



## Projects and Procurement Sub-Committee

**Date:** MONDAY, 16 OCTOBER 2023  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

### GATEWAY REPORTS

Items ordered as follows:

1. Public/Non-public
2. Decision/Information as submitted to service committee(s)
3. Service committee(s)
4. Gateway number

16. **CITY CLUSTER AREA - PROGRAMME UPDATE (INCLUDING LEADENHALL STREET IMPROVEMENTS)**

**For Decision**  
(Pages 5 - 54)

17. **COMBINED SECTION 278 PROJECT INITIATION REPORT**

**For Decision**  
(Pages 55 - 122)

18. **CREECHURCH LANE AREA IMPROVEMENTS (CITY CLUSTER PROGRAMME)**

**For Decision**  
(Pages 123 - 140)

19. **100 MINORIES: 278 HIGHWAY WORKS (PHASE 1), AND PUBLIC REALM ENHANCEMENTS (CRESCENT) (PHASE 2)**

**For Decision**  
(Pages 141 - 174)

20. **22 BISHOPSGATE PUBLIC REALM PROJECT**

**For Decision**  
(Pages 175 - 184)

21. **35 VINE STREET SECTION 278 HIGHWAY WORKS**  
**For Decision**  
(Pages 185 - 196)
22. **CREED COURT S.278**  
**For Decision**  
(Pages 197 - 206)
23. **SOCIAL CARE CASE MANAGEMENT SYSTEM (MOAIC) OUTCOME REPORT**  
**For Information**  
(Pages 207 - 214)

**Non-Public Reports**

24. **\*BARBICAN EXHIBITION HALLS ENABLING WORKS**  
**For Decision**  
(Pages 215 - 234)
25. **TOWER BRIDGE FIRE SUPPRESSION (TBFS) - GATEWAY 2 ISSUE REPORT**  
**For Decision**  
(Pages 235 - 248)
26. **TOWER BRIDGE SERVICE TRENCHES REFURBISHMENT - GATEWAY 5**  
**For Decision**  
(Pages 249 - 258)
27. **HORACE JONES HOUSE AND BRIDGEMASTERS HOUSE - WORKS TO ADDRESS HISTORIC ISSUES - GATEWAY 6**  
**For Decision**  
(Pages 259 - 266)
28. **SECURE CITY PROGRAMME: ISSUES REPORT**  
**For Decision**  
(Pages 267 - 284)
29. **SYDENHAM HILL REDEVELOPMENT, LEWISHAM SE26 6ND**  
**For Decision**  
(Pages 285 - 304)
30. **FUNDING FOR OPN REPLACEMENT PROJECT/ MRI HORIZON**  
**For Decision**  
(Pages 305 - 320)

31. **CITY'S ESTATE: REFURBISHMENT/EXTENSION OF: THE COURTYARD - 1  
ALFRED PLACE, W1**

**For Decision**  
(Pages 321 - 326)

32. **BLACKFRIARS BRIDGE PARAPET REFURBISHMENT AND BRIDGE RE-  
PAINTING - GATEWAY 5 ISSUE**

**For Information**  
(Pages 327 - 344)

33. **TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE -  
GATEWAY 5 PROGRESS REPORT\***

**For Information**  
(Pages 345 - 366)

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

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<b>Committee(s):</b> Streets and Walkways Sub – For Decision	<b>Date(s):</b> 26 September 2023
<b>Subject:</b> City Cluster Area – programme update (including Leadenhall Street Improvements)  <b>Unique Project Identifier(s):</b> City Cluster Vision Phase One - 12072 Leadenhall Street Improvements – City Cluster Vision Programme - 12295	<b>Public</b>
<b>Report of:</b> Interim Executive Director, Environment Department	<b>For Decision</b>
<b>Report author:</b> Maria Herrera and Daniel Laybourn Policy and Projects	

## Summary

This report provides an update on the delivery of the City Cluster programme, which is structured around three workstreams and focused on the implementation of the City Cluster Vision and Transport Strategy. The programme will deliver an outstanding environment and improve the way that streets and spaces can support the local economy. These workstreams also include projects that will improve the environmental resilience of the public realm, addressing climate impacts in the coming years.

The three City Cluster workstreams are as follows:

- 1) Pedestrian priority and traffic reduction
- 2) Wellbeing and climate resilience
- 3) Activation and engagement

Since the last update report in November 2022, the following progress has been made:

- Three projects from the Wellbeing and Climate Resilience workstream have been completed and one is due to start on site in October 2023.
- Leadenhall Street Improvements project: An early concept design to introduce wider footways along the length of the corridor has been completed. Surveys have been completed to assess the viability of planting trees and introducing greenery. The resulting visualisations of this can be seen in Appendix 3. The next stage is to develop costed and validated greening and public realm options for future consideration by Members whilst continuing engagement with local stakeholders. The requested decisions detailed in this report are to enable this to happen and submit a Gateway 3 report back to Members in due course.

- As agreed in the last update report, a capital funding bid for the next phase of the programme's high priority projects has been submitted and a decision is expected by the end of 2023. The EC BID have also committed £1m towards the delivery of projects (subject to the success of the City's pending capital bid). A summary on progress was presented to the City Cluster Programme Board in July 2023, which included an update on current projects.
- In July 2023, TfL decided to make their Bishopsgate Experimental Traffic Order permanent. In short, this permanently restricts substantive access on Bishopsgate and Gracechurch Street between Shoreditch and London Bridge to buses and cycles only between 7am-7pm Monday to Friday.

### **Recommendations**

1. Note and approve the content of this progress update.
2. Note the funding strategy in Appendix 2, and the commitment of £1m from the EC BID, subject to the outcome of the City's capital bid which has been submitted for consideration.
3. Approve funding of £35,000 from the S106 contribution of 40 Leadenhall Street for staff costs and fees for the management of the City Cluster programme including communications, for the next reporting period. As set out in Appendix 2.
4. Regarding the Leadenhall Street Improvement project, the following recommendations are sought to enable the project to progress to Gateway 3:
  - i. Approve the progression of the project's design shown in Appendix 3 towards a more-detailed design with costed greening and public realm options for future consideration and approval by Members.
  - ii. Approve the increased and amended budget shown in Appendix 4 to enable the above work to take place and reach the next gateway, including the requested increase of £173,000 to a new overall budget of £391,000. It's proposed that this be funded by the 20 Fenchurch Street S106 monies;
  - iii. Approve the inclusion of a works budget line to accommodate trial holes to help validate potential greening locations along the street; and
  - iv. Approve the amended Risk Register in Appendix 5 that has been updated following the outcome of TfL's Bishopsgate Experimental Traffic Order to release the funding previously held in the register back into the project.

## **Main report**

### **Background**

1. The City Cluster Vision (CCV) was adopted by Committees in May 2019 and provides a framework for the transformation of the streets and public realm of the area. The City Cluster Area delivery plan was approved by committees in July 2020 and divided the implementation of the Vision into three workstreams: 1) Pedestrian priority and traffic reduction, 2) Wellbeing and Climate Resilience, and 3) Activation and Engagement.
2. Officers have developed the projects within the workstreams in close collaboration with Ward Members, stakeholders, and the EC BID, through the establishment of a Programme Board. Regular updates have been provided throughout the process to ensure the scope of the workstreams is in line with programme objectives and strategic priorities.

### **Progress to date**

3. A Programme Board meeting took place in July 2023, to review the following:
  - To discuss the Leadenhall Street Improvement project and agree next steps for the design development stage.
  - To discuss the programme funding strategy and planned capital funding bid.
  - To update the Board on progress to date on all workstreams. Included in section 7,8 and 9 below and in Appendix 1.
  - To update the Board on the work of the EC BID
  - To review the terms of reference for the Board.
4. A key item of the agenda was the review of the Leadenhall Street Improvement Project and the proposed funding strategy. Feedback on the Leadenhall Street designs was very positive, and members requested that timescales for implementation should be reviewed to deliver change within a shorter timeframe.
5. Funding for delivery of the next phase of the programme is yet to be determined and the aim is to secure additional funding via a City Community Infrastructure Levy (CIL) capital bid which has been submitted. An outcome is expected by the end of 2023. Other confirmed funding sources such as S106 and S278 forms part of the funding strategy. In addition to this, it has been confirmed that the EC BID will contribute £1m over a three-year period to fund projects in the programme. Further details of the funding strategy are included in the Financial Implications section of this report.
6. In July 2023, TfL decided to make their Bishopsgate Experimental Traffic Order permanent. In short, this permanently restricted substantive access

on Bishopsgate and Gracechurch Street between Shoreditch and London Bridge to buses and cycles only between 7am-7pm Monday to Friday. This decision has now enabled officers working on some elements of the programme, such as the Leadenhall Street Improvements and City Cluster Security Projects, to progress their own proposals which align with the now-permanent traffic restriction. It has also reduced the risk profile for the Leadenhall Street improvement project which is detailed in the risk section of this report.

## 7. Pedestrian priority and traffic reduction workstream

The table below provides a brief update on all the current projects in this workstream.

Typology of project	Location and brief description	Update
Cycling infrastructure	<u>Bevis Marks Cycle route</u> : Experimental protected cycle lane from St Botolph Street to Camomile Street.	Experimental scheme is to be made permanent in October 2023.
	<u>Aldgate to Blackfriars cycle route</u>	The Leadenhall Street concept design narrows the carriageway to 6.5 metres. In tandem with current and expected traffic volumes, this will provide a suitable environment for cyclists to take the primary position in the general traffic lanes.  Light segregation is also being proposed east along Aldgate High Street from Mitre Street to the pedestrian crossing by Aldgate Square.  With the experimental scheme on Bevis Marks being made permanent, St Botolph Street is to be upgraded with physical separation for cyclists from general traffic. Delivery is expected by 2028.
	<u>Houndsditch Experimental cycle scheme</u>	An experimental scheme is due to be delivered in 2024/25.
Traffic reduction and pedestrian priority	<u>Leadenhall Street</u> Transformation of this key route to include more space for people walking, improved crossings, greening and public realm enhancements.	The early concept design has been completed. This has established the scope and feasibility of the project, including pavements widened as much as possible on both sides of the street, space for planting and public realm

		<p>improvements (subject to further investigation of utilities) and early work on the incorporation of necessary security requirements. The design has already been used to inform the other projects, detailed in section 10 of this report, to ensure a holistic approach to the future transformation of the street.</p> <p>The project has been identified as a high priority with significant transformative benefits for the area. However, additional funding is now required to develop the more-detailed greening and public realm options prior to these options being presented to members in a future report for decision.</p> <p>As the requested decisions in the report utilise existing funding, they aren't dependant on the success of the CIL capital bid. The risk of abortive work should the CIL capital bid be unsuccessful or deferred is also low. If that was to happen, the next steps in the design process could be completed regardless, with the resulting options being presented to Members for a decision on their preferred approach. This would further clarify and solidify the City's vision for Leadenhall Street.</p> <p>Regarding the delivery of change on Leadenhall Street in a shorter timeframe, officers are already exploring the options to do this and, should they be approved, the requested decisions would help to improve the chances of this happening. With several S278 projects currently live along the street, it's very likely there will be various options to deliver improvements between them in a co-ordinated manner, aligned by the overall concept design that has been developed for the street.</p> <p>To expedite 'quick wins', these improvements may be limited to footway widening only with public realm and greening improvements to follow later, but officers will continue to investigate</p>
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		the possibilities and bring a report to members at the earliest opportunity.
	<p><u>St Mary Axe</u></p> <p>Phase 1: short-term measures to improve accessibility and experience for people walking.</p> <p>Phase 2: Transformative change to improve the walking experience, introduce greening and public realm enhancements.</p>	This project is currently on hold due to the new developments in the area which will need due consideration in future streetscape planning. Officers are currently liaising with colleagues in City Planning and the developer at 1 Undershaft to formalise a way forward.
Security	<p><u>Area wide security project</u></p> <p>Projects to incorporate appropriate security measures into the streets and public realm across the area.</p>	Data gathering and design development has commenced and consultation with stakeholders is planned to be undertaken in late 2023.
Pedestrian Priority and accessibility	<p><u>Creechurch Lane Area:</u></p> <p>This project includes pavement widening, accessibility improvements and planting, to introduce a permanent scheme in place of temporary measures.</p>	<p>This project has been identified as a high priority.</p> <p>A Gateway 1/2 report is on this committee agenda for decision.</p>

## 8. Wellbeing and Climate Resilience workstream

The content of this workstream has been organised into three key areas of work, as summarised below. The projects have been developed in collaboration with the City Gardens division, Climate resilience officers and local stakeholders.

<b>Typology of project</b>	<b>Location and description</b>	<b>Update</b>
Improvements to existing public spaces	1. <u>St Helens Churchyard:</u> Re-landscaping to include additional	Project on hold and subject to a CIL neighbourhood funding bid to be submitted by the Church.

	<p>greening and seating and step-free access</p> <p>2. <u>St Andrews Undershaft Churchyard</u>: proposals include re-configuration of steps, new planting beds (incorporating rainwater harvesting), increased greening and additional seating</p> <p>3. <u>Jubilee Gardens</u>: Relandscaping, including climate resilient planting and seating, new entrance, SuDS and green wall</p>	<p>Detailed design is completed and the submission for Faculty consent for trial holes to the Diocese of London has been approved, with trial holes planned to be completed in September, followed by Gateway 5 (Chief Officer approval). Works are expected to start on site in mid-2024.</p> <p>Construction information is complete. Works are anticipated to start on site in October 2023.</p>
Green Streets	<p>4. <u>Green streets</u>: Project involves the installation of seating and planters with a flexible, modular design across the area and is part-funded by the EC BID.</p>	Project completed in July 2023.
Climate change resilience measures	<p>5. <u>Bevis Marks SuDs pilot project</u>:</p> <p>A project to construct Sustainably drained planters with permeable paving, resilient planting, and seating as part of a pilot project for the Cool Streets and Greening programme.</p> <p>6. <u>Tree planting across the area</u></p>	<p>Project completed in April 2023.</p> <p>A total of 12 trees have been planted in the area to date. More are planned next planting season.</p>

## **9. Activation and Engagement workstream**

This workstream has been agreed to be developed and implemented by the EC BID, coordinated with the Destination City team. This piece of work will identify shared goals and a delivery framework that enhances private-public sector engagement, outputs and outcomes.

## **10. Other project progress related to Section 278 agreements:**

Projects at Construction Stage:

- 6-8 Bishopsgate S8/ 278: An area of footway widening, and reconstruction work is due imminently outside this development on Leadenhall Street. This will be delivered under agreement by TfL and the developer, with the design coming from the City's design for Leadenhall Street.
- 40 Leadenhall Street S278: A large scale S278 scheme around the new development on Leadenhall Street, Billiter Street, Fenchurch Street and Fenchurch Buildings, which also encompasses the remaining elements of the Billiter Street S106, 52-54 Lime Street and 10 Fenchurch Avenue S278 projects. The project is post G5 and is currently expected to begin construction in early 2024. The project's design for Leadenhall Street has also come from the City's design for the street and greening is being planned for Billiter Street and Leadenhall Street.

Projects at pre-construction stage:

- 1 Leadenhall Street S278: A S278 scheme on Leadenhall Street and Whittington Avenue. A G3/4/5 report is due to be submitted to committees in late 2023 for a planned construction start in Spring 2024. The scope of the project is to include delivery of the Leadenhall Street concept design in the proximity of the development and Whittington Avenue being raised and paved with granite setts to provide an enhanced walking environment.

## **Communication Strategy**

11. The programme governance has been established and this includes a Programme Board that meets twice a year and includes representation from Ward Members, City officers and key stakeholders.
12. It has been identified that additional engagement and communication is required to provide regular updates to stakeholders on projects and increase engagement with the EC BID. A communication strategy has been produced and additional staff costs are requested in this report to deliver the outputs and continue working alongside stakeholders and the EC BID.
13. Annual programme reports will continue to be submitted to Committees and individual Gateway reports will be submitted as projects are developed.



## **Corporate & Strategic Implications**

14. The City Cluster is identified as a Key Area of Change in the draft Local plan. The area will experience the largest increase in working population due to current and projected developments.
15. Transport Strategy – The City Cluster programme delivers against the following outcomes:
  - The Square Mile’s streets are great places to walk and spend time.
  - Street space is used more efficiently and effectively.
  - The Square Mile is accessible to all.
  - People using our streets and public spaces are safe and feel safe.
  - More people choose to cycle.
  - The Square Mile’s air and streets are cleaner and quieter.
  - Our street network is resilient to changing circumstances.
16. The Destination City initiative will ensure that the square mile remains a world-leading destination. In relation to the public realm, aspirations include:
  - Build on existing strategies to explore opportunities for more pedestrianised areas, particularly at the weekend.
  - Bring fun, colour, and lightness to City spaces, with focus on attracting families and more diverse audience groups as well as delivering for workers and residents; and find new opportunities to open and demystify City businesses.
17. The Climate Action strategy was adopted in 2020 and sets out how the City will achieve net zero, build climate resilience and support sustainable growth over the next two decades. A key deliverable is the Cool Streets and Greening programme which focusses on improving climate resilience in the public realm.

## **Financial implications**

18. The delivery of the short-term projects for the first two years, 2022-2024, at an estimated total cost of £2.9m is fully funded through a variety of sources, including site specific Section 106 contributions, Section 278 payments, Climate Action Strategy programme and external sources. However, the medium-term transformative projects such as Leadenhall Street are not fully funded. Officers have estimated costs for all projects and developed a funding strategy. See Appendix 2 for further information.
19. A capital bid for City CIL funding has been submitted with an outcome expected by the end of 2023. Substantial CIL contributions in excess of £80m have been generated in this area as a result of several new developments, and key stakeholders, including the programme board have expressed their support for utilising a proportion of this funding for the delivery of projects to transform the area.

20. In 2020 TfL’s Liveable Neighbourhood programme funding of £4m was withdrawn as a result of TfL’s financial situation. Officers will continue to work closely with TfL to investigate future funding.

21. Funding from Section 106 agreements in the area are a key funding source for the delivery of the City Cluster programme. Additional S106 funds are proposed to be allocated to the programme through the “S106 Allocation report” which is also on this Committee’s agenda.

**Legal implications**

22. The existing S106 contributions which are proposed to be used to fund the programme are specific to this area, in scope and geography. Section 106 payments made and held for specific purposes must be spent on the purposes for which they are held and in accordance with the City’s obligations under the agreement unless these agreements are specifically re-negotiated with the relevant parties.

23. Where further consultation is required on individual projects, this will be carried out as the project moves forward, in accordance with either the statutory requirements or the principles which guide general consultation.

24. The City published an Infrastructure funding statement annually which includes a statement of the infrastructure projects or types of infrastructure which the City intends will be, or may be, wholly or partly funded by CIL. Where proposals for works within the City Cluster Vision fall within the scope City of London Infrastructure List, CIL funds may be used towards such works.

25. Furthermore, the removal of regulation 123 of the CIL regulations 2010, that restricted pooling of S106 and CIL contributions now allows local authorities to combine CIL and 106 revenues towards the same infrastructure project or item.

**Risk Implications**

26. The top three programme risks are as follows:

Risk	Description	Response
Future funding is not secured for the delivery of medium- and long-term projects	At present, funding has been secured to deliver the short-term projects (2022-2024),  Funding for future years (beyond 2024) is uncertain and subject to future capital bids and allocation of S106	Additional funding sources are being investigated, officers will work closely with the Chamberlains Dept.  Officers are working with stakeholders including the

	contributions from the local area.	EC BID to support the funding of the workstreams.
Delivery timescales are delayed	Projects will need to be coordinated with the on-going developments in the area. This will impose various programme constraints.	On-going communication with developers and contractors is essential, as is the need for flexibility in the programme.
Lack of stakeholder support	The public consultation on the City Cluster Vision and the Transport Strategy highlighted strong overall support to deliver the proposed initiatives.	<p>A communication strategy is in place to ensure stakeholders are kept updated and consulted at various stages of the projects.</p> <p>The EC BID and stakeholders in the Cluster have expressed their support for the programme. Engagement with these groups has been maintained and will be enhanced.</p>

27. For the Leadenhall Street improvement project and its risk profile, TfL's decision to make the Bishopsgate experimental traffic order permanent means that there is no longer a need to hold funding in its risk register for an experimental timed closure point on the street. This was approved by members in May 2022 in case TfL removed or amend their experiment which could have led to an unwanted increase in general traffic on Leadenhall Street. The proposed risk register included in Appendix 5 of this report therefore no longer includes this risk and has been amended accordingly to reflect the status of the project. At this time, no funding has been attributed to the risk register as the risks for the next stage of work are minimal and mitigations are already accommodated in the project's BAU activities by Officers.

## Conclusion

28. The City Cluster area delivery plan outlines a framework for the creation of a positive and welcoming street environment to support the City Cluster. The programme will ensure the streets and spaces are attractive, safe, and inclusive. The ability to place the City Cluster as a destination beyond the working hours, welcoming visitors and workers alike remains a key aim of the programme.

## Appendix:

Appendix 1. Overall Programme update (Programme Board presentation).

Appendix 2. Report funding tables and Programme funding strategy for 2024-2027.

Appendix 3. Leadenhall Street Improvements: Design plan and visualisations

Appendix 4. Leadenhall Street Improvements funding information and budgetary requests.

Appendix 5: Leadenhall Street Improvements Proposed Risk Register (for approval).

## Other relevant papers in this Committee's Agenda:

<b>Section 106 Allocation report</b>
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– For decision
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<b>Creechurch Lane Area Gateway 1/2 report</b>
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– For decision
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## Other relevant documents:

City Cluster Vision (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/public-realm-city-cluster-vision-area-strategy.pdf>

City of London Transport Strategy (adopted 2019)

<https://www.cityoflondon.gov.uk/assets/Services-Environment/city-of-london-transport-strategy.pdf>

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# Appendix 1.

## City Cluster Area Programme presentation

July 2023

# City Cluster Vision masterplan

## Proposals overview

In support of the vision, a series of public realm proposals and opportunities are identified and located on the illustrative masterplan diagram. Initial concept proposals are outlined in the following section in response to the perceived issues, objectives and consultation responses identified within this report. It is the purpose of the envisioned proposals to offer an aspirational character and a reinforced or new sense of place.

The proposals outlined will be subject to ongoing engagement, detail design works and the relevant surveys and technical assessments required. Refer to the proposed Delivery Plan in section 4 of this report for further information on proposed phasing and delivery.

