate feasibility of a two-way closure.*

**Total anticipated on-going commitment post-delivery [£]:** additional maintenance liabilities unknown until the design is complete and approved

**Programme Affiliation [£]:** unknown

**Top risk:**

<i>Risk description</i>	<i>Objection to the scheme from TfL or Islington, due to unacceptable traffic impacts on the road network</i>
-------------------------	---

**Top issue realised:**

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Extensive traffic modelling	An independent traffic modelling expert has since been procured to offer impartial professional advice on the procurement of a traffic modelling team and engagement with TfL	£40,000

**[5} Member Decisions and Delegated Authority**

Members of Policy and Resources Committee approved the Vision for Beech Street in an update report on 7 June 2018. This report set out the principle that traffic needs to be removed or reduced in Beech Street as part of the Transformation programme.

The only matter of Delegated Authority relates to the Director for Built Environment being able to move funds between individual line items with no change to the overall budget or project scope.

Members of the Port Health and Environmental Services Committee have requested that the potential for air quality to be improved on Beech Street by investigating the feasibility of restricting traffic to Ultra Low Emission vehicles (ULEVs).

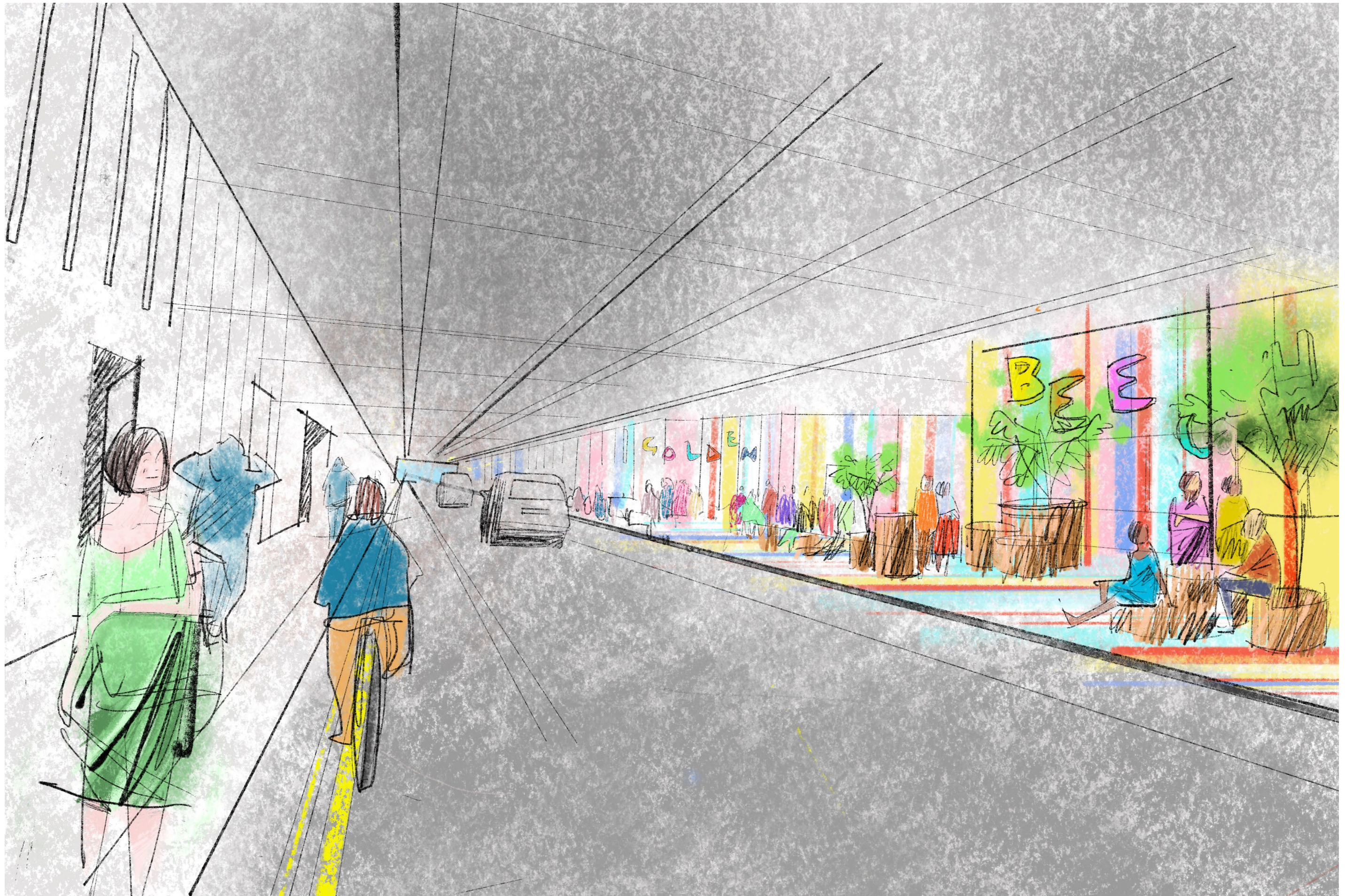
A subsequent Issue Report for the Transport and Public Realm project was presented at the Streets and Walkways Sub-Committee meeting in July 2018, recommending that the eastbound closure be further developed. Members however recommended that the report be withdrawn, and officers investigate options for further traffic modelling.

Following this, an Issue report was considered at the September 2018 committee cycle. Members from the Streets and Walkways Sub-Committee approved this report with the following resolutions of note:

5. Approve further development of the feasibility of Option 1 (Beech Street closed to eastbound traffic) and Option 2 (Beech Street closed to westbound traffic);
6. Approve an increase in the scope of the project (requested by the Port Health & Environmental Services Committee) to investigate the feasibility of introducing Ultra-Low Emission Vehicle restrictions in Beech Street;
11. Ask that officers explore ways to accelerate the project where appropriate, and that officers update Members on the project at each meeting of the Streets & Walkways Sub-Committee.

An Issue Report was considered at the February 2019 Committee cycle where Members approved the project objectives and agreed that a two-closure be added to the scope of investigations.















## **Appendix 2: Work to Date and Findings**

### **Statutory approvals process and findings**

1. Beech Street is located in close proximity to London Wall and Moorgate, both of which form part of the Strategic Road Network (SRN). As per the previous Issues Report presented in March 2019, as the “local traffic authority” the Corporation is required to submit a notification under the Traffic Management Act 2004 (TMAN) to TfL, if a project is likely to affect the SRN, TfL Road Network, (TLRN) or bus operations.
2. Officers have been working closely with TfL in assessing the impact of the vehicle restriction options for Beech Street. Strategic modelling for the various closure scenarios is now practically complete with the following options tested against future predicted vehicle flows (2021) to determine the expected traffic reassignment of the following:
  - a. eastbound closure
  - b. westbound closure
  - c. two-way closure. \*

\* Due to the low volumes of ULEV/ZEZ compliant vehicles, at ~4%, this scenario has been modelled as a full two-way traffic closure

3. The modelling has confirmed that all three of the closure options will have an impact on traffic along London Wall, Aldersgate Street and Moorgate, as well as affect bus operations. Traffic will also reassign to neighbouring streets within Islington, most notably Old Street and Fortune Street/Whitecross Street – both of which are alternative east–west connections (to Beech Street).
4. To determine the impact (of a project affecting the SRN) on journey times and congestion, traffic authorities in London follow TfL’s Traffic Model Auditing Process (MAP), which usually takes between 18–24 months. One advantage of this process is that it enables the surrounding network of traffic signals to be adjusted to reduce the amount of traffic congestion. This process needs to be completed, in addition with other activities such as consultation with affected stakeholders (i.e. LB Islington and local businesses), before approval is granted via the TMAN process.
5. Officers have however been able to negotiate with TfL that an eastbound closure may be progressed by following a streamlined version of the MAP process due to the smaller traffic reassignment this causes.
6. Based on the findings to date, approval for an eastbound “interim” closure is likely to be forthcoming in a quicker timeframe than either a westbound or two-way closure/Zero Emission street restriction and is an opportunity to deliver some of the project objectives in a shorter timeframe. Officers are however continuing to engage with TfL at various levels in exploring ways of accelerating the project in alternative approaches.
7. Restricting eastbound traffic for the full length of Beech Street is likely to cause additional traffic on Fortune Street (located in Islington), as vehicles travelling south along Golden Lane will no longer be able to turn left onto Beech Street and will instead turn left onto Fortune Street. Officers meet regularly with counterparts from LB Islington and have discussed the likely need for a mitigating scheme along Fortune Street.
8. LB Islington are generally supportive of the City’s approach and both organisations will continue to work together to deliver both the Beech Street project and Islington’s Old Street Clerkenwell Road scheme. TfL have also expressed high level support for the

interim scheme, and officers continue to work closely with TfL also. A monitoring strategy for the scheme is currently being worked up.

9. The interim scheme (i.e. Phase 1) would be delivered using an experimental traffic order, with monitoring undertaken to measure outcomes against the project objectives.
10. Traffic modelling work to develop the “long-term” scheme for a westbound closure or two-way closure will continue (Phase 2).

#### Air quality and bus services

11. Air quality modelling is currently being undertaken to determine what the air quality benefits (and disbenefits) will be for the various closure scenarios. The outcomes will be communicated in next the Gateway Report.
12. The route 153 bus which travels along Beech Street is a zero-emission bus. For the eastbound interim scheme, there is the option of either retaining or rerouting the service (via London Wall). However, rerouting the bus would be a lengthy process and is expected to take around 9–12 months to implement.
13. Rerouting the bus away from Beech Street increases the scope to widen footways and improve pedestrian comfort and the public realm. Officers are therefore continuing to liaise with TfL about the possibility of rerouting bus route 153 which will create opportunities for closing Beech Street to (all) through traffic in both directions. Surveys and user data have shown that this part of the route is lightly used, with boarding and alighting figures of less than one passenger per service for most of the day. This data is summarised in the tables below.

**Table 1: Average weekday bus patronage – Bus stop BN (eastbound direction)**

Period	Passengers alighting	Passengers boarding	Occupancy
AM (08:00–09:00)	0.1	0.7	6.4
Interpeak (12:00–13:00)	0.0	1.0	2.2
PM (17:00–18:00)	0.3	1.0	4.9
		Average	4.5

**Table 2: Average weekday bus patronage – Bus stop BM (westbound direction)**

Period	Passengers alighting	Passengers boarding	Occupancy
AM (08:00–09:00)	0.5	0.2	3.7
Interpeak (12:00–13:00)	0.8	0.0	1.9
PM (17:00–18:00)	1.3	0.0	3.8
		Average	3.1

14. Street user perception surveys have been undertaken in July. These results will be presented as part of the evidence base of use and reliance on the current bus route.

Alternative closure process

15. Officers have endeavoured to identify an alternative process for closing Beech Street to through traffic quickly and have considered the possible implications of seeking a traffic order closing all or part of Beech Street without completing the TMAN process as required by TfL. This is not recommended due to the requirements of the decision-making framework, as follows:
- d. A full or partial closure of Beech Street will require a traffic order, which must be consulted on. Neighbouring authorities likely to be affected must be consulted. Objections from all stakeholders must be carefully evaluated (sometimes involving an Inquiry)
  - e. In making traffic orders and carrying out its traffic authority responsibilities, the City Corporation has duties to secure the expeditious, safe and convenient movement of traffic (having regard to effect on amenities) (S.122 Road Traffic Regulation Act 1984), and to secure the efficient use of the road network, avoiding congestion and disruption (S.16 Traffic Management Act 2004). These duties require the impacts of proposals to be fully understood and mitigated. The TMAN process has been put in place by TfL to ensure that the impacts on traffic movements on strategic roads can be properly assessed, and therefore that the decision-making process is robust.
  - f. Officers do not recommend proceeding with implementing any form of vehicle restriction before completing the TMAN process, as successful completion of this process helps to ensure compliance with the traffic authority duties outlined above.

Public Realm and Culture Mile considerations

16. Beech Street sits at the heart of Culture Mile and is part of the 'culture spine' identified in both the Culture Mile Look And Feel Strategy as well as the 'content principles' that are applied across the Culture Mile. The street links key cultural institutions such as the Barbican with the Guildhall School Of Music & Drama and proposed Museum Of London at Smithfield.
17. The covered roadway is a widely recognised, significant architectural feature in the area, but also one that is problematic particularly in terms of air quality, appearance and pedestrian experience.
18. Opportunities created through an interim scheme could see a temporary public realm commission that would be aligned with the programme of 'Look and Feel Experiments'. An opportunity therefore exists to significantly change public perceptions of the covered roadway, of Culture Mile and of the City's approach to public realm development and public engagement.
19. A creative, arts and design led commissioning approach that engages with ideas of environment, pollution, and sustainability supports the emergence of health and wellbeing as a key programming theme for Culture Mile in the future (several health and wellbeing organisations have joined the Culture Mile Network in recent months).
20. The Culture Mile Look and Feel Strategy was adopted in October 2018 and it sets out four key visions for public realm interventions:
- a. Form a Culture spine: Connecting institutions through a strong pedestrian identity
  - b. Take the inside out: taking the cultural activities out to the public spaces
  - c. Discover & Explore: connecting the area's rich cultural, social and architectural history



d. Be recognisable and be different: Creating a place where culture is produced as well as consumed, and where creative industries are supported.

21. To implement these principles within the Beech Street public realm, a set of spatial enhancements is proposed, encompassing different types of interventions, from addressing air quality to public art and place activation. A table listing these options are presented below:

Intervention type	Air Quality	Artistic	Pedestrian Safety	Pedestrian Comfort	Wayfinding	Features/Utilities
<b>Description</b>	Interventions which act as air filters, such as trees, moss plants and living walls	Interventions which supports the cultural programme, such as ceiling/ wall murals, cladding, lighting installations, roof installations, sound installations and special events,	Bike lanes, colourful crossings, barriers	Interventions which support the pedestrian wellbeing, such as lighting, colourful pallets, etc.	Enhancement of connectivity through signage and graphics	Additional elements to support the overall experience, such as coffee/food trucks, lockers, bike racks
<b>Area type</b>	Pedestrian Highway/ Walls	Walls/ Roof/ Pedestrian Highway	Pedestrian Highway	Pedestrian Highway/ Roof	Walls/ Pedestrian Highway	Pedestrian Highway

22. It should also be noted that the City Corporation's traffic management powers must be exercised having regard to its traffic management responsibilities (not to other City Corporation purposes). However, the wider context of the Culture Mile Look And Feel Strategy may be noted as background, and the objective to "Form a Culture spine" includes traffic management and related amenity considerations relevant to the City's traffic management responsibilities.

23. Opportunities created through an interim scheme could see a temporary public realm commission that would be aligned with the programme of 'Look and Feel Experiments'. An opportunity therefore exists to significantly change public perceptions of the covered roadway, of Culture Mile and of the City's approach to public realm development and public engagement.

24. A series of 3D sketches that give an indication of what Beech Street could look like in the future has also been produced and is included overleaf.

## Appendix 3: Interim Scheme Options Appraisal Matrix

Beech Street Transport and Public Realm Improvements project				
Interim Scheme: Strategic Options Matrix				
	Option 1: Eastbound restriction			Option 2: Zero Emission street (2-way)
	No through road	Buses only	Zero Emission street	
Project objectives				
A – Improve air quality by reducing NO2 levels	✓	✓	✓	✓✓
B – Improve the quality of the public realm to create streets and public spaces for people to securely admire and enjoy	✓	—	—	—
C – Improve pedestrian comfort levels	✓	—	—	—
D – Ensure buildings and public spaces are protected	✓✓	✓	✓	✓
Impacts				
Road network impacts	✖	✖	✖	✖✖
Bus impacts	✖✖	—	—	—
Transport Strategy (policy) considerations				
Policy 11 (reduce motor traffic)	✓	✓	✓	✓✓
Policy 12 (local access street)	✓	—	—	—
Policy 29 (Phased ZEZ introduction)	✓	✓	✓	✓
Financial implications				
Est. cost range (£)	350k–600k	350k–650k	350k–600k	450k–750k

### KEY

✓✓✓	very positive
✓✓	positive
✓	slightly positive
—	neutral
✖	slightly negative
✖✖	negative
✖✖✖	very negative

## City of London: Projects Procedure Corporate Risks Register

Project Name: Beech Street Transport and Public Realm to G4			PM's Overall risk rating: Medium		Costed risk provision requested: £ -		Average unmitigated risk 5.1		Open Risks 17												
unique project identifier: 10847			Lifetime total: £ 15,000,000				Average mitigated 2.2		Closed Risks 0												
General risk classification										Ownership & Action											
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	Risk score	Costed impact (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigation actions	Mitigating actions	Mitigation cost (£)	Likelihood Classification after mitigation	Impact Classification after mitigation	Costed impact after mitigation (£)	Mitigated Risk score	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to archive	Comment(s)
R1	(1) Service Delivery/ Performance	Streamlined TfL approves process for one way experimental closure	Further staff and consultant costs may be required if planned engagement work with TfL NIST doesn't go to plan or if they change their requirements for the project.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* The project team meets with the Network Management and Network Impact Specialist teams every 4 weeks and will continue. Any change in course of discussion about the desktop based work will be worked through		£0.00	Unlikely	Minor	£0.00	2	04/06/19		Aldo Strydom		
R2	(1) Service Delivery/ Performance	One way experimental closure affects bus operations	Further staff and consultant costs may be required if planned engagement work with TfL bus operations team doesn't go to plan or if they change their requirements for the project.	Possible	Serious	6	£0.00	N	C – Uncomfortable	The project team are working with the traffic modelers to quantify and approximate what the bus delays could be using the strategic model data		£0.00	Possible	Minor	£0.00	3	21/06/19		Aldo Strydom		
R3	(1) Service Delivery/ Performance	Streamlined TfL approvals for experimental two way interim scheme are not granted.	If Members chose to proceed with a two way traffic restriction as an interim scheme, there is a risk that TfL will not approve a TMAN due to unknown impacts as traffic modelling has not been undertaken.	Likely	Major	16	£0.00	N	B – Fairly Confident	Negotiations are ongoing between the Director and TfL Senior Management on the air quality benefits superseding the traffic impacts		£0.00	Possible	Major	£0.00	12	21/06/19		Zahur Khan		
R4	(1) Service Delivery/ Performance	Experimental two way closure affects bus operations	TfL may object and take action if the two way experimental scheme negatively affects bus operations	Likely	Major	16	£0.00	N	A – Very Confident	Negotiations are ongoing between the Director and TfL Senior Management on the air quality benefits superseding the traffic impacts		£0.00	Possible	Major	£0.00	12	21/06/19		Zuhur Khan		
R5	(4) Legal/ Statutory	Issues or delays in any required consents such as planning permissions, third party consents, TMO, TMAN, Permits, etc	If there was to be any delay in the arrival of any required consents, such as planning permissions, approval of the TMAN, TMOs, Permits, discharge of conditions, heritage, TfL, etc: its likely the project may suffer from some form of unplanned delay or additional work.	Possible	Serious	6	£0.00	N	B – Fairly Confident	* Regular meetings with TfL Network Performance and City Network Coordination teams to fully understand their consent requirements		£0.00	Possible	Minor	£0.00	3	04/06/19		Aldo Strydom		
R6	(4) Legal/ Statutory	An objection to the traffic order by a statutory authority	An objection in the consultation process from a neighbouring authority must be considered and could involve an enquiry	Possible	Major	12	£0.00	N	C – Uncomfortable	All indications are that neighbouring authorities are supportive of the initiative to improve air quality but there may be some issues with traffic reassignment which the project team will work with our neighbours to mitigate		£0.00	Unlikely	Serious	£0.00	4	21/06/19		Aldo Strydom		
R7	(2) Financial	Traffic mitigation adds to scheme cost	It may be necessary to fund a traffic mitigation scheme on a parallel street outside the City boundary	Likely	Serious	8	£0.00	N	A – Very Confident	Work with neighbouring authority directly to agree a fair arrangement		£0.00	Likely	Minor	£0.00		04/06/19		Aldo Strydom		

