



Planning and Transportation Committee

Date: TUESDAY, 5 APRIL 2016
Time: 10.30 am
Venue: LIVERY HALL - GUILDHALL

Members:

Michael Welbank (Chairman)	Gregory Jones QC
Marianne Fredericks (Deputy Chairman)	Deputy Henry Jones
Oliver Lodge	Alderman Professor Michael Mainelli
Randall Anderson	Paul Martinelli
Alex Bain-Stewart	Brian Mooney
David Bradshaw	Deputy Alastair Moss
Dennis Cotgrove	Sylvia Moys
Revd Dr Martin Dudley	Graham Packham
Peter Dunphy	Judith Pleasance
Emma Edhem	Deputy Henry Pollard
Alderman Peter Estlin	Alderman William Russell
Sophie Anne Fernandes	James de Sausmarez
Deputy Bill Fraser	Tom Sleigh
George Gillon	Graeme Smith
Alderman Timothy Hailes	Angela Starling
Graeme Harrower	Patrick Streeter
Deputy Brian Harris	Deputy James Thomson
Christopher Hayward	

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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
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 10 March 2016.

For Decision
(Pages 1 - 10)
4. **TOWN PLANNING AND DEVELOPMENT APPLICATIONS**
Report of the City Planning Officer relative to development and advertisement applications dealt with under delegated authority.

For Information
(Pages 11 - 20)
5. **VALID APPLICATIONS LIST FOR COMMITTEE**
Report of the Chief Planning Officer and Development Director.

For Information
(Pages 21 - 24)
6. **REPORTS RELATIVE TO PLANNING APPLICATIONS**
 - a) 22 Bishopsgate - To Follow

This report was not available at the time of printing and will be circulated under separate cover.
 - b) 120 Moorgate (Pages 25 - 26)

For Decision
7. **REPORTS OF THE DIRECTOR OF THE BUILT ENVIRONMENT**
 - a) Technical Consultation on Implementation of Planning Changes (Pages 27 - 36)

For Information
 - b) DBE Business Plan (Pages 37 - 82)

For Decision
 - c) Eastern City Cluster Area Enhancement Strategy - Proposed update of Strategy (Pages 83 - 92)

For Decision

d) Modification of E-Business & Information System Contract (Pages 93 - 94)

For Decision

e) DBE Projects Programming Report (Pages 95 - 184)

For Decision

f) Bank Area Enhancement Strategy (Pages 185 - 196)

For Information

9. **PUBLIC LIFT UPDATE**

Report of the City Surveyor – to be tabled

For Decision

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

12. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-public Agenda

13. **TOWER BRIDGE BASCULE REDECKING AND APPROACH VIADUCT WATERPROOFING**

Report of the Director of the Built Environment.

For Decision
(Pages 197 - 220)

14. **LONDON WALL CAR PARK - COLP ACCOMMODATION STRATEGY - TO FOLLOW**

Report of the City Surveyor.

This report was not available at the time of printing and will be circulated under separate cover.

For Decision

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

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

Any drawings and details of materials submitted for approval will be available for inspection by Members in the Livery Hall from Approximately 9:30 a.m.

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PLANNING AND TRANSPORTATION COMMITTEE

Thursday, 10 March 2016

Minutes of the meeting of the Planning and Transportation Committee held at Livery Hall - Guildhall on Thursday, 10 March 2016 at 2.00 pm

Present

Members:

Michael Welbank (Chairman)	Gregory Jones QC
Marianne Fredericks (Deputy Chairman)	Deputy Alastair Moss
Oliver Lodge	Sylvia Moys
Randall Anderson	Graham Packham
Alex Bain-Stewart	Judith Pleasance
Alderman Peter Estlin	Deputy Henry Pollard
Deputy Bill Fraser	Angela Starling
George Gillon	Deputy James Thomson
Deputy Brian Harris	

In Attendance

Officers:

Amanda Thompson	- Town Clerk's Department
Simon Murrells	- Assistant Town Clerk
Deborah Cluett	- Comptroller and City Solicitor's Department
Carolyn Dwyer	- Director of Built Environment
Annie Hampson	- Department of the Built Environment
Alison Hurley	- Assistant Director Corporate Property Facilities Management
Iain Simmons	- Department of the Built Environment
Simon McGinn	- City Surveyor's
Steve Presland	- Transportation & Public Realm Director
Julie Smith	- Chamberlain's Department

1. APOLOGIES

Apologies for absence were received from Dennis Cotgrove, Revd. Dr Martin Dudley, Emma Edhem, Sophie Anne Fernandes, Deputy Bill Fraser, Alderman Timothy Hailes, Deputy Bill Harris, Deputy Henry Jones, Alderman Professor Michael Mainelli, Brian Mooney, Alderman William Russell, James de Sausmarez, Graeme Smith and Patrick Streeter.

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

Gregory Jones QC declared a personal interest in Agenda Item 9b) – North-South Cycle Superhighway – by virtue of being directly affected by the closure of Tudor Street.

3. **MINUTES**

RESOLVED - That the minutes of the meeting held on 23 February be approved.

4. **MINUTES OF THE STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE**

4.8 North-South Cycle Superhighway – Objections to the Associated Proposals and Additional Mitigation Measures.

Members questioned the accuracy of the technical description of the order which referred to the making of 'experimental Traffic Orders for a period not exceeding 18 months'. Members considered this to be misleading as agreement had been given to a 'temporary Traffic Order' with a review after 6 months'.

RESOLVED – That the minutes be received.

5. **TOWN PLANNING AND DEVELOPMENT APPLICATIONS**

The Committee received a report of the Chief Planning Officer and Development Director in respect of development and advertisement applications dealt with under delegated authority.

RESOLVED – That the report be noted.

6. **VALID APPLICATIONS LIST FOR COMMITTEE**

The Committee received a report of the Chief Planning Officer and Development Director which provided details of valid planning applications received by the department since the last meeting.

RESOLVED – That the report be noted

7. HISTORIC TELEPHONE KIOSKS ISSUES AND OPTIONS REPORT

The Committee received a report of the Chief Planning Officer advising of the current situation regarding the telephone kiosks located throughout the City, and also recommending a corporate approach and options for future use .

Members were advised that usage of them as public telephone facilities was extremely low and in many cases they had suffered damage, neglect and ill-usage.

Members raised a number of questions concerning the historic and design value of the K2 and K6 Kiosks, changes of use and required planning permissions, preservation and maintenance options, and health and safety issues.

A member suggested the new uses to be explored should include wireless as well as broadband infrastructure.

In response to questions the Committee was advised that operators of functional kiosks had obligations to maintain them under relevant legislation, and private owners of redundant kiosks were responsible for their upkeep. There was potential scope therefore for the City to require their proper maintenance under planning legislation where their condition adversely affected amenity.

Members were advised that many of the questions raised would be answered in the assessment proposed under Recommendation C.

A Member proposed an amendment to Recommendation 2 of the report and it was seconded that where possible all K2 and K6 kiosks should be retained, painted post-office red, and converted to accommodate Broadband/Wireless infrastructure.

The Comptroller advised that this request was covered in Recommendation 3 of the report, but would be reliant on the assessment and negotiation with kiosk operators.

A vote was taken and the proposed amendment to Recommendation 2 was Carried.

RESOLVED - That

- a) The City seeks the removal of all modern kiosks unless operationally required through negotiation with the operators;
- b) The City wishes to see in principle the retention of all K2 and K6 kiosks, and where necessary their repair and change of colour to post-office red, and convert to accommodate Broadband/Wireless infrastructure where possible;

- c) The City undertakes an assessment of the townscape/conservation area contribution and physical condition of each unlisted K6 kiosk, including their potential for conversion to new uses that comply with Local Plan policies. The assessment will form the basis for further discussions with kiosk operators and will yield recommendations for:
- Repairs and potential new uses;
 - Potential candidates for relocation;
 - Potential candidates for removal of unlisted kiosks.
- d) Following Member approval the City implements the recommendations of the assessment.

8. REPORTS RELATIVE TO PLANNING APPLICATIONS

8.1 1 Poultry

The Committee received a report of the Chief Planning Officer Planning regarding the refurbishment and alterations to 1 Poultry including the change of use from shop (A1) to create a new office reception (B1) and a flexible shop (A1)/office (B1) use.

The Chief Planning Officer advised that planning application had triggered a request for the building to be listed which was considered and refused by the Secretary of State in December 2015. However this decision was currently being challenged and the outcome awaited.

The Chief Planning Officer further advised that the principal issues in considering this planning application were:

- The impact of the proposed alterations to a non-designated heritage asset;
- The impact of the proposed alterations to the Bank Conservation Area;
- Loss of retail frontage and floor space in the Principal Shopping Centre

Committee Members raised a number of questions concerning the impact on the planning permission if the challenge was successful, the nature of the objections received, the scope for improvements to the arcade area, management of the existing open spaces and access to the top floor restaurant.

In response to a question concerning the maintenance of the public spaces, the Chief Planning Officer reported that this could be done by negotiation taking into account where respective boundary responsibilities started and finished.

RESOLVED - That

- a) Planning permission be granted for the development of 1 Poultry in accordance with the details set out in the schedule in the report; and
- b) The Town Clerk be authorised to approve a solution to the maintenance of the public spaces in consultation with the Chairman and Deputy Chairman.

8.2 **111 Cannon Street**

The Committee received a report of the Chief Planning Officer regarding a proposal for the construction of an 8 storey building for office and retail use at 111 Cannon Street.

The Committee noted that the London Stone and its current enclosure would be reinstated on the Cannon Street frontage within the new ground floor elevation at the height they were in St. Swithun's Church prior to its destruction in the Second World War. This would make it more prominent than was currently the case and would enhance the special architectural and historic interest of the London Stone.

RESOLVED – That

- (a) Planning permission be granted for the development at 111 Cannon Street in accordance with the details set out in the schedule in the report;and
- (b) Planning obligations and other agreements being entered into under Section 106 of the Town & Country Planning Act 1990 in respect of those matters set out in the report, the decision notice not to be issued until the Section 106 obligations have been executed.

8.3 **Redevelopment of 22 Bishopsgate - Potential Acquisition of Land for Planning Purposes - WITHDRAWN**

The Committee was advised that further to the receipt of correspondence in relation to this item, it had been withdrawn from the agenda by the Comptroller and City Solicitor and Chief Planning Officer to allow an opportunity for information gathering in relation to the issues raised in the correspondence.

The Committee noted that the report would be brought to the next meeting on 5 April 2016.

8.4 **Redevelopment of 21 Moorfields - Potential Acquisition of Land for Planning Purposes**

The Committee received a report seeking approval in principle for the potential acquisition of land for planning purposes at 21 Moorfields.

The Committee was also given time to read an additional supplementary report providing recent correspondence received from affected neighbours, the City's response, together with comments from the owner and an additional letter from an affected neighbour dated 10 March 2016 which was tabled.

The Committee was advised that the programme was now at risk due to the inability to settle and conclude legal agreements for this strategic development to be completed on the date of the Crossrail commencement in respect of a significant number of remaining rights of light claims, and the prospect that those enjoying the rights of light might be able to pursue injunctive relief.

The Owners had asked if the City would be prepared to consider intervening by utilising the powers under S227 to enable reliance on the powers in S237. For this to occur it would be necessary for the City to acquire an interest in the Redevelopment Site, and the City's compensation liabilities to be indemnified by the Owner.

A Member expressed concern that the Committee was being asked to intervene and act in the interests of the developer and exercise powers that should only ever be a last resort. Also there was no clear policy on when and how these powers should be utilised.

Members suggested that it would be helpful if there was an overall policy to provide clarity on the use of S237 powers to guide them in the future, and suggested that this be considered when as part of the Local Plan Review. The Comptroller advised that Court of Common Council had resolved in June 2011 that use of the powers be delegated to Planning and Transportation Committee and Policy and Resources to be considered on a case by case basis having regard to specified criteria.

RESOLVED - That

- (a) Planning and Transportation Committee and Policy and Resources Committee authorise acquisition of an interest in the Redevelopment Site by the City Corporation under S227 of the Town and Country Planning Act 1990 in order to engage powers under S237 for the planning purpose of facilitating the carrying out of the Development (in its current form or as it may be varied or amended) and subsequent disposal of that interest to the Owners (or an associated company) under section 233 of the Town and Country Planning Act 1990, subject to the Town Clerk determining in consultation with the Chairman and Deputy Chairman of Planning and Transportation Committee:-

- i. that adequate attempts have been made to remove injunction risks by negotiating release of affected rights of light by agreement and that those entitled to rights of light are not prepared, by agreement (on reasonable terms and within a reasonable time) to permit infringements of those rights in time to achieve the development programme; and
 - ii. that there is a suitable Indemnity in place; and
 - iii. the terms on which the acquisition and disposal referred to above are to be made.
- (b) following the Policy and Resources Committee's decision that appropriations such as this should in future be determined by Planning and Transportation Committee only, the appropriate delegation be sought from the Court of Common Council in April 2016 by way of an amendment to the Planning and Transportation Committee's terms of reference

8.5 Redevelopment of 120 Moorgate - Potential Acquisition of Land for Planning Purposes

The Committee received a short update from the Comptroller and City Solicitor on the redevelopment of 120 Moorgate.

The Comptroller reported that unfortunately, as a consequence of change of personnel in the affected freeholder's home country, and a resulting mix up, the freeholder had been working towards a 10 March settlement date, rather than the 23 February date originally proposed. The earlier date was to enable any relevant report to be prepared in time for the 10 March meeting. Rather than prepare an incomplete or unnecessary report officers sought confirmation of settlement no later than 10 March.

The City Property Team Manager advised that agreement had now been reached by both sides and would only come back to Committee if it appeared that the operation of Powers under Section 237 of the Town and Country Planning Act 1990 were necessary to facilitate the carrying out of the redevelopment.

RESOLVED – That the update be noted.

9. REPORTS OF THE DIRECTOR OF THE BUILT ENVIRONMENT

9.1 Revised Statement of Community Involvement for Public Consultation

The Committee received the draft Statement of Community Involvement (SCI) setting out how the City intends to consult when preparing planning policies and deciding planning applications.

The Committee noted that the current SCI was adopted in November 2012 and required some updating to coincide with the start of work on the Local Plan Review. The changes to the current SCI were relatively small and mainly focused on providing greater clarity for the reader as well as updating factual information. Reference had been added to consultations regarding Neighbourhood Plans and more emphasis given to the duty to cooperate with neighbouring boroughs and certain other bodies in the preparation of planning policies.

RESOLVED – That the draft revised Statement of Community Involvement be approved for public consultation.

9.2 North - South Cycle Superhighway between Stonecutter Street and King's Cross - The City's response to the public consultation

The Committee received a report setting out the City's proposed response to TFL's consultation regarding the North-South Superhighway which highlighted a number of concerns regarding safety, lack of improvements for pedestrians, and impact on local users.

Members questioned the reference to the closure of Tudor Street which related to another part of the Cycle Superhighway, and suggested that if this was to be included then the views of the City in relation to this should be expressed in much stronger terms to TfL.

RESOLVED – that the City's response to the consultation and concerns in relation to the closure of Tudor Street be expressed in much stronger terms and a revised letter be prepared by the Director of the Built Environment.

9.3 Pay & Display Machine Upgrade

The Committee received a report of the Director of the Built Environment concerning the options for the City's stock of Pay & Display machines which were now over 10 years old and were approaching the end of their useful life.

Members noted that although the majority of parking payments were now made through mobile phone payment technology, a significant minority were still made by cash direct at the machine. As a result, removing that facility would require a step change for those who still used it, which was likely to generate an adverse reaction and have an equalities impact. In addition, there was a risk to relying on just one method of payment, with 'mobile only' payment still vulnerable to issues around mobile phone coverage and system reliability.

Members were advised that on balance, the option of upgrading the current machines (rather than replacement or removal) would appear to be the best way of

addressing the issues of rising machine costs, a current demand by some customers to pay by cash, and limited available funding.

Members expressed a number of conflicting views in relation to either the retention or disposal of the machines and the options available.

RESOLVED - That

- a) Both cash and mobile phone payment methodologies are retained; and
- b) The number of P&D machines are rationalised and those that remain upgraded.

Deputy James Thomson asked that his vote against the retention be recorded in the minutes.

10. INCOME GENERATION - REPORT OF A CROSS-CUTTING SERVICE BASED REVIEW

The Committee considered a report of the Chamberlain concerning a cross-cutting review of opportunities for income generation.

RESOLVED - That

- a) the overall report be endorsed;
- b) the introduction of Planning Performance Agreements to increase income from Development Control services be considered; and
- c) options to maximise full deployment of capacity and increase charges to align with neighbouring authorities / NCP charges to increase income from off-street parking be reviewed.

11. PUBLIC LIFT UPDATE

The Committee received an update on the public lift service.

A Member raised a question in relation to London Wall Lift (West) being out of service on the 25th February but not appearing on the report submitted to the committee.

The City Surveyor undertook to look into the matter and come back to the member following the meeting.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

14. EXCLUSION OF THE PUBLIC

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items 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.

15. NON-PUBLIC MINUTES

RESOLVED – That the non-public minutes of the meeting held on 23 February be agreed as a correct record.

16. NON-PUBLIC MINUTES OF THE STREETS AND WALKWAYS SUB (PLANNING AND TRANSPORTATION) COMMITTEE

RESOLVED - That the non-public minutes of the Streets and Walkways Sub-Committee held on 22 February be received.

17. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no non-public questions.

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

There were no non-urgent items of business.

The meeting ended at 4.00 pm

Chairman

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Agenda Item 4

Committee:	Date:	Item no.
Planning and Transportation	05.04.2016	
Subject:		
Delegated decisions of the Chief Planning Officer and Development Director		
Public		

1. Pursuant to the instructions of your Committee, I attach for your information a list detailing development and advertisement applications determined by the Chief Planning Officer and Development Director or those so authorised under their delegated powers since my report to the last meeting.
2. Any questions of detail arising from these reports can be sent to plans@cityoflondon.gov.uk.

DETAILS OF DECISIONS

Registered Plan Number & Ward	Address	Proposal	Decision & Date of Decision
16/00109/NMA Aldersgate	YMCA 2 Fann Street London EC2Y 8BR	Application under section 96a of the Town and Country Planning Act 1990 for a non-material amendment to planning permission dated 6 March 2015 (ref: 14/00322/FULMAJ) to amend the wording of condition 13 to change the internal noise level requirement within bedrooms and living rooms.	Approved 17.03.2016
15/00984/FULL Aldgate	Flat 8, 27 - 31 Mitre Street London EC3A 5BZ	Replacement of a set of timber framed French windows/doors (8 in set) with set of bi-folding double glazed doors (5 in set) at fifth floor level.	Approved 10.03.2016
15/01282/FULL Aldgate	Gartmore House 8 Fenchurch Place London EC3M 4AJ	Installation of three condensing units and associated louvred screening at roof level.	Approved 03.03.2016

16/00010/FULL Aldgate	33 Bury Street London EC3A 5AR	Replacement windows to first, second, third and fourth floors of Renown House.	Approved 08.03.2016
15/00730/LBC Bassishaw	Wood Street Police Station 37 Wood Street London EC2P 2NQ	Installation of a security screen to the reception desk.	Approved 17.03.2016
15/01328/LBC Billingsgate	HMRC Custom House Annexe, 32 St Mary At Hill London EC3R 8DY	Internal alterations comprising the removal of existing internal light fittings and replacement with new LED light fittings at lower ground, first and second floor levels.	Approved 01.03.2016
15/01141/ADVT Bread Street	Outside 1 New Change Cheapside London EC2V 6AF	Internally illuminated advertisement measuring 2.37m high by 1.34m wide by 0.24m deep on bus shelter outside One New Change on Cheapside. (REFUSAL)	Refused 26.02.2016
15/01340/FULL Bridge And Bridge Without	10 Eastcheap London EC3M 1AJ	Retention of existing leaf and a half entrance doors.	Approved 01.03.2016
16/00084/MDC Broad Street	19 Great Winchester Street London EC2N 2BH	Submission of details of stonework pursuant to condition 6(c) of planning permission 15/01052/FULL.	Approved 08.03.2016
15/01143/ADVT Castle Baynard	Outside 33 Holborn London	Internally illuminated advertisement measuring 2.37m high by 1.34m wide by 0.24m deep on bus shelter outside 33 Holborn. (REFUSAL)	Refused 26.02.2016
15/01144/ADVT Castle Baynard	Outside 24 - 30 High Holborn London EC4A 1AA	Internally illuminated advertisement measuring 2.37m high by 1.34m wide by 0.24m deep on bus shelter outside 24 - 30 High Holborn. (REFUSAL)	Refused 26.02.2016
15/01222/FULL Castle Baynard	Bouverie House 154 Fleet Street London EC4A 2DQ	Alterations to the entrance screen.	Approved 10.03.2016

15/01382/MDC Castle Baynard	From Blackfriars Bridge & Paul's Walk London EC4V	Samples of materials to be used for external faces of the lift and stair structure, including external ground and upper levels surfaces, handrails, balustrades and walkway surfaces at Blackfriars Bridge pursuant to the partial discharge of condition 11 (a in part and b) (in part) of planning permission dated 08.09.2015 (Ref: 15/00589/FULL)	Approved 08.03.2016
15/01389/MDC Castle Baynard	Audit House 58 Victoria Embankment London EC4Y ODS	Particulars and samples of materials and details of proposed reconstructed roof, south facing upper level facade and western facade to lightwell pursuant to condition 11 (a)(part) and 11(b)(part) of planning permission 13/00789/FULMAJ dated 07.03.2014	Approved 03.03.2016
16/00038/FULL Castle Baynard	75-76 International Press Centre Merchant Centre 1 New Street Square London EC4A 3BF	Provision of two connecting link bridges (at first floor level and seventh floor level) between 1 New Street Square and 2 New Street Square.	Approved 15.03.2016
16/00044/TTT Castle Baynard	Blackfriars Millennium Pier Paul's Walk London EC4V 3QR	Details of a programme of archaeological work for Blackfriars Millennium Pier dredging pursuant to BLABF17 of the Thames Water Utilities Limited (Thames Tideway Tunnel) order 2014 as amended.	Approved 15.03.2016
16/00050/MDC Castle Baynard	From Blackfriars Bridge To White Lion Hill Paul's Walk London	Details of a Land Contamination Assessment, Phase One Contamination Risk Assessment Report, Factual Report on Ground Investigation and a Methodology for dealing with unexpected contamination for works to a depth of no more than 2m below ground level submitted pursuant to condition 4 (in part) of planning permission dated 08.09.2015 (Ref: 15/00589/FULL).	Approved 03.03.2016

15/01142/ADVT Cheap	Outside 136 Cheapside London EC2V 6BJ	Internally illuminated advertisement measuring 2.37m high by 1.34m wide by 0.24m deep on bus shelter outside 136 Cheapside. (REFUSAL)	Refused 26.02.2016
16/00008/LBC Coleman Street	Salisbury House London Wall London EC2M 5QD	Internal alterations and redecorations to existing shopfront including replacement of existing fascia and projecting sign.	Approved 01.03.2016
16/00029/MDC Coleman Street	21 Moorfields, Land Bounded By Moorfields, Fore Street Avenue, Moor Lane & New Union Street London EC2P 2HT	Details of a scheme for protecting nearby residents and commercial occupiers from noise, dust and other environmental effects during demolition pursuant to condition 11 of planning permission (application no. 14/01179/FULEIA) dated 25th November 2015.	Approved 10.03.2016
16/00052/ADVT Coleman Street	Unit 6 Moorgate Hall 142 - 147 Moorgate London EC2M 6XQ	Installation and display of: (i) one non-illuminated fascia sign with an internally illuminated logo advert, measuring 0.4m wide by 0.7m high, displayed at a height of 2.57m above ground floor level; (ii) one non- illuminated fascia sign with an internally illuminated logo advert, measuring 0.4m wide by 0.7m high, displayed at a height of 2.57m above ground floor level; (iii) one internally illuminated projecting sign measuring 0.7m high by 0.55m wide, displayed at a height of 2.75m above ground floor level.	Approved 17.03.2016
16/00048/FULL Cordwainer	1 Bow Churchyard London EC4M 9DQ	(i) Partial infill of the existing colonnade at ground floor level to provide additional office (Use Class B1) floorspace; (ii) Installation of a new entrance at ground floor level; and (iii) Creation of roof terraces at first, third, fourth and fifth floor level to serve the existing office accommodation.	Approved 17.03.2016

15/01360/ADVT Cornhill	33 Old Broad Street London EC2N 1HW	Installation and display of: Two internally illuminated fascia signs, each measuring 1m high by 6m wide situated at a height above ground of 3m.	Approved 10.03.2016
15/01375/MDC Cornhill	15 Bishopsgate & Tower 42 Public Realm London EC2N 3NW	Details of rainwater harvesting and grey water recycling systems pursuant to condition 15 of planning permission dated 4th January 2016 (14/01251/FULMAJ).	Approved 03.03.2016
15/01377/MDC Cornhill	15 Bishopsgate & Tower 42 Public Realm London EC2N 3NW	Details of a scheme to show there would be no unacceptable risk to below ground utilities infrastructure, scheme for the provision of sewer vents and details of measures to prevent pollution of ground and surface water, including provisions for monitoring pursuant to conditions 8, 9 and 17 of planning permission dated 4th January 2016 (14/01251/FULMAJ).	Approved 03.03.2016
15/01381/MDC Cornhill	15 Bishopsgate & Tower 42 Public Realm London EC2N 3NW	Details of a scheme for protecting neighbours from noise, dust and other environmental effects during construction, a Construction Logistics Plan and facilities and methods to accommodate construction vehicles and delivers during construction of the building pursuant to conditions 5, 6 and 7 of planning permission dated 4th January 2016 (14/01251/FULMAJ).	Approved 18.03.2016
16/00025/FULL Cornhill	1/4 & 1/2 Royal Exchange London EC3V 3LL	Change of use from Class A1 and Class A3 to a flexible use for either a Class A3 or Class A4 use at part ground and basement levels (974sq.m).	Approved 15.03.2016

16/00026/LBC Cornhill	1/4 & 1/2 Royal Exchange London EC3V 3LL	Refurbishment of units 1/4 and 1/2 including: partial removal of ground floor dividing wall to enable amalgamation of units 1/4 and 1/2 to form a single unit at ground and basement level and various internal works at basement level including partial party wall removal, re-pointing, cleaning of brickwork and lowering of small specific areas of floor.	Approved 08.03.2016
15/01268/LBC Cripplegate	Barbican Arts & Conference Centre Silk Street London EC2Y 8DS	Alteration and refurbishment of male toilets at level -1.5 in the Barbican Arts and Conference Centre to include: removal of existing and installation of new WCs and urinals, associated cubicles and backing panels and other minor alterations to sanitary products.	Approved 18.03.2016
15/01390/FULL Cripplegate	Playground Golden Lane Estate London EC1	Redesign of the sunken playground to include raised internal ground level and installation of new play equipment.	Approved 08.03.2016
16/00024/LBC Cripplegate	Playground Golden Lane Estate London EC1	Redesign of the sunken playground to include raised internal ground level and installation of new play equipment	Approved 08.03.2016
16/00017/LBC Cripplegate	7 Breton House Barbican London EC2Y 8DQ	Refurbishment of flat including replacement of kitchen, bathroom and alteration to stud wall.	Approved 03.03.2016
16/00033/LBC Cripplegate	526 Ben Jonson House Barbican London EC2Y 8NH	Construction of mezzanine platform with en-suite shower/WC in to top floor penthouse room. Installation of suspended ceiling and alteration to doors, kitchen and bathroom.	Approved 08.03.2016
16/00069/LBC Cripplegate	522 Ben Jonson House Barbican London EC2Y 8NH	Installation of mezzanine floor with adjoining shower room.	Approved 15.03.2016

16/00090/LDC Cripplegate	Great Arthur House Golden Lane Estate London EC1Y 0RD	Window pull handle details pursuant to condition 2(h) (in part) of listed building consent dated 30th October 2013 (ref: 13/00241/LBC).	Approved 10.03.2016
15/01316/ADVT Dowgate	Unit 2 100 Cannon Street London EC4N 6EU	Installation and display of: (i) two internally illuminated projecting signs measuring 0.40m high x 0.665m wide situated at a height of 3.00m above ground level (ii) one non illuminated fascia sign measuring 2.5m wide by 0.4m high situated at a height above ground of 3.0m	Approved 17.03.2016
15/01120/FULL Farringdon Within	71 - 73 Carter Lane London EC4V 5EQ	(i) Erection of a two storey roof top extension for office (Class B1) use and external plant enclosure at roof level. (ii) Flexible use of part of the basement and part ground floor for either Class A1/ Class B1/ Class D1 use. (iii) Extension of existing escape stair, new windows and entrance at ground floor level on Carter Lane and a new rear entrance door.	Approved 01.03.2016
15/01276/MDC Farringdon Within	Site Bounded By 34-38, 39-41, 45-47 & 57B Little Britain & 20, 25, 47, 48-50, 51-53, 59, 60, 61, 61A & 62 Bartholomew Close, London EC1	Details of grey water recycling and rainwater recycling pursuant to conditions 29 and 31 of planning permission dated 24 July 2015 (ref: 15/00417/FULMAJ).	Approved 17.03.2016
15/01344/MDC Farringdon Within	3 - 4 Bartholomew Place London EC1A 7UU	Submission of window details pursuant to condition 5 (a) (PART) of planning permission 12/00764/FULL dated 25.09.12.	Approved 15.03.2016
16/00054/MDC Farringdon Within	Site Bounded By 34-38, 39-41, 45-47 & 57B Little Britain & 20, 25, 47, 48-50, 51-53, 59, 60, 61, 61A & 62 Bartholomew Close, London EC1	Details of a programme of archaeological work for phase 2a pursuant to condition 21 (in part) of planning permission dated 24th July 2015 (application number 15/00417/FULMAJ).	Approved 17.03.2016

16/00079/MDC Farringdon Within	81 Carter Lane London EC4V 5EP	Details of a scheme for protecting nearby residents and commercial occupiers from noise, dust and other environmental effects of the works pursuant to the discharge of condition 3 of planning permission 13/00121/FULL dated 12th April 2013.	Approved 17.03.2016
15/00971/FULL Farringdon Without	6 Bream's Buildings London EC4A 1HP	Part demolition and extension of the existing building, associated with change of use from Class B1 to Class C3, including; demolition of the ground floor, the rear closet wing in its entirety and the rear facade, excavation of existing lower ground slab, extensions to ground, first, second and third floors new fourth and fifth floors with a roof terrace above, for the creation of 9 residential units with the creation of a new residential entrance, cycle parking, ground floor waste store, plant areas, terraces / Juliet balconies to the rear and other associated works.	Approved 10.03.2016
15/01145/ADVT Farringdon Without	Outside 326 High Holborn London	Internally illuminated advertisement measuring 2.37m high by 1.34m wide by 0.24m deep on bus shelter outside 326 High Holborn.(REFUSAL)	Refused 26.02.2016
15/01217/MDC Farringdon Without	Site Bounded By 34-38, 39-41, 45-47 & 57B Little Britain & 20, 25, 47, 48-50, 51-53, 59, 60, 61, 61A & 62 Bartholomew Close, London EC1	Details of cycle parking for Phase 2 (Office B) pursuant to condition 34 (in part) of planning permission dated 24 July 2015 (ref: 15/00417/FULMAJ).	Approved 17.03.2016
15/01342/LBC Farringdon Without	33 Fleet Street London EC4Y 1BT	Replacement of the existing projecting and fascia sign and re-decoration of the shopfront on the Fleet Street elevation.	Approved 10.03.2016

16/00031/ADVT Farringdon Without	44 Fleet Street London EC4Y 1BN	Installation and display of: (i) one externally illuminated fascia sign with lettering measuring 0.5m high x 1.5m wide situated at a height above ground level of 3m; (ii) one non-illuminated projecting sign measuring 0.5m high x 0.5m wide situated at a height above ground level of 3m.	Approved 17.03.2016
16/00087/MDC Farringdon Without	25 - 32 Chancery Lane & 2 Bream's Building London WC2A 1LS	Submission of details pursuant to condition 6 (a) (part) of planning permission 11/00426/FULMAJ dated 18.11.15.	Approved 15.03.2016
16/00105/TCA Farringdon Without	St Dunstan's House 133 Fetter Lane London EC4A 1BF	Works of pruning, including removal of dead wood and broken and massaria infected branches from 1 London Plane Tree, 1 Red Oak, 1 Turkish Hazel and 7 Lime Trees.	No objections to tree works - TCA 17.03.2016
15/01111/MDC Langbourn	20 - 21 Lime Street London	Details of stonework pursuant to condition 5(d) of planning permission dated 16th April 2015 (15/00089/FULL).	Approved 10.03.2016
16/00042/LBC Langbourn	41 Leadenhall Market London EC3V 1LT	Removal of internal wall and ceiling finishes at ground and mezzanine levels to facilitate asbestos removal.	Approved 15.03.2016
15/01317/FULL Lime Street	1 Great St Helen's London EC3A 6AP	Deconstruction and removal of redundant structures and provision of new cladding to the west elevation.	Approved 08.03.2016
15/00940/MDC Queenhithe	Ocean House, Fur Trade House, Queensbridge House, 10 Little Trinity Lane, London EC4	Details of a programme of archaeological work pursuant to condition 39 of planning permission dated 20/03/2012 (application number 11/00572/FULMAJ).	Approved 03.03.2016
15/01104/MDC Queenhithe	10 Ocean House, Fur Trade House, Queensbridge House, 10 Little Trinity Lane London City of London EC4V 2AR	Submission of details of foundations and piling configuration pursuant to condition 40 of planning permission 11/00572/FULMAJ dated 20.03.2012.	Approved 15.03.2016

16/00110/NMA Queenhithe	Ocean House, Fur Trade House, Queensbridge House, 10 Little Trinity Lane, London EC4	Non-material amendment under Section 96A of the Town and Country Planning Act 1990 (as amended) to planning permission 11/00572/FULMAJ dated 20th March 2012 to introduce a facade recess into the eastern elevation of the building.	Approved 11.03.2016
15/01108/FULL Tower	27 Minories London EC3N 1DE	Extension of mansard, formation of roof terrace within extended mansard surround, erection of roof level glass stairwell enclosure and erection of conservatory at 5th floor level above existing terrace.	Approved 08.03.2016
16/00078/MDC Tower	76 - 86 Fenchurch Street, 1 - 7 Northumberland Alley & 1 & 1A Carlisle Avenue London EC3N 2ES	Details of a construction logistics plan and a scheme for protecting nearby residents and commercial occupiers from noise, dust and other environmental effects pursuant to conditions 3 and 4 of planning permission (application no. 15/00702/FULMAJ) dated 20th January 2016.	Approved 17.03.2016
16/00099/NMA Tower	Three Quays Tower Hill Lower Thames Street EC3R 6AG	Non-material amendment under Section 96A of the Town and Country Planning Act 1990 to planning permission 11/00131/FULL dated 8 August 2011 to vary Condition 32 to enable proposals for the alteration or removal of the Water Feature.	Approved 08.03.2016
16/00086/FULL Vintry	Thames Court 1 Queenhithe London EC4V 3DX	Installation of six air conditioning units within an enclosure at roof level.	Approved 17.03.2016

Agenda Item 5

Committee:	Date:	Item no.
Planning and Transportation	05.04.2016	
Subject: Valid planning applications received by Department of the Built Environment		
Public		

1. Pursuant to the instructions of your Committee, I attach for your information a list detailing development applications received by the Department of the Built Environment since my report to the last meeting.
2. Any questions of detail arising from these reports can be sent to plans@cityoflondon.gov.uk.

