



## Planning and Transportation Committee

### LATE ITEMS

**Date:** TUESDAY, 14 JULY 2020

**Time:** 9.30 am

**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

5. **MILLENNIUM BRIDGE HOUSE, 2 LAMBETH HILL, LONDON EC4V 4AG**  
Report of the Interim Chief Planning Officer and Development Director.

**For Decision**  
(Pages 1 - 8)

12. **GATEWAY 1-5 TRAFFIC ENFORCEMENT BY CCTV**  
Report of the Director of the Built Environment.

**For Decision**  
(Pages 9 - 26)

13. **TOWER BRIDGE - REPLACEMENT OF DEFECTIVE BRIDGE DRIVING MACHINERY HYDRAULIC COMPONENTS**  
Report of the Director of Open Spaces.

**For Decision**  
(Pages 27 - 52)

14. **REOPENING THE HOSPITALITY SECTOR: ALFRESCO EATING AND DRINKING UNDER THE BUSINESS AND PLANNING ACT 2020**  
Report of the Director of Markets and Consumer Protection.

**For Decision**  
(Pages 53 - 78)

**Items received too late for circulation in conjunction with the Agenda.**

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

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**From:** [Thomas See](#)

**Sent:** 06 July 2020 08:38

**To:** [Rob.Chipperfield@cityoflondon.gov.uk](mailto:Rob.Chipperfield@cityoflondon.gov.uk); [PLNComments@cityoflondon.gov.uk](mailto:PLNComments@cityoflondon.gov.uk)

**Subject:** 20/00214/FULMAJ

Dear Mr Chipperfield,

Application 20/00214/FULMAJ is incomplete and is missing a statutory consultee's report from City of London Highways; the Applicant has misled on access issues to the Roadway adjoining Trig Lane

1. There should be a statutory consultee's report from City of London Highways. This is missing from Planning Application 20/00214/FULMAJ. This regards the new roadway adjoining Trig Lane that the Applicant proposes to replace the current Roadway with, for which the Applicant has provided no design. A roadway layout compliant with regulations set by City of London Highways is not possible based on the building design proposed by the Applicant. We ask that a planning decision on 20/00214/FULMAJ is deferred until a roadway design has been proposed by the Applicant, a report issued by City of London Highways and sufficient time allocated for residents of Norfolk House to consider.
2. Section 12.4 of the Standard Highway and Servicing Requirements for Developments in the City of London states that, "All vehicles must enter and leave the site in a forward gear. Service or car parking bays requiring vehicles to reverse in from or out onto the street are unacceptable on road safety grounds." This rule applies because vehicles will enter and leave from Trig Lane which is a public highway.
3. The restricted space between Norfolk House and Millennium Bridge House post-development makes this Section 12.4 requirement impossible to fulfil i.e. for vehicles to leave Trig Lane and then to re-join Trig Lane in forward gear. Adequate space must be provided to fulfil this requirement.
4. It is untrue that vehicles cannot enter the existing Roadway from Trig Lane and then leave it for Trig Lane in forward gear. This Roadway is in constant use and residents who live in Norfolk House have been joining and exiting in forward gear daily for over 20 years.
5. Access to the existing Roadway by residents of Norfolk House is not part of an informal arrangement. It is a right-of-way established under the Norfolk House lease, in which the Roadway is identified and marked. Norfolk House residents will enforce their rights to equally convenient rights-of-way.
6. The Applicant's suggestion that the underground parking spaces for Norfolk House can be used for disabled access is both callous and offensive to disabled residents. The Applicant relies on its claim of step-free access via the lift, but this is absurd: there is a steep set of 5 steps from the lift to the Lobby (see photo). The only potential alternative would be the ramp leading up from the basement - but this is designed to bring cars up one level over a short distance and is too steep for wheelchairs (and 28m long, with no safe pedestrian pathway suitable for a wheelchair, and the total distance from Lobby to car park is over 100m).

## Design Matters

7. No claims are made by NHRL that the architectural quality of MBH is such that beneficial change cannot be made. However, there is no recognition in the applicant's approach that the two buildings

were designed as an integrated pair with a carefully wrought physical relationship creating precious existing levels of residential amenity which deserve protection.

8. Overall and cumulative impacts upon the residential amenity of Norfolk House have not been addressed, modelled or given any serious consideration by the Applicant.

9. With regard to the noise generation of the new restaurant adopted policy requires that 'adequate noise mitigation measures must be provided' - a generic Operational Management Plan is not adequate and needs to be supplemented by physical measures.

#### Alterations to Building Line of Millennium Bridge House

10. Whilst the 'rationalising' of the building line in Trig Lane might maximise the use of land it does not make best or optimal use of that land because it ignores the substantial, negative, impacts on residential amenity. Best use of land implies that a properly struck balance has been achieved - no such balance is proposed.

11. The Applicant's agent is correct that this is a constrained site but this is not just a function of St Paul's Heights but also of the close, intimate, proximity to the residential uses of Norfolk House.

12. These constraints are not taken into account in the Applicant's submissions.

13. The scheme fails 'to demonstrate adequate mitigation measures to address detrimental impact' as required by adopted policy (DM 21.3)

14. A properly balanced scheme would take full account of the constraints imposed by the immediately adjacent Norfolk House. The scheme is flawed in this respect as there is no modelling of the impacts on sense of enclosure, overlooking and loss of privacy and therefore the Applicant cannot demonstrate what mitigation is required or has been achieved.

#### Sunlight / Daylight

15. It is common ground that there will be a further loss of light to rooms that are already sub-standard. There will be a noticeable loss of light in already dark rooms - City policy requires existing levels to be protected as a minimum. Whether this further loss of light is acceptable or not is indeed a judgement to be taken by the decision maker. However even if this further loss of light might be deemed acceptable in its own right it is still necessary for the decision maker to take into account the cumulative impact on the amenity of existing residents - loss of light along with increased sense of enclosure, diminished outlook, overlooking and loss of privacy all arise in this case and would be severely detrimental. A proper judgment must take all these issues into account and it is not at all clear that the decision maker has sufficient information on the cumulative impacts to form a sound judgement.

16. It is recommended that the City Corporation requests supporting statements from the Applicant to fully model all these impacts; until this is done the reasonable concerns expressed will not have been properly addressed.

#### Light Pollution, Privacy and Overlooking

17. City policy requires that 'All development proposals should be designed to avoid overlooking and seek to protect the privacy, day lighting and sun lighting levels to adjacent residential

accommodation'. This scheme clearly does not do this. The effects of reducing the distance between the two buildings must be to exacerbate existing deficiencies and to create new ones. The scheme is flawed and should either be modified or refused.

18. It is not sufficient for the Applicant to say that 'the proximity of Norfolk House to the new uses within the proposed development can be overcome through detailed design and controlled by planning condition'. Measures of mitigation should be an integral part of the base design, not an afterthought.

19. The most appropriate response to the scale of the unknown impacts is to modify the most obviously harmful element of the proposed building - its deep projection into the Roadway/Trig Lane towards Norfolk House. This new elevation should be set back to the substantive line of the existing building.

#### Engagement with NHRL; improper consultation

20. The applicant has done little to address NHRL's reasonable concerns and has failed to make a single change to the scheme. It remains the case that the Board of NHRL mandated no representations to be made to the Applicant in the short period between the first meeting on 14 January 2020 and the submission of NHRL's first responses on 1 April and 5 April 2020, a period spent obtaining professional advice, much of it under the challenges of lockdown and with some residents ill with Covid-19. The Applicant chose to notify NHRL of its plans at the last possible moment on 14 January 2020, despite repeated official pre-Application discussions over a prolonged period, and then to undermine and misrepresent the nature of its consultation with NHRL.

21. The Applicant has chosen not to comment on the role of its financial backer and the purpose of his call to one of our residents. In the Applicant's letter dated 12 June the Applicant claimed to have had 4 extra consultation meetings. In its subsequent letter dated 18 June the Applicant gave details of only 2 of the 4 meetings it says took place. We can only assume that the two meetings it failed to mention involved attendees and matters the Applicant does not wish to disclose.

Yours faithfully,  
T See

For and on behalf of Norfolk House Residents Limited and named Norfolk House residents below:

W J J Warmoes, Flat 1;  
R Ellison, Flat 2;  
C M See and T See, Flat 3;  
D M Kearns and R A Hawkins, Flat 4;  
A M Crowley and K B Mulhern, Flat 5;  
A J P Gilchrist and R A M Gilchrist, Flat 6;  
P Atkinson and N Farrow, Flat 7;  
A Roste, Flat 8;  
J M Read and P G Read, Flat 9;  
V Smith and P Brewer, Flat 10;  
S M G Braddell, Flat 11;  
S N Tanoto, Flat 12.

Postal address:  
Norfolk House  
Trig Lane

London  
EC4V 3QQ

## Robinson, Lewis

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**From:** Chipperfield, Rob  
**Sent:** 10 July 2020 12:42  
**To:** Robinson, Lewis  
**Cc:** Stokley, Gemma  
**Subject:** FW: Comments for Planning Application 20/00214/FULMAJ

Hi Lewis,

Second letter to be redacted and forwarded to Gemma.

Thanks

Rob

Rob Chipperfield  
Principal Planning Officer  
Department of the Built Environment  
City of London  
Mobile 07514 976430  
[www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk)

*Due to Covid-19 the City Corporation Development Division will be minimising face to face meetings and participating digitally in meetings wherever possible. I am currently working remotely and am contactable by email or by using the above telephone number.*

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**From:** PlnComments@cityoflondon.gov.uk <PlnComments@cityoflondon.gov.uk>  
**Sent:** 10 July 2020 09:08  
**To:** Chipperfield, Rob [REDACTED]  
**Subject:** Comments for Planning Application 20/00214/FULMAJ

Planning Application comments have been made. A summary of the comments is provided below.

Comments were submitted at 8:46 AM on 10 Jul 2020 from Lord Norman Foster.

### Application Summary

**Address:** Millennium Bridge House 2 Lambeth Hill London EC4V 4AG

**Proposal:** Refurbishment and extension of the existing building involving the partial demolition and partial infilling of the existing structure and the introduction of a new facade to all elevations and extension to the building at all floors, introduction of roof terraces at fifth and sixth floors, including a public viewing terrace and associated lobbies at second and sixth floors, alongside a part change of use at ground floor from Office to Retail/Cafe/Restaurant (Class A1/A3); a part change of use at first from Office to either Office or Retail/Restaurant (Class A1/A3/B1); second floor from Office to either Office or Retail/Restaurant (Class A1/A3/B1) and a change of use from Office to Retail/Cafe/Restaurant (Class A1/A3); a part change of use at sixth floor from Office (Class B1) to either Office or Restaurant/Bar (Class B1/A3/A4) and a

change of use from office to restaurant/bar (Class A3/A4) use together with public realm works to Peter's Hill (including the removal and relocation of the southern HSBC gates), Lambeth Hill, Trig Lane and Paul's Walk (part of the Thames Path) and associated works, this part of the proposal include the rescission of part of the City Walkway.

**Case Officer:** Rob Chipperfield

[Click for further information](#)

## Customer Details

**Name:** Lord Norman Foster

**Email:** [REDACTED]

**Address:** [REDACTED]

## Comments Details

**Commenter Type:** Other

**Stance:** Customer objects to the Planning Application

**Reasons for comment:** - Other

**Comments:** We write to strongly object to the proposed relocation of the HSBC Gates as part of the design for Millennium Bridge House. The design for the bridge was a joint creation from the team of the late Sir Anthony Caro, sculptor, ARUP, engineers and Foster + Partners, architects, working closely together. To change any part of their creation is to impact the whole ensemble.

We are also very concerned about public circulation on a heavily trafficked pedestrian route. Around two metres will be lost from the footway creating a pinch-point around the HSBC Gates. We do not agree in principle that the design of the building should rely on the encroachment into the public realm. We strongly recommend that the change in level, as in the existing building, is accommodated within the site boundary.

Finally, and far more importantly, the public domain is compromised because the celebratory view from the Millennium Bridge to St Paul's Cathedral and Tate Modern will be impaired.

Lord Foster of Thames Bank, Founder and Executive Chairman, Foster + Partners



## Robinson, Lewis

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**From:** Chipperfield, Rob  
**Sent:** 10 July 2020 12:41  
**To:** Robinson, Lewis  
**Cc:** Stokley, Gemma  
**Subject:** FW: Comments for Planning Application 20/00214/FULMAJ

**Importance:** High

Hi Lewis,

Could you redact as necessary and forward to Gemma as soon as possible – I have one further letter to do the same with which I will forward to you.

Thanks

Rob

Rob Chipperfield  
Principal Planning Officer  
Department of the Built Environment  
City of London  
Mobile 07514 976430  
[www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk)

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**From:** Liam Lawson Jones [REDACTED]  
**Sent:** 10 July 2020 11:30  
**To:** Chipperfield, Rob [REDACTED]  
**Cc:** Jeremy Randall [REDACTED]; Richards, Gwyn [REDACTED]  
**Subject:** RE: Comments for Planning Application 20/00214/FULMAJ

Rob,

We have set out our responses to this objection below.

- We do not consider that the relocation of the HSBC gates would effect the composition or view to St Paul's Cathedral or the overall design intent of Millennium Bridge.
- The works to Millennium Bridge House itself are considered to be highly beneficial in townscape views and enhance the public's appreciation of the Cathedral and the Tate Modern in a number of key townscape views including from the Millennium Bridge and the new public roof terrace.
- The HSBC gates are poorly located relative to pedestrian flow at two key points along Peter's Hill and Queen Victoria Street and we are considering relocating them to a sculpture park which commemorates Sir Anthony Caro's work in Yorkshire where we feel they would be better appreciated.
- The existing pavement along Peter's Hill is not symmetrical, or particularly high quality, particularly at the edges, nor do the buildings on either side along its entire length have any dominant architectural rhythm or composition.
- The Applicant has robustly demonstrated why achieving internal level access is not feasible at the Site due to the impact of works to the roadways beneath and the integrated structures of Castle Baynard Street, Upper Thames Street, High Timber Street and Peter's Hill. Without the steps, there would be **no** level access achieved to:-
  - o The office reception
  - o The new retail units; or
  - o The new public terrace.

- The existing building only has Equalities Act compliant level access along Paul's Walk. None of other entrances have level access, the existing office reception on Peter's Hill provides a plywood ramp in the existing condition which is not an acceptable access arrangement.
- The new steps are within a City Walkway designation and will be designed and built to the City of London's specification (at the Applicant's expense) and will enhance the pedestrian experience along Peter's Hill and the wider public realm.