R8	(3) Reputation	The interim scheme is deemed unsuccessful and is removed	The organisations reputation is damaged if the experimental scheme has to be removed due to excessive traffic	Possible	Serious	6	£0.00	N	B – Fairly Confident	Regular engagement via the TIL Network Performance team will enable required discussions to take place as required. The retention of the 153 bus has no air quality impacts on Beech Street	£0.00	Unlikely	Serious	£0.00	4	04/06/19	Aldo Strydom		
R9	(4) Legal/ Statutory	Equalities act related issues, including EQIA.	More work may be required to deal with the arising issues from the planned EQIA or other aspects of the Equality Act, additional resources would be required to accommodate.	Rare	Serious	2	£0.00	N	B – Fairly Confident	Design measures and consideration of transport changes in the experimental and long term scheme	£0.00	Rare	Minor	£0.00	1	04/06/19	Maria Curro		
R10	(4) Legal/ Statutory	Issue(s) with external engagement and buy-in	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned.	Possible	Minor	3	£0.00	N	A – Very Confident	The interim scheme would not require a consultation so the risk is minimal. However, there could be some construction disruption so stakeholders may object to this and require either further engagement or alterations to the construction phasing plans.	£0.00	Rare	Minor	£0.00	1	21/06/19	Aldo Strydom		
R11	(4) Legal/ Statutory	Issue(s) with internal engagement and buy-in	Further time and therefore resource may be required if planned engagement work with internal stakeholders didn't go as planned.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Assess the objective benefits of the scheme after construction as per the G4/5 report Success Criteria * Various options have been put will be put to Members as part of the G4/5 report	£0.00	Rare	Minor	£0.00	1	21/06/19	Aldo Strydom		
R12	(2) Financial	Funding constraint/ conditions implications	Further resources may be required to identify additional funding or make alternative arrangements if constraints/ conditions that came with existing funding we're originally unforeseen, unanticipated or have subsequently changed.	Unlikely	Major	8	£0.00	N	B – Fairly Confident	* Track and locate other possible additional funding streams * Utilise eventual revenue from the eventual enforcement scheme	£0.00	Unlikely	Serious	£0.00	4	21/06/19	Aldo Strydom		
R13	(2) Financial	Internal Governance and requirements impact on project delivery	Given that the Corporation's internal governance and committee structure can be complex, additional resources may be required to facilitate any unplanned work.	Possible	Minor	3	£0.00	N	A – Very Confident	* Follow all internal guidance and requirements * Forward plan any required reporting, and allocate specific tasks to team members within this task * Ensure G4/5 report contains recommendations for delegated authority to mitigate against possible delays in approvals.	£0.00	Rare	Minor	£0.00	1	21/06/19	Aldo Strydom		
R14	(2) Financial	Procurement procedures impact on project delivery	Additional resource may be required if there is a delay or issue with a project's procurement of goods or services from external suppliers.	Unlikely	Minor	2	£0.00	N	A – Very Confident	* Confirm that the existing JB Riney Highways contract can accommodate the value of work via the PT4 form consultation process * Mitigation already provided by utilising JB Riney term contract for the consultancy services	£0.00	Rare	Minor	£0.00	1	21/06/19	Aldo Strydom		
R15	(2) Financial	Project supplier delays, productivity or resource issues impact on the project	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason. This may involve retendering work if an existing supplier is unable to deliver.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Confirm via City Highways staff that the JB Riney and their contractors are able to resource the project. Confirm with Parking enforcement that the resource is in place to enforce the scheme and issue PCN's	£0.00	Rare	Minor	£0.00	1	21/06/19	Aldo Strydom		

R16	(6) Objectives	Changing internal aspiration or requirements that impact on a project, including those arising from political drivers.	Any change away from the agreed project objectives in any respect by either officers or members may result in additional resources being required to account for the change.	Possible	Serious	6	£0.00	N	B – Fairly Confident	* G4 report is to contain all the possible viable options for Members to debate and choose from, along with the Officers' recommendation.	£0.00	Unlikely	Minor	£0.00	2	21/06/19		Aldo Strydom		
R17	(1) Service Delivery/ Performance	Inaccurate or incomplete project estimates, including cost increases from delays	If an estimate is found at a later date to be inaccurate or incomplete, more funding and/or time resource would be needed to rectify the issue or fund/ underwrite the shortfall.	Possible	Major	12	£0.00	N	B – Fairly Confident	* On-going reassessment of the G4 estimated costs in an effort to make early identification of any items going overbudget.	£0.00	Possible	Serious	£0.00	6	21/06/19		Aldo Strydom		
R18	(1) Service Delivery/ Performance	Utility and utility survey issues	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Outside of the standard project processes, regular conversations with the Network Coordination team will help to identify if any utility companies wish to enter the site before, during or after construction.	£0.00	Unlikely	Minor	£0.00	2	21/06/19		Aldo Strydom		
R19	(1) Service Delivery/ Performance	TfL Signals (single supplier)	Any delays or issues with required signal work can result in impacts on project delivery, whether they be time or cost	Possible	Major	12	£0.00	N	B – Fairly Confident	* TfL signals team need to be instructed to proceed as soon as possible after G4/G5 to maintain the programme * Regular meetings with the TfL signals team would be prudent to deal with any potential design and installation issues	£0.00	Possible	Minor	£0.00	3	21/06/19		Aldo Strydom		
R20	(1) Service Delivery/ Performance	Network accessibility before and during construction	Should parts of the road network not be available or become unavailable during a project when planned for or required, expect delivery delays.	Possible	Major	12	£0.00	N	B – Fairly Confident	* Regular discussions with the Network Coordination team, especially in regards to utility works in the area.	£0.00	Possible	Serious	£0.00	6	21/06/19		Aldo Strydom		
R21	(1) Service Delivery/ Performance	Unforeseen technical and/ or engineering issues identified	late identification of any engineering or technical issues that disrupt delivery could result in further costs whether they be time, funding or resources.	Unlikely	Serious	4	£0.00	N	B – Fairly Confident	* Assessment of whether to undertake further survey work could be undertaken if through worthwhile during the detailed design process.	£0.00	Unlikely	Minor	£0.00	2	21/06/19		Aldo Strydom		
R22	(5) Safety/ Health	Accident during construction	Regardless of whether it be a member of public or a contractor on site, should an accident occur in or around site delays are likely to occur	Rare	Minor	1	£0.00	N	A – Very Confident	* Regular site inspections with the Principal Designer * Construction phase plan to consider utilising quieter times of day for potentially more dangerous elements of the work	£0.00	Rare	Minor	£0.00	1	21/06/19		Aldo Strydom		
R23	(5) Safety/ Health	Roles and responsibilities under CDM	Further resources may be required if there is any confusion or problems allocating roles or responsibilities under CDM regulations	Rare	Minor	1	£0.00	N	A – Very Confident	* Follow standard City process	£0.00	Rare	Minor	£0.00	1	21/06/19		Aldo Strydom		
R24	(3) Reputation	External events and/ or occurrences impact on project plans	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed	Unlikely	Minor	2	£0.00	N	B – Fairly Confident	* Regular contact with the Culture Mile and Network Coordination teams * Liaison with emergency planning team	£0.00	Rare	Minor	£0.00	1	21/06/19		Aldo Strydom		

This page is intentionally left blank

## Project Coversheet

### [1] Ownership

**Unique Project Identifier:** 113781 **Report Date:** 19/07/19 & 22/07/19  
**Core Project Name:** Moorgate Crossrail Urban Integration (Phase 2)  
**Programme Affiliation** (if applicable): Crossrail Urban Integration Projects  
**Project Manager:** Maria Curro  
**Next Gateway to be passed:** Gateway 3/4

### [2] Project Brief

#### Project Mission statement:

*Crossrail is to be operational by late 2020/early 2021, and will result in a significant increase in pedestrians to the area. New developments, located close to the station, will further place pressure on the existing highway network in terms of increased footfall and vehicle movements. The Moorgate Crossrail station links project (MSCL) will seek to create an enhanced pedestrian environment, bring together key stakeholders to ensure highway designs are appropriate and improve safety at key junctions.*

#### Definition of need:

*Increased numbers of pedestrians moving to and from the new Crossrail station and other developments in the area, require improved footways and crossing facilities in order to disperse safely. There is also an expected increase in cycling activity along Moorgate which needs to be considered how this interacts at the junctions.*

#### Key measures of success:

- 1) Improved pedestrian and cyclist environment, which allows for enhanced connectivity and accessibility throughout the wider area and, in particular, to Crossrail.
- 2) Reduction in the likelihood and severity of collisions between motor vehicles and pedestrians and cyclists by way of improved junction designs.
- 3) Improved Pedestrian comfort levels on footway and crossing areas.

### [3] Highlights

#### Finance:

**Total anticipated cost to deliver (Phase 1 and MCSL) [£]:** £1.058 million

**Total potential project liability (cost + contingency) [£]:** NA

**Total anticipated on-going commitment post-delivery [£]:** Routine highway maintenance is expected.

**Programme Affiliation [£]:** NA

**Do not use ranges in this table. Either Highest range value or best estimate at this time.**

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£2,577,777 (Phase 1)	£1.058 million in total (MCSL)	£3.5 million
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£2.5 million (Phase1)	£3.5 million (Phase 1 and MCSL)	£1 million
[G] Spend to Date	[H] Anticipated Future Budget Requests	

£1,092,026 (Phase1)	NA
---------------------	----

### Headline Financial changes: For Phase 2

#### Since 'Project Proposal' (G2) report:

▲ ◀ ▶ ▼ Previously combined with the Phase 1 work and, therefore, difficult to disaggregate.

Seeking to restart the phase/stage 2 work, now to be called MCSL, and go back to working towards a Gateway 3/4 report with a budget of £1,173,062.

#### Since 'Options Appraisal and Design' (G3-4) report:

▲ ◀ ▶ ▼

#### Since 'Authority to start Work' (G5) report:

▲ ◀ ▶ ▼

### Project Status: MCSL

**Overall RAG rating:** Green

**Previous RAG rating:** Not applicable.

### [4] Member Decisions and Delegated Authority

*Relating to the previous phase/stage 2 work:*

Previous report on phase 2 concept options approved in February 2015 including that "Approval is given for the carry forward of any remaining underspend at stage 1 to be used to fund the project to Gateway 4 (Stage 2)".

### [5] Narrative and change

#### Date and type of last report:

23 February 2015 Gateway 4 for the phase/stage 2 work

#### Key headline updates and change since last report.

Requesting:

With the expected delivery of Crossrail in 2020/2021, new developments around the station and City led projects (i.e. Culture Mile) being undertaken, the Moorgate Crossrail station links project will allow for the area to be redesigned to take into consideration these dependencies.

Extend the scope of the project to include the whole Finsbury Circus western arm and prohibit vehicular access to allow for an improved pedestrian amenity. Also to include Wilson Avenue/South Place junction for a potential connection to cycle superhighway 1.

#### Headline Scope/Design changes, reasons why, impact of change:

Since 'Project Proposal' (G2) report: NA

#### Since 'Options Appraisal and Design' (G3-4 report):

Requesting inclusion of the entire western arm of Finsbury Circus – to stop vehicular access as requested by Planning and Transportation Committee and to activate the space during the interim period. Also a potential link to CSH 1 is being looked into and this would require reviewing the Wilson Street/South Place junction as well to assist with cycle movements.

Since 'Authority to Start Work' (G5) report: NA

### Timetable and Milestones:

#### Expected timeframe for the project delivery: (MCSL)

- Phase A: Finsbury Circus western arm activation – Autumn 2019.



- Key junction and Moorgate link improvements by late 2020/early 2021 and
- remaining links by 2023 (dependent upon development completion).

**Milestones: (MCSL)**

- |  |
|--|
| 1) Finsbury Circus western arm -interim activation November 2019 |
| 2) Gateway 3/4 for Key junctions and link December 2019          |
| 3) Gateway 5 for Key junctions and link July 2020                |

**Are we on track for this stage of the project against the plan/major milestones? Y**

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

**Risks and Issues****Top 3 risks:**

<i>Risk description</i>	Transport for London restructure may result in a lack of a dedicated sponsor for this work.
<i>Risk description</i>	Difficulties around infrastructure and utilities at the Moorgate and London Wall/Ropemaker Street junctions which may make it more challenging to improve the design of the area.
<i>Risk description</i>	Delay in works and progress from the City led projects, such as Culture Mile and Beech Street, may impact the project.

See 'risk register template' for full explanation.

**Top 3 issues realised**

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Utilities	Review of utilities design ongoing. There is overlap between Phase 1 ongoing Crossrail works and the MCSL project.	-
		-
-	-	-

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

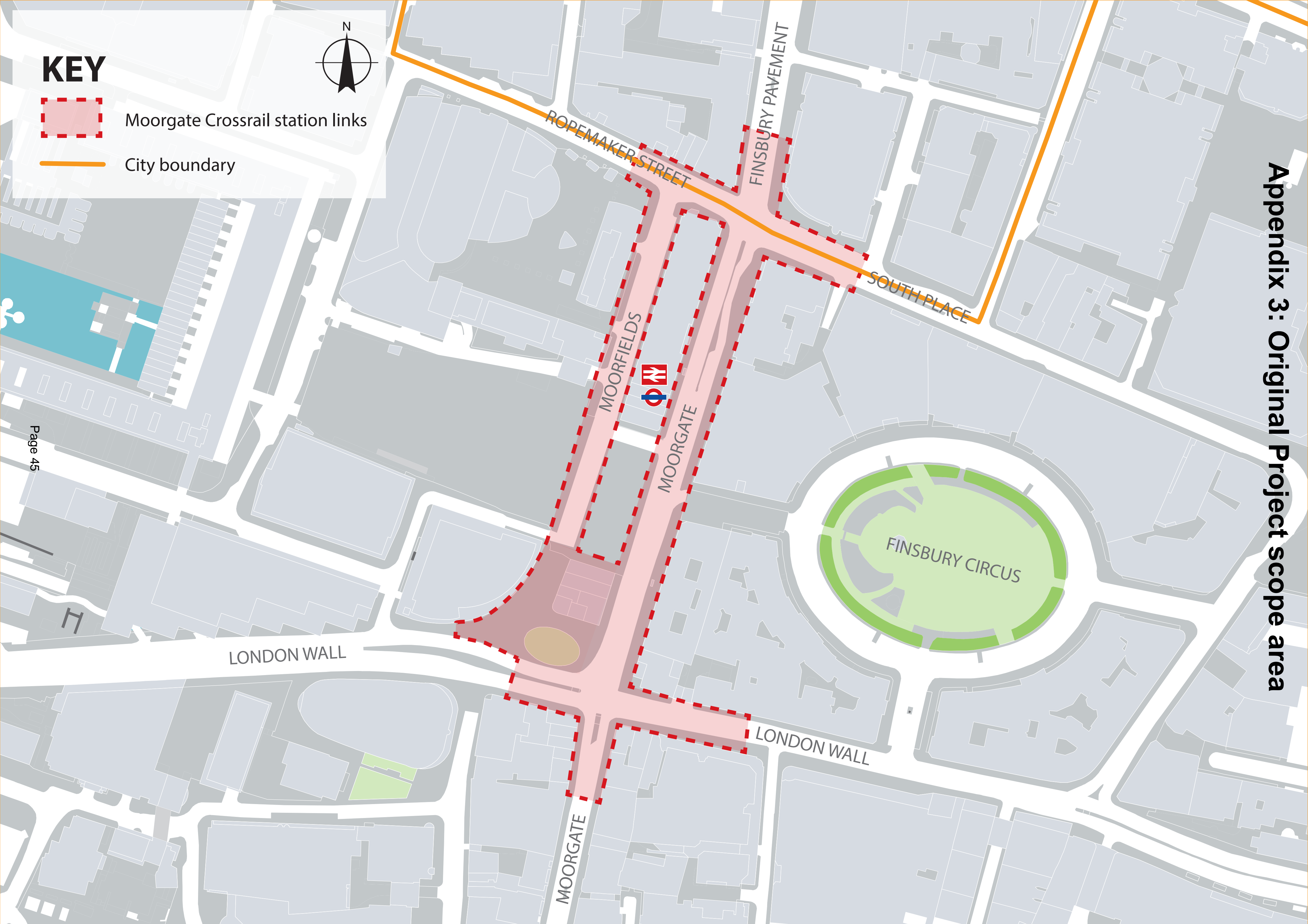
No.

This page is intentionally left blank

City of London: Projects Procedure Corporate Risks Register

Project Name:			Moorgate Crossrail Station Links					PM's overall risk rating:			Medium		CRP requested this gateway				Average unmitigated risk		6.3				Open Risks		10				
Unique project identifier:			11381					Total estimated cost (exc risk):			£ -		Total CRP used to date		£ -		Average mitigated risk score		3.6				Closed Risks		0				
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 Issues	Comment(s)						
R1	3	(4) Contractual/Partnership	Opening of the Moorgate Crossrail station is delayed further.	Delay to overall project and programme.	Possible	Minor	3	£0.00	N		Regular engagement with Crossrail from now to 2020/2021. This should allow for alternative arrangements to be made should there be a delay in the delivery of Crossrail.	£0.00	Unlikely	Minor	£0.00	2	£0.00				Leah Coburn	MC/GH/LC							
R2	4	(4) Contractual/Partnership	The Riney highways contract is due to expire in the summer of 2022. Any slippage in starting the construction programme may mean we have to consider a new Principal Contractor for the later stages of delivery.	Could delay the remaining construction programme and impact on budget while a new Principal Contractor is introduced.	Unlikely	Minor	2	£0.00	N		Discussions to take place internally should this risk look more probable on how work would be transferred to a new contractor- or not.	£0.00	Rare	Minor	£0.00	1	£0.00				Leah Coburn	MC/GH							
R3	3	(10) Physical	Delays to the four developments surrounding the Moorgate Crossrail station delay the final delivery phases of the MCSL project.	Delay to overall project and programme.	Possible	Serious	6	£0.00	N		Regular engagement with developers from now until the completion of the developments. This should allow for alternative arrangements to be made should there be a delay in the delivery of the developments and mean that we find out as early as possible about any delays.	£0.00	Possible	Serious	£0.00	6	£0.00				Leah Coburn	MC/GH/LC							
R4	3	(10) Physical	Infrastructure and utilities difficulties at the Moorgate junction with London Wall and with Ropemaker Street, make it difficult/too expensive to design and transform the space, as well as enhance safety.	Inability to deliver significant changes at the junctions and risk a lower quality improvement than needed.	Possible	Major	12	£0.00	N		Set expectations at the earliest stage possible where it is discovered that there are major physical constraints. Work closely with internal and external stakeholders to identify design solutions to bring the work forward that might not require such extensive physical changes	£0.00	Possible	Serious	£0.00	6	£0.00				Leah Coburn	MC/GH/BB		BB has undertaken a full survey of all underground utilities.					
R5	3	(4) Contractual/Partnership	Key stakeholder(s) do not endorse design options at	Delay to programme and will need to reconsider designs.	Possible	Serious	6	£0.00	N		Ensure that Stakeholder Working Group is suitably	£0.00	Unlikely	Serious	£0.00	4	£0.00				Leah Coburn	MC/GH/External							
R6	4	(10) Physical	Delays/changes to dependency projects, such as Beech Street and St. Paul's Gyratory.	Delay to overall project and programme.	Possible	Serious	6	£0.00	N		Work with internal stakeholders to minimise any impacts should changes arise.	£0.00	Possible	Serious	£0.00	6	£0.00				Leah Coburn	MC/GH/KT/LC							
R7	4	(4) Contractual/Partnership	Breakdown in engagement with key stakeholders, such as Islington Council.	Delay to overall project and programme.	Unlikely	Serious	4	£0.00	N		Ensure coherent communications with stakeholders and ensure stakeholders are communicated with at strategic points throughout the project. Particularly proposed boundary solutions	£0.00	Unlikely	Minor	£0.00	2	£0.00				Leah Coburn	MC/GH		A communications plan has been developed to ensure stakeholder communications is managed correctly.					
R8	3	(4) Contractual/Partnership	TfL restructure may mean that no dedicated scheme sponsor / resource can be allocated to progress any required TfL approvals.	Likely delay to programme as external approvals would be delayed, particularly for the junction modification work.	Likely	Major	16	£0.00	N		Officers will seek to establish resources as early as possible and keep close contact to understand the extent of the restructure, seeking reassurance of resource if needed.	£0.00	Possible	Serious	£0.00	6	£0.00				Leah Coburn	MC/GH/LC/ZK							
R9	3	(3) Reputation	There is a potential that the proposed scheme could impact negatively on the protected characteristics under the Equalities Act, 2010.	Reputational impact leading to poor publicity and possible legal action.	Rare	Serious	2	£0.00	N		Meetings with representative groups will be conducted regularly to design out issues of concern. The EA Team will be engaged regularly for design feedback. An EA plan will be prepared as part of the project.	£0.00	Rare	Minor	£0.00	1	£0.00				Leah Coburn	MC/GH		Any design impacts that reduce accessibility will be designed out in the first instance.					
R10	3	(9) Environmental	Requirement to keep the ability for resilience/flexibility through the area in traffic terms, restricts the options that can be developed.	Impact to project scope and design options.	Possible	Serious	6	£0.00	N		Seek to ensure that an appropriate level of resilience is allowed for when designing Moorgate junctions at London Wall and Ropemaker Street.	£0.00	Unlikely	Minor	£0.00	2	£0.00				Leah Coburn	MC/GH/BB							

