



Streets and Walkways Sub (Planning and Transportation) Committee

Date: MONDAY, 11 FEBRUARY 2013

Time: 11.30am

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

Members:

Jeremy Simons (Chairman)	Alderman Robert Hall (Ex-Officio Member)
Archie Galloway (Deputy Chairman)	Brian Harris (Ex-Officio Member)
Deputy John Barker	Michael Hudson
Martin Farr (Ex-Officio Member)	Sylvia Moys
Marianne Fredericks	Deputy John Owen-Ward
Alderman Alison Gowman (Ex-Officio Member)	Deputy Michael Welbank (Ex-Officio Member)

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Lunch will be served in Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES FOR ABSENCE**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 14 January 2013.

For Decision
(Pages 1 - 6)
4. **REPORTS OF THE DIRECTOR OF THE BUILT ENVIRONMENT :-**
 - A) **OUTCOME REPORT (GATEWAY 7) - HERON TOWER HIGHWAY WORKS (PAGES 7 - 20)**
 - B) **OUTCOME REPORT (GATEWAY 7) - HERON TOWER HIGHWAY IMPROVEMENT WORKS (PAGES 21 - 42)**
 - C) **ROAD DANGER REDUCTION IN THE SHOE LANE AREA – STONECUTTER STREET & LITTLE NEW STREET (PAGES 43 - 48)**
 - D) **OUTLINE OPTIONS APPRAISAL - ALDGATE HIGHWAY CHANGES AND PUBLIC REALM IMPROVEMENTS PROJECT (PAGES 49 - 96)**
N.B: Appendix 8 to this report is non-public.
5. **REQUEST FOR DELEGATED AUTHORITY - 72 FORE STREET - OUTLINE OPTIONS APPRAISAL**
Report of the Town Clerk.

For Decision
(Pages 97 - 98)
6. **LONDON LOCAL AUTHORITIES AND TRANSPORT FOR LONDON (NO.2) BILL**
Report of the Remembrancer.

For Information
(Pages 99 - 100)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

9. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Part 2 - Non-public Agenda

10. **QUESTIONS ON NON-PUBLIC MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

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

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Agenda Item 3

STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE

Monday, 14 January 2013

Minutes of the meeting of the Streets and Walkways Sub (Planning and Transportation) Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 14 January 2013 at 12.00 pm

Present

Members:

Jeremy Simons (Chairman)
Archie Galloway (Deputy Chairman)
Deputy John Barker
Martin Farr (Ex-Officio Member)
Alderman Alison Gowman (Ex-Officio Member)
Alderman Robert Hall (Ex-Officio Member)
Brian Harris (Ex-Officio Member)
Michael Hudson
Sylvia Moys
Deputy John Owen-Ward

Also in attendance – Alderman Nicholas Anstee

Officers:

Katie Odling	- Town Clerk's Department
Esther Sumner	- Town Clerk's Department
Mark Paddon	- Chamberlain's Department
Anna Simpson	- Comptroller and City Solicitor's Department
Paul Monaghan	- City Surveyor's Department
Simon McGinn	- City Surveyor's Department
Annie Hampson	- Department of the Built Environment
Steve Presland	- Department of the Built Environment
Iain Simmons	- Department of the Built Environment
Ian Hughes	- Department of the Built Environment
Patrick Hegarty	- Open Spaces Department
Alan Rickwood	- City Police

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Marianne Fredericks and Deputy Michael Welbank.

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

There were no declarations of interest.

3. **MINUTES**

Item 3 (Riverside Walk Enhancement Strategy) – Members were informed that a report of the Remembrancer containing information regarding the enforcement on City Walkway would be submitted to the next meeting on 11 February 2013.

Item 4.2 (Mitre Street) - The Director advised that enforcement officers had a proactive approach and focused particularly on streets known to be “hot spots”. This had resulted in a large number of tickets being issued. Members were encouraged to email officers if they were aware of particular streets that should be added to the list of hotspots.

Item 4.5 (Cheapside Area Enhancement Strategy – Report on Progress and proposed review) – Members were informed that repairs to the statue at the junction of Shoe Lane and St Bride Street were on-going.

Item 6 (Questions) – Members noted that the Georgian Pump at Cornhill would be reinstated in early March 2013.

4. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received an order of the Court of Common Council from 6 December 2012 regarding the post implementation review of Governance Arrangements.

Members noted on the summary page, a motion was passed at the Court of Common Council meeting (6 December 2012) to withdraw the recommendation contained at bullet point 4 “*The Corporate Asset and Energy and Sustainability Sub Committees be transferred from the Policy and Resources Committee to the Finance Committee and the Planning and Transportation Committee respectively*”.

The Committee discussed the Order on page 8 and agreed that the issue regarding the Projects Approval Procedure should remain as on going and should continue to be monitored closely. The Director advised that proposals were being developed such that in future a composite report detailing Gateway 2 projects could be submitted to both this Committee and the Projects Sub Committee to assist in planning the work of the Committee. However individual projects may still be tabled to the Streets and Walkways Sub-Committee as necessary. Under the Projects Procedure, at Gateway 2, the Chairman and Deputy Chairman of the Spending Committee are given sight of all projects.

RESOLVED – That the Order of the Court of Common Council held on 6 December 2012 be received and the comments made by the Committee noted.

5. **RELOCATION OF DOROTHY ANNAN CERAMIC PANELS TO BARBICAN HIGHWALK AND TRANSFER OF OWNERSHIP TO CITY OF LONDON CORPORATION**

Consideration was given to a report of the City Surveyor relative to the relocation of Dorothy Annan Ceramic Panels to Barbican Highway and the transfer of ownership to the City of London Corporation.

Concern was expressed by a Member that there was insufficient information in the report to make an informed decision on the relocation of the panels. The Director assured Members that thorough consideration had been given to alternative locations, and that this had included non-Barbican estate sites.

Members recalled that on 18 September 2012, the Planning and Transportation Committee resolved to grant listed building consent for the removal and safe storage of the ceramic panels. This permission was subject to a S106 agreement which provided that every effort should be made to find the panels a new home in the City. The report to committee indicated that a suitable and agreeable location had been found on the Barbican High Walk after consultation with English Heritage and the 20th Century Society who had indicated a preference for the panels to remain in the City and to be attached to a listed building; and that the S106 required Goldman Sachs to use all reasonable endeavours to secure its safe relocation.

Following a question raised, the Director confirmed that a suitable British Telecom building had not been identified.

Members voted on a motion to request that the Planning and Transportation Committee reconsiders alternative locations.

Vote – 1 in favour, 6 against and 2 abstentions. The Motion was lost and it was therefore -

RESOLVED – That,

- 1) the Culture Heritage and Libraries Committee be recommended to agree in principal to the relocation of the panels to the Barbican High Walk and that on completion of the works the ownership shall be transferred to the City Corporation along with a dowry of £100,000 to be set aside in a ring fenced fund for future maintenance and repair.
- 2) the Culture, Heritage & Libraries Committee, be recommended to approve the sum of £100,000 as being appropriate for the future maintenance and repair of the ceramic panels and associated light fittings and add it to the register of art works maintained by the City Corporation.

6. **SPECIAL EVENTS ON THE PUBLIC HIGHWAY**

Consideration was given to a report of the Director of the Built Environment and Public Relations which outlined the major events planned for 2013.

It was requested that the next report for 2014 should identify how many additional events had been scheduled.

Members discussed the short term road closure which was being proposed to facilitate the Children's parade and suggested that consideration be given to holding the event on a Saturday. The Director confirmed that if the impact of the road closure was deemed too large, then a weekend event could be looked at in more detail and that this would be reviewed in the context of planning for 2014 events.

It was agreed to include another column in the events table which identified the benefit to the City of each event.

'Beating the Bounds (on motorcycles)' – following a question raised, the Director agreed to clarify the position as regards the use of motorcycles following the meeting.

RESOLVED – That,

- 1) the report be major events taking place in the City be noted;
- 2) the progress and planning to date in relation the RideLondon Cycling event be noted; and
- 3) a short term road closure be agreed to facilitate the Children's Parade planned to take place on 28 June 2013.

7. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Consideration was given to a report of the Town Clerk which provided details of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman of the Streets and Walkways Sub Committee in accordance with Standing Order 41(a) and 41(b).

In addition to the approval of the temporary installation of the Robert Hooke Bell and Globe View Walkway (opening up and enhancing the Riverside Walkway), a decision had also been taken regarding the Millennium Bridge paving approach as follows –

Millennium Bridge paving approach - In September, the Streets and Walkways and Projects Sub Committees approved an options appraisal report on the Millennium Bridge area enhancement project.

Members agreed that Options 1 and 2a be progressed to 'authority to start work stage' at an estimated cost of £1,473,305 (inclusive of £350,000 for re-paving the Millennium Bridge Approach) and that the paving options for the Millennium Bridge Approach be finalised.

The Sub Committees agreed to trial paving options on site in order to assist Members and for approval of that element of the project to be delegated to the Town Clerk in consultation with Chairmen and Deputy Chairmen of the Policy and Resources and Planning and Transportation Committees and the Projects and Streets and Walkways Sub-Committees.

The trial of the new paving pattern and the cleaning of an area of the existing paving was undertaken in November 2012. Members of the Streets and Walkways and Projects Sub Committee visited the site to inspect the paving on 7th December 2012. Members expressed a preference for the area of existing paving that had been cleaned and agreed that the existing paving should be repaired. They also expressed a desire to carry out these works as soon as possible.

It was therefore agreed, under Delegated Authority, to take forward Options 1 and 2a, as agreed by Committees, with the exclusion of the £350,000 repaving works to the Millennium Bridge Approach and the option to include paving repairs and cleaning works instead, at an estimated cost of £37,000, to be met from existing revenue resources.

RECEIVED.

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

A question was raised in relation to the crossing at Lower Thames Street. Members were informed that there were problems with the crossing and it was hoped an update would be received from Transport for London in the next week.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

The meeting ended at 1.10 pm

Chairman

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Committee(s):	Date(s):	
Streets and Walkways Sub Committee	11 Feb 2013	
Projects Sub Committee	12 Feb 2013	
Subject: Outcome Report (Gateway 7) – Heron Tower Highway Works (S.278(No.1))		Public
Report of: Director of the Department of the Built Environment		For Decision
<u>Summary</u>		
<u>Dashboard</u>		
<ul style="list-style-type: none"> • Project Status: Green • The project is 100% completed • Original Total Estimated Cost: Up to £999,000 • Total Spend: £721,536 • Overall Project Risk: Green 		
<u>Brief description of project</u>		
<p>The project solely related to reconfiguring the carriageway layout to facilitate the construction of the Heron Tower. The outcome of the Heron Tower Highways Works S278(No.1) is the subject of this report.</p> <p>In February 2007, Members approved the highway modification scheme made necessary by the Heron Tower development at an estimated cost of £999,000 to be fully funded by the developer through an agreement under section 278 of the Highways Act 1980 (S278).</p> <p>The main changes to the highway involved:</p> <ol style="list-style-type: none"> 1. Realignment of kerbs around Heron Tower; 2. Relocation of the Camomile Street / Outwich Street pedestrian crossings; and 3. Modification of the Bishopsgate/Camomile Street junction to: <ul style="list-style-type: none"> • Accommodate an increase in capacity; and • Permit additional vehicle turning movements. <p>The original intention of these changes was to allow Houndsditch to be closed to motor vehicles, an important change required to mitigate the large Heron Tower development.</p> <p>Appendix 1 (A and B) shows the original street layout and the design that was implemented through this project.</p> <p>The project was delivered well within the budget largely due to the ability to re-use most of the granite kerbs instead of having to purchase new ones. The final cost of the project is £721,536.</p>		

Recommendations

Outcome Report recommendation

1. Authorise the closure of the project
2. Instruct the Chamberlain's Department to return unspent funds to the developer, including any interest accrued, as is required under the conditions of the S278(No.1) agreement.

Overview

1. Evidence of Need	<p>The development of Heron Tower required changes to the public highway including kerb realignments, relocation of pedestrian crossings and changes to an important City junction (Bishopsgate/Wormwood Street/Camomile Street).</p> <p>The changes were an important step in redirecting vehicles away from Houndsditch which was to be enhanced in order to help mitigate the impact of the Heron Tower development.</p> <p>These changes were also necessary to allow the construction of the development.</p>
2. Project Scope and Exclusions	<p>The project did not include the enhancement works around Heron Tower, which were agreed to be dealt with as part of a second S.278 agreement, referred to as S.278(No.2). Appendix 2 shows the relationship between the various Heron Tower Projects and the subsequent Heron Plaza projects.</p> <p>Transport for London (TfL) requested that the City make additional modifications to the junction of Bishopsgate and Wormwood Street at the same time as the agreed S.278(1) modifications were being implemented. The additional modifications were to remove the left slip lane for northbound traffic turning west into Wormwood Street. Removal of the slip lane allowed the footway to be built out, providing more space for pedestrians. It should be noted that the left turn is still permitted. These additional modifications, to the value of £103,280.62, were funded by TfL and are not considered to be within the scope of this project. The slip lane can be identified in the original layout drawing shown in Appendix 1.</p>
3. Link to Strategic Aims	<p>The scheme has helped provide modern, efficient, and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes. This was achieved by</p>

	simplifying the traffic movements at the junction adjacent to the new development in such a way as to ensure the development can function as it needs to and the vehicle and pedestrian facilities in the area are safe and convenient.
4. Within which category does the project fit	4. Substantially reimbursable (fully funded by the developer)
5. What is the priority of the project?	A. Essential
6. Resources Expended	£721,536 is the expected final spend, including £125,267 of officer time. See paragraph 9 and appendix 4 for further financial details.

Outturn Assessment

7. Assessment of project against Success Criteria	<p>The success of this project was measured against the need for it to be largely delivered prior to the development of the Heron Tower. This was achieved.</p> <p>In addition, outcomes of the project included the following:</p> <ul style="list-style-type: none"> • Safety statistics: there was significant drop in the number of collisions that occurred when comparing three years before to three year after the changes to the carriageways. There were 26 collisions before the changes (including 10 pedal cycles, nine pedestrian and four powered two wheelers.) and only 17 collisions after the changes (including seven pedal cycles, two pedestrians and five powered two wheelers). • Vehicle travel times: As previously reported the outcome of the changes was expected to result in longer travel times for vehicles. This did materialise, with between 27 and 50 seconds added to journey times.
8. Programme	<p>The majority of works were implemented as expected between February and July 2007 in order to allow the construction of Heron Tower to occur shortly after.</p> <p>The implementation of some carriageway surfacing occurred as planned after the construction of development to avoid being damaged during the construction period.</p> <p>This final section of asphalt surfacing was undertaken in March 2012. Other significant works in the local area</p>

	<p>prevented this final element of the project from being delivered in mid 2011; when the development started to be occupied. This was due to the necessity to keep this section of carriageway open while other local streets were closed.</p>										
<p>9. Budget</p>	<p>The agreed budget at evaluation approval stage in 2007 was £999,000 and included a provision of £98,000 as a deposit for resurfacing the footways around the development site in the event that the construction of the new building was delayed or did not take place. These footway works were subsequently incorporated into the S278(No.2) agreement.</p> <p>The budget and estimated final spend is summarised as:</p> <table border="1" data-bbox="662 772 1468 1120"> <tr> <td>Originally Agreed Budget</td> <td>£999,000</td> </tr> <tr> <td>Footway resurfacing deposit</td> <td>- £ 98,000</td> </tr> <tr> <td>Revised Budget</td> <td>£901,000</td> </tr> <tr> <td>Expected Final Spend</td> <td>£721,536</td> </tr> <tr> <td>Underspend</td> <td>£179,464</td> </tr> </table> <p>The underspend is principally due to:</p> <ul style="list-style-type: none"> • £87,099 cost savings largely due to the careful reuse of existing kerbing; • £22,832 savings of monitoring fees which were not required because TfL took on responsibility for monitoring this junction; and • £77,900 contingency savings which remained unspent. <p>Appendix 3 shows the financial information for this project in greater detail including all areas of expected and actual spends.</p> <p>The project was delivered well within the budget largely due to the ability to re-use most of the granite kerbs instead of having to purchase new ones.</p> <p>Under the terms of the S278(1) agreement, unspent funds are to be returned to the developer including any interest that has accrued. This will occur after the Chamberlain has calculated the values.</p>	Originally Agreed Budget	£999,000	Footway resurfacing deposit	- £ 98,000	Revised Budget	£901,000	Expected Final Spend	£721,536	Underspend	£179,464
Originally Agreed Budget	£999,000										
Footway resurfacing deposit	- £ 98,000										
Revised Budget	£901,000										
Expected Final Spend	£721,536										
Underspend	£179,464										
<p>10. Risk</p>	<p>The City's reputation was the biggest risk. The cost implications of a delay to the construction of the development were likely to be in the millions of pounds</p>										

	<p>for the developer.</p> <p>The City expedited the project as quickly as possible including agreeing with the then term contractor to programme the project for delivery in anticipation of approvals being granted by Members. This was a good example of the benefit of having a term contractor.</p>
11. Communications	<p>Regular communication with TfL and the developer were an important component in delivering this project efficiently. Approval from TfL and legal agreements with them and the developer were part of the formal communications to allow the project to proceed.</p> <p>Statutory traffic order consultation also took place.</p>
12. Benefits achieved to date	<p>The changes enabled the construction of Heron Tower to fit within the highway and take place in line with the programme to construct the development.</p>
13. Strategy for continued achievement of benefits	<p>TfL are the highway authority for Bishopsgate and will manage and maintain the junction with Wormwood Street.</p> <p>The City will continue to maintain the other streets around the site which we are the highway authority for.</p>
14. Outstanding actions	<p>None.</p>

Review of Team Performance

15. Governance arrangements	<p>A senior responsible officer was given overall responsibility for this project.</p>
16. Key strengths	<p>The efficacy of using the term contractor.</p> <p>The close working relationship with TfL.</p>
17. Areas for improvement	<ol style="list-style-type: none"> 1. Project management during the time of staff turnover. The use of Project Vision will largely resolve this in the future. 2. TfL decided to make further optional changes to their highway to the value of £103,280. This made for an efficient delivery, but cost attribution was not readily identifiable later. Although the overall values between the work implemented for TfL and that done for Heron Tower were correct, the invoices were mixed up and only the overall value correctly reflected the agreed work packages.