Kind regards

Liam

**Liam Lawson Jones**  
Assistant Planning Consultant



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London, W1G 0AY  
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**GERALDEVE**

**PROPERTY AWARDS 2020**

Finalists in the Alternative, Industrial,  
Investment, Office & Silver Jubilee categories



<b>Committees:</b>	<b>Dates:</b>
Corporate Projects Board – For Decision Projects Sub Committee – For Decision Planning and Transportation Committee - For Decision	08 July 2020 30 July 2020 14 July 2020
<b>Subject:</b> Gateway 1-5 Traffic Enforcement by CCTV <b>Unique Project Identifier:</b> 12223	<b>Gateway 1-5 Authority to Start Work</b> Regular
<b>Report of:</b> Director of the Built Environment <b>Report Author:</b> Ian Hughes	<b>For Decision</b>
<h1>PUBLIC</h1>	

## Recommendations

<p><b>1. Approval track, next steps and requested decisions</b></p>	<p><b>Project Description:</b> Support the Transport Strategy through self-financing procurement of additional CCTV cameras to enforce existing traffic restrictions</p> <p><b>Next Gateway:</b> Gateway 6 Outcome Report</p> <p><b>Next Steps:</b> Acquire cameras and deploy in support of the Transport Strategy through existing procurement and works contracts and resources.</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That budget of <b>£257k for Phase 1 and £113k for Phase 2</b> is approved for completion of the project</li> <li>2. The annual revenue budget increase on the On-Street Parking Account is increased by: <ol style="list-style-type: none"> <li>a. Equipment Maintenance: £24.5k pa for Phase 1 and £13.5k for Phase 2</li> <li>b. Expected Works: 5k pa for Phase 1 and 3k pa for Phase 2</li> </ol> </li> <li>3. Note the total estimated cost of the project is <b>£370k</b> (excluding risk and on-going maintenance / works costs)</li> <li>4. Note that a Costed Risk Provision is not required due to the high degree of cost certainty</li> <li>5. That Option <b>3</b> is approved (implement both phases on an equipment purchase basis)</li> </ol>
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## 2. Budget

For recommended Option 3, the table below is separated between camera installation costs, on-going annual equipment maintenance and expected works costs. At this point, it is not anticipated that additional resources will be required to support this enforcement or the associated representations & appeals process.

To be clear, on the basis of past experience and location surveys, it is expected that the income generated from Penalty Charge Notices issued through these cameras will be sufficient to cover both the initial outlay and the on-going maintenance costs, still factoring in the increase in compliance over time. Note that timing for this proposal is post-lockdown for COVID-19 and we have reviewed traffic volumes which are much increased and confirmed that the expectation of self-financing:

### Project Costs - Purchase and Installation Costs

Item	Reason	Funds/ Source of Funding	Cost (£)
Phase 1 Camera equipment installation	Automated Number Plate Recognition (ANPR) to enforce traffic contraventions	On-Street Parking Account (OSPA)	257k
Phase 2 Camera equipment installation	ANPR as above	OSPA	113k
<b>Total</b>			<b>370k</b>

### Revenue Implications - Annual Maintenance

Item	Reason	Funds/ Source of Funding	Cost (£)
Phase 1 camera maintenance	Ongoing revenue cost implication	OSPA	24.5k pa
Phase 2 camera maintenance	Ongoing revenue cost implication	OSPA	13.5k pa
<b>Total</b>			<b>38k pa</b>

### Revenue Implications - Annual Works Costs

Item	Reason	Funds/ Source of Funding	Cost (£)
Phase 1 camera relocation	Ongoing revenue cost implication	OSPA	5k pa
Phase 2 camera relocation	Ongoing revenue cost implication	OSPA	3k pa
<b>Total</b>			<b>8k pa</b>

This proposal was contained and approved within the Fundamental Review and has since been value engineered to reduce costs by more than £500k by moving from fixed to relocatable cameras for most locations.

**Costed Risk Provision requested for this Gateway: Nil** (see Risk Register – Appendix 3).

No costed risk is required as there is a very high level of confidence based on previous implementations of CCTV ANPR

	cameras and existing procurement and implementation methods and resources.
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li>• <b>Service Committee: Planning &amp; Transportation</b></li> <li>• <i>Senior Responsible Officer: Carolyn Dwyer, Director of the Built Environment</i></li> <li>• No project board is required, delivery is negligible risk, uses existing procurement and implementation resources / methods and has been proven in successful implementations in recent years including at Bank junction.</li> </ul>
<b>4. Progress reporting</b>	Six monthly progress reports to Spending Committee and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees

### **Project Summary**

<b>5. Context</b>	<p>In 2006, the Planning &amp; Transportation Committee, Policy &amp; Resources Committee and the Court of Common Council agreed for a number of specific vehicle-related traffic offences to be decriminalised under powers granted by the London Local Authorities and Transport for London Act 2003.</p> <p>Those contraventions included banned turns, box junctions and one-way streets, and since that time, the City's parking enforcement contract has used CCTV cameras to enforce those restrictions, thereby helping to reduce road danger and minimise congestion.</p> <p>Most of the cameras used for this purpose form part of the City's Police's fixed network, which have inherent limitations in terms of their positioning for enforcement purposes. In addition, mobile vehicle-based cameras supplied by the City's contractor are limited to locations where the enforcement vehicle can itself park legally and safely.</p> <p>As a result, the enforcement of these restrictions has been effectively limited by those constraints, but in order to support the Transport Strategy objectives of reducing road danger and congestion, it is now appropriate to use a small number of fixed and re-deployable cameras at key locations across the City. In addition, a CCTV Camera contract was signed with Siemens in October 2019 which enables us to make better use of CCTV ANPR technology and this proposal will be implemented through this existing contract.</p> <p>The proposal is well placed to support the recently approved Transport Response to COVID-19 which involves introducing temporary measures to increase pedestrian space and economic recovery in the City. With fewer roads open and</p>
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	concerns with public transport, we can expect a high degree of traffic post lockdown, and these relocatable cameras can be moved to encourage compliance with restrictions where it is most needed.
<b>6. Brief description of project</b>	<p>Purchase and implement CCTV Automated Number Plate Recognition (ANPR) Cameras to enforce existing traffic restrictions such as Banned turns and Yellow Box Junctions.</p> <p>This proposal was approved by Resource Allocation Sub Committee in Oct 19 as part of the Fundamental Review (RASC ID 1.11 Traffic Restriction Enforcement through improved camera technology, including Beech Street) and in view of COVID-19 delays, is now being submitted for Member approval.</p>
<b>7. Consequences if project not approved</b>	If not approved, the non-enforcement of these contraventions will continue, leaving road safety and congestion issues outstanding and will adversely impact both the Transport Strategy and the City's response to COVID-19.
<b>8. SMART project objectives</b>	<p>Phase 1 – deploy two fixed and five relocatable cameras within three months</p> <p>Commence enforcement of traffic contraventions to drive adherence.</p> <p>Evaluate location and timing requirements for Phase 2 based on Phase 1 results and COVID-19 response requirements.</p> <p>Phase 2 – deploy three additional relocatable cameras within a further three months.</p> <p>Monitor operational running of new cameras in accordance with BAU and existing contract KPIs to ensure they are functioning according to contract specification.</p> <p>Monitor impact on road danger, congestion and air quality through existing tracking methods used by the Transport Strategy and Network Management.</p>
<b>9. Key Benefits</b>	<p>Support the Transport Strategy by reducing contraventions in existing restrictions including Banned Turns and Yellow Box Junctions, thereby increasing road safety &amp; reducing congestion.</p> <p>Project is self-funding, capital, works and maintenances will be paid for through Penalty Charge Notice income to the On-Street Parking Account.</p>
<b>10. Project category</b>	1. Health and safety
<b>11. Project priority</b>	B. Advisable

<b>12. Notable exclusions</b>	Not applicable
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### **Options Appraisal**

<b>13. Overview of options</b>	<p>Option 1- Do Nothing. Would adversely impact both the Transport Strategy and the City's response to COVID-19. Not recommended</p> <p>Option 2 – Approve Phase 1 only Purchase and deploy 2 fixed and 5 relocatable cameras. Purchasing the camera equipment is more cost effective than leasing and has been used in the previous implementations of ANPR CCTV cameras. However, based on experience of similar enforcement systems both in the City and elsewhere, it is expected that the evaluation at the end of Phase 1 will demonstrate that the additional cameras delivered in Phase 2 will be a worthwhile addition to this enforcement resource, meaning that implementing Phase 1 alone is not recommended</p> <p>Option 3 – Approve Phase 1 as above and Phase 2, purchase and deploy an additional 3 relocatable cameras. The City's response to COVID-19 is introducing temporary measures to increase pedestrian space. We can expect a high degree of traffic post lockdown, and these relocatable cameras will drive adherence to traffic restrictions across more locations. We will evaluate the results of phase 1 and COVID-19 response to define priorities for Phase 2 cameras. <u>Recommended</u></p> <p>Option 4 – Approve Phase 1 &amp; 2 as above on a lease basis rather than purchase. Leasing outsources some equipment risk but is not cost effective. Not recommended</p>
<b>14. Risk</b>	<p><b>Overall project risk:</b> Low</p> <p>Project risk is low because planning and estimating is based on previous implementations of CCTV ANPR cameras and existing procurement and implementation methods and resources.</p> <p>Further information available within the Risk Register (Appendix 3) and Options Appraisal.</p>



## Resource Implications

<b>15. Total estimated cost</b>	For recommended option <b>Total estimated cost (excluding risk):</b> Capital: £370k (installation); Revenue: £38k pa (maintenance); £8k pa (camera relocation works). <b>Total estimated cost (including risk):</b> As above									
<b>16. Funding strategy</b>	Partial funding confirmed	Internal - Funded wholly by City's own resource								
	<b>Recommended option</b>									
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Purchase Fixed and Relocatable Cameras On-Street Parking Account (self-financing)</td><td>370k</td></tr><tr><td>Ongoing Revenue of 46k pa (OSPA – self-financing)</td><td></td></tr><tr><td><b>Total</b></td><td>370k</td></tr></table>		Funds/Sources of Funding	Cost (£)	Purchase Fixed and Relocatable Cameras On-Street Parking Account (self-financing)	370k	Ongoing Revenue of 46k pa (OSPA – self-financing)		<b>Total</b>	370k
	Funds/Sources of Funding	Cost (£)								
	Purchase Fixed and Relocatable Cameras On-Street Parking Account (self-financing)	370k								
Ongoing Revenue of 46k pa (OSPA – self-financing)										
<b>Total</b>	370k									

## Appendices

<b>Appendix 1</b>	Project Briefing Coversheet
<b>Appendix 2</b>	Options Appraisal Matrix
<b>Appendix 3</b>	Risk Register

## Contact

<b>Report Author</b>	Ian Hughes
<b>Email Address</b>	<a href="mailto:Ian.Hughes@cityoflondon.gov.uk">Ian.Hughes@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	020 7332 1977



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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	12223	<b>[1b] Departmental Reference Number</b>	Not applicable
<b>[2] Core Project Name</b>	Traffic Enforcement by CCTV		
<b>[3] Programme Affiliation (if applicable)</b>	Not applicable		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Pending
<b>[5] Senior Responsible Officer</b>	Ian Hughes, Deputy Director Transportation & Public Realm
<b>[6] Project Manager</b>	Stuart McGregor, Parking Ticket Office Manager

Description and purpose					
[7] Project Description					
<p>Purchase and implement CCTV Automated Number Plate Recognition (ANPR) Cameras to enforce existing traffic restrictions such as Banned turns and Yellow Box Junctions.</p> <p>This proposal was approved by Resource Allocation Sub Committee in Oct 19 and is well placed to support the recently approved Transport Response to COVID-19.</p>					
[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?					
<p>The Parking Ticket Office, on behalf of the City, enforces moving traffic contraventions included banned turns, box junctions and one-way streets, using CCTV cameras, thereby helping to reduce road danger and minimise congestion in support of improving air quality. In order to further support the Transport Strategy, it is now appropriate to use a small number of fixed and re-deployable cameras at key locations across the City.</p> <p>The proposal is well placed to support the recently approved Transport Response to COVID-19 which involves fewer roads being open and we can expect a high degree of traffic post lockdown. The relocatable cameras can be moved to encourage compliance with restrictions where most needed.</p>					
[9] What is the link to the City of London Corporate plan outcomes?					
<p>[1] People are safe and feel safe.</p> <p>[2] People enjoy good health and wellbeing.</p>					
[10] What is the link to the departmental business plan objectives?					
<p>The proposal supports the City's Transport Strategy and several of its objectives including reducing road danger and congestion, thereby enabling improvements in air quality. The Transport Strategy is a key element of DBE's business plans which specifically include: Improving the quality and safety of the environment for businesses, workers, residents and visitors</p>					
[11] Note all which apply:					
Officer:	Y	Member:	N	Corporate:	N

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Project developed from Officer initiation		Project developed from Member initiation		Project developed as a large scale Corporate initiative	
<b>Mandatory:</b> Compliance with legislation, policy and audit	N	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	N

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) Cameras operate in accordance with BAU and existing contract KPIs to ensure they are functioning to specification (operational)
2) Monitor trends in contraventions at existing and potential camera locations and site cameras to best support the Transport Strategy. We expect PCNs in a location to reduce over time as compliance increases. (near term)
3) Monitor impact on road danger, congestion and air quality through existing tracking methods used by the Transport Strategy and Network Management (medium/long term)
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
Monitoring trends in contraventions at existing and potential camera locations and camera re-location will be part of Business As Usual
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £370k (self-financing) Upper Range estimate: £370k
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Ongoing Revenue implications: £46k pa (self-financing)
<b>[16] What are the expected sources of funding for this project?</b>
Confirmed self-financing funding from On-Street Parking Account
<b>[17] What is the expected delivery timeframe for this project (range values)? Are there any deadlines which must be met (e.g. statutory obligations)?</b>
Lower Range estimate: start – end date 1Aug20 – 31Mar21 Upper Range estimate: start – end date 1Oct20 – 31May21

<b>Project Impact:</b>
<b>[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?</b>
Traffic and parking enforcement can raise reputational risk including the potential for associated complaints, FOI's and media coverage.  However, reputational risk is low for this proposal, as volumes of PCNs will be proportionate and can be clearly linked to supporting the City's COVID response and address road safety, in particular for pedestrians
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >

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Chamberlains: Finance	Officer Name: Dipti Patel, Olumayowa Obisesan
Chamberlains: Procurement	Not Applicable (existing procurement contract)
IT	Not Applicable
HR	Not Applicable
Communications	Not Applicable
Corporate Property	Not Applicable
External	Not Applicable
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> <b>Please note the Client supplier departments.</b> <b>Who will be the Officer responsible for the designing of the project?</b> <b>If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?</b>	
Client	Department:
Supplier	Department:
Supplier	Department:
Project Design Manager	Department:
Design/Delivery handover to Supplier	Gateway stage: <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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## Appendix 2: Options Appraisal Matrix

	Option 1	Option 2	Option 3 Recommended	Option 4
1. Design Summary	Do Nothing	Approve Phase 1	Approve Phase 1 and in addition Approve Phase 2	Approve Phase 1 and 2 but Lease rather than purchase
2. Scope and exclusions	Do not implement cameras as directed by RASC Oct19	Purchase and deploy 2 Fixed and 5 Relocatable Cameras	Purchase and deploy 2 Fixed and 5 Relocatable Cameras with additional 3 Relocatable Cameras	Lease rather than purchase cameras
Project Planning				
3. Programme and key dates	Not applicable	3 months elapsed: Deliver 2 Fixed and 1 Relocatable within 1 month of budget approval  Deliver remaining 4 cameras and embed over following two months	Phase 1 <u>3 months elapsed</u> as per Option 2  Evaluate Phase 1 and identify requirements for Phase 2 Cameras over the following 3 months  Expected Phase 2 camera implementation <u>within the following six months</u> , depending on Transport Strategy Requirements  GW6 Outcome report expected 3-4Quarters from initiation depending on required pace of implementation of Phase 2.	
4. Delivery Team	Not applicable	DBE Highways		
5. Risk implications	Overall project option risk: Medium if not approved  Non-approval reduces support for the Transport	Overall project option risk: Low  Risk is low because of experience with previous implementations of CCTV ANPR cameras and existing procurement and implementation methods and resources.  Further information available within the Risk Register (Appendix 3)		

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3 Recommended</b>	<b>Option 4</b>
	Strategy, with not achieving reduced road safety and congestion.			
<b>6. Benefits</b>	Not applicable in this Option	Support the Transport Strategy objectives to improve Road Safety and reduce congestion. Relocatable cameras well placed to support Covid-19 response Project is self-funding.		
<b>7. Disbenefits</b>	Lack of support to Transport Strategy and Covid-19 pedestrianisation response	Minimal – higher contravention volumes but expectation is current BAU staffing is sufficient		
<b>8. Stakeholders and consultees</b>	Not Applicable	Public consultation not required, project enforces existing, embedded, signed traffic restrictions		
<b>Resource Implications</b>				
<b>9. Total estimated cost</b>	Total estimated cost 0 High Confidence Total estimated cost: (including risk): 0	£ 257k High Confidence Total estimated cost: (including risk): £257k	£ 370k High Confidence Total estimated cost: (including risk): £370k	£653k over 5 years (£100k higher than purchasing over same time timeframe) High Confidence Total estimated cost: (including risk): £653,000
<b>10. Funding strategy</b>	Not applicable	OSPA, self-financing		



	Option 1	Option 2	Option 3 Recommended	Option 4
11. Estimated capital value/return	Not applicable	Self-financing		
12. Ongoing revenue implications	nil	Annual Maintenance £24.5k pa Annual Relocation Works £5k	Annual Maintenance £38k pa Annual Relocation Works £8k	Year 1 £150k Years 2-4, £10k pa Year 5+ £153k pa
13. Investment appraisal	Not Applicable			
14. Affordability	Not applicable	Self-financing	Self-financing	Significantly more expensive
15. Procurement strategy/route to market	Not applicable.	Existing contract for camera procurement, Siemens, effective October 2019 Existing contract for works, Riney, effective 2011		
16. Legal implications	None	In 2006, the Planning & Transportation Committee, Policy & Resources Committee and the Court of Common Council agreed for a number of specific vehicle-related traffic offences to be decriminalised under powers granted by the London Local Authorities and Transport for London Act 2003		
17. Corporate property implications	None			
18. Traffic implications	Not applicable	Positive impact expected by enforcing existing traffic restrictions	Positive impact expected by enforcing existing traffic restrictions with broader scope achieved by additional relocatable cameras	

	<i>Option 1</i>	<i>Option 2</i>	<i>Option 3 Recommended</i>	<i>Option 4</i>
<b>19. Sustainability and energy implications</b>	N/A			
<b>20. IS implications</b>	N/A			
<b>21. Equality Impact Assessment</b>	Not applicable	Project is extending existing enforcement principles and is not new. Using existing providers and principles, no impact expected on protected group(s) or individuals. However, not progressing the proposals could negatively impact pedestrians in protected groups by failing to achieve the road safety benefits.		
<b>22. Data Protection Impact Assessment</b>	Not applicable	Project is extending existing enforcement principles and is not new. Using existing controls which comply with Camera and Information Commissioner and related regulation and legislation and are managed accordingly.  No project specific requirement or impact		
<b>23. Recommendation</b>	Not recommended	Not recommended	<b>Recommended</b>	Not recommended

City of London: Projects Procedure Corporate Risks Register

Project Name: <div>Traffic Enforcement by CCTV</div>			PM's overall risk rating: <div>Low</div>		CRP requested this gateway: <div>£ -</div>		Average unmitigated risk: <div>3.5</div>		Open Risks: <div>2</div>															
Unique project identifier: <div>PV12345</div>			Total estimated cost (exc risk): <div>£ 370,000</div>		Total CRP used to date: <div>£ -</div>		Average mitigated: <div>2.5</div>		Closed Risks: <div>0</div>															
General risk classification										Mitigation actions										Ownership & Action				Comment(s)
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to Issues		
R1	5	(3) Reputation	Traffic and parking enforcement can raise reputational risk in consideration of the potential for complaints, FOI's and media coverage.	Negative perception could be developed by recipients of Penalty Charge Notices, adverse media comment is possible, however the volumes of PCNs from this proposal will be proportionate	Possible	Minor	3	£0.00	N	A – Very Confident	Addressing appeals and complaints from PCN issuance is a well established function in the Parking Ticket Office with a focus on as positive as possible customer engagement. Similarly repsonsive FOI processes are well established and all media enquiries are routed through appropriate channels	£0.00	Possible	Minor	£0.00	3	£0.00		19-Oct-19	DBE Parking Ticket Office	Stuart McGregor, Manager		Date raised in accordance with RASC approval of the relevant Fundamental Review Item	
R2	5	(8) Technology	Cameras may not function in accordance with SLA agreed with contractor	Would hinder ability to improve compliance with restrictions and support Transport Strategy	Unlikely	Serious	4	£0.00	N	A – Very Confident	Detailed SLAs, KPIs and engagement with supplier mean any technical issues are addressed in a timely fashion	£0.00	Unlikely	Minor	£0.00	2	£0.00		19-Oct-19	DBE Parking Ticket Office	Ken Stone, CCTV Manager		Date raised in accordance with RASC approval of the relevant Fundamental Review Item	
R3								£0.00				£0.00				£0.00	£0.00							
R4								£0.00				£0.00				£0.00	£0.00							
R5								£0.00				£0.00				£0.00	£0.00							
R6								£0.00				£0.00				£0.00	£0.00							
R7								£0.00				£0.00				£0.00	£0.00							
R8								£0.00				£0.00				£0.00	£0.00							
R9								£0.00				£0.00				£0.00	£0.00							
R10								£0.00				£0.00				£0.00	£0.00							
R11								£0.00				£0.00				£0.00	£0.00							
R12								£0.00				£0.00				£0.00	£0.00							
R13								£0.00				£0.00				£0.00	£0.00							
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R31								£0.00				£0.00				£0.00	£0.00							
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R68								£0.00				£0.00				£0.00	£0.00							
R69								£0.00				£0.00				£0.00	£0.00							
R70								£0.00				£0.00				£0.00	£0.00							

R71								£0.00				£0.00			£0.00		£0.00						
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R80								£0.00				£0.00			£0.00		£0.00						
R81								£0.00				£0.00			£0.00		£0.00						
R82								£0.00				£0.00			£0.00		£0.00						
R83								£0.00				£0.00			£0.00		£0.00						
R84								£0.00				£0.00			£0.00		£0.00						
R85								£0.00				£0.00			£0.00		£0.00						
R86								£0.00				£0.00			£0.00		£0.00						
R87								£0.00				£0.00			£0.00		£0.00						
R88								£0.00				£0.00			£0.00		£0.00						
R89								£0.00				£0.00			£0.00		£0.00						
R90								£0.00				£0.00			£0.00		£0.00						
R91								£0.00				£0.00			£0.00		£0.00						
R92								£0.00				£0.00			£0.00		£0.00						
R93								£0.00				£0.00			£0.00		£0.00						
R94								£0.00				£0.00			£0.00		£0.00						
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R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

# Agenda Item 13

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<b>Committees:</b>	<b>Dates:</b>
Corporate Projects Board - for decision Planning & Transportation Service Committee - for decision Projects Sub - for decision	08 July 2020 14 July 2020 30 July 2020
<b>Subject:</b> Tower Bridge – Replacement of Defective Bridge Driving Machinery Hydraulic Components  <b>Unique Project Identifier: 12222</b>	<b>Gateway 1-5 Authority to Start Work Regular</b>
<b>Report of:</b> Director of Open Spaces  <b>Report Author:</b> Jamie Bottono, Operations Manager, Tower Bridge	
<b>PUBLIC</b>	

## Recommendations

<b>1. Approval track, next steps and requested decisions</b>	<p><b>Project Description:</b> To replace defective hydraulic pipework, components and upgrade hydraulic power units associated with the bridge lifting machinery at Tower Bridge.</p> <p>The estimation is that this will deliver another 30 plus years of hydraulic performance once the project is successfully delivered.</p> <p>A budget of £1.02M is included in the 50 Year Maintenance Plan for Tower Bridge to be delivered in 2020/ 21 approved by Planning and Transportation Committee on 28<sup>th</sup> January 2020. This will be updated in the autumn review to reflect the revised costs.</p> <p><b>Next Gateway:</b> Gateway 6 Outcome Report</p> <p><b>Next Steps:</b></p> <p>To proceed with placing the works with Bosch Rexroth Limited.</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"><li>1. Note the total estimated cost of the project at <b>£1,151,565</b> (excluding risk),</li></ol>
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	<div>2. Approve a revised budget of <b>£1,151,565</b> to get to the next gateway (excluding risk),</div> <div>3. That a Costed Risk Provision of <b>£114,000</b> is approved (to be drawn down via delegation to Chief Officer),</div> <div>4. Approve the use of a sole supplier waiver, Bosch Rexroth Limited, as per the recommended option.</div>																			
2. Budget	<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td><b>Hydraulic Components</b> (Power Units, pipework, pump set, fluid reservoir, filtration, fluid cooling/ heating, manifold blocks, instrumentation and painting)</td><td>Project Cost</td><td>Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21</td><td>214,150</td></tr><tr><td><b>Strip out and Installation</b> (fixings, fasteners &amp; anchorage devices, transition spools, adaptors and fittings for hydraulic services, termination &amp; joining of hydraulic pipework, draining of existing equipment fluid, filling, priming of equipment and labelling)</td><td>Project Cost</td><td>Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21</td><td>896,870</td></tr><tr><td><b>Lifting Services</b> (removal of motors, tank and pumps from machinery rooms under towers)</td><td>Project Cost</td><td>Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21</td><td>15,000</td></tr></table>				Item	Reason	Funds/ Source of Funding	Cost (£)	<b>Hydraulic Components</b> (Power Units, pipework, pump set, fluid reservoir, filtration, fluid cooling/ heating, manifold blocks, instrumentation and painting)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	214,150	<b>Strip out and Installation</b> (fixings, fasteners & anchorage devices, transition spools, adaptors and fittings for hydraulic services, termination & joining of hydraulic pipework, draining of existing equipment fluid, filling, priming of equipment and labelling)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	896,870	<b>Lifting Services</b> (removal of motors, tank and pumps from machinery rooms under towers)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	15,000
Item	Reason	Funds/ Source of Funding	Cost (£)																	
<b>Hydraulic Components</b> (Power Units, pipework, pump set, fluid reservoir, filtration, fluid cooling/ heating, manifold blocks, instrumentation and painting)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	214,150																	
<b>Strip out and Installation</b> (fixings, fasteners & anchorage devices, transition spools, adaptors and fittings for hydraulic services, termination & joining of hydraulic pipework, draining of existing equipment fluid, filling, priming of equipment and labelling)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	896,870																	
<b>Lifting Services</b> (removal of motors, tank and pumps from machinery rooms under towers)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	15,000																	

	<b>Disposals</b> (hydraulic fluid)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	14,825
	<b>Refuelling</b> (Oils)	Project Cost	Bridge House Estates Trust 50 Year Maintenance Fund for 2020/ 21	10,720
	<b>Total</b>			<b>1,151,565</b>
<b>Costed Risk Provision requested for this Gateway: £114,000</b> (as detailed in the Risk Register – Appendix 2)				
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li>• Jamie Bottono, Operations Manager, Tower Bridge</li> <li>• Chris Earlie, Head of Tower Bridge,</li> <li>• Colin Buttery, Open Spaces Director,</li> <li>• Planning and Transportation Committee</li> </ul>			
<b>4. Progress reporting</b>	Monthly updates to be provided via Project Vision and any project changes will be sought by exception via Issue Report to Spending and Projects Sub Committees.			