This page is intentionally left blank



# KEY



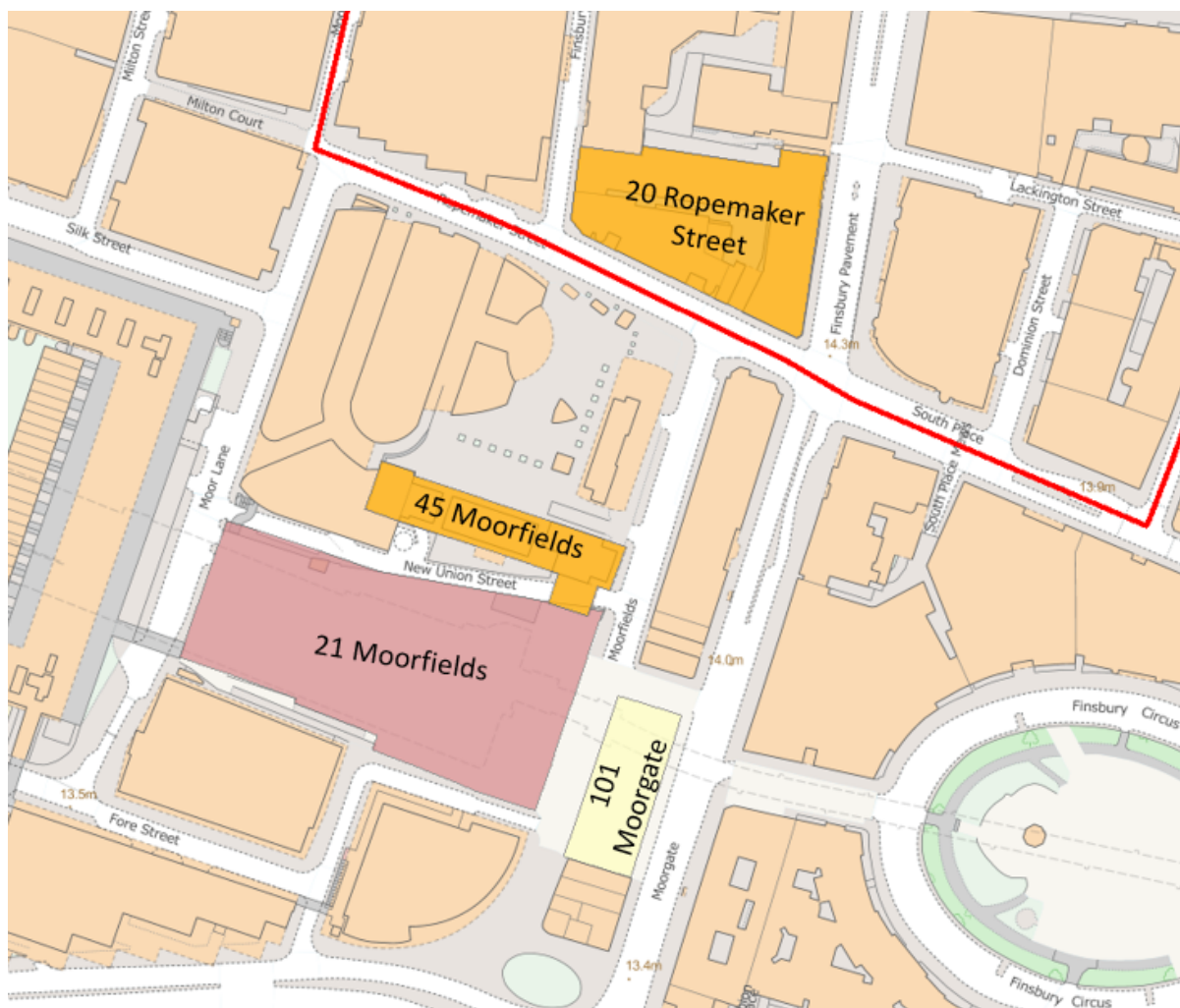
Moorgate Crossrail station links



City boundary

This page is intentionally left blank

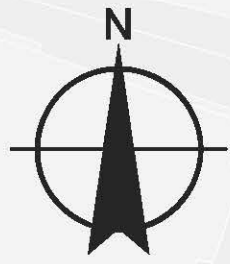
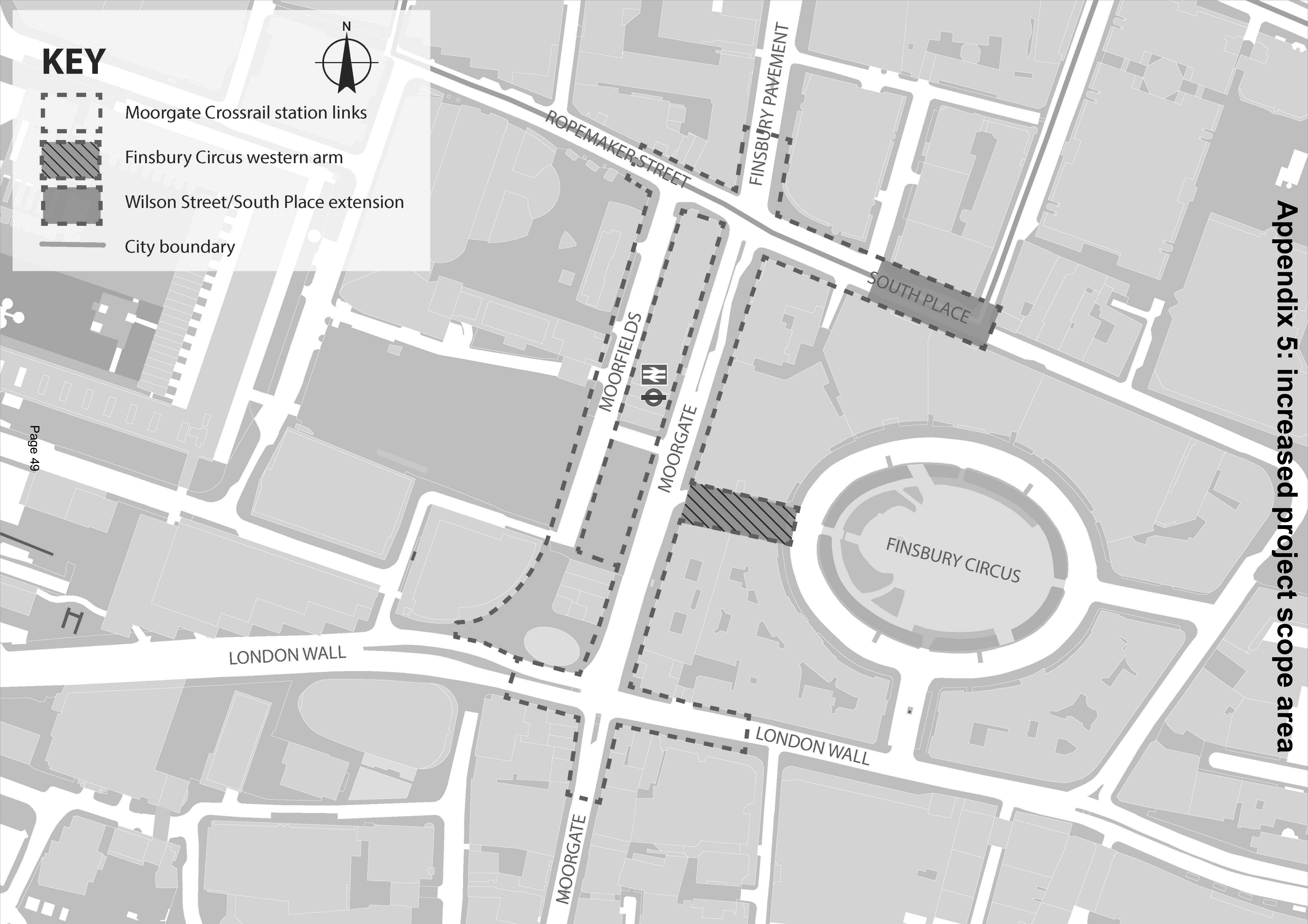
## Appendix 4: Development Locations and Completion Locations



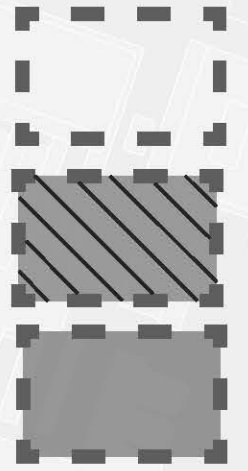
Development	Completion Date
21 Moorfields	2020
101 Moorgate	2021
45 Moorfields	2022
20 Ropemaker Street	2022

This page is intentionally left blank





## KEY



Moorgate Crossrail station links

Finsbury Circus western arm

Wilson Street/South Place extension

City boundary

This page is intentionally left blank

## Appendix 6 – Moorgate Crossrail Station Links Funding Programme

Table 1 - Expenditure Incurred to Date (Phase 1)

<b>Phase 1 - 16800284 - Moorgate Crossrail integration (pre-evaluation)</b>			
<b>Description</b>	<b>Approved</b>	<b>Spend to Date</b>	<b>Underspend</b>
Highways Staff Costs	818	818	0
P&T Staff Costs	114,982	94,085	20,897
Fees and surveys	192,200	98,222	93,978
<b>TOTAL EVALUATION</b>	<b>308,000</b>	<b>193,124</b>	<b>114,876</b>
<b>Phase 1 - 16100284 - Moorgate Crossrail integration Phase 1 (immediate area) Post G5</b>			
<b>Description</b>	<b>Approved</b>	<b>Spend to Date</b>	<b>Balance (£)</b>
Highways Staff Costs	203,500	101,324	102,176
P&T Staff Costs	186,160	84,992	101,168
Fees and surveys	138,317	66,105	72,212
Work	1,589,793	646,481	943,312
Contingency	152,007	-	152,007
<b>TOTAL IMPLEMENTATION</b>	<b>2,269,777</b>	<b>898,903</b>	<b>1,370,874</b>
<b>PHASE 1 TOTAL</b>	<b>2,577,777</b>	<b>1,092,026</b>	<b>1,485,751</b>

Table 2 Total Estimated Cost

<b>Description</b>	<b>Amount (£)</b>
Phase 1 - 16800284 - Moorgate Crossrail integration (pre-evaluation) Outturn	193,124
Phase 1 - 16100284 - Moorgate Crossrail integration Phase 1 (immediate area) Post G5	2,269,777
<b>TOTAL PHASE 1</b>	<b>2,462,901</b>

Table 3 Total Estimated Cost for Moorgate Crossrail Station Links

<b>Moorgate Crossrail Station Links - Resources Required to</b>	
<b>Description</b>	<b>Amount (£)</b>
Highway staff cost	16,800
P&T Staff cost	96,152
Fees	70,000
<b>Sub-Total</b>	<b>182,952</b>
<b>Moorgate Crossrail Station Links - Resources Required to</b>	
Detail design & build	910,110
<b>Sub-Total</b>	<b>910,110</b>
<b>TOTAL MCSL</b>	<b>1,093,062</b>
<b>Phase 2A - Finsbury Circus Western Arm - Resources Required</b>	
Highways Staff Costs	8,000
P&T Staff Costs	7,000
Fees and surveys	15,000
Works	50,000
<b>TOTAL PHASE 2A</b>	<b>80,000</b>
<b>TOTAL PHASE 2*</b>	<b>1,173,062</b>
<b>TOTAL PHASE 1 AND 2</b>	<b>3,635,963</b>

\* includes the underspend from the evaluation of Phase 1

Table 4 Funding Strategy

<b>Funding Strategy</b>	
<b>Description</b>	<b>Amount (£)</b>
07/00092/FULL Telephone Exchange 29/06/2009 - LCE	183,000
TfL	35,000
Local Risk Cfwd FY2013/14	30,000
Parking Meter Surplus	60,000
Crossrail	2,269,777
03-3297AS Basinghall Street 35 10/02/2005 Transportatid	3,282
03-3297AS Basinghall Street 35 10/02/2005 LCEIw	300
03-3297AS Basinghall Street 35 10/02/2005 Transportatid	15,238
10/00832/FULEIA London Wall Place 26/08/2011 Transpo	118,892
07/00092/FULL Telephone Exchange 29/06/2009 LCEIw	519,546
07/00092/FULL Telephone Exchange 29/06/2009 Transp	327,136
07/00092/FULL Telephone Exchange 29/06/2009 LCEIw	1,942
12/00811/FULMAJ River Plate House 10/05/2013 LCEIw	47,366
14/01179/FULEIA Moorfields 21 25/11/2015 LCEIw	3,473
10/00832/FULEIA London Wall Place 26/08/2011 LCEIw	20,028
10/00832/FULEIA London Wall Place 26/08/2011 LCEIw	984
<b>TOTAL</b>	<b>3,635,963</b>

This page is intentionally left blank

## Appendix 7

### PT3 - Procurement Options Report: Services and Goods

This document is used to identify the Procurement Strategy and Purchasing Routes associated with a project and only considers the option recommended on the associated Gateway report.

<b>City Procurement Project Reference:</b>	<b>ProcOps</b>		
<b>Project / Contract Title:</b>	Moorgate Crossrail station links		
<b>Category Board:</b>	Construction & Professional Services		
<b>Category Board date:</b>	Value is below £100K		
<b>Project Lead &amp; Contract Manager:</b>	Maria Curro	<b>Lead Department:</b>	Maria Curro
<b>Category Manager:</b>	Kayleigh Rippe	<b>Other Contact:</b>	N/A
<b>Total Contract Value (excluding VAT and inc. extension options):</b>	£50K-£100K (each contract)	<b>Contract Duration (inc. extension options):</b>	6 months to 1 year
<b>Budget approved Capital/Revenue:</b>	No, this report seeks approval	<b>Capital Project/project vision ref reference (if applicable):</b>	
<b>Gateway Approval Process</b> <ul style="list-style-type: none"> <li>- Is this project subject to the Gateway process? Yes</li> <li>- If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval? Last Gateway report for the 'wider area' was in February 2015 and was a Gateway 4. Current report, issues report, proposing next Gateway for the 'wider area' is a Gateway 3 /4 January 2020. <ul style="list-style-type: none"> <li>o Within the issues report, seeking Delegated Authority for a Gateway 4/5 for the Finsbury Circus western arm.</li> </ul> </li> </ul>			
<b>Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?</b> Not at this time			

### Procurement Strategy Recommendation

<b>City Procurement team recommended option</b>
<b>Appoint separate consultants</b> – The City can appoint based on the requirement

### Route to Market Recommendation

<b>City Procurement team recommended option</b>
<b>Request for quote exercise (Sub £100K)</b> – This will provide the quickest route to market and will mean the City can work to its own terms.

### Specification and Evaluation Overview

<b>Summary of the main requirements:</b> Moorgate Crossrail station links (wider area) requirements include: <ul style="list-style-type: none"> <li>• Traffic and pedestrian data collection/surveys</li> <li>• Traffic modelling, including consultancy support</li> <li>• Ground radar surveys</li> </ul> Finsbury Circus western arm requirements include: <ul style="list-style-type: none"> <li>• Ground radar surveys</li> <li>• Highway works to deliver in-house design</li> <li>• Green infrastructure/planters/seating</li> </ul>
<b>Technical and Pricing evaluation ratio</b> 70% (Technical) / 30% (Price)
<b>Overview of the key Evaluation areas (if known at this stage):</b> Not known at this time
<b>Does contract delivery involve a higher than usual level of Health &amp; Safety, Insurance, or Business risk to be allowed in the procurement strategy?</b> No
<b>Is the contract likely to require financial uplifts? (Please describe what method will be used to calculate the uplift and whether this will be capped)</b>

No	
Are there any accompanying documents with this report? e.g. PTO/outlined project plan identifying roles and responsibilities as appropriate If yes, please include information in the appendices section below.	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Will this project require the winning supplier(s) to process personal data on our behalf?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit <a href="#">Designing Specifications under GDPR</a> . You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).	
Evaluation Panel – Please enter Names of evaluators and Departments below (if known)	
Maria Curro/Gillian Howard	Built Environment

#### Procurement Timeframes

Target tender live date (to market) August 2019	Click here to enter a date.	Notification of outcome / intention to award date	Click here to enter a date.
Target contract start date	Click here to enter a date.		
Are there any time, quality, or cost constraints which need to be taken into consideration?			

#### Policy and Compliance Considerations

How will the Procurement meet the City's:
Responsible Procurement Strategy (including Social Value Panel): At least one supplier invited to bid will be a SME, Local business, or Social Enterprise
TUPE/Pension liabilities that need to be considered (including future exit provisions where applicable)? None
Will this procurement be split into Lots? No
Other: N/A

**Procurement Strategy Options:** This could include inter-departmental usage, external collaborative opportunities, existing contracts integrated once expired or adding it to an existing contract. Options for Make (In-house delivery) versus Buy (Outsource) decision to be considered; also indicate any discarded or radical options.

<b>Option 1: Appoint separate consultants</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>A specialist consultant is appointed for each specialism</li> <li>We can monitor the performance of each supplier as they would be bound by our own terms and conditions.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>Multiple tender exercises are required.</li> <li>Additional administration is required for each.</li> </ul>
<b>Please highlight and possible risks associated with this option:</b> Increased administration to deliver this project.
<b>Option 2: Multi-Disciplinary Appointments</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>One Supplier to manage all sub consultants.</li> <li>Performance can be monitored at one source.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>Unable to separately tender the rest of the project team, appointments are made by the main consultant.</li> <li>Unable to manage individual suppliers and must be done at high level.</li> </ul>
<b>Please highlight and possible risks associated with this option:</b>
The highest level fails all the consultants fail

**Route to Market Options:** Route to market is the way in which the City will invite suppliers to bid for the procurement.

<b>Option 1: Request for quote exercise (Sub £100K)</b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>Quick route to market (3-4 weeks end to end process)</li> <li>Tailored specification</li> <li>Work to the City's terms and conditions</li> </ul>
<b>Disadvantages to this Option:</b>

<ul style="list-style-type: none"> <li>Increased administration on behalf of City Procurement</li> </ul>
<b>Please highlight and possible risks associated with this option: May result in increased resources</b>
<b>Option 2: Framework</b>
<b>Advantages to this Option:</b> <ul style="list-style-type: none"> <li>Select list of suppliers to approach</li> <li>Established service</li> <li>Established terms and conditions</li> </ul>
<b>Disadvantages to this Option:</b> <ul style="list-style-type: none"> <li>Terms and conditions are not the City's own</li> <li>A complex process could result in longer timeframes</li> <li>Suppliers on the framework may be new to the City</li> </ul>
<b>Please highlight and possible risks associated with this option: Could result in few or zero responses due to suppliers not having capacity.</b>

#### Outline of appendices

o N/A
-------

#### Report Sign-offs (prior to Category Board approval)

Senior Category Manager	Kayleigh Rippe	Date	Click here to enter a date.
Departmental Stakeholder	Maria Curro	Date	Click here to enter a date.