DETAILS OF VALID APPLICATIONS

Application Number & Ward	Address	Proposal	Date of Validation
16/00174/FULL Aldgate	100 Fenchurch Street, London, EC3M 5JD	Change of use of the first floor level of the existing building from office use (Use Class B1) to financial and professional services use (Use Class A2) consisting of floorspace including customer consultation rooms, administration workspace and staff room.	25/02/2016
15/00677/FULL Aldgate	32 Dukes Place, London, EC3A 7LP	Installation of extraction ducting and terminal within service area.	03/03/2016
16/00149/FULEIA Bishopsgate	2-3 Finsbury Avenue, London, EC2M 2PA	Demolition of existing buildings and construction of a building arranged over 3 basement floors, ground and 32 upper floors plus mezzanine and 3 rooftop plant levels (168.4m AOD) to provide office accommodation (Class B1); flexible retail uses (Class A1-A3); cafe/restaurant uses (Class A3); flexible retail uses (Class A1/A3); a flexible space for office, conferencing, events and/or leisure use (Class B1, D1, D2 and/or sui generis) and a publicly accessible roof terrace and associated facilities; hard and soft landscaping works; servicing facilities; and other works	19/02/2016

		incidental to the development (total floor area 92,123sq.m GEA). This application is accompanied by an Environmental Statement.	
16/00140/FULL Bishopsgate	15 - 25 Artillery Lane, London, E1 7LP	Installation of extractor flue at roof level.	19/02/2016
16/00168/FULL Bishopsgate	55 Old Broad Street, London, EC2M 1RX	Change of use of part of first floor from office (Class B1) to a flexible use for office (Class B1) or travel clinic (Class D1) (27sq.m)	25/02/2016
16/00142/FULL Bishopsgate	180 Bishopsgate, London, EC2M 4NQ	Installation of extractor flue to rear elevation, rising to roof level and installation of five air conditioning units to the roof at first floor level.	01/03/2016
15/01324/FULL Bridge And Bridge Without	St Magnus House, 3 Lower Thames Street, London, EC3R 6HD	Construction of four internally illuminated portals within existing colonnade.	16/12/2015
16/00134/FULL Candlewick	24 Lombard Street, London, EC3V 9AJ	Installation of two CCTV security cameras.	04/03/2016
16/00145/FULL Castle Baynard	Condor House, 10 St Paul's Churchyard, London, EC4M 8AL	Retention of three air conditioning condenser units at roof level.	19/02/2016
16/00175/FULL Coleman Street	99 Gresham Street, London, EC2V 7NG	(i) Change of use of part ground floor from office use (Class B1) to create three retail units (Class A1) (359sq.m) together with associated physical alterations including new windows and doors to Coleman Street and rear servicing; (ii) New windows and doors to the existing retail units fronting Gresham Street; (iii) Alteration to the office entrance to Gresham Street; (iv) installation of new uplighting and downlighting to the ground and first floor bays along Gresham Street and Coleman Street.	15/03/2016
16/00147/FULL Cornhill	32 Threadneedle Street, London, EC2R 8AY	Replacement of white aluminium double glazed windows on the front and rear elevations with bronze anodised aluminium double glazed windows.	22/02/2016
15/01319/FULL Farringdon Without	191 Fleet Street, London, EC4A 2NJ	Retention of a new shopfront and unauthorised re-cladding of columns and stallriser at ground floor level.	29/01/2016
16/00181/FULL Farringdon Without	Inner Temple Gardens, London,	Erection of a marquee for summer events catering purposes in Inner	24/02/2016

	EC4Y 7EN	Temple Gardens for a temporary period of up to 4 weeks to be taken down on or before 20th June 2016.	
15/01204/FULL Farringdon Without	St Bartholomew's Hospital, West Smithfield, London, EC1A 7BE	Installation of standalone gas enclosure room and oil fill point to serve St Bartholomew's Hospital.	25/02/2016
16/00227/FULL Farringdon Without	6 - 7 Holborn, London, EC1N 2LL	Installation of a new shopfront.	14/03/2016
16/00199/FULL Langbourn	41 Leadenhall Market, London, EC3V 1LT	Installation of shopfront including sash windows, columns, doors and fascia panel to base of windows.	03/03/2016
16/00073/FULL Portsoken	Aldgate House, 33 Aldgate High Street, London, EC3N 1AH	Change of use of part of ground floor from office (Class B1) to retail (Class A1) [165sq.m]; associated external alterations to create shopfront, including canopy; and other associated works incidental to the proposals.	19/02/2016
16/00179/FULL Portsoken	Aldgate House, 33 Aldgate High Street, London, EC3N 1DL	Installation of sixteen condenser units at roof level and associated enabling works	25/02/2016
16/00186/FULL Portsoken	St Botolph Aldgate Church Yard, Aldgate High Street, London, EC3N 1AB	Alterations to existing churchyard railings, gates and layout and the erection of new railings/gates at the church's southern elevation; re-landscaping and laying out of Churchyard.	11/03/2016
16/00173/FULL Portsoken	Beaufort House, 15 St Botolph Street, London, EC3A 7DT	Provision of a new prefabricated security hut, located on Beaufort House Piazza.	14/03/2016
16/00107/FULL Tower	The Parish Church of St Olave Hart Street, Hart Street, London, EC3R 7NB	Installation of 7No. antennas fixed to the legs of the cupola within GRP Shrouds, the installation of equipment cabinets within the case of the cupola and ancillary development.	01/03/2016
16/00209/FULMAJ Tower	Lloyds Chambers, 1 Portsoken Street, London, E1 8BT	Demolition of existing building and erection of a new building comprising ground plus 12 storeys and 3 basement levels, including B1a office use, flexible A1/A2 use at the ground floor, and flexible A1/A2/A3/D2 use at ground and basement levels associated landscaping works, vehicular access	02/03/2016

		and other works incidental to the development.	
16/00049/FULL Vintry	Senator House, 85 Queen Victoria Street, London, EC4V 4AB	Installation of plant at roof level.	23/02/2016

Committee(s):	Date(s):	Item no.
Planning and Transportation Committee	5 April 2016	
Subject: Redevelopment of 120 Moorgate - Potential Acquisition of Land for Planning Purposes		Public
Report of: Chief Planning Officer and Comptroller and City Solicitor		For Information
Ward (if appropriate): Coleman Street		
<p><u>Update</u></p> <p>This matter was reported to your Committee meeting of 23 February and 10 March but deferred to allow more time for discussions following representations that settlement was progressing.</p> <p>You will recall that a report had previously been prepared in relation to the potential use of S237 powers to facilitate the timely delivery of the redevelopment scheme at 120 Moorgate approved by your committee in April 2011 and December 2015 (as amended) in response to concerns that it was not possible to reach agreement with a neighbouring owner at 1 Finsbury Circus. The owner of 120 Moorgate (“the Owner”) has now advised that the heads of terms with the affected neighbouring owner at 1 Finsbury Circus are close to completion and that the present position is that there no longer appears to be a need to use S237 powers. In view of this, consideration of the Owner’s request is not currently required, and, provided that the heads of terms are formally documented, it will no longer be necessary to report this matter to Committee for consideration.</p>		

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Committee(s)	Dated:
Planning & Transportation	05/04/2016
Subject: City Corporation response to DCLG technical consultation on the implementation of planning changes	Public
Report of: Carolyn Dwyer, Director of the Built Environment	For Decision
Report author: Peter Shadbolt, Department of the Built Environment	

Summary

In February 2016, the Department of Communities and Local Government issued a consultation document seeking views on how planning measures set out in the Housing and Planning Bill should be implemented. Responses to the consultation will inform the detail of secondary legislation that will be prepared once the Housing and Planning Bill receives Royal Assent.

The consultation document proposes significant changes to the planning system and could have significant impacts on the way that the City Corporation's planning service is provided, including the potential for a reduction in planning application fee income. The key areas of change cover:

- a) Introduction of Planning Permission in Principle – giving in principle permission for housing development on sites allocated in local plans, neighbourhood plans and sites identified on a brownfield register, with detailed issues of access, layout and design being considered through a later technical consent phase.
- b) Local Plan Performance – introducing new measures to monitor the progress of local plans and introducing a new housing delivery test to ensure planned housing is delivered.
- c) Planning application targets - enhanced targets for monitoring planning application performance, including for minor applications and tightening of targets for schemes which are allowed at appeal.
- d) Testing competition in the processing of planning applications – detailed proposals for the introduction of approved provider processing of planning applications as an alternative to the local planning authority.

Whilst some elements of these proposals can be supported, such as the granting of planning permission in principle on sites allocated in local plans, other proposals could have a significant effect on the City Corporation's planning service. A key area of concern is the proposal to test competition in the processing of planning applications, which seems to assume that the planning process is a purely regulatory process and ignores the role of consultation, negotiation and Member involvement in the development of acceptable schemes.

Recommendation

Members are recommended to agree the comments in this report and that they should form the basis of the City Corporation's response to the DCLG technical consultation on implementation of planning changes.

Main Report

Background

1. In February 2016, the Department of Communities and Local Government issued a consultation document seeking views on how planning measures set out in the Housing and Planning Bill should be implemented. Responses to the consultation will inform the detail of secondary legislation that will be prepared once the Housing and Planning Bill receives Royal Assent.
2. At your meeting on 2nd February 2016, you received a report of the Remembrancer which outlined the key housing and planning implications for the City of London arising out of the Housing and Planning Bill. Subsequently, the Remembrancer has provided a briefing to Members of the House of Lords in their consideration of the Bill as it passes through Parliament.

Current Position

3. The technical consultation on the approach to implementation of planning changes was issued in February 2016. It seeks responses on 13 main areas of change to planning policy and implementation, asking for comments in response to 77 consultation questions.
4. The questions concern the detail of how measures contained in the Housing and Planning Bill should be implemented. The consultation does not seek comments or views on the principle of the measures being proposed as these are being considered as the Bill passes through Parliament. Nevertheless, in responding to the questions raised it is considered appropriate to address the potential implications of the primary legislation for the City of London and request, where appropriate, that the specific circumstances of the City be considered when secondary legislation is prepared.

Proposals

5. Whilst the Government's consultation questions address 13 areas of planning, the key changes for the City are in 4 areas of the planning system: the granting of planning permission in principle, amendments to improve local plan performance, further measures to address the speed of decision on planning applications, and testing of the introduction of competition in the processing of planning applications.

Planning Permission in Principle

6. The Housing and Planning Bill proposes to introduce a 2 tier approach to the grant of planning permission for new housing development, with the potential to grant permission for housing in principle, separate from consideration of detailed technical matters.
7. The consultation indicates that planning permission in principle could be granted through the allocation of a site for housing in either a local plan or a neighbourhood plan, through the identification of a site on a brownfield register, or upon application for small scale housing development. When preparing local plans or neighbourhood plans, the local planning authority or neighbourhood forum would have the ability to identify suitable sites for housing which would carry with it an 'in principle' permission. This permission would cover location, land use and amount of residential development. All other matters, including access, layout and design would be considered at a later technical consent phase. Sites to be granted planning permission in principle would need to be specifically identified in the plan, rather than this being a default permission for all site allocations. This provision would only apply to plans adopted after the Housing and Planning Bill receives Royal Assent.
8. An alternative mechanism would be the grant of planning permission in principle for housing sites identified on a brownfield register. This would be published and maintained by the local planning authority, using evidence underpinning the production of the local plan, but updated on an annual basis. For sites identified on the register, the local planning authority would be required to undertake environmental impact assessment (EIA). The consultation indicates that sites included on the register must be available for development within 5 years, capable of supporting 5 or more dwellings and capable of development (free of constraints). Sites identified for alternative uses in a local plan would not be considered suitable or available and would be excluded from the register.
9. A third approach proposed is for applicants for minor development to receive planning permission in principle, with a requirement to submit a minimum of information to the local planning authority, covering location, land use and amount of residential development.

Comment

10. The concept of granting planning permission in principle to allocated sites in local and neighbourhood plans is one that can be supported. Plans will be subject to detailed consultation and examination over several iterations and subject to sustainability assessment. The requirement for an explicit statement of planning permission in principle would also enable the Corporation to determine where such an approach would apply. Sites or areas where there is potential for adverse impact on the City's business cluster could be excluded from this approach and full submission of planning applications required.
11. The granting of planning permission in principle through brownfield registers is more problematic. Although registers would be developed and maintained by local planning authorities, they would not be subject to the same level of scrutiny

and public consultation as local plan allocations and would not be considered through public examination. Local planning authorities would be responsible for undertaking EIA of sites identified in the register, a function that to date has been the responsibility of applicants. Local planning authorities will also be expected to update the registers annually, which is likely to have significant resource implications. For the City, an additional concern is that it remains unclear whether areas (as opposed to sites) identified as suitable for office development would be excluded from the register. This raises the possibility that suitable office sites could be identified and then granted planning permission in principle for residential use. This approach is at odds with the City's exemption from national permitted development rights for the change of use of offices to residential and the provisions of both the City's Local Plan and the London Plan. Clarity should be sought that only sites which are in accordance with policies in the Local Plan can be granted planning permission in principle in this way.

12. The potential to grant planning permission in principle for sites capable of minor residential development through application is also problematic and could again impact on the City's beneficial cluster of offices. Permissions in principle through this route must have regard to the provision of adopted and up to date local plans.

Local Plan Performance

13. The Government proposes to introduce performance targets for local plan preparation and intervene in the production of local plans where they are out of date. Plans will need to be kept up to date and reviewed at least every 5 years. Progress in local plan preparation will be measured through 6 monthly monitoring of progress against targets set out in local development schemes prepared by each local planning authority. Where progress against these targets is considered insufficient, or plans are out of date, the Government intends to intervene by appointing an external party to work with local communities in preparing a local plan.
14. The Government is also concerned at the pace of housing delivery on sites allocated in local plans and intends to introduce a housing delivery test, to ensure delivery against local plan targets.

Comment

15. The City of London Local Plan was adopted in January 2015 and work has commenced on a review, with the aim of completing it by 2019. This will ensure that the City's local plan remains up to date and relevant in providing for the City's future planning needs. The City is unlikely to be considered to be designated as underperforming in terms of local plan progress, but nevertheless the proposed 6 monthly monitoring against the local development scheme seems excessive. There is a danger that it could divert resources required to ensure delivery against agreed targets. Rather than seeking to impose targets and a 6 monthly monitoring regime, the Government should require local planning authorities to prepare realistic local development schemes, in consultation with local communities and any monitoring against these schemes should be undertaken on a maximum of an annual basis, rather than 6 monthly. There also

needs to be a commitment that intervention would be on the basis of the impact of slippage against targets rather than the fact of a slippage itself.

16. In relation to the proposed housing delivery test, the consultation document provides no details on how this would work, or the sanctions that would be considered where progress is considered to be failing. Whilst not objecting to the principle, any monitoring should be on the basis of the specific roles and responsibilities of local planning authorities, i.e. related to the delivery of planning permissions on sites in a local plan, rather than the delivery of the units themselves, as this is outside of local planning authority control.

Planning Application Performance

17. In recent years the Government has set targets for the processing of planning applications, designating as under-performing those authorities where less than 50% of decisions on major schemes are made within specified periods, or where more than 20% of major schemes have been overturned at appeal. The Government is now consulting on new thresholds for the determination of non-major development, setting a threshold of 60-70% of non-major proposals determined within statutory time periods and 10-20% overturned at appeal, and reducing the threshold for major schemes overturned at appeal to 10%. Local planning authorities would continue to be encouraged to enter into agreements to extend time periods with developers, where necessary. Non-major development is defined in the consultation document as applications for minor development, changes of use (where the site area is less than 1 hectare) and householder developments.

Comment

18. Whilst the City Corporation supports the need for timely determination of planning applications and uses the mechanism of agreed extensions of time when statutory periods cannot be met, it is concerned that these proposals place too great an emphasis on the speed of decisions, rather than the quality of development. There is a danger that the focus on speed could lead to more applications being refused to avoid triggering Government thresholds. Monitoring of progress against thresholds also requires staff time and resource which can detract from the actual processing of applications. A particular concern for the City would be that the target for non-major development could include a large number of applications for change of use, as many schemes in the City will fall below the 1 hectare threshold. The consultation document does not provide any evidence to suggest that slow processing of non-major planning applications is impacting adversely on development and particularly housing development.
19. In the absence of evidence that there is a significant problem with the processing of non-major planning applications, the City Corporation should indicate to Government that the proposed changes to performance thresholds are unnecessary and no changes should be made to the current thresholds.

Testing competition in the processing of planning applications

20. The Housing and Planning Bill contains proposals for the testing the introduction of competition into the processing of planning applications. The intention is to allow other local planning authorities or other approved providers to process

planning applications, making recommendations to the host local planning authority who would retain decision making powers.

21. The consultation provides more explanation of the Government's thinking behind this proposal, pointing to evidence from other areas of public service where competition has delivered cost savings of up to 20%. The Government also considers planning application processing to be similar to processes in Building Control where the use of approved providers alongside local authority provision has been in place for a number of years.
22. The consultation does not seek comments on the principle of increased competition, but rather views on the detail of how it would work. The Government accepts that the current fee structure for planning applications will need to change and proposes that approved providers would be able to set their own fees, whilst local planning authorities would continue to be limited to cost recovery. There is acceptance that local planning authorities will incur "small" costs in actually determining applications which have been processed by approved providers.
23. It is anticipated that approved providers would be responsible for undertaking all tasks currently performed by the local planning authority in processing planning applications, including checking and validation of applications, undertaking consultation, discussions with the applicant and negotiating s106 agreements. The role of the local planning authority would be limited to making the final decision and it is expected that this would be 1 to 2 weeks after receipt of a report from the approved provider.
24. There is recognition that approved providers will need to liaise with the local planning authority and that the approved provider would need to provide summary details of applications for entry onto the local planning authority's planning register.

Comment

25. The principle of the testing of competition through the use of approved providers is flawed. In particular, the Government do not seem to have understood the quasi-political nature of the process, or the importance of consultation and negotiation in reaching an acceptable development. The comparison with Building Control processes is misleading as Building Control is principally a regulatory process requiring adherence to nationally set standards.
26. Handing responsibility for all application processing to an approved provider raises questions about whether there would be effective pre-application consultation, effective consultation with the local community and Members, and whether approved providers would have the detailed local knowledge and understanding which underpins planning application decisions. Introducing the potential for approved providers to consider planning applications is likely to be a source of confusion for the public in terms of where to go for information and to provide comment. There is also a danger that recommendations could be seen as being unfair and biased and not provide an impartial service.

27. The suggested “week or two” period for local planning authorities to make a determination on a recommendation is insufficient. Local planning authorities will need to be satisfied that recommendations from an approved provider are robust and meet the requirements of the adopted local plan before formal consideration by the authority. Sufficient time also needs to be built in to allow for lead in times for committees to make decisions.
28. The consultation makes no reference to the discharge of planning conditions and so it is unclear whether this would be the responsibility of the local planning authority or the approved provider. Similarly, there is no reference to the appeal process, and particularly whether an approved provider would be responsible for defending a decision made in line with its recommendations at appeal, or whether this would fall to the local planning authority. Greater clarity is needed.
29. Within existing regulations there is already scope for local planning authorities to outsource services and use external providers to process applications, but within the control of the local planning authority. There seems to be no need for the proposed changes within the Housing and Planning Bill.
30. In relation to fee setting, the fees that approved providers could charge should reflect the provisions already in place for local planning authorities, with fees set nationally. If there is a move to localise fee setting by approved providers this should be limited to cost recovery. It would be unfair to place restrictions on the fee setting abilities of local planning authorities whilst allowing approved providers the freedom to set fees, which would include an element of profit. The fee setting mechanism also needs to take into account that local planning authorities will remain the decision making body and provision needs to be made for a proportion of fees to be payable to the local planning authority to cover costs incurred in the scrutiny of recommendations from approved providers and the decision making process itself.
31. Finally, in relation to information requirements, the requirement that the approved provider should provide summary details of applications to the local planning authority is insufficient. To ensure that the planning register is a full and complete register of relevant planning applications, all the information submitted with a planning application and copies of all correspondence will need to be provided to the local planning authority. This information will also be needed to inform the decision making process.

Corporate & Strategic Implications

32. The suggested response is in accordance with the Department of the Built Environment Business Plan, particularly the strategic aim to provide an integrated service to City developers and occupiers from pre-construction to demolition; and to improve external communications and actively engage with City residents, workers and visitors;

Implications

33. If implemented in full, the proposed changes could impact on income generation from planning application fees, whilst there would remain a need to provide sufficient staff resource to manage the decision making process. The resource required to deliver the Local Plan and update it more frequently would increase if the City Corporation wishes to avoid potential designation and loss of planning policy control over residential land use decisions.

Conclusion

34. The Government is progressing significant changes to the planning system through the Housing and Planning Bill, which is currently being considered in the House of Lords. The current technical consultation seeks views on changes to secondary legislation necessary to implement key provisions in the Bill.

35. The proposed changes would have a significant impact on the way that the planning service in the City operates and would be likely to increase pressures on funding, with the potential for the loss of fee income from planning applications. The key proposed changes cover:

- a) Introduction of Planning Permission in Principle – the potential use of planning permission in principle on sites allocated in statutory plans, including the local plan, can be supported. The initial emphasis on residential development should mean the impact on the City would be limited. However, the further extension of this principle to sites identified in a brownfield register or minor planning applications could have significant impacts. The brownfield register would not be subject to the same level of scrutiny as the local plan and it is not clear from the consultation whether the strategic priority given to office development in the City would mean that most of the City would be exempt from a register. In relation to minor applications, the level of information required could again result in proposals being considered for planning permission in principle in areas where the City seeks to resist residential development.
- b) Local Plan Performance – although the City of London has an up to date Local Plan and is unlikely to be caught by the proposed performance measures, the suggested 6 monthly monitoring of local plan progress against the local development scheme seems excessive. It is unclear what criteria will be used to inform the proposed housing delivery test, but any measures should be limited to those within the control of the local planning authority, i.e. the timely granting of planning permission rather than actual completion of units, which is outside of planning authority control.
- c) Enhanced targets for monitoring planning application performance, including for minor applications – the proposed measures will further emphasise the importance of speed in the processing of planning applications as opposed to the quality of the decision. They will require greater attention to be paid to negotiated extensions of time with developers and there appears to be little evidence to support the need for the proposed targets.

- d) Testing competition in the processing of planning applications – this could potentially have a significant impact on City Corporation planning fee income if applications were processed by approved providers. However, there would still be costs for the Corporation in scrutinising external recommendations and making decisions and these additional costs do not appear to have been adequately addressed. The principle of competition appears to be flawed and does not seem to be based on a proper understanding of the way that planning applications are processed, the need for effective consultation and negotiation as applications progress and the need for Member involvement.

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Committee(s):	Date(s):
Planning and Transportation Port Health & Environmental Services	5 th April 2016 24 th May 2016
Subject: Department of the Built Environment Business Plan 2016-19	Non-Public/Public Public
Report of: Director of the Built Environment	For Decision
<p>This report details the Business Plan for 2016-19 for the Department of the Built Environment.</p> <p>The Department reports to two City Committees: Planning & Transportation and Port Health & Environmental Services. This Plan consists of an overarching plan which relates to the whole department, with Key Performance Indicators (KPIs) broken into two distinct categories reflecting the work of the relevant committee.</p> <p>This Plan outlines the departmental vision, key aims and priorities for the next three years.</p> <p>Recommendation It is recommended that Members approve the contents of this report and associated appendices.</p>	

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Department of the Built Environment

Business Plan 2016/19

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Director's Introduction

Colleagues,

Let me start with a big thank you to you all for welcoming me to the City. I have really appreciated your time and have been struck by the passion and professionalism that you all display. Please keep coming along to my open door sessions and taking me out on visits. I am listening carefully to your views and these are shaping my thinking.

One of the Departments major strengths is the excellent 'business as usual' services that we provide, that keeps the City moving, clean and safe on a day to day basis. It is essential that we listen to our customers and maintain these services at the highest standards, ensure that we are delivering value for money and maintain their relevance to the City and London. These are the services on which many of our customers be they workers, residents, visitors or developers rely every day.

Last year your work was rewarded by many awards and successes – some of which are set out in this plan. You should all be rightfully proud of these achievements.

There is a very strong theme to this year's plan. As a Senior Leadership Team we have developed a vision for the Department that is

Creating and facilitating the leading future world class city

This has informed our strategic aims and helped us to align our programmes to a common aim. Over the next year we will develop a systematic and strategic commissioning approach to ensure that everything we do contributes towards this aim, and that the aim is aligned to the Corporate priorities. We will work on the commissioning approach together so that everyone has the chance to understand and influence it. We will also seek to ensure that we have the capacity and skills to deliver the vision.

In addition to our core services we have a number of key programmes and projects that are aligned to delivering our vision. These are

- Future Key Places
- Future Streets and Public Realm
- Future Smart City
- Future Sustainable City and
- Future Department

In order to enable change and maintain pace across the City there is a new Chief Officer Governance Structure. There are three new Chief Officer steering groups for Prosperity, People and Place, and two new delivery groups for Customers and Strategic Resources. These new groups will enable us to use the skills and expertise within the Department to move towards a more proactive and future looking Department that develops innovative solutions in partnership with our colleagues across the City, our elected Members and our stakeholders.

We will be working across the department this year, mapping the Four R's *Relevant, Reliable, Responsible and Radical* and how we can develop the capacity to deliver our potential and shape the Future City.

Whatever your role in the Department I hope that you will be able to see how your role is critical to the current and future success of the City. I hope that you will be inspired by and contribute to the work being led by the Steering Groups. These will help inform our future policy and influence the future look and feel and success of the City.

Departmental Aims and Key Themes

FUTURE CITY

Creating and facilitating the leading future world class City

Strategic Aims an inclusive future world class sustainable City that offers:

- A a leading international financial and business centre;
- B diverse culture, amenities and leisure that make the City more than a business centre;
- C highly accessible central location with efficient travel on City streets upon arrival;
- D excellent utilities infrastructure including the latest IT for all;
- E high quality architecture and public realm that attracts and responds to new development, enhances the historic environment and is enjoyable to experience
- F healthy, safe and resilient environment for workers, residents and visitors;
- G excellent integrated public services in the City and beyond for developers, businesses, residents and visitors.

Key Delivery Themes and Projects



Our Vision

Creating and facilitating the leading future world class City

1. The delivery of this ambitious vision will be supported by seven strategic aims. These aims will support the department in creating and facilitating a sustainable and inclusive future City, and enable us to give priority to key projects undertaken across the department.

Our Strategic Aims

2. In order to deliver the vision of the department and to ensure successful statutory services can be maintained the department has prioritised key aims:
 - A. a leading international financial and business centre;
 - B. diverse culture, amenities and leisure that make the City more than a business centre;
 - C. highly accessible central location with efficient travel on City streets upon arrival;
 - D. excellent utilities infrastructure including the latest IT for business and leisure;
 - E. high quality architecture and public realm that responds to new development and enhances the historic environment
 - F. healthy, safe and resilient environment for workers, visitors and residents;
 - G. excellent integrated public services to developers, occupiers and the public.

Business as Usual

3. It is critical that the department, whilst focused on its vision, delivers the key services that it provides. Delivering statutory services are key to the delivery of our Vision, and facilitate our partners in delivery. These key services are monitored to ensure a high quality service to our customers.
4. Our KPIs (Key Performance Indicators) (Appendix B) measure BAU (business as usual) across the department, as well as monitoring, and reporting, local and national targets. This dashboard of information allows Leaders and Managers to focus outcomes and aspirations. Where targets have been amended they are in line with changes made by the Mayor's Office or by central government, and where appropriate, local stretching targets have been set.
5. The KPIs are reported to the relevant service committee regularly throughout the year, as well as being reported to Summit Group and LAPs (Local Authority Performance Solution), that enables us to compare measured performance with other London LA's.
6. Detailed Divisional plans, which are available on request, give more detail on local objectives as well as details of the monitoring and management of divisions.

Structure Chart



Workforce Capability

- A detailed Workforce Plan will be produced in Spring to address issues highlighted in the staffing section of our Summary Business Plan (Appendix A).
- In order to deliver the department's vision, a number of initiatives are being undertaken including reviewing our structure and resource needs to ensure we can fulfil our vision, recruiting to a small number of key posts, reviewing some of the support teams to see if they could or should be configured differently to help us work more effectively together and considering physically relocating teams that work closely together so they are able to work more cohesively.

Awards

9. The department has achieved a number of key awards over the last year; the following are a few highlights relevant to Committees, more awards and achievements are recorded in progress reports throughout the year, with a full round up being published in early summer.



Learning & Development



10. In order for us to deliver our key themes and achieve our vision, it is vital that staff development continues to be a priority; from individual learning requirements to our District Surveyors graduate training programme.

11. Our key learning priorities, which will support our themes, for the year ahead continue to focus on continued professional development, this includes legislative and statutory updates as well as the opportunity to review best practise in other organisations, and other UK and European cities. We will be looking to build on the skills of staff, in particular offering opportunities and support to staff who are looking to develop into management roles.

12. Our training plan provides more details on our key learning priorities:

- Continued Professional Development (CPD)
- Presentation Skills
- Leadership & Management Skills
- Team Working
- Project Management & Organisational Skills
- Change Management

13. Additionally, a number of colleagues within the department are studying towards professional qualifications as well as building evidence to achieve membership

of professional bodies. This ensures we are replenishing the professional skills in which we require for the Future City.

14. Commitment to offer work experience at all levels supports the City's partnership goals, as well as giving the opportunity to influence and develop students and young people. Work experience programmes give staff the opportunity to improve their skills and to develop their workplace behaviours.

Investors in People (IIP)

15. Following the 2015 IIP review, in which the City of London achieved Silver status, a departmental action plan has been prepared which builds on the many positive outcomes and addresses some of our key development opportunities.
16. A key focus for 16/17 will be Leadership and Management development and evaluation of our L&D plan. These will be delivered through a series of lunchtime training sessions, reviewing the use of 360° evaluations for managers and including Assistant Directors SLT meetings on a quarterly basis.
17. We will continue to build our network of IIP champions throughout the department to support the SLT and the organisation towards the Gold level corporate assessment in late 2016. These champions will work with the SLT compiling evidence, stories and examples of the excellent IIP work going on throughout the department.

Volunteering

18. Volunteering gives staff, at all levels, the opportunity to improve key behaviours, develop new skills and give back to local communities. Approximately 15% of departmental staff contribute to the Employee Volunteering Programme allowing them to take advantage of the 'two days to give' scheme. This programme is supported by our Leaders and Managers and the wide variety of opportunities on offer enables staff to get involved in new areas building skills and confidence.
19. Outside of the EVP programme a number of our staff contributes to the wider community as school governors, youth group leaders, charity volunteers, trustees and board members and on London wide and national bodies. The department benefits from the transferable skills staff acquire through these extra circular activities.

Corporate Considerations

Equalities

20. As a Local Authority we have a responsibility to ensure our services meet the Public Sector General Equality Duty which requires public bodies to have due regard to the Equality Framework. We contribute evidence for inclusion in the City's annual return.

21. All new strategies, policies and City of London led projects carry out equalities scoping exercises or equivalent to ensure that our work is inclusive and suitable for our residents, workers and visitors; enabling us to mitigate any negative impacts during the life of the project.

Property and Asset Management

22. The majority of staff work at Guildhall, North Wing and Walbrook Wharf, with a small workforce at Smithfield and at the City's staffed public conveniences.

23. During 15/16 additional staff, both short term consultants and permanent staff have been appointed and were accommodated within our existing space resource.

24. In line with Standing Order 55, we will continue through the use of staff groups, over the coming months to evaluate our accommodation, exploring opportunities to look for better ways of working, and the potential to reduce our paper based systems.

Health & Safety

25. The departmental H&S Group is supported by the SLT and the group meets regularly to discuss accident trends, legislative changes, monitor performance (including contractors) and review H&S risk within the department. To ensure the departmental group is supporting corporate decisions and the H&S 'golden thread', the District Surveyor sits on the City of London H&S Committee, chaired by the Town Clerk. The Head of Planning Support and Business Performance attends the City of London Safety Manager Forum.

26. The department has responded to recent legislative changes particularly around The Construction (Design and Management) Regulations (CDM) 2015 by training staff on CDM and ensuring we adhere to the legislation, F10 (HSE notification of construction projects) are being produced by Officers. It's worth noting that a new dedicated post to delivery CDM advice, guidance and oversee compliance has been established in our Transportation & Public Realm division.

27. Our H&S Top X is now included in the central database of departmental risks; being actively managed by Directors and managers on a quarterly basis. It's worth noting that none of our departmental H&S risks appear on the Corporate Top X list.

Finance

28. The departments 2016/17 revenue budget has been set to deliver our challenging business objectives.

29. We successfully delivered Service Based Review savings of £914,000 in 2015/16; £445,000 from Port Health services and £469,000 from Planning & Transportation. Further savings of £173,000 on public conveniences and £25,000 from the introduction of a paid membership scheme for the Clean

City Award Scheme is due for implementation in 2016/17 and has been incorporated in the budget estimates.

Departmental Risk Register

30. The SLT considers risk regularly, with formal reviews of red risks taking place monthly; and other risks (departmental and service) with a risk score above 6 reviewed quarterly, service (or lower) level risks with a risk score of 6 or below are reviewed annually.
31. Reports are presented to both Committees on a regularly basis, highlighting risks which that committee has responsibility – these reports include all Departmental risks and all “Red” risks. Currently the department has one Corporate Risk and fourteen Departmental risks. (Appendix D)

Key Partners

The City Property Advisory Team

32. CPAT (managed by the City Surveyor) provides an important link between DBE, the City Surveyor, City developers and occupiers. They assist businesses to access our services, and act as a channel to advise businesses on developments in our service area, particularly on matters of planning policy. CPAT activities play an active role in the cross cutting themes.
33. They will support the delivery of the Cheapside Business Alliance Business Plan and in particular those aspects that relate to the maintenance and development of the environment relating to the various service areas contained in DBE.
34. In addition CPAT will continue to assist in the regeneration of the Aldgate area through promoting the development of a business partnership for the area around the key themes of Place, People and Prosperity.
35. Another area of focus will be ensuring businesses and workers are afforded the optimum technological environment from which to operate to ensure continued development of the Future City. In particular CPAT will continue to work with DBE to review opportunities to develop sustainable smart infrastructure networks and will finalise a telecommunications strategy to ensure the City offer for both wireless and fixed line communications is commensurate with its World city status.