<p>18. Special recognition</p>	<p>The project was delivered on time under a lot of pressure from the developer for it to be expedited as a matter of urgency.</p> <p>Officers that deserve special recognition under the circumstances are:</p> <ul style="list-style-type: none"> • Wayne Price • Richard Harvey <p>Both of the above officers have since retired.</p>
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Lessons Learnt

<p>19. Key lessons and how they will be used and applied</p>	<ol style="list-style-type: none"> 1. Staff turnover can significantly impact on a project. Ensuring that the documentation strikes a balance between being thorough and being able to efficiently find information is very important. Some ways to improve are: <ul style="list-style-type: none"> • Regularly “cull” emails and duplicate documentation that unnecessarily adds to clutter • Highlighting important information, so that it is easy to locate. • The use of Project Vision will significantly improve the project management. 2. The budgets should be set up to reflect the works packages i.e. normally by contractor. This process is now being used as standard. 3. Copies the supporting documentation of all invoices was not kept in full. This made it hard to determine the accuracy of the various work packages of the project. It is now standard practice that this information is kept. In addition, the process to find such information is already considerably easier than the system that was in place in 2007.
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Appendices

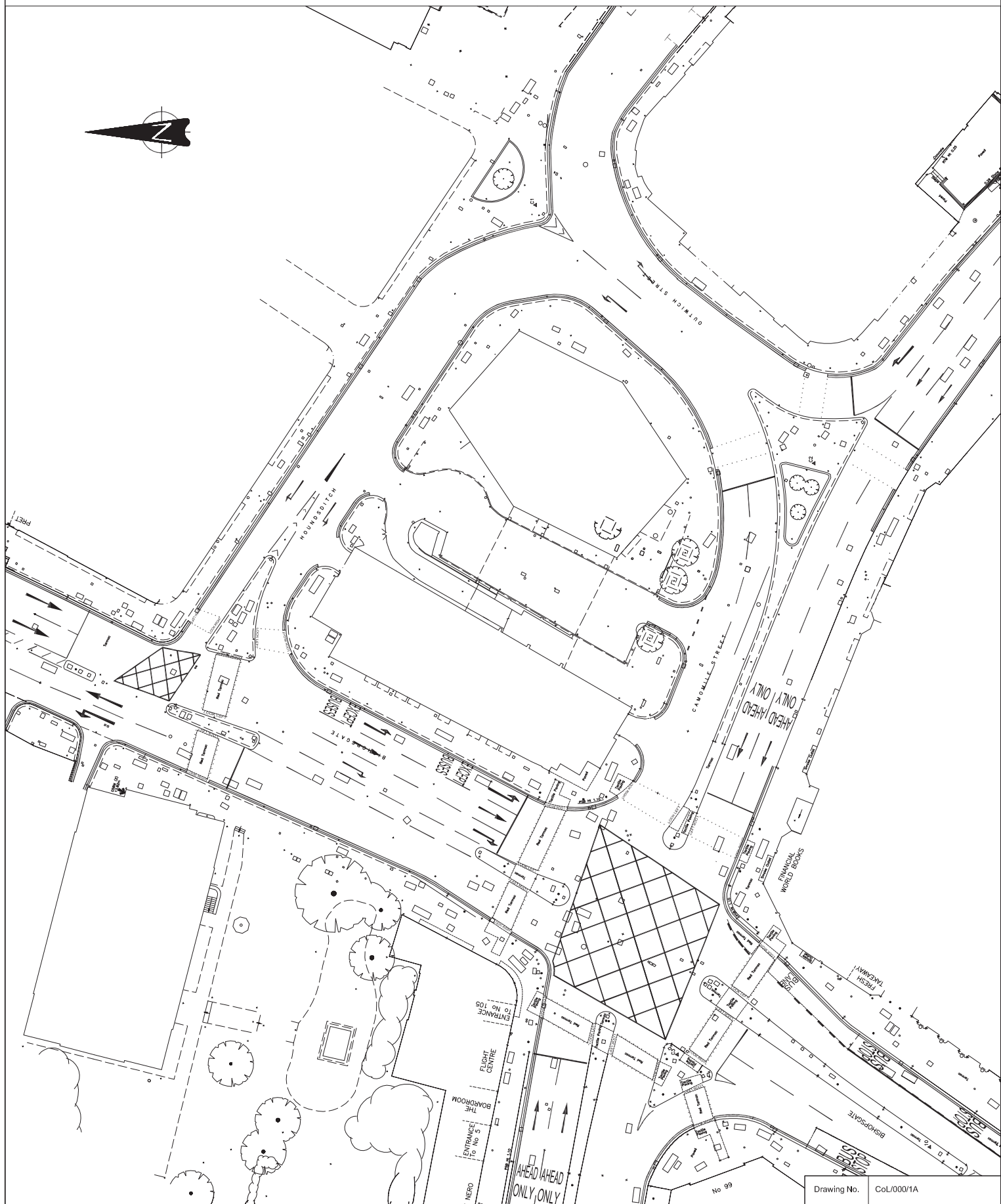
Appendix 1	Highway layout prior to (1A) and after implementation (1B).
Appendix 2	Relationship between various Heron Tower projects
Appendix 3	Financial Spend

Contact

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Appendix 1A

Original Carriageway Layout



Drawing No. CoL/000/1A

Name	KM
Scale	N.T.S
Date	Jan 2013

Project
Heron Tower S278 (1)
 Existing Layout

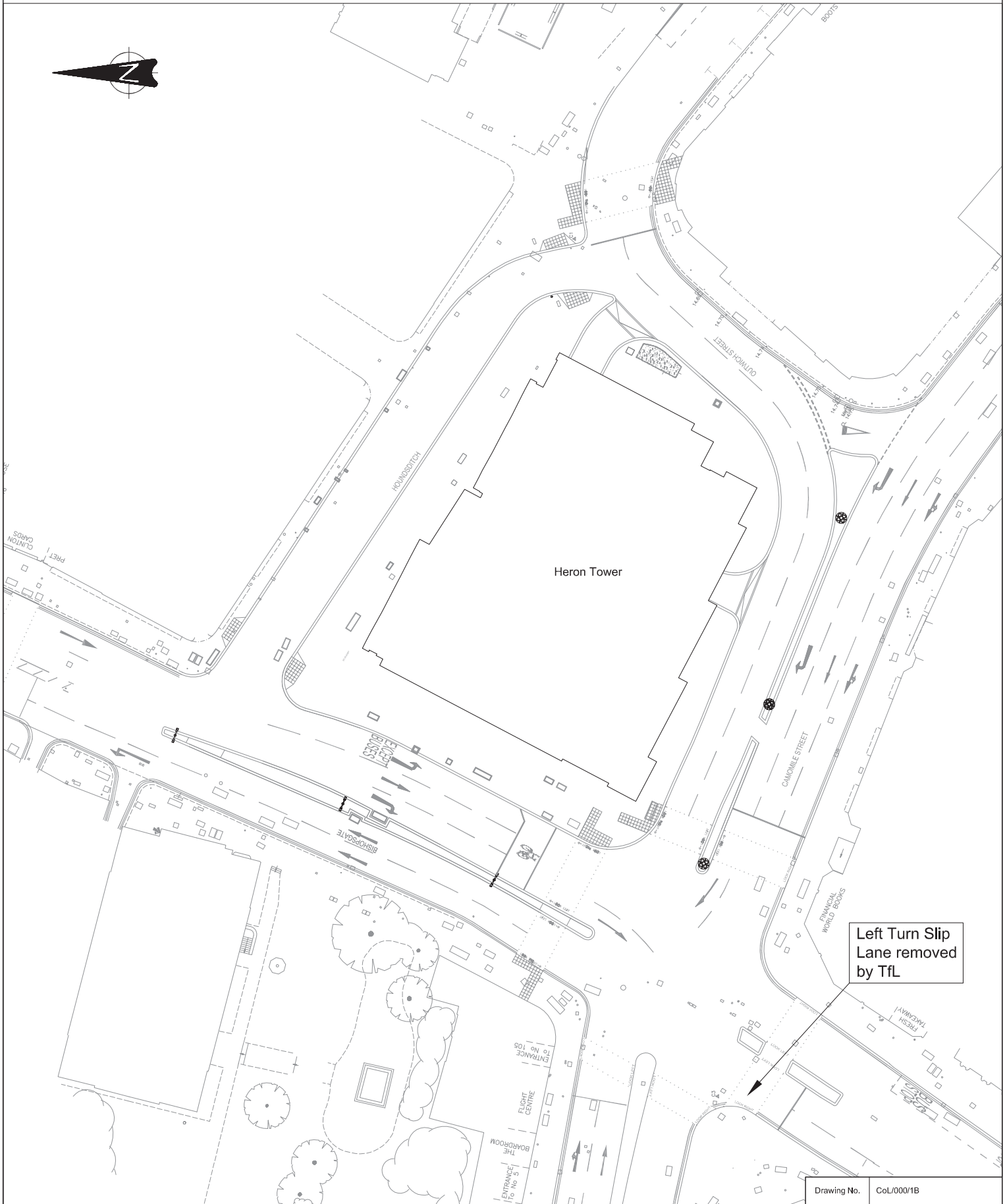
Title
General Arrangement



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Appendix 1B

Revised Carriageway Layout to Facilitate Heron Tower Construction



Name	KM
Scale	N.T.S
Date	Jan 2013

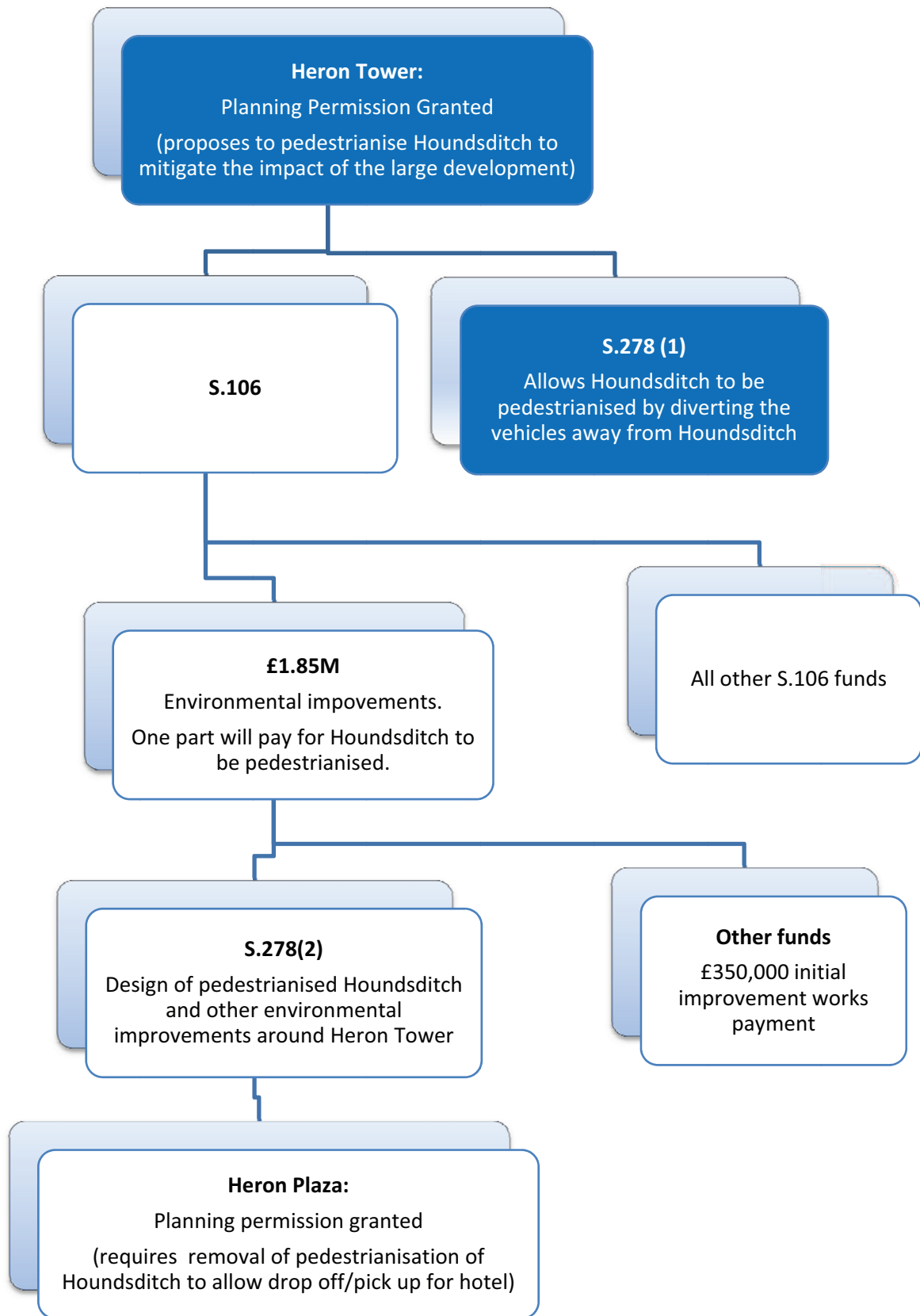
Project	Heron Tower S278 (1) As Built Drawing
Page 15	

Title	General Arrangement
Drawing No.	CoL/000/1B



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Appendix 2 – Heron Tower / Heron Plaza relationship



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Appendix 3: Financial Spend

Original Budget Compared to Revised Budget

S.278(1)	Original Approved Budget (£)	Adjustment (£)	Variance (£)	Notes
Highway Works Sub-Total	779,200	681,200	- 98,000	1
Contingency	77,900	77,900	-	
Staff Costs	116,900	116,900	-	
Monitoring Surveys	25,000	25,000	-	
Total	999,000	901,000	- 98,000	

1. These funds were a deposit to resurface the footways around the buildings that previously occupied the location where Heron Tower was built. The funds were provided to the City in case the S.278(2) was not signed

Revised Budget Compared to Actual Spend

S.278(1)	Revised Budget (£)	Expected Final Spend (£)	Variance (£)	Notes
Highway Works Sub-Total	681,200	594,101	- 87,099	2
Contingency	77,900	-	- 77,900	3
Staff Costs	116,900	125,267	8,367	
Monitoring Surveys	25,000	2,168	- 22,832	4
Total	901,000	721,536	- 179,464	

2. The significant reduction in costs (13%) is largely attributed to reusing kerbs rather than having to purchase new ones.
3. The contingency was not needed.
4. TfL, the highway authority, have taken on the monitoring of this junction as part of their ongoing monitoring of the junctions they manage.

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Committee(s):	Date(s):	Item no.
Streets and Walkways Sub Committee	11 Feb 2013	
Projects Sub Committee	12 Feb 2013	
Subject: Outcome Report (Gateway 7) – Heron Tower Highway Improvement Works (S.278(No.2))		Public
Report of: Director of the Department of the Built Environment		For Decision
<u>Summary</u>		
<u>Dashboard</u>		
<ul style="list-style-type: none"> • Project Status: Green • The project is 95% complete • Total Estimated Cost: £1,426,109 • Expected Final Spend: £1,133,532 • Overall Project Risk: Green 		
<u>Brief description of project</u>		
<p>In July 2007, Members approved the highway improvement scheme for enhancement works, predominantly on the footways, around the Heron Tower development, a 46 storey office building. This followed the revision to the carriageway layout that was a consequence of an initial S.278 agreement with the developer.</p>		
<p>This project was delivered in time for the occupation of the building, which was the project's priority. It was fully funded by the developer through an agreement under section 278 of the Highways Act 1980 (S278) and originally estimated to cost £1,426,109. Environmental improvements funds had been required in an agreement under Section 106 of the Town and Country Planning Act 1990 (S.106) to mitigate the impact of the development.</p>		
<p>This was the second S278 agreement (S.278(No.2)) associated with the Heron Tower development. S278(No.1) dealt with the revision to the carriageway layout that were essential before the development could be constructed. This has been dealt with and reported separately. Appendix 1 shows how the various agreements relate to one another.</p>		
<p>The original design of the scheme is briefly described as:</p> <ul style="list-style-type: none"> • Motor vehicles would be excluded from Houndsditch (between Outwich Street and Bishopsgate) from 7am-7pm creating an improved pedestrian environment that helps to mitigate the large development; • Houndsditch would have improved materials with granite paving in the carriageway and York stone footways; • Trees would be introduced on Houndsditch to improve the public realm and act as wind mitigation measures; and • Additional trees, seats, cycle parking and enhanced lighting would be 		

introduced around the development.

Appendix 2 shows the originally approved design.

The S278(No.2) comprised two components of works, both funded by the developer:

1. Houndsditch Works to be delivered by the developer at an estimated cost of £1,226,000; and
2. Footway Works to be delivered by the City utilising our highways term contractor at an estimated cost of £200,109.

Prior to the works being finished, the project had undergone the following main changes:

1. Additional drainage works were required in Houndsditch, which would be delivered by the City.
2. The cost estimate for the footway works was revised in 2010 prior to the works commencing. This resulted in a significant increase in the estimated cost of the footway works.
3. In January 2011, planning permission was granted for Heron Plaza. This impacted on the agreed S278(No.2) agreement and a S278(No.2) Variation Agreement was put in place which changed the scope of the Houndsditch Works, some of which are now covered by a separate S278 agreement and are expected to be delivered in time for the completion of the Heron Plaza development.

Appendix 3 shows the S278(No.2) Variation Agreement design that was agreed and implemented. The variation design:

- Removed many of the improvements to the Houndsditch carriageway and northern side footway from the Houndsditch Works (these are to be delivered as part of a Heron Plaza Highway Works S.278 agreement, fully funded by the developer).
- Provided the City with £395,983 to be used for other highway improvements in the City to compensate for the diminution in benefit as a result of the changed design.

Appendix 4 shows a few images of the completed scheme.

The developer fully funded the project. An Escrow account was used as a means to ensure both parties were happy with any spend incurred and that there were funds available if the City needed to step in and deliver all the works.

The final outturn cost of the project is £1,133,532, comprising:

1. £370,621 to complete the footway works. The City received £421,312 for the footway works and is required under the S.278(2) agreement to return unspent funds.
2. £762,911 for the Houndsditch Works, with the City and the developer delivering different parts of these works.

Appendix 5 details the finances of the project.

Recommendations

Outcome Report recommendation

1. Authorise the closure of the project
2. Instruct the Chamberlain's Department to return unspent funds to the developer, including any interest accrued, as is required under the conditions of the S278(No.2) and related variation agreement.
3. Note that as a result of the S.278(No.2) Variation Agreement, £395,983 (for the diminution in benefits for the implemented scheme) will be available for other improvement works; the scope of which is still to be determined.