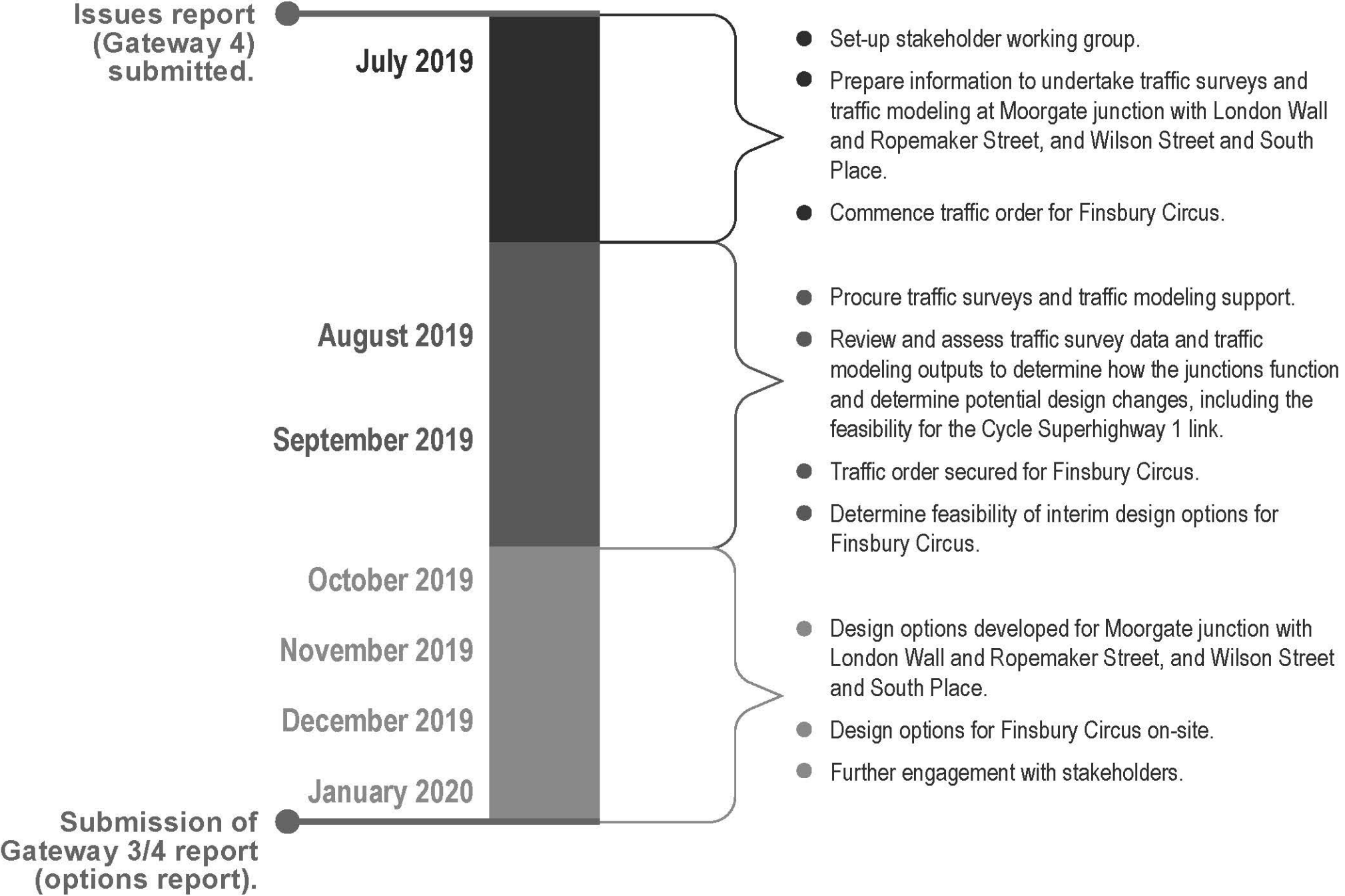


This page is intentionally left blank



# Appendix 8

## Officer activities



This page is intentionally left blank

# Appendix 1

Figure 1: City Cluster Vision Phases and Projects

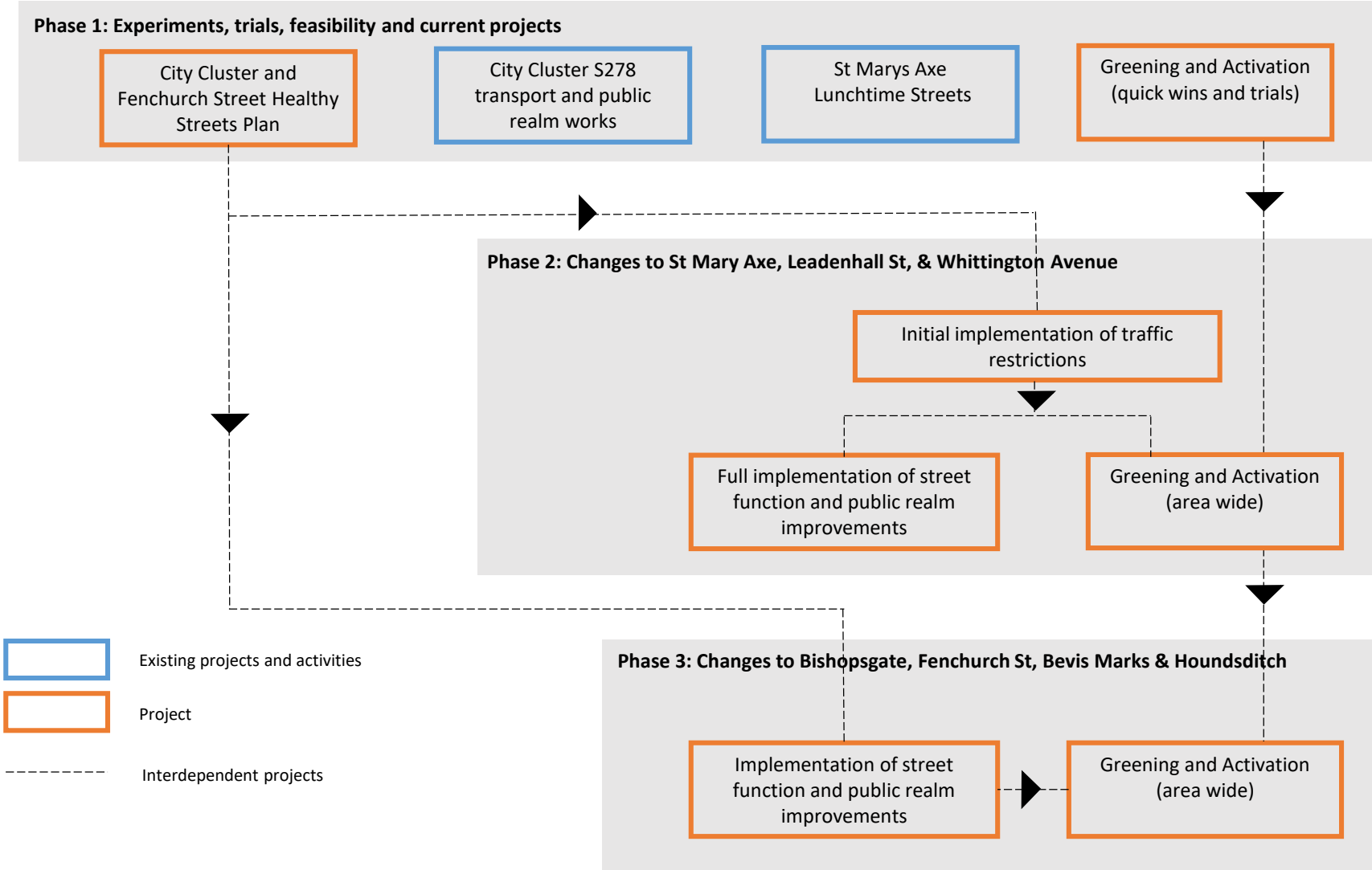
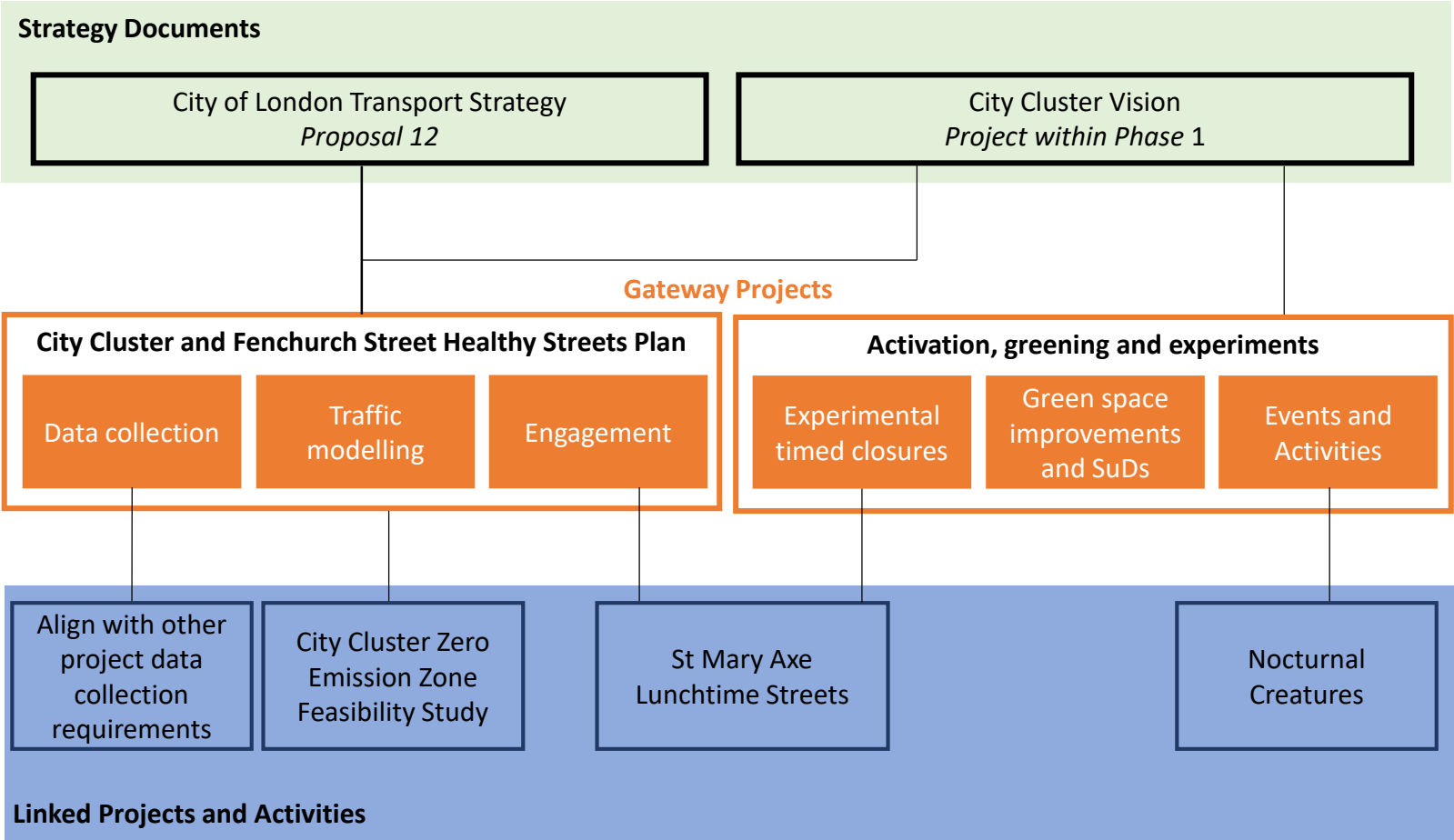


Figure 2: City Cluster Vision Phases 1 Gateway Projects – Links and Dependencies



## Appendix 4 – S106 funding allocation recommended for City Cluster Phase 1 work.

‘Review of projects within the Built Environment Directorate – subject to approval’

<b>Corporate Priorities Board</b> <b>Corporate Projects Board</b> Resource Allocation Sub Committee for decision Planning and Transportation Committee for decision Project Sub Committee for decision	19 <sup>th</sup> June 2019 28 <sup>th</sup> June 2019 4 <sup>th</sup> July 2019 9 <sup>th</sup> July 2019 19 <sup>th</sup> July 2019
--	--

## Appendix 4 - Details of S106 deposits to be allocated

Proposed S106 funding allocations					
			<b>TOTALS</b>	<b>£3,917,517.78</b>	<b>£3,917,517.78</b>
<b>Suggested Allocation</b>	<b>HOT</b>	<b>Status</b>	<b>Development</b>	<b>Balance</b>	<b>Total additional funding</b>
<b>City Cluster Vision Phase 1 Implementation – (incorporating City Cluster and Fenchurch Street Healthy Street Plan)</b>	LCEIW	No VAR	06/01123/FULEIA Pinnacle 30/11/2007	£257,531.00	£1,119,934.28
	LCEIW	No VAR	09/00450/FULMAJ Bevis Marks 6 25/06/2010	£53,000.00	
	LCEIW	De minimis	10/00904/FULEIA Broadgate 5 29/07/2011	£16,749.22	
	Transportation	De minimis	11/00332/FULEIA Bishopsgate 100 23/11/2011	£17,939.00	
	LCEIW	No VAR	06/01123/FULEIA Pinnacle 30/11/2007	£774,715.06	
<b>Crossrail Urban Integration - Liverpool Street</b>	Transportation	De minimis	10/00904/FULEIA Broadgate 5 29/07/2011	£7,733.64	£1,484,391.68
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£537,735.36	
	Transportation	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£543,504.00	
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£56,400.00	
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£326,097.00	
	LCEIW	De minimis	05/00771/FULEIA Heron Tower 07/04/2006	£4,448.49	
	Transportation	De minimis	05/00771/FULEIA Heron Tower 07/04/2006	£4,096.35	
	LCEIW	De minimis	06/00240/FULL Dashwood House 12/12/2006	£4,376.84	
<b>Crossrail Urban integration – Moorgate</b>	Transportation	De minimis	03-3297AS Basinghall Street 35 10/02/2005	£3,281.71	£1,058,185.62
	LCEIW	De minimis	03-3297AS Basinghall Street 35 10/02/2005	£300.00	
	Transportation	De minimis	03-3297AS Basinghall Street 35 10/02/2005	£15,238.00	
	Transportation	No VAR	10/00832/FULEIA London Wall Place 26/08/2011	£118,892.04	

	LCEIW	No VAR	07/00092/FULL Telephone Exchange 29/06/2009	£519,545.66	
	Transportation	No VAR	07/00092/FULL Telephone Exchange 29/06/2009	£327,136.12	
	LCEIW	De minimis	07/00092/FULL Telephone Exchange 29/06/2009	£1,942.20	
	LCEIW	No VAR	12/00811/FULMAJ River Plate House 10/05/2013	£47,365.63	
	LCEIW	De minimis	04/00958/FULL Austral House 09/03/2005	£3,472.57	
	LCEIW	De minimis	14/01179/FULEIA Moorfields 21 25/11/2015	£20,028.00	
	LCEIW	De minimis	10/00832/FULEIA London Wall Place 26/08/2011	£983.69	
<b>Temple and Fleet Healthy Street Plan</b>	Transportation	VAR - Time	08/00778/FULMAJ New Fetter Lane 12-14 19/06/2009	£145,606.00	£255,006.20
	Transportation	De minimis	06/00613/FULL Fleetway House 14/03/2007	£11,601.13	
	LCEIW	De minimis	06/00613/FULL Fleetway House 14/03/2007	£16,646.89	
	LCEIW	De minimis	06/00613/FULL Fleetway House 14/03/2007	£15,378.94	
	Transportation	VAR - Time	06/01060/FULL Rolls and Arnold Buildings 18/04/2007	£40,773.24	
	Transportation	De minimis	14/00266/FULMAJ 20 Farringdon Street 30/06/2014	£25,000.00	
<b>TOTAL</b>					<b>£3,917,517.78</b>

#### **Definitions**

HOT – Heads of Terms

LCEIW – Local Community Environmental Improvement Works

No VAR- No variation of agreement required

VAR Time – A variation of time required

De Minimis – Under £25,000

## Appendix 5

### City Cluster Vision Programme Objectives

The City Cluster Vision sets out three overarching objectives:

- To make public realm function well and be responsive to change.
- To create a smart vibrant environment that strengthens the area's unique offer.
- To provide healthy and characterful spaces.

The table below sets out how these support Corporate outcomes and through specific measures in this area deliver Transport Strategy Proposals. Measurement of the impacts and deliverables will be defined in a monitoring strategy which is being developed. This will include attitude and opinion of those using the streets.

Corporate outcome 1 – <b>People are safe and feel safe</b> – the City Cluster Vision will reduce traffic on streets at the busiest times and locations within the area and routes to Liverpool Street and Fenchurch Street stations; measures will reduce traffic related collisions and injuries and by giving more space to people walking, allow them to feel more comfortable and safer.					
Transport Strategy Proposal	Healthy Streets Plan project	City Cluster Vision Phase 1	Zero Emission Zone	City Cluster Vision Phase 2 & 3	Measured deliverables/indicators
Proposal 2: Put the needs of people walking first when designing and managing our streets	Y	Y		Y	Number of streets re-prioritised for walking; junctions and crossing points improved
Proposal 11: Take a proactive approach to reducing motor traffic	Y				Reduction in number of motor vehicles using streets in project area

Proposal 20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero		Y		Y	Reduction in collisions; reduction in vehicles on pedestrian priority streets
Proposal 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time	Y	Y		Y	Lunchtime streets events and trial time restrictions for vehicles will test benefits and impacts of street restrictions.

Corporate outcome 9 - A city that is <b>physically well-connected and responsive</b> – the City Cluster Vision is enabling the increase in capacity at Crossrail Stations and at Bank underground station by addressing capacity and safety on the walking routes and junctions to this part of the City, with more space for people and a higher quality public realm.					
<b>Transport Strategy Proposal</b>	<b>Healthy Streets Plan project</b>	<b>City Cluster Vision Phase 1</b>	<b>Zero Emission Zone</b>	<b>City Cluster Vision Phase 2 &amp; 3</b>	<b>Measured deliverables/indicators</b>
Proposal 2: Put the needs of people walking first when designing and managing our streets	Y	Y		Y	Number of streets re-prioritised for walking; number of junctions and crossing points improved
Proposal 7: Provide more public space and deliver world-class public realm	Y	Y		Y	Sqm area of streets and public space improved during programme
Proposal 8: Incorporate more greenery into the City's streets and public spaces		Y		Y	Sqm of area of planting and number of trees



Proposal 20: Apply the safe system approach and the principles of road danger reduction to deliver Vision Zero	Y	Y		Y	Number of schemes/street improvements, area of improvements reducing motor vehicle danger to pedestrians Reduction in collisions
Proposal 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time	Y	Y			Lunchtime streets events and trial time restrictions for vehicles will test benefits and impacts of street restrictions.

Corporate outcome 11 - A city that has **clean air, land and water** – the City Cluster Healthy Streets Plan will include a zero emission zone for traffic entering this area, therefore directly reducing vehicle related air pollution. In addition the overall reduction in motor vehicles will reduce vehicle related pollution, in the project area and a wider area of the routes in the City.

<b>Transport Strategy Proposal</b>	<b>Healthy Streets Plan project</b>	<b>City Cluster Vision Phase 1</b>	<b>Zero Emission Zone</b>	<b>City Cluster Vision Phase 2 &amp; 3</b>	<b>Measured deliverables/indicators</b>
Proposal 11: Take a proactive approach to reducing motor traffic	Y				Reduction in number of motor vehicles using streets in project area Changes in motor vehicle emissions.
Proposal 29: Support and champion a central London Zero Emission Zone			Y		Introduction of City Cluster Zero Emission Zone
Proposal 38: Reduce the number of freight vehicles in the Square Mile	Y				Reduction in number of freight motor vehicles using streets in project area

Corporate outcome 12 - <b>Spaces which are secure, resilient and well-maintained.</b> The City Cluster Vision will deliver improvements in public realm including further greening, also incorporating resilience against the impact of extreme weather. Security measures will be part of the Healthy Streets plan to mitigate risk from 'hostile' vehicles and other security threats.					
Transport Strategy Proposal	Healthy Streets Plan project	City Cluster Vision Phase 1	Zero Emission Zone	City Cluster Vision Phase 2 & 3	Measured deliverables/indicators
Proposal 8: Incorporate more greenery into the City's streets and public spaces		Y		Y	Sqm of area of planting and number of trees in streets and public areas
Proposal 11: Take a proactive approach to reducing motor traffic	Y	Y			Reduction in number of motor vehicles using area streets
Proposal 13: Use timed and temporary street closures to help make streets safer and more attractive places to walk, cycle and spend time	Y	Y			Lunchtime streets events and trial time restrictions for vehicles will test benefits and impacts of street restrictions.
Proposal 42: Make the street network resilient to severe weather events		Y		Y	Provide shelter and shade in line with healthy streets principles; design highway and public space to better withstand severe weather events
Proposal 22: Ensure on-street security measures are proportionate and enhance the experience of spending time on our streets	Y	Y			Measures will be incorporated into public realm schemes

# Project Coversheet

## [1] Ownership

**Unique Project Identifier:** 11346      **Report Date:**  
**Core Project Name:** Shoe Lane Quarter Phase 2 – Public Realm Enhancements (London Development s278)  
**Programme Affiliation** (if applicable): n/a  
**Project Manager:** Daniel Laybourn  
**Next Gateway to be passed:** Gateway 6 (Outcome report) - Complex

## [2] Project Brief

**Project Mission statement:** Public Realm and Highway Improvements surrounding the S106/278 London Development Project (Goldman Sachs).

**Definition of need:** Delivering public realm to meet the needs of the new development including enhanced footways and vehicle access, greening and security measures.

### Key measures of success:

- 1) Creation of secure 'Stand-off' and security infrastructure to the appropriate British Standard
- 2) Reduce road danger
- 3) Creating usable additional public space from excess carriageway
- 4) Tree planting as climate change mitigation
- 5) Improved street appearance
- 6) Securing Goldman Sachs' commitment to this City location

## [3] Highlights

### Finance:

**Total anticipated cost to deliver [£]:** Approximately £7.78m

**Total potential project liability (cost) [£]:** n/a – fully reimbursable

**Total anticipated on-going commitment post-delivery [£]:** n/a – Goldman Sachs are required to enter an Annual Maintenance Plan with the City to account for the uplift in post-implementation maintenance.

**Programme Affiliation [£]:** n/a

[A] Budget Approved to Date*	[B] New Financial Requests	[C] New Budget Total (Post approval)
£7.6m	Approximately £174k (fully funded by Developer)	£7.78m
[D] Previous Total Estimated Cost of Project	[E] New Total Estimated Cost of Project	[F] Variance in Total Estimated Cost of Project (since last report)
£7.6m	£7.78m	Approximately £174k (fully funded by Developer)
[G] Spend to Date	[H] Anticipated future budget requests	
£6.5m	None anticipated at presented but as detailed in the issues report, unforeseen increases in costs may arise due to the complexity of the project.	

**Headline Financial changes:****Since 'Project Proposal' (G2) report:**

- Required budget to next Gateway - +£100k
- Total estimated cost of project – Approximately £7m
- Estimated Programme dates – Completion between Jan 2019 – Jan 2020 to coincide with the occupation of the development.

**Since 'Options Appraisal and Design' (G3-4) report:**

- Required budget to next Gateway - +£550k
- Total estimated cost of project – Approximately £8m (+£1m)
- Estimated Programme dates – Completion between Jan 2019 – Jan 2020 to coincide with the occupation of the development.

**Since 'Authority to start Work' (G5) report:**

- Required budget to next Gateway - (additional) £6.95m
- Total estimated cost of project – Approximately £7.6m (-0.4m)
- Estimated Programme dates – Construction between Jan 2018 to April 2019

**Project Status:****Overall RAG rating:** Green**Previous RAG rating:** Green**[4] Member Decisions and Delegated Authority**

Gateway 5 (Approval to start Work) was approved in October/ November 2017.

**[5] Narrative and change****Date and type of last report:**

Update Report – October 2018.

**Key headline updates and change since last report.**

Work has commenced on-site and has been progressing well despite Developer delays. Please see the main report for more details.

**Headline Scope/Design changes, reasons why, impact of change:****Since 'Project Proposal' (G2) report:**

n/a

**Since 'Options Appraisal and Design' (G3-4 report):**

n/a

**Since 'Authority to Start Work' (G5) report:**

n/a

**Timetable and Milestones:****Expected timeframe for the project delivery:** September 2019**Milestones:**

- 1) On-site completion of the scheme in September 2019
- 2) Practical completion of work on Farringdon Street with handover to TfL – August 2018 (**achieved**)
- 3)

**Are we on track for this stage of the project against the plan/major milestones?** Yes

**Are we on track for completing the project against the expected timeframe for project delivery?** Yes, at present.

**Risks and Issues****Top 3 risks:**

<i>Risk description</i>	Further delays to delivery related to the late release of highway to be worked on by the Developer.
<i>Risk description</i>	Delays associated with outstanding utilities work.
<i>Risk description</i>	

See 'risk register template' for full explanation.