The proposals are identified as follows:

- 1 Jubilee Gardens - Houndsditch
- 2 St Mary Axe - Lime Street
- 3 Wellington Avenue
- 4 Bevis Marks - Camomile Street
- 5 Leadenhall Street - incl Leadenhall Crossing
- 6 Great St Helens link - Bishopsgate
- 7 Bishopsgate - Gracechurch Street
- 8 Camomile Street - Wormwood Streets Junction
- 9 Threadneedle Street junction
- 10 Bury Street
- 11 Creechurch Lane Area



Fig. Illustrative Masterplan locating public realm proposals

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# City Cluster Programme overview

## **Workstream 1: Pedestrian priority & traffic reduction**

Ensure pedestrian routes can accommodate the projected increases in pedestrians and cyclists flows by rebalancing the street capacity.

## **Workstream 2: Well-being & climate change resilience**

Promote the improvement of public spaces and introduce greenery to deliver an attractive environment.

## **Workstream 3: Activation & events**

Deliver public places that are welcoming and inclusive; and encourage public participation and social engagement.

## 2. Leadenhall Street transformation

### Design vision



# Project Objectives

- An improved walking environment
- Improved accessibility and safety
- A high-quality public realm
- Increased greenery and seating provision

# Design Vision



Greener



Sociable



Integrated



# View 1 - Looking East towards Leadenhall and Lloyds buildings



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Before

# View 1 - Looking East towards Leadenhall and Lloyds buildings



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After



## View 2 - Looking West at the Leadenhall/ St Mary Axe Junction



Before



## View 2 - Looking West at the Leadenhall/ St Mary Axe Junction



After



## View 3 - The Eastern Gateway Looking West From Aldgate High Street



Before



# View 3 - The Eastern Gateway Looking West From Aldgate High Street



After



## Next steps:

- Next stage of design work to commence:
  - Develop design brief
  - Expand on project objectives
- Funding bid outcome - September 2023
- Options appraisal report – Summer 2024
- Indicative construction timescales: 2024-2026

## 3. Funding strategy

# City Cluster Area: high priority projects

Delivery 2024-27 – City CIL Funding bid dependant

	Project	Project evaluation	Design Development	Pre-construction	Delivery 2024/25	Delivery 2026/27
1	Leadenhall Street; Transformative Change <i>(phased implementation)</i>		●			
2	Creechurch Lane area		●			
3	Fenchurch Street (feasibility study and pavement widening)	●				
4	Healthy Streets Plan – Fenchurch Street and south of the area <i>(to be coordinated with ECBID public realm strategy)</i>	●				
5	Lime Street and Fenchurch Street pedestrian crossing improvements	●				
6	Climate Action Strategy; Cool Streets and Greening programme (area wide)	●				

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Key:  
● Current project status

**CITY CLUSTER PROGRAMME  
FUNDING STRATEGY 2024 – 2027**

<b>Funding Source</b>	<b>Amount (£)</b>	<b>Status</b>
CoL CIL bid	5.9m	TBC (September)
CoL Climate Action Strategy	0.4m	confirmed
CoL S106 receipts	3.5m	confirmed
S278 agreements with developers	1.9m	confirmed
External Contributions (EC BID)	1m	confirmed
<b>TOTAL</b>	<b>12.7m</b>	

## 4. City Cluster programme: Projects update

# Current projects 2023-2024

## **Completed:**

- Bevis Marks Sustainable Urban Drainage
- Green Streets planters and Seating
- Area wide tree planting – phase 1
- Mark Lane enhancement scheme
- Sculpture in the City 12<sup>th</sup> edition

## **Pre-construction stage:**

- Jubilee Gardens relandscaping scheme
- St Andrew Undershaft churchyard enhancement
- Area wide tree planting – phase 2
- Whittington Avenue (S278)
- Billiter Street (S278)

## **Design development stage:**

- Creechurch Lane area

Bevis Marks  
Sustainable Urban Drainage

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# Green Streets project





# Tree planting - Houndsditch





Mark Lane and New London Street  
public realm

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Sculpture in the City  
12<sup>th</sup> edition

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# Jubilee Gardens – Pre-construction stage

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# St Andrew's Undershaft – Pre-construction stage

## Design proposal: Illustrative view

The refurbishment of the churchyard to St Andrew Undershaft Church will maintain and enhance not only the relationship of this small space with its church, but also the wider City cluster beyond. It will continue to offer a vital and intimate publicly accessible open space serving as gathering for church events as well as a refuge of calm within the bustle of the City.

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Creechurch Lane – design development stage



## 6. Terms of reference Programme Board

# Terms of Reference

- **The Role of the Programme Board**

- To provide oversight, advocacy, and support for the area framework with a focus on the strategic direction of the Cluster
- The Board meets twice a year/as required

- **The Board is responsible for:**

- Strategic decisions regarding the overall direction and priorities of the programme
- Agreeing the funding strategy
- Reviewing the programme communication strategy.
- Reviewing the programme risks and dependencies.



## Appendix 2 – Report funding tables and Programme funding strategy for 2024-2027

Description	Approved Budget (£)	Expenditure (£)	Balance (£)
P&T Staff Costs	89,000	76,663	12,337
Env Servs Staff Costs	3,922	3,921	1
P&T Fees	66,078	60,272	5,806
<b>TOTAL</b>	<b>159,000</b>	<b>140,856</b>	<b>18,144</b>

Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
P&T Staff Costs	89,000	30,000	119,000
Env Servs Staff Costs	3,922	-	3,922
P&T Fees	66,078	5,000	71,078
<b>TOTAL</b>	<b>159,000</b>	<b>35,000</b>	<b>194,000</b>

Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
S106 - Pinnacle - LCEIW - 06/01123/FULEIA	82,000	-	82,000
S106 - 6 Bevis Marks - LCEIW - 09/00450/FULMAJ	50,000	-	50,000
S106 - 40 Leadenhall Street - LCEIW - 13/01004/FULEIA	27,000	35,000	62,000
<b>TOTAL</b>	<b>82,000</b>	<b>-</b>	<b>82,000</b>

<b>Table 4: Spend to Date - 16800455 - Leadenhall St Improvements CCV</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
Env Servs Staff Costs	25,200	23,569	1,631
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	53,800	30,748	23,052
P&T Fees	81,000	43,070	37,930
Cost Risk Provision	57,000	-	57,000
<b>TOTAL</b>	<b>218,000</b>	<b>97,386</b>	<b>120,614</b>

<b>Table 5: Resources Required to reach the next Gateway</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Additional Resources Required (£)</b>	<b>Revised Budget (£)</b>
Env Servs Staff Costs	25,200	45,000	70,200
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	53,800	30,000	83,800
P&T Fees	81,000	120,000	201,000
Trial Works	-	35,000	35,000
Cost Risk Provision	57,000	(57,000)	-
<b>TOTAL</b>	<b>218,000</b>	<b>173,000</b>	<b>391,000</b>

<b>Table 6: Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
ReVeAL EU Funding	22,660	-	22,660
S106 - 20 Fenchurch Street - Transportation - 08/01061/FULMAJ	195,340	173,000	368,340
<b>TOTAL</b>	<b>218,000</b>	<b>173,000</b>	<b>391,000</b>

**Table 7. Programme funding strategy**

**CITY CLUSTER PROGRAMME**

**FUNDING STRATEGY 2024 – 2027**

<b>Funding Source</b>	<b>Amount (£)</b>	<b>Status</b>
CoL CIL bid	5.9m	TBC (November)
CoL Climate Action Strategy	0.4m	confirmed
CoL S106 receipts	3.5m	confirmed
CoL S178 agreements with developers	1.9m	confirmed
External Contributions (EC BID)	1m	confirmed
<b>TOTAL</b>	<b>12.7m</b>	

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Appendix 3 – Leadenhall Street Improvements: Visuals









Appendix 4: Leadenhall Street Improvements funding information and budgetary requests

<b>Spend to Date - 16800455 - Leadenhall St Improvements CCV</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
Env Servs Staff Costs	25,200	23,569	1,631
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	53,800	30,748	23,052
P&T Fees	81,000	43,070	37,930
Cost Risk Provision	57,000	-	57,000
<b>TOTAL</b>	<b>218,000</b>	<b>97,386</b>	<b>120,614</b>

<b>Resources Required to reach the next Gateway</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Additional Resources Required (£)</b>	<b>Revised Budget (£)</b>
Env Servs Staff Costs	25,200	45,000	70,200
Legal Staff Costs	1,000	-	1,000
P&T Staff Costs	53,800	30,000	83,800
P&T Fees	81,000	120,000	201,000
Trial Works	-	35,000	35,000
Cost Risk Provision	57,000	(57,000)	-
<b>TOTAL</b>	<b>218,000</b>	<b>173,000</b>	<b>391,000</b>

<b>Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
ReVeAL EU Funding	22,660	-	22,660
S106 - 20 Fenchurch Street – Transportation – 08/01061/FULMAJ	195,340	173,000	368,340
<b>TOTAL</b>	<b>218,000</b>	<b>173,000</b>	<b>391,000</b>

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City of London: Projects Procedure Corporate Risks Register

Project Name:	<b>Leadenhall Street Improvements - City Cluster Vision</b>	PM's overall risk rating:	<b>Medium</b>	CRP requested this gateway	£ -	Average unmitigated risk	<b>2.4</b>	Open Risks	11
Unique project identifier:	<b>12295</b>	Total estimated cost (exec risk):	£ <b>8,000,000</b>	Total CRP used to date	£ -	Average mitigated risk score	<b>1.0</b>	Closed Risks	0

General risk classification										Mitigation actions							Ownership & Action						
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification on post-mitigation	Impact Classification on post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/Realised & moved to issues	Comment(s)
R1	2	(3) Reputation	Delays or vacation of worksite due to external events and/or occurrences	Should such an event happen, a number of possibilities could occur: * Change in project scope * Change in project resources * Change in project delivery timescales * Pause to project whilst situation is assessed	Unlikely	Minor	2		N	B - Fairly Confident	* Work as a team to scenario plan at an early stage to estimate costs and impacts of high, medium and low occurrences. * Budget and programme slack to account for likely low impact events		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23- The project is still in the early stages of planning meaning that this risk is very minor. The project team will continue to assess and mitigate against such risk as part of its BAU processes.
R2	2	(1) Compliance/Regulatory	Issues or delays in any required consents which cause delay to project delivery	If there was to be any delay in the arrival of any required consents, such as planning permissions, TMOs, Permits, discharge of conditions, heritage, TfL, etc; its likely the project may suffer from some form of unplanned delay, additional work and/ or costs.	Unlikely	Minor	2		N	B - Fairly Confident	* Map out the required consents with project team and continually monitor & update throughout the project * Schedule regular meetings with consent approvers, especially those with long lead in times or complex approval procedures.		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - No change. This scheme will require 3rd party approvals by Transport for London. Normal BAU processes will mitigate however.
R3	2	(1) Compliance/Regulatory	Judicial Review, which leads to project delay/ further costs	Should judicial review occur at this early stage, its certain this would have major implications on project delivery. Extra legal advice could also be required to deal with the situation.	Rare	Serious	2		N	B - Fairly Confident	* Consider legal advice. This could be the internal teams or external advice such as QCs if necessary. * Should judicial review be a distinct probability, establish a very detailed and concise project plan, programme and design log which details change and the reasons why. * Reaffirm statutory documentation requirements via internal advice. * Ensure and check that any public advertisements are in place as required (and replaced if needed)		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - No change. Although we can ensure all due processes are followed, a JR can occur during the traffic order process and will need to go through the Court process for determination. Fully compliant processes which are documented and made public may reduce the likelihood of an individual or organisation making a JR claim
R4	2	(10) Physical	Accessibility and/ or security concerns lead to project change that in-turn results in additional resources being required to compensate.	Further changes to the project's design and scope may be required if accessibility concerns are raised.	Possible	Minor	3		N	B - Fairly Confident	* Regular reviews of designs (especially just prior to Gateways) in liaison with specialist groups and contacts * Regular meetings with associated projects and programmes		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - Accessibility will be assessed during the design phases using the CoL accessibility tool. This is a new BAU process which will help to mitigate this risk. Also the project is working alongside the relevant security project which will help to ensure synergies are maintained.
R5	2	(4) Contractual/Partnership	TfL buses engagement and their requirements on a project.	Further time and therefore resource may be required if planned engagement work with TfL buses didn't go as planned. Also, they may change their requirements for a project.	Possible	Minor	3		N	B - Fairly Confident	* Ensure early engagement with TfL buses in the design phase so they can consult internally * Design the scheme to minimise bus impacts or attempt to provide a benefit so TfL buses are more inclined to help fund the project.		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - BAU project discussions have already taken place with TfL buses. Its expected these discussions will be sufficient to mitigate any potential associated risks.
R6	2	(8) Technology	Modelling issues (results and implications, issues with the delivery, buy-in, required returns, etc)	Modelling can play a major role in defining a project and confirming its viability. Any issues could have many different and combined outcomes where additional resource may be required to rectify. Also, further modelling may be required following consultation if design changes needed.	Unlikely	Minor	2		N	B - Fairly Confident	* Early engagement with TfL to identify requirements, their timescales and costs * Ensure information & data requirements for modelling are agreed and scoped out fully * Regular engagement with design and modelling consultants		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - Minor decrease in pre-mitigation risk values due to the potential bus gate no longer being required. Transformational scheme is not expected to require any modelling.
R7	2	(2) Financial	Lack of available skilled staff resource being available which leads to delays	Additional resource may be required for a number of reasons i.e. new and unplanned requirement identified, loss of team member, etc	Possible	Minor	3		N	B - Fairly Confident	* Resource plan at least two Gateway stages forward in an effort to locate resources as early as possible * Use existing framework contracts where possible		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - The transportation framework is in place to cover resource requirements should there be any issues.
R8	2	(3) Reputation	issue(s) with external engagement and buy-in lead to additional resources being required to compensate	Further time and therefore resource may be required if planned engagement work with local external stakeholders didn't go as planned. These issues could arise from the public consultation results.	Possible	Minor	3		N	B - Fairly Confident	* Early identification and engagement with key stakeholders using the City Cluster Vision Programme Stakeholder Engagement plan and established communication routes * Consider specific working groups should it be required.		Rare	Minor		1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn		14/8/23 - No change. This risk is thought to be low and will be tracked in partnership with the City Cluster Vision Programme which this project is a part of.

Appendix 5: Leadenhall Street Improvements Proposed Risk Register (for approval)

R9	2	(4) Contractual/Partnership	Project supplier delays, productivity or resource issues impacts negatively on project delivery	Referring both to internal and external suppliers to projects, alternative arrangements which require additional resource may be required if a potential or existing supplier is unable to deliver as agreed for whatever reason.	Rare	Minor	1		N	B – Fairly Confident	* Arrange construction planning meeting with term contractor just prior to construction to ensure that resources are available (i.e. construction pack from them is received in good time)	Rare	Minor	1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn	14/8/23 - At this stage, a very low risk which will be monitored up to G5.
R10	2	(10) Physical	Utility and utility survey issues lead to increased costs/scope of works	At the earlier stages of a project, delays could occur which result unplanned costs if utility companies don't engage as expected. Also, extra resource would be needed if further surveys are required. During construction, any issues with required utility companies could result in extra resources being required.	Possible	Minor	3		N	B – Fairly Confident	* Work with design engineers to work out an appropriate sums to cover utility delays or on-site discoveries. *Quite minor construction works required for this project so risk should be limited.	Rare	Minor	1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn	14/8/23 - utility surveys have taken place and Leadenhall St has already been heavily surveyed in the past. Both these points lead to a low risk score at this time.
R12	2	(4) Contractual/Partnership	Third party delays impacts negatively on project delivery (time & costs)	A CoL project may require a third party to complete its work before it can proceed. Should this work be delayed in anyway, its likely to impact (time and cost-wise) on a project.	Unlikely	Minor	2		N	A – Very Confident	* Include regular meetings with the developer and local stakeholders * Include some slack in the programme to absorb low-level delays	Rare	Minor	1	n/a	n/a	20/06/2021	Melanie Charalambous	Daniel Laybourn	14/8/23 - at this stage, this risk is low but will become more important at the subsequent stages of work. Also, its more likely than not that these risks will be monitored by their own individual projects (most likely S278) which can then feed into this project and the City Cluster Vision Programme.

# Agenda Item 17

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<p><b>Committees:</b> Streets and Walkways Sub – for decision</p>	<p><b>Dates:</b> 26 September 2023 Click <a href="#">here</a> to enter a date.</p>
<p><b>Subject:</b> Combined Section 278 Project Initiation Report</p> <ul style="list-style-type: none"> <li>• St Brides House, 10 Salisbury Square</li> <li>• Morley House, 26-30 Holborn Viaduct</li> <li>• 63-66 Coleman Street</li> <li>• 1-14 Liverpool Street</li> <li>• 14-21 Holborn Viaduct</li> <li>• Snow Hill Police Station, 5 Snow Hill</li> <li>• Seal House, 1 Swan Lane</li> <li>• 115-123 Houndsditch</li> <li>• Cripplegate House, 1 Golden Lane</li> <li>• 100 New Bridge Street</li> <li>• 50 Fenchurch Street</li> <li>• 65 Fleet Street</li> </ul> <p>The report refers to light and regular projects and does not include any complex project.</p> <p><b>Unique Project Identifier:</b> <i>See above .</i></p>	<p><b>Gateway 2:</b> <b>Project Proposal</b></p>
<p><b>Report of:</b> Interim Executive Director Environment</p> <p><b>Report Author:</b> Stephen Oliver</p>	<p><b>For Decision</b></p>
<h1>PUBLIC</h1>	

## Recommendations

<p><b>1. Next steps and requested decisions</b></p>	<p><b>Project Description:</b> A number of planning applications have been approved by the Planning &amp; Transportation Committee in recent months. All of these proposals are subject to planning obligations or conditions that require the developer to enter into a Section 278 agreement with the City of London Corporation.</p>
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	<p>The scope of each Section 278 agreement is broadly established through the associated Section 106 agreement or planning condition.</p> <p>As is standard for the City Corporation, all the Section 278 agreements will include clauses that obligate the relevant developer to meet the full cost of the works. Therefore, all these projects are fully funded at no risk to the City Corporation.</p> <p><b>Next Gateway:</b> Various (refer to individual Project Briefings at Appendix 1)</p> <p><b>Next Steps:</b> Specific next steps are set out in individual Project Briefings at Appendix 1), however some apply across all projects:</p> <ul style="list-style-type: none"> <li>• Set up project budgets.</li> <li>• Commence design work.</li> <li>• Negotiate and enter into Section 278 agreements.</li> </ul> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. That project budgets are approved for each project to reach the next gateways as set out in the tables in Section 2.</li> <li>2. Authorise officers to instruct the Comptroller and City Solicitor’s department to negotiate and enter into Section 278 agreements for the individual projects.</li> </ol> <p><b>Operational Property and Projects Sub Only</b></p> <ol style="list-style-type: none"> <li>1. Agree that the Corporate Programme Manager, in consultation with the Chairman of the Operational Property and Projects Sub Committee and Chief Officer as necessary, is to decide that fall within the remit of paragraph 45 of the ‘City of London Project Procedure – Oct 2018’ (Changes to Projects: General is to be delegated to Chief Officer or escalated to committee(s);</li> <li>2. Delegate authority to the Executive Director Environment to approve budget procedures in consultation with the Chamberlain, between budget lines if this is within the total project budget amounts;</li> <li>3. Delegate to the Executive Director Environment, in consultation with the Chamberlain, authority to further increase or amend the project budgets in the future (above the level of the existing delegated authority) should any increase be fully funded by the Developer.</li> </ol>

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<b>2. Resource requirements to reach next Gateway</b>	<b>St Brides House, 10 Salisbury Square</b>			
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£10,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£10,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£5,000
	<b>Total</b>			<b>£25,000</b>
	<b>Morley House, 26-30 Holborn Viaduct</b>			
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£14,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£3,000
	Fees	To cover (but not limited to technical assessments,		£8,000

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		including any surveys and utility enquiries.		
	<b>Total</b>			£25,000
<b>63-66 Coleman Street</b>				
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£7,500
	Staff costs (Engineer)	Design work, commissioning surveys.		£7,500
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000
	<b>Total</b>			£25,000
<b>1-14 Liverpool Street</b>				
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£32,500

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	Staff costs (Engineer)	Design work, commissioning surveys.		£32,500
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£35,000
	<b>Total</b>			£100,000
<b>14-21 Holborn Viaduct</b>				
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£21,500
	Staff costs (Engineer)	Design work, commissioning surveys.		£18,500
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000
	<b>Total</b>			£50,000

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<b>Snow Hill Police Station, 5 Snow Hill</b>			
<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£12,000
Staff costs (Engineer)	Design work, commissioning surveys.		£8,000
Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£5,000
<b>Total</b>			<b>£25,000</b>
<b>Seal House, 1 Swan Lane</b>			
<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£23,000
Staff costs (Engineer)	Design work, commissioning surveys.		£10,000
Fees	To cover (but not limited to technical assessments,		£17,000



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		including any surveys and utility enquiries.		
	<b>Total</b>			£50,000
<b>Seal House, 1 Swan Lane</b>				
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 106	£20,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£10,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£20,000
	<b>Total</b>			£50,000
<b>115-123 Houndsditch</b>				
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£45,000

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	Staff costs (Engineer)	Design work, commissioning surveys.		£15,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£40,000
	<b>Total</b>			£100,000
<b>Cripplegate House, 1 Golden Lane</b>				
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£10,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£5,000
	Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000
	<b>Total</b>			£25,000

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<b>100 New Bridge Street</b>			
<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£25,000
Staff costs (Engineer)	Design work, commissioning surveys.		£15,000
Fees	To cover (but not limited to technical assessments, including any surveys and utility enquiries.		£10,000
<b>Total</b>			<b>£50,000</b>
<b>50 Fenchurch Street</b>			
<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£33,000
Staff costs (Engineer)	Design work, commissioning surveys.		£27,000
Fees	To cover (but not limited to		£40,000

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		technical assessments, including any surveys and utility enquiries.		
	<b>Total</b>			£100,000
<b>65 Fleet Street</b>				
	<b>Item</b>	<b>Reason</b>	<b>Funds/ Source of Funding</b>	<b>Cost (£)</b>
	Staff costs (Project Manager)	Project management, stakeholder liaison, report writing.	Section 278	£20,000
	Staff costs (Engineer)	Design work, commissioning surveys.		£20,000
	Fees	To cover (but not limited to) technical assessments, including any surveys and utility enquiries.		£10,000
	<b>Total</b>			£40,000
<p><b>Costed Risk Provision requested for this Gateway: X</b> Not requested at this stage.</p> <p>Funds have already been received or about to be received from the relevant developers for the evaluation and design stage of the projects. Provision is also made in the related Section 106 agreements for any excess payments during the evaluation and design stage to be recouped from the developers.</p>				