Overview

1. Evidence of Need	Owing to the significant size of the development, environmental improvement works were required to mitigate the impact of a building of this size. This mainly focussed on Houndsditch where such an opportunity was feasible. As part of the improvements, trees were included as a way of mitigating the wind in this location.
2. Project Scope and Exclusions	The project does not include the: <ol style="list-style-type: none">1. Carriageway changes that are the basis of the S.278(No.1).2. The use of £350,000 <i>initial improvement works payment</i> provided to the City as part of the S.278 (No.2) agreement. This £350,000 is still available for the City to spend on other enhancement works.3. The Heron Plaza S.106 and S.278 agreements.
3. Link to Strategic Aim	It will help provide modern, efficient, and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes. This will be achieved by enhancing the area around the new development in such a way as to ensure the development can function as it needs to and the vehicle and pedestrian facilities in the area are safe and convenient.
4. Within which category does the project fit	4. Substantially reimbursable (fully funded by the developer)
5. What was the priority of the project?	A. Essential

<p>6. Resources Expended</p>	<p>The developer fully funded this project.</p> <p>£1,133,532 is the projected final spend for the whole project including the works delivered by the developer and the City (including staff time).</p> <p>The project was originally estimated to cost £1,426,109. However, both components of the scheme underwent significant changes and the budgets were later revised to total £1,160,872.</p> <p>These changes and the impact on the budgets can be seen step by step in Appendix 5.</p> <p>Paragraph 9 contains further financial information and discussion.</p>
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Outturn Assessment

<p>7. Assessment of project against Success Criteria</p>	<p>This project had to be largely delivered prior to the development of the Heron Tower in order for the occupation of the building to occur as planned.</p> <p>The project was delivered in time for the occupation of the building in 2011.</p>								
<p>8. Programme</p>	<p>The bulk of the works were implemented in early 2011 and allowed the occupation of the building to occur as planned.</p>								
<p>9. Budget</p>	<p>The agreed budget at evaluation approval stage in 2007 was £1,426,109, made up of:</p> <ol style="list-style-type: none"> 1. Houndsditch Works to be delivered by the developer at an estimated cost of £1,226,000; and 2. Footway Works to be delivered by the City utilising its highways term contractor at an estimated cost of £200,109. <p>The following table compares the original estimated cost of the scheme with the expected final spend:</p> <table border="1" data-bbox="662 1688 1439 1977"> <thead> <tr> <th></th> <th>Original Approval (£)</th> <th>Expected Final Spend (£)</th> <th>Variance (£)</th> </tr> </thead> <tbody> <tr> <td>Houndsditch Works</td> <td>1,226,000</td> <td>762,911</td> <td>- 463,089</td> </tr> </tbody> </table>		Original Approval (£)	Expected Final Spend (£)	Variance (£)	Houndsditch Works	1,226,000	762,911	- 463,089
	Original Approval (£)	Expected Final Spend (£)	Variance (£)						
Houndsditch Works	1,226,000	762,911	- 463,089						

Footway Works	200,109	370,621	170,512
Total	1,426,109	1,129,982	- 292,577

Subsequent to the original approvals, the project went through a number of significant changes, still fully funded by the developer. The value of the financial implications of each change to the scheme are explained in detail in Appendix 5 and can be described in summary as:

1. Additional drainage works were required in Houndsditch, which would be delivered by the City.
2. The cost estimate for the Footway Works was updated in 2010, prior to the works occurring. This resulted in a significant increase in the estimated cost due to inflation (since the original estimate in 2006) and statutory utilities companies' works.
3. The scope of the Houndsditch Works to be delivered was changed in January 2011, when planning permission was granted for Heron Plaza. This impacted on the agreed S278(2) and a S278(2) variation agreement was put in place.

The change in scope was formally agreed in the S.278(2) variation agreement and was essentially a reduction in the area to be enhanced to avoid:

- Implementing a scheme that does not fit with both developments; and
- Needing to dig up a recently finished scheme to accommodate the construction of the Heron Plaza development.

The S.278(2) variation agreement also stated that the City would be provided with £395,983 to enhance areas elsewhere in the City to compensate for the reduced amenity improvements resulting from the necessary changes to the Heron Tower S.278(2) agreement compared to one that would be delivered as part of the Heron Plaza Highway Works S.278 agreement.

The £395,983 is in addition to the Heron Plaza Highway Works S.278 agreement (fully funded by the developer) to enhance the carriageway and north side of Houndsditch under the new scheme.

	<p>Appendix 5 shows the financial information for this project in greater detail including all areas of expected and actual spends.</p> <p>The figures include:</p> <ul style="list-style-type: none"> • The projected final spend on staff costs. • An allowance of £19,557 for the introduction of a CCTV camera that was not implemented by the developer as part of the Houndsditch works. This will be implemented by the City. • An allowance of £14,427 that is being set aside for the tree and cycle stands that will be installed after the temporary cabin is removed (see paragraph 14). <p>Under the terms of the S278(2) agreement, the City is required to return any unspent funds to the developer including interest accrued. This will occur after the Chamberlain has calculated the values.</p>
<p>10. Risk</p>	<p>The impact on the City's reputation was the biggest risk. Opening the building for occupation was something that the City could not delay as this could have had significant knock-on effects for the developer and building occupiers.</p> <p>Works around the entrance of the building were given the highest priority and delivered first in order to ensure that occupation could occur as planned.</p> <p>There was a risk that S.106 funds would not be enough to deliver the full improvements necessary to mitigate the impact of the building and that the City would have to contribute extra funds. Therefore, it was agreed with the developer that the design/scope of the scheme would be delivered though a S.278 agreement and that the developer would pay the full costs. This meant that there was certainty over the scheme being delivered even if there was uncertainty over the cost of the scheme.</p>
<p>11. Communications</p>	<p>Regular communication with the developer and contractors was an important component of delivering this project effectively.</p> <p>Communication between the City and the developer made it very clear that high priority had to be given to delivering the scheme in time for the occupation of the building.</p>
<p>12. Benefits achieved to date</p>	<p>The improvement works around the development have made the area a more pleasant place for pedestrians.</p>

	<p>The improved materials, added seating and trees contribute positively to this.</p> <p>However, the full benefits of the improvements are yet to be realised because:</p> <ul style="list-style-type: none"> • The approval of the Heron Plaza planning application resulted in a change of scope for the works on Houndsditch. The finished scheme for Houndsditch will not be delivered until the completion of the Heron Plaza development, which is not expected for a number of years. • The Heron Plaza development has been granted a hoarding licence on Houndsditch that will help facilitate the safe demolition of the existing buildings. The hoarding is in place and therefore is constraining the area of Houndsditch that people can use. • A temporary worksite cabin is approved to be in place on Outwich Street. Unfortunately, this obstructs a portion of the footway preventing the installation of a tree and cycle stands.
<p>13. Strategy for continued achievement of benefits</p>	<p>The improvements to the area around Heron Tower will be maintained as part of the City's normal highway maintenance programme.</p> <p>The benefits of the area will be fully realised when:</p> <ul style="list-style-type: none"> • The cabin is removed and the tree and cycle stands are implemented; and • The Heron Plaza S.278 works for Houndsditch are implemented.
<p>14. Outstanding actions</p>	<p>A temporary worksite cabin (image shown in Appendix 4) has been in place on Outwich Street since before the Footway Works were completed. This obstructs a portion of the footway preventing the installation of a tree and cycle stands. It has been agreed with the developer that the City will retain funds to implement these when the cabin is removed.</p> <p>In addition, the developer has agreed that the City will install the outstanding CCTV camera that it was supposed to have implemented as part of the Houndsditch Works.</p> <p>These have been estimated at £33,984 which has been included in the expected costs of the scheme.</p>

Review of Team Performance

<p>15. Governance arrangements</p>	<p>A senior responsible officer was given overall responsibility for this project.</p>
<p>16. Key strengths</p>	<p>The ability to deliver the project efficiently under constrained timeframes was key to ensuring the success of the project.</p> <p>Coordination and communication between the various contractors and the City was very important. There were numerous contractors on site, which included those that the developer was utilising to complete the construction of the building and the Houndsditch Works. It was necessary to not only coordinate the City's contractors, but also to work closely with the developers to ensure that the end goal of having the works completed in time for occupation was achieved.</p> <p>Negotiation skills were particularly critical when the S.278(2) variation agreement was developed and signed. This ensured that the value of improvements that had been originally required from the S.106 funds continue into the S.278(2) variation agreement. The negotiation of the £395,983 and the funding of the revised design of Houndsditch to be delivered from a Heron Plaza S.278 agreement ensured the public benefits did not diminish.</p>
<p>17. Areas for improvement</p>	<ol style="list-style-type: none"> 1. Setting the project budgets as three separate codes instead of one complicated the project. A single budget code covering all elements of the project would have made it easier to keep track of how much budget was spent and what remained. These unnecessary duplications made the financial monitoring of the project very cumbersome and inefficient. 2. The lack of records of the original estimate made it difficult to accurately compare the cost of the scheme over time to determine what was responsible for the changes in expected costs.
<p>18. Special recognition</p>	<p>Numerous people involved in this project should be praised, most significantly those that have been able to finalise and close the project. This project has been one of the most complicated highways projects to manage and untangle. There have been so many significant changes throughout the life of the project, including personnel, that deciphering what and why things have happened has been particularly difficult. Add to this the complicated nature of the finances and multiple delivery</p>

	<p>contractors, the many changes in scope and finally, the granting of the Heron Plaza planning permission which ultimately resulted in the S.278(2) needing to be significantly varied.</p> <p>Special recognition should be given to the following people who's involvement has been vital in the delivery of the project and ensuring that the benefits to the public have not been diminished thought the course of the various changes and negotiations that have taken place:</p> <ul style="list-style-type: none"> • Deborah Cluett • Kevin McDonald <p>The following people should also be recognised for their contribution:</p> <ul style="list-style-type: none"> • Aaron Banfield • Ben Manku • Joe Weiss
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Lessons Learnt

<p>19. Key lessons and how they will be used and applied</p>	<p>1. The City should deliver the works on the highway, not the developer. Risks increase with the many complications when a decision to allow the developer to deliver the works is taken. These include:</p> <ul style="list-style-type: none"> • Ensuring the design and specifications are in accordance with the City's requirements, not simply the developer's desires. • The difficulty in ensuring that the agreed design is not altered by the developer before or during implementation. • The potential of poor quality implementation by external contractors. • The potential for claims by the developer's works contractor. • Complications in managing the whole process that involves contractors not directly employed by the City. <p>Both the developer and the City agree that splitting the delivery of the work between the two was not the best decision. The Heron Plaza S.278 agreement (between the same organisations) has learnt from this and states that the works will be</p>
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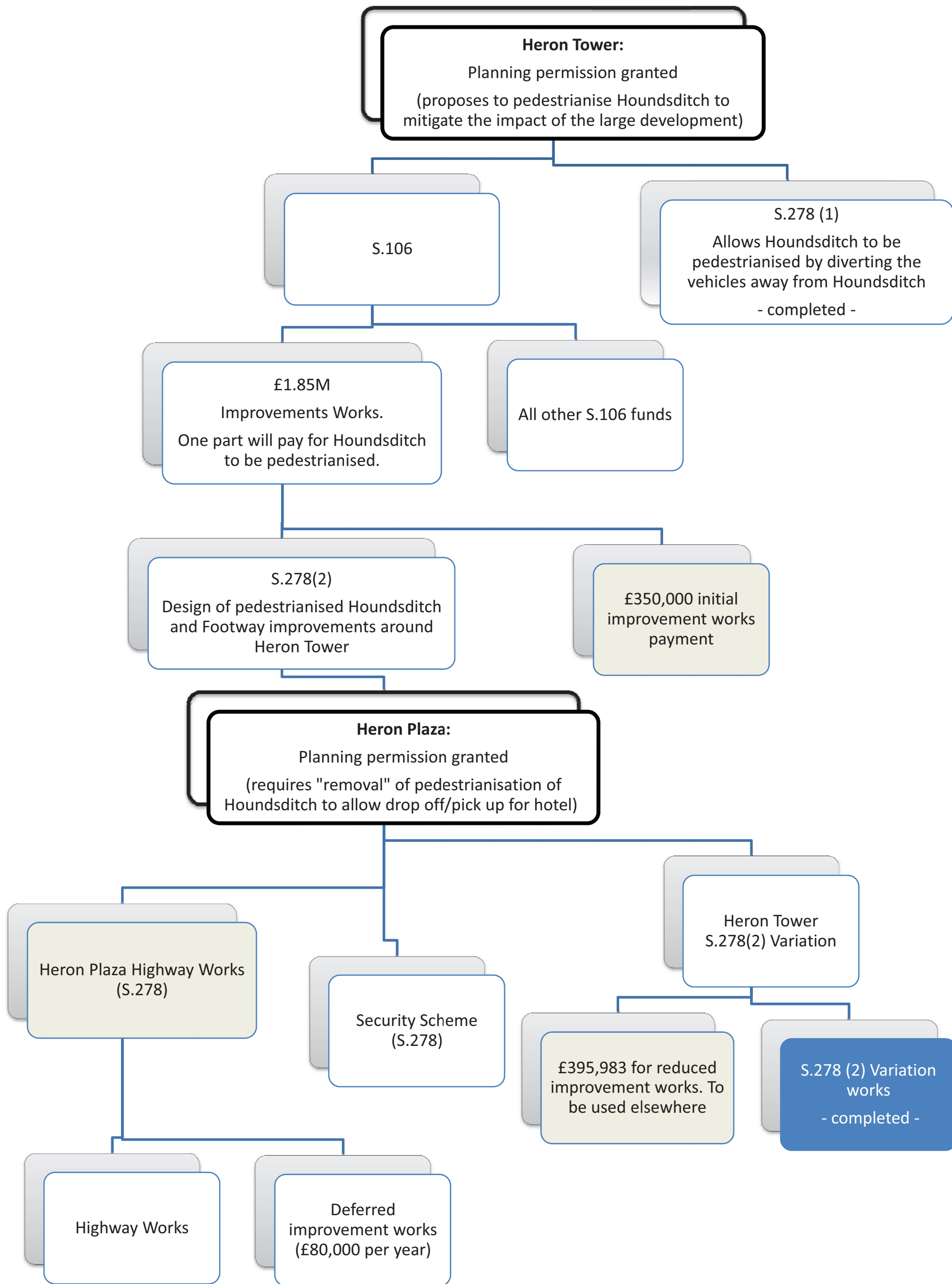
	<p>delivered by the City.</p> <p>Only under very special and limited circumstances should the works be delivered by the developer.</p> <p>2. The value of corporate knowledge should not be underestimated. The loss of numerous staff between the original approvals being granted and the works being completed made it difficult to clearly know what and why certain decisions were made. Concise and accurate record keeping will minimise the impact of such instances. Project Vision will also help this in the future.</p> <p>3. Budgets were not set up in a manner that allowed efficient delivery of the project, they were unnecessarily complicated. This is noted and care will be taken on future schemes to ensure that the set up of the budgets is better.</p>
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Appendices

Appendix 1	Relationship between various Heron Tower projects.
Appendix 2	Agreed S.278(2) design
Appendix 3	Agreed S.278(2) variation design
Appendix 4	Images after implementation
Appendix 5	Financial spend

Contact

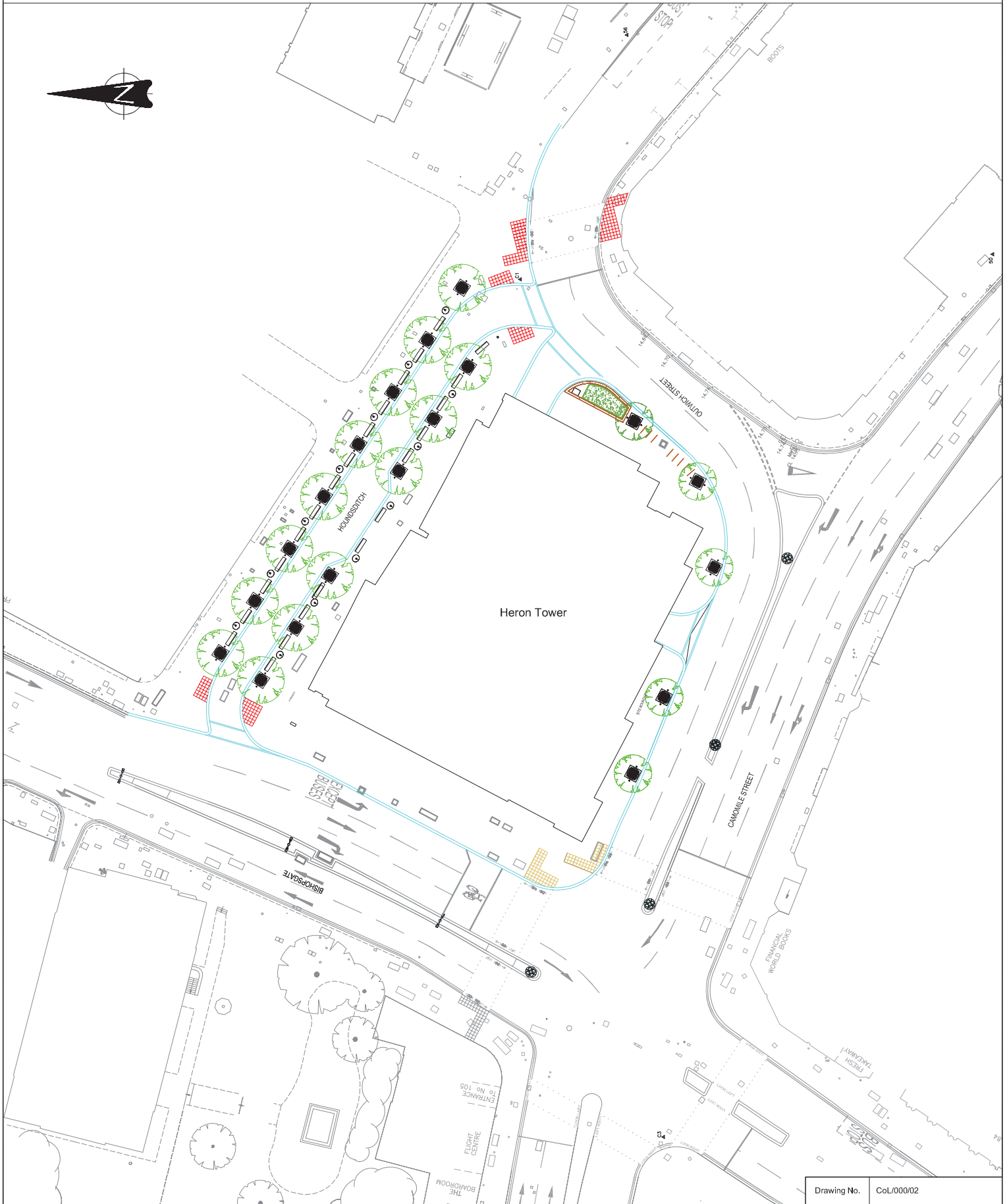
Report Author	Jereme McKaskill
Email Address	jereme.mckaskill@cityoflondon.gov.uk
Telephone Number	020 7332 3580