Partnership Working

36. The Department has a close working relationship with many internal and external parties. These key partners support the work of the department and will facilitate our delivery of our departmental Vision.
37. Internally, both the HR and Finance Business Partners form a part of the Department’s Senior Leadership Team; offering advice, support and challenge to our Directors. Other key internal partners include the City of London Police, Comptroller & City Solicitor, CLPS, TC’s Contact Centre and IS Division all of

whom support our departmental vision. In addition, the department supports the Corporate Access Meetings and the Conservation Advisory Area Committee.

38. We are moving towards partnership style contracts with many of our contractors. This has been successfully implemented with Amey for waste and cleansing, Riney for highways maintenance and project delivery and Indigo for on and off street parking. This means a greater share of risk, shared efficiency savings, a greater focus on outcomes rather than inputs and a more supportive style of contract management.
39. We provide cross-London services, supporting neighbouring boroughs with the provision of building control services, with schemes in Hackney, Islington and Lambeth.
40. The Department works closely with other key parties. These include central government, the GLA, TfL, other local authorities and is represented on bodies such as the Mayor of London's Road Task Force, the LDSA (London District Surveyors Association, ALBPO (Association of London Borough Planning Officers), BCO (British Council for Offices), the London Road Safety Advisory Group, LoTAG (the London Technical Advisors Group) and the DAC (Diocesan Advisory Committee).

Appendices

- Appendix A Summary Business Plan
- Appendix B Full list of departmental KPIs
- Appendix C Summary Risk Register
- Appendix D Key Departmental Contacts

Supporting Documents

These can be providing on request:

- Divisional Plans
- Committee financial budget sheets
- Learning & Development Plan
- 2016 Annual Certificate of Assurance (H&S)
- Detailed Projects Report
- Departmental IIP Action Plan
- Workforce Plan

Abbreviations

BAU: Business as Usual

CDM: The Construction (Design and Management) Regulations

CLPS: City of London Procurement Service

CPAT: City Property Advisory Team

CPD: Continued Professional Development

GLA: Greater London Authority

H&S: Health and Safety

IIP: Investors in People

KPIs: Key Performance Indicators


LAPs: Local Authority Performance Solution

SLT: Senior Leadership Team

TfL: Transport for London

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**Department of the Built Environment
Summary Business Plan 2016/19**

<p>Our Vision</p>	<p>Future City Creating and facilitating the leading future world class City</p>
<p>Our Strategic Aims are:</p>	<p>An inclusive future world class sustainable City that offers:</p> <ul style="list-style-type: none"> • a leading international financial and business centre; • diverse culture, amenities and leisure that make the City more than a business centre; • highly accessible central location with efficient travel on City streets upon arrival; • excellent utilities infrastructure including the latest IT for business and leisure; • high quality architecture and public realm that responds to new development and enhances the historic environment • healthy, safe and resilient environment for workers, visitors and residents; • excellent integrated public services to developers, occupiers and the public.
<p>Key Delivery Themes & Projects:</p>	

Key Performance Indicators are: (see Appendix B for full list)		
Description:	Performance to date 1/3/16	2016/17 target
Planning & Transportation Committee		
Reduction by 10% of number of persons killed and seriously injured compared to 2010 Baseline.	8 (Q2 stats)	32.9 (by 2016)
Reduction by 5% of number of casualties compared to 2010 Baseline.	65 (Q2 stats)	294.9 (by 2016)
Process 70% of minor planning applications within 8 weeks	71%	70%
Process 75% of other planning applications within 8 weeks	74%	75%
Process 90% of major planning applications within 13 weeks	73%	90%
Recover 80% of valid PCN debts recovered	81%	80%
Port Health & Environmental Services Committee		
To reduce the residual annual household waste per household	364.25kg	373.4kg
To increase percentage of household waste recycled	31.4%	43%
Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible	0.25% (October 2015)	2%

Finance

Our Financial Information:							
	2014/15 Actual	2015/16 Original Budget	2015/16 Revised Budget	2015/16 Forecast Outturn (latest)		2016/17 Original Budget	
	£000	£000	£000	£000	%	£000	
Employees	12,135	12,209	12,512	12,501	99.9	13,829	1
Premises	6,894	5,292	6,360	6,346	99.8	5,627	
Transport	201	214	185	197	106.5	191	
Supplies & Services	2,832	1,792	2,376	2,377	100.0	1,686	
Third Party Payments	8,709	8,745	8,887	8,896	100.1	8,807	
Contingencies/Reserves	0	386	2	0	0.0	2	
Total Expenditure	30,771	28,638	30,322	30,317	100.0	30,142	
Total Income	(15,694)	(13,093)	(14,342)	(14,315)	99.8	(14,453)	
Total Local Risk	15,077	15,545	15,980	16,002	100.1	15,689	2
Central Risk	(4,231)	(5,251)	(4,926)	(4,925)	100.0	(5,189)	
Total Local and Central	10,846	10,294	11,054	11,077	100.2	10,500	
Recharges	11,594	13,220	12,707	12,707	100.0	13,608	
Total Net Expenditure	22,440	23,514	23,761	23,784	100.1	24,108	3

Notes on Financial Information:

1. The increased staff costs relates to pay costs due to provisions for pay award, incremental and career progression, maternity cover, agency staff, additional posts as a result of restructuring in City Transportation and Development Management and an increase in National Insurance as part of the Government's changes to state pension arrangements from April 2016.
2. Excludes Local Risk amounts spent by the City Surveyor
3. Forecast outturn 2015/16 based on period 8 and 9 monitoring

Staffing

Our Staffing is made up of:

- 202 employees (196 full time equivalent posts) (↑) across four divisions: Transportation & Public Realm, Planning Development, Planning Policy and Building Control. Staff turnover has increased slightly from last year to 10.05% (↑) but remains below the corporate average of 14.87%.
- Just over one third of employees are female (↔) and there is a similar or higher level of representation across all grades up to and including grade E. From grade F upwards female representation reduces to 22% (↑) but this has significantly increased from last year's 11%.
- One quarter of the department is aged 55 and above (↔) with 60% of Senior Leadership Team aged 60 or over (↓).
- Just under half of all employees have been with the City Corporation for at least 11 (↓) years or more and one quarter 21 years or more, indicating there is many years' of experience and knowledge within the department.
- Overall sickness absence during the last calendar year averages at 6.71 (↑) days per employee per annum, 0.71 days above the organisation's revised target of 6 days. 58% of the total sickness absence was attributable to the top 3 reasons for sickness, being infections, stomach and digestion, and musculo-skeletal problems.

Notes on Staffing Information:

1. The department recruited to a new Director and District Surveyor during the year. Plans are being drawn up in all divisions to ensure knowledge is retained in the future. Transportation & Public Realm's senior management team has a more balanced age profile with half being aged 55 or younger.
2. In addition the department's wider workforce plan focuses on generic and specific approaches to providing opportunities, experience and training to all employees to help them to develop and to address skills and knowledge gaps that the department knows it will lose due to the age profile but needs to retain in the future.
3. 10% of employees have underlying medical conditions which are considered disabilities under the Equalities Act. The department manages related absences ensuring they remain reasonable and balanced but it is accepted that a higher than average absence may be considered as a reasonable adjustment for some.
4. A detailed Workforce Plan will be produced in March 2016 and will address additional issues raised above.

Capital Projects

The Environmental Enhancement team are working on a number of key Area Strategies over the coming five years, for ease our top priority projects are listed. More details are available on request.

Brief description	Approx. cost £000	Indicative source of funding
Barbican Area Strategy	£3,730	External
Bank Area Strategy	£8,470	External
Barbican Area Strategy	£36,300	External
Chancery Lane Strategy	£200	External
Cheapside & Guildhall Area Enhancement Strategy	£13,250	External
Churchyard Enhancement Programme	£50	External
Eastern City Cluster	£1,519	External
Fenchurch / Monument Strategy	£8,548	External
Fleet Street Area Strategy	£3,575	External
Riverside Walk Enhancement Strategy	£6,719	External
West Smithfield Strategy	£4,500	External

CPR Priority Projects

Riverside Walk Enhancement Strategy Access Improvements (staircase and ramp)	£3.5m	2015-2016
Bart's Close public realm enhancement scheme	£4.5-5m	2016-2019
Middlesex Street area enhancements (Ph1-3)	£2-3m	2016-2020
Bank By-pass walking routes project (Ph2 - 3)	£600-800K	2016-2019
Eastern City Cluster Area Enhancement Strategy	180K	2016-2017
Churchyards Programme	£4-5m	2016-2021
Cultural Hub Public Realm Programme	£8-10m	2016-2021
Fleet Street major scheme	£5-7m	2019-2022
Crossrail public realm enhancement	£6-9m	2016-2019
Fenchurch Street public realm enhancement project	£3-6m	2016-2019
Completion of Aldgate Project	£20m	2016-2017
Interim Safety Scheme at Bank Junction	£500k	2016-2017

In addition to the projects overleaf, the following are scheduled for the Engineering team, in the District Surveyors Division

Brief description of potential project	Rough idea of the cost £000	Indicative source of funding	Indicative timetable for project
Dominant House Footbridge Bearings	£600k	Parking Revenue surplus/Lobeg	2016 – 2018
Holborn Viaduct waterproofing	£1.7M	Parking Revenue surplus/CIL	2020(after Shoe Lane Bridge)
Shoe Lane Bridge refurbishment	£1.2M	Parking Revenue surplus/CIL	2019+
Removal of White Lion Hill Flyover	£800k	Developer	Linked to redevelopment of Baynard House managed decline remaining 4 years
Blackfriars Bridge Parapet & repainting	£600k - £8M	BHE 50 year plan	2016 – 2018
Southwark Bridge Joint replacement And Footway Strengthening	£1.25M	BHE 50 year plan	2017/18
Southwark Bridge Approach refurbishment	£2M	BHE 50 year plan	2019/20
London Bridge Bearing replacement	£1.5M	BHE 50 year plan	2018/19
London Bridge Waterproofing	£1.3M	BHE 50 year plan	2019/20
Millennium Bridge Cable retensioning	£500k	BHE 50 year plan	2017/18
Epping Forest Reservoirs	£10-20M	tbc	Following implementation of the part of the FWMA 2010 covering Cascades

Departmental Key Performance Indicators

↑	KPI is more stretching than 15/16
↔	KPI maintains the same target as 15/16

	National /Local	Description	Performance to date 1/3/16	Target 16/17	Variance on 15/16 target
Transportation & Public Realm					
NI 191	National	To reduce the residual annual household waste per household.	304kg	373.4kg	↔
NI 192	National	Percentage of household waste recycled.	31%	43%	↑
NI 195	National	Percentage of relevant land and highways from which unacceptable levels of litter, detritus, graffiti and fly-posting are visible.	0.33%	2%	↔
LTR2	Local	Percentage of valid PCN debts recovered.	81%	80%	↔
LTR3a	Local	Respond to percentage of PCN correspondence within 10 days.	100%	90%	↔
TPR1	Local	No more than 1 failing KPI's, per month on new Refuse and Street Cleansing contract	4	<3 per quarter	↑
TPR2	Local	No more than 3 failing KPI's, per month on new Highway Repairs and Maintenance contract.	0	<9 per quarter	↔
TPR3a	Local	To reduce the number of persons killed or seriously injured in road traffic collisions to a three-year rolling average of 32.9 casualties per annum by 2016. (Base data - This represents a reduction of 33.4% from the 2004–2008 average of 49.4 killed or seriously injured casualties per annum.)	8 (as at 1/1/16)	32.9 casualties per annum by 2016	↔

	National /Local	Description	Performance to date 1/3/16	Target 16/17	Variance on 15/16 target
TPR3b	Local	To reduce the total number of persons injured in road traffic collisions to a three-year rolling average of 294.9 casualties per annum by 2016. (This represents a reduction of 20.0% from the 2004–2008 average of 368.6 casualties per annum.)	65 (as at 1/1/16)	294.9 casualties per annum by 2016	↔
District Surveyors					
LBC1	Local	To monitor targets for approval turnarounds for both standard applications and report to committee quarterly. (90% within 19 working days).	98%	90%	↔
LBC2	Local	To monitor targets for approval turnarounds for non-standard applications and report to committee quarterly. (90% within 26 working days).	94%	90%	↔
LBC3	Local	To issue a completion certificate within 10 days of the final inspection of completed building work in 90% of eligible cases.	88%	90%	↔
LBC4	Local	To monitor targets for Approvals in Principal turnarounds for standard applications (90% within 35 days)	NEW	90%	NEW
Planning Policy					
PP1	Local	Adopt revised Statement of Community Involvement by May 2016 to provide a context for public consultation on the Local Plan Issues and Options review stage commencing July 2016.	NEW	SCI May 2016 Local Plan I&O July 2016	↔
PP2	Local	Establish a Sustainability Officer post by April 2016 to focus on sustainability and establish a Sustainable City Forum online discussion site	NEW	Online Forum June 2016	NEW

	National /Local	Description	Performance to date 1/3/16	Target 16/17	Variance on 15/16 target
PP3	Local	Publish development pipeline information bi-annually (June & Dec) and publish Local Plan policy monitoring reports by July 2016 to complement Local Plan Issues and Options consultation.		July 2016	↔
PP4	National	Submit address and street gazetteer updates to the national hub at new Bronze standard and maintain Green status for development monitoring submissions to the London Development Database.		Bronze standard Green status	↔
PP5	Local	Ensure internal and public-facing GIS services are available 98% of the working day (excluding IS service disruptions) and implement a “mobile friendly” GIS for use internally and externally.	99%	99%	↑
PP6	Local	Process all standard land charge searches within 6 working days.	100%	100% in 6 days	↔
Development Management					
DM1a	National	Process 70% of minor planning applications within 8 weeks or agreed timescales	71%	70%	↑
DM1b	National	Process 75% of other planning applications within 8 weeks or agreed timescales	74%	75%	↔
DM1c	National	Process 90% of Major planning applications within 13 weeks or agreed timescales	73%	90%	NEW
DM2	Local	Provide access observations to 95% planning applications within 14 days of receipt of information	90%	95%	↔
DM3	National	To manage responses to requests under the Freedom of Information act within 20 working days. (Statutory target of 85%)	97%	90%	↑
DM4	Local	Investigate 90% of alleged breaches of planning control within 10 working days of receipt of complaint.	90%	90%	↔

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Main contacts and Responsibilities:

Responsibility	Name	Ext
Access Team	Rob Oakley	3795
Aldgate Public Realm & Events	Trent Burke	3756
Archaeology	Kathryn Stubbs	1447
Barbican Listed Building Management Guidelines	Petra Sprowson	1147
Barbican Public Realm	Trent Burke	3986
Bridge House Estate River Crossings	Paul Monaghan	3122
Building Control	Bill Welch	1939
Building Site Activity	Ian Hughes	1977
Business Continuity	Richard Steele	3150
Business Planning	Elisabeth Hannah	1725
Car Parks (DBE)	Kay English	1572
City Development Plan review	Peter Shadbolt	1038
City Transportation	Iain Simmons	1151
Clean City Awards Scheme	Jim Graham	4972
Complaints	Elisabeth Hannah	1725
Conservation Area Advisory Committee	Gwyn Richards	1709
Conservation Areas, Character Summaries, Supplementary Planning Documents	Kathryn Stubbs	1447
Considerate Contractor Scheme	Robin Close	1104
Corporate Geographical Information System (GIS)	Richard Steele	3150
Cycling Strategy	Iain Simmons	1151
Dams and Reservoirs	Paul Monaghan	3122
Dangerous Structures	Bill Welch Geoff Martin	1939 1962
Demolition Notices	Andrew Kendrick	3900
Development Management	Ted Rayment	1705
Development monitoring & London Development Database submissions	Stuart O'Callaghan	1843
District Surveyors	Bill Welch	1939
Eastern City Cluster - Public Realm	Trent Burke	3986
Emergency Planning	Bill Welch	1939
Environmental Enhancement	Simon Glynn	1095
Events in the City	Kay English	1572
Fire Risk Assessments	Chris Shiel	1925
Freedom of Information	Elisabeth Hannah	1725
Golden Lane Listed Building Management Guidelines	Petra Sprowson	1147
Graphics Team	Dominic Strickland	1583
Hazardous Waste/Pan London	Jim Graham	4972

Contract		
Health & Safety	Elisabeth Hannah	1725
Highways Repairs, Maintenance, Drainage and Resurfacing	Giles Radford	3924
Highway Structures	Paul Monaghan	3122
Information Asset Owner	Richard Steele	3150
Local Land Charges	Amanda Harcourt	1175
Licences and Permits for Highways Works	Ian Hughes	1977
Listed Buildings, Heritage at Risk	Kathryn Stubbs	1447
Local Transportation	Iain Simmons	1151
Local Land & Property Gazetteer & Local Street Gazetteer	Stuart O'Callaghan	1843
Marriage Licence Advice	Russell Clowser	1950
Pan London Contract/ Hazardous Waste	Jim Graham	4972
Parking Enforcement	Kay English	1572
Parking Ticket Office	Stuart McGregor	1035
Planning Enforcement	Susan Bacon	1708
Planning Obligations (S106/CIL)	Chhaya Patel	1191
Planning Policy	Peter Shadbolt	1038
Policy liaison with Government, Mayor, and London Boroughs	Peter Shadbolt	1038
Public Art Proposals and commissioning	Simon Glynn	1095
Public Conveniences	Jim Graham	4972
Quality Management System	Geoff Martin	1962
Recycling Policy	Jim Graham	4998
Risk Register	Richard Steele	3150
Road Closures	Michelle Ross	3485
Road Safety	Iain Simmons	1151
Strategic Transportation	Craig Stanfield	1702
Street Cleansing	Jim Graham	4972
Street Enforcement	Jim Graham	4972
Street Lighting	Brian Elliott	3135
Street Naming and Building Numbering	Stuart O'Callaghan	1843
Street works	Ian Hughes	1977
Sustainable Drainage Systems (SuDS)	Geoff Martin	1962
Trees	Susan Bacon	1708
Vehicle Maintenance – Fleet advice and Hire	Jim Graham	4972
Waste Collection and Disposal	Jim Graham	4972
Waste Strategy	Jim Graham	4972

Committee Report (Corporate & Departmental Level Risks)

Report Author: Richard Steele

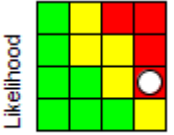
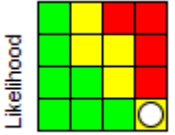

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR20 Road Safety 23-Oct-2015 Polyn Dwyer	<p>Cause: Limited space on the City's medieval road network to cope with the increased use of the highway by vehicles and pedestrians / cyclists within the City of London. Interventions & legal processes take time to deliver</p> <p>Event: The number of casualties occurring in the City rises instead of reducing.</p> <p>Effect: The City's reputation and credibility is adversely impacted with businesses and/or the public considering that the Corporation is not taking sufficient action to protect vulnerable road users; adverse coverage on national and local media</p>		16	Risk unchanged. Email and twitter communications have commenced, also Christmas Safety Campaigns. 11 Dec 2015		6	21-Dec-2016	 No change

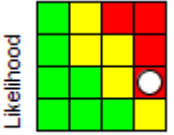
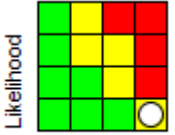

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
CR20a Joint Safer Transport Team	Implement a joint City of London Corporation & City of London Police Road Safety/Safer Transport Team	Awaiting final City Police numbers for colocation and confirmation of IT needs.	Steve Presland	17-Nov-2015	15-Jan-2016
CR20b Permanent Bank Junction redesign	Permanent Bank Junction redesign	Same target date. Gateway 3 Report for Committees drafted and submitted	Steve Presland	17-Nov-2015	30-Nov-2018

CR20c Interim Bank Junction redesign	Working with TfL to explore and, where practicable, deliver short term design/operational improvements to Bank Junction	Gateway 2 committee report submitted to Members	Steve Presland	17-Nov-2015	21-Dec-2016
CR20d Road Safety Communications Strategy	Work with the Corporation's Public Relations Office to deliver a Road Safety Communications Strategy	Strategy being reviewed by City of London Communications Director. First monthly email issued and weekly twitter feed commenced.	Steve Presland	11-Dec-2015	30-Nov-2015
CR20e City Contracts	Explore embedding vehicle and driver safety in all City of London Corporation contracts	TfL have now issued guidance on best practice for inclusion of Work related road risk into new contracts and meeting scheduled November 2015 to discuss implementation with Corporate procurement Unit	Steve Presland	17-Nov-2015	30-Apr-2016

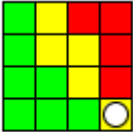
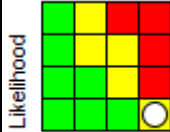

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-02 Service/Pipe Subways 02-Dec-2015 Steve Presland	Cause: Provide safe access and egress for utilities and maintenance functions, whilst having operatives entering the confined space to undertake checks. Event: A lack of Oxygen, poisonous gases, fumes and vapour, liquids and solids that suddenly fill spaces, Fire and explosions, hot conditions, Entrapment and falling debris. Impact: Fatality / Major Injury / Illnesses	 Likelihood Impact	16	Added to Covalent 02 Dec 2015	 Likelihood Impact	8	31-Dec-2016	 No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-02a Business As Usual Mitigations	Confined space working is avoided when possible. All PPE and other equipment required for a SSOW shall be suitable and sufficient for the tasks identified. The following PPE and equipment shall be provided, as stated in the approved code of practice All openings are controlled through a central booking system. A subway must not be entered if permission to do so has been refused. No booking will be granted to parties who are not on the database. If the contractor is not on the database they must seek approval from CoL regarding their works. Once confirmed, the contractors will be added to the system before agreeing access. All works and operatives entering the pipe subway must comply with the code of practice for access and safe working in local authority subways.		Steve Presland		31-Dec-2999

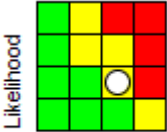
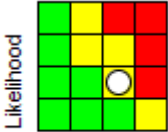

	<p>Regular inspections of the structure, covers, condition and asbestos surveys are undertaken.</p> <p>The Permit to enter form must be completed and contractors checked to ensure they have suitable and sufficient equipment to enter a confined space.</p> <p>No smoking is allowed at any time.</p>				
DBE-02b Update Code of Practice	Revisit and update the approved code of practice working with other Local Authorities who have pipe subways.		Steve Presland		31-Dec-2016
DBE-02c Permit to Enter application form	Update Permit to Enter application form to improve clarity and reduce incorrect completion		Steve Presland		31-Dec-2015
DBE-02d Web presence	Publish an extranet page that includes all relevant documentation to ensure that utilities have access to up-to-date documents at all times. This will also include an on-line booking form.		Steve Presland		01-Jun-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-01 Road Traffic Collision caused by City of London staff or contractor who is unfit to drive while on City business 13-Mar-2015 Steve Presland	Cause: A member of staff/contractor who is unfit or unqualified to drive causes ... Event: a road traffic collision which results in ... Impact: death or injury; financial claim	 Likelihood Impact	16	Roll out of Policy to begin in January/February 11 Dec 2015	 Likelihood Impact	8	17-Feb-2016	 No change

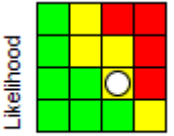
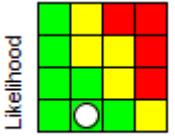

Task no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-01a	Approve Corporate Transport Policy [NB this depends on HR and Chief Officers]	Approved by Establishment Committee on 16 Jul 15	Oliver Sanandres	21-Oct-2015	31-Aug-2015
DBE-TP-01b	Implement Corporate Transport Policy (including establishing monitoring regimen)	Majority of Chief Officers have responded with driver details.	Steve Presland	11-Dec-2015	31-Dec-2015
DBE-TP-01c	Work with the Corporate Procurement Service to embed driver safeguards in future City contracts	TfL have issued draft wording for inclusion in contracts. This has been passed to CLPS for consideration.	Steve Presland	11-Dec-2015	31-Dec-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-01 Inspecting Dangerous Structures 24-Nov-2015 Bill Welch	Cause: Officers involved in inspecting a dangerous structure Event: any of the following (a) structural failure or building collapse; (b) falling object(s); (c) fire; (d) live electrics; (e) toxic substances; and/or (f) trips and falls Impact: ranging from minor injury to death.	 Likelihood Impact	8	Added to Covalent 02 Dec 2015	 Likelihood Impact	8		 No change

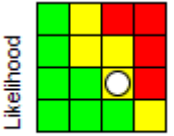
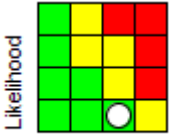

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-01a Business as usual mitigations	Emergency Planning procedures in place - only authorised personnel to respond to Dangerous Structures call-outs and enter buildings. Take advice from Fire Brigade and emergency services. PPE issued and monitored. ISO9001:2008 Accredited (Quality Management Systems in place)		Bill Welch		31-Dec-2999

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-DS-01 The Division becomes too small to be viable 25-Mar-2015 Bill Welch	Cause: Reduced Income causes the service to be unviable Event: Development market fails to maintain momentum or our market share shrinks Impact: Reduced staffing levels do not provide adequate breadth of knowledge and experience	 Likelihood Impact	8	Unchanged 07 Oct 2015	 Likelihood Impact	8		 No change

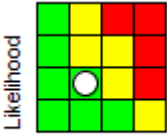
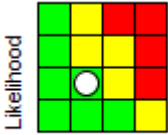

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-DS-01a Business as usual mitigating controls	(1) Continue to provide excellent services [evidenced by customer survey]; (2) Maintain client links with key stakeholders; (3) Continue to explore new income opportunities; (4) Continue to undertake cross-boundary working.		Bill Welch		31-Dec-2999

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-02 Major contractor goes into liquidation before selling business as a going concern 27-Mar-2015 Steve Presland	Cause: Unsustainable financial losses by the contractor across their whole business Event: Major contractor goes into liquidation before selling business as a going concern Impact: Disruption to (i) street cleaning; (ii) domestic waste collection/disposal; (iii) City of London (including City of London Police) vehicle maintenance; (iv) highways maintenance; (v) parking; & (vi) parking ticket office support contractors	 Likelihood Impact	8	Risk unchanged 11 Dec 2015	 Likelihood Impact	2	31-Jul-2016	 No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-02a	Regular financial review of business critical contractors		Steve Presland		30-Apr-2016
DBE-TP-02b	Identify business critical contracts	Agree list of business critical contracts, associated level of vulnerability and impact of failure	Steve Presland		30-Apr-2016
DBE-TP-02c	Review business continuity arrangements	Review business continuity arrangements in respect of each business critical service provider	Steve Presland		31-Jul-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-03 Major Projects and key programmes not delivered as TfL funding not received 27-Mar-2015 Steve Presland	Cause: City of London fail to bid at the appropriate time or City of London lose credibility with TfL or Reduced funding from TfL Event: TfL funding for Local Investment Plan ceased or significantly reduced Impact: Unable to deliver highway investment & improvement programmes	 Likelihood Impact	8	Risk unchanged. TfL Review Meetings set for 2016 11 Dec 2015	 Likelihood Impact	4	30-Apr-2016	 No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-03a	Agree TfL interactions timetable		Steve Presland		30-Apr-2016
DBE-TP-03b	Conduct quarterly meetings with TfL-	Meeting set for 2016	Steve Presland	11-Dec-2015	30-Apr-2016

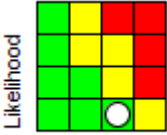
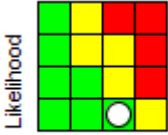

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-06 City Streets/pavements not kept passable during times of snow 27-Mar-2015 Steve Presland	Cause: Insufficient resources deployed; unexpected weather event; shortage of salt Event: City Streets/pavements not kept passable during times of snow Impact: possible injury, reputational damage & traffic congestion	 Likelihood	4	Risk unchanged 11 Dec 2015	 Likelihood	4		 No change

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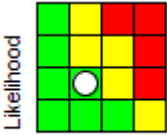
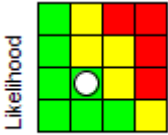

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-06a	Business as usual mitigating controls	Annually reviewed winter servicing plan in place	Steve Presland		31-Dec-2999

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-07 A major incident, such as flooding or fire, makes Walbrook Wharf unusable as a depot 27-Mar-2015 Steve Presland	Cause: A major incident, such as flooding or fire Event: Walbrook Wharf unusable as a depot Impact: Unable to clean streets; collect waste or maintain City of London Police vehicles. City of London unable to meet its contractual arrangements with third parties who use the depot for their commercial purposes.		4	Risk unchanged. BC Exercise rescheduled. 11 Dec 2015		4		 No change

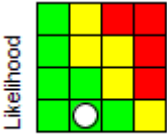
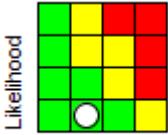

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-07a Business Continuity exercise	Conduct annual DBE business continuity exercise	Rescheduled following discussions with contractors	Steve Presland	11-Dec-2015	30-Apr-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-09 Prohibition notice served on Cleansing fleet 27-Mar-2015 Steve Presland	Cause: Failure to manage fleet adequately Event: Prohibition notice served on Cleansing fleet - unable to use vehicles Impact: Mechanised sweeping and waste collection operations suspended	 Likelihood Impact	4	Risk unchanged. 11 Dec 2015	 Likelihood Impact	4		 No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-09a Business as usual mitigating controls	Monthly service monitoring via comprehensive KPIs		Steve Presland		31-Dec-2999

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-10 Failure to comply with our Network Management Duty 27-Mar-2015 Steve Presland	Cause: Inadequate management of activities on the road network Event: Cumulative impact of multiple concurrent works within the City. Impact: Congestion and City business activities frustrated; reputational damage; potential government intervention	 Likelihood	4	Risk unchanged 11 Dec 2015	 Likelihood	4		 No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-10a	Monthly updating of 5 year works forecast		Steve Presland		31-Dec-2999

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
DBE-TP-05 Continued significant service failure by major contractor 27-Mar-2015 Steve Presland	Cause: Failure in contract delivery Event: Continued significant service failure by major contractor Impact: Reputational damage to City of London	 Likelihood Impact	2	Risk unchanged 11 Dec 2015	 Likelihood Impact	2		 No change

Action no, Title, Owner	Description	Latest Note	Managed By	Latest Note Date	Due Date
DBE-TP-05a	Robust monthly contract monitoring		Steve Presland		31-Dec-2999

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Committees: Street Walkways Sub-Committee Planning and Transportation Committee	Dates: 4 April 2016 5 April 2016	Item No.
Subject: Eastern City Cluster Area Enhancement Strategy – Proposed update of Strategy		Public
Report of: The Director of the Built Environment		For Decision

Summary

This report proposes a review and update of the enhancement strategy for the Eastern City Cluster Area.

The Eastern Cluster contains the greatest density of businesses and jobs in the Square Mile and has fewer constraints on the development of tall buildings than other parts of the City. Therefore, it has the potential to accommodate more development and a larger workforce.

The review of the Strategy aims to align the document with the policy framework provided by the City’s Local Plan. The Local Plan identifies 5 Key City Places as areas of significant change; the Eastern Cluster is identified as one of them (policy CS7). The review of the strategy will reflect and address the evolving change and pressuring needs in the area. The revised strategy will also support the objectives of key corporate strategies, including the Air Quality Strategy, the Cultural Strategy and the Visitor Strategy.

The area has changed significantly since the enhancement strategy was last updated in 2007. Several new developments are planned or underway, including numerous towers such as 22 Bishopsgate and 52-54 Lime Street (The Scalpel) As a result of this and the anticipated completion of Crossrail, the area is expected to see a significant increase in pedestrian numbers and cyclists.

The existing strategy was centred on improvements in the St Helen’s Square area (Leadenhall Street/Undershaft). There is now a requirement to produce a more comprehensive strategy to cover the wider area, including the key east-west streets of Bevis Marks, Houndsditch and Leadenhall Street and encompassing the whole of the cluster identified in the 2015 Local Plan. This revised document will also consider issues and pressures for change in the context of the Future City, including security, the environment, road safety, pedestrian connectivity, arts & culture and well-being.

The objective of the strategy is to ensure that the streets and public realm can accommodate future growth and provide an attractive and well-functioning urban environment that is fitting for its high profile status. If an appropriate strategy is not in place, there is a risk that the streets will not adequately cope with the projected increase in pedestrians and the resulting environment will be below expected standards.

Recommendation: It is recommended that:

The review and update of the area strategy is authorised at an estimated cost of £160,000, funded from the Pinnacle Section 106 Agreement (£100,000), and Transport for London LIP (Local Implementation Plan) funding for 2016/17 (60,000).

Main Report

Background

1. In 2005 the City of London commissioned a public realm study to explore the issues and opportunities that arise when integrating large scale office developments into the fabric of the City's spaces and streets. This was approved by the Planning & Transportation Committee. A further report named 'St Helen's Square and Vicinity: Enhancing the Public Realm' was produced utilising funding from the "Enhancement Works" contribution from the Pinnacle S106. This report detailed the specific opportunities and constraints for environmental enhancements within the boundary area of the Pinnacle S106 agreement, and was approved by the Streets & Walkways Committee in 2007.
2. In 2008 the City, as required under the terms of the Pinnacle Section 106 Agreement, brought together representatives from the local companies in the area, to form the *St Helen's & Vicinity Working Group* to guide public realm enhancements within the St Helen's Square vicinity. The working group oversaw the production of a public realm masterplan for the St Helens Square area and this was publicly consulted upon in 2010 and approved by Committees in 2011.
3. Since the approval of the document "St Helen's Square and Vicinity; Enhancing the Public Realm" in 2011 a number of tall buildings have been completed and new developments have received planning permission. Therefore, there is a need to produce a more comprehensive strategy which covers a wider area and responds to the changing needs of this area.
4. An update on current projects in the Eastern Cluster area is provided in Appendix B.

