

Appendix 2

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:

- 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:

- Impact on network capacity
- Procurement and lead-in timescales
- TfL Strategic Road Network approval
- Stakeholder support for scheme

16. Anticipated stakeholders and consultees

- 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.

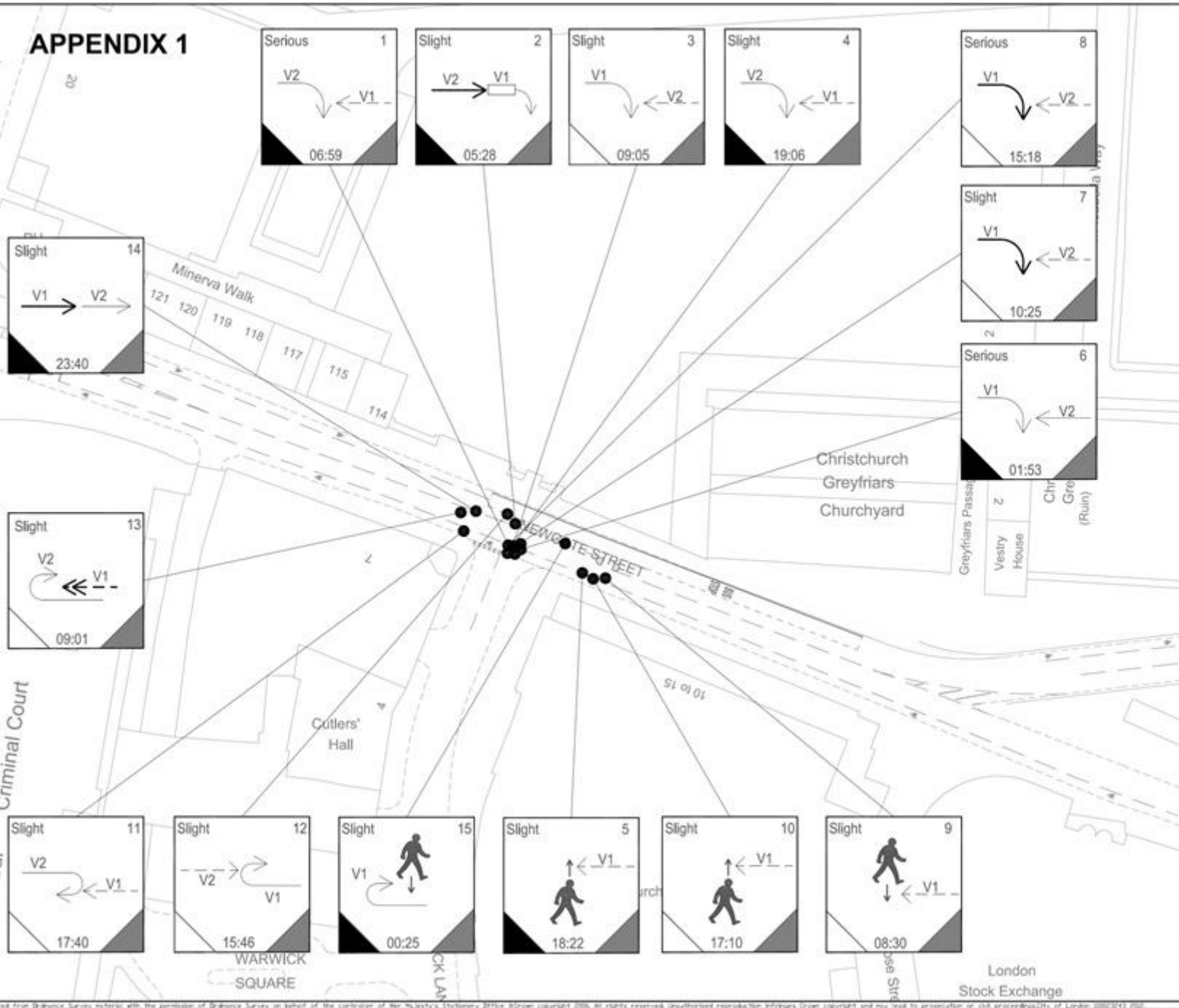
18. Resources requirements to reach next Gateway

- 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
- ⤴ Loss 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 (49%)
- 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%)