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Appendix 2

The Proposed Design



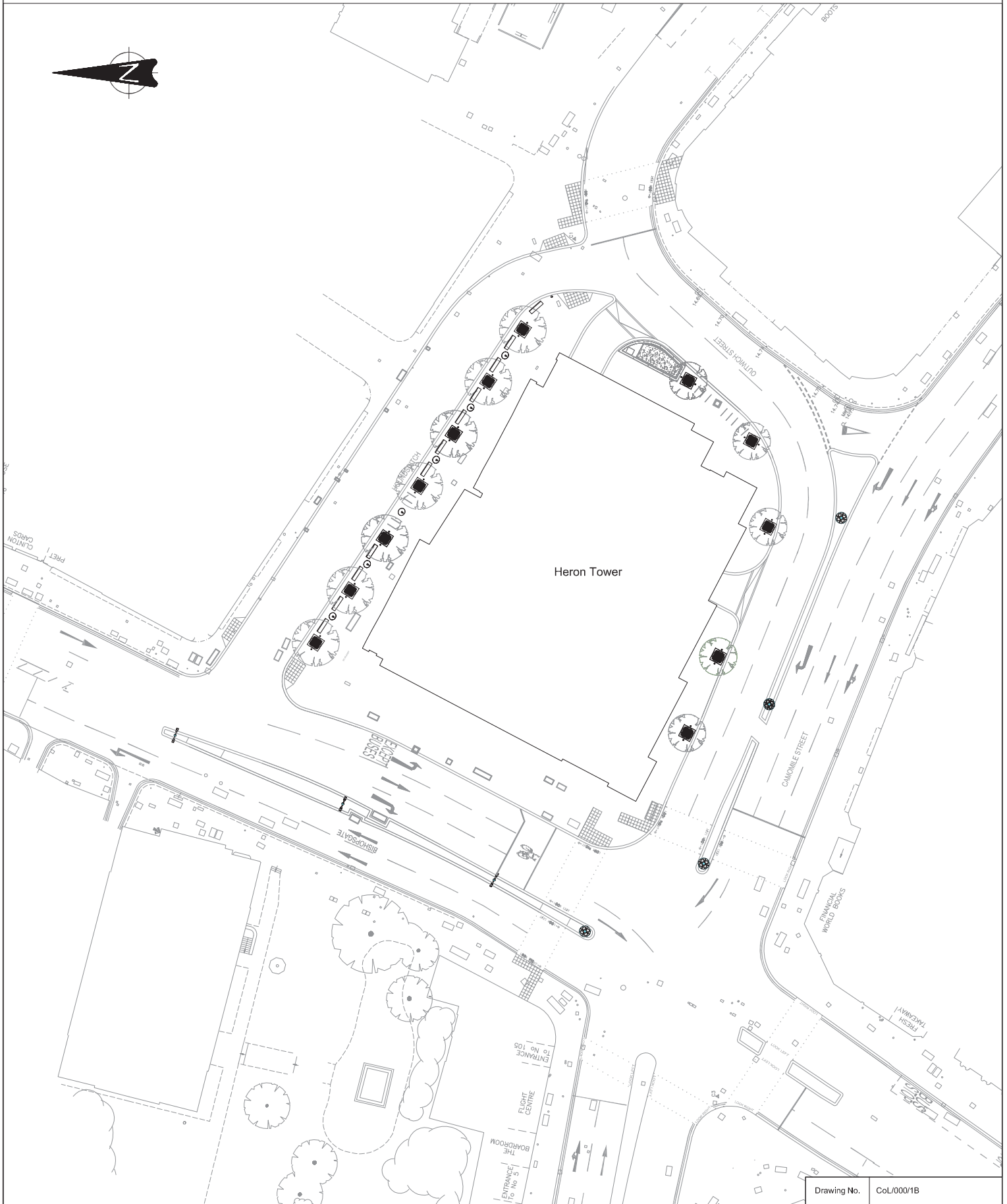
Drawing No. CoL/000/02

Name KM	Project Heron Tower S278 (2) Original Design	Title General Arrangement
Scale N.T.S	<h1>Page 33</h1>	
Date Jan 2013		

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Appendix 3

The Implemented Design



Name	KM
Scale	N.T.S
Date	Jan 2013

Project	Heron Tower S278 (2) Variation Design
Page 35	

Title	General Arrangement
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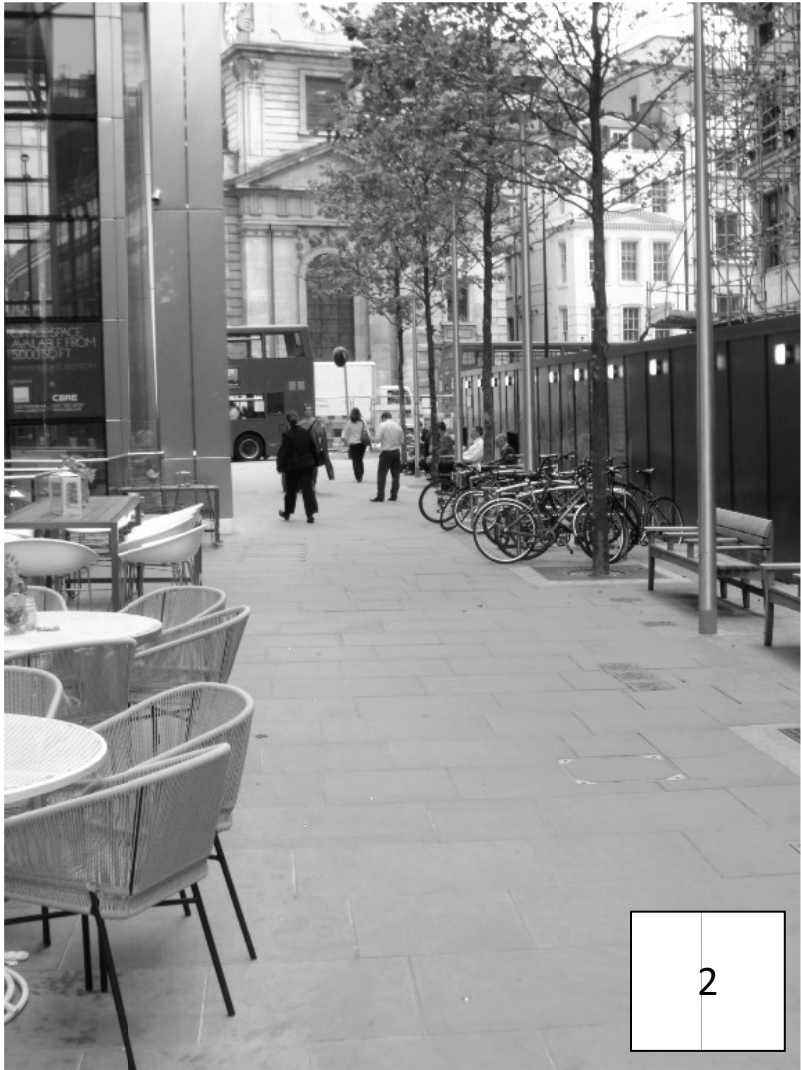
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Appendix 4 – Images after implementation
Outcome Report (Gateway 7): Heron Tower Highway Improvement Works (S.278(2))

- 1. Camomile Street:
 - New trees
 - Improved paving (York stone)
- 2. Houndsditch:
 - Trees
 - Lights
 - Seats
- 3. Outwich Street:
 - Temporary cabin



1



2



3

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S.278(2) Houndsditch Works: Originally Approved Budget (2006) and Revised Budget (2010)

Original Scheme	Approved Budget (£)	Revised Budget (£)	Variance (£)	Notes
Works - Heron	1,010,000	890,045	- 119,955	1
Contingencies	125,000	-	- 125,000	2
Sub total	1,135,000	890,045	- 244,955	
Works - City	-	126,500	126,500	3
Staff Costs	55,000	75,000	20,000	4
Maintenance for 5 years - trees	36,000	36,000	-	
Houndsditch Works	1,226,000	1,127,545	- 98,455	

1. The cost estimate was updated after the detailed design was completed and prior to the works occurring.
2. The revised estimate did not include a contingency amount. This would be called on later if necessary.
3. During the the detailed design process, additional drainage was needed (delivered by the City).
4. There was provision in the S.278(2) agreement for a sum of £20,000 for technical expenses (in addition to that contained in the estimate).

S.278(2) Houndsditch Works: Scope Change (2011)

Original Scheme	Revised Budget (£)	Scope Change (£)	Variance (£)	Notes
Heron Delivery	890,045	506,062	- 383,983	
Contingencies	-	-	-	
Sub total	890,045	506,062	- 383,983	5
City Delivery	126,500	126,500	-	
Staff Costs	75,000	83,000	8,000	6
Maintenance for 5 years - trees	36,000	24,000	- 12,000	5
Houndsditch Works	1,127,545	739,562	- 387,983	

5. The change of scope was a result of Heron Plaza receiving planning permission and a need to change the design of the area. The delivery of Houndsditch works significantly reduced because the works might well have to be dug up during the construction of Heron Plaza soon after implementation. £395,983 (£383,983 + £12,000) has been provided by the developer and set aside to make up for the lesser scheme that was delivered.
6. £8,000 was attributed to the staff cost to renegotiate and approve the variation to the S.278 agreement including negotiating the details of the £395,983.

S.278(2) Houndsditch Works: Final Spend

Original Scheme	Scope Change (£)	Final Expected Spend (£)	Variance (£)	Notes
Works - developer delivered	506,062	486,505	- 19,557	7
Contingencies	-	-	-	
Sub total	506,062	486,505	- 19,557	
Works - City Delivered	126,500	168,047	41,547	8
Staff Costs	83,000	84,359	1,359	
Maintenance for 5 years - trees	24,000	24,000	-	
Houndsditch Works	739,562	762,911	23,349	

7. It was agreed that the City would take on the delivery of the CCTV (estimated at £19,557) as part of closing the project.
8. The increase in cost of the drop shafts was higher than initially estimated because they were deeper than first envisaged which accounted for the additional £21,990 (on top of the cctv at £19,557)

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S.278(2) Footway Works: Originally Approved Budget (2006) and Adjusted Estimate (2010)

	Original Estimate (£)	Adjusted Estimate (£)	Variance (£)	Notes
Works	176,096	363,502	187,406	1
Staff Costs	24,013	24,013	-	
Total	200,109	387,515	187,406	

1. The variance is largely attributed to:
- inflation (baxters index over four years = £50,000)
 - utilities works = £73,000, not included in original estimate
 - extra contingency = £36,000 (from £16,000 to £52,000)

S.278(2) Footway Works: Inclusion of Additional Works (2011)

	Adjusted Estimate (£)	Budget with Additional Works (£)	Variance (£)	Notes
Works	363,502	391,030	27,528	2
Staff Costs	24,013	30,281	6,268	
Total	387,515	421,311	33,796	

2. Additional works were required to solve a problem with the trees and the construction around their base that would have resulted in the trees dying.

S.278(2) Footway Works: Expected Final Spend

	Latest Approved Budget (£)	Expected Final Spend (£)	Variance (£)	Notes
Works	391,030	341,096	- 49,934	3
Staff Costs	30,281	29,525	- 756	
Total	421,311	370,621	- 50,690	

3. The value of underspend is almost equal to the value of the contingency (approximately £52,000) which was included in the works estimate.

S.278 (2) - Combined Houndsditch Works and Footway Works

	Original Approval (£)	Expected Final Spend (£)	Variance (£)
Works - Heron	1,010,000	486,505	- 523,495
Works - City	176,096	509,142	333,046
Works Total	1,186,096	995,647	- 190,449
Contingency	125,000	-	- 125,000
Staff Costs - Houndsditch	55,000	84,359	29,359
Staff Costs - Footway	24,013	29,525	5,512
Staff Total	79,013	113,884	34,871
Maintenance	36,000	24,000	- 12,000
			-
Total	1,426,109	1,133,532	- 292,578

NB: there is £395,983 available to be used for other enhancement works yet to be determined

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Committee(s):	Date(s):	
Streets & Walkways Sub	11 February 2013	
Subject: Road Danger reduction in the Shoe Lane area – Stonecutter Street & Little New Street		Public
Report of: Director of the Built Environment		For Decision

Summary

In July 2012 Members authorised Officers to initiate a project to explore how road safety and the local environment (including air quality and noise) might be further improved in the Shoe Lane area. In particular, Officers were asked to consider what benefit might be derived from the formal closure of Stonecutter Street to through traffic.

A public consultation was conducted in September and October of 2012, with additional stakeholder engagement taking place between October and November of 2012. At the end of the consultation and re-engagement, 50% of respondents were in favour of closing Stonecutter Street at its eastern end to motorised vehicles in order to reduce unnecessary through traffic in the area and improve safety for pedestrians and cyclists (Option 1), 23% were unable to decide, and 27% were against Option 1.

At the December Streets & Walkways (Dec 11) and Projects Sub Committees (Jan 13) Members approved the recommendations within the report and authorised implementation of Option 1.

A statutory consultation was then undertaken as part of the Traffic Regulation Order process. During the statutory consultation one formal objection was received from the London Taxi Drivers Association (LTDA).

Officers have now reviewed the one objection received and believe that the project benefits outweigh the issue of journey time increases raised by the LTDA.

Members are therefore asked to consider the objection and decide whether or not the measures currently proposed for Stonecutter Street should be made permanent and implemented in February 2013.

Recommendations

I recommend that:

- Members agree to the making of Traffic Orders under section 6 of the Road Traffic Regulation Act 1984, to allow the permanent closure of Stonecutter Street at its eastern end to motorised vehicles; and
- The objectors are informed of your decision.

Main Report

Background

1. In 2012 Goldman Sachs expressed to the City their concern about the safety of vulnerable road users (including their own staff based at their Shoe Lane campus). As a result of discussions which focused on viable solutions to the road safety issues raised, Goldman Sachs agreed to fund the evaluation and design phase of the “Road Danger Reduction in the Shoe Lane area – Stonecutter Street & Little New Street” project. Goldman Sachs has already provided £100,000 of advance funding for the evaluation and design phase of the project which is now complete. All unspent funds from this phase (Gateway 1-5) of the project have been set aside for the implementation (Gateway 5) phase of the project.
2. Upon completion of the 2102 public consultation exercise whereby 50% of respondents were “in favour” and subsequent decision by Members to approve the project for implementation, Goldman Sachs agreed to enter into a S.278 agreement with the City to provide full funding for the implementation of the project at no cost to the City. Implementation of the project is currently programmed to start in early February 2013 pending approvals from Members to proceed.
3. One of the ways to improve road safety in this area and the local environment would be to remove through vehicular traffic. Stonecutter Street currently accommodates competing and conflicting transport activities. The dominant use of Stonecutter Street is as a cut through route for traffic moving south-eastbound from Holborn Circus to Farringdon Street. This conflicts with the character of the road, the local activities, and the interests of pedestrians and cyclists.
4. Growth in pedestrian and cycle numbers is expected in the area as a result of local developments and national public transport enhancements (Crossrail) as well as modal shifts to more sustainable forms of transport.
5. Locally, Transport for London (TfL) has forecast that 140,000 passengers will use the new Farringdon Station each day once Thameslink and Crossrail are fully implemented in 2018 and 2019 respectively. A proportion of these passengers will travel through the Stonecutter Street area, either on foot or by bicycle. Giving higher priority to pedestrians and cyclists on Stonecutter Street would help to accommodate these higher flows by improving both safety and the quality of the public realm in the area. Improving the priority given to vulnerable road users is entirely consistent with the nearby Holborn Circus Enhancement Scheme, which the City will implement in 2013.

Success criteria

The success criteria for this project will be:

- Reduction in traffic volumes;
- Reduction in personal injury accidents on the local streets;
- Redirection of through traffic on to more appropriate streets with limited impacts on journey times or distances;
- Effective use of the local streets for local needs, without detrimental impact on the operation of the surrounding highway network;
- Enhanced pedestrian and cycle environment;
- Maintain the effectiveness of the 'Traffic and Environment Zone' in the west of the City; and
- The ability to accommodate higher pedestrian and cycle flows, particularly to local public transport hubs where services have recently been or will soon be enhanced.

Objections

6. Since the beginning of the statutory consultation period for the Traffic Regulation Order (27 December 2012) one formal objection has been received from Richard Massett,(Executive) Licensed Taxi Drivers Association Ltd (LTDA).

7. The objection is summarised below and is appended in Appendix A.

LTDA Formal Written Objection

"We write to object to the proposal to close Stonecutter Street to Motor Vehicles."

"Our objection is on the grounds that the street is used very frequently by taxis and its closure would result in increased fares and longer journey times by many taxi passengers."

Considerations and assessment

8. The objection has been examined and considered by officers. The key issues are discussed below.

Issue: Increased journey times

Assessment:

- a. Taxi journey times have been calculated for various destinations within the City of London and the impact that the closure of Stonecutter Street to vehicular through traffic is considered to be minimal.
- b. From the decision point at the Shoe Lane roundel, the distance to Farringdon Street southbound is approximate 95m using Stonecutter Street whereas the

same journey via Holborn Circus and Charterhouse Street is approximately 735m, therefore an additional 640m in distance.

- c. The additional time taken is currently estimated at an average of 2 minutes per journey. This is predicted to improve once the Holborn Circus Enhancement scheme has been implemented and Crossrail works have been completed.
- d. The approximate additional 120 second journey time over the 640m distance equates to travelling at a little over 10mph for the journey which is in line with the estimated average speed of vehicles through London, and is therefore a robust assessment.

Financial Implications

9. Should members choose not to approve the project and Traffic Order on the basis of this objection officers will notify Goldman Sachs of the decision and outline the City's intention to close down the project and return any remaining funds.
10. There are no additional cost implications to the City if Members agree to the making the Traffic Regulation Order.

Conclusion

11. In the public consultation held in September-November 2012 the majority of respondents (50%) requested that Stonecutter Street be closed at its eastern end to motorised vehicles.
12. Officers believe that the objection raised has been mitigated for by careful and considered design. It is therefore recommended that Members note the objection but agree to the making of the Traffic Order under section 6 of the Road Traffic Regulation Act 1984, so as to make the closure of Stonecutter St at its eastern end to motorised vehicles permanent.

Contact:

Aaron Banfield

Email: aaron.banfield@cityoflondon.gov.uk

Phone: 0207 332 1723



Legal Department

Taxi House, 11 Woodfield Road, London, W9 2BA Tel: 020 7286 1046 Fax: 020 7286 2494
Web www.ltda.co.uk

The Director of the Built Environment,
City of London
PO Box 270
Guildhall.
London
EC2P 2EJ

24th December 2012

Your ref: DBE/CT/PA
Our ref: RCM/JC/R&H.CofL

Stonecutter Street - Closure to Motor Vehicles

Dear Sir,

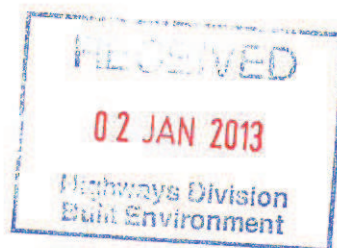
We write to object to the proposal to close Stonecutter Street to Motor Vehicles.