### **Project Summary**

<b>5. Context</b>	<ol style="list-style-type: none"> <li>1. Bosch Rexroth Limited are the original manufacturer, supplier and installer of the hydraulic power packs and motors undertaken in 1974, which are used to raise Tower Bridge,</li> <li>2. They have maintained their own systems at the Bridge since installation and there has been no major works undertaken aside from reactive and planned maintenance over the past 45 years,</li> <li>3. A condition survey of the whole system, located in the 4 machinery rooms under the towers and within the accumulator and bascule chambers, was requested in</li> </ol>
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	<p>2018, due to a number of leaks occurring in the machinery rooms,</p> <ol style="list-style-type: none"> <li>4. Their findings were that the pipework serving the bridge driving operational machinery has fittings which were widely used in the 1970's, 80's and 90's and contain internal seals which degrade over time,</li> <li>5. There are a large number of fittings 'weeping' which is an indication that the seals need replacing and to facilitate this there are large sections of the pipework which will need to be removed and replaced due to the nature of the installation,</li> <li>6. There are also many hydraulic leaks from pipework joints, leaking pressure switches and a number of other components are in poor condition and in need of replacing. Since the original survey there have been further issues experienced and it is therefore essential that extensive works are undertaken,</li> <li>7. The project is to upgrade and replace existing defective equipment with up-to-date products and improve pipework layout where possible to ensure the system is more efficient and therefore more environmentally friendly,</li> <li>8. Bosch have extensive engineering knowledge of the operations including the associated dependencies and interfaces in order to carry out a bridge lift,</li> <li>9. It is therefore beneficial to place the works directly with them as it provides benefits in terms of time, cost and importantly assuring that bridge lifting can be undertaken throughout the duration of the works,</li> <li>10. Unless a completely new system is installed (Est £14M - £20M) it is essential that Bosch Rexroth Limited undertake these works and use their own components which are compatible with the existing machinery,</li> <li>11. Procurement has been consulted on the approach and it has been agreed to place these maintenance works via a sole supplier waiver with Bosch Rexroth Limited,</li> <li>12. Tendering this work through a contractor under our Procurement Code would have resulted in the appointment of Bosch Rexroth as a subcontractor. Under the waiver the City gains efficiencies through the direct management of Bosch Rexroth and the cost of a subcontractor's management fee which would have been applied.</li> <li>13. To use an alternative provider would not offer value for money as they would be required to heavily engage with Bosch Rexroth Limited for knowledge/ components etc and they would require a long lead in time to research and</li> </ol>
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	<p>understand the system and engineering demands placed on the equipment. This is something that we are reliant on Bosch Rexroth Limited given their long-term association with Tower Bridge.</p> <p>14. Should there be an issue in future with regards to Bosch, as a trading company, the approach would be to completely replace the whole system</p> <p>15. If the City have intellectual property rights, suppliers would be reluctant to design, test, prove and warranty components and they would no doubt have their own in-house solution.</p>
<b>6. Brief description of project</b>	<p>1. To replace defective hydraulic pipework, components and upgrade hydraulic power units,</p> <p>2. It is also recommended to replace oil transfer pumps including switchgear, as well as review pipework labelling/ asset tags to assist with future fault finding, as some are missing, and these works are included as part of the project.</p>
<b>7. Consequences if project not approved</b>	<p>1. A major failure during a bridge lift could leave the bridge in the raised position severely impacting on pedestrian and road traffic as well as have reputational issues for the City,</p> <p>2. Increase in the risk of a significant oil loss and 'flooding' of any of the four machinery rooms contaminating high value plant as well as historic Victorian machinery and fabric. This also could impact on bridge lifting operations and affect our ability to carry out our statutory duty for booked vessels,</p> <p>3. It is expected that the components will continue to deteriorate resulting in ongoing reactive works, which cannot be anticipated, to replace and 'patch up' as necessary. There is the risk that additional strain could be placed on associated components such as the main power packs and any failure of these could incur significant costs to repair/ replace,</p> <p>4. Some of the issues require extensive works to inaccessible areas beneath plant and therefore it would be economically beneficial to carry out these works as one project rather than in isolation.</p>
<b>8. SMART project objectives</b>	<p>1. The ability to continue providing bridge lifts during the works, for which we have a statutory duty to undertake, and conduct "business as usual",</p> <p>2. To reduce the risk of failure of aged and deteriorating components which will result in long term downtime and commissioning,</p> <p>3. To reduce the amount of future reactive works and high costs to replace plant which can be measured through monitoring associated budgets.</p>

<b>9. Key Benefits</b>	<ol style="list-style-type: none"> <li>1. Reduction in revenue costs for maintenance and reactive repairs of aged hydraulic components,</li> <li>2. Reduce the risk of an issue with hydraulic pipework before or during a bridge lift,</li> <li>3. The system will be more efficient and environmentally friendly delivering between 5 - 15% higher efficiency across the components in the system,</li> <li>4. Another 30 plus years of hydraulic performance once the project is successfully delivered,</li> <li>5. Fulfilling our duty to maintain an important asset of the City of London and the most famous bridge in the world.</li> </ol>
<b>10. Project category</b>	7b. Major renewals, typically of a one-off nature (supplementary revenue)
<b>11. Project priority</b>	A. Essential
<b>12. Notable exclusions</b>	<ol style="list-style-type: none"> <li>1. The project does not include for any other associated bridge driving operational components.</li> </ol>

### **Options Appraisal**

<b>13. Overview of options</b>	<ol style="list-style-type: none"> <li>1. To do nothing would increase the risk of a major failure and could lead to serious impact on the ability to undertake bridge lifts and therefore not fulfil our statutory responsibility.</li> <li>2. This is a maintenance project to replace defective hydraulic pipework, components and upgrade hydraulic power units and therefore it is considered that the only option is to recommend.</li> <li>3. A project to completely renew all the bridge driving machinery has been considered, however, this will require extensive investigations and planning as well as years to deliver. Anticipated costs for this project have been broadly estimated as between £14M - £20M.</li> </ol>
<b>14. Risk</b>	<p><b>Overall project risk: Low</b></p> <p>The project is considered low risk as it is to replace existing components with modern equivalents and will be programmed so as not to impact on bridge lifts.</p> <p>Further information available within the Risk Register (Appendix 2) and Options Appraisal.</p>

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### **Resource Implications**

15. Total estimated cost	To replace defective hydraulic pipework, components and upgrade hydraulic power units. <b>Total estimated cost (excluding risk): £1,151,565</b> <b>Total estimated cost (including risk): £1,265,565</b> This is an increase in the original estimated budget due to additional issues being identified since the original survey.						
16. Funding strategy	Is the funding confirmed: <b>All funding fully guaranteed</b>	Who is providing funding: <b>Internal - Funded wholly by City's own resource</b>					
	<b>Recommended option</b>						
	<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>Bridge House Estates Trust 50 Year Repairs and Maintenance Fund</td><td>£1,151,565 (excl risk)</td></tr><tr><td><b>Total</b></td><td><b>£1,151,565 (excl risk)</b></td></tr></table> <p>The budget of £1.02M in the 50 Year Maintenance Plan for Tower Bridge to be delivered in 2020/ 21 will be updated in the autumn review to reflect the revised costs including risk.</p>		Funds/Sources of Funding	Cost (£)	Bridge House Estates Trust 50 Year Repairs and Maintenance Fund	£1,151,565 (excl risk)	<b>Total</b>
Funds/Sources of Funding	Cost (£)						
Bridge House Estates Trust 50 Year Repairs and Maintenance Fund	£1,151,565 (excl risk)						
<b>Total</b>	<b>£1,151,565 (excl risk)</b>						

### **Appendices**

<b>Appendix 1</b>	Project Briefing
<b>Appendix 2</b>	Risk Register
<b>Appendix 3</b>	PT4 Procurement Form

### **Contact**

<b>Report Author</b>	Jamie Bottono
<b>Email Address</b>	jamie.bottono@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7940 8391

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**Options appraisal table.**

*Delete option numbers as appropriate*

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b>1. Design Summary</b>	Do Nothing	Replacement of Defective Bridge Driving Machinery Hydraulic Components	Renew all the bridge driving machinery
<b>2. Scope and exclusions</b>	<ul style="list-style-type: none"> <li>There will be no replacement of defective items.</li> </ul>	<ul style="list-style-type: none"> <li>All previously identified defective hydraulic pipework and associated components,</li> <li>Upgrade hydraulic power units,</li> <li>Replace oil transfer pumps including switchgear,</li> <li>Review pipework labelling/ asset tags and label accordingly to assist with identification,</li> <li>The project does not include for any other bridge driving operational components.</li> </ul>	<ul style="list-style-type: none"> <li>Complete replacement of the bridge driving system in four machinery rooms including: <ul style="list-style-type: none"> <li>All pipework,</li> <li>Hydraulic Power Units,</li> <li>Resting blocks,</li> <li>Auxiliary hydraulic functions,</li> <li>Electrical controls</li> </ul> </li> </ul>
<b>Project Planning</b>			
<b>3. Programme and key dates</b>	Not Applicable	<ul style="list-style-type: none"> <li>Following approval there is a lead in time of 2 months and the project is estimated to last 8 months,</li> </ul>	<ul style="list-style-type: none"> <li>This would be a major project requiring many months if not years to plan,</li> </ul>

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
		<ul style="list-style-type: none"> <li>Start on site will be programmed around operational activities as well as consideration of bridge lifts.</li> </ul>	<ul style="list-style-type: none"> <li>There would be significant impact and disruption on bridge operations, and this would need to be captured and considered as part of any programme.</li> </ul>
<b>4. Delivery Team</b>	Not Applicable	Tower Bridge Operations Manager and Technical Team	City Surveyor, Tower Bridge, Department of Built Environment
<b>5. Risk implications</b>	<p>Overall project option risk: High</p> <ul style="list-style-type: none"> <li>Increased risk of a major failure which could lead to serious impact on the ability to undertake bridge lifts and therefore not fulfil our statutory responsibility,</li> <li>Increase in the risk of a significant oil loss and 'flooding' of the machinery room contaminating high value plant as well as historic Victorian machinery and fabric,</li> <li>Components will continue to deteriorate resulting in ongoing reactive works. There is the risk that additional strain could be placed on associated components such as the main</li> </ul>	<p>Overall project option risk: Low</p> <ul style="list-style-type: none"> <li>The project is considered low risk as it is to replace existing components with modern equivalents and will be programmed so as not to impact on bridge lifts.</li> </ul>	<p>Overall project option risk: Med</p> <ul style="list-style-type: none"> <li>This would be a significant engineering project requiring complete strip out of existing components throughout Tower Bridge operational areas which have been in situ for over 40 years,</li> <li>Similarly, any introduction of new components will have to be carefully considered and therefore an extensive risk assessment of all elements of the works will need to be made due to the unique structure and layout of the Bridge.</li> </ul>

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
	power packs and any failure of these could incur significant costs to repair/ replace as well as time.		
<b>6. Benefits</b>	<ul style="list-style-type: none"> <li>• None – Costs will continue to be incurred to maintain and replace components as required and risk of complete failure remains.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in revenue costs for maintenance and reactive repairs of aged hydraulic components,</li> <li>• Reduce the risk of an issue with hydraulic pipework before or during a bridge lift,</li> <li>• The system will be more efficient and environmentally friendly delivering between 5 - 15% higher efficiency across the components in the system,</li> <li>• Can be delivered in a timely fashion with minimal impact on bridge operations,</li> <li>• A lower project cost compared to full replacement with the benefit of providing another 30 plus years of hydraulic performance therefore representing better value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in revenue costs for maintenance and reactive repairs of aged hydraulic components,</li> <li>• Reduce the risk of an issue with hydraulic pipework and all associated components before or during a bridge lift,</li> <li>• A new modern bespoke efficient system designed to meet all current day criteria in terms of efficiency, consumption and environmental considerations.</li> </ul>

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b>7. Disbenefits</b>	<ul style="list-style-type: none"> <li>Continued risk of a major failure resulting in failure during a bridge lift or not being able to raise the Bridge as part of our statutory duty,</li> <li>On-going maintenance and management of issues and uncertainty of integrity of system.</li> </ul>	<ul style="list-style-type: none"> <li>May discover issues with components associated with the bridge driving machinery as pipes and plant are removed from usually inaccessible areas.</li> </ul>	<ul style="list-style-type: none"> <li>Major project requiring extensive planning, design and investigations to prepare proposals,</li> <li>Likely to severely impact on bridge operations with possibility of no bridge lifts being accommodated for period throughout the project,</li> <li>Project costs estimated at between £14M - £20M which are not currently identified in the Bridge House Estates Trust 50 Year Maintenance Plan for Tower Bridge.</li> </ul>
<b>8. Stakeholders and consultees</b>	<ul style="list-style-type: none"> <li>Department of Built Environment,</li> <li>City Surveyors,</li> <li>Chamberlain,</li> <li>Comptroller and City Solicitor</li> </ul>	<ul style="list-style-type: none"> <li>Department of Built Environment,</li> <li>City Surveyors,</li> <li>Chamberlain</li> </ul>	<ul style="list-style-type: none"> <li>Department of Built Environment,</li> <li>City Surveyors,</li> <li>Chamberlain</li> </ul>
<b>Resource Implications</b>			
<b>9. Total estimated cost</b>	Not Applicable	<b>£1,151,565</b> (excl. risk)	Estimated at: £14M - £20M (excl. risk).

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	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b>10. Funding strategy</b>	Not Applicable	A budget of £1.02M is included in the 50 Year Maintenance Plan for Tower Bridge to be delivered in 2020/ 21 approved by Planning and Transportation Committee on 28 <sup>th</sup> January 2020. This will be updated in the autumn review to reflect the revised costs.	A funding bid would need to be made to the Chamberlain for consideration and allocation from the Bridge House Estates Trust 50 Year Maintenance Plan for approval by Planning and Transportation Committee.
<b>11. Estimated capital value/return</b>	Not Applicable		
<b>12. Ongoing revenue implications</b>	There is provision in the 50-year maintenance plan for breakdown maintenance.		
<b>13. Investment appraisal</b>	Not Applicable		
<b>14. Affordability</b>	Not Applicable	There is provision in the 50-year maintenance and compared to complete replacement this offers the most economically advantageous solution.	There is currently no provision in the 50-year maintenance plan.
<b>15. Procurement strategy/route to market</b>	Not Applicable	Procurement has been consulted on the approach and it has been agreed to place these maintenance works via a sole supplier waiver with Bosch Rexroth Limited.	Due to the value of this project it would require to be tendered via OJEU.



	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
		<p>They are the manufacturers who supplied and installed the original hydraulic systems at Tower Bridge in 1974. They have maintained their own systems at the Bridge ever since and have extensive engineering knowledge of the operations including the associated dependencies and interfaces in order to carry out a bridge lift.</p> <p>If an alternative supplier was appointed, they would be required to heavily involve Bosch Rexroth Limited at every stage which would incur additional costs as well as the potential to delay and extend the duration of the project.</p>	
<b>16. Legal implications</b>	<p>“Pursuant to The Corporation of London (Tower Bridge) Act 1885, the City (as trustees of BHE) is required to: (i) to maintain and repair the bridge (s.62) and (ii) open the bridge for navigation of vessels which would otherwise be prevented, delayed or interfered with, and cause it to be continuously open at or about the time of high water as the Conservators (now PLA) shall from time to time direct. (s.29).</p> <p>If we were unable to undertake bridge lifts the City could be subject to possible claims for breach of statutory duty in the event an injured party suffers loss due to their passage along the river being obstructed.</p>		

	Option 1	Option 2	Option 3
17. Corporate property implications	Not Applicable	The proposals in this report meet key objectives of the Corporate Property Asset Management Strategy; <ul style="list-style-type: none"><li>Operational assets remain in a good, safe and statutory compliant condition,</li><li>Operational assets are fit for purpose and meet service delivery needs.</li></ul> As the proposals are confined to bridge operational machinery there are no significant overlaps with building repairs and maintenance works.	
18. Traffic implications	<ul style="list-style-type: none"><li>Not Applicable</li></ul>	<ul style="list-style-type: none"><li>There may be a requirement for a temporary traffic management system to close one lane of traffic at night for deliveries of large items and this will be managed by the contractor,</li><li>Deliveries could be scheduled to take place during the planned quarterly bridge maintenance closures to minimise impact and costs.</li></ul>	
19. Sustainability and energy implications	The Energy Team would support option 2 or 3 and it might be useful for the team to provide some input into the specifications on powerpacks and controls as there is likely to be energy savings potential here.		
20. IS implications	None		
21. Equality Impact Assessment	<ul style="list-style-type: none"><li>An equality impact assessment will not be undertaken.</li></ul>		
22. Data Protection Impact Assessment	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken.		