Collision Analysis 2015/16

Warwick Lane
60mths - End Dec 2014

Year	AC	SL	Other
2015	1	1	0
2014	1	1	0

DEPARTMENT OF THE BUILT ENVIRONMENT
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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:
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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
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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

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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,

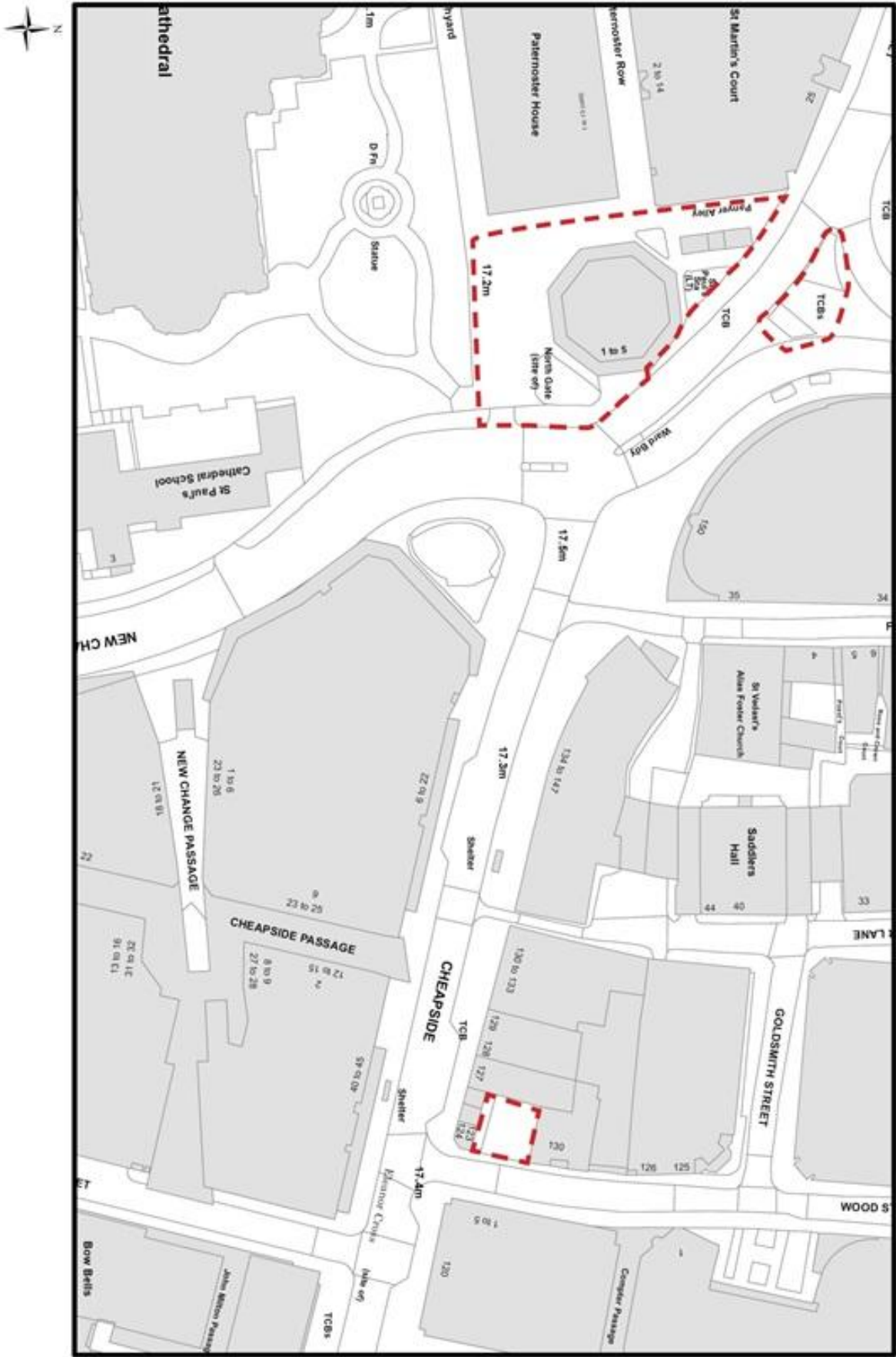
Fees - £15K

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 Minories 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 Minories.</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 Minories(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.

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

12. Programme and key dates	<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
13. Risk implications	<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
14. Stakeholders and consultees	<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

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

	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