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	Any remaining monies at the end of the evaluation and design stage will be rolled into funding the delivery of the project as per the legal agreement.
<b>3. Governance arrangements</b>	<ul style="list-style-type: none"> <li>• Service Committee: Streets &amp; Walkways Sub Committee</li> <li>• Senior Responsible Officer: Bruce McVean (Assistant Director, Policy &amp; Projects).</li> <li>• Project boards are not expected to be required for any of the projects. Working groups involving key stakeholders will be established where appropriate.</li> </ul>

**Project Summary**

<b>4. Context</b>	<p>4.1. A number of planning applications have been approved by the Planning and Transportation Committee in recent months. All these approvals require the applicant to enter into a Section 278 agreement with City of London, to deliver changes to the highway in the vicinity of the site. An Evaluation &amp; Design payment, to progress initial designs options, is required through Section 106 agreement or planning condition; the value of the E&amp;D is determined by the scale and complexity of the relevant application.</p> <p>The projects proposed for initiation in this report relate to the following planning permissions:</p> <ul style="list-style-type: none"> <li>• 21/00783/FULL, St Brides House, 10 Salisbury Square, EC4Y8EH.</li> <li>• 17/00165/ FULMAJ, 63-66 Morley House, 26-30 Holborn Viaduct and City Temple 31 Holborn Viaduct, EC1A 2AT (referred to as Morley House 26-30 Holborn Viaduct in this report).</li> <li>• 21/00694/FULMAJ, 63-66 Coleman Street and 35-39 Moorgate EC2R 5BX (referred to as 63-66 Coleman Street in this report).</li> <li>• 19/00466/FULEIA, 1 - 14 Liverpool Street And 11-12 Blomfield Street EC2M 7AW (referred to as 1 - 14 Liverpool Street in this report).</li> <li>• 21/00755/FULMAJ, 14-21 Holborn Viaduct 32-33 &amp; 34-35 Farringdon Street EC1A 2AT (referred to as 14-21 Holborn Viaduct in this report).</li> <li>• 20/00932/FULMAJ, Snow Hill Police Station, 5 Snow Hill EC1A 2DP.</li> </ul>
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	<ul style="list-style-type: none"> <li>• 18/01178/FULLMAJ, Seal House, 1 Swan Lane EC4R 3TN</li> <li>• 21/00622/FULEIA, 115-123 Houndsditch EC3A 7BU</li> <li>• 22/00202/FULMAJ, Cripplegate House, 1 Golden Lane EC1Y 0RR</li> <li>• 22/00748/FULMAJ, 100 New Bridge Street EC4V 6JA.</li> <li>• 19/01307/FULLEIA, Site Bounded by Fenchurch Street, Mark Lane, Dunster Court and Mincing Lane EC3M 3JY (referred to as 50 Fenchurch Street in this report).</li> <li>• 21/00709FULLMAJ 65 Fleet Street London EC4Y 1HT</li> </ul>
<b>5. Brief description of project</b>	<p>5.1. Each project involves changes to the public highway in the vicinity of each site. All are funded via Section 278 agreements, as stipulated in the relevant Section 106 agreements, or planning condition. Seal House, 1 Swan Lane has additional funding from a Section 106 agreement for staff costs and fees.</p> <p>5.2. Descriptions of each individual project are contained in the Project Briefs appended to this report.</p>
<b>6. Consequences if project not approved</b>	<p>6.1. The applicants would be in breach of their planning permission should approval not be granted to progress these projects. Opportunities for developer funded improvements identified in the Transport Strategy and the Healthy Streets Plans will be missed.</p>
<b>7. SMART project objectives</b>	<p>Objectives for each project are set out in the Project Briefings at Appendix 1.</p>
<b>8. Key benefits</b>	<p>The anticipated benefits arising from each project are set out in the Project Briefings at Appendix 1.</p>
<b>9. Project category</b>	<p>7a. Asset enhancement/improvement (capital)</p>
<b>10. Project priority</b>	<p>A. Essential</p>
<b>11. Notable exclusions</b>	<p>None.</p>



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**Options Appraisal**

<p><b>12. Overview of options</b></p>	<p>12.1. The scope of each project is broadly outlined in the relevant Section 106 or planning condition and is summarised in the individual Project Briefing appended to this report. Further detail on options development will be reported through separate Gateway reports for each project.</p>
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**Project Planning**

<p><b>13. Delivery period and key dates</b></p>	<p><b>Overall project:</b> The overall project durations vary and are largely dependent on the respective development programmes.  <b>Key dates:</b> Refer to Project Briefings for Gateway approvals.  <b>Other works dates to coordinate:</b> Coordination with other works will be assessed and reported in at future Gateways for each individual project.</p>
<p><b>14. Risk implications</b></p>	<p><b>Overall project risk:</b> Low</p> <p>14.1. The City Operations division has delivered many Section 278 projects and is experienced in managing the risks involved with such works. Individual risk registers for each project have not been included as they are similar for each project at this early stage.</p> <p>14.2. Early-stage risks identified are:</p> <ul style="list-style-type: none"> <li>• GATEWAY 1 to 5 - Developments are delayed impacting on project programme and budget.</li> <li>• GATEWAY 1 TO 6 - Inaccurate or incomplete project estimates, including inflationary issues, leads to budget increases.</li> <li>• GATEWAY 1 TO 5 - Utility and utility survey issues lead to increased costs/ scope of work.</li> <li>• GATEWAY 1 TO 6 - issue(s) with external engagement and buy-in lead to project delays/ increased costs.</li> <li>• GATEWAY 1 TO 6 - Third party delays may impact negatively on project delivery (time &amp; costs).</li> </ul>
<p><b>15. Stakeholders and consultees</b></p>	<ul style="list-style-type: none"> <li>• Developers</li> <li>• Local businesses, including BIDS where relevant.</li> <li>• Local residents</li> <li>• Network Rail (100 New Bridge Street)</li> <li>• City divisions and departments, including Planning &amp; Development, Natural Environment, Chamberlains and Comptroller &amp; City Solicitors.</li> </ul>

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**Resource Implications**

<p><b>16. Total estimated cost</b></p>	<p><b>Likely cost range:</b></p> <ul style="list-style-type: none"> <li>• St Brides House, 10 Salisbury Square - £ 50k to £150k</li> <li>• Morley House, 26-30 Holborn Viaduct - £300k to £700k</li> <li>• 63-66 Coleman Street - £200k to £500k</li> <li>• 1-14 Liverpool Street - £350k to £650k</li> <li>• 14-21 Holborn Viaduct - £500k to £1,1M</li> <li>• Snow Hill Police Station, 5 Snow Hill - £250k to £550k</li> <li>• Seal House, 1 Swan Lane - £350k to £1m</li> <li>• 115-123 Houndsditch - £900k to £1,75M</li> <li>• Cripplegate House, 1 Golden Lane - £650k to £1,5M</li> <li>• 100 New Bridge Street - £500k to £1m</li> <li>• 50 Fenchurch Street - £1m to £3m</li> <li>• 65 Fleet Street - £250k to £1m</li> </ul>	
<p><b>17. Funding strategy</b></p>	<p>Choose 1: All funding fully guaranteed</p>	<p>Choose 1: External - Funded wholly by contributions from external third parties</p> <p>All the projects will be fully funded through Section 278 agreements, as required as part of the Section 106 agreements or planning condition for the developments.</p> <p>Consideration will be given to expanding the scope of some projects where appropriate (such as on streets where there are several developments and there may be a benefit in widening the remit to cover the whole corridor). In these cases, bids will be submitted as part of the quarterly capital bidding process, with approval being sought through the Gateway procedure.</p> <p>Indicative cost ranges are shown in the Project Briefings at Appendix 1.</p>
<p><b>18. Investment appraisal</b></p>	<p>Not applicable.</p>	
<p><b>19. Procurement strategy/route to market</b></p>	<p>It is anticipated that all works including design and construction will be undertaken in-house. Should specialist input be required this will be sourced through the Transport and Public Realm Framework or a comparative tender process in line with City Procurement regulations.</p>	
<p><b>20. Legal implications</b></p>	<p>Where the City Corporation are satisfied it will be of benefit to the public, Section 278 of the Highways Act 1980 allows the City</p>	

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	Corporation as highway authority to enter into an agreement with any person for the execution of works by the authority on terms that that person pays the whole or such part of the costs of the works as may be specified. Planning obligations and conditions secure the highway works necessary to make the relevant developments acceptable in planning terms.
<b>21. Corporate property implications</b>	None
<b>22. Traffic implications</b>	Implications for traffic are expected to be minimal across all of the projects. However, where there are changes required to highway functions, these will be reported through the appropriate Gateway for the relevant project.
<b>23. Sustainability and energy implications</b>	Individual projects will have sustainability impacts, and these will be considered during the design process.  It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for the design life of the asset.  Any greening and planting in the public realm will help to improve the scheme’s climate resilience and meet the City’s Climate Action Strategy objectives. Further information will be provided at future Gateways.
<b>24. IS implications</b>	None
<b>25. Equality Impact Assessment</b>	A Test of Relevance will be undertaken for each project and where indicated, an equality impact assessment will be undertaken. The CoLSAT (City of London Street Accessibility Tool) and Equalities Analysis processes will form a key part of the design of each project to ensure the deliverables maximise accessibility and inclusivity opportunities and improvements for as many users as possible.
<b>26. Data Protection Impact Assessment</b>	The risk to personal data is less than high or non-applicable and a data protection impact assessment will not be undertaken.

**Appendices**

<b>Appendix 1</b>	Project Briefings

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**Contact**

<b>Report Author</b>	Stephen Oliver
<b>Email Address</b>	Stephen.oliver@cityoflondon.gov.uk
<b>Telephone Number</b>	

# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	St Brides House, 10 Salisbury Square Section, 278 highway works		
<b>[3] Programme Affiliation (if applicable)</b>	N/A- Standalone project		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean
<b>[6] Project Manager</b>	Stephen Oliver

Description and purpose	
<b>[7] Project Mission statement</b>	
Public Realm changes to facilitate and complement the development at 10 Salisbury Square that are aligned to all relevant strategies and guidance for the area.	
<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>	
<p>The works will make public realm improvements including new seating, refreshing the existing planting and additional cycle stands St Brides Passage. These are in line with proposals in the draft Fleet Street Healthy Streets Plan.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with stakeholders to develop public realm improvements with the developer.</li> </ul>	
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>	
<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity, and collaboration</p>	
<b>[10] What is the link to the departmental business plan objectives?</b>	
<p>2023/34 business plan</p> <ul style="list-style-type: none"> <li>• Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering</li> <li>• Provide Thriving, Biodiverse, relevant spaces.</li> <li>• Improve public security, safety and environmental resilience.</li> </ul>	

The project meets the following Objectives of the City Transport Strategy:

The Square Mile's streets are great places to walk and spend time.  
 Street Space is used more efficiently and effectively.  
 The Square Mile is accessible to all.  
 People using our streets and public spaces are safe and feel safe.  
 More people choose to cycle.  
 The Square Mile's air and streets are cleaner and quieter.

[11] Note all which apply:

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b> <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
<ul style="list-style-type: none"> <li>- Improved public realm surrounding the development to help create an attractive environment that aligns well with other nearby schemes and relevant local strategies.</li> <li>- Helps to promote people cycling by providing additional short stay cycle parking.</li> <li>- Facilitates the development's operational requirements.</li> </ul>
<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>
None.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £50,000 Upper Range estimate: £150,000
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Maintenance costs will be covered by the project and materials are as per the City's standard pallet of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.
<b>[16] What are the expected sources of funding for this project?</b>
External Section 278 contribution.
<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: TBC Upper Range estimate: End date Q4 2026 subject to developers timescale being confirmed. <Critical deadline(s):> TBC

<b>Project Impact:</b>
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<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>	
Limited. This is a standard highway and public realm improvement project.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Olumayowa Obisesan
Chamberlains: Procurement	N/A
IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	Developer's team
External	St Brides Institute, St Brides Church
City Gardens	Jake Tibbetts
City Highways	Giles Radford
City Planning	Carl Bernhardt
<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: Environment
Supplier	N/A
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC after GW1 and 2	<b>[1b] Departmental Reference Number</b>	TBC
<b>[2] Core Project Name</b>	Morley House, 26-30 Holborn Viaduct City Temple, 31 Holborn Viaduct, London, EC1A 2DE		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Clarisse Tavin
<b>[6] Project Manager</b>	Marta Woloszczuk

Description and purpose			
<b>[7] Project Description</b>			
To make improvements to the local environment connected to the development of Morley House, 26-30 Holborn Viaduct City Temple, 31 Holborn Viaduct, London, EC1A 2DE			
<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>			
Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development Providing amenity space, greening and increase of pedestrian movement in the area around the Development, including Shoe Lane, Stonecutter Street and Plumtree Court. There are further proposals looking at extending the scope of the project down to the Holborn viaduct over Shoe Lane, north to link to Thameslink and Farringdon.			
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>			
[1] People are safe and feel safe. [9] Our spaces are secure, resilient and well-maintained. [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment. [11] Our spaces are digitally and physically well-connected and responsive. [12] Our spaces inspire excellence, enterprise, creativity, and collaboration			
<b>[10] What is the link to the departmental business plan objectives?</b>			
2023/34 business plan <ul style="list-style-type: none"> <li>Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering</li> <li>Provide Thriving, Biodiverse, relevant spaces</li> <li>Improve public security, safety and environmental resilience</li> </ul>			
<b>[11] Note all which apply:</b>			
<b>Officer:</b>	N	<b>Member:</b>	N
<b>Corporate:</b>			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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

<b>Project Benchmarking:</b>
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b> <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>
1) Improved pedestrian access and movement
2) Improved amenity space, lighting, greening and use of high-quality materials.
3) The developer's aspirations and requirements will be met, by ensuring the surrounding highways work is aligned with the development programme.
<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: £300,000 Upper Range estimate: £700,000
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Revenue implications for highways maintenance are anticipated to be of minimum impact and will be confirmed at Gateway 5 when the detailed design will be finalised. These costs will be assessed and covered by the developer under a S278 agreement, thereby mitigating the impact on local risk budgets.
<b>[16] What are the expected sources of funding for this project?</b>
External Section 278 contribution.
<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>
The highway work will be coordinated with the building's planned practical completion currently in Q3 2024.

<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>
The project will not be a high-profile activity, it is not expected to generate public or media impact.
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >
Chamberlains:                      Officer Name: Simon Owen

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Finance	
Chamberlains: Procurement	Officer Name: N/A
IT	Officer Name: N/A
HR	Officer Name: N/A
Communications	Officer Name: N/A
Corporate Property	Officer Name: N/A
External	Developer of Morley House – M.H. VIADUCT LP
<p><b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b></p> <p><b>Please note the Client supplier departments.</b></p> <p><b>Who will be the Officer responsible for the designing of the project?</b></p> <p><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></p>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
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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## 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>	<An internal department reference (if applicable)>
<b>[2] Core Project Name</b>	63-66 Coleman Street S.278		
<b>[3] Programme Affiliation (if applicable)</b>	Standalone Project (Section 278 Highway Works Agreement)		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Kristian Turner
<b>[6] Project Manager</b>	Isaac Taylor

Description and purpose
<b>[7] Project Description</b>
<p>The 63-66 Coleman Street project is a Section 278 highway works projects which proposes to reinstate and improve the public highway within proximity of the development. The development is located between Coleman Street to its west, Moorgate to its east and Great Swan Alley to its north.</p> <p>The main proposed feature of the S.278 works will be improving and enhancing Great Swan Alley, creating a new pedestrainised alleyway that is design to be accessible and inclusive.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.</li> </ul>
<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>
<p>A planning permission has been granted for the redevelopment of 63-66 Coleman Street. The linked Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make the development acceptable in planning terms.</p> <p>The highway works will improve the public realm around the development which should improve safety and accommodate increased pedestrian and cyclist movements, enhancing the users experience in the City.</p>
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>



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<p>[1] People are safe and feel safe.                  [2] People enjoy good health and wellbeing.                  [3] People have equal opportunities to enrich their lives and those of others and reach their full potential.                  [8] We attract and nurture relevant skills and talent.                  [9] Our spaces are secure, resilient, and well-maintained.                  [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.                  [11] Our spaces are digitally and physically well-connected and responsive.                  [12] Our spaces inspire excellence, enterprise, creativity and collaboration.</p>					
<b>[10] What is the link to the departmental business plan objectives?</b>					
<p>1. Creating an accessible and inclusive City which is stimulating, safe and easy to move around.                  2. Improving quality and safety of the environment for workers, residents, and visitors</p>					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<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>	
<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
1) To enhance the quality and feel of the public highway surrounding the development.	
2) To create a space that enables greater connectivity for people walking and wheeling.	
3) The Project finishes within a timely manner and within budget	
<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>	
No	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £200,000 Upper Range estimate: £500,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
There will be a commuted sum incorporated into the total cost of the project, the value will be agreed at a later Gateway.	
<b>[16] What are the expected sources of funding for this project?</b>	
The expected source of funding will be externally funded via a Section 278 agreement and will not be at the cost of the City of London Corporation.	
<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: 01/08/2023 – 01/02/2025	

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Upper Range estimate: 01/08/2023 – 01/08/2025
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<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>	
The project should not generate public or media attention which could impact the City of London.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Darshika Patel
Chamberlains: Procurement	Officer Name:
IT	Officer Name:
HR	Officer Name:
Communications	Officer Name:
Corporate Property	Officer Name:
External	
<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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# Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	1-14 Liverpool St Section 278 highway works		
[3] Programme Affiliation (if applicable)	N/A- Standalone project		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Gillian Howard
[6] Project Manager	Daniel Laybourn

Description and purpose	
<b>[7] Project Mission statement</b>	
<p>Highway and Public Realm changes to facilitate and complement the new development at 1-14 Liverpool St that are aligned to all relevant strategies and guidance for the area.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer</li> </ul>	
<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>	
Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.	
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>	
<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity, and collaboration</p>	
<b>[10] What is the link to the departmental business plan objectives?</b>	
<p>2023/34 business plan</p> <ul style="list-style-type: none"> <li>• Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering</li> <li>• Provide Thriving, Biodiverse, relevant spaces</li> </ul>	

<ul style="list-style-type: none"> <li>Improve public security, safety and environmental resilience</li> </ul>					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

<b>Project Benchmarking:</b>	
<b>[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?</b> <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
<ul style="list-style-type: none"> <li>Improved public realm surrounding the development to help create an attractive environment that aligns well with other nearby schemes and relevant local strategies.</li> <li>Helps to promote the priority of people walking</li> <li>Facilitates the development's operational requirements.</li> </ul>	
<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>	
Improved pedestrian comfort levels in the area.	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
Lower Range estimate: £350,000 Upper Range estimate: £650,000	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
Maintenance costs will be covered by the project and materials are as per the City's standard palette of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.	
<b>[16] What are the expected sources of funding for this project?</b>	
External Section 278 contribution.	
<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: Q1 2023 Upper Range estimate: Q1 - 2024 <Critical deadline(s):> May 2024 – Deadline for entering into the S278 agreement, in line with the requirements of the planning permission and Section 106 agreement.	

<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>	
Limited. This is a standard highway and public realm improvement project.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	



<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	<i>Officer Name: Carl Bernhardt</i>
Chamberlains: Procurement	N/A
IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	Developer's team
External	Transport for London (for bus stand discussions, now concluded)
City Transportation	
City Highways	Giles Radford, Michelle Ross
City Planning	Carl Bernhardt
<b>[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?</b>	
Client	N/A
Supplier	N/A
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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# Project Briefing

Project identifier			
[1a] Unique Project Identifier	TBC	[1b] Departmental Reference Number	N/A
[2] Core Project Name	14-21 Holborn Viaduct S278		
[3] Programme Affiliation (if applicable)	N/A		

Ownership	
[4] Chief Officer has signed off on this document	Ian Hughes
[5] Senior Responsible Officer	Bruce McVean, Assistant Director Policy & Projects
[6] Project Manager	Emmanuel Ojugo

Description and purpose
<p><b>[7] Project Description</b></p> <p>The project seeks to deliver changes to areas of public highway in the vicinity of the development at 14-21 Holborn Viaduct, including 32-33 &amp; 34-35 Farringdon Street and Newcastle Close. The project is to be fully funded by the developer through a Section 278 agreement.</p> <p>The scope of the project is defined in the associated Section 106 agreement and includes but is not limited to the aforementioned streets inclusive of relandscaping, greening, tree planting, resurfacing and wayfinding.</p> <p>Whilst it is widely accepted that some enabling work will be required particularly in Newcastle Close where a new access to the building is proposed; it should be noted that the developer will also agree a S278 with TfL to carry out improvement works on Farringdon Street for which TfL have jurisdiction. These works will need to interface with adjacent public highway maintained by the City to ensure consistency of approach, materials and quality of construction. A sum of £50,000 has been identified to cover the City’s reasonable costs to undertake evaluation and design of the S278 works.</p> <p><u>Other Considerations</u></p> <p>It should be noted that betterment also includes improvements to the Grade II Listed Holborn Viaduct Gatehouse Steps. It is believed that this element will be undertaken by the City Surveyor and these works will need to be programmed to meet the schedule of development and subsequent S278 works.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to investigate structural issues and develop highways and public realm improvements with the developer.</li> </ul>
<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></p> <p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>On 1<sup>st</sup> February 2022, permission was granted for the demolition of three existing buildings at 14~21 Holborn Viaduct, 34-35 and 32-33A Farringdon Street. The new construction of a new building is to be</p>

arranged over 2 basement levels, ground and 10 upper floors to Holborn Viaduct and 12 upper floors to Farringdon Street. The building is expected to provide a new commercial, business and service; new publicly accessible lift to provide step-free access between Holborn Viaduct and Farringdon Street; hard and soft landscaping works; and other works incidental to the development.

The new building represents a significant increase when compared to existing buildings on the site typified by the much reduced prominence of the Grade II Listed Holborn Viaduct Gatehouse. It is therefore necessary for the City to work closely with TfL to ensure the needs of the area are met due to expected increase in visitors to the building and wider area.