Strategic Implications

5. This section establishes the policy framework which provides the context for the review of the Eastern Cluster Area Enhancement Strategy and informs its content. The strategy will support the delivery of the following corporate objectives and policies:
 - Strategic objective 2 - Local Plan
To ensure that the challenges facing the five Key City Places are met, complementing the core business function of the City, contributing to its unique character and distinguishing it from other global financial districts.
 - Core Strategic Policy CS7: Eastern Cluster (Key City Places)
Sets out the planning policy approach to the Eastern Cluster, which contains the greatest density of businesses and jobs in the City and has fewer constraints on the development of tall buildings compared to other locations in the City of London.
 - Core Strategic Policy CS1: Offices
 - Core Strategic Policy CS2: Utilities Infrastructure
 - Core Strategic Policy CS3: Security and Safety
 - Core Strategic Policy CS10: Design
 - Core Strategic Policy CS11: Visitor, Arts and Culture

- Core Strategic Policy CS14: Tall Buildings
- Core Strategic Policy CS16: Public Transport, Streets and Walkways
- Core Strategic Policy CS19: Open Spaces and recreation

The Eastern City Cluster Area

6. The Eastern Cluster contains the greatest density of businesses and jobs in the Square Mile, principally offices in banking and insurance use, but also an increasing amount of retail uses and other land uses including open spaces. The Local Plan provides for further office and employment growth in the Eastern Cluster up to 2026, in part due to the fact that this area has fewer constraints on the development of tall buildings. The City is expected to see continued growth in the medium to longer term with the working population anticipated to increase from 373,000 in 2011 to 428,000 by 2026.
7. Additional numbers of people will also be brought into the area through the anticipated completion of Crossrail in 2018. The challenge is to accommodate the many demands generated by growth while creating a safe, efficient, uncongested and attractive public realm. This presents a challenge given the limited amount of public space in the Eastern City Cluster area.

Proposed Review and Update of the Strategy

8. The Eastern Cluster is a high-profile business area with world class architecture in one of the leading global financial centres. The aim for the public realm strategy in this area is to assess the current allocation of limited street capacity in order to respond to future development growth and mitigate the cumulative impacts of the developments. This will deliver a high quality and coherent public realm realising Corporate strategic aims and helping achieve the vision for the Future City.
9. There is a need to revise the boundary of the Eastern Cluster area strategy. Previously, it was centred on St Helens Square and only went as far south as Leadenhall Street. It is now proposed to amend the boundary to accord with the area identified in the City's Local Plan (see Appendix A).
10. There are a number of issues and drivers for change associated with the Eastern Cluster which need to be addressed in order to provide a framework for the future and ensure that the streets and spaces are fit for purpose. These will form the basis of the objectives for the strategy review:
 - **Growth and the Economy:** Accommodating present and future increases in office floor space and the corresponding increase in the number of pedestrians, cyclists and vehicles in the area as well as the impacts of Crossrail and the ongoing transformation of the Aldgate Area (which lies just outside of the Eastern Cluster). A full list and plan of current and proposed developments in and immediately adjacent to the Eastern Cluster can be found in Appendix C.
 - **Environment & Public Realm:** Creating a well-functioning, accessible and high quality public realm that is fitting for the high status of the area. There is a need to ensure that the local environment is comfortable with increased greenery where possible. The strategy will also consider improvements to existing gardens and open spaces in the area which can provide quiet spaces for rest. Measures to mitigate climate change, implement sustainable urban drainage and address air quality will also be considered. Officers are undertaking a review of City-wide

highway lighting as well as a Wind/Daylight study of the Eastern Cluster which will be taken into account as the area strategy is developed.

Given the various competing demands on a limited amount of public space, it may be necessary to consider more radical and holistic solutions to ensure that the public realm meets the needs of all users of public space.

- **Liveability:** City of London policies such as the Cultural strategy and Visitors Strategy emphasise the need to create a liveable City with increased opportunities for culture and play. The Sculpture in the City Project has proved to be very successful in enhancing the area's reputation as a world class destination for businesses and visitors. Local stakeholders have highlighted how important it is for them to have an attractive public realm which promotes interaction between office workers and visitors.

The Eastern City Cluster also includes a small residential population and the Sir John Cass Primary School sits just outside of the area. The streets and spaces in the area need to meet the needs of residents as well as businesses, including consideration of road safety, noise, pollution mitigation measures and the impacts of the night-time economy.

- **Servicing, sustainable transport and road safety:** the growing number of high rise buildings will increase the demand for servicing vehicles in an already congested street environment. A servicing strategy is needed for this area in order to ensure that the streets can safely and efficiently cope with future demands. The vast majority of people visiting and moving through the area will be travelling on foot. There are also a growing number of cyclists in the City. The impact of increased servicing activity on air quality needs to be considered. This increasing pressure on the streets presents a significant challenge in order to safely accommodate all users. Consideration will be given to the re-apportioning of road space in order to better accommodate needs.
- **Digital Infrastructure:** to enable further development and ensure the area remains an attractive location for international investment, digital infrastructure needs to be enhanced. This infrastructure also sometimes needs to extend to the public realm, with minimal disruption to highways and businesses.
- **Security:** Effective security should be an integral part of the design process for new developments. With an increased number of high profile developments, security is paramount and will be one of the key consideration in the development of a revised strategy for this area. This area has been highlighted as a security concern by the Centre for Protection of National Infrastructure, which advised that individual building security measures would not be enough to protect an area so densely populated by infrastructure and people. It is considered that an area based approach to security issues may provide an appropriate response and this will be further developed within the planned new area strategy. A separate report on security in the area will be received by Members.
- **Heritage:** There are significant listed buildings and conservation areas within the strategy area. Proposals for public realm improvements will need to consider the impact on these heritage assets.

11. It is proposed that a public consultation exercise is carried out as part of the strategy review, in order to assess the needs of the area. The strategy will then be developed and the document will be reported back to Committees, before being consulted upon more widely with the public and subsequently adopted as a revised enhancement strategy for the area. The estimated timeframe for the whole review, including public consultation is 12-18 months.

Financial implications

12. All of the current projects from the existing strategy are externally funded through Section 106 and Section 278 obligations. The Sculpture in the City project has been also funded by external partners and in-kind contributions. There is a need to assess the existing funds that are available in order to put together an appropriate funding strategy for projects that will emerge from the updated strategy.
13. The proposed Strategy review and update has an estimated cost of £160,000 (staff costs and fees). It is proposed to be funded from the Pinnacle Section 106 Agreement (£100,000), and the Transport for London LIP grant for 2016/17 (£60,000). Funding from the Pinnacle S106 is proposed to be utilised to cover professional and other fees and studies, as stated in the Enhancement Works contribution of the Pinnacle S106 agreement (Schedule 2(2.2)). The additional funding required for the strategy to cover the wider area (as identified in Appendix A) has been secured through the TfL Local Implementation Plan grant for 2016/17. These combined funding sources will enable the production of a comprehensive strategy for the area.

Table 1: Estimated cost of updating the Eastern City Cluster Strategy

Item	Estimated Cost (£'s)
Staff costs	80,000
Fees	80,000
TOTAL	160,000

Conclusion

A proposed update of the Eastern City Cluster Area Strategy will bring the document up-to date with current policy and ensure that the streets and spaces are able to respond to the changing needs of the area. The updated document will be reported back to committees, before being consulted upon with the public and subsequently adopted as a revised strategy for the area.

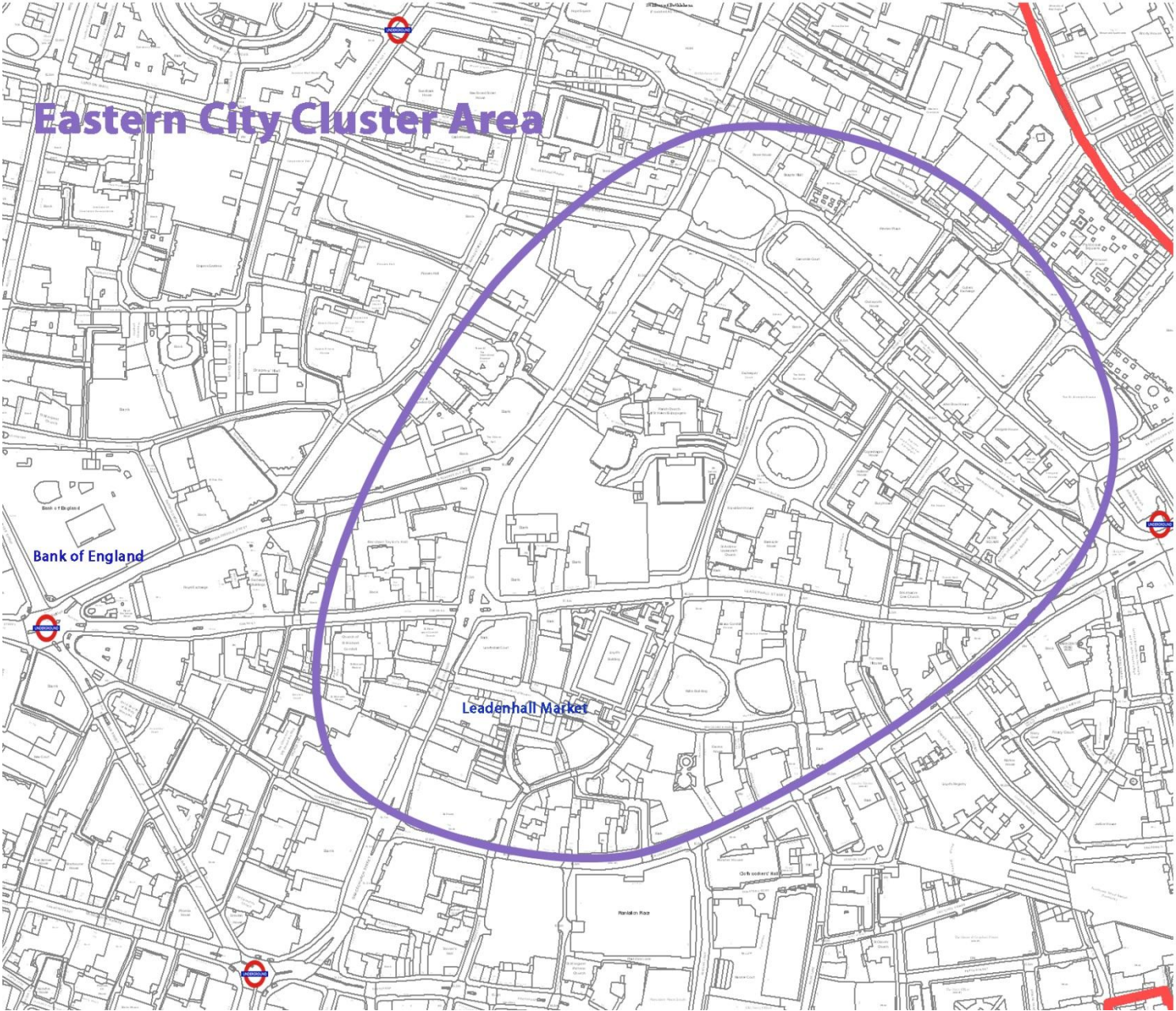
Contact:

Melanie.charalambous@cityoflondon.gov.uk | 020 7332 3155

Appendices:

- a. Plan of Strategy area
- b. Update on current projects in the area
- c. Plan of current and future developments

Appendix A
Plan of proposed strategy area

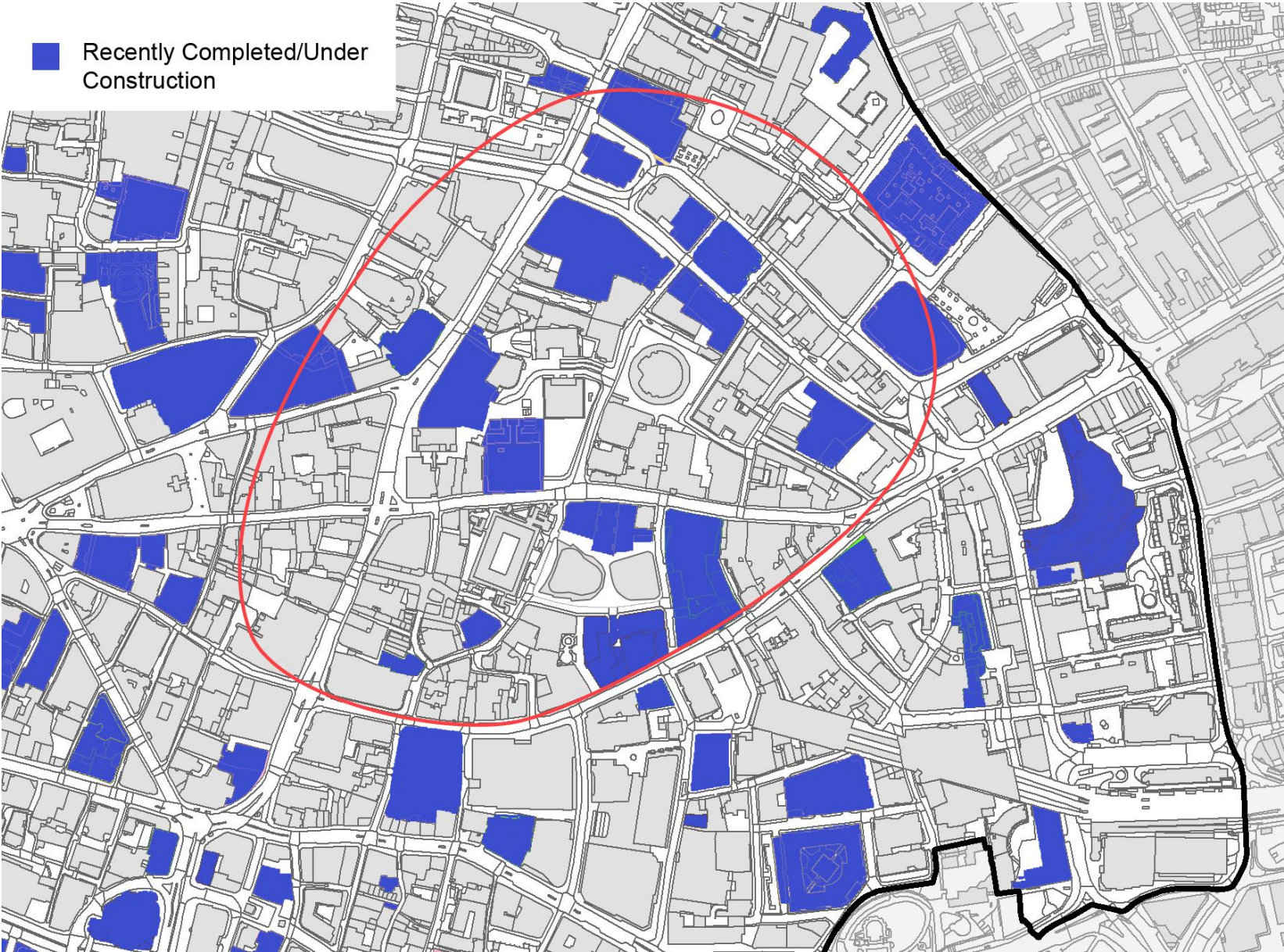


**Appendix B
Update on Projects in the Area**

Project	Update
Bury Court	This project involved the enhancement of the court behind the new development on 6 Bevis Marks. Vehicle access was removed from this area creating a new public space for people to enjoy. The scheme was externally funded by a Section 278 from 6 Bevis Marks development and was completed in 2014.
Mitre Square	This project involves the creation of a new public space, situated between the new development at One Creechurch Place and the existing Sir John Cass's Foundation School. Vehicle access will be largely removed, and an area of new green space will be supplemented with additional seating and improved lighting. Further improvements to the footways around the new development will also be implemented as part of the project. The scheme is fully funded by the developer of One Creechurch Place, and is due for completion in November 2016.
ECC phase 01 (undershaft an Great St Helens)	This approved scheme includes an enhanced public space in the Undershaft area, improving the churchyard of St Helen's Bishopsgate and enhancements to Great St Helens. The project is funded by the Section 106 and 278 from the Pinnacle. The implementation of this scheme has been delayed as a result of the need to enter into a Legal Agreement with the landowners in order to implement the scheme and this has proved to be difficult to achieve. The scheme will be reviewed as part of the proposed update of the area strategy.
St Helens Square	This approved project for the re-landscaping St Helens Square proposes a distinctive and fully accessible public space at the heart of the City. The scheme includes seating and a significant increase in greenery with the introduction of tree planting and planting beds. The design was developed under the guidance of the St Helen's Square Working Party, which was set up in 2011 and chaired by the then Chairman of the Streets and Walkways Sub-Committee. Planning permission for the scheme was granted in November 2013. The project is funded by the Section 106 from the 122 Leadenhall Building. Under the terms of the Section 106 agreement the sum of £2,439,150 is payable towards the implementation of the enhancement works. However, the arrangements have been complicated by the fact that the land is owned by a third party based internationally. Therefore, the legal agreement that is required between the developer and the land owners to enable the implementation of the scheme has proven difficult to complete, however the legal process is now been agreed by all parties and is very close to being finalised.
Leadenhall Street pedestrian crossing (ECC Phase 3)	This project aims to improve the pedestrian crossing at the junction of Leadenhall Street / St Mary Axe / Lime Street, and is an important "Road Danger Reduction" scheme. The existing pedestrian crossing at the junction with St Mary Axe is not fit for purpose as it does not support existing

	<p>pedestrian desire lines and footfall. The situation is anticipated to deteriorate further given the projected growth in the daytime population which will take place when all of the proposed Eastern City Cluster developments are built and occupied.</p> <p>The project is funded by the Section 106 from the 122 Leadenhall Building.</p> <p>The project is currently on-hold due to the construction impact of the 52-54 Lime Street (The Scalpel) development. Due to this delay, existing s106 funding has been reprioritised to the Aldgate project hence new funding will need to be identified and secured.</p> <p>The project is programmed for delivery in late 2017 subject to funding.</p>
<p>Sculpture in the City</p>	<p>This is a programme of temporary public art installations that is now entering its sixth consecutive year. It has been developed as part of a long-term vision to enhance the public realm, of the Eastern City Cluster and Fenchurch & Monument Area Enhancement Strategies. The project is funded primarily through financial and in-kind support from external partners (£240-280k) and an additional contribution from the City of London funded from the Section 106 from the Pinnacle development.</p>

Appendix C
Plan of current and future developments



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Committee(s)	Dated:
Planning and Transportation Committee – For decision	5 April 2016
Subject: Modification of E-Business & Information System contract	Public
Report of: Director of the Built Environment	For Decision
Report author: Richard Steele, Department of the Built Environment	

Summary

In 2003 the City entered into a contract for the supply of an e-business & Information System. This included a Local Land Charges system which has not been delivered and is no longer required.

In order to remove the local Land Charges system from the contract, Committee approval and a Deed of Variation are required. The Comptroller and City Solicitor's department has drawn up a Deed of Variation which is acceptable to all parties and this report seeks approval to remove the Local Land Charges system from the contract.

Recommendation

Members are asked to:

- Approve the modification of the e-business & Information System contract to remove the provision of the Local Land Charges system.

Main Report

Background

1. On 30 April 2003 the City of London entered into a Contract with ESRI(UK) for the provision of an e-Business & Information System as part of a capital project.

This e-Business & Information System comprised a number of elements including

- the Uniform system for processing planning applications;
- the ESRI mapping system (that now forms the Corporate GIS);
- a document management system (used to hold planning application documents and publish them to the public); and
- a Local Land Charges System (called Total Land charges – TLC).

2. All elements except TLC have been successfully implemented and are working satisfactorily.
3. Implementation of the TLC element ran into problems early in the process and it soon became apparent that it was going to be much more difficult than anticipated to implement a spatially based Local Land Charges processing system for the City of London. Considerable efforts were made both by the contractor and the City of London and eventually it was concluded that it was not worth pursuing.

Current Position

4. We have reached agreement in principle with the contractors (ESRI(UK) and their sub-contractor CAPS Solutions) that they will not supply TLC and that the City of London will not pay any costs associated with TLC.
5. A Deed of Variation has been drawn up by C&CS and both ESRI(UK) and CAPS are willing to execute this Deed.

Proposal

6. That the City enter into this Deed of Variation to remove TLC from the project.

Implications

7. There has been no expenditure relating to the provision of TLC and of the contract is varied as recommended there will be no payment by the City of London in respect of TLC.

Conclusion

8. Neither the City of London nor the supplier wish to proceed with the implantation of TLC and removing TLC from the contract will allow this project to be closed.

Appendices

- None

Background Papers

Planning & Transportation Committee 6 November 2002
Finance Committee on 12 November 2002

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Committee(s):	Date:
Streets and Walkways Sub-Committee	04/04/2016 (for information)
Planning & Transportation Committee	05/04/2016 (for decision)
Projects Sub-Committee	13/04/2016 (for decision)
Resource Allocation Sub-Committee	19/05/2016 (for information)
Subject: Transportation and Public Realm Division Projects Programme	Public
Report of: Director of the Department for the Built Environment	For Decision/ For Information
Report author: Assistant Director, Environmental Enhancement	

Summary

This report and the attached Transportation and Public Realm Division Projects Programme document at Appendix 1 sets out the current programme for all Transportation and Public Realm Division capital projects. The report seeks approval for the initiation of five new projects at Gateway 2, which can be considered in the light of the full programme of projected work set out in the document.

The programme in Appendix 1 lists projects by Area Strategy as well as by Gateway, following a request from Members for this information. The document also contains information on finances and funding, and an assessment of the traffic impact of implementing projects.

The information in this project programme provides a number of important messages, demonstrating the success of the Division's approach to capital projects. Table 2 in Appendix 1 shows spend by source. Of the Division's 83 current projects, 3.8m of internal funding, from such sources as the On-Street Parking Account, has been used to leverage an additional 164m in external funding to deliver these projects which make transport improvements or public realm enhancements possible within the Square Mile. The majority of this external funding is from the successful negotiation of s278 or s106 agreements with developers, however, the Division has also secured in excess of 34m of Transport for London grants or voluntary funding from private sector businesses and/or developers into the Corporation to deliver improvements of mutual benefit. Finally, the Community Infrastructure Levy funding (CIL) was used for the first time on capital projects in the Division in 2015/16 (£400,000) and it is recognised that CIL will form an important source for the future funding of capital projects.

The spend profile of the Division's capital projects between 2016/17 and 2018/19 is an average of 25.8m per annum, which will be used to support the needs of private sector development whilst also attracting new investment into the City, by creating a high quality, well-functioning and safe street environment. This spend profile is indicative of the considerable size of the Division's capital work programme and the value this adds to the City. The five Gateway 2 projects appended to this report are of a total value in the region of 3.5m, likely to be fully funded from external sources.

This report aims to provide an overview of all projects to assist Members in decision making. Projects are agreed and prioritised through Planning and Transportation Committee and the Court of Common Council as part of the process of agreeing and adopting Area Environmental Enhancement Strategies ('Area Strategies'). These projects are then initiated and managed using the corporate Project Procedure system.

Recommendations

It is recommended that Members of the Planning and Transportation Committee:

- Give approval to enter into a Section 278 agreement with the developer in respect of 100 Minorities in order to progress to the next gateway.

It is recommended that Members of the Planning and Transportation Committee, Projects Sub Committee and Resource Allocation Sub Committee:

- Note the full programme of projects being undertaken by the Transportation and Public Realm Division as set out in the Project Programme Document in Appendix 1.
- Note that a further report of the Transportation and Public Realm Division's capital projects will be presented in six months' time.

It is recommended that Members of the Projects Sub Committee:

- Approve projects at Gateway 2 set out in Appendix 2.

Main Report

Transportation and Public Realm Projects Programme

1. This report and its appendices set out an overview of capital projects, in order to enable Members to keep apprised of the project programme and to control the implementation and co-ordination of projects. This includes those projects that have been completed, those currently being implemented and those that have been approved in principle by the Planning and Transportation Committee and Court of Common Council, and are envisaged will be delivered over the next few years, subject to funding.
2. The Transportation and Public Realm Division Projects Programme document at Appendix 1, is intended to make project management information more available within and outside the department. As more information is collected and analysis is carried out, the information in this document will be updated and a further report presented in six months' time to keep Members apprised of activity, costs and impacts on a comparative basis. For instance, in the document a section has been included on schemes that have been completed since the previous report was put in front of Committees. In addition, the table setting out the assessment related to the traffic impact of the implementation of the projects now shows the projected impact by quarter. This is intended to further assist in planning and prioritising the implementation of projects, so as to minimise the impact of projects on City streets and traffic congestion. Officers are using this information to make decisions around the timing of project delivery, where this is possible,

and to assess whether actual impact was reduced through planning and coordination.

Gateway 2 Approvals

3. To give an indication of those projects likely to be brought forward in coming years from all sources, a schedule of 'Project Zeros' is kept on Project Vision and regularly updated. The current schedule is set out in Appendix 1. There are some IT and lighting projects included in the schedule, however this schedule is predominantly made up of:
 - All projects that form part of an approved Environmental Enhancement or Transport Strategy.
 - Projects that are agreed through signed Section.106 Agreements
 - Projects that are agreed through signed Section.278 Agreements
4. As agreed by Members in May 2013, projects will be brought forward from the current Project Vision Schedule of Gateway Zeros in accordance with agreed priority and progress reporting using the Project Procedure system. This system sets out the regularity of reporting on projects depending of the scale of finances involved and that of risk. Occasionally, a project not previously identified may be brought forward where there is an urgent need for the project and where funding is available to implement the project. In considering projects brought forward for initiation Members will be able to assess the priorities being recommended by officers in the context of the whole potential work programme.
5. The following table sets out the projects that gained initiation approval Gateway 2 as part of the approval of the last Department of Built Environment Project Programme report:

11-19 Monument Street	Following Gateway 2 approval, a stakeholder working party was established, including the developer of 11-19 Monument Street and Transport for London, from which a set of project objectives was established. Since that initial work, the project has been on hold until the signing of the S278 agreement with the developer in January 2016. In February 2016, Member approved the project objectives at Gateway 3.
Breams Buildings	Gateway 3 approval was received from Members in January 2016 for the project's objectives, which were established by a stakeholder working party, including the Chancery Lane Association. At the next gateway Members will review the design options for the project.
Cursitor Street	The project is currently on hold awaiting the signing by the developer of the necessary S278 agreement.
60-70 St. Mary Axe	Following Gateway 2 approval a stakeholder working party, including the developer, has developed project objectives and design options. A combined Gateway 3/4 report will be submitted to Members in Summer 2016 once these options have been agreed by the working party.

1 Angel Court	Gateway 3 approval was received from Members in October 2015 for the project's objectives, which were established by a stakeholder working party, including the developer. At the next gateway in Spring 2016, officers will seek approval for a preferred design options and authority to commence work.
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6. It is recommended that five projects, previously at Gateway Zero are now brought forward for approval at Gateway 2.

Newgate Street/Warwick Lane Safety Improvements	To reduce collisions, the project will introduce measures to make the junction safer. It is part of the Corporation's Road Danger Reduction Plan to address road danger.
Bus Reliability Schemes	The project will investigate measures to improve bus journey times and through this it is hoped to improve all vehicle movement in the City. It is likely to consist of measures that will target specific locations causing bus reliability or journey time problems. The types of measure are generally minor in nature and may include changes to control or prohibit parking, loading movement, bus lane operation and yellow box junctions.
Greening Cheapside Enhancement Project	The enhancement of the churchyard of St Peter Westcheap (Wood Street) and the enhancement of planting in the vicinity of St Paul's underground station have been identified as priorities within the Cheapside and Guildhall Area Strategy
100 Minorities (The Crescent) Enhancement Project	The project includes a number of environmental enhancements to Tower Gardens and to the street environment within the immediate vicinity of the development, with first priority to The Crescent and the new route through the site. In addition to the above, a S278 agreement is also required to make necessary changes to the highway as a result of the development.
City Way-finding Review	The project will investigate options for an appropriate system of way-finding and signage across the City, taking into consideration the use of the Legible London system elsewhere in the capital. It will make recommendations as to the best approach and seek to deliver this in a coordinated manner.

The Gateway 2 reports for these five projects are in Appendix 2 of this report.

Implications

7. Projects can require varying degrees of legal input under a potentially wide range of issues such as agreements with third party funders; identifying affected land ownerships and agreements with affected land owners; agreements with

neighbouring authorities; statutory processes required to implement highways or traffic changes; procurement; issues arising from implementation such as claims arising from works carried out. This is provided by Comptroller and City Solicitor's staff as far as possible, but the feasibility of this will depend on the number and scope of active projects. Therefore, the resource requirements of a project in terms of legal issues should be identified and taken into account in determining project programmes and/or cost. The information contained in the project schedules makes this process easier to determine and manage.

Conclusion

8. The programme for Department of the Built Environment projects continues to keep pace with the change of built environment in the City, the increase in development activity, the changing pattern and mode of movement in the City's streets, an increase in the daytime population, increase in night-time economy, visitor activity and significant improvements to transport links. The Environmental Enhancement Area Strategy approach has proved to be an effective way of considering, and responding to, this change.
9. This strategic approach needs not only to continue but given greater emphasis and be governed by a deeper understanding of the future needs of the City, of which the sense of place and the future streets and public realm is a major consideration. Key documents, such as the Local Plan will be shaped to reflect this deeper understanding and strategic documents on the subject of transportation and public realm will align with this approach.
10. Officers will continue to develop the collection and analysis of information that will assist Members in governance and decision making related to project control and share this through future versions of the programme document attached in Appendix 1.
11. The Environmental Enhancement Section, from April 2016, will be re-named the City Public Realm Section to better describe its work in enhancing City streets and public realm.

Appendices

Appendix 1 Transportation and Public Realm Division Projects Programme

Appendix 2 Projects for Initiation: Gateway 2 Reports

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A photograph of a paved sidewalk made of rectangular stones. Long shadows of people walking are cast across the pavement from the left side. The shadows are dark and elongated, indicating low sun. A metal grate is visible on the right side of the pavement.

Delivering Future Streets and Public Realm

Transportation and Public Realm Projects Programme

April 2016

Table of Contents:

1. Introduction

2. 2014/15 Completed Projects

2.1 St Andrew Holborn

2.2 Austin Friars

2.3 Bell Wharf Lane

2.4 Millenium Bridge (Paul's Walk) Phases 1 and 2

2.5 Lawrence Pountney Hill

2.6 Birchin Lane

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2.8. Sculpture in the City 2015

2.9. Telegraph Street

2.10 Queen Victoria Street

2.11 New Ludgate

2.12 Bury Court

3. Financial projections

4. Traffic Impacts of implementing Projects

5. Area Strategies

Appendix:

1. Programme Schedule

2. Projects by Area Strategies

Introduction

This document provides a schedule of current and future projects, in order to provide an overview of the project programme and to assist in the coordination and implementation of projects. This overview includes those projects that have recently been completed, those currently being implemented and those that are yet to commence. Those that are yet to commence have been approved in principle by the Planning and Transportation Committee and Court of Common Council, and are envisaged will be delivered (subject to funding) over the next few years. All current projects have been assessed against corporate need, requirement under legal agreement and restrictions due to external funding criteria as previously agreed by Members.

The Transportation and Public Realm Project Programme relates primarily to projects that are delivered through one or more of the following:

- The implementation of Environmental Enhancement Area Strategies and Thematic Programmes
- Community Infrastructure Levy (CIL), Section 106 and Section 278 Agreements related to development applications
- Specific undertakings from City businesses and developers to facilitate the improvement of the immediate area around their building
- TfL (Transport for London) funded Environmental Enhancement and City Transportation Projects.

There are in addition a small number of street infrastructure projects, such as street lighting and toilet provision that arise from time to time.

In order to manage the programme of projects, the City uses a co-ordinating software package, Project Vision. This software is compatible with the Prince 2 project management methodology used by the Department of the Built Environment, for the effective management of its projects. Project Vision is

aligned with the City's project governance procedures, and projects are monitored on that basis.

The progress of projects through the corporate system is determined through their approval at defined 'Gateways'. These are:

Gateway 0: Projects that are included in approved Environmental Enhancement Area Strategies, or are related to developments coming forward through the Town Planning process and have likely TfL or Planning or Highway agreement funding associated with them.

Gateway 1: Approval by the Chief Officers Corporate Project Board and Corporate Priorities Board (where applicable)

Gateway 2: Approval by the Projects Sub-Committee as a valid project for outline options appraisal.

Gateway 3: Approval of key option(s) from outline options appraisal.

Gateway 4: Approval for chosen final option to be designed in detail.

Gateway 5: Approval of final budget and implementation of the project.

Gateway 6: Progress and update reports.

Gateway 7: Outcome reports on completion of the project.

In order to oversee greater co-ordination of the funding and implementation of projects, this document seeks to bring together the programme of projects currently approved and co-ordinated through Project Vision with those planned,

and to set out the full programme of potential project work. For ease of analysis projects are grouped into the following categories:

Gateway 5-7: Projects approved for implementation (some of which have been substantially completed), but not including completed projects.

Gateway 3-4: Approved projects at various stages of options appraisal, but not yet approved for implementation.

Gateway 1-2: Projects that are being brought forward, for approval as valid projects seeking approval to evaluate options.

Gateway 0: Projects in approved Environmental Enhancement Area Strategies, TfL programmes and/or coming forward from developments, either with Planning Permission given, or at pre-application stage.

A full schedule of the Division's project programme is set out in Appendix 1 to this document.

1. Before and After – Projects completed in 2014/2015

2.1. St Andrews Holborn

Before



After



2.2. Austin Friars

Before



After



2.3. Bell Wharf Lane

Before



After



2.4. Millenium Bridge (Paul's Walk) Phases 1 and 2

Before



After



2.5. Lawrence Pountney Hill

Before



After



2.6. Birchin Lane

Before



After



2.7.Silk Street

Before



After



2.8 Sculpture in the City 2015



2.9. Telegraph Street

Before



After



2.10. Queen Victoria Street

Before



After



2.11 New Ludgate

Before



After



2.12 Bury Court

Before



After



2. Financial projections

To provide an indication of possible total spend should all projects proceed to completion, Table 1 below shows a firmer projection of spend over the next three years and provides an indicative figure for future years. For all projects that have not been approved for implementation (i.e. not approved at Gateway 5) the projected spend figures represent a best estimate of expenditure that will become further refined as the project moves through the defined gateways as set out above.

Table 1 – Projected financial spend by Gateway £'000s

	Previous years	FY 15/16	FY 16/17	FY 17/18	FY 18/19	Future years	Total
Gateway 1-2	-	100	880	2,290	1,230	1,375	5,875
Gateway 3-4	4,118	3,550	8,765	11,064	15,550	39,582	82,629
Gateway 5-7	24,695	10,241	16,733	2,714	3,131	21,844	79,358
Total spend on existing projects	28,813	13,891	26,378	16,068	19,911	62,801	167,862
Gateway 0	562	839	3,890	5,267	5,996	83,962	100,516
Total including Gateway Zeros*	29,375	14,730	30,268	21,335	25,907	146,763	268,378

*The total for Gateway Zero projects includes projects that may gain approval as a project later than forecast or not at all.