Our objection is on the grounds that the street is used very frequently by taxis and its closure would result in increased fares and longer journey times for many taxi passengers.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Richard Massett', written over a horizontal line.

Richard Massett
Executive



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Committee(s): Street and Walkways Projects Sub	Date(s): 11 February 2013 12 February 2013
Subject: Gateway 3 Outline Options Appraisal - Aldgate Highway Changes and Public Realm Improvements Project	Public
Report of: Director of the Built Environment	For decision
<u>Summary</u>	
<p>The main aim of the project is to achieve transformational change, removing barriers to movement and providing public realm amenity, which will attract investment to this key opportunity area to create jobs and regenerate the area. The project is to convert the Aldgate gyratory to two-way working on Aldgate High Street and St Botolph Street, creating a new public square between the Sir John Cass Primary School and the St Botolph Without Aldgate Church.</p> <p>In January 2012 the project was approved at Gateway 2 (G2) with an estimated cost of £6.5-7m. Projects Sub Committee approved a budget of £400k, funded from an original £539k from a Transport for London (TfL) Major Scheme Bid, and in September 2012 agreed an additional £70k to be used. This left £69k unallocated. The project is progressing successfully and has the continued financial support of key stakeholders, such as TfL.</p> <p>TfL are closely linked to the project through the Aldgate Project Board and through a joint design process. This has proved invaluable, as TfL have intimate knowledge of the project by being so closely involved in its development and therefore awarded the City a further £360k for 2013/14 to continue development work without having to go through the formal bidding procedures. This is very positive and shows TfL's support for the project.</p>	
<p><u>Dashboard</u></p> <ul style="list-style-type: none"> • Project status: Green. • Timeline: Gateway 3 • Total Estimated Cost: £7-12m. • Spend to Date: £425,119.49 (as at 14 December 2012) all funded by Transport for London (TfL). • Overall Project Risk: Amber. • Alderman Bear has agreed to be the lead Ward representative for the Project. <p>An enormous amount of work has been undertaken to understand specialist areas and this prompted us to have 12 working groups to manage specific areas of the project, for example: movement analysis, structures, environmental factors, enhancement of the public realm, assessment of subway re-use, liaison with developments, construction and traffic management phasing considerations, consideration of the Traffic and Environment Zone, project management and production of a business case. These groups fed into the production of highway design layouts and the tender for the urban</p>	

realm and landscaping designer. This work has been intensive and has taken the last year. This work has been well received by the 'Planned Interventions Team' at TfL who have praised the quality of the data analysis undertaken to date. The analysis has been used to validate the traffic model and establish a selection of highway layouts that can now be thoroughly tested.

It was estimated at G2 that the cost of the project would be in the region of £7m. Changes to the scope of the project have occurred and include the possible conversion to two-way traffic on Minories, the inclusion of Whitechapel High Street corridor and the potential for permanent facilities within the new public square to encourage active use of the space. The new estimate is now £7-12m.

In order to progress to Gateway 4 (G4), it is estimated that it will cost approximately a further £475k, this would bring the total project spend up to an estimated £901k. Development of G4 will be funded by the inclusion of the remaining £429k from TfL into the budget and the rollover of any unneeded balance of the £470k approved to reach G3, as indicated in Table 1. Table 1 details the financial committee approvals sought to proceed to G4.

Table 1: TfL Funding

	2011/12 £ 000's	2012/13 £ 000's	2013/14 £ 000's	Total £ 000's
TfL Approved funding to the City	30	509	360	899
Funds approved by Committee to the end of G3	(30)	(440)	0	(470)
Funds subject to committee approval to reach G4		69	360	429
Remaining balance of funds from G3 to be used to reach G4		44	0	44
Total TfL funding available to spend from G3 to reach G4		113	360	473

It is proposed that officers draw down on the S106 agreement for St Botolph House (of which a total of £926k, plus interest, is available specifically for the new public square) to cover the remaining balance to reach G4, if it is necessary.

Funding for the implementation of the project is not yet fully identified and a funding gap of up to £10.2m currently exists. A funding strategy will be detailed at the G4 report stage.

Context

The Aldgate project aims to achieve transformational change that will attract investment to the area and encourage regeneration. The City's Core Strategy policy CS8 (See Appendix 1) advocates the removal of the gyratory and creation of a public square to enhance amenity and improve links between the communities north and south of the gyratory. It also conforms to the London Plan policy 2.13 that sets Aldgate within the "City Fringe Opportunity Area" where authorities and the Mayor's agencies are

encouraged to work collaboratively and proactively to encourage growth potential.

Expressions of Interest for the Urban and Landscape Design have been received and assessed. The scoring process and relative scores of the top six tenders can be found in Appendix 8 (the detail of tenders is non-public for commercial reasons). The Aldgate project board on 23 January 2013 agreed that WSAtkins should be recommended for appointment. The design of the public spaces will be influenced by the final highway layout option and the location of the pedestrian crossing points, however the landscape architect will develop sketch design options which will be presented to Members of Streets and Walkways and Project Sub Committee in an issues report in May/June for their consideration. The ten objectives of the brief can be found in Appendix 7 and a full copy is available in the Members Reading Room.

Brief description of the project

The key aim is to achieve transformational change that will attract investment to this key opportunity area to create jobs and regenerate the area.

The core project involves:

- the conversion of Aldgate High Street and St Botolph Street to accommodate two way traffic;
- the creation of a new public square between the Sir John Cass Primary School and the St Botolph Without Aldgate Church; and
- the removal of the pedestrian subway access points to provide additional surface space and public realm improvements.

The project should also contribute to improving traffic flow and road safety in the area. With the removal of the subway access this could also contribute to a decrease in antisocial behaviour.

Options

Certain aspects of this project are considered essential to meet regulation and policy requirements and external funding and approval mechanisms. Therefore the following will be a requirement of each option:

- Aldgate High Street and St Botolph Street being made two-way, thus creating a new public square;
- a highway layout that is acceptable to TfL and London Borough of Tower Hamlets (LBTH), as well as the City of London which meets TMA requirements;
- structural design assessment and caveats (outlined in the Potential Risk Implications, section 14);
- inclusion of Whitechapel High Street to the junction with Commercial Road within the project to reduce traffic congestion to the east of Aldgate. This will improve the flow of traffic on the approaches to/from Aldgate. Without inclusion, it would constrain our ability to consider more ideal improvements for vulnerable road users and reduce the possibility of further TfL funding and the likelihood of TMA approval;
- closure of all the pedestrian subway accesses. These closures will provide substantial additional public space and improve the urban realm. Antisocial behaviour is also likely to be reduced;
- There are specific technical challenges associated with this project including the two London Underground (LU) structures which are situated under Aldgate High Street

and the necessary removal of the pedestrian subway access ramp between Aldgate Underground Station and Aldgate House. These challenges have been carefully considered to ensure that the proposed changes are feasible. Further assessment will be required; and

- the requirement for the urban and landscape design to improve the public realm so that Aldgate becomes a destination; a place where people will choose to spend time.

There are three highway layout scenarios jointly proposed by LBTH, TfL and the City. These will be progressed through full traffic modelling sensitivity testing to judge what the appropriate number of pedestrian crossing signal installations are, along with the number of lanes that provides the best balance for all users; balancing the enhanced movement of pedestrians, ease of movement for vulnerable road users such as cyclists and powered two wheelers, with the smooth flow of traffic. It is likely that only one of these highway layout scenarios, or a version of, will receive Traffic Management Act 2004 (TMA) approval. TMA approval is essential to progress the project to the implementation phase. The TMA approval is granted by TfL following consideration of the impact the changes will have to the road network as a whole, but specifically the TfL Road Network (TLRN) and the Strategic Road Network (SRN). Appendix 2 shows the various road ownership and classifications in context to this project area. Officers are working positively with both TfL and LBTH to achieve a TMA viable scheme that is acceptable to all three parties.

It may also be necessary to include the option of making Minories two-way in order to achieve a TMA approved scheme. This decision can only be made following further modelling work. If this option is progressed as the best layout, it will have an impact on the cost of the core highway changes as there will be significantly more signal work and highway alignment that will need to be undertaken. The estimated cost implication has been incorporated in Table 2.

The highway layout scenarios, all with the underlying core project of two-way working on St Botolph Street and Aldgate High Street with the creation of a public space, that are being taken forward for full traffic modelling in order to inform the design of a TMA compliant scheme are:

- Layout Scenario 1: Two-way conversion of St Botolph Street and Aldgate High Street with formal pedestrian crossing facilities and associated changes to Whitechapel High Street.
- Layout Scenario 2: Two-way conversion of St Botolph Street and Aldgate High Street and associated changes to Whitechapel High Street but investigating using fewer traffic signals, smoothing flow for road users while also providing a pedestrian friendly environment.
- Layout Scenario 3: Same as layout 1 but including the two-way working of Minories which changes the location of the formal pedestrian crossings.

Either one or a variation of one of the above layouts will be identified as the most appropriate by the forthcoming modelling. The outcome could narrow the range of project options (shown in Table 2) that are presented at G4.

There are however still many other choices which will need to be made within this project, particularly regarding the design options for the public realm and square. Some of the other key choices are listed below:

- Removal of the pedestrian subway access points provides an opportunity to create greater amenity and improved public realm at surface level but also presents an opportunity for reusing the structures rather than just decommissioning them. Potential re-use options include piped subways, storage for City departments (highways, open spaces or cleansing) and sustainable drainage (storage to reduce peak rainfall impacts on drains or processing for re-use of the water). Re-use requires this project to cap off the subway structures and provide for future manhole access. It is not currently within the scope of this project to provide the funding or deliver the implementation of the subsequent re-use of the structures other than where this is directly associated with the highway or urban realm scheme. A cost and benefit comparison will be carried out on the different options for consideration at G4 to help Members make a decision as to whether the subways are permanently decommissioned or retained for a specific future use.
- Construction working times are likely to be constrained due to noise (for residents, school children, parishioners or office workers), hours of working over the live underground and requirements to dig by hand in the vicinity to certain structures. A balance of reducing traffic disruption against these constraints will be required. The options to achieve this balance will have different cost and programme implications and will be presented at G4. At this time it is anticipated that the construction timetable will be in the region of 12 to 18 months.

Table 2 outlines the likely option combinations that may be available with an indication to likely costings. Currently there is a large tolerance as the extent of any permanent facilities and the final highway layout are not yet known.

Table 2: indicative cost range by project option

	Option 1	Option 2	Option 3	Option 4	Option 5
Description	Core highway changes* with a high quality public square	Option one, plus inclusion of Minorities two-way working	Option 1, plus High quality** public realm throughout the project area	Option 2, Plus High quality public realm throughout the project area	Option 1,2,3 or 4 plus inclusion of permanent facilities on the square i.e. kiosk, toilets etc.
Total Estimated Cost £	7-9m	7.5-10m	8-10m	8.5-11m	8-12m
Likely Funding Strategy	TfL / S106 / CIL	TfL / S106 / CIL	TfL / S106 / CIL	TfL / S106 / CIL	TfL / S106 / CIL

*Core Highway changes reference conversion of St Botolph and Aldgate High Streets for two-way traffic and closure of Public Subways

** High quality public realm suggests using higher quality materials such as York Stone paving as opposed to the use of blacktop/mastic etc. materials will be considered in more detail at G4.

Recommendations

Option(s) recommended to develop to next Gateway

It is recommended that all highway layout scenarios continue to be developed to G4 to ensure the optimum layout is chosen.

Next Steps

- Undertake traffic modelling on three highway layout scenarios. Review with external stakeholder groups and develop a highway layout that will meet with the City, LBTH and TfL approvals, including the TMA approval.
- Develop the landscape and urban design.
- Develop a funding strategy for the implementation of this project.
- Prepare to undertake a public consultation in the summer of 2013 on the highway option(s) and the proposals for the new open space design options.
- Write an issues report for consideration of the proposed consultation materials to be presented to Members in May/June 2013.
- Undertake workshops/events as appropriate to develop the proposals and communicate the project to key stakeholders. Alderman Bear of Portsoken Ward has agreed to chair the first event scheduled for key stakeholders on 1 March 2013.
- Submit a Step Two Major Scheme bid submission to TfL, in September 2013.

Resource requirements to reach next Gateway and source of funding

It is estimated that to move from G3 to G4, expenditure will be in the region of £475k. This is made up of

- Estimated staff costs of £224k
- Estimated fees of £251k (to include modelling work, structural assessment, landscape design etc)

Estimated total of £475k.

The source of funding has been identified as predominately from TfL, as set out in Table 1. It is also proposed to roll over any underspend from the existing approved budget used to get to G3 (and still to be utilised by the end of the financial year). This is likely to be in the region of £44k. The TfL funding will cover a significant proportion of the next stage. The remaining funds to be utilised, if needed, will be from the St Botolph House S106 agreement.

Financial assessment/Investment Appraisal to be provided in the Detailed Options Appraisal report

It is anticipated that further TfL major scheme funding (£2.8m) will be made available, but this is subject to the Step Two Major Scheme bid submission in September. This figure may increase given the inclusion of Whitechapel High Street to the project. S106 contributions from existing and future agreements may also be used, as may any CIL funding that is made available from April 2014. Early attempts to identify funding can be seen in Appendix 3. A funding strategy will continue to be worked on so that at G4 Members can be presented with more specific details of funding options for the implementation of this project.

There will be a need to prioritise this scheme for the Aldgate area, so that it can appropriately pool resources from local S106 contributions and/or future CIL contributions in the area.

Plans for consultation prior to the next Gateway report

Public consultation material will be prepared for the summer of 2013 to present the proposed highway option(s) and the urban and landscape design options for the public

spaces. The public consultation will take place prior to G4 in order to help inform Members in making their decision on the detailed option to be progressed. It is planned to submit an issues report containing the consultation option(s) prior to publically consulting.

Tolerances

The project's tolerances are currently mainly related to specification and time parameters.

Between G3 and G4, Members are requested to grant delegated authority to the Director of the Built Environment to adjust the project budget between staff costs and fees if above the recommended variance. This would be conditional upon the overall budget not being exceeded. This will allow the project staff to be reactive in a timely manner to the outcomes of the design by being able to commission expertise where necessary or undertake more stakeholder engagement to ensure the design options meet stakeholders needs and aspirations.

Further work may be required on the London Underground bridge under Aldgate High street depending on the outcome of the impact of the change of vehicle loading by changing the traffic flow. Work will progress on this as necessary and Members will be updated if there is any change to the scope of the project.

It is recommended that members agree that:

- **All options continue to be developed to G4 to ensure that the optimum highway layout is presented;**
- **Delegated authority be given to the Director of the Built Environment and Head of Finance to adjust the project budget between staff costs and fees if above the recommended variance providing the overall budget is not exceeded;**
- **The TfL funding of £429k is included into the project budget;**
- **Approval to use the underspend from the delivery of the project to G3 to be used to deliver G4 (approximately £44k at the time of writing);**
- **Approval to utilise the St Botolph House S106 contribution for the “New Public Square” development, if required, to reach G4. (It is anticipated that is likely to be between £2k and £20k.)**
- **The appointment of WSAtkins is approved for a sum in the region of £100k (see Appendix 8) to develop the urban design for the scheme (included within the £475k estimate of expenditure).**

Main Report

Overview

1. Evidence of Need	The City of London's CS8 Policy (see Appendix 1) advocates the removal of the gyratory and the creation of a public square to enhance amenity and improve
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	<p>links between the communities north and south of the gyratory.</p> <p>The justification to the Mayor’s London Plan policy 2.13 identifies that public intervention is required in ‘Areas of Opportunity’, which the Mayor has classed Aldgate, in order to achieve their growth potential. Policy 2.9 identifies that boroughs, the Mayor and other stakeholders should work to realise the potential of inner London in order to enhance economic growth, support existing and new communities and improve quality of life for those living, studying, working or visiting.</p> <p>The local businesses and residents have been pushing for transformational change which has become apparent in the consultation and development of the Aldgate and Tower Area Strategy which was undertaken in 2011/12. Stakeholders expressed a desire for the removal of the gyratory, the addition of better quality public spaces and the greening of the area. Businesses have also joined together in the area to promote change. Environmentally the area is of a poor quality and improvements are needed, particularly regarding air quality by the Sir John Cass School. Road safety is also a concern as pedestrians choose to cross the gyratory at street level but not at formal crossing points. Changing the traffic arrangements will improve this and link with the Road Danger Reduction Plan.</p>
<p>2. Success Criteria</p>	<ul style="list-style-type: none"> • Creation of the public square and improvement of the appearance/amenity of the area • Improvement of mobility (for all modes) through the area • Improved rentable values and development of disused sites • Improved satisfaction rates for all users of the streets and spaces.
<p>3. Project Scope and Exclusions</p>	<p>Replace the Aldgate gyratory with two-way working on Aldgate High Street and St Botolph Street and create a public space between Sir John Cass School and St Botolph Without Aldgate Church. Pedestrian subways will also be removed with other highway uses being investigated.</p> <p>The project aims to:</p> <ul style="list-style-type: none"> • make it easier for people to find their way around,

	<ul style="list-style-type: none"> • improve the appearance of the area using a consistent material palette, • improve links between public transport provision in the area, • green the area, • enhance the environment while maintaining traffic journey times and cycle provision. • Reduce antisocial behaviour by the removal of the subway access. • Improve Road Safety <p>Improvements will be made to Whitechapel High Street to enhance traffic flow and reduce conflicts for vulnerable road users.</p> <p>Specific exclusions include the future use and development of the subways.</p>
<p>4. Link to Strategic Aims</p>	<p>City of London’s Core Strategy Policy CS8 is to replace the Aldgate gyratory with two-way streets and create a public open space between Sir John Cass School and St Botolph Church.</p> <p>This project also cuts across all of the five themes in the Community Strategy.</p>
<p>5. Within which category does the project fit</p>	<p>Substantially reimbursable.</p>
<p>6. What is the priority of the project?</p>	<p>Advisable.</p>
<p>7. Governance arrangements</p>	<p>Project Board.</p> <p>A project of this scale has many key stakeholders and so the Aldgate project board has been set up. The board includes officers of the City of London, TfL, an officer from the LBTH and a developer representative from Minerva (with a key interest in the development of the public space). Appendix 4 sets out the governance structure of the project.</p> <p>The project board has already met four times and the strength of the board is encouraging the buy in and timely actions from the many facets of TfL which is helping us to achieve good partnership working. It also meant that the TfL Borough Programme team agreed the 2013/14 funding of £360k without the formal submission of evidence given their overview of the project’s issues and risks from being part of the project</p>

	<p>board.</p> <p>The project board agreed the Terms of Reference that will be used to guide the board in delivering the project objective of transformational change in the Aldgate area. (See Appendix 5 for the Terms of Reference.)</p>
<p>8. Resources Expended To Date (14 December 2012)</p>	<p>Staff costs: £122,254.21</p> <p>Fees (actual and committed): £302,865.28</p> <p>Total: £425,119.49</p> <p>The approved budget to the end of G3 was £470k all funded by TfL. This has been drawn down against to define the feasible highway layout options which can now be tested through detailed modelling work. This should define the optimum solution for the highway layout.</p> <p>Actual spend, plus commitments to date (14 December), is £425,119.49. Any remaining budget when this G3 report is presented to committee will be applied towards reaching G4, but still spent before the end of the financial year.</p>
<p>9. Results of stakeholder consultation to date</p>	<p>No formal public consultation has been completed to date. However a Design Review Group (DRG) which invited a representative from every form of transport mode was held at the beginning of December. Ideas for possible highway layout options were discussed and the background work on movement in the area was used to illustrate how these ideas had been developed (full movement analysis data is available in the Members Reading Room). From the meeting further changes to the layout options were undertaken, specifically the option to reduce the number of signals and to investigate whether shared space in this area could work safely for all modes. It is planned to undertake further DRG's as the design progresses.</p>
<p>10. Consequences if project not approved</p>	<p>The City would need to revisit its Core Strategy policy. Transformational change is unlikely to occur and the communities and regeneration potential in the area will be restricted. The changes this project proposes to achieve are seen as the key drivers to unlocking the potential of the area to develop and regenerate.</p> <p>The 'ear-marked' TfL major scheme funding (£2.8 million unconfirmed) will be lost.</p> <p>Reputational risk is a possibility if the project doesn't progress as the Aldgate area contains one of top 25% most deprived wards in the country.</p>

Outline Options Appraisal

11. Commentary on the options considered

Option 1 and 2 are the do minimum options, but option 2 includes the conversion of Minories which may be a requisite of the scheme working. It allows for the removal of the gyratory and the creation of a public square but may not produce a level of transformational change that an enhanced environment can do to attract developers to react accordingly. The inclusion of Whitechapel High Street in the scope could not only benefit traffic smoothing for general traffic but could also include improvements for cyclists and pedestrians. Removal of the current 'bottlenecks' will allow flexibility of the use of the space which could improve cycle safety and improvements to pedestrian crossing facilities. The exact benefits will be established during the next phase of design.