**[9] What is the link to the City of London Corporate plan outcomes?**

- [1] People are safe and feel safe.
- [9] Our spaces are secure, resilient and well-maintained.
- [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
- [11] Our spaces are digitally and physically well-connected and responsive.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

**[10] What is the link to the departmental business plan objectives?**

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development
- 2) Integration of new pedestrian routes with the surrounding public highway
- 3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.

**[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.)**

No
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £500,000 Upper Range estimate: £1,000,000
The broad cost range reflects the options for maintaining network resilience given the scale of change in the area and compliance with the City's Climate Resilience policies to create safe, sustainable and biodiverse environments.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Commuted sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded by the developer through Section 106/278 agreement.
<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: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

<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>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage? &lt;(Add additional internal or external stakeholders where required) &gt;</b>	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
<b>[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?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>



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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	<i>To be provided by corporate PMO</i>	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	S278 Highways and Public Realm works associated with the redevelopment of Snow Hill Police Station		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director Policy & Projects
<b>[6] Project Manager</b>	Leila Ben-Hassel

Description and purpose
<b>[7] Project Description</b>
<p>The project will deliver improvements to the public highway in the vicinity of the re-development of Snow Hill Police STATION, 5 Snow Hill London EC1A 2DP (Planning Permission ref. 20/00932/FULMAJ granted 30/09/2021 and 22/007/42/FULL – still to be determined).</p> <p>The project is fully funded by the developer through Section 278 agreement.</p> <p>The full scope of the highway and public realm works is yet to be developed with the owner, developer and City’s internal consultees.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work</li> <li>• liaison with developer, landowners, stakeholders and relevant City Officers</li> <li>• Design development of highways and public realm improvements with the developer.</li> </ul>
<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>
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>Planning Permission ref. 20/00932/FULMAJ was granted on 30 September 2021 for “External and internal alterations together with demolition and new build and associated changes of use of existing building from police station (sui generis) to hotel with ancillary uses (Class C1) – including partial demolition, rebuilding and extension to provide a building of 6 to 8 storeys incl. new plant at roof level, sub-basement extension, provision of cycle storage, highway works, greening and other ancillary works.</p> <p>The highways and public realm works are considered necessary to integrate the development in the existing City Highways and to accommodate the anticipated increase of traffic and footfall generated by the new development in that location. The design development of these works will be informed by City Policies, incl. City Transport Strategy (2019) and Climate Action Strategy (2020).</p>
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>

[1] People are safe and feel safe.  
 [9] Our spaces are secure, resilient and well-maintained.  
 [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.  
 [11] Our spaces are digitally and physically well-connected and responsive.  
 [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

**[10] What is the link to the departmental business plan objectives?**

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) An enhanced and welcoming public realm for all users;
- 2) The increased footfall and activities level connected to the new development are accommodated well into the City's Highway.
- 3) Road safety enhanced through minimisation of conflict between vehicles, pedestrians and cyclists

**[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.)**

If climate adaptation measures were to be included in the project scope (e.g. SUDs, greening), some monitoring post delivery could be considered. This will be established at the next stage once the S278 scope is fully developed and agreed.

**[14] What is the expected delivery cost of this project (range values)[£]?**

Lower Range estimate: £250,000  
 Upper Range estimate: £550,000

The broad cost range reflects the fact that the scope of the highways and public realm works is yet to be fully developed and agreed by relevant parties.

**[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:**

Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways if necessary, and will be covered for a period of 20 years as per Section 278 Agreement standard requirements.

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

The project will be fully funded by the developer through Section 278 agreement.
<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>
These are to be agreed with the developer to tie in with their development programme.

<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>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage? &lt;(Add additional internal or external stakeholders where required) &gt;</b>	
Chamberlains: Finance	Officer Name:
Chamberlains: Procurement	N/A
Communications	N/A
External	N/A
<b>[20] Is this project being delivered internally on behalf of another department? NO</b>	
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	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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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	<i>To be provided by corporate PMO</i>	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	S278 Highways and City Walkway Improvement works associated with Seal House development		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director Policy & Projects
<b>[6] Project Manager</b>	Leila Ben-Hassel

Description and purpose
<b>[7] Project Description</b>
<p>The project will deliver improvements to the public highway and City Walkway in the vicinity of the development at 1 Swan Lane, London EC4R 3TN.</p> <p>The project is fully funded by the developer through Section 278 and S106 agreements.</p> <p>The full scope of the works is yet to be finalised with the owner, developer and City's internal consultees.</p> <p>An indicative Scope of the Public Realm Works is outlined in Schedule 12 of the Section 106 Agreement connected to the development as follows:            "The Public Realm Works may include but shall not be limited to:</p> <ul style="list-style-type: none"> <li>• Hard and soft landscaping;</li> <li>• Lighting;</li> <li>• Reconfiguration of existing bollards and gate; and</li> <li>• Any associated structural work required to ensure the integrity of the City Walkway." <p>It should be noted that the development's Public Realm Strategy is a pre-commencement planning condition currently awaiting approval by CoL Planning to discharge. Once discharged, it will further inform the scope of the highways and public realm improvement works.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work</li> <li>• liaison with developer, landowners, stakeholders and relevant City Officers</li> <li>• Design development of highways and public realm improvements options with the developer.</li> </ul> </li></ul>
<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>
Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development

Planning permission 18/01178/FUIMAJ was granted in March 2019. The scheme is for the demolition of the existing building and construction of an 11-storey building (incl. basement) for mixed uses (Class B1 Office use, retail use Class A1/A3 and restaurant use Class A3), public realm improvement works together with ancillary parking, servicing, plant equipment and all necessary enabling works.

The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund;

- design and implementation of improvement works to the public highway;
- design of improvement works to the City Walkway – construction delivery to be confirmed.

The highways and public realm works are considered necessary to integrate the development in the existing City Highways and to accommodate the anticipated increase of traffic and footfall generated by the new mixed-use development in that location. The design development of these works will be informed by the developer’s Public Realm Strategy once discharged by planning as well as City Policies, incl. City Transport Strategy (2019), Riverside Area Strategy (2015) and Climate Action Strategy (2020).

**[9] What is the link to the City of London Corporate plan outcomes?**

- [1] People are safe and feel safe.
- [9] Our spaces are secure, resilient and well-maintained.
- [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
- [11] Our spaces are digitally and physically well-connected and responsive.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

**[10] What is the link to the departmental business plan objectives?**

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) An enhanced and resilient public realm with increased greenery that is welcoming to all users.
- 2) The increased footfall and activities level connected to the new development are accommodated well into the City’s Highway and City Walkway.

3) Road safety enhanced through minimisation of conflict between vehicles, pedestrians and cyclists
<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>
If climate adaptation measures were to be included in the project scope (e.g. SUDs, greening), some monitoring post delivery could be considered. This will be established at the next stage once the S278 scope is fully developed and agreed.
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £350,000 Upper Range estimate: £1,000,000
The broad cost range reflects the fact that the scope of the highways and public realm works is yet to be fully developed and agreed by relevant parties.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways if necessary, and will be covered for a period of 20 years as per Section 278 Agreement standard requirements.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded by the developer through Section 278 agreement.
<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>
These are to be agreed with the developer to tie in with their development programme.

<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>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage?</b>	
<(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name:
Chamberlains: Procurement	N/A
Communications	N/A
External	N/A
<b>[20] Is this project being delivered internally on behalf of another department? NO</b>	
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	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>



# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	115-123 Houndsditch S278 Improvements		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director Policy & Projects
<b>[6] Project Manager</b>	Emmanuel Ojugo

Description and purpose
<b>[7] Project Description</b>
<p>The project seeks to deliver changes to areas of public highway in the vicinity of the development at 115-123 Houndsditch. The project is to be fully funded by the developer through a Section 278 agreement.</p> <p>The scope of the Section 278 Works include but are not necessarily restricted to:</p> <ul style="list-style-type: none"> <li>• Carriageway works on Cutler Street (West), including the provision of junction treatments at the junctions with Cutler Street (North) and Houndsditch;</li> <li>• New vehicle crossover on Houndsditch;</li> <li>• Footway improvements on Cutler Street (West), Cutler Street (North) and Houndsditch, adjacent to the building;</li> <li>• Dedication and adoption of some parcels of land as public highway and,</li> <li>• any other works necessary to make the Development acceptable;</li> </ul> <p>The nature of the Section 278 Works is also set out in the in the associated Section106 agreement and include, but are not limited to the aforementioned streets, inclusive of carriageway/network reconfiguration, relandscaping, greening, tree planting, resurfacing and wayfinding.</p> <p>A sum of £100,000 has been identified to cover the City’s reasonable costs to undertake evaluation and design of the S278 works. However, as is standard in such agreements there is a mechanism to seek reasonable sum or sums by which the actual costs of the Evaluation and Design exceed the Evaluation and Design Fee payment. Equally any savings made or unused funds post evaluation will be utilised as part of the implementation stage.</p> <p><u>Other Considerations</u></p> <p>Whilst the City will be responsible for the completion of the Section 278 Works construction design, unusually, the Section 106 Agreement states (possibly in error) that the Owner shall implement or procure the implementation of the Section 278 Works in accordance with the terms of the Section 106 Agreement. Clarification of this arrangement will be sought with the City of London’s Highway Authority responsible for maintaining Public Highway and will be reported at the next gateway.</p> <p>3-4</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>

Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development

On 25<sup>th</sup> January 2022, permission was granted for the:

Demolition of existing buildings and construction of a new mixed use 24 storey building comprising four basement levels (plus one basement mezzanine), ground floor plus 23 upper storeys.

The building appears to fall within the City Cluster to the east of the City and will local contribute to projected footfall increase in the area and that will require an appraisal of various and competing uses affecting the use of public highway both locally and further afield that it may affect and in-turn be affected by. The aforementioned will consider but will not necessarily be restricted to appraisal of carriageway for walking, cycling and public realm, or junctions improvements that address the Bevis Marks Gyratory.

Recognition of 115-123 Houndsditch contribution to the local townscape and skyline is reflected in the scope of suggested mitigation measures in the Section 106 agreement. The agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway considered necessary to make this development acceptable in planning terms.

**[9] What is the link to the City of London Corporate plan outcomes?**

[1] People are safe and feel safe.

[9] Our spaces are secure, resilient and well-maintained.

[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.

[11] Our spaces are digitally and physically well-connected and responsive.

[12] Our spaces inspire excellence, enterprise, creativity, and collaboration

**[10] What is the link to the departmental business plan objectives?**

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development.



2) Integration of new pedestrian routes with the surrounding public highway and improvements in street network resilience.
3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.
<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>
No
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>
Lower Range estimate: £900,000 Upper Range estimate: £1,750,000  The broad cost range reflects the options for maintaining network resilience given the scale of change in the area and compliance with the City's Climate Resilience policies to create safe, sustainable and biodiverse environments.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard. Note: A Tree Maintenance Cap of £75,000 is specified within the Section 106 Agreement.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded by the developer through Section 106/278 agreement.
<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: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

<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>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
<b>[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?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A

Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>
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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	115-123 Houndsditch S278 Improvements		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director Policy & Projects
<b>[6] Project Manager</b>	Emmanuel Ojugo

Description and purpose
<b>[7] Project Description</b>
<p>The project seeks to deliver changes to areas of public highway in the vicinity of the development at 115-123 Houndsditch. The project is to be fully funded by the developer through a Section 278 agreement.</p> <p>The scope of the Section 278 Works include but are not necessarily restricted to:</p> <ul style="list-style-type: none"> <li>• Carriageway works on Cutler Street (West), including the provision of junction treatments at the junctions with Cutler Street (North) and Houndsditch;</li> <li>• New vehicle crossover on Houndsditch;</li> <li>• Footway improvements on Cutler Street (West), Cutler Street (North) and Houndsditch, adjacent to the building;</li> <li>• Dedication and adoption of some parcels of land as public highway and,</li> <li>• any other works necessary to make the Development acceptable;</li> </ul> <p>The nature of the Section 278 Works is also set out in the in the associated Section106 agreement and include, but are not limited to the aforementioned streets, inclusive of carriageway/network reconfiguration, relandscaping, greening, tree planting, resurfacing and wayfinding.</p> <p>A sum of £100,000 has been identified to cover the City’s reasonable costs to undertake evaluation and design of the S278 works</p> <p><u>Other Considerations</u></p> <p>Whilst the City will be responsible for the completion of the Section 278 Works construction design, unusually, the Section 106 Agreement states that the Owner shall implement or procure the implementation of the Section 278 Works in accordance with the terms of the Section 106 Agreement. Clarification of this arrangement will be sought with the City of London’s Highway Authority responsible for maintaining Public Highway and will be reported at the next gateway.</p> <p>3-4</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>
On 25 <sup>th</sup> January 2022, permission was granted for the:

Demolition of existing buildings and construction of a new mixed use 24 storey building comprising four basement levels (plus one basement mezzanine), ground floor plus 23 upper storeys.

The building appears to fall within the City Cluster of tall buildings to the east of the City and will locally contribute to projected footfall increase in the area. The evaluation process will also require an appraisal of competing activities affecting the use of public highway both locally and further afield. The aforementioned will consider but will not necessarily be restricted to appraisal of carriageway for walking, cycling and public realm, or junctions improvements that address the Bevis Marks Gyration.

**[9] What is the link to the City of London Corporate plan outcomes?**

- [1] People are safe and feel safe.
- [2] People enjoy good health and wellbeing.
- [9] Our spaces are secure, resilient and well-maintained.
- [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
- [11] Our spaces are digitally and physically well-connected and responsive.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration.

**[10] What is the link to the departmental business plan objectives?**

Providing an enhanced environment for all users.

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development.
- 2) Integration of new pedestrian routes with the surrounding public highway and improvements in street network resilience.
- 3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.

**[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.)**

No

**[14] What is the expected delivery cost of this project (range values)[£]?**

Lower Range estimate: £900,000  
Upper Range estimate: £1,750,000

The broad cost range reflects the options for maintaining network resilience given the scale of change in the area and compliance with the City's Climate Resilience policies to create safe, sustainable and biodiverse environments.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard. Note: A Tree Maintenance Cap of £75,000 is specified within the Section 106 Agreement.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded by the developer through Section 106/278 agreement.
<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: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

<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>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
<b>[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?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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# Project Briefing

Project identifier	
<b>[1a] Unique Project Identifier</b>	<b>[1b] Departmental Reference Number</b> N/A
<b>[2] Core Project Name</b>	1 Golden Lane
<b>[3] Programme Affiliation (if applicable)</b>	N/A

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director Policy & Projects
<b>[6] Project Manager</b>	Andrea Moravicova

Description and purpose
<b>[7] Project Description</b>
<p>The project will deliver changes to the public highway in the vicinity of the development at 1 Golden Lane. The project is fully funded by the developer through Section 278 agreement. The scope of the project is defined in the associated Section 106 agreement and includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>• Walking improvements around the development</li> <li>• Provision of raised table at the Brackley and Viscount streets junction</li> <li>• Footway extension in conjunction with the raised table at the junction of Brackley and Viscount streets</li> <li>• Relaying of the footways adjacent to the development in Brackley Street, Golden Lane and Viscount Street in the City of London standard material palette.</li> <li>• Provision of dropped kerbs on Brackley and Viscount streets in line with servicing strategy</li> <li>• Changes to traffic management orders to improve loading opportunities along the building's frontages.</li> <li>• Public realm improvements to Cripplegate Street and Golden Lane</li> <li>• Other changes deemed necessary as part of the development.</li> </ul> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements options with the developer.</li> </ul>
<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>
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.</p> <p>A planning permission to redevelop a grade II listed office building at 1 Golden Lane (22/00202/FULMAJ) was granted on 23 January 2023.</p>

The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make development acceptable in planning terms.

A small section of the proposed site lies within the Barbican Conservation area.

**[9] What is the link to the City of London Corporate plan outcomes?**

- [1] People are safe and feel safe.
- [2] People enjoy good health and wellbeing
- [9] Our spaces are secure, resilient and well-maintained.
- [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
- [11] Our spaces are digitally and physically well-connected and responsive.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration.

**[10] What is the link to the departmental business plan objectives?**

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) Improvements to walking conditions in the vicinity of the development.
- 2) Improvements of public realm in the vicinity of the development by ensuring that the material palette used aligns with the City Public Realm Supplementary Planning Document.
- 3) Accommodate servicing requirements of the development by making necessary adjustments to the highway.

**[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.)**

No

**[14] What is the expected delivery cost of this project (range values)[£]?**

Lower Range estimate: 650,000  
Upper Range estimate: 1,500,000

The broad cost range reflects the options for the public realm improvements to Cripplegate Street and Golden Lane.

**[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:**

Commuted sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways and will be covered for a period of 20 years as per Section 278 projects' standard.

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

The project will be fully funded by the developer through Section 278 agreement.

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

Range estimate: TBC – Timelines will be agreed with the developer in line with practical completion of the development.

**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?**

No

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

Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	N/A
External	None

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	100 New Bridge Street, 278 highway works		
<b>[3] Programme Affiliation (if applicable)</b>	N/A- Standalone project		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean
<b>[6] Project Manager</b>	Stephen Oliver

Description and purpose	
<b>[7] Project Mission statement</b>	Public Realm changes to facilitate and compliment the development at 100 New Bridge Street that are aligned to all relevant strategies and guidance for the area.
<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>	<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development.</p> <p>The works will make public realm improvements to Waithman Street and improve the platform over the railway lines between Blackfriars Lane and Apothecary Street. These are in line with proposals in the draft Fleet Street Healthy Streets Plan.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer</li> </ul>
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>	<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity, and collaboration</p>
<b>[10] What is the link to the departmental business plan objectives?</b>	<p>2023/34 business plan</p> <ul style="list-style-type: none"> <li>• Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering</li> <li>• Provide Thriving, Biodiverse, relevant spaces</li> </ul>

- Improve public security, safety and environmental resilience.

The project meets the following Objectives of the City Transport Strategy:

- The Square Mile's streets are great places to walk and spend time.
- Street Space is used more efficiently and effectively.
- The Square Mile is accessible to all.
- People using our streets and public spaces are safe and feel safe.
- More people choose to cycle.
- The Square Mile's air and streets are cleaner and quieter.

**[11] Note all which apply:**

<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

<These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>

- Improved public realm surrounding the development to help create an attractive environment that aligns well with other nearby schemes and relevant local strategies.
- Helps to promote pedestrian priority in the street and activating an existing public space by increasing passive security.
- Facilitates the development's operational requirements.

**[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.)**

None.

**[14] What is the expected delivery cost of this project (range values)[£]?**

Lower Range estimate: £500,000  
Upper Range estimate: £1,000,000

**[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:**

Maintenance costs will be covered by the project and materials are as per the City's standard palette of materials. Any specific elements in the project will be assessed and adequate maintenance implications considered.

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

External Section 278 contribution.

**[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: to be confirmed with developer's programme.  
Upper Range End date Q4 2026 subject to developers timescale being confirmed



<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>	
Limited. This is a standard highway and public realm improvement project.	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	<i>Officer Name:</i> Olumayowa Obisesan
Chamberlains: Procurement	N/A
IT	N/A
HR	N/A
Communications	N/A
Corporate Property	N/A
External	Developer's team
External	Network Rail
City Gardens	Jake Tibbetts
City Highways	Giles Radford
City Planning	Carl Bernhardt
<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	The next steps to reach Gateway 5 include: <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.</li> </ul>
Supplier	Department: Environment
Project Design Manager	N/A
Design/Delivery handover to Supplier	N/A

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	N/A
<b>[2] Core Project Name</b>	50 Fenchurch Street S278		
<b>[3] Programme Affiliation (if applicable)</b>	N/A		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director Policy & Projects
<b>[6] Project Manager</b>	Emmanuel Ojugo

Description and purpose
<b>[7] Project Description</b>
<p>The project seeks to deliver improvements to areas of public highway related to the redevelopment of 50 Fenchurch Street, including but not necessarily restricted to Fenchurch Street, Mincing Lane and Mark Lane. The project is to be fully funded by the developer by entering into a Section 278 agreement as stated in the Section 106 deed of agreement signed by all parties concerned on 21<sup>st</sup> September 2021.</p> <p>The scope of the project is summarised in the definition of Section 278 Works as works to the public highway as may be considered necessary by the City of London Corporation to make the development acceptable, but not limited to the aforementioned streets. A sum of £100,000 has been identified to cover the City's reasonable costs to undertake evaluation and design of the S278 works.</p> <p><u>Other Considerations</u></p> <p>Whilst the S106 makes mention of a new public square being created as part of the development, it should be noted that this publicly accessible amenity will remain wholly within private land.</p> <p>The next steps to reach Gateway 3-4 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.</li> </ul>
<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>
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>On 22<sup>nd</sup> May 2020 permission was granted for the demolition 41-43 Mincing Lane, 49-54 Fenchurch Street, a former church hall and the Clothworkers' Hall. The redevelopment of the site will provide a new building comprising four levels of basement, ground, up to 35 stories in height.</p> <p>The new building will be a massive increase in volume when compared to existing buildings on the site and will dwarf the existing surrounding structures in the area. The building is nominally within the City Cluster area, a catchment that contains a cluster of the City's tall buildings due to the geometry of the London Views Management Framework.</p>

Whilst the Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make development acceptable; it is necessary for the indicative S278 works area plan, as indicated in the S106 agreement, be reassessed in scope and catchment to mitigate the effects of the development given the expected increase in visitors to the building and wider area.

**[9] What is the link to the City of London Corporate plan outcomes?**

- [1] People are safe and feel safe.
- [9] Our spaces are secure, resilient and well-maintained.
- [10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.
- [11] Our spaces are digitally and physically well-connected and responsive.
- [12] Our spaces inspire excellence, enterprise, creativity, and collaboration

**[10] What is the link to the departmental business plan objectives?**

2023/34 business plan

- Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering
- Provide Thriving, Biodiverse, relevant spaces
- Improve public security, safety and environmental resilience

**[11] Note all which apply:**

<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<b>Improvement:</b> New opportunity/ idea that leads to improvement	Y

**Project Benchmarking:**

**[12] What are the top 3 measures of success which will indicate that the project has achieved its aims?**

- 1) Improvements to walking and cycling conditions to streets and spaces in the vicinity of the development
- 2) Integration of new pedestrian routes with the surrounding public highway
- 3) Improved greening, and opportunities to increase local biodiversity in keeping with City's policies to respond to Climate Change.