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	<i><b>Option 1</b></i>	<i><b>Option 2</b></i>	<i><b>Option 3</b></i>
<b>23. Recommendation</b>	Not recommended	Recommended	Not recommended

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## Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	<A unique project number will travel with the project, and will incorporate a Department lead, within. Will be generated via Project Vision by CPO after CPB>	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	<i>Tower Bridge – Replacement of Bridge Driving Machinery Hydraulic Components</i>		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	<i>Colin Buttery, Open Spaces Director</i>
<b>[5] Senior Responsible Officer</b>	<i>Chris Earlie, Head of Tower Bridge</i>
<b>[6] Project Manager</b>	<i>Tower Bridge – Jamie Bottono City Surveyor/ DBE – To be advised</i>

Description and purpose
<b>[7] Project Description</b>
<p>A large number of the bridge driving machinery hydraulic components are original from when the hydraulic power changed from water to oil in 1974 and are therefore now obsolete resulting in a significant lack of spares.</p> <p>We have been experiencing leaks and hardening of the face seals, degradation of hydraulic hoses, corrosion of pipework over the years which have been managed through reactive maintenance and working closely with the original supplier and our maintenance company Bosch Rexroth.</p> <p>Due to concerns over the current condition we engaged Bosch Rexroth to carry out a survey of the hydraulics and they have made a number of recommendations to replace hydraulic pipework, components and upgrade hydraulic power units.</p> <p>It is also recommended to replace oil transfer pumps including switchgear as well as review pipework labelling to assist with future fault finding as some are missing and this will be included as part of these works.</p>
<b>[8] Definition of Need: What is the problem we are trying to solve or opportunity we are trying to realise (i.e. the reasons why we should make a change)?</b>
<ul style="list-style-type: none"> <li>To resolve the large number of 'weeping' and leaking fittings as well as hydraulic leaks,</li> <li>Components are obsolete and therefore in the event of any failures it will be difficult to source</li> </ul>

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replacements. All replacement parts will be new and readily available as well as stocked as spares, • There is a risk of component failure during a bridge lift which could leave the bridge in the raised position or not able to fulfil its statutory duty to lift for vessels,					
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>					
[9] Our spaces are secure, resilient and well-maintained.					
<b>[10] What is the link to the departmental business plan objectives?</b>					
Our open spaces, heritage and cultural assets are protected, conserved and enhanced:-  This project will assist with the protection and conservation of the historic machinery and infrastructure associated with bridge lifting.					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	Y	<b>Member:</b> Project developed from Member initiation	N	<b>Corporate:</b> Project developed as a large scale Corporate initiative	N
<b>Mandatory:</b> Compliance with legislation, policy and audit	N	<b>Sustainability:</b> Essential for business continuity	Y	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b>
1) Reduction in leaks and potential for major failure leading to contamination of machinery through oil penetration which would result in additional works to refurbish and reinstate.
2) Reduction in reactive maintenance and call-outs of external contractor to initiate temporary repairs to aged and obsolete components.
3) To improve the resilience of the pipework and seals for a further 40 years and therefore reduce maintenance costs and the operational teams time in dealing with failures.
<b>[13] Will this project have any measurable legacy benefits/outcome that we will need to track after the end of the 'delivery' phase? If so, what are they and how will you track them? (E.g. cost savings, quality etc.)</b>
N/A
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £800,000 Upper Range estimate: £1,200,000
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>

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Maintenance of the operational machinery is undertaken by the in-house technical team and any future major works are identified as appropriate and submitted for inclusion at the annual review.

**[16] What are the expected sources of funding for this project?**

These works are funded from the Tower Bridge 50 Year Maintenance Plan, Bridge House Estates.

**[17] What is the expected delivery timeframe for this project (range values)?  
Are there any deadlines which must be met (e.g. statutory obligations)?**

Lower Range estimate: 01/09/2020 – 31/03/2021  
Upper Range estimate: 01/09/2020 – 31/03/2021  
<Critical deadline(s):> The works are planned to take place during the quiet period for bridge lifts and we will still need the ability to carry these out and this will need to be identified as part of the project requirements.

**Project Impact:**

**[18] Will this project generate public or media impact and response which the City of London will need to manage? Will this be a high-profile activity with public and media momentum?**

Unlikely, although if we are not able to carry out bridge lifts this could potentially lead to negative press for the City of London.

**[19] Who has been actively consulted to develop this project to this stage?**

<(Add additional internal or external stakeholders where required) >

Chamberlains: Finance	Officer Name: Graham Nickless
Chamberlains: Procurement	Officer Name: Kayleigh Rippe
IT	Officer Name: Saba Dadabhoy
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: Liam Boyle
External	Bosch Rexroth

**[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:**

**Please note the Client supplier departments.**

**Who will be the Officer responsible for the designing of the project?**

**If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**

Client	N/A
Supplier	N/A
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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City of London: Projects Procedure Corporate Risks Register

Project Name: Tower Bridge - Replacement of Defective Bridge Dr			PM's overall risk rating: Low		CRP requested this gateway		£ 114,000		Average unmitigated risk		5.2		Open Risks		5								
Unique project identifier: TBC		Total estimated cost (exc risk): £ 1,151,565			Total CRP used to date		£ -				Average mitigated				4.4		Closed Risks		0				
General risk classification											Mitigation actions							Ownership & Action				Comment(s)	
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)		Date Closed OR/ Realised & moved to Issues
R1	5	(1) Compliance/Regulatory	Ensure our statutory obligation to carry out Bridge lifts can be maintained throughout the project.	Potential legal challenges if we cannot fulfill our bridge lifting duty.	Unlikely	Serious	4	£10,000.00	Y - for mitigation costs	B – Fairly Confident	Essential to ensure bridge lifts can be undertaken during the project and to be stated as part of scope of works and consultation with vessel owners to be undertaken.	£1,000.00	Unlikely	Minor	£0.00	2	£0.00		10/12/19	Open Spaces	Jamie Bottono		Works will be planned in stages/ areas to allow for bridge lifts to be provided. Regular vessels requiring bridge lifts will be advised that works are taking place.
R2	5	(3) Reputation	Failure to meet our statutory duty would reflect poorly on the City of London and Tower Bridge.	Reputational damage to the City of London and Tower Bridge	Unlikely	Serious	4	£10,000.00	Y - for mitigation costs	B – Fairly Confident	Early consultation with PR/Media Team, TFL and TB Exhibition. Advise vessel owners of works taking place - as for previous projects	£3,000.00	Unlikely	Minor	£0.00	2	£0.00		10/12/19	Open Spaces	Jamie Bottono		Tower Bridge Marketing Team will liaise with PRO as necessary.
R3	5	(9) Environmental	Asbestos survey	Cost and delay impact	Possible	Serious	6	£1,000.00	Y - for mitigation costs	B – Fairly Confident	Review of existing asbestos surveys and sampling if possible of inaccessible areas.	£1,000.00	Possible	Serious	£0.00	6	£0.00		10/12/19	Open Spaces	Jamie Bottono		Sampling will not reduce the costs of disposal. However, it will assist to identify if anything is present in inaccessible areas prior to start of works.
R4	5	(8) Technology	The project does not include for any other associated bridge driving operational components	Cost and delay impact	Possible	Serious	6	£100,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	All accesible areas have been surveyed, however, there are unknowns where areas are inaccessible.	£0.00	Possible	Serious	£100,000.00	6	£0.00		10/12/19	Open Spaces	Jamie Bottono		Where possible all accessible components have been reviewed. There may be issues identified once plant is moved from inaccessible areas to allow for an inspection.
R5	5	(9) Environmental	Asbestos may be discovered in inaccessible areas once static machinery/ components are stripped out.	Cost and delay impact	Possible	Serious	6	£10,000.00	Y - for costed impact post-mitigation	B – Fairly Confident	There are areas which have not been accessed since installation of existing machinery/ components.	£0.00	Possible	Serious	£10,000.00	6	£0.00		25/06/20	Open Spaces	Jamie Bottono		As aged static machinery/ components are stripped out there may be a concern as to whether newly exposed areas contain asbestos.
R6								£0.00				£0.00			£0.00		£0.00						
R7								£0.00				£0.00			£0.00		£0.00						
R8								£0.00				£0.00			£0.00		£0.00						
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
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R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

## PT4 - Committee Procurement Report

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



### Introduction

<b>City Procurement Project Reference:</b>			
<b>Project / Contract Title:</b>	Tower Bridge Projects – Replacement of Defective Bridge Driving Machinery Hydraulic Components		
<b>Project Lead &amp; Contract Manager:</b>	Jamie Bottono	<b>Lead Department:</b>	Open Spaces
<b>Category Manager:</b>	Michael Harrington	<b>Other Contact:</b>	Lisa Moore
<b>Total Contract Value (excluding VAT and inc. extension options):</b>	£1,151,565 (excl risk)	<b>Contract Duration (inc. extension options):</b>	10 months (incl. lead in)
<b>Budget approved Capital/Revenue:</b>	Yes Revenue – Bridge House Estates Trust 50 Year Repairs and Maintenance Fund	<b>Capital Project reference (if applicable):</b>	N/A
<b>Gateway Approval Process</b> - Is this project subject to the Gateway process? Yes  - If so, what was the last Gateway report, and date of approval, and what is the next Gateway report and scheduled date for recommendation for approval? GW0			
<b>Opportunity for Inter-City Collaboration (is there another site/department that could benefit from this project)?</b> None			

### Procurement Strategy Recommendation

<b>City Procurement team recommended option</b>
<b>Design and Build</b> – As the incumbent and the owner of the technical detail. The supplier is the most geared up for to take on the design risk for the City.

### Route to Market Recommendation

<b>City Procurement team recommended option</b>
<b>Waiver</b> – The Waiver would be the best approach in this scenario. This is below the OJEU threshold and the waiver allows us to 'Waive' the procurement process. Tendering this project would result in appointing a supplier who would manage the Manufacturer, this approach contracts directly with the source supplier and a management fee is not paid.

### Specification and Evaluation Overview

<b>Summary of the main requirements:</b> To replace defective hydraulic pipework, components and upgrade hydraulic power units,  It is also recommended to replace oil transfer pumps including switchgear as well as review pipework labelling/ asset tags to assist with future fault finding as some are missing and should be included as part of these works	
<b>Technical and Pricing evaluation ratio</b> 60% (Technical) / 40% (Price)	
<b>Overview of the key Evaluation areas (if known at this stage):</b> N/A	
<b>Does contract delivery involve a higher than usual level of Health &amp; Safety, Insurance, or Business risk to be allowed in the procurement strategy?</b>	
<b>Are there any accompanying documents with this report?</b> e.g. PTO/outlined project plan identifying roles and responsibilities as appropriate <b>If yes, please include information in the appendices section below.</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
<b>Will this project require the winning supplier(s) to process personal data on our behalf?</b>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>

If yes, please make sure you've defined roles and responsibilities within your project specification. For more information visit [Designing Specifications under GDPR](#). You may include your Privacy Impact Assessment or other relevant report as an appendix to this PT form when submitting to category board (for information).

Evaluation Panel – Please enter Names and Departments below (if known)

N/A	N/A
-----	-----

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

**Option 1: Traditional – Client Led (Single Stage or Two Stage)**

**Advantages to this Option:**

- Client retains control of design and cost management

**Disadvantages to this Option:**

- Contractor is not involved in early design stages, no assessment of buildability unless two stage construction process is utilised.
- Longer lead time to construction start

**Please highlight any possible risks associated with this option:**

**Option 2: Design & Build (Single Stage)**

**Advantages to this Option:**

- Design coordination is the responsibility of the contractor
- Contractor responsible for management of detailed design team
- Single point of contract

**Disadvantages to this Option:**

- Loss of control over detailed design
- Loss of control of quality
- Longer tender duration

**Please highlight any possible risks associated with this option:**

- Benefits Time and Cost over Quality
- Does not offer the benefit of early contractor involvement in design development otherwise available under two stage construction in Option 3.

**Option 3: Design & Build**

**Advantages to this Option:**

- Design responsibility transferred to the Contractor at the appropriate design stage
- Utilises the experience of contractor's organisation and supply chain relationships and purchasing power to develop design and cost plan.
- Buildability and affordability are considered during development of detailed design at second stage of two stage construction process.
- One point of contact.

**Disadvantages to this Option:**

- Price can be inflated due to contractor's perception of risk (use second stage process to mitigate risk).
- Client loses control of design once works have commenced on site at conclusion of second stage
- Design variations after award of contract are onerous and costly to CoL and diminish the transfer of design risk onto the contractor.
- Longer procurement phase incorporating two stage construction process

**Please highlight any possible risks associated with this option:**

- Benefits Time and Cost over Quality
- Design will have to be novated over to the contractor; the contractor may feel that the risk is too high to take on (depending on the complexities involved).

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

**Option 1: Sub OJEU**

**Advantages to this Option:**

- Opens up the opportunity to other parties in the market.

**Disadvantages to this Option:**

- We are locked into a specific appliance and the manufacturer would need to be designated sub-contractor.
- Additional percentage/management fee would be applied to ensure we can work with the manufacturer.

**Please highlight any possible risks associated with this option:** We are not contracted directly by the Sub contractor, who may not be willing to absorb the risk.

**Option 3: Internal Framework**

<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Quicker route to market.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• We are locked into a specific appliance and the manufacturer would need to be designated sub-contractor.</li> <li>• Additional percentage/management fee would be applied to ensure we can work with the manufacturer.</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> We are not contracted directly by the Sub contractor, who may not be willing to absorb the risk.
<b>Option 4: <a href="#">Waiver</a></b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Directly engaged with the supplier.</li> <li>• Contracting with the supplier, not a third party.</li> <li>• No management fees.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Not competed in the market.</li> <li>• No benchmarking available to confirm value for money.</li> </ul>
<b>Please highlight any possible risks associated with this option:</b> We are unable to guarantee the quality of the works as their technical capability has not been tested.