Options 3 and 4 are the same as options 1 and 2 respectively but would provide higher quality urban and landscape design elements to help achieve the transformational change across the project area. These elements might include for example York stone paving as opposed to black top/mastic.

Options 2 and 4, introducing two-way traffic to Minories, provide an opportunity for a different bus re-routing strategy that would provide for the efficient placement of crossing facilities along Aldgate High Street. Making Minories two-way featured positively during the Aldgate and Tower Area Strategy consultations. The locations of crossings over Aldgate High Street would better align with cycle desire lines.

Option 5 is the inclusion of the activation and vibrancy of the public square. This could include permanent facilities such as a kiosk, toilets, art installations etc. that would go some way to improving the perception of safety in the area and encourage people to use the space throughout the week and day. Making the space vibrant will deter antisocial behaviour which could blight the success of the space and limit the ability to achieve transformational change. Ways in achieving this will be more thoroughly investigated in the Landscape Design commission.

The urban and landscape design brief key objective is "to create attractive, inviting and comfortable spaces that are destinations in their own right. The spaces must feel public with a consistent, joined-up feel that lifts the quality of the area. Account must be taken of the needs

	<p>of the variety of users from the community, including children and parents, workers, residents and visitors that will be using the spaces at different times of the day". The full brief can be found in the Members Reading room.</p>
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Information Common to All Options

<p>12. Key benefits</p>	<ul style="list-style-type: none"> • Barriers to movement are reduced for all vulnerable road users. • Generates interest from local developers to invest in the area. • Improvement to road safety and the perception of safety. • Improvements to air quality – particularly by Sir John Cass School. • Improved public safety and a possible decrease in antisocial behaviour by the removal of the subways from public use.
<p>13. Estimated programme and key dates</p>	<p>Modelling on highway layout scenarios is to be completed by the end of March 2013.</p> <p>The Landscape Architect is to develop sketch design proposals for the public spaces by the end of May 2013.</p> <p>It is estimated that an issues report will be submitted to Members on the highway layout option(s) and also the emerging design for the public spaces in May/June 2013.</p> <p>A G4 report will be submitted to Members in the Autumn 2013, following the public consultation in June/July.</p> <p>Completion of the detailed design with a G5 report will be submitted by the end of 2013.</p> <p>Implementation estimated to start in 2014 for a period of 12-18 months (at this time).</p>
<p>14. Potential risk implications</p>	<p><u>Stakeholder support</u></p> <p>There is a risk that traffic reassignment may occur and if so, this could possibly impact the level of support received from LBTH and TfL.</p> <p><u>Legal</u></p>

	<p>Numerous third parties consents are required from individuals or bodies whose land or apparatus/infrastructure will be affected.</p> <p>The proposals would be subject to the making of the necessary Traffic Management Orders which will be subject to separate statutory processes.</p> <p><u>Funding</u></p> <p>There is a risk that full funding for implementation is not available at the required time to allocate it to proceed to programme.</p> <p><u>Reputational</u></p> <p>If funding is not available at the required time to implement the full scheme while support for the scheme is high, there could be a reputational risk if we cannot proceed due to funding.</p> <p><u>Technical</u></p> <p>Numerous external approvals are required, including those from LBTH and TfL in respect of the highway changes.</p> <p>Specific technical challenge/risk associated with this project includes the two London Underground (LU) structures which are situated under Aldgate High Street. Structural technical assessments to date indicate that the proposed changes suggested are feasible, albeit with the following caveats, that:</p> <ul style="list-style-type: none"> ▪ the traffic loading pattern on the Aldgate High Street bridge is no worse than the existing loading pattern (on a one-way road often heavy vehicles load the nearside lanes and on a two-way road heavy vehicles are spread to either side of the road). If found to be worse, further strengthening work would possibly be required; ▪ a fire door and 60 minute fire retardant wall is installed at the end of the LU's storage rooms; ▪ the LU station is protected from encroachment of vehicles travelling westbound on St Botolph Street.
<p>15. Anticipated stakeholders and consultees</p>	<p>London Borough of Tower Hamlets, Transport for London, residents, the St Botolph without Aldgate Church, Sir John Cass Primary School, Sir John Cass Foundation, local businesses, road users, workers, students and visitors.</p> <p>Due to the various land and structure ownership rights in the area, there are a number of complexities to</p>

	<p>ensuring that everyone who needs to be involved is engaged with at the right time. We have set up numerous working parties for the key strands of the project, structures being one, to ensure that the design options are compatible with the key stakeholders aspirations and approvals to minimise the risk to the project.</p>
16. Legal implications	<p>These are outlined above in 14 (“potential Risk Implications”). Further detail will be provided in future reports as the proposals progress and further investigation and research is carried out (for example , into any third party interests which will be affected and any consents required from affected owners).</p>
17. HR implications	N/A
18. Anticipated source(s) of funding – capital and revenue	<p><u>Capital funding</u></p> <p>A TfL Major Scheme bid, S106 contributions (existing and future) and/or from April 2014 CIL funding, are all anticipated to be utilised.</p> <p>TfL have indicated that a further £2.804m of funding is likely to be available to the City from the Major Scheme funding pot. Accessing this funding will require the submission of a Step Two Major Scheme bid submission in September 2013.</p> <p>It is anticipated that any funding shortfall from TfL will have to be met by the City through the use of S106 receipts and/or CIL contributions. This requires a decision to prioritise this scheme over others. Officers have currently identified £5.155m of potentially relevant S106 contributions (see Appendix 3). This includes contributions of which the City is not currently in receipt of the funds (currently £4.805m), therefore these funds are not guaranteed. Beyond 2014, there is potential to use the future CIL receipts.</p> <p>A more detailed funding strategy will be developed to present to Members at G4 and will include an assessment of the potential funding gap, if any, and recommendations for prioritisation of S106 and/or CIL receipts received or awaited.</p> <p>The cost of the detailed design to reach G4 is estimated to be £475k. The majority of the source of funding has been identified from TfL, as set out in Table 1. With the inclusion of the additional £429k in the project budget and rolling over any underspend from the existing approved budget used to get to G3, this will fund a significant proportion of the next stage. The remaining</p>

	<p>funds to be utilised, if needed, will be from the St Botolph House S106 agreement.</p> <p><u>Revenue Funding</u></p> <p>There is likely to be additional revenue costs associated with the upkeep of the project. However there are also some potential savings depending on the outcome of the future use of the subways. At this stage it is considered that any additional revenue cost for the first 5 years (possibly up to 20 years subject to the detail of the specific S106's utilised) post implementation, will be met from the relevant S106 agreements. After such time these additional costs will have to be met from existing local risk resources. More details will be available at G4.</p>
<p>19. Affordability</p>	<p>The design and evaluation phases of this project are fully funded by TfL and the St Botolph S106 agreement.</p> <p>The City is in receipt of £926k from the St Botolph House S106 which can be used for delivering this project. This S106 was agreed in April 2008 and restricts the use of this particular contribution to “the works required for the design, procurement and delivery of the New Public Square...”. Only after 31 December 2018 if the Square has not been commenced can the funding be deployed towards other local community facilities and environmental improvement works. The “New Public Square” boundary definition can be seen in the attached plan, Appendix 6</p> <p>The project is estimated to cost between £7-12m depending on the final options chosen at G4. At this time there is a possible funding gap of up to £10.2m to reach the end of the project. The funding methodology is not certain at this time and will be detailed at Gateway 4.</p> <p>See Appendix 3 for initial identification of potential funding opportunities.</p>
<p>20. Next steps</p>	<ul style="list-style-type: none"> ▪ Undertake traffic modelling on the 3 highway layout options. Review with external stakeholder groups and develop a highway layout that will meet with the City, LBTH and TfL approvals, including the TMA approval. ▪ Develop the landscape and urban design. ▪ Develop a funding strategy for the implementation of this project ▪ Undertake workshops/events as appropriate to develop the proposals and communicate the project to key stakeholders. Alderman Bear of Portsoken

	<p>Ward has agreed to chair the first event scheduled for key stakeholders on 1 March 2013.</p> <ul style="list-style-type: none"> ▪ Prepare to undertake a public consultation in the summer of 2013 on the highway option(s) and the proposals for the new open space design. ▪ Opportunities for incorporating sustainable urban drainage in the design will be considered. ▪ Undertake a cost and benefit comparison of all options for the re-use and closure of the pedestrian subway network. ▪ In spring 2013 submit for scheme TMA approval for the highway layout. ▪ The consideration of phasing, traffic management and working times will build the cost profiling for options. ▪ Write an issues report for consideration of the proposed consultation materials to be presented to Members in May/June 2013. ▪ Submit a Step Two Major Scheme bid submission to TfL, in September 2013.
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Outline Options Appraisal Matrix

See attached.

Appendices

Appendix 1	City's Core Strategy policy CS8
Appendix 2	A map showing the location of the TLRN, SRN, borough boundary and location of the core project
Appendix 3	Anticipated funding sources
Appendix 4	Governance structure of the project
Appendix 5	Project Board Terms of Reference
Appendix 6	St Botolph House S106 funding boundary plan
Appendix 7	10 objectives for the Landscape Architect
Appendix 8	Urban/Landscape Design Evaluation Criteria
Members Reading Room	Movement data and analysis
Members Reading Room	Urban and Landscape Design brief
Members Reading Room	WS Atkins Urban and Landscape Design Submission
Members Reading Room	The Urbanists Urban and Landscape Design Submission

Contact

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	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
21. Brief description	<p>Aldgate High Street and St Botolph Street with two-way working.</p> <p>Closure of all pedestrian subway access ramps and stairs.</p> <p>High quality public square,</p>	<p>Option 1, plus</p> <p>Minorities converted to two-way working where only buses, cycles, motorbikes and taxis can enter northbound from Goodman's Yard. Other local access traffic can enter from Portsoken Street.</p>	<p>Option 1, plus:</p> <p>High quality public realm throughout the area (i.e. not just the square)</p>	<p>Option 2, plus:</p> <p>High quality public realm throughout the area (i.e. not just the square)</p>	<p>Option 1 as a minimum but could be any of the options suggested, plus;</p> <p>a permanent kiosk to enhance the vibrancy of the public square. The kiosk could be licensed, could hold a City Police 'kiosk', may provide a public toilet, could be used for art installations, or it could utilise a combination of these uses.</p>
22. Scope and Exclusions (where different to section 3)	N/A	N/A	N/A	N/A	N/A
23. Key benefits (where different)	N/A	N/A	N/A	N/A	N/A

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3</i>	<i>Option 4</i>	<i>Option 5</i>
to section 12)					
24. Estimated Programme (where different to section 13)	N/A	N/A	N/A	N/A	N/A
25. Potential risk implications (where different to section 14)	There is a reputational risk if we do not deliver transformational change for the local community and vulnerable road users.				
26. Anticipated stakeholders and consultees (where different to section 15)	N/A	N/A	N/A	N/A	N/A
27. Legal implications (where different to section 16)	N/A	N/A	N/A	N/A	N/A
28. HR implications (where different to section 17)	N/A	N/A	N/A	N/A	N/A

Financial Implications	Option 1	Option 2	Option 3	Option 4	
29. Total Estimated cost (£)	7-9m	7.5-10m	8-10m	8.5-11m	8-12m
30. Anticipated source of project funding (where different to section 18)	N/A	N/A	N/A	N/A	N/A
31. Estimated capital value/return (£)	N/A	N/A	N/A	N/A	N/A
32. Fund/budget to be credited with capital return	N/A	N/A	N/A	N/A	N/A
33. Estimated ongoing revenue implications (£)	<p>Increase in cleansing costs – encouraging people to spend time in the area will likely result in increased rubbish. The high profile of this transformational public realm will also attract scrutiny of the standard of cleansing.</p> <p>Possible need to provide a replacement toilet facility to the Petticoat Lane market on Sundays via temporary toilet hire.</p> <p>Reduction in subway maintenance costs as being closed to the public reduces cleansing and vandalism repair costs. If the subways are in-filled, this reduces the maintenance cost of the structure.</p> <p>Possible increase in cost of maintaining open spaces – the balance of existing open space maintenance and the introduction of low maintenance planting will be assessed.</p> <p>Possible introduction of a cultural programme for the public square to ensure vibrancy over the first few years. Externally managed groups may be found to run and fund such a varied programme.</p>				

34. Anticipated source of ongoing revenue funding (where different to section 18)	N/A	N/A	N/A	N/A	N/A
35. Fund/budget to be credited with income/savings	<p>A temporary kiosk could earn license income to be credited to the Department of the Built Environment. A fixed structure could credit City Surveyors Department or if the facility doubles as an 'outpost' community and Children's services or the City of London Police.</p> <p>Hiring the square for events may be a possible revenue stream that can be investigated. It would have the added bonus of adding vibrancy to the public realm.</p>				
36. Affordability (where different to section 19)	N/A	N/A	N/A	N/A	N/A
37. Recommendation	It is recommended that all options be taken forward to detailed options appraisal.				
38. Reasons	The development of all the options will cost minimally more than the development of one or two options and at this time there is too much risk associated with narrowing the options down at this stage without undertaking the full modelling work for the highway layout options.				

Appendix 3: Anticipated Funding Sources

Description	£000's TfL	£000's S106	£000's Total
Confirmed Funding			
Local Implementation Plan 2011/12 & 2012/13	539	-	539
Local Implementation Plan 2013/14	360	-	360
S106 - St Botolphs Minerva		926	926
Sub-Total Confirmed Funding	899	926	1,825
Unconfirmed/Potential Funding			
TfL LIP Major Scheme bid Step 2 Submission	2,804	-	2,804
S106 - 100 Bishopsgate Transportation 11/00332/FULEIA		2,502	2,502
S106 – 60-70 St Mary Axe Transportation 08/00739/FULEIA		268	268
S106 – 60-70 St Mary Axe LCEIW 08/00739/FULEIA		753	753
S106 - 120 Fenchurch Transportation 11/00854/FULEIA		387	387
S106 - 120 Fenchurch LCEIW 11/00854/FULEIA		895	895
S106 - Heron Transportation Improvements Payment		350	350
Sub-Total Unconfirmed Funding	2,804	5,155	7,959
Grand Total	3,703	6,081	9,784

The TfL Major Scheme Step Two bid submission is required in September 2013. It includes a requirement for a business case and design review by a TfL panel. At the point of the Step Two submission the City of London is required to agree to match fund the bid. In the case of the Aldgate project the current major scheme bid is for £2.8 million implementation funding in 2014-15.

The S106 Heron Transportation Improvements Payment of £350,000 has been received and is available for wider 'City Improvement Works', of which Aldgate is one option.

The unconfirmed S106 potential funding from 100 Bishopsgate, 60-70 St Mary Axe and 120 Fenchurch developments, (totalling £4.805m) are sources that have not yet been received as the S106 obligation has not yet been triggered. Consequently such funding is uncertain to be received by the step two submission.

A full funding strategy will be presented to Members as part of the Gateway 4 report.