**[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.)**

No

**[14] What is the expected delivery cost of this project (range values)[£]?**

Lower Range estimate: £1,000,000  
Upper Range estimate: £3,000,000

The broad cost range reflects the options for the redesign of the existing public highway and the wider catchment to mitigate the effects of the development.
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard.
<b>[16] What are the expected sources of funding for this project?</b>
The project will be fully funded by the developer through a Section 278 agreement.
<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: to be confirmed with developer's programme Upper Range estimate: to be confirmed with developer's programme

<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>	
No	
<b>[19] Who has been actively consulted to develop this project to this stage? &lt;(Add additional internal or external stakeholders where required) &gt;</b>	
Chamberlains: Finance	Officer Name: TBC
Chamberlains: Procurement	N/A
Communications	Officer Name: TBC
External	N/A
<b>[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?</b>	
Client	Department: N/A
Supplier	Department: N/A
Supplier	Department: N/A
Project Design Manager	Department: N/A
Design/Delivery handover to Supplier	Gateway stage: N/A <Before Project Proposal>, <Post Project Proposal>, <Post Options Appraisal>, <Post Detailed design>, <Post Authority to start work>

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# Project Briefing

Project identifier	
<b>[1a] Unique Project Identifier</b>	<b>[1b] Departmental Reference Number</b> N/A
<b>[2] Core Project Name</b>	65 Fleet Street S278
<b>[3] Programme Affiliation (if applicable)</b>	Fleet Street Area Healthy Streets Plan

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean, Assistant Director Policy & Projects
<b>[6] Project Manager</b>	Maria Curro

Description and purpose
<b>[7] Project Description</b>
<p>The project will deliver changes to the public highway in the vicinity of the development at 65 Fleet Street. The project is fully funded by the developer through Section 278 agreement. The design of the highway changes will also need to be coordinated with the adjacent S278 works connected to the courts development.</p> <p>The next steps to reach Gateway 5 include:</p> <ul style="list-style-type: none"> <li>• Negotiations and entering into Section 278 agreement.</li> <li>• Preparatory survey work and liaison with the required statutory undertakers and stakeholders to develop highways and public realm improvements with the developer.</li> </ul>
<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>
<p>Under the Section 106 Agreement the developer is obligated to fund the required works on the public highway to mitigate the impacts as a result of the new development</p> <p>A planning permission was granted in April 2020 for alterations and extensions to 65 Fleet Street, along with changes of use (19/00058/FULMAJ). The Section 106 agreement requires the developer to enter into a Section 278 agreement to fund works to the public highway which are considered necessary to make development acceptable in planning terms.</p>
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>
<p>[1] People are safe and feel safe.</p> <p>[9] Our spaces are secure, resilient and well-maintained.</p> <p>[10] Our physical spaces have clean air, land and water and support a thriving and sustainable natural environment.</p> <p>[11] Our spaces are digitally and physically well-connected and responsive.</p> <p>[12] Our spaces inspire excellence, enterprise, creativity, and collaboration</p>

<b>[10] What is the link to the departmental business plan objectives?</b>					
2023/34 business plan					
<ul style="list-style-type: none"> <li>• Deliver key Strategies: Climate Action, City Plan, Transport, Air Quality, Volunteering</li> <li>• Provide Thriving, Biodiverse, relevant spaces</li> <li>• Improve public security, safety and environmental resilience</li> </ul>					
<b>[11] Note all which apply:</b>					
<b>Officer:</b> Project developed from Officer initiation	N	<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	Y	<b>Sustainability:</b> Essential for business continuity	N	<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) Highway and public realm changes to accommodate the development.	
2) An improved local environment	
3) Works are coordinated with development to limit disruption to the public.	
<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: £250K Upper Range estimate: £1m	
The broad cost range reflects the early stage of design feasibility	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
Committed sums to maintain upgraded sections of the highway and greenery will be presented at future Gateways, and will be covered for a period of 20 years as per Section 278 projects' standard.	
<b>[16] What are the expected sources of funding for this project?</b>	
The project will be fully funded by the developer through Section 278 agreement.	
<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>	
To be coordinated with development programme	

<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>

No	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name:
Chamberlains: Procurement	N/A
Communications	Officer Name:
External	
<b>[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so:</b> 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	Department: Environment
Supplier	Department: Environment
Supplier	Department: Environment
Project Design Manager	Department: Environment
Design/Delivery handover to Supplier	N/A

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<b>Committees:</b> Streets and Walkway Sub - for decision	<b>Dates:</b> 26 September 2023
<b>Subject:</b> Creechurch Lane area improvements (City Cluster programme)	<b>Gateway 2:</b>  <b>Project Proposal</b> Regular
<b>Unique Project Identifier:</b>	
<b>Report of:</b> Interim Executive Director, Environment	For Decision
<b>Report Author:</b> Maria Herrera	
<h2 style="margin: 0;">PUBLIC</h2>	

### Recommendations

<p><b>1. Next steps and requested decisions</b></p>	<p><b>Project Description:</b></p> <p>Public realm and highway improvements to the Creechurch Lane, Mitre Street and Bury Street area. This project is part of the City Cluster programme of work, established as a framework for project delivery. Projects within the programme have been scored against prioritisation criteria from the City Cluster Vision, Transport Strategy and Climate Action Strategy objectives.</p> <p>The Creechurch Lane area is within the high priority projects due to its potential to deliver an enhanced environment to improve the experience of people walking and cycling, supporting local businesses, the Aldgate School and local residents.</p> <p>The project includes the following:</p> <ul style="list-style-type: none"> <li>• Accessibility and walking improvements, including widened pavements, improved pedestrian crossings and sections of raised carriageway.</li> <li>• Relocation/reconfiguration of parking and motorcycle bays to provide additional space for walking and support the local economy.</li> <li>• Public Realm improvements and greening to include a permanent design to replace temporary parklets and planters.</li> </ul>
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	<p><b>Next Gateway:</b> Gateway 3/4 - Options Appraisal (Regular)</p> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>• Undertake a review of parking provision and kerbside loading activity.</li> <li>• Commission radar survey to assess viability of tree planting.</li> <li>• Review relocation of existing parklet platforms from Creechurch Lane to an alternative location elsewhere.</li> <li>• Undertake stakeholder engagement.</li> <li>• Design development of the scheme.</li> </ul> <p><b>Funding Source:</b> S106 Agreement from 40 Leadenhall Street development, CoL capital bid funding and an external contribution from the EC BID.</p> <p><b>Requested Decisions:</b> Members are asked to:</p> <ul style="list-style-type: none"> <li>• Approve the initiation of this project.</li> <li>• Approve the budget of £75,000 (staff costs and fees) for the project to reach the next Gateway 3/4, funded from the Section 106 agreement of 40 Leadenhall Street development.</li> <li>• Note the total estimated cost of the project at £500K-780K (excluding risk).</li> <li>• Authorise officers to prepare and agree a funding letter to receive the external funding contribution from the EC BID.</li> </ul>												
<p><b>2. Resource requirements to reach next Gateway</b></p>	<table border="1"> <thead> <tr> <th data-bbox="544 1536 746 1682">Item</th> <th data-bbox="746 1536 1038 1682">Reason</th> <th data-bbox="1038 1536 1230 1682">Funds/ Source of Funding</th> <th data-bbox="1230 1536 1382 1682">Cost (£)</th> </tr> </thead> <tbody> <tr> <td data-bbox="544 1682 746 1939">Staff time P&amp;T</td> <td data-bbox="746 1682 1038 1939">Project management, detailed design, stakeholder engagement and report writing.</td> <td data-bbox="1038 1682 1230 1939">S106</td> <td data-bbox="1230 1682 1382 1939">25,000</td> </tr> <tr> <td data-bbox="544 1939 746 2051">Staff time Highways</td> <td data-bbox="746 1939 1038 2051">Technical guidance and</td> <td data-bbox="1038 1939 1230 2051">S106</td> <td data-bbox="1230 1939 1382 2051">15,000</td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Staff time P&T	Project management, detailed design, stakeholder engagement and report writing.	S106	25,000	Staff time Highways	Technical guidance and	S106	15,000
Item	Reason	Funds/ Source of Funding	Cost (£)										
Staff time P&T	Project management, detailed design, stakeholder engagement and report writing.	S106	25,000										
Staff time Highways	Technical guidance and	S106	15,000										



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		feasibility detail stage.		
	Fees	Survey work, design consultancy and related services.	S106	35,000
	<b>Total</b>			<b>75,000</b>
	<p><b>Costed Risk Provision requested for this Gateway:</b> A costed risk provision is not required at this stage of the project.</p>			
<b>3. Governance</b>	<p>This project forms part of the City Cluster Programme which has an established Programme Board.</p> <p>The Service Committee is the Streets and Walkways Sub-Committee</p> <p>The Senior Responsible Officer is Bruce McVean, Assistant Director, Policy and Projects</p>			

### Project Summary

<b>4. Context</b>	<p>4.1 The Creechuch Lane area improvements are part of the programme developed under the City Cluster Vision, adopted in 2019. The programme includes three workstreams:</p> <ol style="list-style-type: none"> <li>1) <b>Pedestrian priority and traffic reduction:</b> To improve streets which can safely accommodate the projected increase in pedestrians and cyclists by rebalancing the street capacity.</li> <li>2) <b>Wellbeing and climate resilience:</b> To enhance public spaces and introduce greenery and climate resilience measures in line with objectives of the City's Climate Action Strategy.</li> <li>3) <b>Activation and engagement:</b> To Deliver public places that are welcoming and inclusive, encouraging public participation and social engagement.</li> </ol>
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	<p>4.2 The Creechurch Lane area project falls under workstreams one and two. The project will provide an improved and safer environment for people walking, cycling and or spending time in the area, along with public realm enhancements. There is also the potential to introduce greenery and tree planting.</p> <p>4.3 The local area has a concentration of food and beverage businesses, which attract local workers and visitors. In addition, there is a local primary school (The Aldgate School) and a residential cluster, as well as a mix of different offices.</p> <p>4.4 Several developments are planned in the vicinity; however, timescales are uncertain. Site assessments and discussions with the ECBID has identified that there is a need for highway and public realm improvements to take place in the short- term. Therefore, the design approach will ensure that the improvements can be delivered in phases if required. The proposed improvements will not impede the construction of new developments in the area in the coming years.</p>
<p><b>5. Brief description of project</b></p>	<p>5.1 The project includes public realm and highway improvements to Creechurch Lane, Mitre Street and Bury Street area, as part of the City Cluster programme of work.</p> <p>5.2 Initial evaluation work has identified the following considerations:</p> <ul style="list-style-type: none"> <li>• Existing pavements are narrow and there is an absence of dropped kerbs or raised crossing points which needs to be addressed, including safe and accessible walking routes to the school.</li> <li>• In 2020, three parklets were installed on Creechurch Lane as part of the City’s Covid-19 response to provide safe outdoor space to socialise and support local businesses. The parklets have proven to be successful and well utilised. This project will address the temporary solution of the parklets and implement permanent improvements. This could include widening of footways, planting, and street furniture.</li> <li>• Provision of on street cycle parking and areas for dockless cycles and e-scooter hire is required. This is currently used at capacity, and its usage is envisaged to grow in the coming years.</li> <li>• The area is used by servicing vehicles but there is a desire to restrict or minimise through-traffic to ensure only essential vehicles use the streets. Consideration of areas for loading, unloading, and parking is required.</li> </ul>

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	<ul style="list-style-type: none"> <li>• The current location of motorcycle bays on Creechurch Lane will also be reviewed to evaluate whether alternative and more suitable locations can be identified in the area.</li> <li>• This is a conservation area with an attractive townscape. It is desirable that the streetscape is enhanced to provide a higher quality public realm.</li> </ul>
<p><b>6. Consequences if project not approved</b></p>	<p>6.1 External match funding from the EC BID has been secured for this project. However, Members should note that this funding is subject to the City securing funds for the delivery of the programme via a capital bid. A decision on this capital bid is expected in late autumn 2023.</p> <p>6.2 Stakeholder and Member engagement has indicated strong support for the improvement of this historic quarter. If this project proposal is not approved, financial investment from external parties would be lost, and aspirations from stakeholders wouldn't be met.</p> <p>6.3 As part of the Covid19 City's response 3 parklets have been installed on Creechurch Lane to support local businesses. The aim is for the parklets to be replaced with permanent high quality design features, which require less maintenance and deliver long lasting benefits for the area. If this project is not approved, the delivery of permanent improvements wouldn't be feasible.</p> <p>6.4 The area will not meet the required standards for accessibility, with a lack of dropped kerbs and safe crossing points. A desktop Healthy Streets Check has been undertaken which indicates the area currently has a low performing score.</p> <p>6.5 Required public realm and greening improvements would not be delivered, and the area will continue to be of an unsatisfactory quality.</p>
<p><b>7. SMART project objectives</b></p>	<p>7.1. Deliver a high quality, accessible public realm with wider pavements and safe crossing points which are clearly demarcated.</p> <p>7.2 Provision of additional footway space for seating and tables and chairs to support local businesses.</p> <p>7.3 Introduce greenery and tree planting in line with the Climate Action Strategy, where feasible.</p>

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	7.4 Optimise loading and parking provision to ensure needs of local businesses are met, whilst providing an improved environment for people walking and spending time in the area.
<b>8. Key benefits</b>	<p>8.1 Improved environment for people walking, cycling and spending time in the area.</p> <p>8.2 Stakeholder’s aspirations will be met, ensuring the area remains attractive and the local economy is supported.</p> <p>8.3 A high quality design will be delivered in line with the historic setting of the streets in nearby listed buildings.</p> <p>8.4 Maintenance and cleansings costs are reduced due to the introduction of permanent changes using the standard palette of materials and tree planting.</p>
<b>9. Project category</b>	4b. Substantially reimbursable
<b>10. Project priority</b>	B. Advisable
<b>11. Notable exclusions</b>	None noted

### Options Appraisal

<b>12. Overview of options</b>	<p>12.1 There are limited options given the very specific environment and site conditions in the area. The standard palette of materials is proposed to be used. For widened footways and raised pedestrian crossings, designs would need to maintain vehicular access to certain buildings and accommodate construction logistics if required.</p> <p>12.2 Options regarding parking provision, loading, and unloading will be reviewed as part of the design development stage.</p> <p>12.3 Consideration will be given for the introduction of vehicular access restrictions if deemed suitable to deliver an improved environment and more priority for people walking.</p> <p>12.4 Options for the introduction of green infrastructure will be considered subject to ground conditions and available space.</p> <p>12.5 If the CoL capital funding bid is not successful, the scope of the project will need to be reviewed through a prioritisation exercise of the City Cluster programme of work.</p>
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**Project Planning**

<p><b>13. Delivery period and key dates</b></p>	<p><b>Overall project:</b> The detailed design and assessment of options will be undertaken during Q4 2023/24. Stakeholder engagement to review options is planned for Q1-2024. Once results of the consultation are gathered, a preferred option will be developed and presented for approval.</p> <p><b>Key dates:</b> A Gateway 3-4 report is expected in Q2 of 2024.</p> <p><b>Other works dates to coordinate:</b> The implementation of the highway and public realm will be coordinated with nearby developments and delivered in phases.</p>
<p><b>14. Risk implications</b></p>	<p>Detailed project risk register is included in Appendix 3.</p> <p><b>Overall project risk:</b> Low</p> <ul style="list-style-type: none"> <li>• <b>Project delivery timescales could be impacted by nearby developments.</b> <i>Risk response: accept.</i> As the design develops, the delivery of the scheme in phases will be considered. At present, it is uncertain when nearby new developments will commence construction works, however is not expected for developments to commence construction works before this street enhancement project is delivered.</li> <li>• <b>Project scope not agreed with stakeholders.</b> <i>Risk response: reduce.</i> Options will be considered to discuss with stakeholders the detailed project scope, including the viability of reducing vehicular access in the area, reviewing parking provision and introducing greenery.</li> <li>• <b>Overall project costs are higher than initially reported.</b> <i>Risk response: reduce.</i> The project scope can be adjusted to meet the available budget as the design gets developed. It is intended to deliver the highway works in stages, which will allow for tight budget controls.</li> </ul>

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<b>15. Stakeholders and consultees</b>	<p>15.1 External consultees:</p> <ul style="list-style-type: none"> <li>• EC BID</li> <li>• Residents</li> <li>• Local businesses and occupiers</li> <li>• The Aldgate School</li> <li>• Developers with an interest in the area (i.e., 100 Leadenhall St and 33 Creechurch Lane)</li> </ul> <p>15.2 Internal consultees:</p> <ul style="list-style-type: none"> <li>• City of London Environment Department (including Highways, Cleansing, City Gardens)</li> </ul>
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**Resource Implications**

<b>16. Total estimated cost</b>	<p><b>Likely cost range (excluding risk): £500 - £780k.</b></p> <p><b>Likely cost range (including risk):</b> Any costs that would appear to exceed the current tolerance range will be managed within the provisions of the S106 agreement and reported to Committee at the next Gateway.</p>									
<b>17. Funding strategy</b>	<p>Choose 1: Partial funding confirmed</p>	<p>Choose 1: Mixture - some internal and some external funding</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Funds/Sources of Funding</th> <th style="text-align: right;">Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Section 106 from 40 Leadenhall Street development and CoL capital bid</td> <td style="text-align: right;">£200K - £480K</td> </tr> <tr> <td>EC BID contribution</td> <td style="text-align: right;">£300K</td> </tr> <tr> <td style="text-align: right;"><b>Total</b></td> <td style="text-align: right;"><b>£500- £780k</b></td> </tr> </tbody> </table> <p>The Funding strategy is proposing to utilise S106 funding which is location specific as well as CoL CIL funds (via a capital bid). The outcome of the CoL capital bid will be known in November or December. Funding from external stakeholders has been agreed in principle and will be formalised via a funding letter to be completed at the next stage, following confirmation of the capital bid.</p>	Funds/Sources of Funding	Cost (£)	Section 106 from 40 Leadenhall Street development and CoL capital bid	£200K - £480K	EC BID contribution	£300K	<b>Total</b>	<b>£500- £780k</b>
Funds/Sources of Funding	Cost (£)									
Section 106 from 40 Leadenhall Street development and CoL capital bid	£200K - £480K									
EC BID contribution	£300K									
<b>Total</b>	<b>£500- £780k</b>									



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<p><b>18. Investment appraisal</b></p>	<p><b>Not Applicable</b></p> <p><b>On-going revenue implications</b></p> <p>18.1 Revenue implications for highways and soft landscaping maintenance, and cleansing are anticipated to be of minimum impact and will be confirmed at the next Gateway when the detailed design will be finalised.</p>
<p><b>19. Procurement strategy/route to market</b></p>	<p>19.1 It is anticipated that all works will be undertaken by the City’s Highways term contractor, currently FM Conways.</p> <p>19.2 The design work is proposed to be carried out in-house by the Highways and Policy and Projects team in collaboration with stakeholders.</p> <p>19.3 The materials and specification of the design will be the City’s standard specification, in accordance with the City Public Realm Supplementary Planning Document.</p>
<p><b>20. Legal implications</b></p>	<p>A funding letter is to be completed for the contribution from external stakeholders (EC BID).</p>
<p><b>21. Corporate property implications</b></p>	<p>None.</p>
<p><b>22. Traffic implications</b></p>	<p>22.1 Options regarding consideration of parking provision, loading, and unloading will be reviewed as part of the design development.</p> <p>22.2 Considerations will be given for the introduction of vehicular access restrictions if deemed suitable to deliver an improved pedestrian environment. Any proposed changes would be subject to statutory consultation processes</p>
<p><b>23. Sustainability and energy implications</b></p>	<p>23.1 It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes.</p> <p>23.2 Climate Change resilience measures and planting will be considered as part of the design development such as rain gardens and tree planting.</p>
<p><b>24. IS implications</b></p>	<p>None.</p>
<p><b>25. Equality Impact Assessment</b></p>	<p>A test of relevance will be undertaken at the next stage which will inform the assessment required during the development of the project.</p>

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<b>26. Data Protection Impact Assessment</b>	None
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### **Appendices**

<b>Appendix 1</b>	Plan of the project area
<b>Appendix 2</b>	Project Briefing
<b>Appendix 3</b>	Risk Register

### **Contact**

<b>Report Author</b>	Maria Herrera
<b>Email Address</b>	<a href="mailto:maria.herrera@cityoflondon.gov.uk">maria.herrera@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	07526 201100



Figure 1: Study location (Source The City Cluster Vision, City of London, 2019)

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# Project Briefing

Project identifier			
<b>[1a] Unique Project Identifier</b>	TBC	<b>[1b] Departmental Reference Number</b>	NA
<b>[2] Core Project Name</b>	Creechurch Lane area improvements		
<b>[3] Programme Affiliation (if applicable)</b>	City Cluster programme		

Ownership	
<b>[4] Chief Officer has signed off on this document</b>	Ian Hughes
<b>[5] Senior Responsible Officer</b>	Bruce McVean
<b>[6] Project Manager</b>	Maria Herrera

Description and purpose	
<b>[7] Project Mission statement / Elevator pitch</b>	
Public realm and highway improvements in the vicinity of Creechurch Lane, Mitre Street and Bury Street area. This project is part of the City Cluster programme of work, established as a framework for project delivery. The project will provide an enhanced and safer environment for people walking, cycling and to spend time in. Alongside the potential to introduce greenery and tree planting.	
<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>Existing pavements are narrow and pedestrian crossings need improvement.</li> <li>There is an absence of dropped kerbs or raised crossing points and this needs to be addressed, including consideration of road safety and safe routes to the school.</li> <li>Consideration of areas for loading, unloading, and parking is required.</li> <li>Replacement of temporary parklets with a permanent design is required to enhance the public realm</li> </ul>	
<b>[9] What is the link to the City of London Corporate plan outcomes?</b>	
<ul style="list-style-type: none"> <li>People are safe and feel safe</li> <li>People have equal opportunities to enrich their lives and reach their full potential.</li> <li>We have clean air, land and water and a thriving and sustainable natural environment</li> <li>Our spaces are secure, resilient and well maintained.</li> </ul>	
<b>[10] What is the link to the departmental business plan objectives?</b>	
<ol style="list-style-type: none"> <li>Creating an accessible and inclusive City which is stimulating, safe and easy to move around in</li> <li>Leading and initiating research into microclimate issues for the benefit of London and the UK; to increase our environmental resilience and lead on Climate Action</li> <li>Improving quality and safety of the environment for workers, residents and visitors</li> </ol>	
<b>[11] Note all which apply:</b>	
<b>Officer:</b>	Y
<b>Member:</b>	
<b>Corporate:</b>	

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	Y	<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> <These should be impacts of the activity to complete the aim/objective, rather than 'finishes on time and on budget'>>	
1) <i>Improve the pedestrian experience.</i>	
2) <i>Improve safety for people walking and cycling.</i>	
3) <i>Deliver an efficient servicing and parking provision strategy to better manage the area.</i>	
<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>	
<ul style="list-style-type: none"> <li>- Cost savings of improvements due to the removal of temporary infrastructure (parklets).</li> <li>- Improved pedestrian perception.</li> <li>- Additional provision of cycle parking and cycle hire vehicles.</li> </ul>	
<b>[14] What is the expected delivery cost of this project (range values)[£]?</b>	
£500-£780k	
<b>[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:</b>	
TBC	
<b>[16] What are the expected sources of funding for this project?</b>	
<i>Section 106 contributions and external funding.</i>	
<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>	
Autum 2024 (6 months delivery programme is estimated).	