### Price Mechanism

<b>Option 1: <a href="#">Lump sum fixed price</a></b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Gives the Client confidence in paying the one fee.</li> <li>• Only required to raise one PO for the programme of works.</li> <li>• Predictability in the price you receive and stick to overall.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Increased costs from the Fixed Priced supplier to factor in for risk.</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</b> None
<b>Option 2: <a href="#">Fixed price - Schedule of Requirements</a></b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• A fixed fee for different requirements, allows us to better budget future works depending on the requirement.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Additional resources are required to measure work and certify payments.</li> <li>• There is no real incentive for contractors to treat work with urgency.</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</b>

### Form of Contract

<b>Option 1: <a href="#">CoL Standard amendments to JCT</a></b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• City owned terms.</li> <li>• Client Led contracting</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Typically used for larger projects.</li> <li>• Open to Variation</li> <li>• Does not promote co-operative working.</li> <li>• Reactive approach as opposed to pre-active approach</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</b> JCT is a more reactive form of tender
<b>Option 2: <a href="#">Other CC&amp;S standard form</a></b>
<b>Advantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Can be signed underhand as opposed to as a deed.</li> <li>• Standard terms that suppliers who have worked with the City before, are used to the ways of execution.</li> </ul>
<b>Disadvantages to this Option:</b>
<ul style="list-style-type: none"> <li>• Used for less complex works.</li> <li>• Limited to £450k.</li> </ul>
<b>Please highlight benefits and possible risks associated with this option relative to the specifics of the project:</b> More complex works would suffer without the dispute resolution methods in the standard JCT with City amendments.

### Outline of appendices

- Please list appendices here or mark 'Not applicable' if there is none.
- Items to consider appending:
  - PT0 (Project Plan with Roles and Responsibilities)
  - Data Protection Impact Assessment
  - **risk matrix here**

### Report Sign-offs

<b>Senior Category Manager Chamberlain's Department</b>	Michael Harrington	<b>Date</b>	<b>20/04/2020</b>
<b>Departmental Stakeholder Department</b>	Jamie Bottono	<b>Date</b>	<b>21/04/2020</b>

<b>Committee(s)</b>	<b>Dated:</b>
Planning and Transportation	14 07 2020
Licensing	15 07 2020
<b>Subject:</b> Business and Planning Bill 2020	<b>Public</b>
<b>Report of:</b> Jon Avern, Director of Markets and Consumer Protection	<b>For Decision</b> (Planning and Transportation)
<b>Report author:</b> Peter Davenport – Licensing Manager	
	<b>For Information</b> (Licensing)

## Summary

On 25 June 2020, the Government announced urgent relaxations to licensing and planning laws to support the hospitality sector. The new Business and Planning Bill 2020 (the Bill) introduces significant changes designed to help food and alcohol licensed premises begin trading and start to bounce back from the pandemic lockdown now that the Government has introduced proposals to ease restrictions placed on premises, by removing short term obstacles that could get in their way.

Falling within the remit of the Planning and Transportation Committee, the Bill introduces a fast track procedure for the introduction of a Pavement Licence with a decision made within 14 days of receipt of an application. The Pavement Licence permits certain businesses to place furniture, such as tables and chairs, on the highway for their customers to buy, or consume, their food and drink.

The Bill also amends the Licensing Act 2003 to allow eligible holders of an on-sales licence an automatic grant of the off-sales permission. This aspect falls within the remit of the Licensing Committee, who will receive this report for information-

This report outlines a new 'Al Fresco' Policy aimed at facilitating the introduction of these changes setting the new Pavement Licence fee at £100 and for a duration of 3 months at a time.

## Recommendation(s)

Members are asked to:

1. Agree the Al Fresco Eating and Drinking (Business and Planning Act 2020) Policy produced as Appendix 1 to this report.
2. Agree the 3-month Pavement Licence period as outlined in paragraphs 15 and 16 of this report.
3. Agree the fee of £100 for a Pavement Licence application as outlined in paragraphs 17 to 18 of this report.
4. Note the need for an urgency report once the Bill receives Royal Assent to grant delegated authority to the Director of Markets and Consumer Protection.

## **Main Report**

### **Background**

1. The Business and Planning Bill was introduced into the House of Commons on 25 June 2020. It introduces a range of measures to help businesses adjust to new ways of working and getting the UK economy moving again, following Government restrictions aimed at reducing the spread of coronavirus (COVID-19).
2. The main purposes of the Bill, of relevance to the Licensing service, are to make it easier for premises serving food and drink to:
  - Seat and serve customers by introducing a new Pavement Licence (the 'Licence') and,
  - To serve customers outdoors through temporary changes to alcohol licensing relaxing the current law on the supply of take away food and drink.
3. It should be noted that the Bill has not yet received Royal Assent, which is predicted to be later this month. Due to the short timescales for the preparation of the Policy and to develop processes, whilst giving appropriate Member oversight, there may be the need for minor amendments to take account any changes prior to Royal Assent. Although not anticipated, any significant changes will be addressed through an urgency report. In addition, there will be the need for an urgency report once the Bill receives Royal Assent to grant delegated authority to the Director of Markets and Consumer Protection.
4. Now cafes, pubs and restaurants are permitted to open, current social distancing guidelines will have considerable impact on their capacity to accommodate customers.
5. In order to support businesses, the Bill introduces a fast-track process for businesses to obtain permission from the local authority for the placement of furniture such as tables and chairs on the pavement adjacent to their premises. This permission is known as a pavement licence.
6. This differs from the present system for placing tables and chairs on the highway, which is to obtain a tables and chairs licence as set out in Part 7A of the Highways Act 1980.
7. The Bill also amends the Licensing Act 2003 to allow eligible holders of an on-sales licence an automatic grant of the off-sales permission until the end of September 2021.
8. Currently any premises with permission to sell alcohol for consumption on the premises only, would need to apply to the licensing authority for a variation of their licence in order to accommodate selling alcohol off the premises.



## **Alfresco Eating and Drinking Policy**

9. In order to facilitate the introduction of the Bill the Licensing Service have drafted a proposed new 'Alfresco Eating and Drinking (Business and Planning Act 2020)' Policy (the 'Policy'), shown at Appendix 1.
10. With regard to Pavement Licences, the Policy looks at the application and determination process, licence conditions and possible enforcement action where necessary.
11. With regard to the temporary changes to alcohol licensing, the Policy looks at the scope of the Bill, eligibility of premises and the new review procedure.
12. The Policy may be subject to minor changes prior to publication following the second reading in the House of Lords before the Bill is enacted.

## **Pavement Licences**

13. Businesses within the City of London can apply to the City Corporation for a licence allowing them to place furniture, such as tables and chairs, on the highway for their customers to buy, or consume, their food and drink. The furniture has to be placed adjacent to the premises and would be subject to the conditions as stated in Appendices A-C of the Policy.
14. Details of eligibility and how to apply for a licence can be found in Part A of the Policy. It should be noted that the overriding factor in deciding whether or not to grant a licence is the safety of pedestrians, customers and staff. To that end the Policy has adopted a decision made by the Planning and Transportation Committee on the 23 June 2020 regarding five key principles to be considered when looking at assisting businesses in resurrecting their tables and chairs licences. The five key principles are:
  - To put safety first
  - To recognise the need to nurture a thriving economy in our City
  - No privatisation of public space
  - Having regard for space required to queue outside premises
  - Having regard to new or existing public seating nearby
15. The new statutory provisions for pavement licensing expire on 30 September 2021. Within that timeframe, a Licence can be granted for between 3 months up until the licensing expiry date in 2021. The Policy states that a licence issued by the City Corporation will last for a period of 3 months with the potential to re-apply if safe and appropriate to do so.
16. The decision to set the licence period to the minimum length of 3 months was based on the fact that the City of London's streets are undertaking a period of change in terms of both pedestrian numbers and temporary highway changes. The 3-month Licence period gives businesses the ability to trade whilst retaining maximum flexibility to adapt those changes and to ensure the safety of residents, workers and visitors as people gradually return to the City of London.
17. The Bill permits a Local Authority to charge a fee of up to £100. In order to determine the fee, the approximate cost of all aspects of receiving an application, checking for accuracy, dealing with any representations and making a

deliberation have been calculated in the table below. These costs apply to an initial application. For a re-application the majority of processes would still apply but, in certain circumstances, a site visit may not be required, in which case the total cost would be reduced to £140.

Administrative Process	Time spent (decimal minutes)	Cost
Application queries from applicant	0.17	£13.85
Received application online/download	0.08	£6.00
Check application is valid	0.17	£13.85
Check GIS for highway status	0.08	£6.52
Log application on M3, publish on web	0.58	£40.80
Consult with internal teams/police	0.08	£6.00
Check site notice compliance	0.08	£6.00
Site visit for measurements (averaged out across applications)	0.5	£40.74
Respond to representations (averaged out across applications)	0.17	£13.85
Determine application	0.25	£20.37
Prepare/email licence, update M3	0.17	£12.76
	<b>2.33</b>	<b>£180.74</b>

18. As the costs of administering a licence (whether for an initial application or a re-application) exceeds £100, it is proposed that for the City Corporation this fee shall be the maximum of £100. The fee is to be charged for an initial application and any subsequent re-application where applicable
19. Any person can make a representation against an application for a pavement licence within 7 days commencing the day after the application is made. These representations will be taken into consideration when deciding whether to grant a licence. Any deliberation on the application has to be made within a further 7 days following the period for representations. Failure to make a deliberation within this timeframe will result in the licence automatically being granted.
20. Opportunities to apply for a pavement licence will be promoted proactively by engaging with trade bodies, directly with premises using existing contacts, and the solicitors that represent the trade. The City's media team has issued press releases and social media will be used.
21. Each location will be reviewed on a case by case basis, but it is acknowledged that opportunities may be limited due to access requirements, safety issues with the placing of Tables & Chairs in the carriageway and cost implications of providing suitable protection and separation from motor vehicles. For Tables & Chairs permitted by a Pavement License we would expect these costs to be met by the Licensee, as the Tables & Chairs are for the exclusive use of that business.
22. Where the re-allocation of carriageway space to licenced Tables & Chairs is not possible the City will consider the potential for the alternative provision of seating

for public use including for takeaway from any nearby premises, subject to funding. Any removable seating would be taken in, stored and placed out by the local businesses by agreement. We will prioritise locations where there is a cluster of businesses seeking Pavement Licences

### **Alcohol Licensing**

23. This falls within the remit of the Licensing Committee, who will receive this report for information.
24. Details relating to the scope of the amendments, eligibility criteria and new review procedures can be found in Part B of the Policy. The statutory provisions for alcohol licensing expire on 30 September 2021. The option to provide 'take-aways' is not available to those premises where, within the previous three years of the Bill becoming legislation, the premises were refused this option. This would normally be by way of the premises being reviewed or following a hearing.
25. The Bill introduces a new procedure for a responsible authority to apply for an 'off-sales' review. The review must be based on one of the four licensing objectives and will be similar in timescales to a summary review i.e. any interim steps must be made within 48 hours and a full review held within 28 days of the review application being made.
26. In considering such a review the licensing authority can only take into account the automatic extension of off-sales itself, and whether that should be removed. The licence cannot be revoked under this procedure. A licence holder has the right of appeal to a Magistrates' Court against a decision to remove the automatic off-sales extension. Further details can be found in the Policy.

### **Corporate & Strategic Implications**

27. The proposals within this report will help to meet one of the overriding aims contained within the Corporate Plan 2018-23 namely to 'Contribute to a Flourishing Society' by way of making people safe and feel safe.

### **Financial Implications**

28. With regard to Pavement Licences, it is not possible to calculate the exact financial implications as both the number of applications likely to be received and the effect, if any, on existing tables and chairs licences, are difficult to predict. Initial forecasts are that uptake will be low.
29. The approval of the maximum fee of £100 will result in a net cost to the authority of approximately £80 per application and £40 per re-application.
30. With regards to alcohol licensing there will be no effect on the licensing budget for 2020/21 unless there are a significant number of reviews.

## **Appendices**

### **Appendix 1**

Al Fresco Eating and Drinking (Business and Planning Act 2020) Policy

### **Background Papers**

Planning and Transportation Report 23 June 2020 – ‘Tables and Chairs – Assessment criteria, financial implications and processes in response to COVID-19 lockdown and easing thereof’.

### **Peter Davenport**

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# **City of London**

## **Reopening the hospitality sector Alfresco eating and drinking under the Business and Planning Act 2020**

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## Introduction

The Covid-19 pandemic has affected businesses across the economy, particularly the hospitality sector, causing many of them to cease trading for several months while others have had to significantly modify their operations.

On 25 June 2020, the Government announced urgent relaxations to licensing and planning laws to support the hospitality sector. The new Business and Planning Act 2020 (the Act) introduces significant changes designed to help food and alcohol licensed premises survive and then bounce-back from the pandemic lockdown by removing short term obstacles that could get in their way.

As lockdown restrictions are lifted but social distancing guidelines remain in place, the Act makes it easier for premises serving food and drink such as bars, restaurants, cafes and pubs, to seat and serve customers outdoors through temporary changes to licensing and planning procedures. These temporary measures to boost the economy will last until the end of September 2021.

The measures in the Act include a temporary fast-track process for these businesses to obtain permission, in the form of a 'pavement licence', from the City of London Corporation (the City Corporation) for the placement of furniture such as tables and chairs on the pavement adjacent to their premises. This will enable them to maximise their capacity whilst adhering to social distancing guidelines.

The Act also modifies the provisions of the Licensing Act 2003 to automatically vary most premises licences with alcohol on-sales to allow for off-sales.

As the economy starts to re-open, the City Corporation welcomes the Act and acknowledges the importance of helping businesses adjust to new ways of working and to succeed in new and challenging conditions over the coming months. Public safety remains at the heart of the City Corporation's consideration and it has adopted measures to provide safer spaces for people walking and cycling, and queuing outside shops and offices to socially distance whilst balancing that with the need to support businesses in their return to work.