### Top 3 issues realised

<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Utilities Costs	Utility diversions are currently overbudget, but it's expected that the Utility companies will return a significant amount of this overspend once their works are complete. Until that point however, its difficult to say how much and when monies would be returned. These overspends have to date been accommodated within the approved budgets and the Developer has been requested to recontribute this overspend back to the project under the existing S106/278 legal agreement.	~£88,500
Developer Delays (and acceleration)	The City's highways contractor has been delayed by the Developer and their overrunning utility works, and this has resulted in increased costs. Also, the Developer wishes for the City to accelerate its work to ensure the work completes in time for their occupation of the new building. Therefore, the Developer has been requested to recontribute the increased costs, and pay additional funds for acceleration.	~£85,500
N/A		

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No.**

Authorised

Date

## Appendix 2 – Finance table (as of 3/6/19)

<b>S106 - 16100309</b>					
<b>16100309 - Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>	<b>Requested Increase (£)</b>	<b>New Budget (£)</b>
Env Servs Staff Cost	76,211	67,778	8,433	0	76,211
Open Spaces Staff Co	4,725	104	4,621	0	4,725
P&T Staff Costs	56,446	29,466	26,980	0	56,446
Structures Staff Co	779	0	779	0	779
C3 Fees	10,677	0	10,677	0	10,677
Consultancy Fees	173,033	168,033	5,000	0	173,033
Radar Surveys	50,000	50,000	0	0	50,000
SUD Design	9,757	9,756	1	0	9,757
Env Servs Works (Highways work)	1,792,375	1,601,959	190,416	63,193	1,855,568
<b>16100309 Sub-total</b>	<b>2,174,003</b>	<b>1,927,096</b>	<b>246,907</b>	<b>63,193</b>	<b>2,237,196</b>
Maintenance	156,547	0	0	0	156,547
<b>S106 Sub-total</b>	<b>2,330,550</b>	<b>1,927,096</b>	<b>246,907</b>	<b>63,193</b>	<b>2,393,743</b>
<b>S278 16100374 &amp; 16800075</b>					
<b>16800075 - Description</b>					
PreEv ENV Staff Cost	9,990	9,990	0	0	0
PreEv OP Staff Costs	910	910	0	0	0
PreEv P&T Staff Cost	90,000	90,000	0	0	0
PreEv P&T Fees	30,518	30,518	0	0	0
<b>16800075 Sub-total</b>	<b>131,418</b>	<b>131,418</b>	<b>0</b>	<b>0</b>	<b>131,418</b>
<b>16100374 - Description</b>					
DBE Structures Staff	4,417	0	4,417	0	4,417
Env Servs Staff Cost	401,827	320,741	81,086	35,000	436,827
Open Spaces Staff	39,144	13,399	25,745	0	39,144
P&T Staff Costs	229,766	178,770	50,996	0	229,766
P&T Fees	112,328	101,595	10,733	0	112,328
J B Rineys	3,886,394	3,514,625	371,769	75,435	3,961,829
Other Works	602	602	0	0	602
Security Bollards	280,000	279,016	984	0	280,000
Soft Landscaping	89,643	83,668	5,975	0	89,643
<b>16100374 Sub-total</b>	<b>5,044,121</b>	<b>4,492,416</b>	<b>551,075</b>	<b>110,435</b>	<b>5,154,556</b>
Maintenance	102,459	0	0	0	102,459
<b>S278 total</b>	<b>5,277,998</b>	<b>4,623,834</b>	<b>551,705</b>	<b>110,435</b>	<b>5,388,433</b>
<b>PROJECT TOTALS</b>	<b>7,608,548</b>	<b>6,550,930</b>	<b>798,612</b>	<b>173,628</b>	<b>7,782,176</b>

## City of London: Projects Procedure Corporate Risks Register

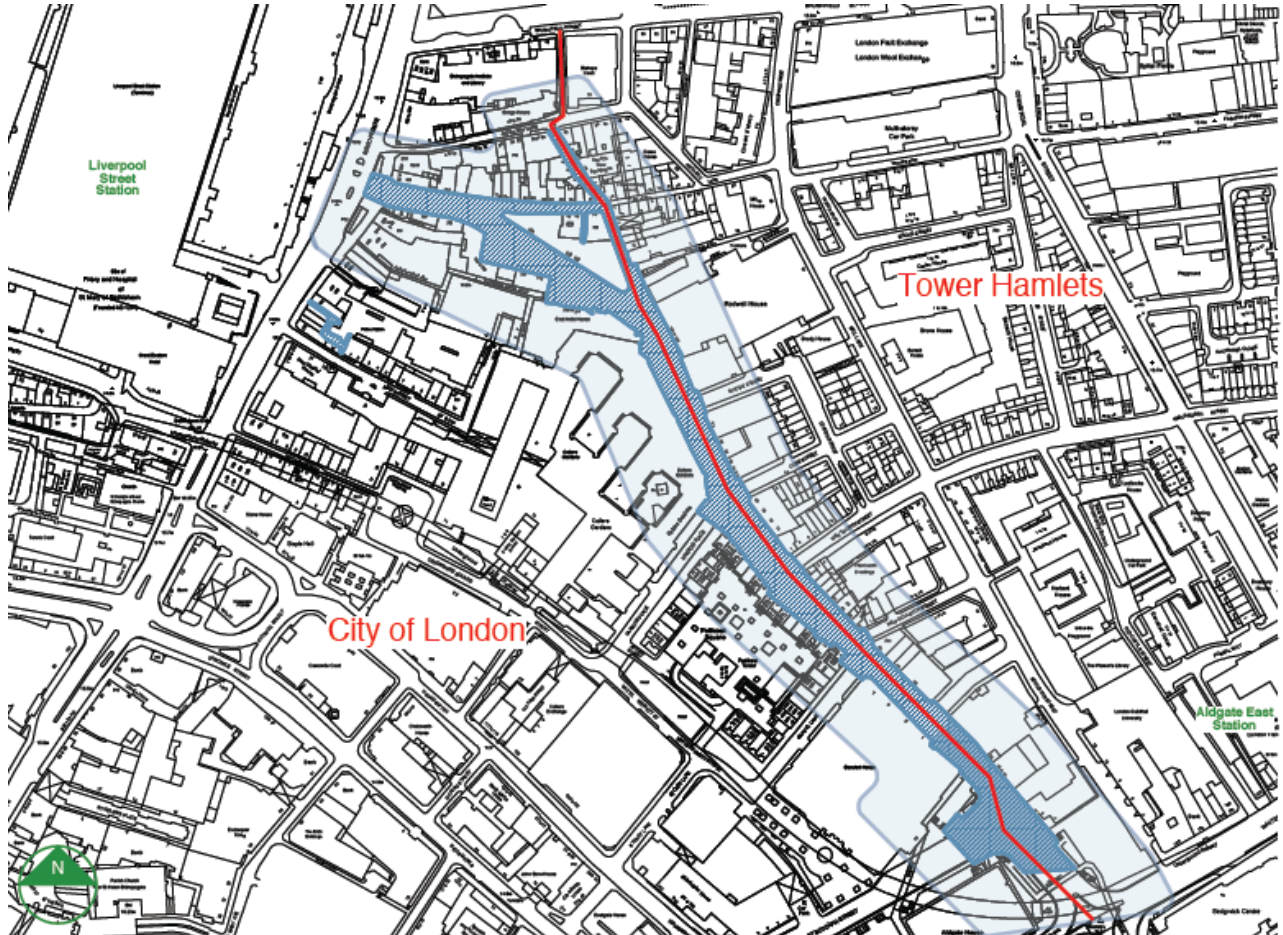
Project Name:		Shoe Lane Quarter Public Realm Enhancements - PH					PM's Overall risk rating:		Low		Costed risk provision requested:	£ -		Average unmitigated risk		1.9		Open Risks		7		
Unique project identifier:		11346					Lifetime total budget estimate:		£ 7,782,176					Average mitigated risk score		1.6		Closed Risks		0		
General risk classification										Mitigation actions						Ownership & Action						
Risk ID	Category	Description of the Risk	Risk Impact Description	Likelihood Classification	Impact Classification	Risk score	Costed impact (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on after mitigation	Impact Classification after mitigation	Costed impact after mitigation (£)	Mitigated Risk score	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to future	Comment(s)		
R13	(1) Service Delivery/ Performance	Failure of developer to vacate areas on time	Delays in the developer vacating site with delay the City's highways work	Possible	Minor	3		N	A – Very Confident	Departments monitor schedule frequently & coordinate with Highways/Contractor		Rare	Minor		1	16/11/2016		Daniel Laybourn		Departments identify lead-in times/ mobilisation periods to allow development of schedules. Highways Manager to assist and liaise with developers over the dates when the sites will be available to start works.		
R16	(3) Reputation	Neighbours - dust, noise, traffic and the proximity of the Church and Temple, pedestrians; lack of sufficient TM barriers/acoustic barriers around site.	There is a reputational risk to the city when the detrimental effects of LDP's development and the City's works are considered as one large project by the local neighbours	Possible	Minor	3		N	A – Very Confident	Main Contractor to provide regular progress reports on the management of the site.		Possible	Minor		3	16/11/2016		Daniel Laybourn		Management issue of main contractor's site logistics.		
R20	(1) Service Delivery/ Performance	Existing piped subways and utility service ducts below ground cause problems during the works.	Any such issue with utilities or pipe subways would result in delays and potentially costs to the project whilst they're rectified.	Rare	Minor	1		N	A – Very Confident	Further work required by developer to provide Utilities strategy that is acceptable to the City		Rare	Minor		1	16/11/2016		Daniel Laybourn		Piped Subways and utility ducts drawing issued by developer but not felt to be adequate. Further discussion required with the designers.		
R24	(1) Service Delivery/ Performance	City operations disrupted by construction works - entrance areas, lifts, pedestrians, users with buildings department, traffic, parking, deliveries, skips, etc..	Should the project be required to alter its plans to accommodate external influences, delays and costs could be incurred.	Possible	Minor	3		N	A – Very Confident	Monitor execution of the works in accordance with the plans agreed.		Possible	Minor		3	07/11/2016		Daniel Laybourn		Establish strategy for pedestrian movements, users movements, traffic movements with Developer and Contractor prior to start of works and obtain sign-off.		
R26	(1) Service Delivery/ Performance	Failure to meet programme at Handover	Extra funding may be required to accelerate completion of the required documentation for handover.	Rare	Minor	1		N	A – Very Confident	Handover plan to be done.		Rare	Minor		1	07/11/2016		Daniel Laybourn		Plan to adopt Handover Plan and commence handover planning well in advance.		
R31	(6) Objectives	Development Design Changes	Delays and costs would result from any developer-led changes away from the baseline/ agreed scope.	Rare	Minor	1		N	A – Very Confident	Continuous communication required to ensure that the users expectations are managed during the project.		Rare	Minor		1	07/11/2016		Daniel Laybourn		May 2019 - No further change requests are expected from the developer.		
R61	(4) Legal/ Statutory	Delay in attaining the TMA works approval	Delays in gaining network access approval would delay the involved work.	Rare	Minor	1		N	A – Very Confident	Have agreed with Ollie Benford @ TfL the documents to be submitted, permits have been submitted along with a provisional TMAN		Rare	Minor		1	01/10/2017		Daniel Laybourn		M&E requirements may mean one further weekend cycle lane closure on Farrington Street. Risk to be closed following completion of that work.		

This page is intentionally left blank



## Appendix 1:

Project Area: Middlesex Street, showing boundary between City and Tower Hamlets



This page is intentionally left blank

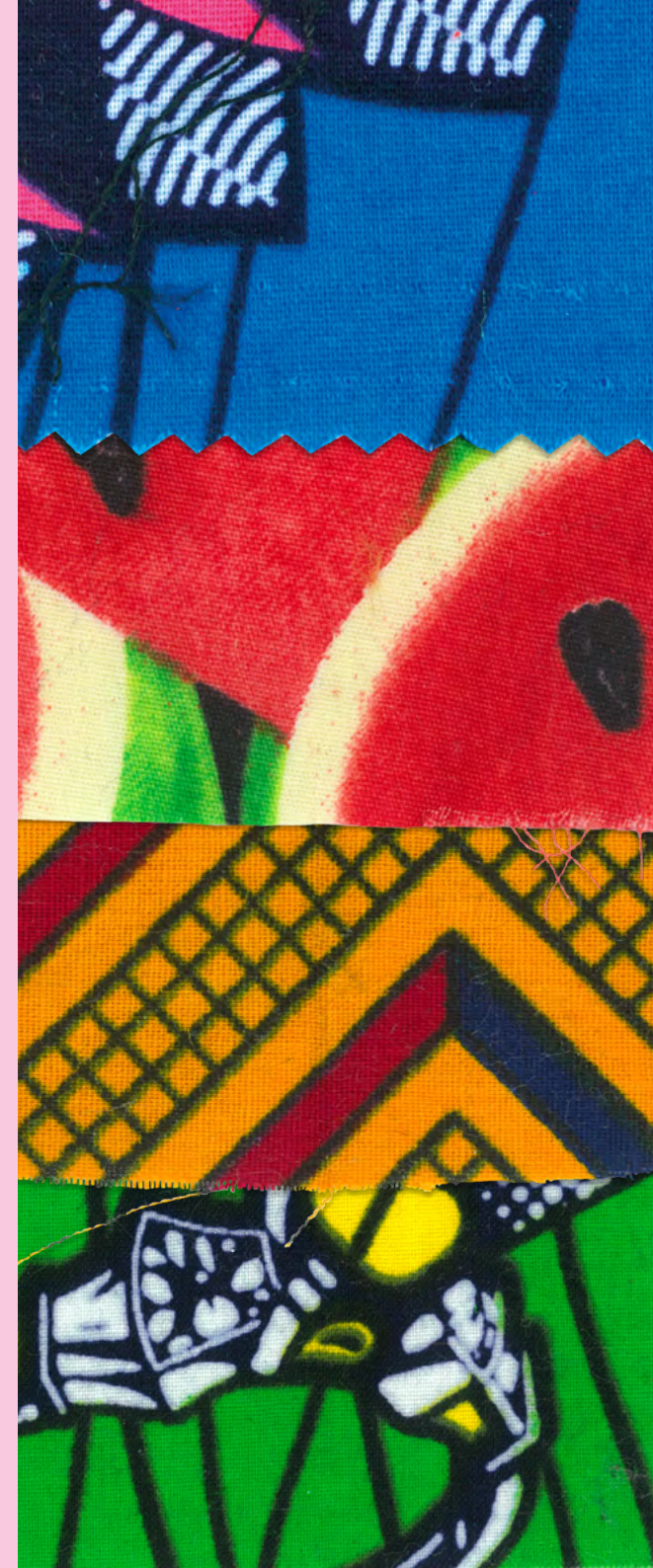


Page 75

# Petticoat Lane

Vision and Design  
development - visual  
identity

Summary





## Stage 1 Design Concept

PETTI  
COAT  
LANE

**PROPER MARKET. PROPER PRICES.**

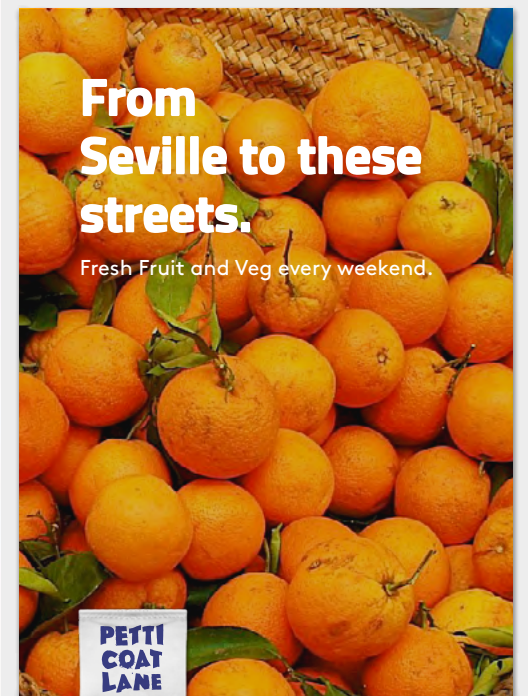


**PETTICOAT  
LANE**

Strutt your stuff  
Petticoat Lane pop-up event. Nam  
dolupt elibus corpora quaturia ni. elibus  
corpora quaturia niawirbg a. wfgva.

Saturday 12th July 2018  
From 10 am - 10 pm

Page 76



**From  
Seville to these  
streets.**

Fresh Fruit and Veg every weekend.



Making of the logo





PETTICOAT  
LANE EST  
1650









Print ads (Timeout/Evening Standard mag etc.)

Print ad for Petti Coat Lane, featuring a collage of colorful, patterned fabrics and a pink fur trim. The text reads:

**PETTI COAT LANE**  
EST 1650

**EVERYTHING BUT THE KITCHEN SINK**

See what you can find down the Lane.  
You might surprise yourself.  
Every Sunday 10am to 4pm.

[www.petticoatlane.co.uk](http://www.petticoatlane.co.uk)

3 minute walk from Liverpool street station  
Nearest bus stop (L) Liverpool street

Facebook and Instagram icons.

Outdoor ads

Outdoor ad for Petti Coat Lane, featuring a vibrant image of a bowl of food (likely a salad or stir-fry) and the text:

**PETTI COAT LANE**  
EST 1650

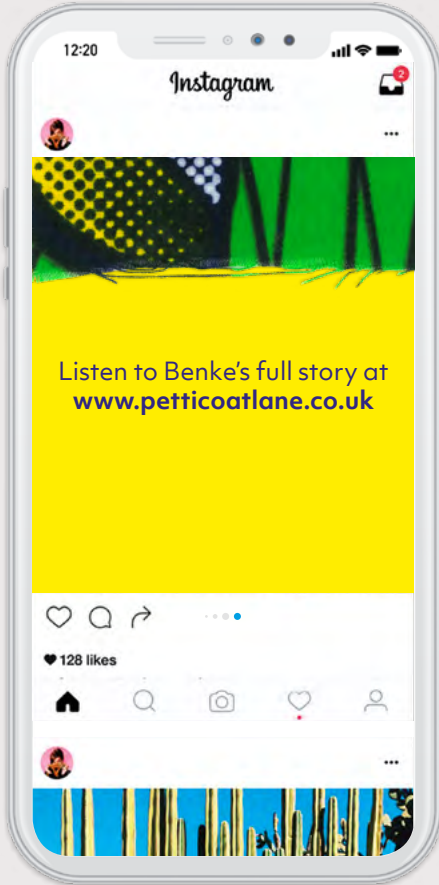
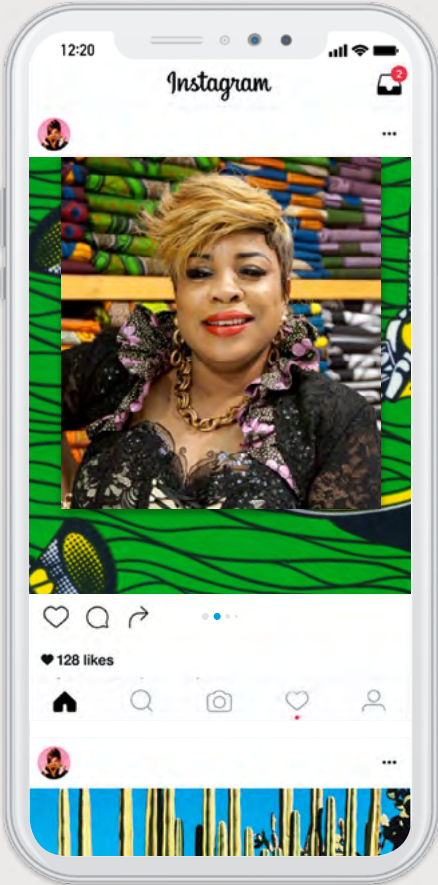
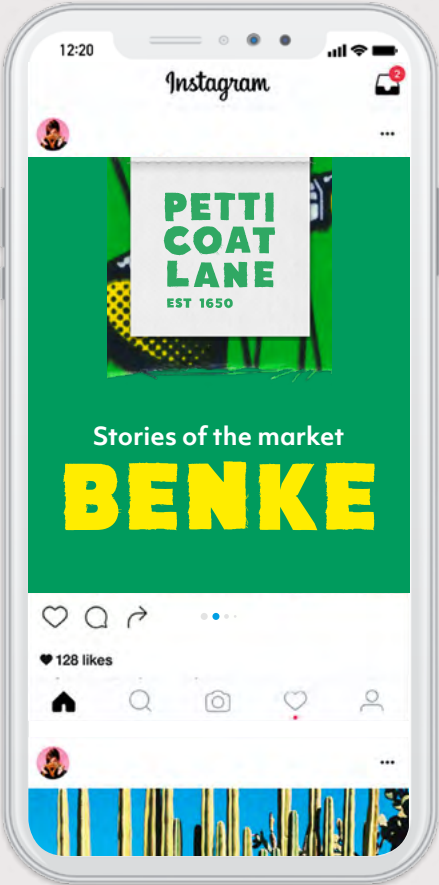
**TASTE THE WORLD!**

From the streets of Tokyo to the streets of the East End. Let your taste buds travel the globe.  
Every Sunday 10am to 4pm.