Table 1 shows that the average projected annual spend on Approved DBE projects, from all sources for years 2016/17 to 2018/19 is currently £25 Million per year. This reflects the scale of change in the built environment of the City, and relates in particular to major developments in the North and East of the

City, including £28 Million for the Aldgate project. This is based on estimates by the project managers, which are being monitored to assess the 'optimism' element of the spend programme as we go forward through to delivery of projects. This review identifies an increase in projected spending from £21.3 Million when last reported.

Table 2 below shows the projected sources of funding for the programme. It can be seen that most of the funding for the Transportation and Public Realm Division Project Programme is provided externally, through planning agreements related to developments, either through Section 106 of the Town and Country Planning Act 1990, through Section 278 of the Highways Act 1980 or through the Community Infrastructure Levy (CIL). These agreements are intended to offset the direct impact on the City of new developments, or to meet the specific needs or wishes of City businesses or developers entirely at their discretion.

Table 2 – Projected financial spend by source £'000s

	s.106/s.278/CIL	TfL	Parking surplus	Bridge House/Other CoL	Total
Gateway 1-2	4,300	1,575	0	0	5,875
Gateway 3-4	65,521	16,255	569	284	82,629
Gateway 5-7	59,944	16,485	1,811	1,118	79,358
Total spend on existing projects	129,765	34,315	2,380	1,402	167,862
Gateway 0	64,874	32,756	0	2,886	100,516
Total including Gateway Zeros*	194,639	67,071	2,380	4,288	268,378

*The total for Gateway Zero projects includes projects that may gain approval as a project later than forecast or not at all.

Table 2 continues to show a reduced reliance on the City of London's own funds for implementing environmental enhancement, transport and highways projects in the City. It also shows how successful the City has been at attracting Transport for London funding.

The significant amount of TfL funding the City attracts comes from three main areas:

1. LIP funding- This funding is allocated to the City annually to fund the City's implementation of the the Mayor for London's Transportation Plan, as set out in the City's own approved Local Implementation Plan (LIP).
2. Major Projects Funding- This funding is allocated to London boroughs for major projects that deliver the Mayor's vision for major transport and street enhancement projects. The City bids for this funding in competition with London boroughs.
3. Cycle Revolution Funding - This funding relates to the Mayor's programme of improving the cycling environment in London, with the aim of increasing the modal share of cycling as part of London's Transport Planning.

Where Table 2 shows direct City funding being utilised, it is either from the Surplus on the On-Street Parking Account (Parking Surplus), or from Bridge House. In the case of Parking Surplus it is mostly related to older projects such as Queen Street and the Riverside Walkway, where expenditure has already been incurred in previous years. Small elements of Parking Surplus and other City funding have also been approved as 'seed' funding that help to move projects forward to attract funding from other sources, such as TfL, sponsorship or grant giving bodies. Bridge House funding of £2.16 Million is currently only used for the London Bridge Staircase project, being implemented

this financial year. Aldgate uses Parking Surplus, to underwrite the project funding, to enable commencement, with Parking Surplus monies being re-paid as and when S.106 Funding has been directed towards the project, with the target of full recovery.

This ability to utilise external funding for projects means that the City's public realm is being renewed predominantly through the funding from developers and TfL. Not only does this benefit the City in terms of environmental quality and functional need, but the renewal of infrastructure also reduces the input of City funding for short and medium term maintenance. This external funding is also used to ensure that the City moves forward in a number of important areas:

- Accommodating growth in worker, visitor and resident numbers as a result of new transport infrastructure such as Crossrail and a new ferry pier at Blackfriars and as a result of major new developments, particularly in the Eastern City Cluster
- Introducing area-wide security measures to respond to the current high threat levels as advised by CPNI, CTSA and City of London Police.
- Improving air quality in the Square Mile
- Reducing road danger, particularly at current high risk junctions like Bank
- Supporting health and well-being
- Supporting an enhanced cultural offer and provision of an improved welcome for City visitors.

All the areas described above support the needs of the future city.

3. Traffic Impacts of implementing Projects

Table 3 sets out the traffic impacts of construction of the projects currently programmed for implementation, as assessed by the management team in the Transportation and Public Realm Division. This assessment is based on the following criteria:

RED - High Risk of traffic impact. Particularly where his impact is on the Strategic Road Network and/or is likely to require significant traffic management procedures to mitigate during construction, such as planned diversions or traffic light control.

AMBER - Medium Risk of some traffic impact on the Local Street Network, with minimal impact on the Strategic Road Network. Probably requiring some local traffic management management to facilitate construction, without impacting on general movement.

GREEN - Low or No Risk to traffic movement. May need some minimal management, such as pedestrian diversion.

Although there are some High Risk projects for traffic impact, such as those for the major streets and junctions, the majority of these projects are expected to produce minimal traffic impact, as they are improving the City's environment away from the main traffic routes.

The projects that have been assessed as having High or Medium Risk of traffic will need to be the subject of more detailed assessment, coordination and planning ahead of construction. The assessment of traffic impact set out in Table 3 are being used to inform the coordination of projects in concert with planned utilities and construction activities, in what looks to be a coming period of increased development over the next few years. The intention is to co-ordinate activities and, where possible the timing of works on projects, with the aim of minimising disruption and keeping the City streets working.

The Department of the Built Environment is moving towards the use of GIS to help in mapping the various activities and to assist in the identification of potential conflicts, which will need particularly close management and coordination. This information will be made available to Members as part of programme planning as it develops.

Table 3 – Project construction periods with traffic impacts (# indicates major project)

DBE PROJECTS CONSTRUCTION PERIODS WITH IMPACTS	2016				2017				2018				FUTURE	CONSTRUCTION COSTS £'000	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
MARK LANE S.106 (PHASES 1 AND 2)															432
COURTESY CROSSING STUDY															3,129
RWE MILLENNIUM BRIDGE AREA															917

DBE PROJECTS CONSTRUCTION PERIODS WITH IMPACTS	2016				2017				2018				FUTURE	CONSTRUCTION COSTS £'000	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
BUS RELIABILITY SCHEME			Green	Green	Green	Green									361
CREECHURCH PLACE (MITRE SQUARE) S278			Orange	Yellow											340
ALDERMAN'S HOUSE S278		Green	Orange												255
MIDDLESEX ST AREA ENHANCEMENT RAMPS S106 (PRE + POST EVN) PHASE 3		Green	Green												402
LONDON WALL PLACE S278				Orange	Red	Red	Red								1,884
NEW ST SQ H'WAY IMPS			Green												861
NEWGATE STREET / WARWICK LANE SAFETY IMPROVEMENTS			Green												170
201 B'GATE S.106 PH3 POST EVN			Orange	Orange											216
ST PETER CHEAP CHURCHYARD			Green	Green											128
BLOOMBERG PLACE H'WY CHANGES S278			Red	Red	Red	Red	Red	Red							4,335
BASINGHALL ST S.106 PH 2 (PRE + POST EVN)													Green		394
EASTERN CITY CLUSTER PHASE 2													Green		1,403
GUILDHALL GREEN SPACES													Green		102
BARTS HOSPITAL						Orange	Yellow	Yellow							425
BREAMS BUILDINGS						Green	Green								128
CURSITOR STREET						Green	Green								128
EASTERN CITY CLUSTER PHASE 1													Green		1,409
100 MINORIES AREA ENHANCEMENT							Green	Green	Green						850

DBE PROJECTS CONSTRUCTION PERIODS WITH IMPACTS	2016				2017				2018				FUTURE	CONSTRUCTION COSTS £'000	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
WHITE LION HILL															255
WHITTINGTON GARDENS															85
WOOD STREET															850

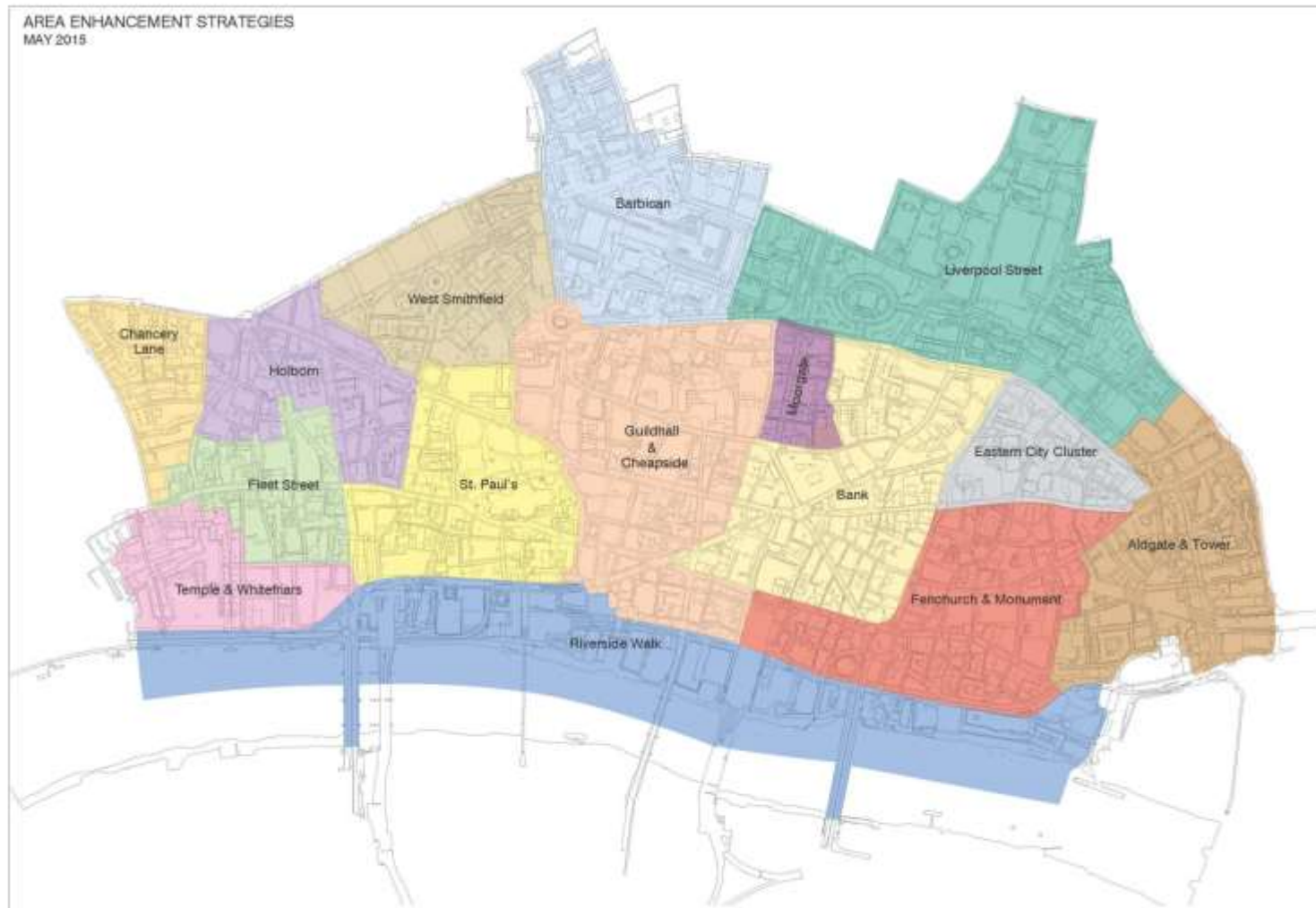
* Construction costs have been calculated as 85% of total project cost.

Area Strategies and Thematic Programmes

In order to set out and to manage the City's priorities with regards to environmental enhancement and major transport projects, Environmental Enhancement Area Strategies have been developed. These give officers clear direction in making funding applications to bodies like TfL, in negotiating Section 106 and Section 278 agreements with developers and businesses and in bidding for CIL funding. Environmental Enhancement Area Strategies were piloted with the approval of

the Queen Street Area Strategy in 2003. In order to progress Area Strategies in manageable chunks, with local input, the City has been divided into 15 different districts for the purposes of ensuring that over time the whole City will be covered by an approved strategy. There are currently 11 approved strategies shown in Map 1.

Map 1 – Area Enhancement Strategies



The 11 approved strategies are:

- Cheapside and Guildhall
- Chancery Lane
- Riverside Walkway
- Fleet Street Courts and Lanes
- Eastern City Cluster
- Aldgate and Tower
- Barbican
- Bank
- Fenchurch Street & Monument
- Liverpool Street
- West Smithfield

The strategies seek to ensure that the City's public realm (mostly public highway) keeps pace with the changing needs of the City community. The Planning and Transportation Committee is responsible for approving Area Strategies, which are then referred to the Court of Common Council for final agreement. Each Area Strategy approved includes a number of specific projects considered necessary to meet the needs of the particular area. The projects are proposed following public consultation with stakeholders. The projects are presented by the priority (High, Medium and Low) in which it is intended they will be implemented, subject to funding and developments coming forward. Progress made on implementing these strategies is set out fully in Appendix 2. It should be noted that occasionally low priority projects are implemented ahead of high and medium priority. This is due to developments adjacent to proposed projects, where the project becomes part of the planning obligation and the project becomes a high priority for the development, but remains a low priority for the strategy in general.

As well as project priority the strategies set out the estimated cost of each project, and a funding plan to set out where funding may be sought. The vast majority of funding used to implement the strategies is external to the City's own funds, and is usually obtained through Section 106 agreements, S.278 agreements or CIL funding related to new developments, or through TfL funding obtained through the Mayor's Major Project Programme. In the past there has

also been significant funding obtained from City businesses and developers unilateral undertakings. These are often delivering security and/or public realm enhancements seen as essential by developers for their specific project. The value that developers and property owners place on the quality of the City's public realm is becoming clear through recent consultations on the revision to S.106 procedures and the introduction of the Community Infrastructure Levy.

The Area Strategies do not make planning policy but help implement the Citywide spatial planning policies for sustainable growth set out in the City's adopted Core Strategy 2011 and the Local Plan 2015. The Area Strategies provide a delivery plan for environmental enhancement in each district that also advances the objectives of the following City Corporation documents:

- City's Road Danger Reduction Plan
- Open Spaces Strategy
- Biodiversity Action Plan
- Climate Change Adaption Strategy
- Health and Wellbeing Strategy
- Noise Reduction Strategy
- Air Quality Enhancement Strategy
- Cultural Strategy
- Visitor Strategy

The Court of Common Council approved strategies are each intended to have an implementation period of about 5 years. Within that time, experience has shown that all high priority, most medium priority and some lower priority projects will usually be implemented or commenced.

Some of the more significant projects delivered through the implementation of Area Strategies over the years, have included:

- **Queen Street.** The creation of a pedestrian priority quarter around Bow Lane and Watling Street Carter Lane & St. Pauls. The relocation of the St. Pauls Coach Park, pedestrianisation of Carter Lane and the creation of new gardens Riverside Walkway. Access and route enhancements and the creation of new links and spaces such as Grants Quay in the East and Paul's Walk in the West.
- **Eastern Cluster.** Ahead of the implementation of the public space enhancements an arts project to install world class sculptures on a rolling programme with financial backing from local businesses has had great success.
- **Chancery Lane.** A joint project with Camden and Westminster Councils for the widening and realignment of footways on Chancery Lane, and the creation of public spaces in side streets

Current projects under construction through the strategy process are:

- **Aldgate.** The creation of a new public space between the Sir John Cass School and the St. Botolph Aldgate, with significant transportation improvements, including cycling enhancement and two way vehicle movement to normalise traffic presence in the area.
- **Bank By-pass Walking Routes.** The enhancement of quieter streets adjacent to Bank junction to encourage pedestrian movement through these alternative routes rather than through Bank junction itself.

The current work programme for Environmental Enhancement Area Strategies is largely targeted at those areas where there is major change expected over the next five years and where either no current strategy exists or where the existing strategy is over 5 years old. The following area strategies are currently being reviewed or initiated and will be the subject of extensive public consultation:

- Fleet Street

- Eastern City Cluster

Public consultations will be carried out on these strategies in financial year 2016/17.

Area Strategies have been brought forward for consultation and adoption when the pressure or need for change is thought to be of a scale that needs to be managed, through a phased implementation of several projects in one district. This needs to be matched with a realistic and achievable funding plan for the strategy that will implement all high, most medium and some lower priority projects within the intended five year life of the strategy. Some districts of the City have very little pressure from development, such as the Temple/ Whitefriars areas and, to date, it has not been necessary or affordable to bring strategies forward for the environmental enhancement of these areas. The introduction of the Community Infrastructure Levy introduces flexibility for allocating and prioritising available funding. This will mean that in future, areas where there is little funding available locally, but where there is need, will be able to be prioritised for improvement projects.

In addition to area-based programmes, the use of thematic programmes will be increasingly useful in responding effectively to particular corporate needs and Government agenda by demonstrating the contribution made to a particular theme or agenda from a number of related projects. Grouping projects in this way has the added benefit allowing Members to better understand the combined value of these projects when making decisions on the allocation of CIL funding.

Programme schedule

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Aldersgate streetscape improvements	Barbican area strategy	Cripplegate	0	1,000						1,000	1,000	500	500			1,000
Barbican area wayfinding strategy	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
Barbican conservatory and cromwell highwalk connection improvement	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
Barbican north - south access improvements	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	4,000						4,000	4,000	2,000	2,000			4,000
Beech street - highwalks connection	Barbican area strategy	Aldersgate / Cripplegate	0	1,000						1,000	1,000	500	500			1,000
Beech street - pedestrian and cycling	Barbican area strategy	Aldersgate / Cripplegate	0	7,000						7,000	7,000	3,500	3,500			7,000
Beech street - surrounding streets	Barbican area strategy	Aldersgate / Cripplegate	0	3,000						3,000	3,000	1,500	1,500			3,000
Cultural connections improvement (wayfinding)	Barbican area strategy	Aldersgate / Cripplegate	0	300						300	300	150	150			300
Cultural institutions programmes signage	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
Forbisher court connections and surroundings	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	1,000						1,000	1,000	500	500			1,000
Golden lane estates improvements projects	Barbican area strategy	Cripplegate	0	1,000						1,000	1,000	500	500			1,000
Golden lane streetscape improvements projects	Barbican area strategy	Cripplegate	0	3,000						3,000	3,000	1,500	1,500			3,000
Lauderdale place - encourage daytime use	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
London wall improvements	Barbican area strategy	Bassishaw	0	1,500						1,500	1,500	750	750			1,500
Monkwell square ped access improvement	Barbican area strategy	Bassishaw	0	1,000						1,000	1,000	500	500			1,000

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Moorgate quarter initiative	Barbican area strategy	Coleman street	0	1,500						1,500	1,500	750	750			1,500
Pederstrian art routes	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	3,000						3,000	3,000	1,500	1,500			3,000
Silk street - cultural route	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	1,000						1,000	1,000	500	500			1,000
St gile's terrace access improvement	Barbican area strategy	Cripplegate	0	500						500	500	250	250			500
Wood street (northern end) increase in visibility of connections	Barbican area strategy	Cripplegate, Aldersgate	0	3,000						3,000	3,000	1,500	1,500			3,000
120 fenchurch st s278	Fenchurch/monument strategy	Langbourn	0	748	0	100	648				748	748				748
250 poultry s278 & s106	Bank area strategy	Cordwainer	0	250			50	200			250	250				250
32 King william st s106	Bank area strategy	Bridge	0	360	0		60	300			360	360				360
38 King william st s278	Bank area strategy	Bridge	0	360	0	0	0	360	0	0	360	360				360
Accessibility improvements	West Smithfield strategy	Farringdon within, farringdon without		400	0		50	100	250		400	400				400
Aldersgate street/ goswell road	Barbican area strategy	Aldersgate	0	500	0					500	500	500				500
America square	Aldgate area strategy	Tower	0	650	0					650	650	650				650
Bakers hall court	Fenchurch/monument strategy	Tower	0	100	0					100	100	100				100
Baltic street west	Barbican area strategy	Cripplegate	0	350	0					350	350	350				350
Bank area access improvements	Bank area strategy	Cordwainer, walbrook, cornhill, langbourn, cheap	0	750	0					750	750	500	250			750
Bank courts + lanes phase ii	Bank area strategy	Langbourn, cornhill, candlewick, walbrook		500	0		20	250	230		500	250	250			500
Bank courts + lanes phase iii	Bank area strategy	Langbourn, cornhill, candlewick, walbrook		650	0					650	650	325	325			650

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Barber surgeons gardens	Barbican area strategy	Cripplegate	0	150	0					150	150	150				150
Barbican city walkways	Fenchurch/monument strategy	Cripplegate, aldersgate	0	100	0					100	100	100				100
Basinghall street ph 3	Cheapside and guildhall area enhancement strategy	Bassishaw, Coleman Street	500	500	0	0				500	500	500				500
Botolph lane	Fenchurch/monument strategy	Bridge	0	100	0					100	100	100				100
Bouverie & whitefriars street	Fleet street area strategy	Castle baynard	0	200	0					200	200	200				200
Bride lane and court	Fleet street area strategy	Castle baynard	0	150	0					150	150	150				150
Bridewell place	Fleet street area strategy	Castle baynard	0	75	0					75	75	75				75
Cannon street	Cheapside and guildhall area enhancement strategy	Bread street, cordwainer, walbrook, candlewick	750	750	0					750	750	250	500			750
Cannon street	Fenchurch/monument strategy	Dowgate, candlewick, walbrook	0	250	0					250	250	250				250
Center lane qtr phase 3	St paul's area strategy	Castle baynard	0	2,700	0	10	90	300	600	1,700	2,700	1,350	1,350	0	0	2,700
Chancery house green space	Chancery lane strategy	Farringdon without	0	150	0					150	150	150				150
Chancery lane gateways	Chancery lane strategy	Farringdon without	0	50	0					50	50	50				50
Churchyard and alley along the southern façade of st mary at aldermary church	Cheapside and guildhall area enhancement strategy	Cordwainer	250	250	0					250	250	250				250
Churchyard Enhancement Programme	Churchyard Enhancement Programme	Citywide	0	50	0	0	10	10	10	20	50	50	0	0	0	50
Churchyard of st john zachary	Cheapside and guildhall area enhancement strategy	Bassishaw	250	250	0					250	250	250				250

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Cleary gardens	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
Cloak lane (between college hill and dowgate hill)	Cheapside and guildhall area enhancement strategy	Dowgate	500	500	0					500	500	500				500
Coleman street	Cheapside and guildhall area enhancement strategy	Bassishaw, coleman street	250	250	0			50	200		250	125	125			250
College hill	Cheapside and guildhall area enhancement strategy	Dowgate, vintry	500	500	0					500	500	500				500
Cornhill	Bank area strategy	Cornhill		1,500	0				500	1,000	1,500	750	750			1,500
Priority crossing study	Road danger reduction	City wide	106	3,681	106	134	1,147	1,147	1,147		3,681	0	3,681	0		3,681
Courts/lanes leading to leadenhall market	Fenchurch/monument strategy	Lime street, langbourn	0	100	0					100	100	100				100
Courts/lanes off cannon st	Fenchurch/monument strategy	Dowgate, candlewick, walbrook	0	200	0					200	200	200				200
Courts/lanes off fenchurch street	Fenchurch/monument strategy	Bridge, billingsgate, tower, aldgate, langbourn	0	100	0					100	100	100				100
Courts/lanes off gracechurch st	Fenchurch/monument strategy	Candlewick, bridge, langbourn	0	100	0					100	100	100				100
Creechurch place (mitre square) s278	Highways and traffic	Aldgate		400	20	70	300	10	0	0	400	400				400
Custom house	Riverside walk enhancement strategy	Billingsgate	0	500	0					500	500	500				500
Distaff lane church	Cheapside and guildhall area enhancement strategy	Bread street	100	100	0					100	100	100				100
Dorset rise	Fleet street area strategy	Castle baynard	0	60	0					60	60	60				60
East/west route from pudding lane to st dunstan's hill	Fenchurch/monument strategy	Bridge, billingsgate	0	100	0					100	100	100				100

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Eastcheap	Fenchurch/monument strategy	Bridge, billingsgate	0	2,000	0					2,000	2,000	2,000				2,000
Eastern city cluster phases 3-4	Eastern city cluster	Lime street	0	1,519	0	0	0	0	0	1,519	1,519	1,519	0	0	0	1,519
Fann street	Barbican area strategy	Cripplegate/aldergate	0	100	0					100	100	100				100
Fish st hill/philpot lane/lime street	Fenchurch/monument strategy	Bridge, langbourn	0	500	0					500	500	500				500
Foster lane (part - north)	Cheapside and guildhall area enhancement strategy	Cheap	500	500	0					500	500	250	250			500
Friday street	Cheapside and guildhall area enhancement strategy	Vintry	1,000	1,000	0					1,000	1,000	1,000				1,000
Page 100 Garnick hill	Cheapside and guildhall area enhancement strategy	Vintry	750	750	0					750	750	750				750
Golden lane	Barbican area strategy	Cripplegate	0	200	0					200	200	200				200
Golden lane estate city walkway areas	Barbican area strategy	Cripplegate	0	200	0					200	200	200				200
Great st thomas apostle	Cheapside and guildhall area enhancement strategy	Castle baynard	750	750	0					750	750	750				750
Gutter lane (part - north)	Cheapside and guildhall area enhancement strategy	Cheap	0	500	0					500	500	250	250			500
Hanging sword alley	Fleet street area strategy	Castle baynard	0	150	0					150	150	150				150
Haydon street	Aldgate area strategy	Tower	0	500	0					500	500	250	250			500
Holborn area strategy	Holborn strategy	Castle Baynard, Farringdon within, farringdon without		100	0		50	50			100	50	50			100
Hutton street	Fleet street area strategy	Castle baynard	0	60	0					60	60	60				60

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Ironmonger lane	Cheapside and guildhall area enhancement strategy	Cheap	500	500	0					500	500	150	350			500
Jewry street	Aldgate area strategy	Tower	0	400	0					400	400	400				400
Leadenhall street	Fenchurch/monument strategy	Lime street, aldgate	0	2,000	0	0	200	1,000	800		2,000	2,000				2,000
Little britain (south)	West smithfield strategy	Farringdon within, farringdon without		800	0					800	800	800				800
Little somerset street	Aldgate area strategy	Aldgate	0	750	0					750	750	750				750
Little trinity lane/ great trinity lane junction	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
Little trinity lane	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
Little trinity lane / st james church	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
Lombard lane	Fleet street area strategy	Castle baynard	0	40	0					40	40	40				40
Lombard street	Bank area strategy	Langboum,	0	1,500	0				500	1,000	1,500	1,000	500			1,500
London bridge/king william st/gracechurch st	Fenchurch/monument strategy	Bridge, candlewick	0	250	0					250	250	250				250
Lower st dunstan's hill	Fenchurch/monument strategy	Billingsgate	0	500	0					500	500	500				500
Ludgate circus	Fleet street area strategy	Farringdon within/castle baynard	1,000	1,000	0					1,000	1,000	500	500			1,000
Ludgate hill pedestrian crossing	Fleet street area strategy	Castle baynard	1,500	1,500	0					1,500	1,500	750	750			1,500
Montague house and dark house walk	Riverside walk enhancement strategy	Billingsgate	0	500	0					500	500	500				500
Monument junction	Fenchurch/monument strategy	Candlewick	0	1,000	0					1,000	1,000		1,000			1,000
New change	Cheapside and guildhall area enhancement	Bread street	500	500	0					500	500	500				500

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
	strategy															
Ocean house s278 & s106	Roads	Dowgate	0	694	50	75				569	694	694				694
Old billingsgate market walkway	Riverside walk enhancement strategy	Billingsgate		200	0					200	200	200				200
Old broad street + threadneedle	Bank area strategy	Cornhill, broad street		1,500	0				500	1,000	1,500	750	750			1,500
Old jewry	Cheapside and guildhall area enhancement strategy	Cheap, walbrook		100	0					100	100	100				100
Pleydell street	Fleet street area strategy	Castle baynard	0	100	0					100	100	100				100
Portsoken street	Aldgate area strategy	Tower	0	100	0					100	100	100				100
Postman's park	Cheapside and guildhall area enhancement strategy	Aldersgate	250	250	0					250	250	250				250
Prading lane	Fenchurch/monument strategy	Bridge	0	100	0					100	100	100				100
Queen victoria street	Cheapside and guildhall area enhancement strategy	Bread street, cordwainer, vintry	750	750	0					750	750	375	375			750
Refurb sturgeon lighting units	Other items	City wide	0	386	386	0				0	386	0	0	0	386	386
River plate house s278 & s106	Roads	Coleman street	0	180	0					180	180	180				180
Riverside connecting spaces	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500
Riverside greenery and biodiversity enhancement	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500
Riverside lighting strategy	Riverside walk enhancement strategy	Wards with river boundary	0	400	0					400	400	400				400
Riverside public art and event	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500
Riverside re-cladding of walls	Riverside walk enhancement strategy	Wards with river boundary	0	275	0					275	275	275				275
Riverside sport and play	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Rotunda garden	West smithfield strategy	Farringdon within, farringdon without		2,500	0					2,500	2,500	2,500				2,500
Royal exchange forecourt	Bank area strategy	Cornhill	0	750	0				250	500	750	500	250			750
Royal exchange rear	Bank area strategy	Cornhill	0	350	0				100	250	350	250	100			350
Salisbury square	Fleet street area strategy	Castle baynard	0	100	0					100	100	100				100
Seal house s278 & s106	Riverside walk enhancement strategy	Bridge	0	357	0					357	357	357				357
Smithfield street - general market public space	West smithfield strategy	Farringdon within, farringdon without		800	0					800	800	800				800
Southwark bridge area	Riverside walk enhancement strategy	Vintry	0	500	0					500	500	500				500
St anne and st agnes churchyard	Cheapside and guildhall area enhancement strategy	Aldersgate	750	750	0					750	750	750				750
St brides churchyard	Fleet street area strategy	Castle baynard	0	80	0					80	80	80				80
St dunstan's hill/mincing lane/fen court	Fenchurch/monument strategy	Billingsgate, tower, langbourn	0	100	0					100	100	100				100
St dunstan's in the east churchyard	Fenchurch/monument strategy	Billingsgate	0	100	0					100	100	100				100
St magnus garden	Riverside walk enhancement strategy	Bridge	0	150	0					150	150	150				150
St magnus house	Riverside walk enhancement strategy	Bridge	750	750	0	0	0			750	750	750	0	0	0	750
St olave silver street	Cheapside and guildhall area enhancement strategy	Bassishaw	250	250	0					250	250	250				250
St peter cheap churchyard	Cheapside and guildhall area enhancement strategy	Cheap	100	150	0					150	150	150				150
Star alley st olave churchyard	Fenchurch/monument strategy	Tower	0	100	0					100	100	100				100
Street lighting strategy	Roads	City wide	0	2,500	0	350	675	0	0	1,475	2,500	0	0	0	2,500	2,500

GATEWAY ZERO PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Sugar quay s278	Riverside walk enhancement strategy	Billingsgate	0	401	0	100				301	401	401				401
Temple lane	Fleet street area strategy	Castle baynard, farringdon without	0	60	0					60	60	60				60
Vine street	Aldgate area strategy	Tower	0	580	0					580	580	580				580
White lion hill	Riverside walk enhancement strategy	Castle baynard	0	300	0					300	300	300				300
Whittington gardens	Cheapside and guildhall area enhancement strategy	Dowgate	100	100	0					100	100	100				100
Wood street	Cheapside and guildhall area enhancement strategy	Bassishaw, cripplegate	1,000	1,000	0					1,000	1,000	500	500			1,000

GATEWAY 1-2 PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
9-13 Aldgate (matrix)	Highways and traffic	Portsoken	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cursitor street	Chancery lane strategy	Farrindon Without		150	0	75	75				150	150				150
City Wayfinding Review*	Highways and traffic	City-wide		2,500	0	0	125	500	500	1,375	2,500	2,250	250	0		2,500
Bus reliability scheme*	Highways and traffic	City wide		425	0	25	400	0	0	0	425		425			425
Newgate street / warwick lane safety improvements*	Highways and traffic	Bread st, farringdon within		200	0		50	150			200		200			200
Trinity square area - mitigaton	Highways and traffic	Tower, aldagate, billingsgate		500	0		75	425			500		500			500
Fredericks place s278	Cheapside and guildhall area enhancement strategy	Walbrook	350	350	0		20	100	230		350	350				350
Minorities Area Enhancement*	Aldgate area strategy	Tower	0	1000	0		90	410	500		1000	1000				1000
Greening cheapside*	Cheapside and guildhall area enhancement strategy	Cheap, bassishaw	0	750	0		45	705			750	550	200			750

*Projects not counted towards total number of current projects until project initiation formally approved.