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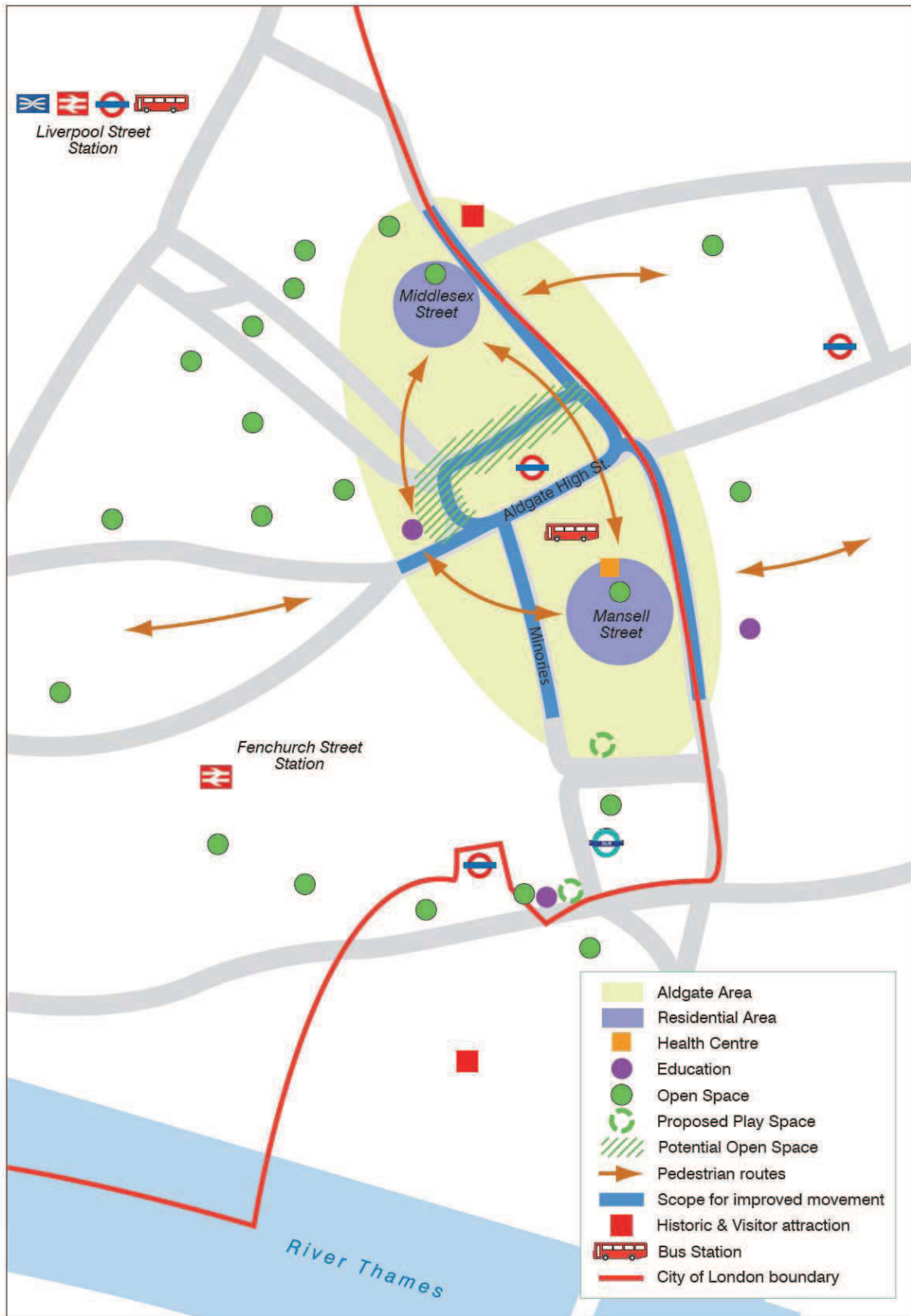


Figure 8: Aldgate area

ALDGATE

3.8.1 The Aldgate area is positioned between the City's eastern cluster of tall buildings and London's East End. Tower Hamlets, one of the most deprived boroughs in England, adjoins the area. Although there is significant potential for development, environmental concerns, including traffic levels, pollution and a lack of street-level activity, mean that the area is not as attractive for new business investment as other areas of the City. The City Corporation aims to regenerate Aldgate by developing it into a vibrant, safe and distinctive office location, whilst remaining a sustainable place in which to live, work and learn. Residential development will be encouraged in or near to existing residential clusters in the Aldgate area.

3.8.2 Aldgate is home to parts of the London Metropolitan University, two housing estates, Middlesex Street Estate and Mansell Street Estate, and the City's only primary school, Sir John Cass. The area is within walking distance of several major visitor attractions including the Tower of London, Brick Lane, Petticoat Lane Market and Spitalfields Market. The Aldgate area suffers from a lack of publicly accessible open space and has a relatively deprived residential population with poor access to retail facilities, high levels of unemployment, poorer than average standards of health and relatively high numbers of residents who need help to improve language skills. The Aldgate Area is within Portsoken Ward, which is amongst the 25% most deprived areas of the country.

3.8.3 The predominant land use in the Aldgate area is good quality, recently built or refurbished office stock, dating from the 1960s to the 1990s. Although it has experienced limited recent development activity, the Aldgate area is capable of accommodating large-scale office development that can provide space for company headquarters or business support functions, while other sites will be more appropriate for mixed use or residential development. Tall buildings may be appropriate on certain sites.

3.8.4 The City Corporation participates in a number of cross-border partnership programmes which aim to bring lasting social, economic and physical regeneration to the boroughs bordering the City. Future development in Aldgate will depend upon these cross-border initiatives and will need to take account of emerging guidance from the Mayor through the City Fringe Opportunity Area Planning Framework (CFOAPF), and proposals from Tower Hamlets. The draft CFOAPF helps co-ordinate the regeneration strategies of the four local authorities within whose areas the City fringe lies, and is particularly focused on overarching issues such as access, open space, and the scale of buildings, which are central to the area's identity. The London Plan proposes growth of 70,000 new jobs and 7,000 new homes within the City fringe areas of Islington, Hackney and Tower Hamlets. The City will work with the Mayor and these neighbouring boroughs to agree appropriate targets for the City as a contribution towards meeting the wider City fringe targets.

3.8.5 The Aldgate area has benefitted from public realm improvement works that have taken place outside of the City through the Tower Hamlets Aldgate Masterplan, including the replacement of the Aldgate Gyratory with a more pedestrian-friendly street layout, and the new open space at Braham Street.

Policy CS8: Aldgate

To regenerate the amenities and environment of the Aldgate area for businesses, residents, workers, visitors and students, promoting development and investment, by:

1. Promoting the Aldgate area as an attractive office and residential location to assist in its regeneration.
2. Identifying and meeting residents' needs, particularly on the Middlesex and Mansell Street Estates, utilising a range of funding sources to:
 - (i) maximise training, education and employment opportunities for residents;
 - (ii) maximise opportunities for delivering health, community and educational services and facilities for residents;
 - (iii) create additional publicly accessible open space and additional accessible play space for children;
 - (iv) encourage local retail facilities.
3. Improving transport connections and pedestrian links, especially between the housing estates and Aldgate Station and Sir John Cass School and between Aldgate and Aldgate East stations:
 - (i) replacing the Aldgate Gyratory (St. Botolph's section) with a two way street system providing additional public open space;
 - (ii) improving Aldgate Bus Station to deliver improved access for pedestrians to and from community facilities, housing estates, open spaces and retail facilities;
 - (iii) improving signage for visitors from Liverpool Street Station to Tower Hill and from Aldgate to Cheapside.
4. Enhancing the public realm of the Aldgate area, its streets and spaces and implementing improvement schemes at Middlesex Street and St. Botolph's House. Identifying opportunities for urban greening schemes, congestion and pollution reduction measures, particularly in the vicinity of Sir John Cass School and Middlesex Street and Mansell Street Estates.

Who will deliver		
How we will make it happen	Who	When
<p>Promoting Aldgate as office location Through a multi-discipline developer partnership, identify opportunities in Aldgate and the Tower Hamlets fringe area. Assistance to individual occupiers and developers looking to locate and invest in the area.</p>	City Corporation- LB Tower Hamlets- Developers	Ongoing
<p>Identifying and meeting residents' needs Encouraging small and medium sized business growth and developing employment opportunities through assistance to business and implementation of the Community and Children's Services Business Plan. Providing community facilities through developer contributions. Partnership arrangements to deliver health improvements.</p> <p>Implementing the City of London's Open Space Strategy Five Year Action Plan. Implementing the City of London Play Strategy. Redevelopment of part of Middlesex Street Estate to deliver 23 additional affordable homes, community and leisure facilities. Implementing sustainability improvement schemes on residential estates.</p>	<p>City Corporation</p> <p>City Corporation- Developers</p> <p>City Corporation- LB Tower Hamlets- NHS East London and the City</p> <p>City Corporation- Developers</p> <p>City Corporation</p> <p>City Corporation</p> <p>City Corporation</p>	<p>Ongoing advice: Business plan 2010-2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>By 2013</p> <p>By 2011</p> <p>Completion 2012</p> <p>When funding available</p>
<p>Improving connections and linkages Using developer contributions to fund pedestrian improvements. Implementing the City Fringe Opportunity Area Strategic Connection 4.</p> <p>Delivering transport improvements through joint working and the provisions of the Local Implementation Plan.</p>	<p>City Corporation- Developers</p> <p>City Corporation- Mayor of London</p> <p>City Corporation- TfL- LB Tower Hamlets- Developers</p>	<p>Ongoing</p> <p>City Fringe Opportunity Area Framework – Draft in preparation 2009</p> <p>Ongoing</p>

Key City Places

Implementing the Sir John Cass School Travel Plan.	City Corporation- St John Cass School	
Opportunities to enhance the public realm Environmental enhancement strategies, City Fringe Opportunity Area guidance and LIP.	City Corporation- Mayor of London- Developers	Ongoing

SUPPORTING EVIDENCE

- Working in Partnership with our Neighbours *City of London 2005*
- Supporting Economic Regeneration in the City Fringe *City of London 2007*
- Draft City Fringe Opportunity Area Planning Framework *Mayor of London 2009*
- Commercial Land and Property Study, Aldgate *BBP Regeneration for Tower Hamlets 2007*

3.8.6 The Sustainability Appraisal of this policy notes that there would be positive social, economic and environmental benefits.

RISK MANAGEMENT

3.8.7 Delivery of many of the improvements sought will rely upon sufficient monies being made available through the development management process. The level of developer activity and potential developer funding will vary according to the economic cycle. If insufficient funding is available in future, the City will investigate the potential to use other, public, funding sources and prioritise improvements to deliver maximum benefit to residents, workers and visitors.

3.8.8 Fluctuations in the economic cycle may reduce the demand for new office accommodation. The Core Strategy policy framework is flexible enough for suitable temporary uses to be allowed without harming the long term prospects of the business City.



MONITORING

3.8.9 Key monitoring indicators are:

Office location

- Number of offices permitted, under construction and completed

Identifying and meeting residents' needs

- Community facilities provided
- Amount of s106 funding
- Leisure facilities provided
- Additional open space provision
- Health of residents

Improving connections and linkages

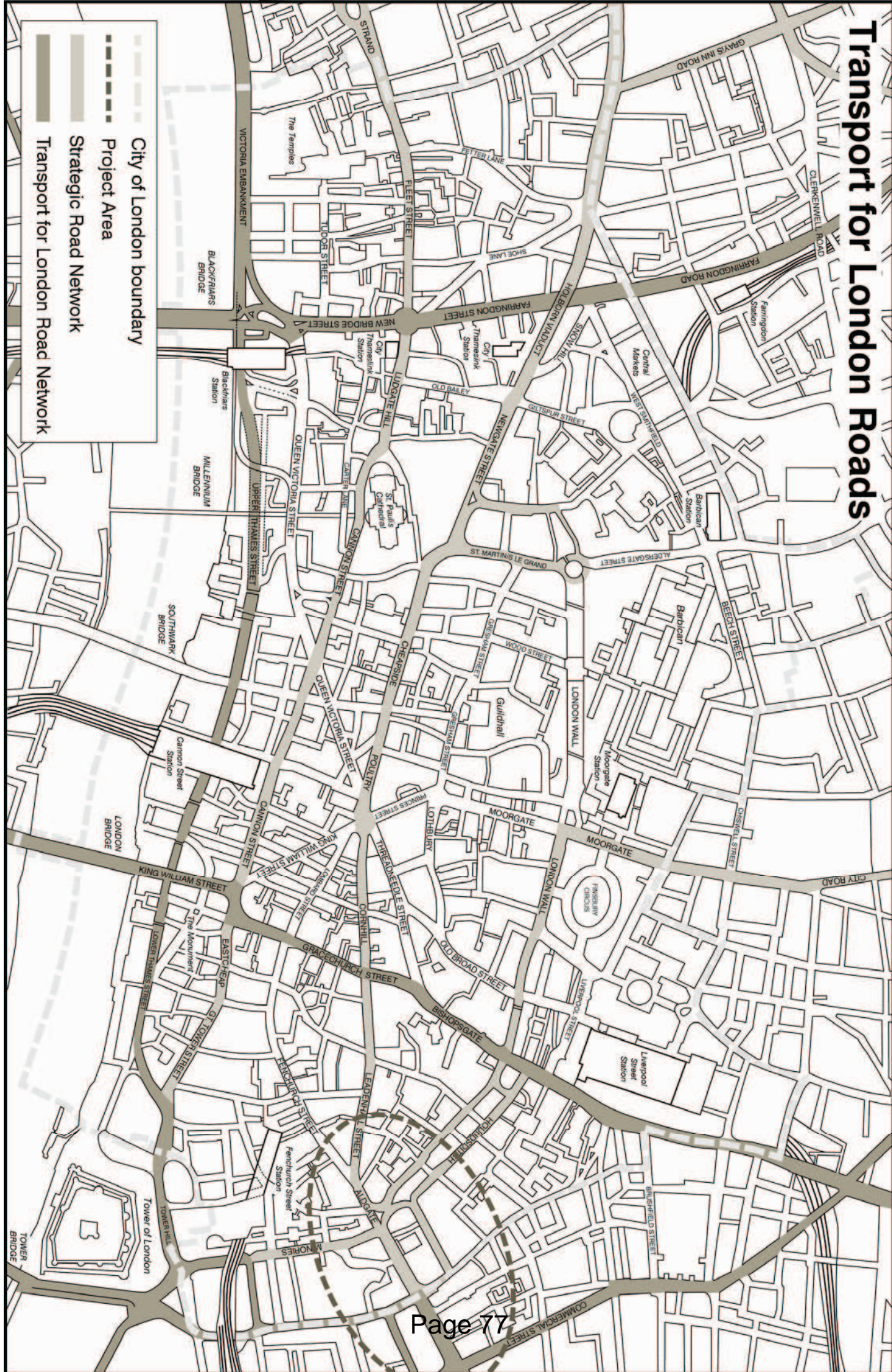
- Monitoring indicators established in the City of London Local Implementation Plan

Identifying opportunities to enhance the public realm

- Pedestrian and cyclist counts and classifications
- Pedestrian and cyclist route and attitude surveys
- Before-and-after street and walkway condition assessments, including the PERS2 (pedestrian environment review system) and Living Streets Community Street Audit method



Transport for London Roads



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Transport for London Roads



- City of London boundary
- Project Area
- Strategic Road Network
- Transport for London Road Network

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ALDGATE – HIGHWAY CHANGES AND PUBLIC REALM PROJECT

MILESTONE PROJECT UPDATE EVENT STEVE PRESLAND: PROJECT EXECUTIVE

Strategic influence
Invite: Members, Businesses, CoL Directors, LBTH Politicians, TfL Directors

PROJECT BOARD

IAIN SIMMONS: PROJECT DIRECTOR / CHAIRMAN (CoL)

- Meet every eight weeks
- Agree programme and milestones
- Agree roles & responsibilities
- Make strategic decisions - decide overall direction and management of the project

Agree Terms of Reference and Desired Outcomes Commit project resources and dedicate time to the project meetings
Maintain a proactive approach to the project
Authority to decide for their individual organisation

- Victor Callister (Assistant Director Environmental Enhancement CoL)
- Scott Lester (TfL Borough Projects and Programmes)
- Edward Moody (Minerva Ltd Developer)
- Elise Boon (LBTH Manager of Improvement Works Group)
- Sarah Whitehorn (CoL Project Manager)
- Police Representative
- Esther Sumner (Town Clerk's Officer CoL)
- Ian Hughes (Assistant Highways Director CoL)
- Neal Hounsell (Community & Children's Service CoL)
- Simon McGinn (CPAT CoL)
- Julie Smith (Head of Finance CoL)
- Roger Pye (Forward Planning TfL)
- Fergus McGhee (London Buses TfL)
- John Cadman (LU TfL)

POLICE REVIEW GROUP

- CoL Traffic Management
- CoL Traffic and Environment Zone
- British Transport Police
- CoL Crime Prevention Design Team
- Metropolitan Police

Project Manager reports to Project Board & Review Groups

London Fire Brigade
Ambulance Service

PROJECT DELIVERY TEAM

SARAH WHITEHORN: PROJECT MANAGER / CHAIRMAN

- Meet monthly
- Derive design to be presented to the board
- Day to day management of the Project
- Report writing / gain approval
- Implement Board Decisions
- Monitor and control development of the project (i.e. programme and budget)
- Promote and maintain focus on desired project outcome

SARAH WHITEHORN
Project Manager

GILLIAN HOWARD
Comms Manager

MICHELLE NEWELL
Comms Officer / Project support

- Ben Manku
- Jon Wallace
- Simon Rollinson
- Mark Paddon
- Patrick Hegarty
- Jonathan Russell
- Melanie Charalambous

PROJECT DECISION STRUCTURE

Member's approval

Design and information agreed to be presented to Members for approval

Derive design based on information gathered from working groups to be presented to the board.

Working group updates reported to project delivery team by Project Manager.

WORKING GROUPS

SARAH WHITEHORN: PROJECT MANAGER / CHAIRMAN FOR ALL GROUPS TO COORDINATE INFORMATION SHARE AND MANAGE ANY PROGRAMME OR BUDGET SLIP / ISSUES

Subways

Structures

Construction and
TM Phasing

Traffic and
Environment Zone

Environment

EE / Open Spaces:
Group meet monthly

Developments

TfL Business Case

Movement: Modelling, Cycling, Pedestrians, Buses

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Aldgate – Highway Changes and Public Realm

Project Board: Terms of Reference

The Role of the Project Board

The project board (PB) meets every two months and is responsible for advising the project team on:

- defining the measurable desired outcomes of the project,
- the programme,
- any mitigating actions if the project goes off of programme,
- the appropriateness of the budget (and advising Members the PB view that the best use is being made of possible funding streams),
- whether the appropriate resources are available as appropriate,
- strategic decisions that decides the overall direction and management of the project and advising Members of this, and
- the extent of scope that is advisable to recommend to Members – mindful of funding constraints and desired outcomes.