[www.petticoatlane.co.uk](http://www.petticoatlane.co.uk)

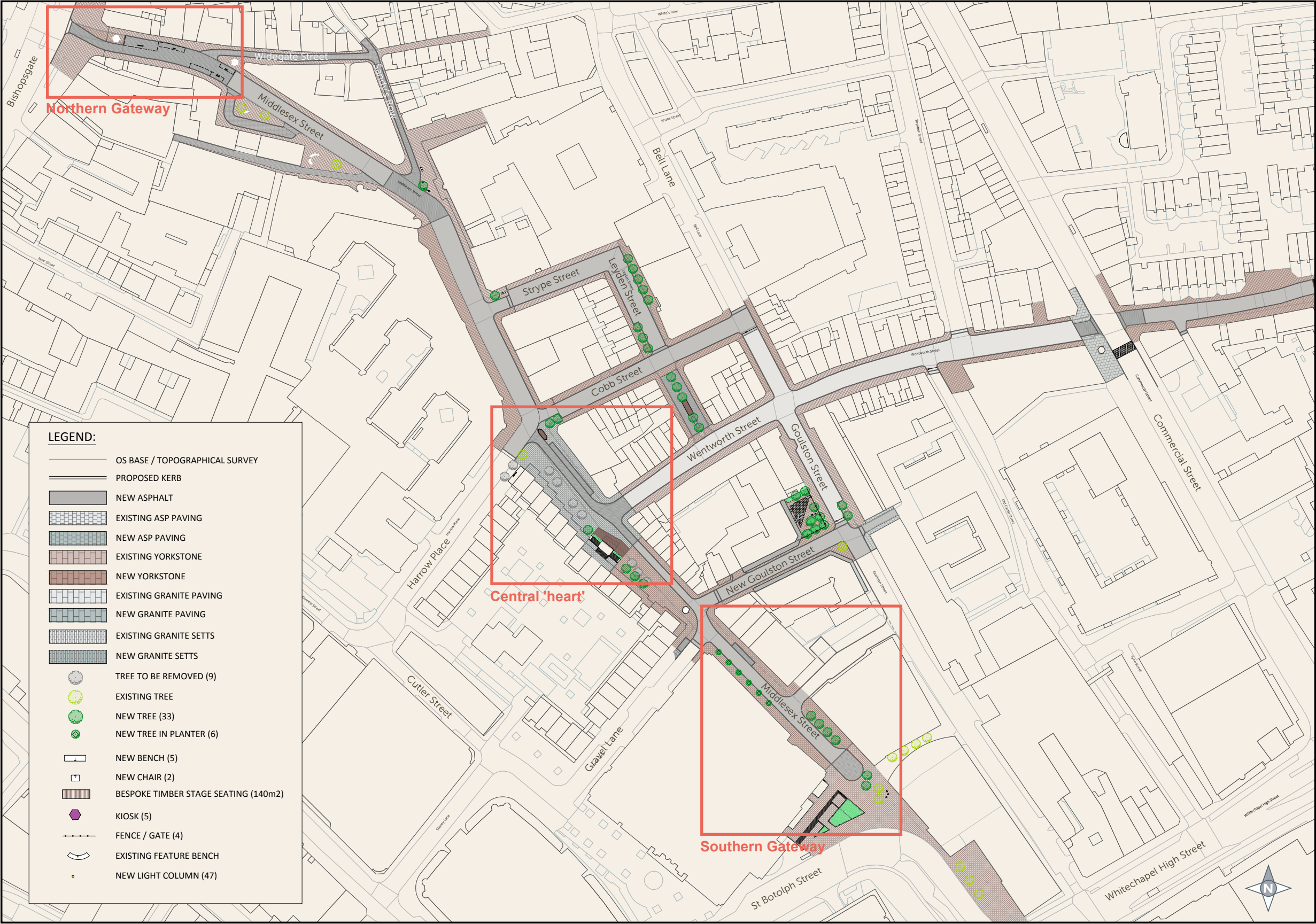
3 minute walk from Liverpool street station  
Nearest bus stop (L) Liverpool street

Facebook and Instagram icons.





# Public realm masterplan





This page is intentionally left blank

## Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	TBC
<b>[2] Core Project Name</b>	City's Cycleway Programme (Phases 1, 2 and 3)		
<b>[3] Programme Affiliation (if applicable)</b>			

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Carolyn Dwyer
<b>[5] Senior Responsible Officer</b>	Bruce McVean
<b>[6] Project Manager</b>	Albert Cheung

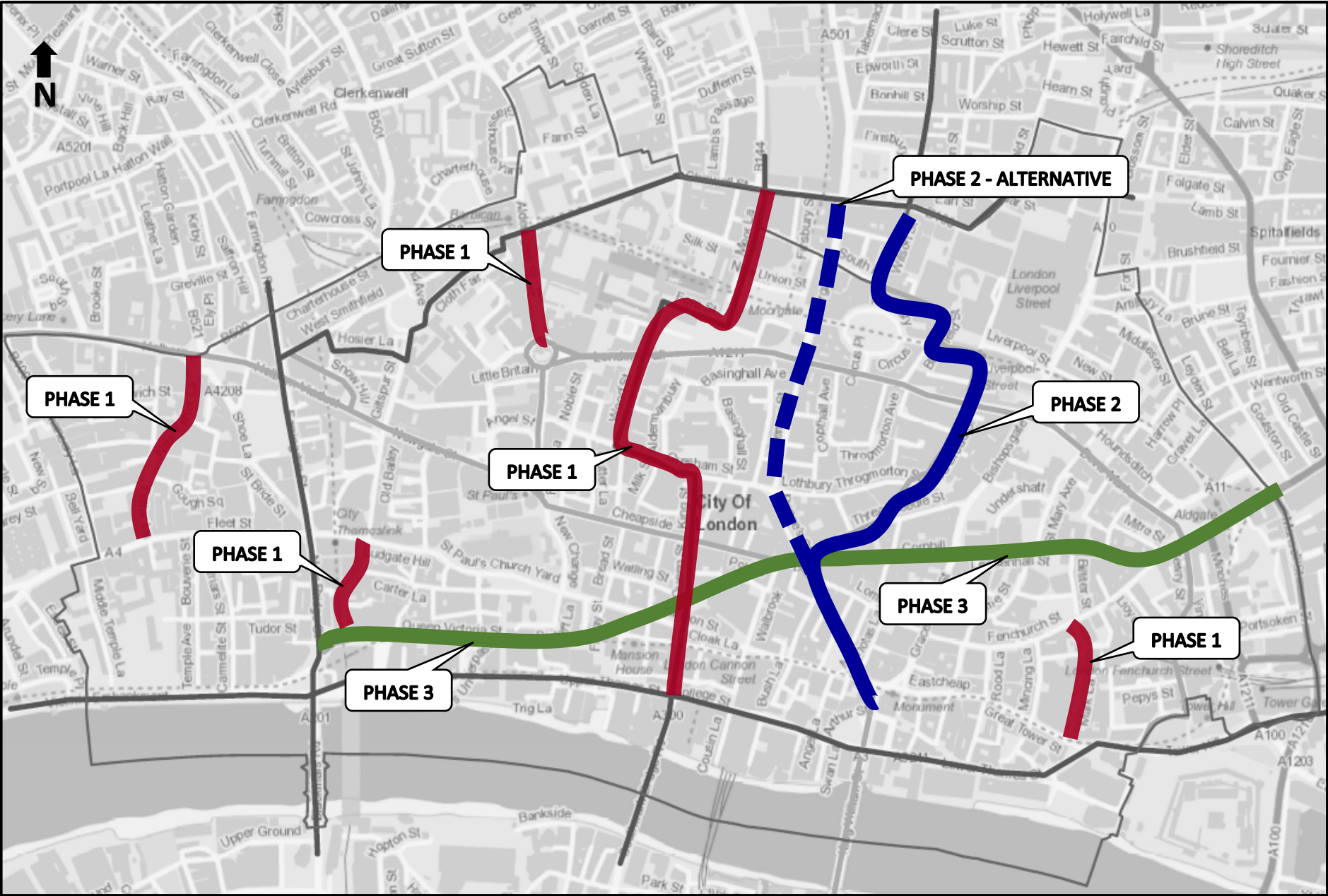
Description and purpose
<b>[7] Project Description</b>
<p>This Programme aims to deliver parts of the City's Transport Strategy, particularly proposal 24 but also others.</p> <p>In order to implement the cycle routes in the Transport Strategy, it is proposed that delivery will need to be phased to reflect funding, staffing resources, parallel transport initiatives and other independencies such as developments and City projects.</p> <p>The following first three phases have therefore evolved. They have been selected due to the ease of delivery, being on an existing planned route, have strong public request and have TfL funding (in part of full).</p> <p><u>Phase 1:</u> Improvements to the existing cycle route (Q11) from Upper Thames Street to Chiswell Street, and some quick wins on other routes. Full funding of up to £580k to develop and implement the measures in 2019/20 has been made available from TfL.</p> <p><u>Phase 2:</u> Route 1 connecting Cycle Superhighway 1 at Sun Street to Monument. Funding of up to £200k for feasibility, detailed design and consultation in the 2019/20 financial year has been made available from TfL.</p> <p><u>Phase 3:</u> Route 2 connecting Aldgate with Blackfriars. Funding of up to £100k for feasibility work in the 2019/20 financial year has been made available from TfL.</p> <p>Separate Gateway reports for each of these phases will follow to enable their progression.</p> <p>Although funding from TfL to implement Phases 2 and 3 in future years has not been confirmed, it is highly likely that they will fund them. This is because improving cycling is a fundamental policy area. However, if funding does not shortly follow, it is anticipated that the design and feasibility work will remain largely valid for at least the next five years.</p>
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>
<ul style="list-style-type: none"> <li>Forms part of the adopted Transport Strategy, supports other Corporation policies and the Mayor of London's Transport Strategy.</li> <li>People who choose to cycle are not prevented from doing so.</li> </ul>

<ul style="list-style-type: none"> <li>• Cycling in the City is more pleasant and safer. Helps to address the Corporate Road Safety “Amber” risk (CR20).</li> <li>• Cycling provides significant health benefits and reduces over-crowding on public transport. They also take up less road space than motor vehicles and are therefore a more efficient use of the road space.</li> <li>• It is environmentally friendly and does not contribute to air pollution. Helps to tackle the Corporate Air Quality “Amber” risk (CR21).</li> <li>• Our stakeholders want it.</li> <li>• TfL has offered a funding grant of £880k for 2019/20 and potentially will fully funded the delivery of up to £4.5M.</li> </ul>					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[1] People are safe and feel safe. [2] People enjoy good health and wellbeing. [9] Our spaces are secure, resilient and well-maintained. [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands. [8] Improving quality of life for workers, residents and visitors  DBE have developed a Portfolio of Programmes to help deliver its business plan ambitions and outcomes. Delivering the Transport Strategy is embedded in the programmes					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation		<b>Corporate:</b> Project developed as a large-scale Corporate initiative	
<b>Mandatory:</b> Compliance with legislation, policy and audit		<b>Sustainability:</b> Essential for business continuity		<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

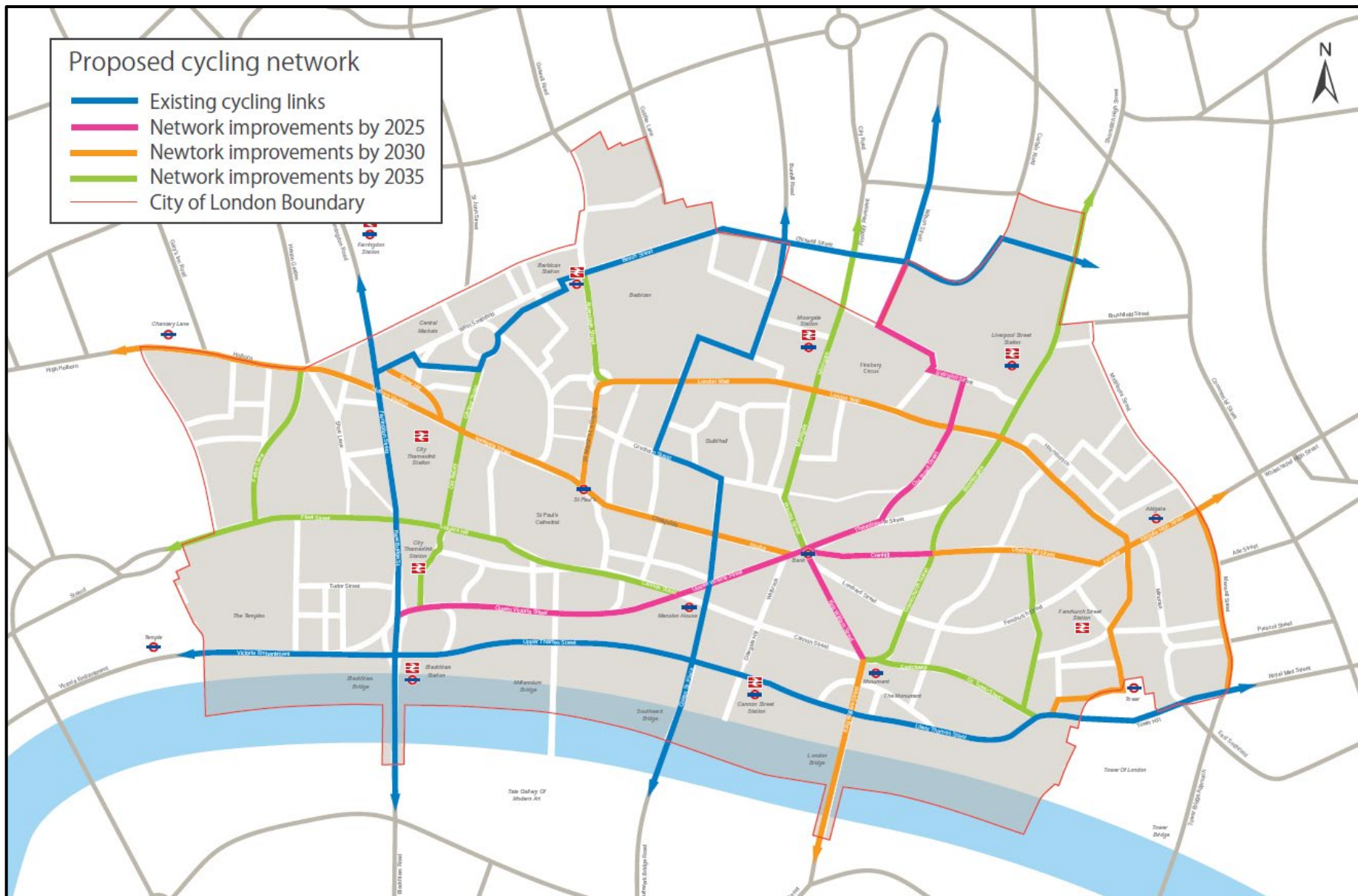
<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>	
<These should be impacts of the activity to complete the aim/objective, rather than ‘finishes on time and on budget’>>	
1) The delivered infrastructure must meet current design standards to provide an adequate level of service for cyclists	
2) More people feel that cycling in the City is safer and more pleasant	
3) More people are cycling.	
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the ‘delivery’ phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>	
Throughout the life of the Transport Strategy, various data will be gathered to assess the benefits of the proposals. It is also envisaged that, following the life of Transport Strategy, an updated version will follow. This will continue to obtain data to measure the on-going benefits of the project. Monitoring of Road injury collisions will also be carried out using an automated system known as TADS.	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £3.5M	
Upper Range estimate: £4.5M	

<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>		
The Cycleways once completed will transfer to the Highways Team for 'business as usual'. Therefore, it is anticipated that the on-going revenue costs will be covered by specific provision in departmental budgets. If additional revenue provisions are required, this will be set out in the next gateway report, once this information is known.		
<b>[16] What are the expected sources of funding for this project?</b>		
Cycleways – TfL funding grant		
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>		
<b>Phase</b>	<b>Description</b>	<b>Delivery Timeframe</b>
Phase 1	Q11 improvements and quick wins	Early 2020
Phase 2	CS1 at Sun Street to Monument	2021 – 2022
Phase 3	Aldgate to Blackfriars	2022 – 2023
The initial funding grant from TfL is likely to be restricted to 2019/20 financial year. To utilise this funding opportunity, a programme to maximise delivery and progression to March 2020 will be set out.		

<b>Project Impact:</b>	
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>	
A Cycleway launch event may be held which will engage the local community and public media.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: N/A
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	TfL
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> <b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>









**City of London: Projects Procedure Corporate Risks Register**Project name: *City Cycleway Programme (Phase 1, 2 and 3)*Unique project identifier: *TBC*Total est cost (exc risk) *£0*

PM's overall risk rating

**Medium**

Avg risk pre-mitigation

**4.7**

Avg risk post-mitigation

**6.0**

Red risks (open)

**0**

Amber risks (open)

**1**

Green risks (open)

**2**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)

£3,715,000.00

0%

Costed risk as % of total estimated cost of project

Costed risk pre-mitigation (open)

£3,715,000.00

0%

" "

Costed risk post-mitigation (open)

£3,707,500.00

0%

" "

Costed Risk Provision requested

£0.00

0%

CRP as % of total estimated cost of project

- (1) Compliance/Regulatory  
 (2) Financial  
 (3) Reputation  
 (4) Contractual/Partnership  
 (5) H&S/Wellbeing  
 (6) Safeguarding  
 (7) Innovation  
 (8) Technology  
 (9) Environmental  
 (10) Physical

Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
1	3.0	£10,000.00	0	0	1
1	8.0	£3,700,000.00	0	1	0
0	0.0	£0.00	0	0	0
1	3.0	£5,000.00	0	0	1
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0
0	0.0	£0.00	0	0	0

Issues (open)

**0**

Open Issues

Extreme	Major	Serious	Minor
0	0	0	0
0	0	0	0

All Issues

**0**

All Issues

Cost to resolve all issues  
(on completion)

£0.00

Total CRP used to date

£0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:			City Cycleway Programme (Phase 1, 2 and 3)					PM's overall risk rating:		Medium		CRP requested this gateway				Average unmitigated risk		4.7		Open Risks		3	
Unique project identifier:			TBC					Total estimated cost (exc risk):		£ -		Total CRP used to date		£ -		Average mitigated		6.0		Closed Risks		0	
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 Issues	Comment(s)
R1	2	(4) Contractual/Partnership	Due to highway and network constraints, the proposal/s is unable to meet cycling level of service criteria	Departure from design standards will need to be approved. This will require staff time to resolve	Possible	Minor	3	£5,000.00	N	B – Fairly Confident	Early engagement with the sponsor TfL on potential risks	£0.00	Possible	Serious	£2,500.00	6	£0.00		21/06/2019	B McVean	A Cheung		
R2	2	(2) Financial	Cycleway Phase 2 and 3 can only be progressed with future funding from TfL	Without funding from TfL the Cycleway Phase 2 and 3 project will be put on hold	Unlikely	Major	8	£3,700,000.00	N	B – Fairly Confident	Cycleway Phases 2 and 3 to be progressed to the agreed delivery programme to provide TfL confidence for future funding	£0.00	Rare	Major	£3,700,000.00	4	£0.00		21/06/2019	B McVean	A Cheung		
R3	2	(1) Compliance/Regulatory	Consultation objection/s is/are received for the Cycleway project proposal	Delivery programme is delayed to resolve the objection	Possible	Minor	3	£10,000.00	N	B – Fairly Confident	The design proposals are fully appraised to ensure they are robust and appropriate for all street uses	£0.00	Likely	Serious	£5,000.00	8	£0.00		21/06/2019	B McVean	A Cheung		

This page is intentionally left blank

## Appendix 1 - Project Coversheet

### [1] Ownership

**Unique Project Identifier:** 11899, 11692, 11496, 9586

**Core Project Name:**

Snow Hill / Holborn Viaduct  
Newgate Street / Warwick Lane  
Alderman's House  
Milton Court

**Programme Affiliation** (if applicable):

**Project Manager:** Albert Cheung

**Next Gateway to be passed:** 6

### [2] Project Brief

**Project Description:**

The Snow Hill/Holborn Viaduct and Newgate Street/Warwick Lane projects were to deliver road safety improvements.

The Alderman's House and Milton Court projects were to deliver changes to the public highway to facilitate these developments.

**Definition of need:** As detailed above

**Key measures of success:**

Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane

- Identified measures to reduce collisions have been implemented.
- No impact on the road network.
- Additional pedestrian crossing and cycling facilities, where possible are introduced.

Alderman's House & Milton Court

- Changes to the public highway has been made which facilitates and co-ordinates with the developments.
- Public benefits, such as an improved public realm, are incorporated.
- Tree planting and seating introduced.
- Delivered on time and to budget.

### [3] Progress Status

**Expected timeframe for the project delivery:**

Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane: March 2018

Alderman's House: July 2017

Milton Court: Nov 2014

**Key Milestones:**

Snow Hill/Holborn Viaduct & Newgate Street/Warwick Lane

The most important milestone was the need for these two projects to be completed within the financial years for which the funding grants were made available. Project

funding was only available up to end of March 2018 and the projects were completed before this and therefore the milestones were met.

#### Alderman's House & Milton Court

Completing the detailed design, obtaining approvals and delivery of works were co-ordinated with the developer's programme. These were all met and therefore did not delay the occupation of the developments. It should be noted that for both projects, the project plans had to be periodically updated to reflect delays in the developers' programme.