GATEWAY 3-4 PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
10 trinity square s278	highways and traffic	Tower		1,000	40	60	900				1,000	1000				1,000
Bank junction improvements	Bank area strategy	Cordwainer, walbrook, cornhill, langbourn and cheap		18,000	295	270	570	1500	3000	12,365	18,000	9,000	9,000	0	0	18,000
Barts hospital	West smithfield strategy	Farringdon without	0	500	0	0	50	250	200	0	500	500				500
Breams buildings	Chancery lane strategy	Farringdon without	0	150	0					150	150	150				150
Fenchurch st s106	Fenchurch/monument strategy	Langbourn, aldgate	100	3,950	50	100	100	500	700	2,500	3,950	3,950				3,950
Fleet street major project	Fleet street area strategy	Castle baynard, bread street, farringdon within, farringdon without	0	6,241	146	60	50	2,000	3,985	0	6,241	2,841	3,400			6,241
Helen plaza security s278	Highways and traffic	Bishopsgate	2,000	2,000	0	500	0	0	0	1,500	2,000	2,000	0			2,000
Museum of london gyratory	Roads	Cheap		17,000	20	100	150	115	115	16,500	17,000	17,000				17,000
Alderman's house s278	Highways and traffic	Bishopsgate		300	40	20	240				300		300			300
10 fenchurch avenue	Highways and traffic	Langbourn	0	500	0	80	150	270			500	500				500
11-19 monument street	Fenchurch/monument strategy	Bridge	0	300	15	200	85			0	300	300				300
60-70 st mary axe s278 & s106	Eastern city cluster	Aldgate	0	1,057	50	80	92	92	743	0	1,057	1,057				1,057
Barbican area strategy	Barbican area strategy	Cripplegate/alder gate	327	323	299	7	17	0	0	0	323	24		95	204	323
Basinghall st s.106 ph 2 (pre + post evn)	Cheapside and guildhall area enhancement strategy	Bassishaw	463	463	443	20					463	463	0			463
Ecc - st helen's square	Eastern city cluster	Lime street	2,224	2,689	225	0	0	0		2,464	2,689	2,689				2,689
Guildhall green spaces	Cheapside and guildhall area enhancement strategy	Bassishaw	45	120	120	0				0	120	40	0	0	80	120
Long lane (crossrail)	West smithfield strategy	Farringdon without, aldersgate	0	500	0		250	250		0	500	250	250			500

GATEWAY 3-4 PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
Parking & enforcement plan phase 3	Highways and traffic	City-wide	419	425	425	0				0	425	0	0	425		425
Philpot lane/eastcheap crossing	Fenchurch/monument strategy	Bridge	700	700	0			350	350		700	700				700
1 angel court s278 & s106	Bank area strategy	Broad street	0	255	0	40	215				255	255				255
1 new st square s278	Highways and traffic	Farringdon within/castle baynard	0	576	0	440	136			0	576	576	0	0		576
Barts close	West smithfield strategy	Farringdon within	5,000	5,000	75	75	1,500	1,500	1,850		5,000	5,000				5,000
Beech st	Barbican area strategy	Cripplegate, aldersgate	48	2,500	29	20	40			2,411	2,500	2,451		49		2,500
Liverpool street crossrail	Liverpool st area strategy	Bishopsgate, broad street	1,000	3,500	50	270	300	410	2,100	370	3,500	1,500	2,000			3,500
Moak lane s.106 (phases 1 and 2)	Fenchurch/monument strategy	Tower, billingsgate	48	508	71	43	30			364	508	508				508
Monument street/lower thames street	Fenchurch/monument strategy	Bridge	250	270	0		20	250			270	145	125			270
Moorfields area crossrail	Liverpool st area strategy	Coleman street	1,000	1,400	74	128				1,198	1,400	900	500			1,400
Rwe globe view walkway	Riverside walk enhancement strategy	Queenhithe	1,000	500	160	20	20	150	150	0	500	300	200			500
Shoe lane area improvements	Fleet street area strategy	Farringdon within/castke baynard	100	7,957	150	10	500	3,000	3,000	1,297	7,957	7,957	0	0		7,957
Middlesex st area enhancement ramps s106 (pre + post evn) phase 3	Liverpool st area strategy	Portsoken	473	473	248	0	225				473	473				473
52-54 lime street (scalpel) s278	Highways and traffic	Lime street, aldgate		250	0	50	200	0			250	250				250
Bevis marks s106 (post evn)	Eastern city cluster	Aldgate	0	224	0	112	112				224	224				224
Eastern city cluster phase 2	Eastern city cluster	Lime street	1,650	1,650	590	530	0	0	0	530	1,650	1,650				1,650

GATEWAY 5-7 PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
L'hall st/st mary axe junction imps	Highways and traffic	Lime st/aldgate	705	805	375	0	0	430	0		805	805	0	0		805
5 broadgate s106	Liverpool st area strategy	Bishopsgate	1,879	1,879	708	821	350				1,879	1,879				1,879
Aldgate arts events and play	Aldgate area strategy	Tower, aldgate, portsoken	100	100	0	50	50	0	0	0	100	100				100
Aldgate highway & public square	Aldgate area strategy	Portsoken, aldgate, tower	21,000	27,903	7,568	6,266	7,929	355	305	5,480	27,903	17,945	9,958	0	0	27,903
Bank bypass walking routes s.106	Bank area strategy	Candlewick, langbourn, cornhill	980	980	235	265	200	180	100		980	500	480			980
Bury court s.278	Highways and traffic	Aldgate	300	268	268	0				0	268	268	0	0		268
Christ's hospital artwork	Cheapside and guildhall area enhancement strategy	Bread Street		50	0	10	40				50	50				50
Highways management system	Information technology	City wide	345	275	275					0	275	0	0	0	275	275
Highnam circus area enhancement	Highways and traffic	Farringdon without, castle baynard	3,149	3,148	3,148	0				0	3,148	253	2,500	395		3,148
Highnam circus area enhancement s106 (pre & post evn) phase1	Liverpool st area strategy	Bishopsgate, portsoken	900	900	164	150	586				900	900				900
Mitre square	Eastern city cluster	Aldgate	45	1,300	6	70	1,224			0	1,300	1,300	0	0	0	1,300
Moor lane	Barbican area strategy	Cripplegate	1,391	1,101	168	0	933				1,101	1,101				1,101
Rwe fishmongers wharf	Riverside walk enhancement strategy	Bridge	424	424	50	26	348				424	124	300			424
Rwe millennium bridge area	Riverside walk enhancement strategy	Queenhithe	1,201	1,079	635	282	162				1,079	1,079				1,079
St paul's churchyard enhancement	St paul's area strategy	Castle baynard, bread street	1,774	1,774	1,600	174					1,774	339	1,435			1,774
St paul's external lighting	St paul's area strategy	Castle baynard	0	1,300	75	75				1,150	1,300	1,300		0		1,300
51 lime st s106	Fenchurch/monument strategy	Lime street, aldgate, langbourne	282	282	55	100	127				282	282				282

GATEWAY 5-7 PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
(Austin friars) bartholomew lane/throgmorton st s.106	Bank area strategy	Walbrook; broad street	951	951	635	316				0	951	455	496	0	0	951
20 fenchurch st security s.278	Fenchurch/monument strategy	Bridge	787	787	787						787	787				787
2-6 cannon street	Cheapside and guildhall area enhancement strategy	Bread street, vintry	1,220	1,220	17	25	295	883		0	1,220	1,220				1,220
28 great tower street s278	Highways and traffic	Tower		29	0	0	29				29	29				29
30 old bailey s106	Fleet street area strategy	Castle baynard, bread street, farringdon within	168	168	148	20				0	168	168	0			168
5 broadgate s278	Liverpool st area strategy	Bishopsgate	191	191	191	0				0	191	191	0	0		191
71 queen victoria street s278	Cheapside and guildhall area enhancement strategy	Vintry	273	273	273						273	273				273
80 moorgate s.106	Moorgate area strategy	Coleman street, broad street	307	307	249	58					307	307				307
Bank area strategy update	Bank area strategy	Cordwainer, walbrook, cornhill, langbourn and cheap	0	0	0						0					0
Bloomberg place h'wy changes s278	Highways and traffic	Cordwainer, walbrook, vintry, dowgate	5,100	5,100	254	80	1,960		2,806	0	5,100	5,100	0	0		5,100
Carter lane quarter ph 2a & 2b and 3	St paul's area strategy	Castle baynard	698	698	563	0	135				698	135	261	302		698
Eastern city cluster phase 1	Eastern city cluster	Lime street	1,658	1,658	342	50	0	0	0	1,266	1,658	1,658				1,658
Fenchurch place s.278	Fenchurch/monument strategy	Tower	578	575	575						575	575				575
Golden lane playground	N/a	Cripplegate	150	150	0	140	10				150				150	150
John carpenter st s278	Temple & whitefriars area strategy	Castle baynard	191	750	650	100					750	750				750
Lime st cullum st enhancement works s106	Fenchurch/monument strategy	Langbourn	659	659	295	20	130			214	659	659				659
Mariner house street scene s.106	Aldgate area strategy	Tower	551	551	551						551	551				551

GATEWAY 5-7 PROJECTS			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL / Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
New ludgate s.278	Highways and traffic	Farringdon within	738	738	440	298				0	738	738	0	0		738
New st sq h'wayimps	Highways and traffic	Castle baynard	1,012	1,013	1,013	0				0	1,013	1,013	0	0		1,013
Plough place	Chancery lane strategy	Castle baynard, farringdon without	695	695	45	600	50				695	695				695
Quietways - the mayor of london - vision for cycling in london	Cycle revolution	City-wide	3,045	1,485	235	150	1,100				1,485		1485			1,485
Rwe queenhithe mosaic	Riverside walk enhancement strategy	Queenhithe	140	190	190						190	140	50			190
Rwe steelyard passage ph2 s106	Riverside walk enhancement strategy	Dowgate	226	226	176	50					226	226	0			226
Shoe lane phases 2-3	Fleet street area strategy	Castle baynard	816	816	816					0	816	408	0	408	0	816
Shoe lane phases 2-3	Barbican area strategy	Cripplegate, coleman street	706	706	706						706			706		706
Southampton buildings (s106)	Chancery lane strategy	Farringdon without	15	259	30	220	9				259	259				259
St mary at hill churchyard	Fenchurch/monument strategy	Billingsgate	45	300	5	50	245			0	300	300				300
St paul's area security project	St paul's area strategy	Castle baynard	0	16,000	0	100	900			15,000	16,000	16,000				16,000

Projects by Area Strategy

ALDGATE AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
America square	Aldgate area strategy	Tower	0	650	0					650	650	650				650
Haydon street	Aldgate area strategy	Tower	0	500	0					500	500	250	250			500
Jewry street	Aldgate area strategy	Tower	0	400	0					400	400	400				400
Little somerset street	Aldgate area strategy	Aldgate	0	750	0					750	750	750				750
Portsoken street	Aldgate area strategy	Tower	0	100	0					100	100	100				100
Vine street	Aldgate area strategy	Tower	0	580	0					580	580	580				580
100 Minorities Area Enhancement	Aldgate area strategy	Tower	0	1000	0		90	410	500		1000	1000				1000
Aldgate arts events and play	Aldgate area strategy	Tower, alldgate, portsoken	100	100	0	50	50	0	0	0	100	100				100
Aldgate highway & public square	Aldgate area strategy	Portsoken, alldgate, tower	21,000	27,903	7,568	6,266	7,929	355	305	5,480	27,903	17,945	9,958	0	0	27,903
Manner house street scene s.106	Aldgate area strategy	Tower	551	551	551						551	551				551
Drinking fountains (post evn)	Aldgate area strategy	City-wide	60	60	20	20				20	60	60				60

BANK AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
25-27 poultry s278 & s106	Bank area strategy	cordwainer	0	250			50	200			250	250				250
33 king william st s106	Bank area strategy	bridge	0	360	0		60	300			360	360				360
33 king william st s278	Bank area strategy	bridge	0	360	0	0	0	360	0	0	360	360				360
Bank area access improvements	Bank area strategy	Cordwainer, walbrook, cornhill, langbourn, cheap	0	750	0					750	750	500	250			750
Bank courts + lanes phase ii	Bank area strategy	Langbourn, cornhill, candlewick, walbrook		500	0		20	250	230		500	250	250			500
Bank courts + lanes phase iii	Bank area strategy	Langbourn, cornhill, candlewick, walbrook		650	0					650	650	325	325			650
Cornhill	Bank area strategy	Cornhill		1,500	0				500	1,000	1,500	750	750			1,500
Lombard street	Bank area strategy	Langbourn,	0	1,500	0				500	1,000	1,500	1,000	500			1,500
Old broad street + three needle	Bank area strategy	Cornhill, broad street		1,500	0				500	1,000	1,500	750	750			1,500
Royal exchange forecourt	Bank area strategy	Cornhill	0	750	0				250	500	750	500	250			750
Royal exchange rear	Bank area strategy	Cornhill	0	350	0				100	250	350	250	100			350
Bank junction improvements	Bank area strategy	Cordwainer, walbrook, cornhill, langbourn and cheap		18,000	295	270	570	1500	3000	12,365	18,000	9,000	9,000	0	0	18,000
1 angel court s278 & s106	Bank area strategy	Broad street	0	255	0	40	215				255	255				255
Bank bypass walking routes s.106	Bank area strategy	Candlewick, langbourn, cornhill	980	980	235	265	200	180	100		980	500	480			980
(Austin friars) bartholomew lane/throgmorton st s.106	Bank area strategy	Walbrook; broad street	951	951	635	316				0	951	455	496	0	0	951

Bank area strategy update	Bank area strategy	Cordwainer, walbrook, cornhill, langbourn and cheap	0	0	0						0					0
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BARBICAN AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Aldersgate streetscape improvements	Barbican area strategy	Cripplegate	0	1,000						1,000	1,000	500	500			1,000
Barbican area wayfinding strategy	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
Barbican conservatory and cromwell highwalk connection improvement	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
Barbican north - south access improvements	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	4,000						4,000	4,000	2,000	2,000			4,000
Beech street - highwalks connection	Barbican area strategy	Aldersgate / Cripplegate	0	1,000						1,000	1,000	500	500			1,000
Beech street - pedestrian and cycling	Barbican area strategy	Aldersgate / Cripplegate	0	7,000						7,000	7,000	3,500	3,500			7,000
Beech street - surrounding streets	Barbican area strategy	Aldersgate / Cripplegate	0	3,000						3,000	3,000	1,500	1,500			3,000
Cultural connections improvement (wayfinding)	Barbican area strategy	Aldersgate / Cripplegate	0	300						300	300	150	150			300
Cultural institutions programmes signage	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
Forbisher court connesions and sourroundings	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	1,000						1,000	1,000	500	500			1,000
Golden lane estates improvement projects	Barbican area strategy	Cripplegate	0	1,000						1,000	1,000	500	500			1,000
Golden lane streetscape improvements projects	Barbican area strategy	Cripplegate	0	3,000						3,000	3,000	1,500	1,500			3,000

Lauderdale place - encourage daytime use	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	500						500	500	250	250			500
London wall improvements	Barbican area strategy	Bassishaw	0	1,500						1,500	1,500	750	750			1,500
Monkwell square ped access improvement	Barbican area strategy	Bassishaw	0	1,000						1,000	1,000	500	500			1,000
Moorgate quarter initiative	Barbican area strategy	Coleman street	0	1,500						1,500	1,500	750	750			1,500
Pedestrian art routes	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	3,000						3,000	3,000	1,500	1,500			3,000
Silk street - cultural route	Barbican area strategy	Aldersgate / Cripplegate / Bassishaw / Coleman Street	0	1,000						1,000	1,000	500	500			1,000
St gile's terrace access improvement	Barbican area strategy	Cripplegate	0	500						500	500	250	250			500
Wood street (northern end) increase in visibility of connections	Barbican area strategy	Cripplegate, Aldersgate	0	3,000						3,000	3,000	1,500	1,500			3,000
Aldersgate street/ Goswell road	Barbican area strategy	Aldersgate	0	500	0					500	500	500				500
Baltic street west	Barbican area strategy	Cripplegate	0	350	0					350	350	350				350
Barber surgeons gardens	Barbican area strategy	Cripplegate	0	150	0					150	150	150				150
Fann street	Barbican area strategy	Cripplegate/alder gate	0	100	0					100	100	100				100
Golden lane	Barbican area strategy	Cripplegate	0	200	0					200	200	200				200
Golden lane estate city walkway areas	Barbican area strategy	Cripplegate	0	200	0					200	200	200				200
Barbican area strategy	Barbican area strategy	Cripplegate/alder gate	327	323	299	7	17	0	0	0	323	24		95	204	323
Beech st	Barbican area strategy	Cripplegate, aldersgate	48	2,500	29	20	40			2,411	2,500	2,451		49		2,500
Moor lane	Barbican area strategy	Cripplegate	1,391	1,101	168	0	933				1,101	1,101				1,101
Silk street - barbican area strategy	Barbican area strategy	Cripplegate, coleman street	706	706	706						706			706		706
72 fore st s.106	Barbican area strategy	Coleman st	1,007	1,007	119			444	444		1,007	1,007				1,007

CHANCERY AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
Chancery house green space	Chancery lane strategy	Farringdon without	0	150	0					150	150	150				150
Chancery lane gateways	Chancery lane strategy	Farringdon without	0	50	0					50	50	50				50
Cursitor street	Chancery lane strategy	Castle baynard, farringdon without		150	0	75	75				150	150				150
Breams buildings	Chancery lane strategy	Farringdon without	0	150	0					150	150	150				150
Plough place	Chancery lane strategy	Castle baynard, farringdon without	695	695	45	600	50				695	695				695
Southampton buildings (s106)	Chancery lane strategy	Farringdon without	15	259	30	220	9				259	259				259

CHEAPSIDE AND GUILDHALL AREA ENHANCEMENT STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
Basinghall street ph 3	Cheapside and guildhall area enhancement strategy	Bassishaw, Coleman Street	500	500	0	0				500	500	500				500
Cannon street	Cheapside and guildhall area enhancement strategy	Bread street, cordwainer, walbrook, candlewick	750	750	0					750	750	250	500			750
Churchyard and alley along the southern façade of st mary at aldermary church	Cheapside and guildhall area enhancement strategy	Cordwainer	250	250	0					250	250	250				250
Churchyard of st john zachary	Cheapside and guildhall area enhancement strategy	Bassishaw	250	250	0					250	250	250				250
Cleary gardens	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
Cloak lane (between college hill and dowgate hill)	Cheapside and guildhall area enhancement strategy	Dowgate	500	500	0					500	500	500				500
Coleman street	Cheapside and guildhall area enhancement strategy	Bassishaw, coleman street	250	250	0			50	200		250	125	125			250

CHEAPSIDE AND GUILDHALL AREA ENHANCEMENT STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
College hill	Cheapside and guildhall area enhancement strategy	Dowgate, vintry	500	500	0					500	500	500				500
Distaff lane church	Cheapside and guildhall area enhancement strategy	Bread street	100	100	0					100	100	100				100
Foster lane (part - north)	Cheapside and guildhall area enhancement strategy	Cheap	500	500	0					500	500	250	250			500
Friday street	Cheapside and guildhall area enhancement strategy	Vintry	1,000	1,000	0					1,000	1,000	1,000				1,000
Garlick hill	Cheapside and guildhall area enhancement strategy	Vintry	750	750	0					750	750	750				750
Great st thomas apostle	Cheapside and guildhall area enhancement strategy	Castle baynard	750	750	0					750	750	750				750
Greening cheapside	Cheapside and guildhall area enhancement strategy	Cheap, bassishaw	0	300	0		20	280			300	200	100			300
Gutter lane (part - north)	Cheapside and guildhall area enhancement strategy	Cheap	0	500	0					500	500	250	250			500
Ironmonger lane	Cheapside and guildhall area enhancement strategy	Cheap	500	500	0					500	500	150	350			500
Little trinity lane/ great trinity lane junction	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
Little trinity lane	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
Little trinity lane / st james church	Cheapside and guildhall area enhancement strategy	Vintry	500	500	0					500	500	500				500
New change	Cheapside and guildhall area enhancement strategy	Bread street	500	500	0					500	500	500				500
Old jewry	Cheapside and guildhall area enhancement strategy	Cheap, walbrook		100	0					100	100	100				100
Postman's park	Cheapside and guildhall area enhancement strategy	Aldersgate	250	250	0					250	250	250				250
Queen victoria street	Cheapside and guildhall area enhancement strategy	Bread street, cordwainer, vintry	750	750	0					750	750	375	375			750
St anne and st agnes churchyard	Cheapside and guildhall area enhancement strategy	Aldersgate	750	750	0					750	750	750				750
St olave silver street	Cheapside and guildhall area enhancement strategy	Bassishaw	250	250	0					250	250	250				250

CHEAPSIDE AND GUILDHALL AREA ENHANCEMENT STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
St peter cheap churchyard	Cheapside and guildhall area enhancement strategy	Cheap	100	150	0					150	150	150				150
Whittington gardens	Cheapside and guildhall area enhancement strategy	Dowgate	100	100	0					100	100	100				100
Wood street	Cheapside and guildhall area enhancement strategy	Bassishaw, cripplegate	1,000	1,000	0					1,000	1,000	500	500			1,000
Fredericks place s278	Cheapside and guildhall area enhancement strategy	Cheap	350	350	0		20	100	230		350	350				350
Basinghall st s.106 ph 2 (pre + post evn)	Cheapside and guildhall area enhancement strategy	Bassishaw	463	463	443	20					463	463	0			463
Guildhall green spaces	Cheapside and guildhall area enhancement strategy	Bassishaw	45	120	120	0				0	120	40	0	0	80	120
Christ's hospital artwork	Cheapside and guildhall area enhancement strategy	Bassishaw		50	0	10	40				50	50				50
2-4 Cannon street	Cheapside and guildhall area enhancement strategy	Bread street, vintry	1,220	1,220	17	25	295	883		0	1,220	1,220				1,220
Queen victoria street s278	Cheapside and guildhall area enhancement strategy	Vintry	273	273	273						273	273				273

EASTERN CITY CLUSTER AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
Eastern city cluster phases 3-4	Eastern city cluster	Lime street	0	1,519	0	0	0	0	0	1,519	1,519	1,519	0	0	0	1,519
60-70 st mary axe s278 & s106	Eastern city cluster	Aldgate	0	1,057	50	80	92	92	743	0	1,057	1,057				1,057
Ecc - st helen's square	Eastern city cluster	Lime street	2,224	2,689	225	0	0	0		2,464	2,689	2,689				2,689
Bevis marks s106 (post evn)	Eastern city cluster	Aldgate	0	224	0	112	112				224	224				224
Eastern city cluster phase 2	Eastern city cluster	Lime street	1,650	1,650	590	530	0	0	0	530	1,650	1,650				1,650
Mitre square	Eastern city cluster	Aldgate	45	1,300	6	70	1,224			0	1,300	1,300	0	0	0	1,300

Eastern city cluster phase 1	Eastern city cluster	Lime street	0	160	0	0	80	80	0	0	160	100	60			160
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FENCHURCH/MONUMENT STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
120 Fenchurch St S278	Fenchurch/monument strategy	Langbourn	0	748	0	100	648				748	748				748
Bakers hall court	Fenchurch/monument strategy	Tower	0	100	0					100	100	100				100
Barbican city walkways	Fenchurch/monument strategy	Cripplegate, aldersgate	0	100	0					100	100	100				100
Botolph lane	Fenchurch/monument strategy	Bridge	0	100	0					100	100	100				100
Cannon street	Fenchurch/monument strategy	Dowgate, candlewick, walbrook	0	250	0					250	250	250				250
Courts/lanes leading to leadenhall market	Fenchurch/monument strategy	Lime street, langbourn	0	100	0					100	100	100				100
Courts/lanes off Cannon st	Fenchurch/monument strategy	Dowgate, candlewick, walbrook	0	200	0					200	200	200				200
Courts/lanes off fenchurch street	Fenchurch/monument strategy	Bridge, billingsgate, tower, aldgate, langbourn	0	100	0					100	100	100				100
Courts/lanes off gracechurch st	Fenchurch/monument strategy	Candlewick, bridge, langbourn	0	100	0					100	100	100				100
East/west route from pudding lane to st dunstan's hill	Fenchurch/monument strategy	Bridge, billingsgate	0	100	0					100	100	100				100
Eastcheap	Fenchurch/monument strategy	Bridge, billingsgate	0	2,000	0					2,000	2,000	2,000				2,000
Fish st hill/philpot lane/lime street	Fenchurch/monument strategy	Bridge, langbourn	0	500	0					500	500	500				500
Leadenhall street	Fenchurch/monument strategy	Lime street, aldgate	0	2,000	0	0	200	1,000	800		2,000	2,000				2,000
London bridge/king william st/gracechurch st	Fenchurch/monument strategy	Bridge, candlewick	0	250	0					250	250	250				250
Lower st dunstan's hill	Fenchurch/monument strategy	Billingsgate	0	500	0					500	500	500				500

FENCHURCH/MONUMENT STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Monument junction	Fenchurch/monument strategy	Candlewick	0	1,000	0					1,000	1,000		1,000			1,000
Pudding lane	Fenchurch/monument strategy	Bridge	0	100	0					100	100	100				100
St dunstan's hill/mincing lane/fen court	Fenchurch/monument strategy	Billingsgate, tower, langbourn	0	100	0					100	100	100				100
St dunstan's in the east churchyard	Fenchurch/monument strategy	Billingsgate	0	100	0					100	100	100				100
Star alley st olave churchyard	Fenchurch/monument strategy	Tower	0	100	0					100	100	100				100
Fenchurch st s106	Fenchurch/monument strategy	Langbourn, aldgate	100	3,950	50	100	100	500	700	2,500	3,950	3,950				3,950
11-19 monument street	Fenchurch/monument strategy	Bridge	0	300	15	200	85			0	300	300				300
Prigot lane/eastcheap crossing	Fenchurch/monument strategy	Bridge	700	700	0			350	350		700	700				700
Mark lane s.106 (phases 1 and 2)	Fenchurch/monument strategy	Tower, billingsgate	48	508	71	43	30			364	508	508				508
Monument street/lower thames street	Fenchurch/monument strategy	Bridge	250	270	0		20	250			270	145	125			270
St mary at hill churchyard	Fenchurch/monument strategy	Billingsgate	45	300	5	50	245			0	300	300				300
51 lime st s106	Fenchurch/monument strategy	Lime street, aldgate, langbourne	282	282	55	100	127				282	282				282
20 fenchurch st security s.278	Fenchurch/monument strategy	Bridge	787	787	787						787	787				787
Fenchurch place s.278	Fenchurch/monument strategy	Tower	578	575	575						575	575				575
Lime st cullum st enhancement works s106	Fenchurch/monument strategy	Langbourn	659	659	295	20	130			214	659	659				659

FLEET STREET AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Bouverie & whitefriars street	Fleet street area strategy	Castle baynard	0	200	0					200	200	200				200
Bride lane and court	Fleet street area strategy	Castle baynard	0	150	0					150	150	150				150
Bridewell place	Fleet street area strategy	Castle baynard	0	75	0					75	75	75				75
Dorset rise	Fleet street area strategy	Castle baynard	0	60	0					60	60	60				60
Hanging sword alley	Fleet street area strategy	Castle baynard	0	150	0					150	150	150				150
Hutton street	Fleet street area strategy	Castle baynard	0	60	0					60	60	60				60
Lombard lane	Fleet street area strategy	Castle baynard	0	40	0					40	40	40				40
Ludgate circus	Fleet street area strategy	Farringdon within/castle baynard	1,000	1,000	0					1,000	1,000	500	500			1,000
Ludgate Hill pedestrian crossing	Fleet street area strategy	Castle baynard	1,500	1,500	0					1,500	1,500	750	750			1,500
Pleydell street	Fleet street area strategy	Castle baynard	0	100	0					100	100	100				100
Salisbury square	Fleet street area strategy	Castle baynard	0	100	0					100	100	100				100
St brides churchyard	Fleet street area strategy	Castle baynard	0	80	0					80	80	80				80
Temple lane	Fleet street area strategy	Castle baynard, farringdon without	0	60	0					60	60	60				60
Fleet street major project	Fleet street area strategy	Castle baynard, bread street, farringdon within, farringdon without	0	6,241	146	60	50	2,000	3,985	0	6,241	2,841	3,400			6,241
Shoe lane area improvements	Fleet street area strategy	Farringdon within/castle baynard	100	7,957	150	10	500	3,000	3,000	1,297	7,957	7,957	0	0		7,957
30 old bailey s106	Fleet street area strategy	Castle baynard, bread street, farringdon within	168	168	148	20				0	168	168	0			168
Shoe lane phases 2-3	Fleet street area strategy	Castle baynard	816	816	816					0	816	408	0	408	0	816

FLEET STREET AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
Fleet street area strategy	Fleet street area strategy	Castle baynard, bread street, farringdon within, farringdon without	230	230	210	20					230	56	174			230

HOLBORN AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
Holborn Area Strategy	HOLBORN STRATEGY	Farringdon within, Farringdon Without, Castle Baynard		100	0		50	50			100	50	50			100

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LIVERPOOL STREET AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
8-10 MOORGATE S.106	Liverpool st area strategy	Coleman Street, Broad Street	307	307	249	58					307	307				307
Liverpool street crossrail	Liverpool st area strategy	Bishopsgate, broad street	1,000	3,500	50	270	300	410	2,100	370	3,500	1,500	2,000			3,500
Moorfields area crossrail	Liverpool st area strategy	Coleman street	1,000	1,400	74	128				1,198	1,400	900	500			1,400
Middlesex st area enhancement ramps s106 (pre + post evn) phase 3	Liverpool st area strategy	Portsoken	473	473	248	0	225				473	473				473
5 broadgate s106	Liverpool st area strategy	Bishopsgate	1,879	1,879	708	821	350				1,879	1,879				1,879
Middlesex st area enhancement s106 (pre & post evn) phase1	Liverpool st area strategy	Bishopsgate, Portsoken	900	900	164	150	586				900	900				900
5 broadgate s278	Liverpool st area strategy	Bishopsgate	191	191	191	0				0	191	191	0	0		191

LIVERPOOL STREET AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
201 b'gate s.106 ph3 post evn	Liverpool st area strategy	Bishopsgate	45	254	54		200				254	84	170			254

RIVERSIDE WALK ENHANCEMENT STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Custom house	Riverside walk enhancement strategy	Billingsgate	0	500	0					500	500	500				500
Montague house and dark house walk	Riverside walk enhancement strategy	Billingsgate	0	500	0					500	500	500				500
Old billingsgate market walkway	Riverside walk enhancement strategy	Billingsgate		200	0					200	200	200				200
Riverside connecting spaces	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500
Riverside greenery and biodiversity enhancement	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500
Riverside lighting strategy	Riverside walk enhancement strategy	Wards with river boundary	0	400	0					400	400	400				400
Riverside public art and event	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500
Riverside re-cladding of walls	Riverside walk enhancement strategy	Wards with river boundary	0	275	0					275	275	275				275
Riverside sport and play	Riverside walk enhancement strategy	Wards with river boundary	0	500	0					500	500	500				500
Seal house s278 & s106	Riverside walk enhancement strategy	Bridge	0	357	0					357	357	357				357
Southwark bridge area	Riverside walk enhancement strategy	Vintry	0	500	0					500	500	500				500
St magnus garden	Riverside walk enhancement strategy	Bridge	0	150	0					150	150	150				150
St magnus house	Riverside walk enhancement strategy	Bridge	750	750	0	0	0			750	750	750	0	0	0	750

RIVERSIDE WALK ENHANCEMENT STRATEGY			COSTS								FUNDING					
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Sugar quay s278	Riverside walk enhancement strategy	Billingsgate	0	401	0	100				301	401	401				401
White lion hill	Riverside walk enhancement strategy	Castle baynard	0	300	0					300	300	300				300
Rwe globe view walkway	Riverside walk enhancement strategy	Queenhithe	1,000	500	160	20	20	150	150	0	500	300	200			500
Rwe fishmongers wharf	Riverside walk enhancement strategy	Bridge	424	424	50	26	348				424	124	300			424
Rwe millennium bridge area	Riverside walk enhancement strategy	Queenhithe	1,201	1,079	635	282	162				1,079	1,079				1,079
Rwe queenhithe mosaic	Riverside walk enhancement strategy	Queenhithe	140	190	190						190	140	50			190
Rwe steelyard passage ph2 s106	Riverside walk enhancement strategy	Dowgate	226	226	176	50					226	226	0			226
Blackfriars bridge walkway	Riverside walk enhancement strategy	Castle baynard	50	50	50	0	0			0	50		50			50
London bridge case	Riverside walk enhancement strategy	Bridge	3,000	3,000	1,122	1,878					3,000				3,000	3,000

ST PAUL'S AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
Carter lane qtr phase 3	St paul's area strategy	Castle baynard	0	2,700	0	10	90	300	600	1,700	2,700	1,350	1,350	0	0	2,700
St paul's churchyard enhancement	St paul's area strategy	Castle baynard, bread street	1,774	1,774	1,600	174					1,774	339	1,435			1,774
St paul's external lighting	St paul's area strategy	Castle baynard	0	1,300	75	75				1,150	1,300	1,300		0		1,300
Carter lane quarter ph 2a & 2b and 3	St paul's area strategy	Castle baynard	698	698	563	0	135				698	135	261	302		698
St paul's area security project	St paul's area strategy	Castle baynard	0	16,000	0	100	900			15,000	16,000	16,000				16,000
St paul's area strategy	St paul's area strategy	Castle baynard	0	500	0					500	500	250	250			500

TEMPLE & WHITEFRIARS AREA STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/ City fund	Total Funding
carpenter st s278	Temple & whitefriars area strategy	Castle baynard	191	750	650	100					750	750				750

WEST SMITHFIELD STRATEGY			COSTS							FUNDING						
Name	Programme	Wards	Cost App'd by CCC £000	Latest Est'd Cost £000	Exp. pre 01/04/15 £000	2015/2016 £000	2016/2017 £000	2017/2018 £000	2018/2019 £000	Future Years	Forecast Total	S.106/S.278/CIL/Other External	TfL Cross River Partnership	Parking Meter Reserve	Bridge House Estates/City fund	Total Funding
Accessibility improvements	West smithfield strategy	Farringdon Within, Farringdon Without		400	0		50	100	250		400	400				400
Little britain (south)	West smithfield strategy	Farringdon Within, Farringdon Without		800	0					800	800	800				800
Rotunda garden	West smithfield strategy	Farringdon Within, Farringdon Without		2,500	0					2,500	2,500	2,500				2,500
Smithfield street - general market public space	West smithfield strategy	Farringdon Within, Farringdon Without		800	0					800	800	800				800
Bates hospital	West smithfield strategy	Farringdon Without	0	500	0	0	50	250	200	0	500	500				500
Long lane (crossrail)	West smithfield strategy	Farringdon Without, Aldersgate	0	500	0		250	250		0	500	250	250			500
Bulls close	West smithfield strategy	Farringdon Within	5,000	5,000	75	75	1,500	1,500	1,850		5,000	5,000				5,000

Projects for Initiation: Gateway 2 Report

Project Gateway 1 & 2	April 2016
Project: Newgate Street / Warwick Lane Safety Improvement	Public
Report of: Director of the Built Environment	For Decision

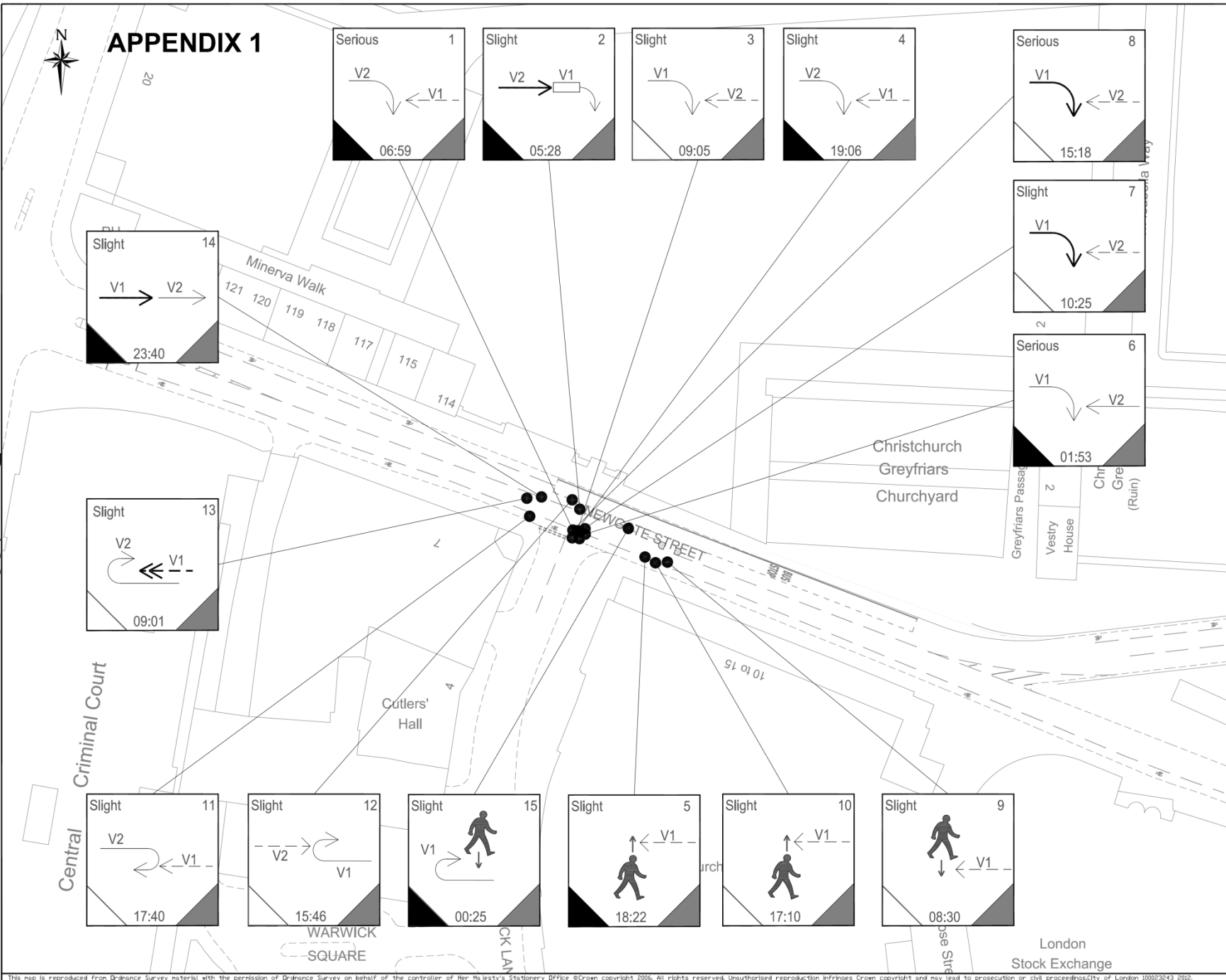
Overview

1. Spending Committee Streets & Walkways Sub-Committee
2. Project Board A Project Board is not recommended given the scale and nature of this project.
3. Area Strategy Authorising Committee and date of Authorisation N/A
4. Brief description of project Newgate Street / Warwick Lane is the most dangerous priority (give-way) junction and sixth most dangerous location in the City. The top five locations have either had improvements recently introduced, improvements currently being investigated or significantly impacted by other major projects. Newgate Street / Warwick Lane has had 15 collisions in the last five years with over half of these collisions involving cyclists and pedestrians. A collision analysis plan is included in Appendix 1. Provided in Appendix 2 is a summary and status of the top 30 collision sites on the City of London's highway. Therefore to reduce collisions, officers plan to investigate and introduce measures to make the junction safer. It is part of the Corporation's Road Danger Reduction Plan to address road danger.
5. Do materials used comply with 'material review' approved use? Yes the materials will comply.
6. Success Criteria <ul style="list-style-type: none"> • Appropriate measures implemented which reduces collisions or safety risk • Improve pedestrian amenity • Minimal impact on network resilience
7. Key options to be considered The collision data suggests that a right turn ban from Newgate Street into Warwick Lane could potentially reduce collisions. This will be investigated along with a range of other options from low cost intervention such as road markings and signage to more significant measures, such as traffic signals or road closures.
8. Links to other existing strategies, programmes and/or projects Road Danger Reduction Plan
9. Within which category does this project fit? Asset enhancement/improvement (capital)
10. What is the priority of the project Advisable.