The City Corporation has adopted five principles which it will apply in considering applications under the new Act:

- To put safety first
- To recognise the need to nurture a thriving economy in the City
- No privatisation of public space
- Having regard to space required to queue outside premises
- Having regard to new or existing public seating nearby

*"The resumption of outdoor dining is a welcome shift, but it is vital that the return of social spaces continues to be safe for all workers, residents and visitors to the City. We are ready to support the safe, sustainable and gradual return of people to the City, as it again becomes the thriving world-class centre for business"* **Alistair Moss, Chairman of Planning and Transportation Committee**

*"A world-class hospitality offering is a fundamental and increasingly important element of the Square Mile. We know that the outdoors is playing a leading role in the 'new normal' so it is vital that The City Corporation has shown tremendous initiative by adopting these changes early so we are prepared to welcome people and businesses as soon as it is safe for them to return"*

**Sophie Fernandes, Chairman of Licensing Committee**

## **Part A: Pavement Licensing**

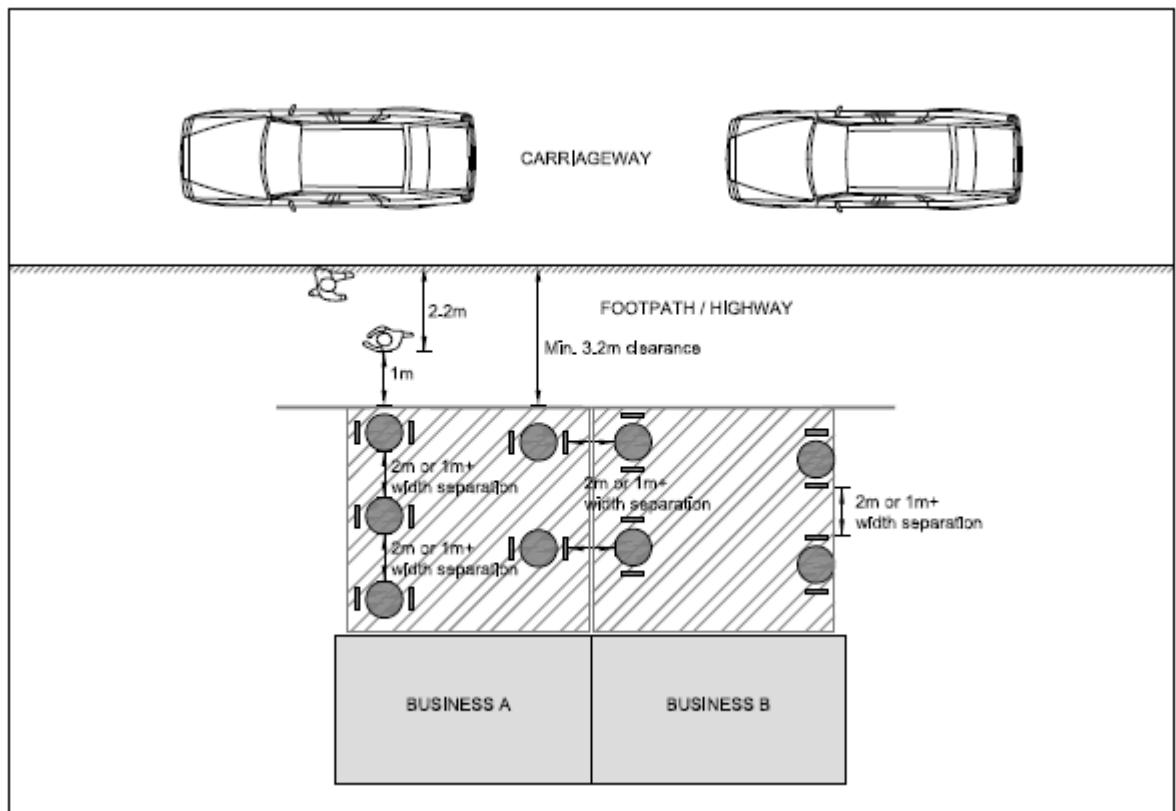
### **Section 1**

#### **1. Scope for pavement licensing in the City of London**

- 1.1. There will be an increased demand for outside space by businesses wanting to place tables and chairs on the highway and this must be balanced with the need to enable social distancing for pedestrians.
- 1.2. The City Corporation will support businesses in their Covid-19 recovery as much as it can to ensure that they reopen in a safe manner as soon as possible.
- 1.3. Balanced with that, the City Corporation must provide residents, workers and visitors to the City with a safe and comfortable environment when travelling into and within the Square Mile, particularly when travelling on foot, by bike and on public transport whilst social distancing measures are still in place.
- 1.4. With a unique street layout, often comprising of narrow lanes following their original medieval design, surrounded by large high-rise buildings and with high volumes of pedestrians, the Square Mile faces a number of challenges which are not present in other areas of London.
- 1.5. In considering whether to issue a pavement licence, the City Corporation will have in mind environmental and public safety considerations, together with other relevant policies including the five key principles agreed at Planning and Transportation Committee on 23 June 2020:
  - i) To put safety first
  - ii) To recognise the need to nurture a thriving economy in our City
  - iii) No privatisation of public space
  - iv) Having regard for space required to queue outside premises
  - v) Having regard to new or existing public seating nearby
- 1.6. When considering whether to grant a pavement licence, the City Corporation will, having regard to those five principles, assess a variety of factors including
  - a) Public health and safety including compliance with current social distancing guidelines, crowd management, queue management, proximity to existing public seating or new public seating areas provided as part of the COVID-19 recovery programme, queues likely to be forming from nearby businesses
  - b) Public amenity including the potential to create nuisance to neighbouring occupiers by generating anti-social behaviour and litter
  - c) Accessibility including the width of the highway, pedestrian footfall, especially at peak times, suitable access to all members of the public using the highway, the presence of existing street furniture, the number of other permissions issued for areas in or near the proposed permitted area
  - d) Policy changes brought in during the pandemic that particularly affect pedestrian and traffic movement
  - e) The potential to safely reallocate carriageway to provide space for tables and chairs that are privately managed but clearly signed as available for public use



- 1.7. **Unobstructed footway width:** The City Corporation has determined through its Tables and Chairs Policy that a minimum width of 2.2 metres must be maintained on all footways for pedestrian use. This means that where a business occupies pavement space with furniture, there must be a minimum of 2.2 metres of unobstructed space between the edge of the furniture and the edge of the pavement or to the edge of another obstruction (eg. bike rack). This is without social distancing measures in place. **With social distancing measures in place of 1m+, the minimum width of 3.2 metres of unobstructed space must be maintained on all footways for pedestrian use.** This will enable the 2.2 metre width for pedestrians plus a 1 metre distance between pedestrians and people seated at tables and chairs outside the premises.
- 1.8. **City Streets:** Many City streets are too narrow to accommodate pavement licences whilst meeting the minimum restrictions set out in paragraph 1.7 above.
- 1.9. Applications should only be made in respect of City streets which are wide enough to accommodate furniture and maintain a 3.2 metre width for pedestrians passing in either direction. This illustration sets out the City Corporation's requirements:



1.10. **Duration of licence**

- The City's streets are undertaking a period of change in terms of both pedestrian numbers and temporary changes to the highway to deliver the City Corporation's Covid-19 transport recovery plan. To ensure the safety of residents, workers and visitors as people return to the Square Mile it is proposed that each pavement licence will be issued for a period of 3 months with the potential to re-apply if safe and appropriate to do so.
- The statutory provisions for pavement licensing expire on 30 September 2021 and the final date for making an application is 16 June 2021.

## Section 2

### 2. Pavement Licence: Definitions

2.1. **Pavement licence:** A pavement licence is a licence granted by the City Corporation, or deemed to have been granted, which allows the licence-holder to place removable furniture on part of a relevant highway adjacent to the premises in relation to which the application was made. A licence permits the holder to use furniture placed on the highway to sell or serve food or drink and/or allow it to be used by persons for consumption of food or drink supplied from, or in connection with the use of the premises.

2.2. **Eligible persons / businesses:** A person (includes a body corporate) who uses or proposes to use any premises (a) as a public house, wine bar or other drinking establishment, or (b) for the sale of food or drink for consumption on or off the premises can apply for a licence. Eligible businesses include public houses, cafes, bars, restaurants, snack bars, coffee shops, and ice cream parlours.

2.3. **Eligible locations:** Licences can only be granted in respect of highways listed in Part 7A of the Highways Act 1980. Generally, these are footpaths restricted to pedestrians or are roads and places to which vehicle access is restricted or prohibited. In the City of London this includes the footpaths, certain carriageways and city walkways. Highways maintained by Network Rail or over Crown land are exempt so a licence cannot be granted.

2.4. **Furniture:** Furniture which may be used is:

- a) counters or stalls for selling or serving food or drink;
- b) tables, counters or shelves on which food or drink can be placed;
- c) chairs, benches\* or other forms of seating that meet accessibility standards;  
**\*please note benches generally do not meet accessibility standards and permission for these will likely not be granted by the City Corporation.**
- d) umbrellas, barriers\*, heaters\* and other articles used in connection with the outdoor consumption of food or drink; **please note it is the City Corporation's policy not to permit barriers and heaters in the City of London as they provide additional obstructions in our narrow streets.**

The furniture must be removable, which in principle means it is not a permanent fixed structure, is able to be moved easily and stored away every evening.

### 2.5. Other consents (food and alcohol) / Planning Permission / Street Trading

- a) **Other consents:** The grant of a pavement licence only permits the placing of furniture on the highway. Other regulatory frameworks still apply; food businesses must be registered with the City Corporation and alcohol sales must only be made in accordance with a premises licence granted under the Licensing Act 2003. A sale of alcohol may only be made within the area

defined in the plan attached to an alcohol premises licence and does not extend to the area covered by a pavement licence.

- b) **Planning Permission:** A pavement licence when granted, or deemed to be granted, benefits the licence holder with deemed planning permission to use the land for anything done pursuant to the licence whilst the licence is valid.
- c) **Street Trading:** Anything done by the licence holder under the terms of a pavement licence will not be street trading for the purpose of the City of London (Various Powers) Act 1987 as amended by the City of London (Various Powers) Act 2013.

## Section 3

### 3. Pavement Licence: Application Process

#### 3.1. Existing Tables and Chairs licence or pending application

- a) **Existing licence:** During the lockdown period, the City Corporation suspended all existing tables and chairs licences granted under Part 7A of the Highways Act 1980. These licences will only be reinstated where it is safe to do so taking into account environmental and public safety considerations together with other relevant policies including the City Corporation's 5 key principles. If an application for a pavement licence is made and subsequently granted, the tables and chairs licence will have no effect whilst the pavement licence is in force.
- b) **Pending application:** If an application for a tables and chairs licence under the Highways Act 1980 has already been made but not determined, the applicant may proceed with that application which will be determined taking into account environmental and public safety considerations together with other relevant policies including the City Corporation's 5 key principles. However, an applicant may opt to make a fresh application for a pavement licence under the new process. If an application for a pavement licence is submitted, the application for a tables and chairs licence is treated as withdrawn. If a fee has been paid in connection with that application, no further fee is payable in connection with the application for a pavement licence.

#### 3.2. Submission of an application for pavement licence

An application for a pavement licence must be made to the City Corporation using our online platform at [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk). The following information will be collected as part of the application:

- a) Applicant details including name and address
- b) Business premises details including trading name, address and type of business use
- c) Details of the area of highway to be used by the business

- d) A location plan of the premises with the proposed area of highway to be used shown by a red line, so the application site can be clearly identified, together with:
- The positions and number of proposed tables and chairs, together with any other furniture to be placed on the highway
  - The plan does not have to be to scale but it must include clear measurements of, for example, furniture, pathway width/length, building width and any other fixed item in the proposed area **and should indicate distance between furniture in accordance with the relevant COVID-19 risk assessment for the business. Please see illustration in paragraph 1.9 above.**
  - Fire exits of premises as well as those of neighbouring properties if affected by the area of highway to be used.
- e) Description of and photos or brochure images showing the proposed type of furniture and information on potential siting of it within the area applied;
- f) Proposed hours of highway use for the placing of furniture
- g) Evidence that the applicant has met the requirement to give notice of the application (for example photographs of the notice outside the premises and of the notice itself);
- h) A declaration that the applicant has a current certificate of public liability insurance against the insured's legal liability for death of or bodily injury to or disease contracted by a third party and/or loss of or damage to a third party properly arising out of or in the course of or in connection with the carrying out of the insured's business at the application premises and pavement licence site:
- Inclusion of an indemnity to Principals Clause operative at the request of the insured.
  - A minimum limited of indemnity for any one occurrence of £5,000.000
- i) The application fee of £100

**An application will only be deemed valid when submitted in the correct manner as set out above, with all sections of the form completed and it is submitted with all required documents and the fee.**

### 3.3. Consultation

- a) The applicant is encouraged to talk to neighbouring businesses and occupiers prior to applying to the local authority, and so take any issues around noise, and nuisance into consideration as part of the proposal
- b) A public consultation period of 7 days will commence the day after a **valid application** is made to the City Corporation. Bank holidays, Christmas day

and Good Friday will not be counted as part of the 7 days. The consultation will consist of the following:

- The City Corporation will publish the application on its website for the duration of the 7-day consultation period. The last date for representations will be made clear and representations will not be accepted after this date.
- The applicant must fix a notice of the application to the premises so that it is readily visible and can be read easily by members of the public for the duration of the 7-day consultation period. **The applicant must email the City Corporation evidence that the notice has been fixed.**
- In addition to the statutory consultation with the Highways Authority (where the authority is not the City Corporation), the following will also be consulted: City of London Police, City of London Pollution Control Team, City of London Commercial Environmental Health Team, Access Team, City Surveyors, Street Environment Team, Planning & Transportation Team
- Applications will also be added to the licensing application bulletin email for wider distribution.

During the consultation period, representations relating to the application may be made by any person. The City Corporation must take into account any representations received during the public consultation period when determining the application.

## Section 4

### 4. Pavement Licence: Determination

4.1. In determining an application for a pavement licence, the City Corporation will take into consideration a range of factors including the criteria set out in Section 1 and the conditions set out in Section 5. A site assessment may be carried out by an authorised officer to ensure that no obstruction to the highway would be caused by licensing the proposed site.

4.2. Any representations made during the consultation period will be taken into consideration. Representations that do not relate directly to the granting of a pavement licence may be given less weight when determining an application. Representations received outside the consultation period will be disregarded.

4.3. The City Corporation may

- a) grant the licence in respect of any or all of the purposes specified in the application,
- b) grant the licence for some or all of the part of the highway specified in the application, or
- c) reject the application.

Any licence granted will be subject to the City Corporation's published standard conditions. Where a standard condition covers the same matter as set out in national published conditions, then the locally set condition takes precedence over the national condition where there is reasonable justification to do so.