The Agreed Project (Desired Outcomes (Draft))

The agreed project that this board is working to is defined by the following desired outcomes and tolerances:

1. Economic and social regeneration through transformational change (MTS “To support economic development and population growth.”, LIP 2011.8) – success measured through an increase in implementation of redevelopments and refurbishment consents within the next seven years compared to the ten years prior to 2009 (Lehman Brothers filed for bankruptcy in September 2008).
2. Replace the one-way system with a two-way system, closing Houndsditch between Aldgate High Street and St Botolph Street to create a public open space. (LDF CS8)
3. Reduce road dangers and casualties (LIP 2011.3) – success measured via...
 - Option a) Proportion of casualties in Aldgate to that of the City for a three year period before and three year period after. (information is collected at no extra cost to project)
 - Option b) Proportion of casualties now to mix/number of road users at Aldgate to that after the project completion, over a corresponding three year period. (information would cost a days traffic counts + ped counts for a day a year for three years at a cost to the project)
4. Provide an inclusive environment for the movement of local pedestrians and cyclists through the area (LIP 2011.5, LIP 2011.4) – success measured through a repeatable street perception survey of pedestrians and online survey for cyclists.
5. Provide a more comfortable environment for cyclists – success measured by online perception surveys before, repeated to the same cyclists after the scheme. (this is angled towards measuring the behaviour of vehicle and cyclist as the interaction is as much an issue than just a cycling experience)(LIP 2011.3)

6. Improve links through the area for interchanging commuters and visitors. (LIP 2011.5) – success measured through a perception survey.
7. Strive for TLRN general traffic capacity neutral for peak hour during weekdays (any deviation from capacity neutral would need to be considered by TfL's Network Management Group (NMG) in relation to benefits to other local road users – it is not a given that this will be acceptable) (LIP 2011.6) – success measured through before and after journey times (over-ridden by NMG's decision if applicable):
 - From the stop line of Goodman's Yard at the junction with Mansell Street northbound to the eastbound stop line of Whitechapel High Street at the junction with Commercial Street.
 - From the stop line westbound on Whitechapel High Street at the junction of Commercial Road to the westbound stop line of Aldgate High Street at the junction with Leadenhall Street.
 - From the stop line westbound on Whitechapel High Street at the junction of Commercial Road to the westbound stop line of Camomile Street at the junction with Bishopsgate.
8. Journey time reliability is important to bus passengers and general traffic alike. Journey times can be measured for bus routes before and after, through the project area.
9. Balance bus benefits and costs across the routes, considering journey times, frequencies and improved ability to navigate the bus system (LIP 2011.8, LIP 2011.5)– success measured by total cost saving/loss due to changes in bus route lengths, perception surveys regarding ease of navigation between bus stops and maintaining bus frequencies.
10. Provide a balance between Strategic (TLRN and SRN) traffic and Local (Distributor streets, cyclists and pedestrian) movements (LIP 2011.4, LIP 2011.5, LIP 2011.6, LIP 2011.8) – success measured by factors 6 and 7 being met while also having success with factors 3, 4 and 5.
11. Improve the public realm, enhancing the environment, to both provide places to spend time and improve the air quality, bio-diversity and sustainability of the area (LIP 2011.1, LIP 2011.4, LIP 2011.8) – success measured by air quality before and after modelling, sustainability infrastructure included in the scheme, a positive qualitative review by Environmental Officers from all three Highway Authorities in regards to bio-diversity and via a street perception survey.
12. Improvement of walking routes for local residents, which may differ from commuters and workers linking to public transport – success measured via a resident perception survey.
13. Removal and reuse of the pedestrian subway network – options to include removal, facility leased to utilities awaiting their further investment to link certain subways for a pipe subway network, SUDs, storage of Local Authority maintenance equipment, and a cycle parking facility – success measured by removal of existing access point obstructions on surface, cost/benefit analysis, mitigated cost and scope creep to the scheme.
14. Introduce play, green space, public art and cultural event space as requested by the local Community during the Area Strategy consultation.
15. Design spaces with reference to the City's Rough Sleeper Strategy.

16. Improve user's perception of safety – monitored through the before and after perception surveys, undertaken for various road users.

Remit of Project Board Members

The project board members will:

- commit to progressing the agreed project;
- agree that everyone that is here needs to be here to keep the project moving;
- attend project board meetings;
- acknowledge that there is a considerable challenge to deliver the project because of the requirement to maintain or improve traffic journey times;
- represent their respective organisation, having authority vested in them to make decisions for the organisation (not including Gateway Sign-off or TMAN Scheme/Works Approvals);
- be kept informed and consulted on all matters of a substantive nature, e.g. where the project desired outcomes, cost or programme is likely to be affected, and be given the opportunity to advise and comment as necessary;
- manage resource availability to ensure the agreed project progresses to the agreed programme; and
- endeavour to ensure the project does not fall behind programme and is kept within budget.

The Chairman of the project board will:

- Coordinate the group and chair project board meetings; and
- Keep the group focussed.

Project Board Members

Member	Role at the Project Board
Iain Simmons	Chairman of the project board Project Director To represent CoL Highway Authority and ensure project is progressing smoothly corporately.
Victor Callister	Assistant Director Environmental Enhancement To ensure improvement of and the finish of the public realm meets City of London standards.
Scott Lester	TfL Borough Projects and Programmes To represent TfL funding along with liaison with other TfL sections not represented on the board, such as Group Property, Capital Development Team and Roads.
Ian Hughes	Assistant Highways Director To represent CoL Highways Team undertaking detailed design and construction management.
Neal Hounsell	Community & Children's Service To represent the needs of the residential community and CoL.
Esther Sumner	CoL Town Clerk's Officer To ensure that CoL policy is being complied with and facilitate the project through the Gateways system.

Member	Role at the Project Board
Simon McGinn	City Property Advisory Team To represent City Surveyor's economic interests in the area and liaise with developers to represent their interests.
Julie Smith	Head of Finance CoL Department of the Built Environment To represent City of London Chamberlains department, identifying appropriate internal funding streams for the project.
Edward Moody	Minerva Ltd Developer To represent Minerva's interests in the area given provision of voluntary S106 payments made for the implementation of the public open space.
Roger Pye	Forward Planning TfL To represent Transport for London's traffic manager role. Manages team processing TMAN Scheme and Works notifications.
Daniel Roche	London Buses TfL To represent the interest of London Buses within the Aldgate Area.
John Cadman	LU Outside Parties Manager TfL To protect LU structures and property interests in the Aldgate Area.
Alan Rickwood	Police Representative To represent the various Police and emergency service interests in the area, namely; City of London Police, City of London Traffic and Environment Zone, British Transport Police and Metropolitan Police.
Elise Boon	LBTH Manager of Improvement Works Group To represent London Borough of Tower Hamlets – Communities, Localities and Culture. Feed back to LBTH Development and Renewal (Mark Hutton).
Sarah Whitehorn	CoL Project Manager To provide information to the project board and action project board's requirements for the progression of the scheme.
Gillian Howard	Communications Manager for the Project CoL
Michelle Newell	Project Communications and Support Officer CoL

Circulation of information

One week prior to the Project Board meetings an information pack will be sent out to board members. It will include:

- Draft agenda for Project Board
- Previous minutes
- A summary presentation of progress made and latest financial updates
- An updated programme
- An updated risk register

The Project Manager will be available for attending Review Group meetings with various organisations in the week leading up to the board meeting to provide further explanation as required.

Meeting minutes with actions will be circulated within a week of Project Board meetings.

Project Board meeting

Project Board meetings will be held at regular intervals, approximately every eight weeks, to update the Project Board members with the latest progress. The meetings will be chaired by Iain Simmons. The proposed meeting dates will relate to decisions that will be required ahead of reporting Gateways and key project milestones.

Levels of tolerance

There is a level of tolerance on the desired outcomes that different Highway Authorities find acceptable without requiring consultation during design.

Validity of the Terms of Reference:

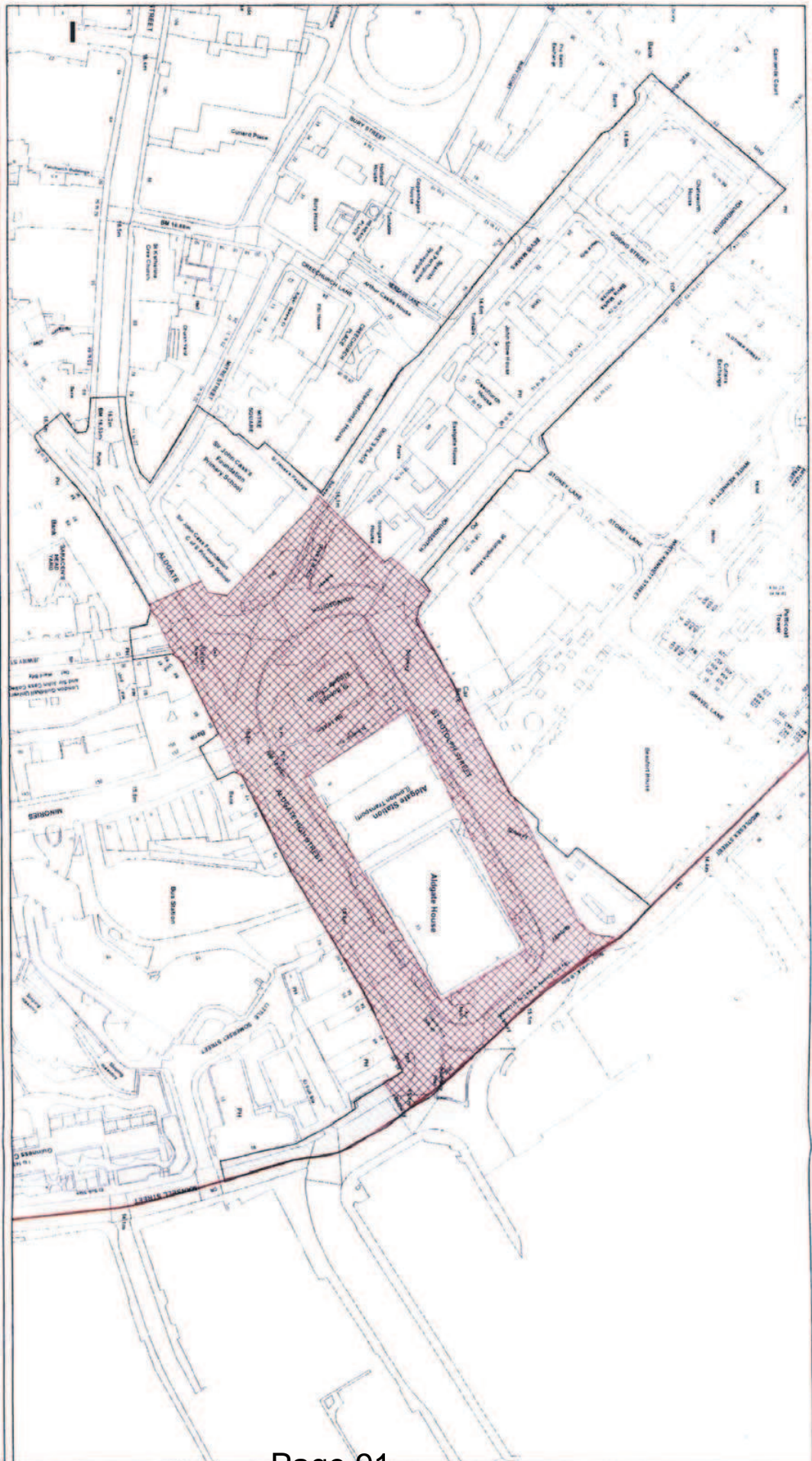
- Every six months (March) the Board will reflect on the ToR; and
- Every twelve months (September) the Board will review the ToR.

Project timetable key dates (at September 2012)

- Preliminary Design (April 2013)
 - November 2012 Agree Landscape Architect Brief for Expressions of Interest (Eols)
 - December 2012 Traffic Base Model signed off by TfL Signals
 - January 2013 Receive and review Landscape Architect Eols (procure Feb 2013)
 - March 2013 Traffic Proposed Model signed off by TfL Signals
- Detailed Design (November 2013)
 - May / June 2013 Public Consultation
 - July 2013 TfL Forward Planning Scheme Approval
- TfL Funding for 2014/2015 Secured (December 2013)
 - September 2013 Submit full TfL Step Two Documentation including business case
- Approval to Build (December 2013)
 - November 2013 Works Approval
 - December 2013 CoL Gateway Five

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Site Location Plan: St Botolph's - New Public Square and Related Works Area



-  St Botolph's New Public Square
-  St Botolph's New Public Square Related Works Area



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DEPARTMENT OF PLANNING AND TRANSPORTATION
Peter Wynne Evans, Director, City Planning Office

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Appendix 7. Urban Landscape Design Brief Objectives (excerpt from Brief):

- 1.1 The ten **objectives for the scheme** follow-on from the area strategy objectives and are key considerations for the designers. It is important to note that the design will be continually tested against these objectives as it progresses. The scheme objectives are as follows:
- i. To create attractive, inviting and comfortable spaces that are destinations in their own right. The spaces must feel public with a consistent, joined-up feel that lifts the quality of the area. Account must be taken of the needs of the variety of users from the community, including children and parents, workers, residents and visitors that will be using the spaces at different times of the day;
 - ii. To add greenery to the spaces with a variety of planting including trees, planting beds and lawn areas. There is a strong desire for greenery to be introduced in order to promote biodiversity, improve local air quality and mitigate the urban heat island effect;
 - iii. To incorporate sustainable urban drainage (SUDs) into the design as appropriate. There is considerable potential in this area for SUDs which will 'future-proof' the area against flood risk and promote the re-use of rainwater;
 - iv. To enliven and activate the spaces. This could include several aspects including a retail kiosk or suitable use to encourage activity and draw people in, encouraging play or providing space for events, art or cultural activities;
 - v. To ensure that users of the area feel safe and it is designed to limit opportunities for anti-social behaviour, taking into account the evening and night-time use of the area and the impact of the night-time economy which is increasingly active;
 - vi. To better connect the spaces and ensure that walking routes and desire lines are taken into account, particularly routes to and from the school, stations and building entrances. The design must also respond appropriately to its surroundings, taking account of listed buildings and uses;
 - vii. To have regard to road safety, limit conflict between pedestrians and cyclists and take account of cyclists' movement through the spaces;
 - viii. To ensure that the streets and spaces are accessible for all users. Walking routes should be comfortable and easy to navigate and steps should be avoided. Seating areas will include seats with backs and arm-rests that are suitable for disabled people;

- ix. To consider the re-use of the redundant subways. These have great potential for re-use for a variety of functions including Suds, storage or other activities;
- x. To ensure that the design is developed with maintenance in mind in terms of materials and longevity, and accords with the City's street scene manual.

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Agenda Item 5

Committee: Streets and Walkways Sub Committee	Date: 11 February 2013
Subject: Requests for Delegated Authority - 72 Fore Street, Section 106 – Outline Options Appraisal, Gateway 3 (Director of the Built Environment):	Public
Report of: Town Clerk	For Decision
<u>Summary</u>	
<p>The developer of 72 Fore Street is at the stage of finalising their levels and details for their entrances and the private land outside of their building that abuts City Corporation highway. In order to develop this project in the most productive way with the developer it is important to obtain approval to the Outline Options Appraisal before April so the development of detailed options can be done in tandem with the developer's design of the building.</p> <p>It is therefore proposed that approval of the Outline Options Appraisal relative to 72 Fore Street be delegated to the Chairman and Deputy Chairman of the Streets and Walkways Sub Committee and the Projects Sub-Committee in consultation with the Town Clerk if a decision is required before your April meeting.</p> <p>Recommendations</p> <p>It is recommended that authority be delegated to the Town Clerk, in conjunction with the Chairman and Deputy Chairman of the Streets and Walkways Sub Committee and the Projects Sub-Committee to consider the following project in advance of the April meeting:</p> <p style="text-align: center;">72 Fore Street, Section 106 – Outline Options Appraisal, Gateway 3</p>	

Katie Odling / Katie.odling@cityoflondon.gov.uk / 020 7332 3414

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Committee:	Date:
Streets and Walkways Port Health and Environmental Services	11 February 2013 30 April 2013
Subject: City of London (Various Powers) Bill London Local Authorities and Transport for London (No.2) Bill	Public
Report of: Remembrancer	For Information
<u>Summary</u>	
<p>This report informs the Committee of the content and progress of the City of London (Various Powers) Bill and the London Local Authorities and Transport for London (No.2) Bill.</p> <p>Recommendation The Committee is invited to note the contents of this report.</p>	

Main Report

City of London (Various Powers) Bill

1. The City of London (Various Powers) Bill began its Parliamentary stages at the end of 2010. It completed Lords stages in July 2012 and had its First Reading in the House of Commons on 3 September 2012. A date for a Second Reading is currently awaited.
2. The main purposes of the Bill are to:
 - Provide the Corporation with a power to grant temporary street trading licences. The licences can last for up to 21 days and are intended to facilitate the holding of occasional events and street festivals.
 - Relax the current prohibition on street trading to enable vendors of ice cream to sell it outside their premises. The Corporation will have powers to approve the design and location of ice cream stalls and so prevent too many stalls being operated, a problem which can occur in other areas such as Westminster.
 - Update enforcement provisions relating to street trading.
 - Provide a new procedure for fixing charges for street trading licences, ending the need for byelaw amendments.
3. There are two minor amendments relating to City walkways. First, provision is made to enable the Corporation to make a charge for the costs involved in passing a resolution declaring, varying or rescinding a walkway, such as the costs of advertising the resolution, where a person has requested such a resolution. This will be similar to the provision for applications in respect of other rights of way.
4. Secondly, the Bill makes provision for the civil enforcement of parking offences on City walkways. Any parking problems are usually caused by motor cycles as changes in level, bollards, planters and similar arrangements physically exclude larger vehicles from most City walkways. The result of the provision in the Bill will be to make the enforcement regime for parking on City walkways the same as the existing civil enforcement of the prohibition on parking on footpaths in the City and elsewhere.

5. The Bill does not make provision in relation to driving a vehicle or cycling on walkways. The City of London (Various Powers) Act 1967 gives a right of way on foot only over City walkways. Having any vehicle (including a cycle) on a walkway is prohibited under existing City byelaws subject to a fine of up to £20.

London Local Authorities and Transport for London (No. 2) Bill

6. The London Local Authorities and Transport for London (No. 2) Bill was first introduced in the House of Lords in 2008 and is now awaiting Commons Report stage. It does not deal with street trading. Its provisions apply in the City as well as to London boroughs except where we already have the power in question.
7. It empowers authorities to:
 - attach a street lamp or traffic sign to a building adjoining a highway. This provision does not apply to the City as we already have this power.
 - recover the cost of repairing any damage caused to footpaths or roads by building work being carried out on an adjacent site.
 - take more effective enforcement action by means of civil traffic regulation (a penalty charge notice regime) on builders' skips that are not properly lit and covered when placed on paths or roads, in place of existing criminal offences.
8. In addition, the Bill:
 - makes it an offence to interfere with a barrier properly placed on a highway by a traffic authority
 - provides for charging points for electrical vehicles on highways and in car parks
9. Other provisions were included in the Bill on introduction but faced opposition and were subsequently removed by the promoters. These provisions included a power for highway authorities to remove items from the highway if they were causing an obstruction. The power could have been used to remove an A-board which was causing an obstruction. This was opposed on the ground that a new power was unnecessary, given that where someone is convicted of the existing offence of obstructing a highway, the court may order the removal of the cause of the obstruction.

Recommendations

10. The Committee are invited to note the contents of this report.

Background Papers

- *City of London (Various Powers) Bill*
- *London Local Authorities and Transport for London (No.2) Bill*

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