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

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

N

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

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

<b>Stage/Project</b>	<b>Snow Hill / Holborn Viaduct</b>	<b>Newgate St / Warwick Lane</b>	<b>Alderman's House</b>	<b>Milton Court</b>
<b>Since 'Project Briefing' G1 report:</b> <ul style="list-style-type: none"> <li><b>Total Estimated Cost (excluding risk):</b></li> <li><b>Costed Risk Against the Project:</b></li> </ul>	£70k  N/A (Pre CRP requirement)	£150k - £200k  N/A (Pre CRP requirement)	£150k - £250k  N/A (Pre CRP requirement)	N/A - pre-Gateway process
<b>Scope/Design Change and Impact:</b>	None	None	None	None
<b>Since 'Project Proposal' G2 report (PSC Approval):</b> <ul style="list-style-type: none"> <li><b>Total Estimated Cost (excluding risk):</b></li> <li><b>Resources to reach next Gateway (excluding risk)</b></li> <li><b>Spend to date:</b></li> <li><b>Costed Risk Against the Project:</b></li> </ul>	06/06/17 £70k  £15k  £15k } N/A (Pre CRP requirement)	26/01/16 £150k - £200k  £30k  £30k } N/A (Pre CRP requirement)	£150k - £250k  £29k  £29k } N/A (Pre CRP requirement)	N/A - pre-Gateway process

<ul style="list-style-type: none"> <li>• CRP Requested:</li> <li>• CRP Drawn Down:</li> </ul>	} }	} }	} }	
<b>Scope/Design Change and Impact:</b>	None	None	None	
<b>Since 'Options Appraisal and Design' G3-4 report (PSC Approval):</b> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk):</li> <li>• Resources to reach next Gateway (excluding risk)</li> <li>• Spend to date:</li> <li>• Costed Risk Against the Project:</li> <li>• CRP Requested:</li> <li>• CRP Drawn Down:</li> </ul>	N/A – combined G3/4/5	N/A – combined G3/4/5	N/A – combined G3/4/5	Eval. report 28/7/11)  £1.57M
<b>Scope/Design Change and Impact:</b>				
<b>Since 'Authority to start Work' G5 report (PSC Approval):</b> <ul style="list-style-type: none"> <li>• Total Estimated Cost (excluding risk):</li> <li>• Resources to reach next Gateway (excluding risk)</li> <li>• Spend to date:</li> <li>• Costed Risk Against the Project:</li> <li>• CRP Requested:</li> <li>• CRP Drawn Down:</li> </ul>	17/01/18 (delegated) £60k  N/A  £59k } N/A (Pre CRP requirement) } }	17/02/17 £180k  N/A  £171k } N/A (Pre CRP requirement) } }	30/04/15 (delegated) £275K  N/A  £263k } N/A (Pre CRP requirement) } }	23/05/12 (Finance) £1.81M   £1.31M
<b>Scope/Design Change and Impact:</b>	None	None	None	None

**Total anticipated on-going commitment post-delivery [£]:0**  
**Programme Affiliation [£]:N/A**

**Top risk:**



<i>Project</i>	<i>Risk description</i>
Snow Hill / Holborn Viaduct & Newgate Street/Warwick Lane	The funding is only available for the financial year for which it has been awarded for. If the project was not delivered to the required timeframe, funding may be lost.
Alderman's House & Milton Court	If delivery of the project was delayed, it could adversely affect the development and lead to reputational damage.

**Top issue realised:**

<i>Project</i>	<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Snow Hill / Holborn Viaduct	No issues realised	N/A	N/A
Newgate Street / Warwick Lane	Existing underground utilities affecting the project.	The cables for the traffic signals had to be re-routed slightly. Negligible impact.	Negligible
Alderman's House	The developer's continued occupation of the highway delayed the project.	CoL contractors were unable to commence work. A revised programme, further public and stakeholder engagement and new permits was required.	£12k of staff time (estimated)
Milton Court	Significant delays to the Developer's programme delayed the project.	CoL contractors were unable to commence work. A revised programme, further extensive public and stakeholder engagement and consultation, new permits, other works permissions and project management activities were required.	£50k of staff time (estimated)

**[5] Member Decisions and Delegated Authority**

Snow Hill/Holborn Viaduct – G5 Authority to start works was approved under delegated authority in January 2018

Alderman's House – G5 Authority to start works was approved under delegated authority in April 2015

## Appendix 2 – Before & After photos

### Snow Hill/Holborn Viaduct



Before



After



Newgate Street/Warwick Lane



Before



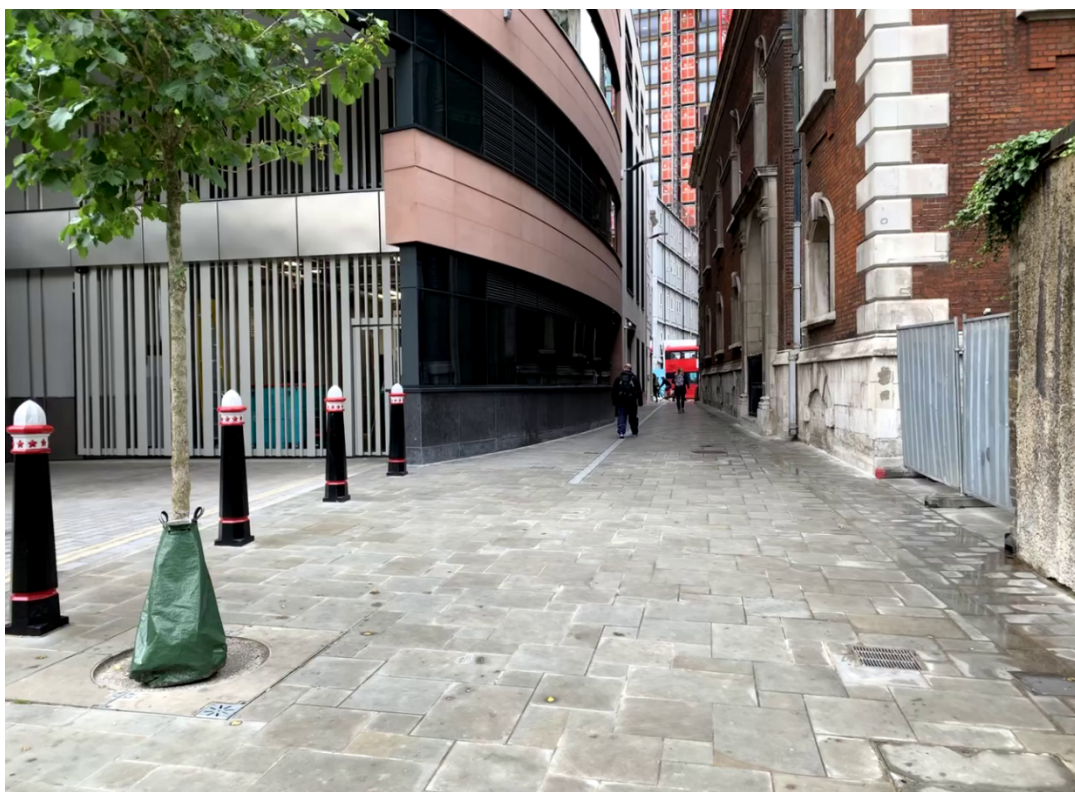
After

Alderman's House





Before



After  
Alderman's House





Before



After



## Milton Court



Before



After



This page is intentionally left blank

# Project Coversheet

## [1] Ownership

### Unique Project Identifier:

### Core Project Name:

Sugar Quay 11951

New Ludgate 10716

52-54 Lime Street 11552

10 Fenchurch Avenue 11553

30-32 Lombard Street 11981

### Programme Affiliation (if applicable):

### Project Manager:

Sugar Quay: Aldo Strydom

New Ludgate, 52-54 Lime Street and 10 Fenchurch Avenue: George Wright

Lombard Street: Roland Jordaan

### Next Gateway to be passed: 6

## [2] Project Brief

**Project Description:** All the projects in this report relate to section 278 highway agreements between the City Corporation and a developer. The projects therefore comprise highway enabling works to accommodate the new developments.

**Definition of need:** As detailed above

### Key measures of success:

#### Sugar Quay

- Meet the needs of the developer by having the surrounding footways complete to a high standard prior to occupation of their building
- Meet the City's requirements for appearance and function of the highway
- Delivery of the works to a timetable that is set by the occupation date of tenant

#### New Ludgate

- Deliver the highway works in time for the occupation of the buildings;
- Deliver the future proofing ducts and communal chambers;
- Deliver a highway that is designed and implemented to a standard that the City is satisfied to adopt and maintain;
- Deliver the above without financial impact on the City;

#### 52-54 Lime Street

- Work with the developer to ensure the timely delivery of improvements
- Meet the City's requirements by providing high quality paving funded by the developer
- Introduce a scheme that benefits the public by providing a more adequate and aesthetic space for pedestrians
- Help contribute to the delivery of a better walking environment in the City's insurance district

#### 10 Fenchurch Avenue

- Work with the developer to ensure timely delivery of high-quality highway improvements
- Work with the developer to meet their desire for an enhanced public realm
- Improve facilities for pedestrians and cyclists

#### 30-32 Lombard Street

- Design a high-quality public realm in the vicinity of the development
- Deliver a scheme that benefits all users of the public highway

### [3] Progress Status

#### **Expected timeframe for the project delivery:**

##### Completion dates

Sugar Quay: June 2018

New Ludgate: December 2018

52-54 Lime Street: March 2019

10 Fenchurch Avenue: March 2019

30-32 Lombard Street: June 2018

#### **Key Milestones:**

##### Sugar Quay

The key milestone was to have the highway works complete in time for the first occupation of the new building by the end of June 2018. The majority of works were completed by this time; however, the developer was running behind schedule with the private land/highway tie-in works. The last area of the footway was completed in October 2018

##### New Ludgate

The bulk of the works were completed to the agreed programme. However, welfare facilities on part of the footway on Limeburner Lane prevented the laying of a section of new yorkstone paving. The final section was completed in December 2018

##### 52-54 Lime Street

The key milestone was to construct the highway works in a timely manner to accommodate the new building. This was achieved through close working with the developer and its principal contractor, Skanska

##### 10 Fenchurch Avenue

The key milestone was to construct the highway works in a timely manner to accommodate the new building. This was achieved through regular meeting with the developer and its principal contractor, Sir Robert McAlpine.

##### 30-32 Lombard Street

The key milestone was for the completion of the work in time for the building's practical completion in June 2018.

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

Sugar Quay: Yes

New Ludgate: Yes

52-54 Lime Street: No – Small section of works on Billiter St is unable to be delivered due to adjacent building construction.

10 Fenchurch: No – Small section of works on Billiter St is unable to be delivered due to adjacent building construction.

30-32 Lombard Street: Yes

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

No

### [4] Finance and Costed Risk

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

<u>Stage/Project</u>	<u>Sugar Quay</u>	<u>New Ludgate</u>	<u>52-54 Lime Street</u>	<u>10 Fenchurch Avenue</u>	<u>30-32 Lombard Street</u>
<b>G1/2 Estimated Cost</b>	£200k-£250k	£700k	£250k exc. Leadenhall Crossing	£250k-£600k	Under £250k
<b>Gateway 3/4 Estimated Cost</b>	N/A	N/A	Leadenhall Crossing £538k	N/A	N/A
<b>Gateway 5 Estimated Cost</b>	£221K (Within the G2 band estimate)	£848,800 (Increase of £148,800)	£864,961 (Increase of £76,961)	£621,308 (Within the G2 band estimate)	£225k (Within the G2 band estimate)
<b>Final Outturn Cost</b>	£159,616	£611,690	£787,109	£421,960	£141,066

**Total anticipated on-going commitment post-delivery [£]: N/A – projects all delivered to City specifications so transfer to BAU**

**Programme Affiliation [£]:**

**Top risk:**

<i>Projects</i>	<i>Risk Description</i>
Sugar Quay, New Ludgate, 52-54 Lime Street, 10 Fenchurch Avenue and 30-32 Lombard Street	The primary risk for all projects is that the highway works are not completed to the developers' timeframe and the potential impact of damaging the City's reputation. All projects successfully mitigated this risk.

**Top issue realised**

<i>Issue Description</i>	<i>Issue Description</i>	<i>Impact and action taken</i>	<i>Realised Cost</i>
Sugar Quay	The raised entry treatment, which was to be located on private land, posed a risk that may have delayed the programme due to the necessary agreements that would've had to be drawn up.	Removing this from the scope of works negated this impact.	N/A
New Ludgate	The issue of the welfare facilities on the footway resulted in a delay of approximately 18 months.	N/A	N/A

52-54 Lime Street/10 Fenchurch Avenue	The issue of re-development at 40 Leadenhall Street and its impact on planned works on Billiter Street was identified approximately halfway through the construction programme.	The City and the developer assessed the issue and mitigating options and agreed to pause some work on Billiter Street until the completion of 40 Leadenhall Street.	N/A
30-32 Lombard Street	Risk 3 occurred due to the developer not handing over the works area on time	A new construction programme was followed, and works were completed to a new programme with no negative impacts for either party	N/A

#### **[5] Member Decisions and Delegated Authority**

Sugar Quay: G5 Authority to start works was approved under delegated authority in April 2018

New Ludgate: G5 Authority to start works was approved under delegated authority in July 2014

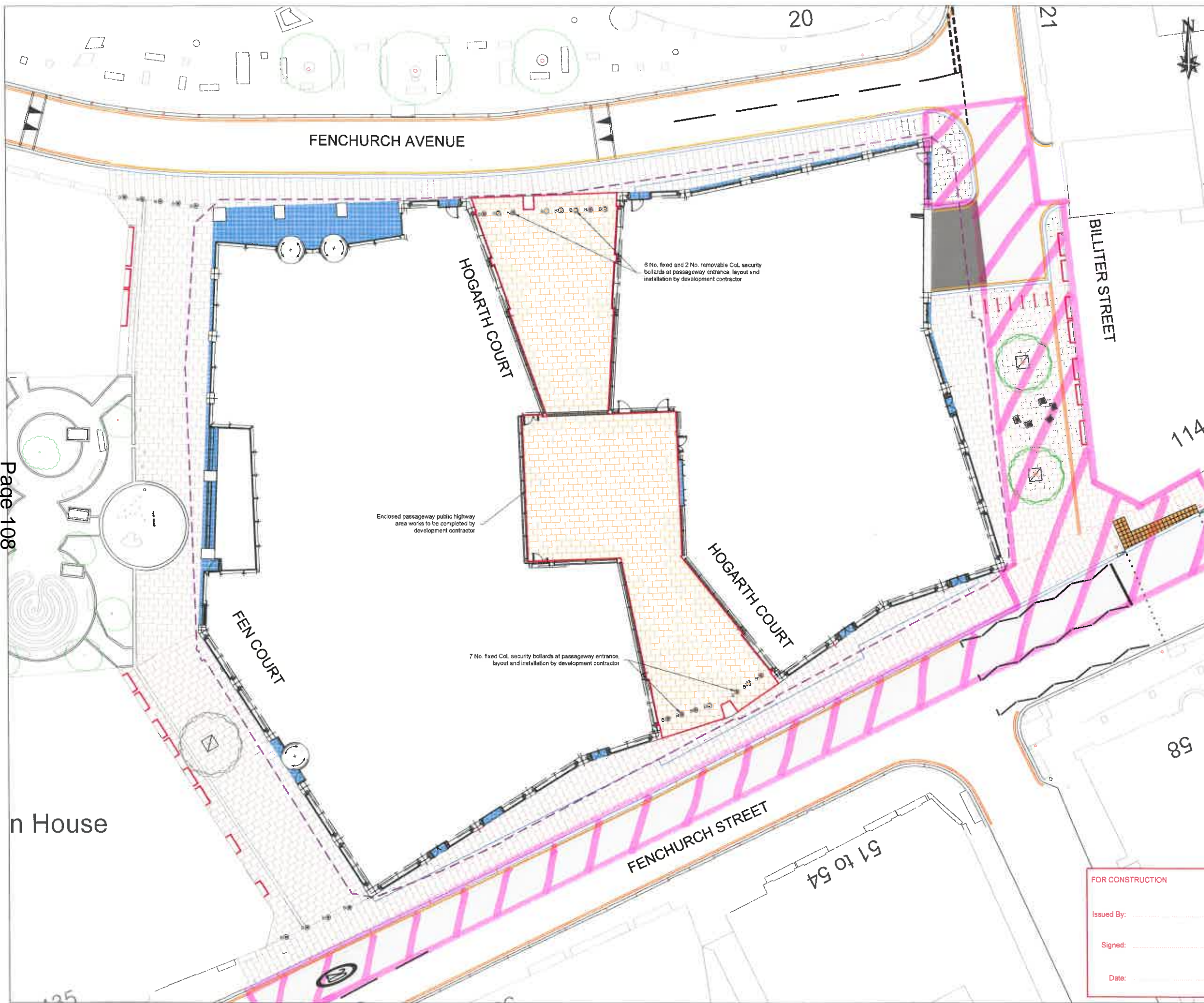
52-54 Lime Street: G5 Authority to start works was approved under delegated authority in February 2018

10 Fenchurch Avenue: G5 Authority to start works was approved by Members in August 2017

30-32 Lombard Street: G5 Authority to start works was approved under delegated authority in August 2018







- Notes:**
1. No information to be scaled from this drawing.
  2. Works shall comply with the current City of London Specification for Highway works.
  3. All road markings refer to the "Traffic Signs Regulations and General Directions 2002". Refer to drawing number 1200/16800323/RM
  4. This drawing is to be read in conjunction with all relevant drawings
  5. The Contractor will be held responsible for any damage caused to private highways and privately owned street furniture.

- KEY**
- Proposed sign / sign & post
  - Proposed illuminated sign / illuminated sign & post
  - Existing City of London C3 bollard
  - Original building boundary (Demarcation to be confirmed)
  - 300 x 200 fine picked silver grey granite kerb
  - Dropper kerb
  - Proposed cycle stands
  - Proposed single Chico seat
  - Existing street tree
  - Proposed street tree
  - Smoke outlet / skylight. Either Yorkstone or Mastic Asphalt finish. Material and extent to be decided by engineer on site.
  - Proposed Granite paving / Mastic (Private Works)
  - Proposed (600mm x varies) Scoutmoor Yorkstone paving
  - Proposed Mastic Asphalt footway
  - Proposed HRA Carriageway surfacing
  - Scoutmoor Yorkstone Tactile Paving
  - Proposed mastic sealant outline
  - Extent of Central Passageway Works

No.	Date	Description	By
D	02.11.17	Insertion of mastic sealant outline	SR
C	15.09.17	Clarification of materials used by developer for private works	SR
S	13.09.17	Revision to Central Walkway Street Name	SR
A	30.08.17	Various Revisions made to street furniture & road markings	SR

10 Fenchurch Ave S278

General Arrangement

**HIGHWAY DESIGN AND CONSTRUCTION**

DEPARTMENT OF THE BUILT ENVIRONMENT  
PO Box 270  
GUILDFORD  
LONDON  
GU1 2EJ  
Tel: 01483 7606 3030



Sheet	SHEET 1 of 1	THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2006. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2008.			
Date	Nov 2017				
Designed by	SR				
Checked by	BM				
Scale & Drawing Size:	N.T.S@A1	Revision:	D	Drawing No.	100/16800323/GA

FOR CONSTRUCTION

Issued By: \_\_\_\_\_

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

**Outstanding Works Estimates for**

**52-54 Lime Street and**

**10 Fenchurch Avenue**

**52-54 Lime Street**

Outstanding Works Cost Estimate	
52-54 Lime Street S278	
Description	Amount (£)
Staff Costs	4,000
Works	41,060
<b>Total</b>	<b>45,060</b>

**10 Fenchurch Avenue**

Outstanding Works Cost Estimate	
10 Fenchurch Avenue S278	
Description	Amount (£)
Staff Costs	13,632
Works	142,882
<b>Total</b>	<b>156,514</b>

# G6 Consolidated Report Before & After Images

- Sugar Quay
- New Ludgate
- 50-52 Lime Street
- 10 Fenchurch Avenue
- 30-32 Lombard Street



# Sugar Quay Before





Sugar Key  
After

Page 112



New  
Ludgate  
Before





# New Ludgate After





52-54 Lime  
Street  
Before

Page 115





# 52-54 Lime Street After

Page 116





10  
Fenchurch  
Avenue  
Before

**TO LET**  
from  
**800 sq ft**  
**FLEXIBLE  
TERMS**  
**GVA** gva.co.uk  
020 7236 6363

**SUBWAY**

**SUBWAY**

**SUBWAY**

**CLOSING DOWN  
EVERYTHING  
MUST GO...**

**Ilvano  
ITALIAN  
CLOTHING**

**CLOSING  
DOWN  
SALE  
MASSIVE CLEARANCE**

FEN COURT  
ECS

TAILORING  
SERVICES

TAILORING SERVICES  
LARGE STOCK AVAILABLE

**CLOSING  
DOWN  
SALE**



10  
Fenchurch  
Avenue  
After

Page 118





30-32  
Lombard  
Street  
Before





30-32  
Lombard  
Street After





## **Appendix 1 – Legal implications: Advice from the Comptroller and City Solicitor**

### **Statutory duties**

The City Corporation has a duty under s.130 of the HA 1980 to assert and protect the rights of the public to the use and enjoyment of any highway for which they are the highway authority.

It also has a network management duty under s.16 of the Traffic Management Act 2004. This requires it to manage its road network with a view to achieving, so far as may be reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:

- a. securing the expeditious movement of traffic on the authority's road network; and
- b. facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.

Under section 122 of the Road Traffic Regulation Act 1984 local authorities are under a duty to exercise functions conferred on them under that Act so far as practicable, having regard to matters specified in subsection (2), to secure the expeditious, safe and convenient movement of traffic (including pedestrians).

The City Corporation is also subject to the public sector equality duty under section 149 of the Equalities Act 2010. This means that in the exercise of its functions it must have due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it. This includes removing or minimising disadvantages suffered by people due to their protected characteristics (such as visual or mobility disabilities).

An unmanaged proliferation of bikes on the highway arising from dockless bike hire schemes may compromise compliance with the above statutory duties.

### **Statutory powers to deal with bikes on highway**

Dockless cycle hire schemes which do not necessitate any infrastructure being placed on the highway fall outside the existing legislative framework and do not need the City Corporation's consent to operate in the City. However, there are some existing statutory powers available where bikes are left so as to cause an obstruction, nuisance or danger.

1. Section 137 HA 1980 – If a person, without lawful authority or excuse, in any way wilfully obstructs the free passage along a highway he is guilty of an offence and liable to a fine not exceeding Level 3 on the standard scale (currently up to £1000.00.)
2. Section 148(c) HA 1980– if, without lawful authority or excuse a person deposits anything whatsoever on a highway to the interruption of any user of

the highway he is guilty of an offence and liable to a fine not exceeding Level 3 on the standard scale.