- 4.4. The City Corporation must determine an application within a 7-day determination period. Decisions will be communicated to the applicant by way of email before the determination period ends.
- 4.5. If the City Corporation does not determine an application by the end of the 7-day determination period, the licence is deemed to be granted by the City Corporation.
- 4.6. Any pavement licences granted by the City Corporation will be valid for a period of 3 months subject to no licence extending beyond 30 September 2021. Any pavement licence deemed to be granted will be valid for one year commencing the day after the determination period ends and subject to no licence extending beyond 30 September 2021.
- 4.7. A person may apply for further pavement licences in respect of the same premises, provided that the determination period for any previous application made has ended.
- 4.8. A licence holder may surrender a pavement licence at any time by email notification to the City Corporation at [licensing@cityoflondon.gov.uk](mailto:licensing@cityoflondon.gov.uk) . There is no refund of the fee where a licence is surrendered.
- 4.9. The City Corporation will reject a pavement licence where the site is deemed unsuitable or unsafe having applied the criteria set out in Section 1, the conditions in Section 5 cannot be met, or if representations are made which raise issues that cannot be mitigated by way of conditions. There is no refund of the fee where an application is rejected. There is no statutory right of appeal against a decision to reject an application. If an applicant is aggrieved by a decision to reject an application for a pavement licence, they can make a complaint to the Director of Port Health and Public Protection at [licensing@cityoflondon.gov.uk](mailto:licensing@cityoflondon.gov.uk) setting out clear reasons for the complaint. The Director will consider the complaint within 14 days. Alternatively, an applicant may wish to make an application for a tables and chairs licence under Part 7A of the Highways Act 1980 which includes an arbitration process for contested applications.

## **Section 5**

### **5. Pavement Licence: Conditions**

- 5.1. All conditions set out in this section will apply to any pavement licence granted or deemed to have been granted by the City Corporation.
- 5.2. The City Corporation may impose additional conditions to a pavement licence as it considers reasonable and appropriate to a particular case, with the exception of licences deemed to be granted which are subject only to conditions published before the application was made.

- 5.3. **City of London Standard Conditions:** The City Corporation's standard conditions applicable to all pavement licences granted or deemed granted are attached as Appendix B.
- 5.4. **Default Condition as set out Section 3(6) and 5(4) of the Act:** The default 'no obstruction' condition is set out in Appendix C.
- 5.5. **National Conditions as published by the Secretary of State:** The Secretary of State may publish national conditions in exercise of his powers under [clause 5(6)] of the Business and Planning Act 2020. These conditions are attached as Appendix C.

## **Section 6**

### **6. Pavement Licence: Enforcement/Revocation**

- 6.1. If the licence-holder breaches any condition of a pavement licence the City Corporation may:
- a) Serve a notice on the licence holder requiring measures to be taken to remedy the breach as specified within the notice and within a specified time scale. If the licence holder fails to comply with the notice, the City Corporation may take the steps itself and recover the costs of doing so from the licence holder
  - b) Revoke the licence (whether or not a remediation notice has been issued)
- 6.2. The City Corporation may also revoke the licence in the following circumstances:
- Where:
- a) There are risks to public health or safety – for example by encouraging users to breach government guidance on social distancing by placing tables and chairs too close together;
  - b) there is anti-social behaviour or public nuisance – for example, the use is increasing the amount of noise generated and litter is not being cleaned up;
  - c) the highway is being obstructed (other than by anything permitted by the licence);
  - d) it comes to light that the applicant provided false or misleading statements in their application; or
  - e) the licence holder did not comply with the requirement to affix the notice to notify the public for the relevant period.

## Part B: Alcohol Licensing

### Section 7

#### 7. Automatic Off-Sales Extension

7.1. The Business and Planning Act 2020 (the Act) modifies the provisions in the Licensing Act 2003 to provide automatic extensions to the terms of premises licences with alcohol on-sales to allow for off-sales (subject to exemptions in paragraph 7.9 below). It is a temporary measure to boost the economy, with provisions lasting until the 30 September 2021.

7.2. The measures make it possible for licensed premises that have only an on-sales licence to sell alcohol for consumption off the premises. This allows businesses to trade whilst keeping social distancing measures in place inside.

7.3. The measures also make it possible for licensed premises that have off-sales with certain restrictions to sell alcohol without those restrictions applied.

7.4. There is no need for an application to be made and no fee to be paid.

**7.5. Premises with alcohol licences that currently only permit on-sales:** Licensees who have a premises licence that only permits on-sales automatically benefit with off-sales permission during the same hours permitted for on-sales. Off-sales are permitted in open containers and allow deliveries of alcohol to residential or work buildings. If longer hours are required for off-sales (than the on-sales), an application to vary the licence must be made in accordance with Section 34 of the Licensing Act 2003.

**7.6. Premises with alcohol licences that currently permit on-sales and off-sales with restrictions:** Licensees who have a premises licence that permits on-sales and off sales with certain restrictions will have those restrictions automatically suspended. There are three types of restrictions (conditions) that are suspended:

- a) Restrictions on times for off-sales. Off-sales can now mirror the times for on-sales. This would apply, for example, if the times of off-sales in a beer garden ( which was outside the red line plan - hence “off” the premises) were limited by condition, and more restrictive than the hours for sales inside the premises.
- b) Restrictions on selling alcohol for off-sales in an open container. Open containers are now automatically permitted, and any condition requiring off sales to be in sealed containers only is disapplied.
- c) Restrictions on deliveries to the door (of office or residential properties). Home (office) deliveries are now automatically permitted, without any additional conditions.

**7.7. Premises with alcohol licences that currently permit on-sales and off-sales without restrictions**

7.8. These licences are unaffected



- 7.9. **Exemptions to the automatic extension of off-sales:** Licensees who have had an application for an off-sales permission refused or had their off-sales permission excluded by variation or at review within the last three years, will be excluded from this automatic licence extension. This is a safeguard to ensure that where it has recently been decided that the licensee should not have the permission, they do not receive it through the Business and Planning Act 2020. If those premises want to benefit from off-sales, or have off-sales without restriction, they must apply to vary their premises licence in accordance with Section 34 of the Licensing Act 2003.

## **Section 8**

### **8. Review Procedures**

- 8.1. If any premises cause particular problems in operating under the automatic extension of off-sales, then any responsible authority (the Police, Environmental Health, Licensing Authority, Trading Standards and others) can apply to the City Corporation for a review of the new automatic off-sales permission. The review application must be based on one or more of the four licensing objectives. The review application works in a similar way to the existing summary review application, so it is a fast-track review application. The Licensing Authority has the power to consider it quickly, and apply interim steps, within 48 hours, just like a regular summary review.
- 8.2. In considering such a review, the Licensing Authority can only take into account the automatic extension for off-sales itself, and whether that should be removed. The licence cannot be revoked under this procedure
- 8.3. The Licensing Authority can remove the automatic right to have off-sales, or can reimpose conditions, such as time limits in beer gardens, or restrictions on home deliveries, in the off-sales review. The licensing authority can apply interim steps without the licence holder being present, but the licensee has the right to be heard to review interim steps, and there is a mandatory fully review hearing 28 days after the off-sales review application by the responsible authority. At this full review, only the off-sales provision may be considered and not the rest of the licence.
- 8.4. A licence holder has a right of appeal against a decision to remove the automatic extension of off-sales to a Magistrates Court.

## Section 9

### 9. City of London: Managing Outside drinking

9.1. With the temporary relaxation of licensing and planning laws until 30 September 2021, more pubs, bars, restaurants and cafes in the City of London will take advantage of being able to serve customers outdoors. As a result, there is the potential for an increase in noise and anti-social behaviour. It is essential that licence holders have provisions in place to manage their outside drinking and eating areas in order to lessen the impact on neighbouring residents and other businesses.

9.2. Licence holders are responsible for managing their customers consuming alcohol outside their premises. It is good practice to have a documented policy on managing outside drinking to include but not limited to:

- a) **Social distancing:** The government has produced guidelines to assist businesses in returning to work during the COVID-19 pandemic. The guidelines are constantly evolving and changing and licence holders are responsible for keeping risk assessments up to date to ensure the safety of their customers.
- b) **Noise from patrons:** Customers smoking, eating and drinking in outdoor areas including the public highway should be monitored by staff to prevent public nuisance. Licence holders should display prominent signs asking customer to be respectful of neighbouring property owners and to keep noise to a minimum.
- c) **Obstruction:** Customers must not be allowed to obstruct the highway or the doorways of neighbouring residential, commercial or office premises. Customers queueing to enter premises must be managed to prevent any such obstruction. Customers must not be permitted to congregate on the carriageway causing obstruction to vehicular traffic. Pedestrians must have unobstructed access to the highway and should not be forced to step into the road to pass by.
- d) **Customer safety:** Licence holders may wish to use toughened or polycarbonate glass in outside areas. Staff should monitor outside areas and collect empty glassware regularly. Spillages and or broken glass must be swept away immediately.
- e) **Litter:** Outside areas should be monitored regularly by staff and any litter generated by customers including food wrappers and cigarette butts should be cleaned up regularly and at the end of each evening.
- f) **Theft of personal belongings:** With more customers using external areas, there is more potential for opportunist theft of personal belongings. Licence holders may wish to use chelsea hooks on external furniture, display external signage warning customers of the risk of bag thefts and pick-pocketing. Staff monitoring outside areas should be vigilant at all times and remind customers to look after their personal belongings.
- g) **Threat from terrorist action – text to be provided**

**City of London Pavement Licence  
Standard Conditions**

These standard conditions are made pursuant to Section 5(2) of the Business and Planning Act 2020, to the extent that these conditions do not prevent the obstructions specified in section 3(6) of the Act the licence is deemed to be granted subject to the statutory no-obstruction condition.

The term 'furniture' used hereinafter means counters or stalls for selling or serving food or drink; tables, counters or shelves on which food or drink can be placed; chairs or other forms of seating; umbrellas, and other articles such as parasols or planters used in connection with the outdoor consumption of food or drink.

1. This licence must be displayed in a prominent position during any period that furniture is placed on the highway.
2. The placing of furniture and seating of customers should comply with government Covid-19 Secure Guidelines and the licence holder must have an appropriate risk assessment in place for their business operation
3. This licence only permits the area of the highway (the authorised area) and the items of furniture specified on the licence to be used. All furniture is to remain within the authorised area whilst it is in use on the highway.
4. All customers in the authorised area must be seated at all times save for access to and egress from the seating area.
5. The furniture must be removed from the authorised area by the licence holder by 23:00 unless otherwise specified on the licence, or at any time when requested to do so by an officer of the City Corporation or City of London Police. The furniture must be stored off the highway every evening.
6. Furniture must not be placed in any position where it will obstruct a designated fire escape route.
7. The authorised area must be supervised at all times whilst the licence is in use. The licence holder must ensure there are sufficient staff to supervise and control the authorised area to:
  - a. deter and prevent noise nuisance and/or antisocial behaviour
  - b. ensure the safety of customers and staff in line the Covid-19 risk assessment
  - c. ensure that the area is kept clean, tidy and free of litter
  - d. food and drink must be cleared from unoccupied tables
8. The licence holder must clean the authorised area regularly to prevent staining by anything done pursuant to the licence.
9. The licence holder shall be liable for any damage to the authorised area which the City Corporation considers reasonably attributable to anything done pursuant to the licence and shall reimburse the costs of the City Corporation or its Agents in repairing the same.

10. The licence holder shall be liable for and shall indemnify the City Corporation, their Servants and Agents against:-
- a) any expense, liability, loss, claim or proceedings whatsoever arising under statute or at common law in respect of personal injury to or the death of any person whomsoever, and
  - b) any expense, liability, loss, claim or proceedings in respect of any injury, loss or damage whatsoever to any person whomsoever or to any property real or personal, arising from the use of the Public Footway for the permitted purpose.
- Without limiting the obligation hereunder, the licensee will effect insurance against the matters referred to in 11(i) to the satisfaction of the Chamberlain of London and will produce to the Chamberlain the policies of insurance so effected and the current premium renewal receipts relative thereto at such times as the Chamberlain shall reasonably require.
11. No advertising material may be attached to, or form part of, any of the furniture.
12. No supplemental lighting may be used in connection with the furniture.

**Pavement Licence: Default No Obstruction Condition**

Anything done by the licence-holder pursuant to the holder, or any activity of other persons which is enabled by the licence, must not have one of the specified statutory effects debarring grant of the licence, namely the effect of:

- (a) preventing traffic, other than vehicular traffic, from
  - (i) entering the relevant highway at a place where such traffic could otherwise enter it (ignoring any pedestrian planning order or traffic order made in relation to the highway),
  - (ii) passing along the relevant highway, or
  - (iii) having normal access to premises adjoining the relevant highway,
- (b) preventing any use of vehicles which is permitted by a pedestrian planning order or which is not prohibited by a traffic order,
- (c) preventing statutory undertakers having access to any apparatus of theirs under, in, on or over the highway, or
- (d) preventing the operator of an electronic communications code network having access to any electronic communications apparatus kept installed for the purposes of that network under, in, on or over the highway.

## National Conditions as published by the Secretary of State

The following National Conditions apply to every pavement licence granted or deemed granted by the City of London.

1. Clear routes of access along the highway must be maintained, taking into account the needs of disabled people, and the recommended minimum footway widths and distances required for access by mobility impaired and visually impaired people as set out in Section 3.1 of Inclusive Mobility:
  - a. A clear width of **2000mm** allows two wheelchairs to pass one another comfortably. This should be regarded as the minimum under normal circumstances. Where this is not possible because of physical constraints **1500mm** could be regarded as the minimum acceptable under most circumstances, giving sufficient space for a wheelchair user and a walker to pass one another. The absolute minimum, where there is an obstacle, should be **1000mm** clear space. The maximum length of restricted width should be **6 metres** (see also Section 8.3). If there are local restrictions or obstacles causing this sort of reduction in width they should be grouped in a logical and regular pattern to assist visually impaired people.

It is also recommended that there should be minimum widths of **3000mm** at bus stops and **3500mm** to **4500mm** by shops though it is recognized that available space will not always be sufficient to achieve these dimensions.

## PUBLIC NOTICE

### Business and Planning Act 2020 Application for a Pavement Licence

I/We (*name of applicant*), \_\_\_\_\_

do hereby give notice that on (*date of application*) \_\_\_\_\_

have applied to the City Corporation for a 'Pavement Licence' at:

(*postal address of premises*)

known as (*trading name of premises*)

The application is for: (*brief description of application eg. outdoor seating to the front of the premises for serving food and drink*)

A copy of my application and associated documents including plan and details of furniture can be viewed on the City Corporation's website at [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk). Any person wishing to make representations to this application may do so by email at: [licensing@cityoflondon.gov.uk](mailto:licensing@cityoflondon.gov.uk)

by: (*date*) \_\_\_\_\_

(*this must be 7 days from the date of the application not including bank holidays*)

Signed .....

Dated .....

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