Financial Implications

11. Likely capital/supplementary revenue cost range £150k-£200k of which construction costs are estimated between £120k-£170k
12. Potential source (s) of funding Funding for the project will be provided from: <ul style="list-style-type: none">• TfL - Local Implementation Grant 15/16 (£15K)• TfL - Local Implementation Grant 16/17 (£135K-185K)
13. On-going revenue requirements and departmental local risk budget (s) affected To be confirmed at the next Gateway
14. Indicative Procurement Approach Delivery of the works will be undertaken by TfL (responsible for traffic signal infrastructure) and the City's Highway Term Contractor
15. Major risks Overall Project - Low Risk Risk breakdown: <ul style="list-style-type: none">• Impact on network capacity• Procurement and lead-in timescales• TfL Strategic Road Network approval• Stakeholder support for scheme
16. Anticipated stakeholders and consultees <ul style="list-style-type: none">• Local occupiers• Ward Members• Transport for London• Emergency Services• Other organisations representative of road users
17. Sustainability Implications It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes. This will be confirmed as design options are refined.
18. Resources requirements to reach next Gateway <ul style="list-style-type: none">• TfL - Local Implementation Grant 15/16 (£15K) To undertake the design and feasibility investigation to identify an appropriate solution.• Envisaged to be: TfL – Local Implementation Grant 16/17 (£15K) Project management including stakeholder engagement. In order to get community / stakeholders engaged to progress the project.
19. Light, Regular or Complex approval track Light

APPENDIX 1



Key

- Car direction of travel
- - - Pedal Cycle direction of travel
- - - >> Powered 2 Wheeler/Motorcycle direction of travel
- 🚶 Pedestrian direction of travel
- Other motor vehicle: (Bus, Coach, Goods vehicles)
- Stationary vehicle
- ⤴ Lost control of vehicle
- 🚌 Bus passenger

Weather/Road Co Conditions:

- ☀ Light
- ☁ Wet
- 🌑 Dark
- ☀ Dry

- ### Vulnerable casualties:
- Pedal Cycle (66%)
 - Motorcycle (7%)
 - Pedestrian (27%)
- ### Vehicle involved:
- Pedal Cycle (40%)
 - Motorcycle (4%)
 - Car (40%)
 - Goods Vehicle (12%)
 - Bus (4%)
- ### Contributory factors:
- Road wet (0%), Road dry (100%)
 - Dark (47%), Light (53%)
 - Right turn (46%), Left turn (0%), U-turn (27%)
- ### Collision time
- AM Peak 7am-10am (20%)
 - Inter Peak 11:30am-2:30pm (0%)
 - PM Peak 4pm-7pm (20%)
 - All other times (60%)

Rev	Date	Revision detail	Drawn	Checked	Approved
Project					
Collision Analysis 2015/16					
Drawing title					
Warwick Lane 60mths - End Dec 2014					
Scale:	NTS	Original Designer	ASJ	Date	Mar 2015
Drawn	AC	Checked	SL	Approved	SL
DEPARTMENT OF THE BUILT ENVIRONMENT City of London Corporation PO Box 270 Gullichall London EC3P 2EJ 020 7332 1710					

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APPENDIX 2 - City of London Collision Investigation

36 months to end June 2015

Rank	Location Description	Pedestrian	P/Cycle	Pwr 2wl	Total Collisions	Comments
1	BANK JUNCTION	8	12	8	28	Improvements being investigated under Major Projects
2	HOLBORN CIRCUS/BOROUGH BOUNDARY	3	13	5	22	New scheme implemented in 2014
3	LONDON WALL/MOORGATE	8	7	7	18	Junction partially occupied by Crossrail. To be investigated when opportunities allow
4	ALDERSGATE ST/BEECH ST	7	2	5	14	Traffic signal improvement introduced in 2013. Junction improvements are being investigated for implementation 2016/17
5	ALDERSGATE/LONDON WALL	1	11	2	14	Intermediate improvements introduced Dec 2014. Further Rotunda improvements are part of Major Project being delivered
6	NEWGATE ST/WARWICK LANE	3	8	3	13	Junction improvement project to be taken forward
7	QUEEN VICTORIA ST/POULTRY	4	7	0	12	Junction part of Bank Junction Major Projects
8	CANNON ST/GARLICK HILL/QUEEN VICTORIA ST	6	3	3	11	Site significantly affected by Bank Junction project
9	ALDGATE HIGH ST/ST.BOTOLPH ST/MINORIES	4	2	3	11	Aldgate Major Projects improvements being implemented
10	CHEAPSIDE/FOSTER LANE/NEW CHANGE	4	2	2	10	Junction improved as part of Cheapside Enhancement in July 2012. Site to be kept under review
11	LONDON WALL/WORMWOOD ST/OLD BROAD ST	0	4	4	9	Investigate introduction of yellow box to improve visibility
12	LEADENHALL ST/ST MARY AXE/LIME ST	3	6	2	8	Project scheduled to introduce traffic signals
13	LONDON WALL/WOOD ST	4	1	3	8	Junction to be improved as part of Quietways and London Wall Place
14	FETTER LANE/FLEET ST	3	1	2	7	Pedestrian Countdown at Traffic Signals installed in January 2015. Lighting levels to be checked
15	CANNON ST/DISTAFF LANE/NEW CHANGE	1	0	3	7	Junction improved as part of St Paul's Churchyard in March 2012. Site to be kept under review.
16	CHEAPSIDE/KING ST/QUEENST	2	2	1	7	Junction improved as part of Cheapside Enhancement in July 2012
17	GRAND AVE/LONG LANE/WEST SMITHFIELD/ LITTLE BRITAIN	0	5	2	7	To be investigated
18	GT SWAN ALLEY/MOORGATE	5	3	1	7	To be investigated
19	LOTHBURY/MOORGATE/PRINCES ST/GRESHAM ST	0	4	4	7	To be investigated in 2016/17
20	PUDDLE DOCK/QUEEN VICTORIA ST	0	1	2	6	Junction improvement to be investigated and integrated with Cycle Superhighways
21	HOLBORN VIADUCT/SNOW HILL	0	4	2	6	To be investigated
22	GILTSPUR ST/NEWGATE ST/OLD BAILEY/HOLBORN VIADUCT	4	2	2	6	Improvements to be implemented in 2016
23	OLD BROAD ST/THREADNEEDLE ST	1	4	0	5	No improvements identified. To be kept under review
24	CHANCERY LANE / FLEET STREET	1	2	1	4	Improvements to be implemented in 2016
25	CANNON ST/DOWGATE HILL/WALLBROOK	1	1	1	4	Junction to be modified as part of Bloomberg development
26	CREECHURCH LANE/LEADENHALL ST	0	3	0	4	To be investigated in 2016/17
27	HOUNSDITCH/ST BOTOLPH ST	1	2	1	4	Improvements being implemented as part of Aldgate Major Projects
28	BILLITER ST/FENCHURCH ST/MARK LANE	2	1	0	4	Location occupied by development
29	LIVERPOOL ST/OLD BROAD ST	1	0	0	4	City - Junction being occupied by Crossrail
30	CHEAPSIDE/POULTRY/OLD JEWRY	2	1	0	3	Street improved as part of Cheapside Enhancement in July 2012

Gateway: Gateway 2	Dates: April 2016
Subject: Project Proposal: Bus Reliability Schemes	Public
Report of: Director of the Built Environment	For Decision

Project Summary

<p>1. Context</p>	<p>Transport for London (TfL) has asked the City Corporation to help them deliver improvements to bus services. It is part of their £200m programme of bus priority investment across the capital. The programme is intended to reduce the impact from expected increases on bus journey times and reliability issues.</p> <p>TfL have investigated the existing delays to bus journeys from information on their bus database. They have also modelled the cumulative effects likely to be caused by the various major schemes on TfL’s Roads Modernisation Plan. These schemes include the Cycle Superhighways, 17 major schemes to create better public spaces and 33 junction improvements, of which currently ongoing in the City are the Cycle Superhighways North-South, East-West, and the CS2 Upgrade as well as the Bank Junction Programme, Tower Gateway and Aldgate Gyratory projects. Proposed major schemes for the future are Cycle Superhighway 4 (over London Bridge to Monument) and the St Paul’s Gyratory. This shows that bus journeys are likely to be negatively impacted in the next five years by these road investment plans in central and inner London. Without supporting mitigation measures the impact on bus services is likely to be severe.</p> <p>Early discussions with TfL have identified 26 potential interventions for further consideration along four bus corridors on the City’s highway network. Two of these include reviews to traffic signal operations, where TfL (as the responsible Traffic Authority), will take these forward but in consultation with the City. Officers will therefore review and develop all potential measures but only measures which support the City’s policies and high quality street environment will be taken forward.</p> <p>Potential measures along streets leading up to the Bank junction have been removed or deferred as a separate project relating to Bank junction is progressing separately. That project will need to consider a holistic approach to the way these streets function. Routes along the Transport for London Road Network (such as Bishopsgate, Farringdon Street, etc.) have also been excluded as TfL are the highway authority for these streets, and will take these forward themselves.</p>
<p>2. Brief description</p>	<p>The project will investigate measures to improve bus journey</p>

of project	times. It is likely to consist of measures that will target specific locations causing bus reliability or journey time problems. The types of measure are generally minor in nature and may include changes to control or prohibit parking, loading movement, bus lane operation and yellow box junctions. It may also include changes to kerb alignment, road markings, traffic lanes, improved signage and other relevant interventions. These mitigation measures are not likely to fully eliminate the predicted delays on all routes but collectively, they will reduce the predicted delays as far as possible.
3. Consequences if project not approved	<p>It should be noted that there could be delays and bottlenecks in the City area following the current and planned TfL works.</p> <p>Bus journey times and reliability issues would continue to decline in the City. This would not be in the best interest of London.</p> <p>The opportunity to improve air quality through reduced congestion would be lost.</p>
4. Success criteria	<ul style="list-style-type: none"> • Bus journey times and reliability improved • Road danger reduced • Public realm enhanced
5. Notable exclusions	Routes leading up to and including the Bank Junction and along the Transport for London Road Network.
6. Governance arrangements	<p>Spending Committee: Streets and Walkways Sub-Committee</p> <p>Senior Responsible Officer: Sam Lee</p> <p>Project Board: No</p>

Prioritisation

7. Link to Strategic Aims	1. To support and promote 'The City' as the world leader in international finance and business services
8. Links to existing strategies, programmes and projects	<ul style="list-style-type: none"> • There are synergies with a number of Area Strategies where bus routes run through such as Fleet Street. There are also synergies with projects at Bank Junction and Aldgate Gyratory. • Road Danger Reduction plan aims to address a raising number of collisions in the City of London and has set out an action plan that focuses on a limited number of key initiatives for implementation through partnership working. • City of London Air Quality Strategy aims to reduce the adverse effects of transport in the City on health, particularly health impacts related to poor air quality and excessive noise and the contribution that travel choices can make to sedentary lifestyles. • Climate Change Mitigation Strategy sets out how City of

	London Corporation plans to catalyse action to reduce greenhouse gas emissions in the Square Mile and beyond, which includes an efficient and pleasant-to-use public transport system.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	C. Desirable

Options Appraisal

11. Overview of options	<p>Review and agree with TfL the measures that may achieve bus journey time savings to be taken forward for approval.</p> <p>The measures could include changes to control or prohibit parking, loading, movement, bus lane operation and yellow box junctions. It may also include changes to kerb alignment, road markings, improvements to signage, traffic lane and other relevant interventions.</p>
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Project Planning

12. Programme and key dates	<p>Overall programme:</p> <ul style="list-style-type: none"> • Feasibility stage in FY15/16 • Main design and implementation works in FY16/17 <p>Key dates: Implementation by March 2017</p> <p>Other works dates to coordinate:</p> <ul style="list-style-type: none"> • Aldgate delivery programme • Key developments in the area of the proposed changes • Events • Area Strategies • Bank Interim project
13. Risk implications	<p>Overall project risk: Green</p> <ul style="list-style-type: none"> • Potential for objections • Potential conflict with businesses and local occupier needs
14. Stakeholders and consultees	<ul style="list-style-type: none"> • Local occupiers including businesses and residents • Ward Members • Emergency services • Other organisations representative of road users • TfL

Resource Implications

15. Total estimated	Likely cost range:
----------------------------	---------------------------

cost	2. £225k to £425k									
16. Funding strategy	All funding fully guaranteed	External - Funded wholly by contributions from external third parties								
	<table border="1"> <thead> <tr> <th>Funds/Sources of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>TfL in 15/16</td> <td>25,000</td> </tr> <tr> <td>TfL in 16/17</td> <td>200 - 400k</td> </tr> <tr> <td>Total</td> <td>225 – 425k</td> </tr> </tbody> </table>		Funds/Sources of Funding	Cost (£)	TfL in 15/16	25,000	TfL in 16/17	200 - 400k	Total	225 – 425k
	Funds/Sources of Funding	Cost (£)								
	TfL in 15/16	25,000								
	TfL in 16/17	200 - 400k								
Total	225 – 425k									
<p>TfL has provided £25,000 for the City to engage on this project. The total cost estimate of the project at this stage is between £225,000 and £425,000. This will be refined at the next gateway. TfL has agreed to provide full funding in 2016/17 through the Bus Priority section of the TfL Portal.</p>										
17. On-going revenue implications	This will be dependent on the measures to be taken forward. However, it is anticipated that no significant revenue implications will arise, and that the City should be able to meet these from existing budgets. Any implications will be provided at the next gateway report.									
18. Investment appraisal	n/a									
19. Procurement strategy/Route to Market	<p>Data collection and any specialist consultancy will be through competitive quotes.</p> <p>Delivery of works will be through the City's Highway Term Contractor and equipment owners (where appropriate).</p>									
20. Legal implications	Traffic Management Orders may be required for certain traffic controls.									
21. Corporate property implications	n/a									
22. Traffic implications	This will be dependent on the measures to be taken forward, however, any traffic implications will be minimised as far as reasonably possible during the build stage. Further details will be provided at the next gateway report.									
23. Sustainability and energy implications	Improvements to bus services contribute to a more attractive form of transport. This encourages people to use them rather than using less sustainable modes of transport such as cars and motorbikes.									

24. IS implications	n/a
25. Equality Impact Assessment	An equality impact assessment will be undertaken

Recommended Course of Action

26. Next steps	<ol style="list-style-type: none"> 1. Gateway 2 report incorporated as part of DBE project programme to Project Sub Committee in January 2016. 2. Obtain and analyse data, undertake surveys, prepare outline proposals. 3. Undertake public engagement where appropriate. 4. Undertake outline design option appraisal, costs estimate of outline proposals. 5. Combined Gateway 3/4/5 report in summer 2016. 6. Implementation by March 2017. 																			
27. Approval track and next Gateway	<p>Approval track: 2. Regular</p> <p>Next Gateway: Gateway 3/4/5 Options Appraisal & Authority to Start (Regular)</p>																			
28. Resource requirements to reach next Gateway	<table border="1"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>To understand how the area operates. Involves: undertake and analyse traffic surveys, traffic modelling, etc.</td> <td>TfL</td> <td>50,000</td> </tr> <tr> <td>Staff costs</td> <td>Design, stakeholder & public engagement, project management</td> <td>TfL</td> <td>50,000</td> </tr> <tr> <td>Total</td> <td></td> <td>TfL</td> <td>100,000</td> </tr> </tbody> </table>				Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	To understand how the area operates. Involves: undertake and analyse traffic surveys, traffic modelling, etc.	TfL	50,000	Staff costs	Design, stakeholder & public engagement, project management	TfL	50,000	Total		TfL	100,000
Item	Reason	Funds/ Source of Funding	Cost (£)																	
Fees	To understand how the area operates. Involves: undertake and analyse traffic surveys, traffic modelling, etc.	TfL	50,000																	
Staff costs	Design, stakeholder & public engagement, project management	TfL	50,000																	
Total		TfL	100,000																	

Appendices

Appendix 1	Bus routes considered for bus priority
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Contact

Report Author	Mark Kelder
Email Address	Mark.kelder@cityoflondon.gov.uk
Telephone Number	020 7332 3970

Gateway 1 & 2	April 2016
Project: Greening Cheapside	Public
Report of: Director of the Built Environment	For Decision

Overview

<p>1. Spending Committee Streets & Walkways Sub-Committee</p>
<p>2. Project Board A Project Board is not recommended given the scale and nature of this project. Regular design team meetings will be held with the project team and Senior Responsible Officer. Regular liaison is also planned with the Cheapside Business Alliance and the Church.</p>
<p>3. Area Strategy Authorising Committee and date of Authorisation The project sits within the Cheapside and Guildhall Area Enhancement Strategy which was adopted by Committees in April 2015.</p>
<p>4. Brief description of project In 2013, the Cheapside Initiative commissioned a Greening Cheapside Audit and identified a number of existing streets and spaces that have the potential to be greened or re-landscaped. Much of this work was subsequently absorbed into the Cheapside and Guildhall Area Enhancement Strategy which was adopted by the City in 2015.</p> <p>It is proposed to focus improvements on two sites that have been identified as high priorities in order to deliver the greatest benefits. The main opportunity areas are as follows:</p> <ul style="list-style-type: none"> • The churchyard of St Peter Westcheap (Wood Street). This is a publically accessible space adjacent to No.130 Wood Street that does not have step free access and is in need of enhancement. The land is owned by the Church but maintained by the City via an agreement. It is proposed to evaluate options to re-landscape the garden and introduce step-free access. This former burial ground has sensitive characteristics, containing a number of historic structures and a historic plane tree protected by a Tree Preservation Order. • There are several concrete planters in the vicinity of St Paul's tube station that currently contain bedding plants. These planters are in need of updating and this area could also be re-landscaped to improve pedestrian movement and seating. <p>A plan of the area is included in the appendix.</p>

6. Success Criteria

- Enhanced and attractive green spaces with improved bio-diversity and variety of planting, which contributes to improving the air quality of the City;
- More useable green spaces with improved accessibility and pedestrian movement;
- A robust and attractive planting design that is easily maintainable.
- Improvements to the appearance and condition of the historic structures within the churchyard and its wider historic character, which will be safeguarded.

7. Key options to be considered

- Improvements to the design and accessibility of the churchyard of St Peter Westcheap (Wood Street);
- Options will be considered for the renovation and conservation of the historic hard landscaping of the churchyard (the stone sub base to the railings, the railings and memorials);
- Improvements to the design and planting of the planting beds in the vicinity of St Paul's tube station;
- Options will be developed for the planting design to ensure it is easily maintainable with integrated irrigation if feasible.
- Options will need to limit the opportunities for skateboarding.

8. Links to other existing strategies, programmes and/or projects

This project would deliver on the priorities of the Cheapside and Guildhall Area Enhancement Strategy where additional greening was highlighted as a high priority. A key objective of the strategy is to enhance the local environment and improve air quality particularly through new green spaces and tree planting and by supporting the objectives of the City's joint health and wellbeing strategy as well as pollution reduction initiatives.

The project is also in accordance with one of the key themes of the approved Cheapside Business Alliance Business Plan, which seeks to work with the City Corporation to identify opportunities to further enhance green spaces and identify opportunities for further greening.

9. Within which category does this project fit?

Fully reimbursable.

10. What is the priority of the project

Desirable.

Financial Implications**11. Likely capital/supplementary revenue cost range**

£300K - £750K

12. Potential source (s) of funding

The project is proposed to be funded from a variety of funding sources. The initial design work is to be funded from the S106 obligation for 100 Cheapside. There are also other S106 funds available that will be investigated for implementation along with a potential funding contribution from the Cheapside Business Alliance. CIL and

TfL funds are also possible sources.

13. On-going revenue requirements and departmental local risk budget (s) affected

The project aspires to reduce long-term maintenance implications for the planting areas by replacing bedding plants with a new planting palette that requires less intensive maintenance. Introducing an irrigation system is also an aspiration. Revenue implications will be explored in more detail at the next gateway.

14. Indicative Procurement Approach

At this stage, It is anticipated that most works will be undertaken by the City's term contractor, J.B. Riney, with soft landscaping works undertaken by the Department of Open Spaces. This will be confirmed in future Gateway reports.

15. Major risks

Overall Project – Medium Risk

1. Churchyard ownership issues restrict options

The churchyard of St Peter Westcheap is maintained by the City as a public space. However, this is by agreement with the Church. Therefore, the Church would need to agree to any changes and this may also require amendments to the maintenance agreement. It is proposed that early discussions are held with the Church in order to establish viable options for the project scope and legal agreement before designs are developed.

2. Underground utilities, archaeology and burials impact on design and restrict planting layout

Surveys and studies will be undertaken at an early stage to establish the scope of the project and designs will be developed to take this into account.

3. Costs exceed budget

Design options will be developed with the budget in mind and costly items such as utility diversions will be avoided.

16. Anticipated stakeholders and consultees

Anticipated external stakeholders:

- Owners/occupiers of adjacent buildings
- The Cheapside Business Alliance
- The Diocese of London
- The Parish of St Vedast

Anticipated internal consultees:

- Ward Members
- Relevant CoL departments

17. Sustainability Implications

It is anticipated that all materials will be sustainably sourced where possible and will be suitably durable for construction purposes. This will be confirmed as design options are refined. Options for sustainable urban drainage will also be investigated.

18. Resources requirements to reach next Gateway

Staff costs - £30K,

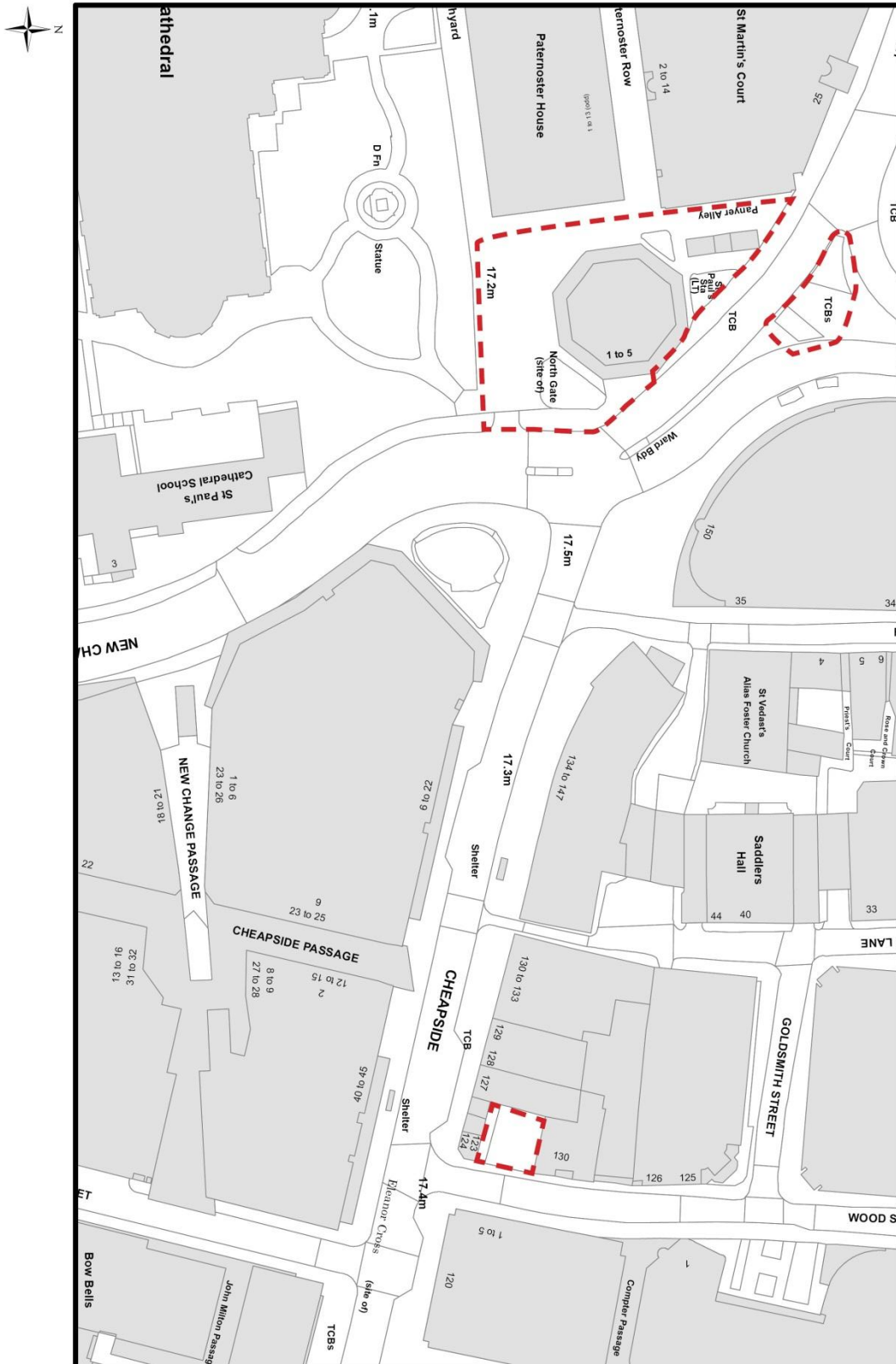
Fees - £15K

This would allow the City to progress the project to Options Appraisal, conduct consultation work including liaison with local stakeholders and the Church and prepare necessary reports back to Members. This represents approximately 300 hours for options appraisal and evaluation, which would be fully externally funded from the 100 Cheapside Section 106 Obligation (Local Community Facilities and Environmental improvement Works Contribution).

19. Light, Regular or Complex approval track

Regular Approval Track based on the approval track matrix progressing to Gateway 3/4.

Appendix 1 – Map of the project area



Project Gateway 1 & 2	April 2016
Project: 100 Minorities area enhancements	Public
Report of: Director of the Built Environment	For Decision

Overview

1. Spending Committee Streets & Walkways Sub-Committee
<p>2. Project Board A project steering group will be established to identify the project issues and objectives and guide the design. This will include representation from relevant CoL Departments and the developer of 100 Minorities.</p>
<p>3. Area Strategy Authorising Committee and date of Authorisation The project sits within the Aldgate and Tower Area Enhancement Strategy which was adopted by Committees in December 2012.</p>
<p>4. Brief description of project The hotel development at 100 Minorities(12/00263/FULMAJ) is currently under construction. The associated S106 Agreement includes a number of environmental enhancements that are to be funded by the S106 as follows: (a) enhancements to Tower Gardens; (b) Enhancements to the street environment within the immediate vicinity of the Development, with first priority to the Crescent and the new route through the site; (c) Compensatory greening for the loss of the raised flower bed along the walkway to the South of the site.</p> <p>In addition to the above, a S278 Agreement is also required to make necessary changes to the highway as a result of the development. It is proposed that the scheme be managed as one project in order to coordinate the improvement works.</p> <p>This is a site of considerable historic depth, located on the medieval City ditch beneath the Wall, and where George Dance pioneered the Crescent, Circus and Square forms of town planning in London in the 18th century. This interest, though partly clouded by later development, is reflected by the site's inclusion within the Crescent conservation area. It forms part of the setting of the Tower of London World Heritage Site.</p>
<p>6. Success Criteria</p> <ul style="list-style-type: none"> ▪ An enhanced public realm and walking routes in accordance with the aims of the Aldgate and Tower Area Enhancement Strategy and in keeping with the conservation area; ▪ A well-functioning street environment in the vicinity of the hotel with road danger reduction where applicable; ▪ Improvements to the play area at Tower Gardens respecting the character of the World Heritage Site; ▪ Improved accessibility for all, particularly for those with mobility difficulties.
7. Key options to be considered

- Improvements to Tower Gardens play area to ensure that it is easily maintainable with robust play equipment.
- Improvements to Crescent to create a new public space with greenery and seating, with the design sensitively developed to enhance the appearance of the conservation area.
- New and improved walking routes in the vicinity of the site.
- Alterations to footways and carriageways in Crescent and Hammett Street to enhance road safety and mitigate the impact of the development.
- Consideration of options for additional greenery in the area.
- Where applicable, the design will aim to limit opportunities for skateboarding

8. Links to other existing strategies, programmes and/or projects

This project would deliver on the priorities of the Aldgate and Tower Area Enhancement Strategy where improvements to Crescent and Hammett Street are identified as a high priority project. The project also links to Vine Street (another high priority project) where a future scheme for public realm enhancements is proposed in association with the planned redevelopment at Emperor House.

The Crescent Conservation Area SPD (adopted 2012) also provides guidance for the area.

9. Within which category does this project fit?

Fully reimbursable.

10. What is the priority of the project

Advisable.

Financial Implications

11. Likely capital/supplementary revenue cost range

£500k - £1m

12. Potential source (s) of funding

The main funding source for the project will be provided by the S106 obligation for 100 Minorities and the planned S278 Agreement with the hotel developer. Additional funding may also be sought from TfL or other sources depending on the options that are taken forward.

13. On-going revenue requirements and departmental local risk budget (s) affected

There may be revenue implications for maintenance which will be identified as the design develops and reported at the next Gateway.

14. Indicative Procurement Approach

At this stage, It is anticipated that most works will be undertaken by the City's term contractor, J.B. Riney with soft landscaping works undertaken by the Department of Open Spaces. This will be confirmed in future Gateway reports.

15. Major risks

Overall Project - Medium Risk

1. Works costs exceed budget

As the design options are developed, the likely cost of the scheme will be established. A number of funding sources have been identified, depending on the scope of the project.

2. Underground utilities impact on design and restrict greening

Surveys will be undertaken to establish the scope for planting and designs will be developed to take this into account in order to avoid any costly utility diversions.

3. Maintenance costs cannot be adequately covered by the S106 obligation

The S106 restricts maintenance payments to 5 years. Discussion will be required with the developer in order to secure appropriate maintenance payments via the S278 Agreement which would not have the same time restriction.

4. Minories is a GLA road and so agreement will be required with TfL to carry out works here.

The extent of the road at Minories which has transferred to TfL is currently part of the GLA roads litigation, and so this may have an impact on the project.

16. Anticipated stakeholders and consultees

Anticipated external stakeholders:

- Developer of 100 Minories
- Owners/occupiers of adjacent buildings
- Transport for London
- London Underground
- The London Borough of Tower Hamlets

Anticipated internal consultees:

- Ward Members
- City Transportation
- Highways
- The development division
- City Surveyors
- Open Spaces
- Access team
- Finance
- Cleansing

17. Sustainability Implications

It is anticipated that all materials will be sustainably sourced where possible and will be suitably durable for construction purposes. This will be confirmed as design options are refined.

18. Resources requirements to reach next Gateway

Staff costs - £50K,

Fees - £40K

This would allow the City to progress the project to Options Appraisal, conduct consultation, including liaison with local stakeholders and the neighbouring Borough and prepare necessary reports back to Members. This represents 500 hours for options appraisal and evaluation, which would be fully externally funded from the

Section 106 obligation and the planned S278 Agreement.