<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>	
NA	
<b>[19] Who has been actively consulted to develop this project to this stage?</b> <(Add additional internal or external stakeholders where required) >	
Policy and projects	<i>Gillian Howard, Sam Lee and Bruce McVean.</i>
Chamberlains: Procurement	<i>Darshika Patel</i>
Corporate Property	
External	Ward members and the EC BID.
<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	<i>Environment Department</i>

Project Design Manager	<i>Melanie Charalambous / Maria Herrera</i>
Design/Delivery handover to Supplier	Delivery - FM Conway



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City of London: Projects Procedure Corporate Risks Register

Project Name:		Creechchurch Lane area improvements		PM's overall	Low	CRP requested	5.0	Open Risks	7														
Unique project identifier:				Total estimated cost	£ 500,000	Total CRP used to	£ -	Average mitigated	3.6	Closed Risks	0												
General risk classification																							
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	Mitigation 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/ Reopened & moved to Issues	Comment(s)
R1	2	(10) Physical	Project impacted by nearby developments.	There is a possibility that the project programme could be impacted by nearby developments adjacent to the project area which are undergoing planning permission. Timescales for delivery of those projects is yet unknown.	Likely	Minor	4	£0.00			Keep in regular contact with stakeholders and planning colleagues and be informed of any changes to their programme and take actions accordingly.	£0.00	Likely	Minor	£0.00	4	£0.00		8/10/2023	DBE	Maria Herrera		
R2	2	(10) Physical	A delay in establishing vehicular servicing and parking needs in the area.	To deliver the full scope of benefits the project a traffic assessment is required of the parking, loading/unloading and servicing needs of the area. If this wasn't completed, the project is unable to progress with a feasible design.	Unlikely	Serious	4	£0.00	N		City officers have undertaken an initial desktop assessment of the current provision of parking and servicing needs. This information will be progress further at the next stage, alongside engagement with stakeholders.	£0.00	Unlikely	Minor	£0.00	2	£0.00		8/10/2023	DBE	Maria Herrera		
R3	2	(4) Contractual/Partnership	Procurement of materials causes delays on project delivery.	A significant delay to the receipt of materials will impact the programme for implementation.	Unlikely	Serious	4	£0.00	N		Agree priorities with the Col Chamberlain and maintain dialogue with Highway Manager/ Term Contractor to establish procurement targets to inform the programme and meet stakeholders expectations.	£0.00	Likely	Minor	£0.00	4	£0.00		8/10/2023	DBE	Maria Herrera		
R4	2	(5) H&S/Wellbeing	Noisy Works	Noisy Works could generate complaints from local occupiers and delay the programme.	Likely	Minor	4	£0.00	N		All noisy works times will be agreed with Environmental Health Officers and communicated with local occupiers. Flexibility is also built in to allow for these times to be altered.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		
R5	2	(4) contractual / partnership	Stakeholder support is not secured.	The project includes the review of current parking and loading provision, which could change the current vehicular traffic flows.	Possible	Serious	6	£0.00	N		The Col team will undertake close consultation with local occupiers to ensure their needs are accounted for as well as the needs to the functionality of the streets.	£0.00	Possible	Serious	£0.00	6	£0.00		8/10/2023	DBE	Maria Herrera		
R5	2	(4) Contractual/Partnership	External funding from EC BID is withdrawn.	External funding from the EC BID has been secured via an agreement in principle. A funding letter is yet to be completed at the next stage.	Rare	Minor	1	£0.00	N		The agreement for the additional funding has been agreed in principle by the Board of the EC BID. The letter of agreement will follow to receive the funds in due course. If funding was to be withdrawn, the project could be scaled to be delivered within the available budget.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		
R6	2	(2) Financial	Col Capital Bid is unsuccessful and project cannot go ahead.	The project funding strategy is subject to a capital bid being confirmed. If funding is not secured, the project will need to be re-evaluated in the context of the wider City Cluster programme of work.	Possible	Major	12	£0.00	N		A funding bid has been submitted and is due to be reviewed in Autumn 2023. All paperwork and associated information has been prepared in accordance to the guidelines.	£0.00	Possible	Minor	£0.00	3	£0.00		8/10/2023	DBE	Maria Herrera		

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<b>Committees:</b>  Streets and Walkways Sub <i>[for decision]</i>	<b>Dates:</b>  26 September 2023
<b>Subject:</b> 100 Minorities: S278 Highway Works (Phase 1), and Public Realm Enhancements (Crescent) (Phase 2) <b>Unique Project Identifier:</b> 11695	<b>Next Gateway:</b> <b>Ph1: Gateway 6</b> <b>Ph2: Gateway 5</b>  Regular <b>Issue Report</b>
<b>Report of:</b> Interim Executive Director Environment <b>Report Author:</b> Leila Ben-Hassel	<b>For Decision</b>
<h1 style="margin: 0;">PUBLIC</h1>	

<b>1. Status update</b>	<p><b>Project Description:</b></p> <p>This project has two Phases. Phase 1 involves S278 funded highway works to integrate the hotel development at 100 Minorities into the City’s highway. This includes levels and kerb adjustments and new surfacing to create traffic calming and a pedestrian priority look and feel.</p> <p>Phase 2 involves public realm enhancements and the landscaping of Crescent to create a new public space in place of carriageway, along with associated seating, greening, climate adaptation and sustainability measures. This Phase also includes traffic management changes and adjustments to parking bays.</p> <p><b>RAG Status:</b> Amber (Amber at last report to Committee)  <b>Risk Status:</b> Medium (Medium at last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b>                  Phase 1 - £705,525                  Phase 2 - £900,000 - £1,228,000</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b>                  Phase 1: Increase of £160,747 since last report to Committee                  Phase 2: Increase of £78,000 since last report to Committee</p>
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	<p><b>Spend to Date:</b> Phase 1 - £124,194 Phase 2 - £168,231</p> <p><b>Costed Risk Provision Utilised:</b> Phase 1 – S278 Highway Works: £68,000 (approved by Committees February 2021) Phase 2 – Public Realm Enhancements: None allocated yet.</p> <p><b>Funding Source:</b> Phase 1 – Highway Works: S278 Phase 2 – Public Realm Enhancements: Mix of TfL, S106 funding and Cool Streets and Greening Programme funding. A detailed funding table is included in Appendix 3.</p> <p><b>Slippage:</b> <b>Phase 1:</b> The programme has been impacted by significant delays in negotiating and finalising the S278 Agreement and receiving payment. The S278 was signed in February 2023. However, due to delays over several years in finalising the agreement with the owner (hotel operator), the project costs have increased as a result of inflation and the new City Highway Term Contract rates. Despite the agreement being signed in February, we are still awaiting final payment without which works cannot progress. If further prolonged, this may result in additional inflationary cost increases. <b>Phase 2</b> has been delayed as a result of on-going delays to Phase 1, along with additional stakeholder engagement which has led to numerous design iterations to accommodate further feedback. This resulted in the development of a new design option for the public space to include more capacity for events and has also incurred additional fees and staff costs. There is a dependency between the two Phases in that Phase 2 cannot easily be constructed without the required highway changes of Phase 1.</p>
<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Phase 1: Next Gateway will be Gateway 6 (Project Close Down) as Gateway 5 approval was granted in December 2017. Phase 2: Next gateway is Gateway 5 (regular route).</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Note the additional cost of £160,747 for Phase 1 (S278 Highway Works) to be funded in full by the owner and approve the revised total budget for Phase 1 of £705,525 (excluding costed risk).</li> <li>2. That Option 2 is approved for Phase 2 (Public Realm Enhancements to Crescent).</li> <li>3. That an additional budget of £47,000 is approved for Phase 2 to reach Gateway 5;</li> </ol>

	<p>4. Agree the total estimated cost of Phase 2 at £900,000 - £1,228,000 (excluding risk);</p> <p>5. Agree the funding sources for Phase 2 set out in Appendix 3.</p>																				
<p><b>3. Budget</b></p>	<ul style="list-style-type: none"> <li>• <b>Phase 1</b></li> </ul> <p>Expenditure to Date: £110,305.</p> <p>A breakdown is provided in Appendix 3.</p> <p>Reasons for the Phase 1 cost increase are set out in Section 4 of this report. A breakdown of the revised cost estimate is also included in Appendix 3.</p> <ul style="list-style-type: none"> <li>• <b>Phase 2</b></li> </ul> <p>Expenditure to Date: £168,231.</p> <p>Budget sought to progress to the next Gateway (Authority to Start Works) is below.</p> <table border="1" data-bbox="467 869 1329 1912"> <thead> <tr> <th>Item</th> <th>Reason</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>Design finalisation</td> <td>100 Minories S106</td> <td>12,000</td> </tr> <tr> <td>P&amp;T staff costs</td> <td>Project management Engagement and coordination with BIDs and local stakeholders</td> <td>100 Minories S106</td> <td>15,000</td> </tr> <tr> <td>Highways staff costs</td> <td>Production of construction drawings, programme; Coordination with Highway Term Contractor</td> <td>100 Minories S106</td> <td>20,000</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> <td><b>47,000</b></td> </tr> </tbody> </table>	Item	Reason	Funds/ Source of Funding	Cost (£)	Fees	Design finalisation	100 Minories S106	12,000	P&T staff costs	Project management Engagement and coordination with BIDs and local stakeholders	100 Minories S106	15,000	Highways staff costs	Production of construction drawings, programme; Coordination with Highway Term Contractor	100 Minories S106	20,000	<b>Total</b>			<b>47,000</b>
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<b>Total</b>			<b>47,000</b>																		

	<ul style="list-style-type: none"> <li>• <b>Costed Risk Provision requested for this Gateway:</b></li> </ul> <p>Phase 1 – S278 Highway Works: £68,000 (approved by Committees February 2021).</p> <p>Phase 2 – Public Realm Enhancements: None allocated yet. A CRP may be sought at the next gateway and this will be established once officers have finalised the design for Phase 2.</p>
<p><b>4. Issue description</b></p>	<p><b>Phase 1 S278 works: Delay and cost increase</b></p> <p>4.1 The S278 highway works include levels and kerb adjustments and new surfacing to the pavements and the carriageway to integrate the hotel development with the public highway. This work also accommodates the associated increase in activity in the vicinity of the hotel development. The work aims to create a pedestrian priority look and feel as per ambitions set out in the S106 to provide traffic calming. Some of the levels and drainage adjustments are required as a result of the development being built to the wrong threshold levels. Please refer to plans in Appendix 4.</p> <p>4.2 The cost of the S278 Highway Works was first estimated when Gateway 5 was approved in December 2017. Due to significant delays with the negotiation of the S278 agreement and issues around change in hotel ownership, the costs were revised and an updated Phase1 project budget of £510,236 was approved through an Issue’s Report approved by committees in February 2021 (cost increase of £57,007).</p> <p>4.3 As reported in the Issues’ reports in 2021 and again in January 2023, the finalising of the S278 agreement was delayed due to prolonged negotiations and difficulties reaching agreement. Officers regularly communicated and updated the owner on risks associated with delays in finalisation of the S278 agreement, including the likelihood of significant cost increase as a result of inflation and change of highway term contractor rates. The S278 agreement was signed in February 2023.</p> <p>4.4 Following receipt of the interim payment, an updated cost estimate was prepared by the City’s engineers in May 2023. This confirmed an increase in the estimated cost of £160,289 (excluding approved costed risk provision). This estimate is based on the current Highway Term Contractor schedule of rates and on increased cost of materials. The owner was notified of the increased cost in June 2023. Under the terms of the signed Agreement, the Owner is obligated to pay all costs associated with the S278 Highway Works including any excess costs.</p> <p>4.5 The S278 works have been provisionally programmed to start on site in January 2024. However, if payment of the S278 is not received by October 2023, works will be delayed again and costs</p>



for the Owner will increase further due to inflation. The owner has been notified of this.

4.6 Officers will liaise with the City's legal team to seek further advice if needed. This report seeks the inclusion of £160,289 into the Phase 1 works budget as soon as it is received from the Owner.

**Phase 2 (public realm enhancements to Crescent): Design evolution and cost increase**

4.7 A Gateway 4 report was approved by committees in January 2023. It set out the design approach to the new public space to incorporate trees, planting, seating and climate resilience measures, including SuDS. The approved scheme objectives are as follows:

- Creation of a new public space in place of redundant carriageway;
- An enhanced public realm and walking routes in accordance with the aims of the Transport Strategy and in keeping with the character of the conservation area;
- A well-functioning and pedestrian priority street environment;
- Improved accessibility for all, particularly for those with mobility difficulties.
- Climate resilient, biodiverse planting that requires less maintenance;
- Additional trees to provide more shade and absorb rainwater run off;
- Inclusion of Sustainable Urban Drainage system (SuDs) and permeable paving where feasible to provide rainwater drainage attenuation;

4.8 The project is funded from a mix of S106 funds from developments in the area, the Climate Action Strategy funds (Cool Streets and Greening Programme) and TfL LIP funding. Please refer to funding strategy in Appendix 3.

4.9 Prior to the preparation of the Gateway 4 report, officers consulted local occupiers and the Aldgate Connect BID on the developing design and held a briefing with Ward Members. The designs were well-received. When the hotel operator was consulted again earlier this year, they gave some further feedback on the detail of the design and this was taken on board and the designs were amended. Officers also consulted the TfL infrastructure protection team to ensure that their requirements for sub-station access and the construction over the tube tunnel were taken into consideration.

4.10 In the meantime, the hotel and their partners gained a licence to install a temporary padel tennis court on the highway in Crescent. This was originally intended to remain for 3 months but the licence

has been extended to 6 months (April-Sept 2023). The existing office buildings on the north and west side of Crescent are currently vacant which enabled this installation to be possible.

4.11 The padel tennis court has proven to be popular. It is a private enterprise with a fee charged to use it. The hotel manages the bookings and equipment. The padel court takes up most of the space available in Crescent with the remaining space currently occupied by the hotel's tables and chairs via a licence, also due to expire in September. It is noted that the hotel does not have an active retail frontage onto Crescent (the retail units face onto Minorities and Tower Hill).

4.12 The presence of the padel court has prompted a further shift in the hotel operator's opinion regarding how they would like the Crescent to be used in the future. They are now advocating for an entirely paved space, with no street trees, in-ground planting, or fixed public seating. This approach conflicts with the Committee approved scheme objectives, set out above. Such a scheme would not deliver the wide-ranging public amenity, environmental and climate resilience benefits that the currently approved project encompasses.

4.13 In order to seek a resolution, officers engaged with both the EC BID and the Aldgate Connect BID and local occupiers as well as officers from Destination City, to establish the wider community's aspirations for events and activities in the space. It is recognised that this space offers the opportunity for the public to enjoy in a variety of ways and the project is looking to deliver the best outcomes for the public.

4.14 Following engagement and discussions, officers produced a second design option that incorporates a much larger, hard-paved space in the centre of Crescent. Trees and planting beds are maintained on the perimeter of the space along with public seating and historic interpretation features to celebrate the history of the area and respect the conservation area setting. Climate resilience measures are still incorporated with the trees and planting beds which include SuDs through the installation of rain gardens, as well as climate-resilient planting and elements to enhance biodiversity. However, in this option there is less planting.

4.15 Members should note that additional design work and engagement with both the TfL infrastructure protection team and local stakeholders has led to additional time and costs being incurred (staff costs and fees).

4.16 Officers and the BIDs held a workshop in August 2023 with all relevant parties to share the reviewed designs and discuss future activities in the space. This proved to be very useful and there was a positive response from most attendees, although it is noted that

	<p>the hotel maintain their recent preference for an entirely hard space. Visuals from the presentation are included in Appendix 5.</p> <p>4.17 Officers have also engaged with the owners and representatives of the currently vacant office buildings in Crescent to seek their views on the proposals. They are very supportive of the landscaping scheme and greening and have a preference for small scale events to occasionally be held in the space. However, they pointed out that larger scale installations such as the padel tennis court would not be supported due to the impact on their buildings and the area.</p> <p>4.18 This report recommends that the second design option (Option 2 - with more paved space for events) is taken forward to the next Gateway. It offers a compromise solution with a greater focus on event space but retaining the core objectives and greening of the project. This balance still meets the requirements of the Cool Streets and Greening funding for the project.</p> <p>4.19 Officers (including Destination City) will continue to work with the BIDs and local stakeholders to refine the details and develop a programme of events and activities, alongside a management plan for Crescent. This is similar to the successful approach implemented for Aldgate Square. It is also noted that the sq.m of paved space available for events in the new design option (Option 2) is similar to that available in Aldgate Square and also similar to the newly emerging design for King Edward Square.</p> <p>4.20 Funding of £47,000 is requested to reach the next Gateway to cover the costs of finalising the design and ongoing engagement with the BIDs and local occupiers.</p>
<p><b>5. Options</b></p>	<p><b>Option 1 – Developed design following extensive engagement with TfL maximising environmental benefits:</b></p> <p>The design was developed and informed by consultation with local occupiers (including Aldgate BID representatives) and engagement with TfL Infrastructure Protection Team.</p> <p>It is based on the Gateway 4 approval received at committees in January 2023 to maximise environmental benefits in Crescent, in line with key aims of the City’s Climate Action Strategy and Cool Streets and Greening Programme objectives, through more square meterage of greening, tree planting and SuDs. The design is articulated across the following points:</p> <ul style="list-style-type: none"> <li>• Extensive greening with 5 trees and 5 planters with biodiverse, drought resistant and low maintenance planting (156 sqm). Trees provide shade, filter pollutants and enrich</li> </ul>

oxygen in the atmosphere. Biodiverse planting enables the protection of declining species and habitats.

- 70 seat capacity (35 formal seating and 35 informal seating) enabling workers and visitors alike to dwell in a tranquil space away from busy Minories and Tower Hill.
- LUL Sub-Station access is enabled and maintained all year round both for emergencies and planned maintenance.
- Access to Crescent office buildings (including for servicing and refurbishment) enabled and maintained all year round.
- Design responds well to the conservation area setting by highlighting the historic Crescent shape (first one designed in London after Bath) with a contrasting kerb line. The northern planter is shaped following the golden ratio principle with a rising edge to be used as informal seating.
- A stage area of 17 sqm is introduced at the heart of the space to accommodate cultural and civic events including an electrical point. The stage design includes an historic compass in-ground detail based on the design by Janet Taylor (an acclaimed astronomer and mathematician) who lived nearby at Hammett Street in the mid-19<sup>th</sup> century. This would be one of the only references in the public realm to an historic female figure in the City.

This option responds well to site constraints, including the site topography, LUL Sub-Station access and the LUL tunnel. It also meets the City's Corporate priorities of Climate Action and would deliver a high Urban Greening Factor scoring as the design delivers a high quantity and quality of new green infrastructure. It would also enhance the City's blue infrastructure through attenuation by increasing the existing highway drainage capacity to better cope with future adverse high precipitation events.

### **Option 2 – Revised design following additional engagement with Destination City and the business community**

The padel tennis court is an indication that unique experiences draw visitors locally and from further afield. There is a consensus amongst the BIDs and Destination City's officers that there is a need for greater flexibility to enable the curation of Crescent as an occasional event space. Following this feedback, officers worked with the project landscape architect, TfL Infrastructure Protection team and City Highway Engineer to achieve an increase of hard surface similar in size to Aldgate Sq and the emerging King Edward Sq design. A workshop was co-organised with the BIDs to discuss activation uses in the new Crescent green space – an extract from the presentation on activation uses is included in Appendix 5. The

majority of attendees also concurred on the need to retain as much greening as possible due to the lack of tranquil green spaces in the area, which would be well received by residents and workers alike, particularly outside of events/installation times.

This has been achieved without compromising too much the environmental benefits of the scheme. Although the surface of greening is reduced by the loss of 2 planters, the same number of trees is achieved. In addition, the southern planter acts as a rain garden and thus further increases the city's blue infrastructure by creating greater drainage capacity to cope with future adverse precipitation events.

The design is summarised below:

- 5 trees, one within a raingarden (acting as a SUDs pit)
- Reduced greening from 5 planters to 3 with biodiverse, drought-resistant and low maintenance planting (total 54 sqm – a 26% reduction of greening surface).
- Greater drainage attenuation would be provided across the central area of Crescent using the topography of the site to drain the wider event space area into the southern planter now acting as a rain garden (area of surface water drainage covered: 102 sqm).
- The capacity of permanent seating will remain the same. Both BIDs support a scheme of removable tables and chairs for public use – this will be managed through a Management Plan between the BIDs and the City.
- Access to LUL Sub-Station both for emergencies and planned maintenance is maintained.
- Access to Crescent office buildings (including for servicing and refurbishment) enabled and maintained all year round.
- The revised design follows the same historic interpretation approach to integrate well within the conservation area setting. The only change in the revised design is that the 'Compass stage' stays the same in dimension (17 sqm) but is made fully flush to improve accessibility whilst enhancing flexibility in activation uses such as art and leisure installations, concerts and business/community events (please see visuals of possible uses in Appendix 5). An electricity supply point for events is also incorporated.
- Wayfinding to more effectively draw visitors from Aldgate, Minories and Tower Hill.