3. Section 149 HA 1980 – if anything is so deposited on a highway as to constitute a nuisance, the highway authority for the highway may by notice require the person who deposited there to remove it forthwith. In the event of non-compliance, a court order may be obtained authorising the removal and disposal of the offending item. If the highway authority has reasonable grounds for considering the item constitutes a danger (including a danger caused by obstructing the view) to users of the highway and ought to be removed without the delay of seeking a court order it can remove the item forthwith and, ultimately, seek a court order for its disposal.

### **Street trading and ‘waste’**

Consideration has been given to whether the provision of dockless cycles for hire is caught by local legislation which makes it unlawful for any person to engage in unauthorised street trading in the City. “Street trading” is defined in the City of London (Various Powers) Act 1987 to mean the selling or exposing or offering for sale of any article or thing in a street. However, dockless cycle hire schemes involve bikes being available on the highway (or on private land with the consent of the owner) for temporary hire by members of the public, with payment being made via an App, and no person in the street engaged in the hiring out of the bikes. As the 1987 Act prohibits a person from selling etc. items in the street, not the temporary hiring of bikes in the way proposed which is more in the nature of a service (and not dissimilar to the existing Santander cycle hire scheme except that there are no docking stations), the activity would not amount to unauthorised street trading.

Consideration has been given to whether definitions of “waste” or “litter” in legislation apply. It is considered that these terms are not intended to cover bicycles left temporarily on the highway and which are in use for the benefit of the operators and their customers and officers are not aware of any decisions on this point. It is not considered that this adds significantly to the City’s statutory powers to deal with bikes on the highway.

### **Regulation by making byelaws**

Government guidance states that byelaws are considered measures of last resort after a local council has tried to address the local issue the byelaw applies to through other means. A byelaw cannot be made where alternative legislative measures already exist that could be used to address the problem. Byelaws should always be proportionate and reasonable.

It follows that there is a risk that the case for making a byelaw to regulate dockless bike hire could be undermined if all bikes on City streets were to be classed as obstructions and removed under existing powers. This would not prevent the application of the Street Obstructions Policy as proposed.

In relation to the activities of other local authorities in this area, it is understood by City officers that action is proposed to be pursued through a proposed London-wide byelaw.

TfL and London Councils have proposed establishing a regulatory framework for dockless bike hire schemes by way of a London-wide byelaw as the Boroughs have power to make byelaws for good rule and government under section 235 of the Local Government Act 1972. This would necessitate each authority delegating their byelaw-making powers to London Councils' TEC. The byelaw would then be made by way of the new simplified procedure introduced by Regulations which replaced the requirement for Government confirmation of the byelaw.

(However, the City Corporation has a different power to make byelaws for good rule and government contained in the City of London (Various Powers) Act 1961 to which the new simplified procedure does not apply. The City Corporation's participation in London-wide byelaw arrangements may therefore require a separate byelaw (which would need to be confirmed by the relevant Secretary of State) to interface with the TEC byelaw as part of the London-wide controls).

## **Liabilities**

In the event of loss, injury or damage being caused by the cycles, the person responsible would depend on the circumstances of each case. For example, if a cycle had remained in a dangerous position for days without the highway authority taking steps despite complaints, some liability would be likely to rest with the highway authority. If an accident occurred a few moments after the cycle was left in a dangerous position and the highway authority had no reasonable opportunity to identify and remedy the danger, it is unlikely any liability would rest with the highway authority, and therefore would be more likely to rest with the user and/or operator. In addition, the steps proposed to secure the co-operation of operators in ensuring safe practises would help demonstrate that the City is taking reasonable measures consistent with its responsibilities.



This page is intentionally left blank

## Appendix 1 – Methodology of DBE prioritisation exercise



## Appendix 2 – Results of DBE prioritisation exercise

### Table 1

Actual Score	Rank	Project
8.54	1	St Pauls Gyratory (inc. Centre for Music) (11377)
9.12	2	Liverpool Street (Crossrail Urban Integration) (11375)
9.43	3	Bank Junction (All Change at Bank) (11401)
10.00	4	Healthy Street Plans – City Cluster and Fenchurch Street
10.00	4	Healthy Street Plans – Fleet Street and Temple
10.06	6	Moorgate (Crossrail Urban Integration) (11381)
10.60	7	City Cluster - Implementation of Vision Phase 2
10.781	8	London Wall Car Park - Joints and Waterproofing (12002)
10.787	9	Healthy Street Plans – Barbican & Smithfield
11.57	10	Healthy Street Plans – Bank and Guildhall
11.65	11	Culture Mile Implementation (Phase 1 - Culture Mile Spine / North South link ) (11955)
11.79	12	Healthy Streets Project - Barbican and Smithfield
11.79	12	Healthy Streets Project - City Cluster and Fenchurch Street
11.79	12	Healthy Streets Project - Fleet Street and Temple
12.38	15	City Cluster Vision Phase 1 Implementation (Temporary closures/installations & trials)
12.38	15	St Paul's External Lighting (9672)
13.22	17	Fleet Street (10846)
13.25	18	Puddle Dock Improvements (11733)
13.25	18	Moorgate Area Strategy (11697)
13.27	20	Bank by Pass Walk Route (10990)
13.27	20	Dominant House Footbridge (11788)
13.32	22	City Cluster Implementation of Vision Phase 3
13.41	23	Cycling Network
13.54	24	St Paul's Area Strategy - Culture Mile (10845)

13.54	24	Pool of London KAOC plan
13.56	26	Culture Mile Pop ups future years (11825)
13.84	27	Fleet Street Area Strategy (10846)
13.91	28	Culture Mile Implementation (Phase 2 - Wider Area)
14.83	29	Eastcheap and Philpot Lane (11378)
14.93	30	Vine Street North
14.95	31	Tudor St / New Bridge St
15.00	32	Temple Area Traffic Review (11959)
15.03	33	Guildhall Area Strategy Green Spaces (10681)
15.04	34	Guildhall Ponds (10681)

**Table 2. DBE Projects previously approved to continue using central funding during the period of the fundamental review**

Project	Project Description
HVM Security (11954)	Measures to mitigate the Square Mile against hostile vehicles
Bank on Safety (11599)	Measures to improve safety at Bank Junction
Pipe Subways - Holborn Viaduct / Snow Hill (9845)	Works to Pipe Subway adjacent to Annexe Building of Smithfield Market and above the Thameslink line.
West Smithfield Area (inc. Museum of London Public Realm) (11956)	Transportation and public realm improvements to accommodate anticipated changes in the area including the new Museum of London development
Fleet Street Area (inc. Central Criminal Courts Public Realm)	Transportation and public realm improvements to accommodate anticipated changes in the area including the new Central Criminal Courts development
Beech St Transportation and Public Realm (10847)	Transportation and public realm improvements in Beech Street

**Table 3. DBE Projects originally part of the prioritisation exercise but not ranked**

Project	Project Description	Reason that the project was not ranked
Thames Court Footbridge (11962)	Strengthening work to Thames Court Footbridge.	Project completed and bridge re-opened
West Smithfield Charterhouse Street bridge	Strengthening works to Charterhouse Street Bridge above Thameslink link and adjacent to West Smithfield Market buildings.	Project is separately funded by Cyclical Works Programme and therefore falls outside the DBE prioritisation review.
Street Lighting Strategy and Delivery Plan (9685)	Upgrade of City's street lighting network and Control Management System following adoption of the City's Street Lighting Strategy.	Project authorised to commence works at Gateway 5.
City Cluster Vision (10594)	Public Realm Vision document for the City Cluster Area.	Project completed and Vision adopted



City-Way-Finding Signage (11735)	Installation of Legible London way-finding signage across the Square Mile.	Project authorised to commence works at Gateway 5.
Sculpture in the City (9517)	Contemporary public art exhibition in the heart of the insurance and financial district around EC3.	Project authorised to commence works at Gateway 5 for 2019.
Drinking Fountains (12015)	Installation of 10 water refill points in support of the Plastic Free City Initiative.	Project authorised to commence works at Gateway 5.
Culture Mile Look and Feel Strategy (11780)	Public Realm Strategy document for the Culture Mile Area.	Project completed and Strategy adopted.
West Smithfield Strategy (10974)	Public Realm Strategy document for the West Smithfield Area.	Project superseded by Culture Mile Look and Feel Strategy
Eastern City Cluster Phase 2 (10719)	Implementation phase of Eastern City Cluster Strategy (2006)	Project superseded by City Cluster Vision Implementation phases.
51 Lime Street (9561)	Highway works in the vicinity of 51 Lime Street	Final phase superseded by 10 Fenchurch Avenue S278 works.
6 Bevis Marks (10680)	Highway works in the vicinity of 6 Bevis Marks	Funding re-directed to complete Aldgate project
S106 Bucklersbury House (9466)	Highway works in the vicinity of Bucklersbury House	Project superseded by Bloomberg S278 works.
Fenchurch Street (10986)	Transportation and Public realm improvements to Fenchurch Street	Project superseded by City Cluster Vision Implementation Phases and Healthy Streets Plan for City Cluster and Fenchurch Street.
RWE -Blackfriars Bridge Walkway (11493)	Public art installation on the riverside walk at Blackfriars Bridge.	Project superseded by Thames Tideway Tunnel public realm works.
Eastern City Cluster Security (9521)	Measures to mitigate the City Cluster against hostile vehicles	Project superseded by city-wide HVM security programme

**Table 4. DBE superseded and ‘on hold’ projects identified as part of the ranking exercise.**

(These projects will need to be formally closed via a separate Gateway 6 outcome report)

Project	Project Description	Reason for superseded status.
Fleet Street (10846)	Transportation and public realm improvements to Fleet Street	Superseded by the Fleet Street/Central Criminal Courts transportation and public realm project
Moorgate Area Strategy (11697)	A strategy to identify transportation and public realm improvements in the Moorgate area.	Superseded by Crossrail Moorgate project and Bank and Guildhall Healthy Streets Plan

St Paul's Area Strategy - Culture Mile (10845)	A strategy to identify transportation and public realm improvements in the St Paul's Cathedral area.	Superseded by Culture Mile Phase 1 and Museum of London/St Paul's Gyratory project
Fleet Street Area Strategy (10846)	A strategy to identify transportation and public realm improvements in the Fleet Street area.	Superseded by the Fleet Street and Temple Healthy Streets Plan
Eastcheap and Philpot Lane (11378)	A new pedestrian crossing over Eastcheap adjacent to Philpot Lane	Pedestrian movement including crossing points will be reassessed via the City Cluster and Fenchurch Street Healthy Streets Plan
Guildhall Area Strategy Green Spaces (10681)	A strategy to deliver urban realm improvements in the Guildhall area	On hold
Guildhall Ponds (10681)	The re-design of urban realm around and including the Guildhall Pond.	On hold

This page is intentionally left blank

## Appendix Three – Results of Project Eligibility for allocation of S106 funds

(All projects must mitigate the specific impacts of developments from which the funds were generated).

Rank	Project	Project Description	Project cost range (£M)	Project can be fully funded using local funding sources Y/N?	S106 funding can be allocated without a variation in the scope of the agreement Y/N?	Project eligible for allocation of S106 funds in this report Y/N?
1	St Pauls Gyratory (inc. Centre for Music) (11377)	Transportation and Public Realm improvements to St Paul's Gyratory including the integration of a potential Centre for Music development.	21-30	N	N/A	N
2	Liverpool Street (Crossrail Urban Integration) (11375)	Transportation and Public Realm works to safely integrate the additional pedestrians using the Crossrail station. Will include footway widenings, pedestrian crossing improvements, wayfinding and urban greening along Liverpool Street East, Old Broad Street, Blomfield Street and Wormwood Street.	1.4- 5.2	Y	Y	Y
3	Bank Junction (All Change at Bank) (11401)	Transportation and Public Realm works to improve safety and create a quality urban place at Bank Junction ahead of the Bank Underground Station Capacity Upgrade.	4-18	N	N/A	N*
4	Healthy Street Plans – City Cluster and Fenchurch Street (project proposal)	The Healthy Streets Plan will set out the traffic management changes required to provide a quality and safe public environment for workers, residents and visitors in the City Cluster and the area around Fenchurch Street station.	0.25 -0.35	Y	Y	Y
4	Healthy Street Plans – Fleet Street and Temple (project proposal)	The Healthy Streets Plan will set out the traffic management changes required to provide a quality and safe public environment for workers, residents and visitors in the Fleet Street and Temple area.	0.25 0.35	Y	Y	Y
6	Moorgate (Crossrail Urban Integration) (11381)	Transportation and Public Realm works to safely integrate the additional pedestrians using the Crossrail station. Will include footway widenings, pedestrian crossing improvements, wayfinding and urban greening along Moorgate, London Wall and Moorfields North.	1.1 - 2	Y	Y	Y
7	City Cluster - Implementation of Vision Phase 2 (project proposal)	Transportation and Public Realm works to deliver enhanced streets and spaces in the City Cluster, including	6.5	N	N/A	N



		Houndsditch, Leadenhall Street and St Mary Axe				
8	London Wall Car Park - Joints and Waterproofing (12002)	Waterproofing and replacing the joints to the remainder of the Highway Structure over the London Wall Car Park following the completed works funded by the developer to the eastern quarter.	2	N	N/A	N
9	Healthy Street Plans – Barbican & Smithfield (project proposal)	The Healthy Streets Plan will set out the traffic management changes required to provide a quality and safe public environment for workers, residents and visitors in the Barbican and Smithfield areas	0.25 - 0.35	Y	N	N
10	Healthy Street Plans – Bank and Guildhall (project proposal)	The Healthy Streets Plan will set out the traffic management changes required to provide a quality and safe public environment for workers, residents and visitors in the Bank and Guildhall areas	0.25 - 0.35	Y	N	N
11	Culture Mile Implementation (Phase 1 - Culture Mile Spine / North South link ) (11955)	Transportation and Public realm improvements to the Culture Mile Spine between Farringdon Road and Moorgate and public realm improvements to the north-south link between Culture Mile and the Southbank.	4 -5	N	N	N
12	Healthy Streets Project - Barbican and Smithfield (project proposal)	A project arising from the Healthy Streets Plan as yet to be determined	1	N	N/A	N
12	Healthy Streets Project - City Cluster and Fenchurch Street (project proposal)	A project arising from the Healthy Streets Plan as yet to be determined	1	N	N/A	N
12	Healthy Streets Project - Fleet Street and Temple (project proposal)	A project arising from the Healthy Streets Plan as yet to be determined	1	N	N/A	N
15	City Cluster Vision Phase 1 Implementation (Temporary closures/installations & trials) (project proposal)	Implementation of the first phase of the City Cluster Vision to include Healthy Streets Plan, Area Wide Security design development, greening, street activation and trials of functional changes to streets.	1 -3	Y	Y	Y
15	St Paul's External Lighting (9672)	Replacement of the external lighting system at St Paul's Cathedral	1.8	Y	N	N***
17	Fleet Street (10846)	Transportation and Public Realm improvements to Fleet Street	5	N	N/A	N
18	Puddle Dock Improvements (11733)	A new pedestrian crossing connecting the Riverside Walk and Thames Pier to Puddle Dock. Fully funded by TfL grant.	0.2	Y	Y	Y**
18	Moorgate Area Strategy (11697)	A Strategy to identify improvements to Transportation and Public Realm in the Moorgate area. This is now superseded by the Moorgate (Crossrail Urban Integration) project.	0.1	Y	Y	Y**

20	L5-Bank by Pass Walk Route (10990)	Transportation and Public Realm improvements to secondary streets in the Bank Junction area.	1	Y	N	N
20	Dominant House Footbridge (11788)	Concrete repairs to free locked up bearing shelf, refurbishment and investigation of lift provision at Committees instruction	0.55	N	N/A	N
22	City Cluster Implementation of Vision Phase 3 (project proposal)	Transportation and Public Realm works to deliver enhanced streets and spaces in the City Cluster, including Bury Street and Creechurch Lane.	6.5	N	N/A	N
23	Cycling Network	Implementation of cycling network infrastructure across the Square Mile.	8	N	N/A	N
24	St Paul's Area Strategy - Culture Mile (10845)	A Strategy to identify improvements to Transportation and Public Realm in the St Paul's Cathedral area. This project is superseded by the Culture Mile Implementation Phase 1.	0.1	Y	Y	Y**
24	Pool of London KAOC plan (project proposal)	A Plan to identify improvements to Transportation and Public Realm in the Pool of London Key Area of Change.	0.1	N	N/A	N
26	Culture Mile Pop ups future years (11825)	Street activation and trials to deliver short term benefits to the Culture Mile area and to support the Culture Mile cultural programme.	0.75	N	N/A	N
27	Fleet Street Area Strategy (10846)	A Strategy to identify improvements to Transportation and Public Realm in the Fleet Street area. This is superseded by the Fleet Street and Temple area Healthy Street Plan	0.05	Y	Y	Y**
28	Culture Mile Implementation (Phase 2 - Wider Area) (project proposal)	Transportation and Public realm improvements to secondary streets, spaces and gardens in the Culture Mile area.	4 - 5	N	N/A	N
29	Eastcheap and Philpot Lane (11378)	A new pedestrian crossing over Eastcheap adjacent to Philpot Lane	0.2	N	N/A	N
30	Vine Street North (project proposal)	Public Realm improvements in the northern section of Vine Street to complement improvements arising from private development in the area.	0.65	Y	N	N
31	Tudor St / New Bridge St	Transportation improvements to Tudor Street and New Bridge Street.	2.5	N	N/A	N
32	Temple Area Traffic Review (11959)	Measures to improve traffic movement, access, egress and greenery	3	N	N/A	N
33	Guildhall Area Strategy Green Spaces (10681)	Strategy to deliver urban realm improvements to the Guildhall Area	0.2	Y	N	N
34	Guildhall Pond (10681)	Re-design of urban realm around and including the Guildhall Ponds	0.5	N	N	N

**Key:**

Shaded row indicates proposed allocation of s106 funding to named project

\*- S106 funding allocated in separate report to All Change at Bank project (providing partial funding only).

\*\* -Project is already fully funded from local sources (no requirement for further allocation).

\*\*\* Project being funded by external funding sources

## Appendix 4 - Details of S106 deposits to be allocated

Proposed S106 funding allocations					
			TOTALS	£3,917,517.78	£3,917,517.78
Suggested Allocation	HOT	Status	Development	Balance	Total additional funding
<b>City Cluster Vision Phase 1 Implementation – (incorporating City Cluster and Fenchurch Street Healthy Street Plan)</b>	LCEIW	No VAR	06/01123/FULEIA Pinnacle 30/11/2007	£257,531.00	£1,119,934.28
	LCEIW	No VAR	09/00450/FULMAJ Bevis Marks 6 25/06/2010	£53,000.00	
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£16,749.22	
	Transportation	No VAR	11/00332/FULEIA Bishopsgate 100 23/11/2011	£17,939.00	
	LCEIW	No VAR	06/01123/FULEIA Pinnacle 30/11/2007	£774,715.06	
<b>Crossrail Urban Integration - Liverpool Street</b>	Transportation	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£7,733.64	£1,484,391.68
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£537,735.36	
	Transportation	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£543,504.00	
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£56,400.00	
	LCEIW	No VAR	10/00904/FULEIA Broadgate 5 29/07/2011	£326,097.00	
	LCEIW	No VAR	05/00771/FULEIA Heron Tower 07/04/2006	£4,448.49	
	Transportation	No VAR	05/00771/FULEIA Heron Tower 07/04/2006	£4,096.35	
	LCEIW	No VAR	06/00240/FULL Dashwood House 12/12/2006	£4,376.84	
<b>Crossrail Urban integration – Moorgate</b>	Transportation	No VAR	03-3297AS Basinghall Street 35 10/02/2005	£3,281.71	£1,058,185.62
	LCEIW	No VAR	03-3297AS Basinghall Street 35 10/02/2005	£300.00	
	Transportation	No VAR	03-3297AS Basinghall Street 35 10/02/2005	£15,238.00	



	Transportation	No VAR	10/00832/FULEIA London Wall Place 26/08/2011	£118,892.04	
	LCEIW	No VAR	07/00092/FULL Telephone Exchange 29/06/2009	£519,545.66	
	Transportation	No VAR	07/00092/FULL Telephone Exchange 29/06/2009	£327,136.12	
	LCEIW	No VAR	07/00092/FULL Telephone Exchange 29/06/2009	£1,942.20	
	LCEIW	No VAR	12/00811/FULMAJ River Plate House 10/05/2013	£47,365.63	
	LCEIW	No VAR	04/00958/FULL Austral House 09/03/2005	£3,472.57	
	LCEIW	No VAR	14/01179/FULEIA Moorfields 21 25/11/2015	£20,028.00	
	LCEIW	No VAR	10/00832/FULEIA London Wall Place 26/08/2011	£983.69	
<b>Temple and Fleet Healthy Streets Plan</b>	Transportation	VAR - Time	08/00778/FULMAJ New Fetter Lane 12-14 19/06/2009	£145,606.00	£255,006.20
	Transportation	No VAR	06/00613/FULL Fleetway House 14/03/2007	£11,601.13	
	LCEIW	No VAR	06/00613/FULL Fleetway House 14/03/2007	£16,646.89	
	LCEIW	No VAR	06/00613/FULL Fleetway House 14/03/2007	£15,378.94	
	Transportation	VAR - Time	06/01060/FULL Rolls and Arnold Buildings 18/04/2007	£40,773.24	
	Transportation	No VAR	14/00266/FULMAJ 20 Farringdon Street 30/06/2014	£25,000.00	
<b>TOTAL</b>					<b>£3,917,517.78</b>

### Definitions

HOT – Heads of Terms

LCEIW – Local Community Environmental Improvement Works

No VAR- No variation of agreement required

VAR Time – A variation of time required