Table 1: Breakdown of estimated costs to reach next gateway

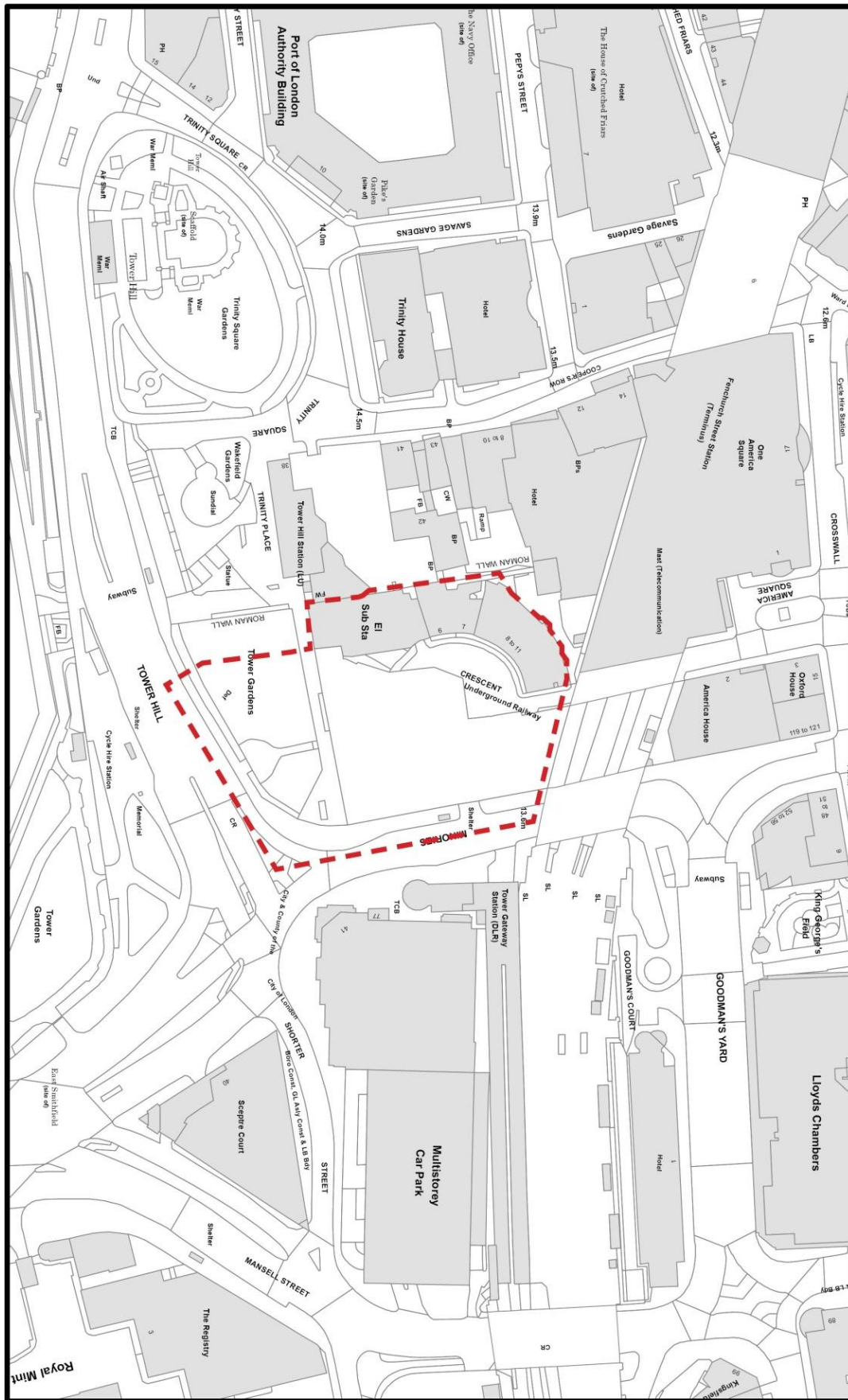
Item	Cost (£'s)
Fees (S106)	25,000
Fees (S278)	15,000
Total Fees	40,000
Staff Costs (S106)	30,000
Staff Costs (S278)	20,000
Total Staff Costs	50,000
TOTAL	90,000

19. Light, Regular or Complex approval track

Regular Approval Track based on the approval track matrix progressing to Gateway 3/4.

Approval is requested to enter into a Section 278 agreement with the developer in order to progress to the next gateway.

Appendix 1 – Map of the project area



Committees:	Dates:
Project Sub	April 2016
Subject: Gateway 1 & 2 Project Proposal: City way-finding signage review	Public
Report of: Director of the Built Environment	For Decision

Project Summary

<p>1. Context</p>	<p>The City's way-finding signage was upgraded and rationalised in 2006-2007 and is now in need of a complete review. The City and its destinations are constantly evolving and our signage has not kept pace with this change. There are several emerging projects and themes such as the Cultural Hub and Cheapside BID which considers way finding and signage to be integral to their success. Also, more visitors are being attracted to new and better marketed events and in many cases destinations are poorly signed.</p> <p>The 290 signs making up the existing system consist of a mixture of finger posts, monoliths and wall mounted signs. See appendix 1 for details.</p> <p>A separate signage system exists around the Barbican Estate (City Walkway). The review will consider incorporating upgrading or revising the Barbican signage into this project, with consideration to the Supplementary Planning documents 'Barbican Estate listed building management guidelines'.</p>
<p>2. Brief description of project</p>	<p>The project will investigate and deliver a way-finding signage system that is fit for purpose for now and in the future. This will include a management system that enables future changes and explores creating a funding stream.</p>
<p>3. Consequences if project not approved</p>	<p>The City's signage is almost ten years old and does not reflect the changing face of the City.</p> <p>If the current system is not upgraded some signage of existing and proposed destinations will not be up to date. These destinations such as Crossrail stations, the emerging Cultural Hub, the Museum of London and some other new and popular destinations and changes to routes such as the Barbican Highwalks will not show on our street signage. This will also result in workers and visitors being less able to navigate their way through the City of London.</p>

4. Success criteria	Keep, modify or implement a way finding system that is fit for purpose now and in the future.
5. Notable exclusions	If Legible London is taken up, a system of signing destinations will generally be set by Transport for London and remove much local decision making.
6. Governance arrangements	Spending Committee: Streets and Walkways Sub-Committee Senior Responsible Officer: Iain Simmons Project Board: Yes

Prioritisation

7. Link to Strategic Aims	1. To support and promote 'The City' as the world leader in international finance and business services
8. Links to existing strategies, programmes and projects	As the way-finding signage is city-wide, there are potential linkages to all strategies including the Air Quality Strategy, Climate Change Mitigation Strategy and all programmes and projects that impact on the highway and City Walkways. There is a key link to the Cultural Hub Programme and Cheapside BID activity. The strategy would support walking in particular and support delivery of the City's health and wellbeing objectives.
9. Project category	7a. Asset enhancement/improvement (capital)
10. Project priority	C. Desirable

Options Appraisal

11. Overview of options	A range of options will be considered including:- <ol style="list-style-type: none"> 1. Do nothing 2. Refurbish and update existing signs including mapping. 3. Rationalise signage and remove redundant signs where possible. As part of a broader way finding approach, use a combination of promotion of the use of mobile technology including the City's wifi, and / or technology such as Apps to navigate. Also consider incorporating clues, cues and themes (area specific lighting or surfacing materials as used in other locations in London, such as Exhibition Road). This option could prove particularly useful for disabled users. 4. Migrate to the Legible London signing system, which is widely used throughout London. This option will consider using as much of the existing infrastructure as possible. This composite option could result in retaining
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	<p>some of the existing City signage and branding.</p> <p>5. Migrate to the widely used Legible London signing system without retaining any of the City's components.</p>
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Project Planning

<p>12. Programme and key dates</p>	<p>Overall programme: 3 years</p> <p>Key dates:</p> <ul style="list-style-type: none"> • Options appraisal 4th quarter 2016/17 • Detailed design 3rd quarter 2017/18 • Implementation 2018/2019
<p>13. Risk implications</p>	<p>Overall project risk: Green</p> <ul style="list-style-type: none"> • Detailed costs are unknown but as the design options are identified, the likely cost of the scheme will be established. • Divided stakeholder opinions/self-interest
<p>14. Stakeholders and consultees</p>	<ul style="list-style-type: none"> • Barbican Association and residents • Barbican Theatre • Transport for London (Legible London champions) • The Cultural Hub programme • The Cheapside BID • Local developers • Public that use the streets • Local occupiers • Other organisations representative of road users such as living streets • Access Group • Other mobility groups as identified • City Property Advisory Team • City of London Police • Other City of London Teams & Departments linked to visitor and cultural attractions.

Resource Implications

<p>15. Total estimated cost</p>	<p>Likely cost range:</p> <p>2. £250k to £5m</p>	
<p>16. Funding strategy</p>	<p>Partial funding confirmed</p>	<p>Mixture - some internal and some external funding</p>

	Funds/Sources of Funding	Cost (£)
	Existing development funding (S278/CIL) available	1,000,000
	Future potential funding (S278/CIL) to capture	1,250,000
	Transport for London	250,000
	Total	2,500,000
17. On-going revenue implications	There are on-going revenue implications associated with maintaining and updating the way-finding infrastructure. This will be set out at the next appropriate gateway report.	
18. Investment appraisal	N/a	
19. Procurement strategy/Route to Market	Data collection obtained through competitive quotes.	
20. Legal implications	None at this stage	
21. Corporate property implications	None at this stage	
22. Traffic implications	None at this stage	
23. Sustainability and energy implications	Recycling existing signage infrastructure will be considered as part of the options	
24. IS implications	If option 3 is taken forward the preferred option, then IS implications will be considered at the appropriate time.	
25. Equality Impact Assessment	An equality impact assessment will be undertaken	

Recommended Course of Action

26. Next steps	<ol style="list-style-type: none"> 1. Inception of project board (members to be confirmed once scope of project is known, but will include representatives from Section 14: Stakeholders and Consultees), agree terms of reference, prepare project documentations. 2. Undertake study and cost comparison of all options 3. Prepare Options appraisal Report
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27. Approval track and next Gateway	Approval track: 2. Regular Next Gateway: Gateway 3 - Outline Options Appraisal (Complex)																																																			
28. Resource requirements to reach next Gateway	<table border="1" data-bbox="528 405 1441 1868"> <thead> <tr> <th data-bbox="528 405 691 551">Item</th> <th data-bbox="691 405 1123 551">Reason</th> <th data-bbox="1123 405 1275 551">Funds/ Source of Funding</th> <th data-bbox="1275 405 1441 551">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="528 551 691 674">Fees</td> <td data-bbox="691 551 1123 674">Undertake survey of existing signage</td> <td data-bbox="1123 551 1275 674">Existing S278/ S106</td> <td data-bbox="1275 551 1441 674">15,000</td> </tr> <tr> <td data-bbox="528 674 691 819">Staff costs</td> <td data-bbox="691 674 1123 819">Extensive public consultation to gather robust evidence base for change</td> <td data-bbox="1123 674 1275 819">Existing S278/ S106</td> <td data-bbox="1275 674 1441 819">7,000</td> </tr> <tr> <td data-bbox="528 819 691 943">Staff costs</td> <td data-bbox="691 819 1123 943">User requirement surveys</td> <td data-bbox="1123 819 1275 943">Existing S278/ S106</td> <td data-bbox="1275 819 1441 943">8,000</td> </tr> <tr> <td data-bbox="528 943 691 1066">Staff costs</td> <td data-bbox="691 943 1123 1066">Develop signage location strategy (e.g. routes, neighbourhoods)</td> <td data-bbox="1123 943 1275 1066">Existing S278/ S106</td> <td data-bbox="1275 943 1441 1066">12,000</td> </tr> <tr> <td data-bbox="528 1066 691 1189">Staff costs</td> <td data-bbox="691 1066 1123 1189">Research into complementary way find measures; clues and cues</td> <td data-bbox="1123 1066 1275 1189">Existing S278/ S106</td> <td data-bbox="1275 1066 1441 1189">8,000</td> </tr> <tr> <td data-bbox="528 1189 691 1312">Staff costs</td> <td data-bbox="691 1189 1123 1312">Assessment of way finding technology options</td> <td data-bbox="1123 1189 1275 1312">Existing S278/ S106</td> <td data-bbox="1275 1189 1441 1312">7,000</td> </tr> <tr> <td data-bbox="528 1312 691 1435">Staff costs</td> <td data-bbox="691 1312 1123 1435">Assess ongoing funding strategy and signage change criteria</td> <td data-bbox="1123 1312 1275 1435">Existing S278/ S106</td> <td data-bbox="1275 1312 1441 1435">12,000</td> </tr> <tr> <td data-bbox="528 1435 691 1559">Staff costs</td> <td data-bbox="691 1435 1123 1559">Legible London liaison base map acceptability and suitability study</td> <td data-bbox="1123 1435 1275 1559">Existing S278/ S106</td> <td data-bbox="1275 1435 1441 1559">9,000</td> </tr> <tr> <td data-bbox="528 1559 691 1704">Ongoing Staff costs</td> <td data-bbox="691 1559 1123 1704">Project Management and stakeholder engagement: Project Board and Working Parties</td> <td data-bbox="1123 1559 1275 1704">Existing S278/ S106</td> <td data-bbox="1275 1559 1441 1704">22,000</td> </tr> <tr> <td data-bbox="528 1704 691 1827">Staff costs</td> <td data-bbox="691 1704 1123 1827">Design and feasibility investigation: Evaluate and cost up options</td> <td data-bbox="1123 1704 1275 1827">TfL LIP funding 2016/17</td> <td data-bbox="1275 1704 1441 1827">25,000</td> </tr> <tr> <td colspan="3" data-bbox="528 1827 1275 1868">TOTAL</td> <td data-bbox="1275 1827 1441 1868">125,000</td> </tr> </tbody> </table> <p data-bbox="528 1906 1441 2018">The staff costs for this project are front loaded to ensure that the options presented to Members at Gateway 3 are based on a firm evidence base accompanied by accurate estimates.</p>				Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	Undertake survey of existing signage	Existing S278/ S106	15,000	Staff costs	Extensive public consultation to gather robust evidence base for change	Existing S278/ S106	7,000	Staff costs	User requirement surveys	Existing S278/ S106	8,000	Staff costs	Develop signage location strategy (e.g. routes, neighbourhoods)	Existing S278/ S106	12,000	Staff costs	Research into complementary way find measures; clues and cues	Existing S278/ S106	8,000	Staff costs	Assessment of way finding technology options	Existing S278/ S106	7,000	Staff costs	Assess ongoing funding strategy and signage change criteria	Existing S278/ S106	12,000	Staff costs	Legible London liaison base map acceptability and suitability study	Existing S278/ S106	9,000	Ongoing Staff costs	Project Management and stakeholder engagement: Project Board and Working Parties	Existing S278/ S106	22,000	Staff costs	Design and feasibility investigation: Evaluate and cost up options	TfL LIP funding 2016/17	25,000	TOTAL			125,000
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Appendices

Appendix 1	Existing City way finding signage examples
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Contact

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Appendix 1: Existing City of London way-finding signage



Finger posts



Node



Wall mounted signage

Committees: Streets and Walkways sub-Committee Planning and Transportation Committee	Dates: 4 April 2016 5 April 2016
Subject: Bank Area Enhancement Strategy – Update Report	Public
Report of: The Director of the Built Environment	For Information

Summary

This report provides an update on the continued implementation of the Bank Area Enhancement Strategy. Since the strategy was approved in 2013 the following progress has been made:

Completed projects:

- Bank By-Pass Walking Routes Phase 1 Birchin Lane: A timed closure with access improvements and a raised carriageway to enhance the pedestrian environment and movement for people with disabilities
- Austin Friars: Access improvements with a raised carriageway and an enhanced public space at Austin Friars Square
- Bank Courts and Lanes – Lombard Street/Change Alley: Improved accessibility by raising a section of carriageway to footway level and paving improvements
- 67 Lombard Street: Environmental enhancements in association with the redevelopment

On-going projects:

- All Change At Bank: Bank Junction Improvement project to make the junction safer and improve the sense of place. A Gateway 3 report was approved in December 2015. In addition, an experimental scheme is being developed and has been approved at Gateway 2
- Bloomberg development: Enhancement works to improve junctions and road safety and enhance the public realm in association with the new development. A Gateway 3/4 report was approved in September 2015
- 1 Angel Court: Public realm enhancements in Angel Court and streets in the vicinity of the new development. A Gateway 4/5 report is planned for April 2016.
- Bank By-Pass Walking Routes Phases 2 and 3 including improvements in Finch Lane, Nicholas Lane and Abchurch Lane. A Gateway 5 report for Finch Lane and Nicholas Lane is planned for summer 2016
- Designs have been further developed for improvements to the Courts and Lanes in the vicinity of Bank junction. It is planned to integrate these small-scale projects into a future programme

The Bank station upgrade project is being progressed by London Underground with works planned to commence in 2016. Numerous redevelopments are also taking place in the area that will result in further changes to the public realm in the future.

Recommendation: It is recommended that:

- (i) The update information on the Strategy is received and actions noted.

Background

1. The Bank Area Enhancement Strategy sets out the City's vision for public realm, road safety and transportation improvements in the Bank area over the next 5-10 years. It provides a framework, ensuring that improvements are prioritised and works coordinated to make the best use of available funds.
2. The objectives of the Bank Area Enhancement Strategy align with, and further develop, the Local Plan's objectives, in order to address the challenges that are specific for the Bank area. The key objectives for the Bank Area Enhancement Strategy are as follows:
 - To reduce conflict and improve road safety for all modes of transport.
 - To improve the function of Bank junction for all modes of transport.
 - To accommodate future growth, ensuring that the area functions well and provides a suitable environment that contributes towards maintaining the City's status as the world's leading international financial and business centre.
 - To improve the pedestrian environment, create more space for pedestrians and ensure that streets and spaces are inclusive and accessible to all.
3. The strategy and the framework for its implementation were approved by Committees and the Court of Common Council in 2013 following an extensive public consultation exercise. The approval provides that projects in the Strategy are to be implemented in phases as funding becomes available.

Completed Bank Area Projects

Please also refer to Appendix B where finance information is set out.

Bank By-Pass Walking Routes Phase 1 – Birchin Lane (High priority project)

4. The Strategy identifies projects that support the movement of pedestrians along alternative routes to 'by-pass' Bank Junction. This project includes improvements to key north-south lanes to make them more comfortable and accessible walking routes, avoiding the congested Bank junction
5. The project is divided into three Phases and Phase One – Birchin Lane was completed in November 2015. The scheme involved restricting access to motor vehicular traffic between the hours of 7am to 7pm Monday to Friday in order to create a pedestrian focused street. The carriageway has been raised to footway level to enhance accessibility and surfaced in granite to provide a high quality public realm in this conservation area location. Surveys are being undertaken to assess the impact of the scheme but initial feedback from occupiers and users has been very positive.

Austin Friars (High Priority project)

6. Austin Friars was identified in the Strategy as forming a key east-west walking route in the area. The enhancement works here involved raising the carriageway to footway level to improve accessibility and creating an enhanced public space at the eastern end. The construction was completed in October 2015. As with Birchin Lane described above, surveys will be undertaken to assess the impact of the improvements. However, feedback already received from occupiers has been positive.
7. In order to create an enhanced walking route and reduce conflict between vehicles and pedestrians at peak times, an experimental Traffic Order has been implemented with a timed restriction for all vehicles Monday to Friday, 11am to 4am, as well as restrictions on parking times and vehicle width. If the experiment is successful, the Traffic Order will be implemented permanently.

Bank Courts and Lanes – Lombard Street/Change Alley (High Priority project)

8. The enhancement of the Courts and Lanes in the Bank area is a high priority project of the approved Bank Area Enhancement Strategy. This project proposed improvements in Change Alley at the arm that meets Lombard Street adjacent to no.68, in order to enhance this key walking route and in particular to improve accessibility by raising a section of carriageway to footway level.
9. The scheme was funded by an additional TfL major scheme funding allocation for 2014/15 and was completed in February 2015. The accessibility improvements have been welcomed by occupiers and users alike.

67 Lombard Street environmental enhancements (Medium Priority Project)

10. The project involved the replacement of the existing mastic asphalt footway in front of 67 Lombard Street with York stone and new granite kerbs in order to create an enhanced environment adjacent to the redevelopment. The project was fully funded by the developer through a voluntary Section 278 agreement, including all associated staff costs. Works were completed in January 2015.

Update on on-going Projects

Bank Junction Improvements (High priority project)

11. Bank is an area of congestion that has a poor road safety record, particularly for pedestrians and cyclists. Since the Strategy was adopted in 2013, work has been undertaken to assess the movement patterns, servicing and delivery activity and pick up and drop off activity in and around Bank junction.

12. The aim of the project is to improve safety, improve air quality and enhance its sense of place, while also addressing the function and efficiency of the junction and surrounding road network.
13. A Gateway 3 report was approved by committees in December 2015. Four options are to be carried forward to the detailed option appraisal stage and public consultation. This includes an option for the complete removal of motor traffic from the six arms of the junction.
14. The Bank Junction Improvements project is expected to cost between £4m and £18m depending on the option that is taken forward. The construction for the final project is expected to start by the end of 2018.
15. Additionally, the proposal for an experimental scheme that will make Bank a safer place for all road users has been approved and the next gateway will be Gateway 4/5 later this year.

Bloomberg development (High priority project)

16. Planning permission for the Bloomberg development at the former Bucklersbury House site was granted in March 2012. This project largely relates to the Section 278 highway changes that are necessary to integrate the development into the public highway and must be delivered in time for the building's practical completion in late 2017. A new Bank station entrance (Waterloo and City Line) will be also incorporated into the building at Walbrook.
17. A Gateway 3/4 report was approved by Committees in September and October 2015. Works are expected to commence in mid-2016.

Bank By-Pass Walking Routes - Phase 2 and Phase 3 (High priority project)

18. Phase 1 of the project, Birchin Lane, has recently been completed (see above). Subsequent phases are planned to achieve a joined up north-south accessible walking route in the heart of the Bank area.
19. Phase 2 of the project consists of Finch Lane and Nicholas Lane North. The Gateway 5 report (Authority to Start Work) for this Phase is anticipated to be submitted in summer 2016 followed by implementation soon after.
20. Phase 3 consists of Abchurch Lane and Nicholas Lane South. This Phase is planned to be coordinated with the Bank underground Station entrance works planned for completion by 2021.

1 Angel Court (Medium priority project)

21. It is intended to implement public realm enhancements in Angel Court and streets in the vicinity of the new building being constructed at 1 Angel Court. The type of enhancements that are proposed include the provision of an enhanced walking route, re-paving in consistent materials, improving access

and reinforcing the pedestrian nature and character of the Conservation Area. Streets planned for improvement include Angel Court, Tokenhouse Yard (south), Kings Arms Yard, Great Swan Alley (east) and Copthall Avenue.

22. The Gateway 3 report was approved in July 2015 and authority to start work will be sought in April 2016. Works will be coordinated with the developers programme.

Bank Area Courts and Lanes (High priority project)

23. Following a Gateway 2 report approved by Committees in January 2014, designs have been further developed for the Bank Area Courts and Lanes in the area bounded by Cornhill, King William Street and Gracechurch Street. This has led to the identification of a number of projects that are planned to be delivered as part of a future programme, with projects being prioritised according to need. A 'quick win' project at Change Alley has already been completed and is described above.
24. The remaining projects will improve access, upgrade the lighting of the alleyways and enhance the character of the conservation area, including paving, planting and public art.
25. A Gateway 3 report is planned for later this year that will set out the programme in more detail, together with proposals for the initiation of projects.

Remaining Bank Area Enhancement Strategy schemes

26. Appendix C sets out the remaining projects from the Strategy that are not currently programmed or funded.

Bank re-developments and infrastructure projects

27. Transport for London is planning to upgrade the capacity of Bank Station; with new escalators, a new station entrance at Cannon Street and more room for Northern line passengers.
28. Most of the work will be below ground and the impact at surface level will be split into two worksites, at Cannon Street and Arthur Street. The Cannon Street worksite will be in the block bounded by Cannon Street, Abchurch Lane, King William Street and Nicholas Lane. It will be used to build the new station entrance, lifts and escalators, and will later be redeveloped with new offices and retail units. The Arthur Street worksite will be used for the majority of the tunneling works. This means Arthur Street will be closed to vehicles during the works. Access will be maintained for pedestrians and deliveries. The works are expected to be completed in July 2021.
29. There are several redevelopments in the Bank area that are either under construction, approved or planned. These include:
- Bloomberg development
 - Cannon Street Bank Station new entrance

- 1 Angel Court
- 27 - 35 Poultry
- 1 King William Street
- 10 King William Street
- 33 King William Street
- 60 London Wall
- 15 Bishopsgate
- 30 Lombard Street
- 111 Cannon Street

30. Most of these redevelopments will require changes to the streets in the vicinity of the sites. These changes range in scale from comprehensive public realm and junction improvements (such as at Bloomberg) to simple re-paving treatments around the building. A number of street enhancement projects relating to these redevelopments have already been initiated and are described above. Further projects are anticipated over the next few years as developments progress.

Financial implications

31. A total of some £2.9m has been committed to the Bank Area Enhancement Strategy of which £2m has been expended to date. This funding is coming from a variety of sources, including TfL, Section 106, Section 278, CIL and other external contributions. Most of the total cost of projects will be externally funded. Details of costs and funding for projects are set out in the tables in Appendix B.

Strategic Implications

Corporate Plan:

32. The Strategy helps achieve Strategic Aim: ‘To provide modern, efficient and high quality local services and policing within the square mile for workers, residents and visitors.’ by providing a comfortable and functional local environment that supports sustainable transport.

33. The strategy will also assist in meeting the Strategic Aim: ‘To support and promote The City as the world leader in international finance and business services’ by ensuring that the area is fit for purpose in terms of function and environment and is able to accommodate future growth.

Local Plan:

34. Of particular relevance to the strategy area are the following Local Plan policy areas:

<i>CS6 Cheapside and St Paul’s</i>	<i>CS15 Sustainable Development and Climate Change</i>
<i>CS10 Design</i>	<i>CS16 Public Transport Streets and Walkways</i>
<i>CS11 Visitors, Arts and Culture</i>	<i>CS18 Flood Risk</i>
<i>CS12 Historic Environment</i>	<i>CS19 Open Spaces and Recreation</i>
<i>CS13 Protected Views</i>	<i>CS20 Retailing</i>

Conclusion

35. Since the Strategy was adopted in 2013, a number of key projects have been completed or initiated and the objectives of the strategy are beginning to be realised. The Bank Junction project in particular will lead to major change in the area, not just to the junction but also to surrounding streets.

36. More work still needs to be done to accommodate the anticipated growth in the number of people using the area and it is hoped that the remaining projects of the strategy will be implemented in order to fully achieve the strategy objectives.

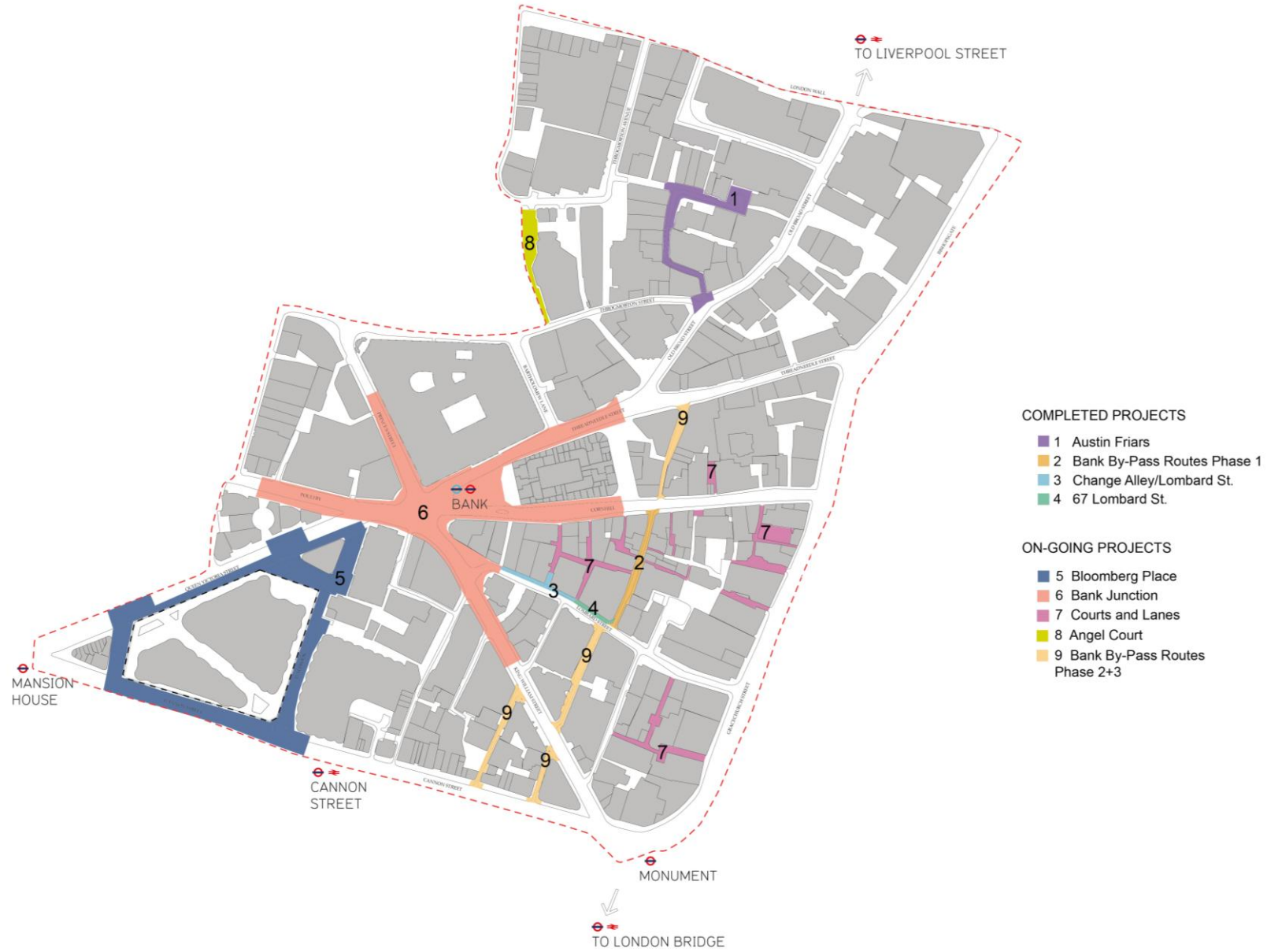
Appendices:

- A. Plan of strategy projects
- B. Funding summary
- C. Remaining projects from the Strategy

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Appendix A: Plan of strategy projects



Appendix B: Funding Summary (March 2016)

Table 1: Completed Projects

Project	Priority	Funding source	Budget (£'s)	Spend to Date	Remaining
Austin Friars	High	TfL, S106	639,500	596,197	43,303
Bank By Pass Walking Routes – Phase 1 (Birchin Lane)	High	TfL, S106	387,000	369,690	17,310
Bank Courts and Lanes – Lombard Street/Change Alley	High	TfL	50,000	48,795	1205
67 Lombard Street environmental enhancements	Medium	S278	50,570	23,895	26,675
Totals:			1,127,070	1,038,577	88,493

Table 2: On-going projects

Project	Priority	Funding source	Estimate (£'s)	Budget Approved	Spend to Date	Remaining
Bank Junction Improvement works	High	S106, TfL	4,000,000 - 18,000,000	682,909	466,775	222,134
Bank Junction Improvement work – experimental scheme	High	S106, TfL	500,000 - 620,000	300,000	79,000	221,000
Bloomberg Place	High	S106, S278 Parking Reserve Fund, Other External	5,103,500	702,000	442,896	279,104
Bank By-Pass Walking Routes - Phase 2 and Phase 3	High	TfL, S106	638,500	53,850	13,264	40,583
1 Angel Court	Medium	S106, S278	450,000	45,000	19,171	25,829
Bank Courts and Lanes programme	High	S106, TfL	50,000 – 250,000 per Court/Lane			
Totals:				1,783,759	1,021,106	788,653

Appendix C: Remaining projects from the Strategy

Priority	Project	Estimated Cost	Funding Strategy	Update
	High Priority			
High	Improvements to Lombard Street Main objectives: Improve the pedestrian environment and ease pedestrian movement, improve accessibility, reduce conflict, improve safety.	£500,000 – 1.5m	S.106 S278 TfL CIL*	The planned changes at Bank Junction will directly impact any proposals for this Street. Therefore, designs will be developed at a later date following the options appraisal for the junction.
High	Access Improvements across the area Main Objectives: A range of interventions to improve the accessibility of streets and spaces across the area.	£500,000 – 750,000	S.106 S.278 TfL CIL*	To be addressed through various projects.
High	Tree planting across the area	£50,000 – 100,000	S.106 TfL CIL*	Opportunities for tree planting in the area are limited. Focus will be on smaller scale planting improvements to churchyards in particular.
	Medium Priority			
Medium	Improvements to Old Broad Street and Threadneedle Street. Main Objectives: Ease pedestrian movement, improve accessibility, reduce conflict. Opportunity to coordinate improvements with Bank Junction scheme.	£500,000 – 1.5m	S.106 S278 TfL CIL*	The planned changes at Bank Junction will directly impact any proposals for these Streets. Therefore, designs will be developed at a later date following the options appraisal for the junction.
Medium	Improvements to Cornhill. Main Objectives: Ease pedestrian movement, improve accessibility, reduce conflict. Opportunity to coordinate improvements with Bank Junction scheme.	£500,000 – 1.5m	S.106 S.278 TfL CIL*	

Medium	Medium Priority Courts and Lanes: Main Objectives: Improved walking route, improve accessibility.	£20,000 – 350,000 (per Court/Lane depending on scale and design option)	S.106 S.278 TfL CIL*	To be developed at a later date as funding becomes available.
Medium	Royal Exchange forecourt. Main Objectives: Create an enhanced and welcoming public space. Opportunities to coordinate with Bank Junction improvements.	£350,000 – 750,000	S.106 S.278 TfL CIL*	The planned changes at Bank Junction will directly impact any proposals for this area. Designs will be developed following the options appraisal for the junction.
Medium	Rear of the Royal Exchange. Main Objectives: Enhance public space, add more moveable seating.	£100,000 – 350,000	S.106 S.278 TfL CIL*	
Medium	Improved Wayfinding across wider area.	£50,000 – 250,000	S.106 S.278 TfL CIL*	City-wide project to review signage is to be initiated
	Low Priority			
Low	Low priority Courts and Lanes: Main objectives: Improved walking routes, create an enhanced environment.	£20 – 100,000 (per Court/Lane depending on scale and design option)	S.106 S.278 TfL CIL*	To be developed at a later date as funding becomes available.

* Where additional funding from CIL is justified to deliver infrastructure necessary to support development of the City, and where it is used for non-site specific mitigation elements of the project.

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By virtue of paragraph(s) 1 of Part 1 of Schedule 12A of the Local Government Act 1972.

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