	<p>This option includes greater flexibility for activation and potential for officers and the BIDs to work together with the wider community to curate Crescent as a space that delivers benefits for all.</p> <p>As well as the additional staff costs and fees of £47,000 as a result of engagement and design changes mentioned earlier, this option has additional cost implications due to the inclusion of the event management plan. Therefore, the estimated cost range of the project is proposed to be increased by a total of £78,000 to £900,000 - £1,228,000 if this option is approved.</p> <p>Members should note that if neither option is approved, officers would have to start the design process again. The implications would be additional design and consultation costs, the risk of losing the climate action funding which is specific and time limited and higher prices as a result of inflation. This would significantly impact the potential to transform the space and deliver against key corporate priorities (Climate Action Strategy and Destination City)</p>
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## Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Risk Registers – Phases 1 and 2
<b>Appendix 3</b>	Finance tables
<b>Appendix 4</b>	Designs for Phase 1 and 2
<b>Appendix 5</b>	Activation - visuals of possible types of events and installations

## Contact

<b>Report Author</b>	Leila Ben-Hassel
<b>Email Address</b>	<a href="mailto:Leila.ben-hassel@cityoflondon.gov.uk">Leila.ben-hassel@cityoflondon.gov.uk</a>
<b>Telephone Number</b>	0207 332 1569

## Appendix 1 – Project Coversheet

### Phase 1:

<b>[1] Ownership &amp; Status</b>
<p><b>UPI:</b> 11695</p> <p><b>Core Project Name:</b> 100 Minorities (Phase One) 278 highway works</p> <p><b>Programme Affiliation</b> (if applicable): Phase Two S106 enhancement works</p> <p><b>Project Manager:</b> Leila Ben-Hassel</p> <p><b>Definition of need:</b> highway works are necessary to enable the successful integration of the new development into the highway</p>

**Expected timeframe for the project delivery:** Start on site spring 2021.  
 Approx 3 month works programme  
**Are we on track for completing the project against the expected timeframe for project delivery?** Y  
 Programme and cost including costed risk to be reset by Issues Report February 2021  
**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?**  
 No

## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

#### 'Project Proposal' G2 report (as approved February 2016)

##### Phases One and Two

- Total Estimated Cost (excluding risk): £500k - £2m (Phases One and Two)
- Resources to reach next Gateway (excluding risk): £90k (Phases One and Two)
- Spend to date: N/A
- Estimated Programme Dates: In accordance with development programme

*Scope/Design Change and Impact: N/A*

#### 'Authority to start Work' G5 report (as approved by PSC: December 2017)

##### Phase One

Total Estimated Cost (excluding risk): £486,319

- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme (estimated as 2018 at the time)

*Scope/Design Change and Impact: None*

#### Issues Report – February 2021 (as approved by S&W and PSC committees)

Total Estimated Cost (excluding risk): £510,236 (increase of £57,007)

- CRP Requested: £68,000
- CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme

*Scope/Design Change and Impact: Minor design changes following further site investigations to address levels issues (new development was not built to meet City highway levels) and vehicular movement from approved servicing plan.*

## Phase 2:



### [1] Ownership & Status

**UPI:** 11695

**Core Project Name:** 100 Minorities (Phase 2) public realm enhancements in Crescent

**Project Manager:** Leila Ben-Hassel

**Definition of need:** The redundant carriageway space is proposed to be transformed into a new green public space that is greatly needed in this area, in line with the City's adopted Climate Action Strategy.

**Expected timeframe for the project delivery:** The originally reported programme has slipped due to development delays and delays to Phase 1. The revised programme is to start on site in spring/summer 2024 (estimated 5 month works programme)

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

Programme and scope were reset through the last report (Gateway 4) approved in January 2023. However further delays with Phase 1 could delay Phase 2 works delivery.

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

No

### [2] Finance and Costed Risk

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

**'Project Proposal' G2 report (as approved February 2016)**

**Phases One and Two**

- Total Estimated Cost (excluding risk): £500k - £2m (Phases One and Two)
- Resources to reach next Gateway (excluding risk): £90k (Phases One and Two)
- Estimated Programme Dates: In accordance with development programme

*Scope/Design Change and Impact: N/A*

**G 3/4 report (as approved by PSC: December 2017)**

**Phase Two**

Total Estimated Cost (excluding risk):

Phase 2 estimated implementation cost: £476,034 - £676,225

- Spend to date: £81,271 (evaluation costs both phases)
  - Costed Risk Against the Project: 0
  - CRP Requested: 0
  - CRP Drawn Down: 0
- Estimated Programme Dates: In accordance with developer programme (estimated as 2019 at the time) but the hotel development and Phase 1 were subsequently delayed

*Scope/Design Change and Impact: preferred design option for phase 2*

**Issues' report approved at October 2021 Committees**

Total Estimated Cost (excluding risk):

Phase 2 estimated implementation cost: £828,739

- Spend to date: £95,417 (evaluation costs both phases)
  - Costed Risk Against the Project: 0
  - CRP Requested: 0
  - CRP Drawn Down: 0
- Estimated Programme Dates: start on site late 2022. Programme has been however delayed due to Phase 1 S278 agreement not yet signed off by 100 Minorities Hotel owner.

*Scope/Design Change and Impact:* Design change was approved as part of the October 2021 Issues' report. Upon the site being identified as a good project to include in the Cool Street and Greening Programme (CSG), Climate Action funding was allocated to the project. The approval of the revised funding strategy (incl. £346,777 of CSG funding) and initiation of a design review to maximise the delivery of environmental measures, were approved at October 2021 committees.

**'Gateway 4 – January 2023' (as approved by S&W and PSC committees)**

Total Estimated Cost (excluding risk): £900,000 - £1,150,000

- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: Start on site summer 2023 (Ph1- S278 works, Ph2- Public Realm) with April 2024 anticipated completion date on site (construction programme to be agreed with Term Contractor ahead of Gateway 5).

## **Appendix 2 – Risk Registers**

- Risk register for Phase 1 incl. CRP of £68,000 – see separate document.
- Risk register for Phase 2 (no CRP)– see separate document.

## Appendix 3 – Finance Tables

- **Table 1 - Spend to date Phase 1 (S278 Highway Works):**

<b>Table 1: Expenditure to Date</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
<b>16800350: 100 Minorities S278 (SRP)</b>			
Env Servs Staff Costs	10,000	10,000	-
Legal Staff Costs	1,780	1,779	1
P&T Staff Costs	10,000	10,000	-
P&T Fees	12,762	12,762	-
<b>Total 16800347</b>	<b>34,542</b>	<b>34,541</b>	<b>1</b>
<b>16100350: 100 Minorities S278 (CAP)</b>			
Env Servs Staff Cost	45,000	24,675	20,325
P&T Staff Costs	31,463	13,320	18,143
P&T Fees	41,458	13,338	28,120
Env Servs Works	82,037	24,430	57,607
<b>Total 16100347</b>	<b>199,958</b>	<b>75,764</b>	<b>124,194</b>
<b>GRAND TOTAL</b>	<b>234,500</b>	<b>110,305</b>	<b>124,195</b>

*The City has not yet received the full payment of £510,236 (2 payments of £10,000 and £189,500 have been made thus far by the owner).*

- **Table 2 - Revised Implementation Budget Breakdown and Variances:**

<b>Table 2: Revised Implementation Budget Breakdown and Variances</b>			
<b>Description</b>	<b>Current Approved Budget at Gateway 5 February 2021 (£)</b>	<b>Revised Budget (£)</b>	<b>Variance (£)</b>
Env Servs Works	362,918	501,525	138,607
P&T Fees	34,500	44,205	9,705
Highways Staff Costs	61,560	70,000	8,440
P&T Staff Costs	31,463	35,458	3,995
Maintenance total	19,795	19,795	-
<b>Total S278 Works implementation costs</b>	<b>510,236</b>	<b>670,983</b>	<b>160,747</b>

- **Table 3: Phase 1 - Resources Required to reach the next Gateway**

<b>Table 3: Resources Required to reach the next Gateway</b>			
<b>Description</b>	<b>Approved Budget (£)*</b>	<b>Additional Resources Required (£)</b>	<b>Revised Budget (£)</b>
<b>16800350: 100 Minorities S278 (SRP)</b>			
Env Servs Staff Costs	10,000	-	10,000
Legal Staff Costs	1,780	-	1,780
P&T Staff Costs	10,000	-	10,000
P&T Fees	12,762	-	12,762
<b>Total 16800347</b>	<b>34,542</b>	<b>-</b>	<b>34,542</b>
<b>16100350: 100 Minorities S278 (CAP)</b>			
Env Servs Staff Cost	45,000	25,000	70,000
P&T Staff Costs	31,463	3,995	35,458
P&T Fees	41,458	2,747	44,205
Env Servs Works	82,037	419,488	501,525
Highways Maintenance	-	19,795	19,795
<b>Total 16100347</b>	<b>199,958</b>	<b>471,025</b>	<b>670,983</b>
<b>GRAND TOTAL</b>	<b>234,500</b>	<b>471,025</b>	<b>705,525</b>

\*Current Approved Budget in CBIS, based on funds received from developer

- **Table 4 – Phase 1 Revised Funding Allocation**

<b>Table 4: Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
S278	234,500	471,025	705,525
<b>Total Funding Drawdown</b>	<b>234,500</b>	<b>471,025</b>	<b>705,525</b>

- **Table 5: Phase 2 Public Realm Enhancements spend-to-date:**

<b>Table 5: Expenditure to Date</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Expenditure (£)</b>	<b>Balance (£)</b>
<b>16800347: 100 Minorities S106 (SRP)</b>			
P&T Staff Costs	30,000	30,000	-
P&T Fees	21,819	21,819	-
<b>Total 16800347</b>	<b>51,819</b>	<b>51,819</b>	<b>-</b>
<b>16100347: 100 Minorities S106 (CAP)</b>			
Env Servs Staff Cost	33,041	28,748	4,293
P&T Staff Costs	61,539	53,616	7,923
Open Spaces Staff Costs	2,500	-	2,500
P&T Fees	53,115	34,048	19,068
<b>Total 16100347</b>	<b>150,195</b>	<b>116,412</b>	<b>33,783</b>
<b>GRAND TOTAL</b>	<b>202,014</b>	<b>168,231</b>	<b>33,783</b>

- **Table 6 – Phase 2 Public Realm Enhancements Resources to reach Gateway 5:**

<b>Table 6: Resources Required to reach the next Gateway</b>			
<b>Description</b>	<b>Approved Budget (£)</b>	<b>Additional Resources Required (£)</b>	<b>Revised Budget (£)</b>
<b>16800347: 100 Minorities S106 (SRP)</b>			
P&T Staff Costs	30,000	-	30,000
P&T Fees	21,819	-	21,819
<b>Total 16800347</b>	<b>51,819</b>	<b>-</b>	<b>51,819</b>
<b>16100347: 100 Minorities S106 (CAP)</b>			
Env Servs Staff Cost	33,041	20,000	53,041
P&T Staff Costs	61,539	15,000	76,539
Open Spaces Staff Costs	2,500	-	2,500
P&T Fees	53,115	12,000	65,115
<b>Total 16100347</b>	<b>150,195</b>	<b>47,000</b>	<b>197,195</b>
<b>GRAND TOTAL</b>	<b>202,014</b>	<b>47,000</b>	<b>249,014</b>

- **Table 7 – Phase 2 Public Realm Enhancements Revised Funding Allocation:**

<b>Table 7: Revised Funding Allocation</b>			
<b>Funding Source</b>	<b>Current Funding Allocation (£)</b>	<b>Funding Adjustments (£)</b>	<b>Revised Funding Allocation (£)</b>
TfL LIP - FY 2017/18	41,077	-	41,077
TfL LIP - FY 2018/19	7,154	-	7,154
TfL LIP - FY 2019/20	3,242	-	3,242
S106 - 100 Minorities - 12/00263/FULMAJ - LCE	150,541	47,000	197,541
<b>Total Funding Drawdown</b>	<b>202,014</b>	<b>47,000</b>	<b>249,014</b>

- **Table 8 – Phase 2 Public Realm Enhancements Revised Funding Strategy:**

<b>Table 4: Revised Funding Strategy</b>	
<b>Funding Source</b>	<b>Amount (£)</b>
TfL LIP - FY 2017/18	41,077
TfL LIP - FY 2018/19	7,154
TfL LIP - FY 2019/20	3,242
S106 - 100 Minorities - 12/00263/FULMAJ - Transport	7,986
S106 - 100 Minorities - 12/00263/FULMAJ - LCE	399,619
S106 - Minorities 15-16 - 13/01055/FULMAJ - LCE	192,110
S106 - Minorities 15-16 - 13/01055/FULMAJ - Transport	191,818
S106 - St Botolphs 07/00387/FULL - Transport	38,217
CAS - Cool Streets & Greening	346,777
<b>TOTAL</b>	<b>1,228,000</b>

## Appendix 4 – Design illustrations

- Options 1 and 2 comparison in plan:





- Options 1 and 2 – bird's eye view illustrative comparison



Option 1



Option 2



City of London: Projects Procedure Corporate Risks Register

Project Name:		100 Minorities - S278 Works		PM's overall risk rating:		Medium		CRP requested this gateway		£ 68,000		Average unmitigated risk		9.2		Open Risks		5											
Unique project identifier:		11695		Total estimated cost (exc risk):		£ 705,067		Total CRP used to date		£ -		Average mitigated risk score		4.8		Closed Risks		0											
General risk classification										Mitigation actions										Ownership & Action									
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed Impact post-mitigation (£)	Post-Mitigation Risk score	CRP used to date	Use of CRP	Date raised	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR Realised & moved to issues	Comment(s)						
R1	5	(2) Financial	London Underground advised the City that the construction exclusion zone requiring hard loads only may be applied to the whole of the construction site.	The would impact the project costs in terms of higher supervision cost (staff time) and construction costs. It would also impact the programme requiring extended hours to minimise programme impact	Unlikely	Major	8	£56,000.00	Y - for costed impact post-mitigation	A - Very Confident	The OS budget sought includes a fee to cover cost of a TL advisor - officers will liaise closely and share construction methods with the end to reduce the exclusion zone to minimum required.	£0.00	Possible	Serious	£56,000.00	6	£0.00	Evidence from TL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/2021	Lella Ben-Hassel	Nel Blackson								
R2	5	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2	£12,000.00	Y - for costed impact post-mitigation	B - Fairly Confident	All information on the site have been sought from developer who undertook extensive excavation - the works will not be in depth so the risk is minor of finding archaeology but because previous excavations did find some, it is best to factor this in.	£0.00	Unlikely	Minor	£12,000.00	2	£0.00	Evidence from TL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	29/01/2021	Lella Ben-Hassel	Lella Ben-Hassel		The funds would cover the cost of archaeology watching brief and additional staff costs that may be required if any archaeology is found on site						
R3	5	(4) Contractual/Partnership	owner does not pay S278	S278 has been signed but payment not received	Possible	Extreme	24	£0.00	N		Owner is obligated to pay. Provide owner with estimate info as required. Seek legal advice if necessary	£0.00	Unlikely	Major	£0.00	8	£0.00		29/07/2023	Lella Ben-Hassel	Lella Ben-Hassel		seek legal advice if necessary						
R4	5	(2) Financial	Works costs exceed budget due to underground utilities	Underground utilities costs could escalate and impact the overall budget	Possible	Serious	6	£0.00			Investigations and surveys have been undertaken and a lot of information on underground structures (gathered during construction) from the owner's project team has been shared with City officers. These have informed the design development and cost estimation. The project manager will monitor cost closely in liaison with the construction manager to ensure the project stays within budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00		22/09/2021	Lella Ben-Hassel	Lella Ben-Hassel								
R5	5	(2) Financial	Cost escalation due to inflation	Inflation can impact costs of materials which would impact the projects budget	Possible	Serious	6	£0.00			delays to the project could trigger this risk. Advise owner of this.	£0.00	Possible	Serious	£0.00	6	£0.00		25/05/2023	Lella Ben-Hassel	Lella Ben-Hassel								

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City of London: Projects Procedure Corporate Risks Register

Project Name:		100 Minorities - Ph2 Public Realm Enhancements (161)		PM's overall risk rating:		Medium		CRP requested this gateway		-		Average unmitigated risk score		6.1		Open Risks		7											
Unique project identifier:		11695		Total estimated cost (exc risk):				Total CRP used to date		£ -		Average mitigated risk score		4.5		Closed Risks		0											
General risk classification										Mitigation actions										Ownership & Action									
Risk ID	Gateway	Category	Description of the Risk	Risk Impact Description	Likelihood Classification pre-mitigation	Impact Classification pre-mitigation	Risk score	Costed Impact pre-mitigation (£)	Costed Risk Provision requested Y/N	Confidence in the estimation	Mitigating actions	Mitigation cost (£)	Likelihood Classification post-mitigation	Impact Classification post-mitigation	Costed impact post-mitigation (£)	Post-Mitigation Risk score	CRP used to date	Use of CRP	Date rated	Named Departmental Risk Manager/Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR / Realised & moved to issues	Comment(s)						
R1	5	(2) Financial	London Underground advised the City that the construction exclusion zone requiring hand tools only may be applied to the whole of the construction site.	The would impact the project costs in terms of higher supervision cost (staff time) and construction costs. It would also impact the programme requiring extended hours to minimise programme impact	likely	Serious	8				Working closely with TfL Structures team		Possible	Serious		6	£0.00	Evidence from TfL will be provided to request CRP and will be signed off by DBE chief officer and head of finance	01/12/2022	Jelja Ben-Hassel	Neil Blackson		Once officers know the extend of hand big area, a dated will be evaluated based on possible need for additional man hours.						
R2	5	(2) Financial	Archaeological finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2				All information on the site have been sought from developer who undertook extensive excavation - the works will not be in depth so the risk is minor of finding archaeology but because previous excavations did find some, it is best to factor this in	£0.00	Unlikely	Minor	£12,000.00	2	£0.00	Appointment of archaeologist to undertake watchin brief	11/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel		The funds would cover the cost of archaeology watching brief and additional staff costs that may be required if any archaeology is found on site						
R3	5	(4) Contractual/Partnership	Developer does not pay 1278	The agreement has been signed but payment not received	Possible	High	12	£0.00			Officers continue to liaise closely with the owner. Officers are confident that the owner will pay the full amount.		Unlikely	Major	£0.00	8	£0.00		29/03/2023	Jelja Ben-Hassel	Jelja Ben-Hassel								
R4	5	(2) Financial	Works costs exceed budget due to underground utilities	Underground utilities' costs could escalate and impact the overall budget	Possible	Serious	6	£0.00			Investigations and surveys have been undertaken and a lot of information on underground structures (gates, existing construction) from the owner's project team has been shared with City officers. These have informed the design development and cost estimation. The project manager will monitor cost closely in liaison with the construction manager to ensure the project stays within budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00		15/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel								
R5	5	(2) Financial	Cost escalation due uncontrolled inflation	Increase cost of materials impact the project's budget	Possible	Serious	6	£0.00			The City's term contractor will see various tactics to ensure competitive prices are secured - risk will be monitored closely with term Contractor	£0.00	Possible	Serious	£0.00	6	£0.00		15/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel								
R6		(2) Financial	Programme delays due to sourcing of materials	Programme delays due to sourcing of materials incurs leading to cost increase (additional prelims / labour costs / staff costs)	Possible	Serious	6	£0.00			This is out of the City's control, however, the project team will identify and engage with suppliers as early as possible as well as ensuring multiple quotes are obtained to ensure value for money.	£0.00	Possible	Minor	£0.00	3	£0.00		15/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel								
R7		(1) Compliance/Regulatory	Too many objections to proposed traffic order changes	Objections to statutory consultation on proposed TMO lead to design review, delays and cost increase	Possible	Minor	3	£0.00			Consultation with local occupiers is ongoing and ward members have been engaged. The initial feedback shows support for the proposals, particularly the new green space which brings wide-ranging benefits to the area. Active stakeholder engagement will continue along with traffic analysis as the design is finalised.	£0.00			£0.00		£0.00		11/12/2022	Jelja Ben-Hassel	Jelja Ben-Hassel								

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# Appendix 6 Activation

- Post-Covid City Recovery
- Destination City
- Public art
- Aldgate Connect (BID) events and activities
- Licensed events and Tables & Chairs





# Indicative illustration Tables & chairs opportunities

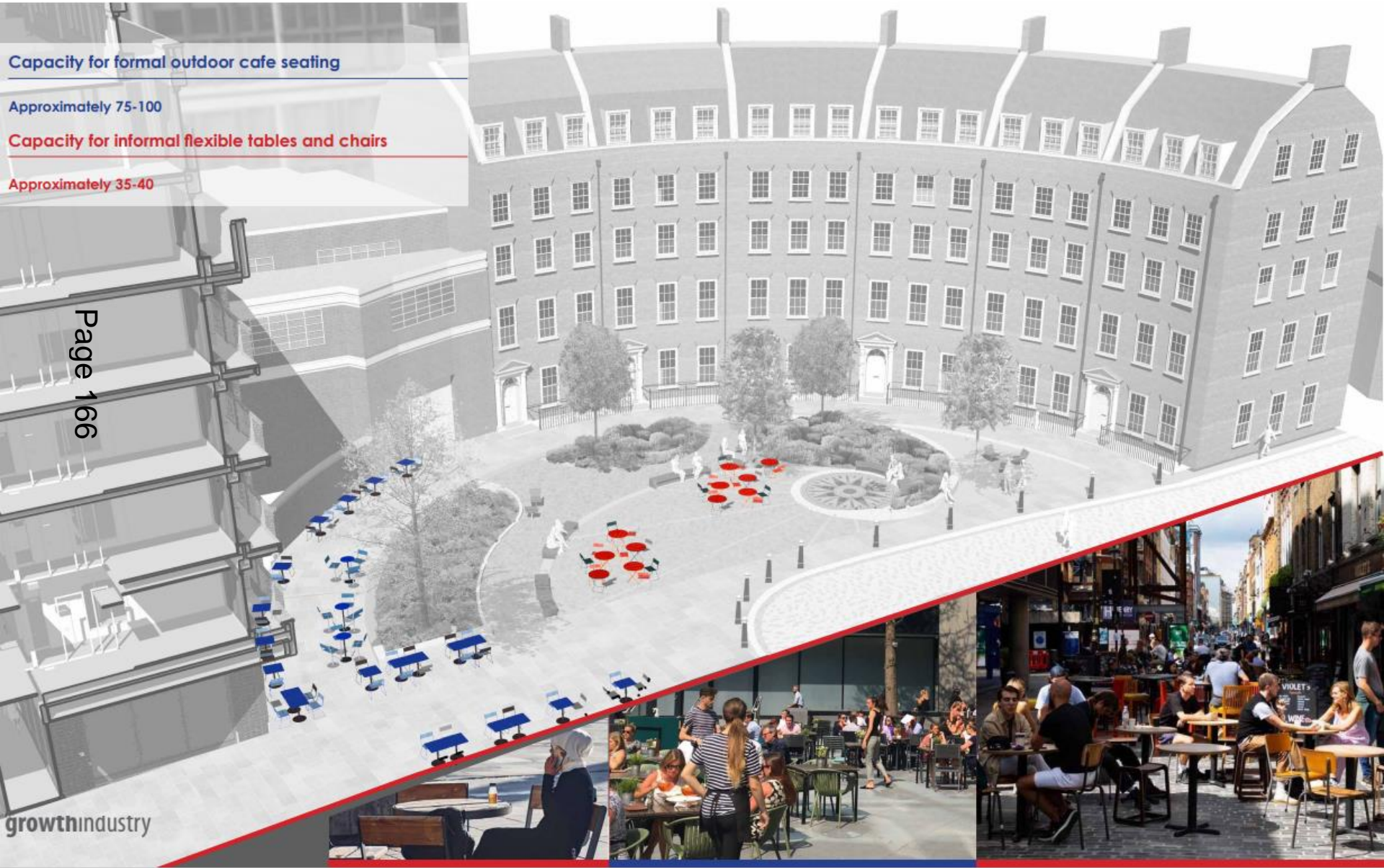
Capacity for formal outdoor cafe seating

Approximately 75-100

Capacity for informal flexible tables and chairs

Approximately 35-40

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# Indicative illustration

## Opportunities for outdoor events (1)

Compass Stage to provide integrated power supply to service events

Outdoor seating capacity for small gatherings, events and performances

Approximately 60+

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# Indicative illustration

## Opportunities for outdoor events (2)

Temporary mobile screen introduced

Outdoor seating capacity for events and performances

Approximately 100+ seated

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growthindustry





# Indicative illustration

## Opportunities for outdoor events (3)

Compass Stage to provide integrated power supply to service events

Outdoor seating capacity for events and performances

Approximately upto 150 people standing

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# Indicative illustration Opportunities for public art

Pathways provide setting for temporary artworks and exhibitions

Compass Stage provides a focal point for feature sculpture

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# Indicative illustration

## Opportunities – Games & leisure events (1)



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# Indicative illustration

## Opportunities – Games & leisure events (2)



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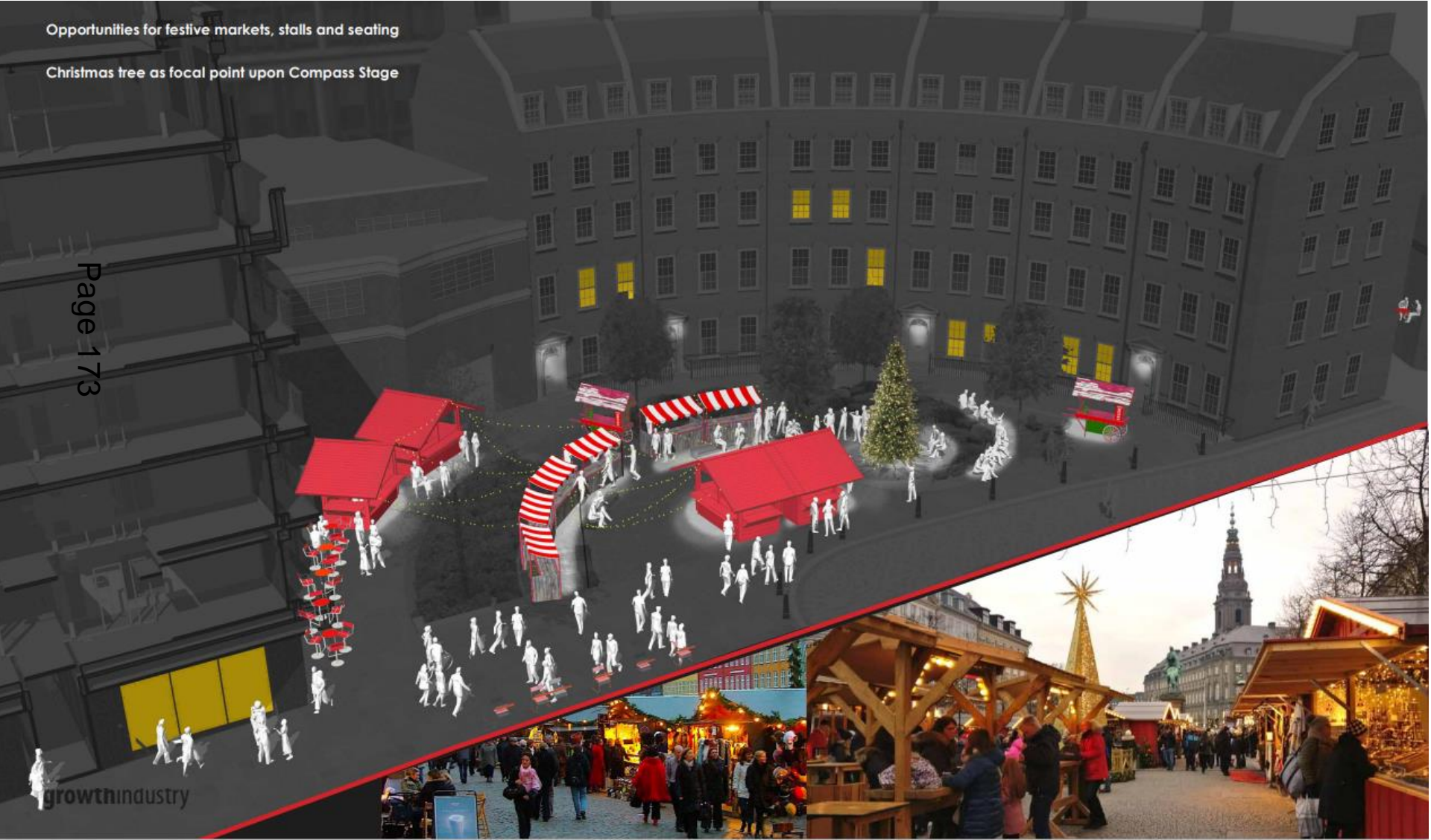
# Indicative illustration

## Opportunities – festive occasions

Opportunities for festive markets, stalls and seating

Christmas tree as focal point upon Compass Stage

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<b>Committees:</b> Streets and Walkways Sub <i>[for decision]</i>	<b>Dates:</b> 26 September 2023
<b>Subject:</b> 22 Bishopsgate public realm project  <b>Unique Project Identifier:</b> 11808	<b>Gateway 5</b> Regular Issue Report
<b>Report of:</b> Interim Executive Director Environment  <b>Report Author:</b> Andrea Moravicova	<b>For Decision</b>
<h2 style="margin: 0;">PUBLIC</h2>	

<b>1. Status update</b>	<p><b>Project Description:</b></p> <p>Deliver new and improved public realm in Bishopsgate, Crosby Square, Great St Helen’s and Undershaft under the Section 278 and Section 106 agreements associated with the development at 22 Bishopsgate.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to committee)</p> <p><b>Total Estimated Cost of Project (excluding risk):</b> £1,400,500</p> <p><b>Change in Total Estimated Cost of Project (excluding risk):</b> £105,000 increase since last report to Committees (G5 January 2020) funded from 6-8 Bishopsgate S278.</p> <p><b>Spend to Date:</b> £992,007</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Funding sources:</b></p> <p>This project is fully funded through a combination of S106 and S278 contributions. The increase of the budget is funded through a S278 contribution received from the developer of 6-8 Bishopsgate.</p> <p><b>Slippage:</b></p> <p>The overall programme for 22 Bishopsgate public realm project was affected by the global pandemic and access to works’ site at the southernmost end of Undershaft (due to the development at 6-8 Bishopsgate).</p> <p>The project was also impacted by the materialisation of several identified risks, including delays in the developer’s delivery of Phase 1, the length of time required to conclude the S278 agreement and the presence of an underground structure related to the development that needed to be demolished.</p>
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	<p>The development work at 6-8 Bishopsgate delayed the completion of the S278 and S106 works of 22 Bishopsgate. The increase in cost of this last phase of work is paid for by 6-8 Bishopsgate and constitutes the increase in cost that this Issues report refers.</p> <p>The works are expected to be completed in December 2023.</p>																																												
<p><b>2. Requested decisions</b></p>	<p><b>Next Gateway:</b> Gateway 6 Outcome report</p> <p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. Note the delay to the completion of the S278 works associated with 22 Bishopsgate.</li> <li>2. Note the 6-8 Bishopsgate S278 contribution of £105,000 towards the increased cost of the 22 Bishopsgate public realm project.</li> <li>3. Approve an increase to the 22 Bishopsgate public realm project budget of £105,000 to complete the project implementation in Undershaft, Note the revised total estimated project cost at £1,400,500.</li> <li>4. Approve the budget adjustment related to staff and works costs to be actioned as outlined in Table 2 Appendix 4</li> </ol>																																												
<p><b>3. Budget</b></p>	<p>The revised total cost of the project is estimated at £1,400,500 and includes a £105,000 increase from the Gateway 5 report agreed in January 2020. The cost increase is fully funded from 6-8 Bishopsgate development through their S278 contribution.</p> <p>The change in the total estimated costs is attributable to increase in material and works' costs over the period of two years whilst the development at 6-8 Bishopsgate was being undertaken making it unavailable for the public highway works to be completed.</p> <table border="1" data-bbox="413 1187 1355 1590"> <thead> <tr> <th>Item</th> <th>Approved Budget at G5 authority to start work (£)</th> <th>Additional Resource required to reach next gateway (£)</th> <th>Revised Budget (£)</th> </tr> </thead> <tbody> <tr> <td>Fees</td> <td>66,807</td> <td>5,728</td> <td>72,535</td> </tr> <tr> <td>Staff costs</td> <td>451,440</td> <td>14,448</td> <td>465,888</td> </tr> <tr> <td>Works</td> <td>667,640</td> <td>154,409</td> <td>822,049</td> </tr> <tr> <td>Lighting</td> <td>15,950</td> <td>-15,950</td> <td>-</td> </tr> <tr> <td>Utilities</td> <td>93,663</td> <td>-53,635</td> <td>40,027</td> </tr> <tr> <td><b>Total</b></td> <td><b>1,295,500</b></td> <td><b>105,000</b></td> <td><b>1,400,500</b></td> </tr> </tbody> </table> <table border="1" data-bbox="413 1617 1347 1948"> <thead> <tr> <th colspan="2">Funding sources</th> </tr> <tr> <th>Description</th> <th>Amount</th> </tr> </thead> <tbody> <tr> <td><i>Pinnacle - S106 - LCEIW</i></td> <td>250,863</td> </tr> <tr> <td><i>Pinnacle – S106 - Transport</i></td> <td>100,000</td> </tr> <tr> <td><i>22 Bishopsgate S278 (Crosby Sq supervision payment)</i></td> <td>44,637</td> </tr> <tr> <td><i>22 Bishopsgate - S278</i></td> <td>900,000</td> </tr> <tr> <td><i>6-8 Bishopsgate S278</i></td> <td>105,000</td> </tr> <tr> <td><b>Total Funding</b></td> <td><b>1,400,500</b></td> </tr> </tbody> </table> <p><b>Costed Risk Provision requested for this Gateway: N/A</b></p>	Item	Approved Budget at G5 authority to start work (£)	Additional Resource required to reach next gateway (£)	Revised Budget (£)	Fees	66,807	5,728	72,535	Staff costs	451,440	14,448	465,888	Works	667,640	154,409	822,049	Lighting	15,950	-15,950	-	Utilities	93,663	-53,635	40,027	<b>Total</b>	<b>1,295,500</b>	<b>105,000</b>	<b>1,400,500</b>	Funding sources		Description	Amount	<i>Pinnacle - S106 - LCEIW</i>	250,863	<i>Pinnacle – S106 - Transport</i>	100,000	<i>22 Bishopsgate S278 (Crosby Sq supervision payment)</i>	44,637	<i>22 Bishopsgate - S278</i>	900,000	<i>6-8 Bishopsgate S278</i>	105,000	<b>Total Funding</b>	<b>1,400,500</b>
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<i>6-8 Bishopsgate S278</i>	105,000																																												
<b>Total Funding</b>	<b>1,400,500</b>																																												

<p><b>4. Issue description</b></p>	<p>Although most of the project scope (Phases 1 and 2) was delivered in 2021, the Implementation of the southernmost area of Undershaft was impacted by access needs of the adjacent development at 6-8 Bishopsgate.</p> <p>Officers liaised with the developer at 6-8 Bishopsgate and 22 Bishopsgate about the completion of works to Undershaft and agreed that:</p> <ul style="list-style-type: none"> <li>• Public realm works to the southernmost part of Undershaft will be deferred until the completion of the development at 6-8 Bishopsgate. This section of works will be treated as a separate phase (Phase 3 - see location plan in Appendix 3).</li> <li>• 6-8 Bishopsgate developer will contribute a sum towards the remaining works to Undershaft in accordance with the S8 and S278 agreement related to the development at 6-8 Bishopsgate.</li> </ul> <p>Local stakeholders were informed of the issue and the proposed way forward.</p> <p>The work that is remaining includes reconstruction of a carriageway at the southernmost part of Undershaft as can be seen in Appendix 2.</p>
<p><b>5. Next steps</b></p>	<p>The construction at 6-8 Bishopsgate is nearing completion and officers are liaising with local occupiers about the works schedule for the Phase 3 implementation. This includes occupiers of St Helen's church and the Leadenhall Building,</p> <p>Cost estimates for the remaining works (Phase 3) were calculated based on the current material and works costs. The relevant funds have now been received from the developer of 6-8 Bishopsgate and officers are seeking Members approval for these to be allocated to the 22 Bishopsgate project budget as outlined in this report.</p> <p>Phase 3 works will be implemented from September 2023 in sections to ensure access to neighbouring premises is maintained and are due to be completed by December 2023.</p> <p>Gateway 6 report is expected to be submitted to committees before April 2024.</p>

**Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Plan of the remaining works (Phase 3)
<b>Appendix 3</b>	General arrangement plan for the 22 Bishopsgate project
<b>Appendix 4</b>	Finance tables

**Contact**

<b>Report Author</b>	Andrea Moravicova
<b>Email Address</b>	Andrea.moravicova@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3925

## Appendix 1

# Project Coversheet

### [1] Ownership & Status

**UPI:** 11808

**Core Project Name:** 22 Bishopsgate public realm project

**Programme Affiliation:** City Cluster

**Project Manager:** Andrea Moravicova

**Definition of need:**

Provision of new public space, including a raised table along Gt St Helen's, to cater for the sharp rise in pedestrian and cyclists expected to use this area.

**Key measures of success:**

1. Deliver an enhanced public realm in the vicinity of 22 Bishopsgate.
2. Ensure that the required functions of the streets are maintained.
3. Improve accessibility for all throughout the area.

**Expected timeframe for the project delivery:**

**Key Milestones at Gateway 5:**

Practical completion of development including Phase 1 works – March 2020

Commence Phase 2 work on site – March 2020

Completion of work on site – October 2020

The start on site was delayed by the Covid-19 pandemic and the timescales were revised accordingly. Further revisions were made due to adjacent development impacting access to works area, with Phase 2 works split to two separate works packages.

**Key Milestones (current):**

Completion of Phase 1 – August 2020

Commence Phase 2 – July 2020

Substantial completion of Phase 2 – 31 March 2021

Commence work to the southernmost section of Undershaft (Phase 3) – September 2023

Completion of works to the southernmost section of Undershaft (Phase 3) – December 2023

Gateway 6 (outcome report) – April 2024

**Are we on track for completing the project against the expected timeframe for project delivery?** No

Several issues delayed the works programme, including the Covid-19 pandemic, access to works site and the signing of the S278 agreement as well as obtaining a licence to work on private land in Undershaft.

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

No



## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

#### 'Project Briefing and Project Proposal' G1/2 report (as approved by PSC March 2017):

- **Total Estimated Cost** (excluding risk): £250,000 - £5,000,000
- **Resources to reach next Gateway** (excluding risk): £100,000
- **Spend to date:** £0
- **Estimated Programme Dates:**
  - Gateway 3 (Design) – July 2017
  - Gateway 4 (Detailed designs) – January 2018
  - Gateway 5 (Delegated authority to start works) - March 2018
  - Gateway 6 (Project Update) – November 2018
  - Works completion – November 2018
  - Project closure – April 2019

#### 'Options Appraisal' G3 report (as approved by PSC 18/07/2017):

- **Total Estimated Cost** (excluding risk): £250,000 - £5,000,000
- **Resources to reach next Gateway** (excluding risk): additional budget of £50,000 was requested at this gateway, with the combined budget of G1/2 and G3 totalling £150,000.
- **Spend to date:** £5,500
- **Estimated Programme Dates:** Not supplied at this gateway

Project's scope increased since G2 report, increasing the lowest cost estimate of the project.

#### 'Detailed Options Appraisal (Phase 2)' G4 report and Authority to start work (Phase 1)' G5 report (as approved by PSC 10/04/2018):

- **Total Estimated Cost** (excluding risk): £2,012,690
- **Resources to reach next Gateway** (excluding risk): £194,637
- **Spend to date:** £91,213
- **Estimated Programme Dates:**
  - Construction (Phase 1) – October 2018 – May 2019
  - Gateway 5 for Phase 2 - September 2018
  - Construction (Phase 2) – January 2019 – June 2019
  - Practical completion of the development – May 2019

#### 'Authority to start Work (Phase 2)' G5 report (as approved by Chief Officer 10/01/2020):

- **Total Estimated Cost** (excluding risk): £1,295,500
- **Resources to reach next Gateway** (excluding risk): £1,002,821
- **Spend to date:** £211,506
- **Costed Risk Against the Project:** N/A
- **CRP Requested:** £0
- **CRP Drawn Down:** £0
- **Estimated Programme Dates:**
  - Construction works from March 2020 until October 2020

Detailed design has been completed on Option 1. The key design principles remain unchanged.

The final project budget of £1,295,500 sits within the original range.

There has been a delay of around 12-14 months to the planned schedule noted at the GW4/5 submission in April 2018. This delay emerged due to two factors: the first was a long Section 278 negotiation process with the developer, with the agreement finally being concluded in July 2019; and the second was delays to the Phase 1 works which are being implemented by the developer's contractor under the terms of the S278 agreement, and which need to be substantially complete before the Phase 2 works can commence.










Gateway 1&2 estimated completion in November 2018 and Members approval for project closure April 2019. Due to the delays detailed above the GW6 submission is now estimated to be December 2020.

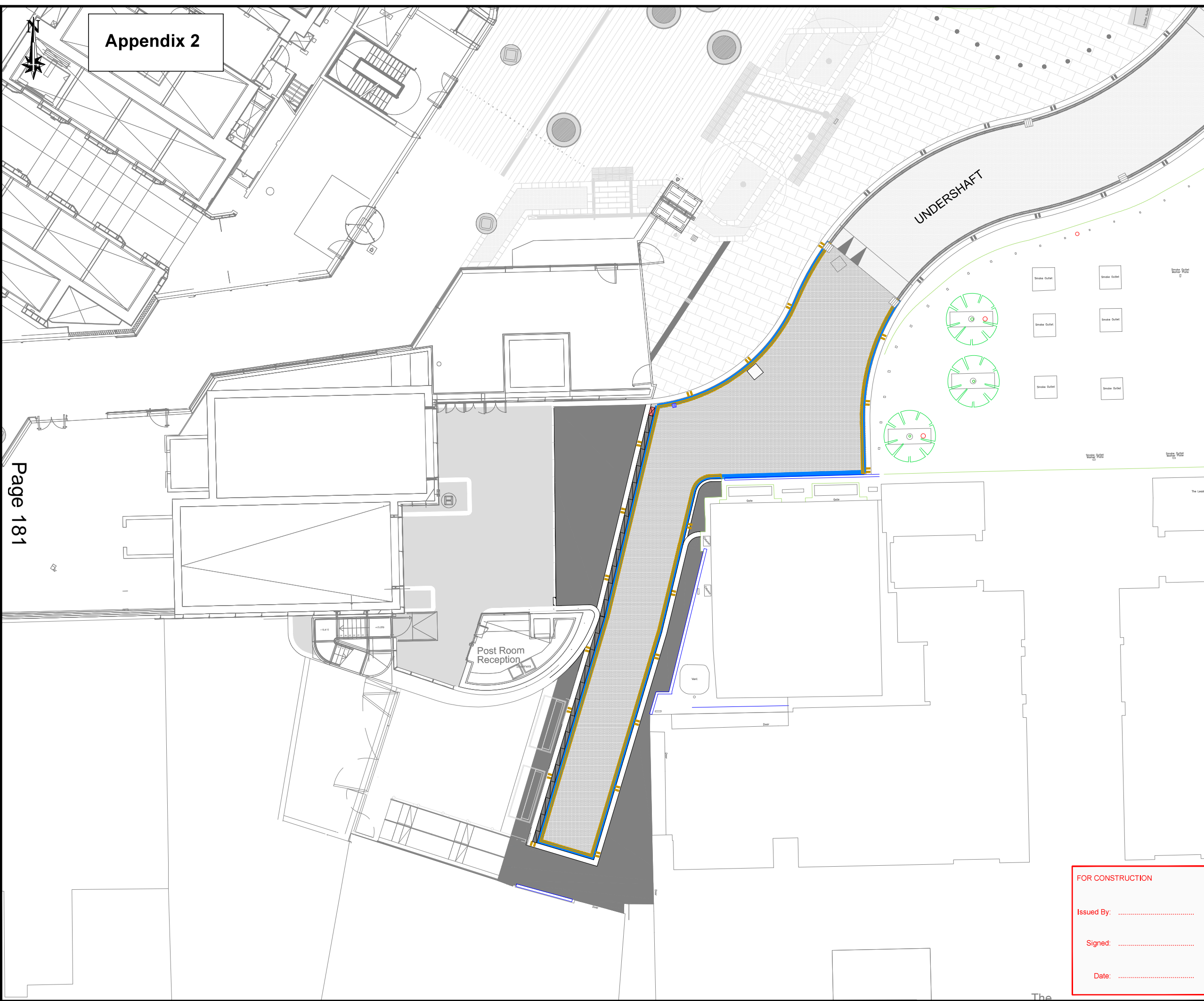
**Total anticipated on-going commitment post-delivery [£]:** N/A  
**Programme Affiliation [£]:** N/A

Notes:

- 1. No information to be scaled from this drawing.
- 2. Works shall comply with the current City of London Specification for Highway works.
- 3. All road markings refer to the "Traffic Signs Regulations and General Directions 2016". Refer to drawing number 1200/16100403/PH3/RM
- 4. This drawing is to be read in conjunction with all relevant drawings
- 5. The Contractor will be held responsible for any damage caused to private highways and privately owned street furniture.

KEY

-  300 x 200 fine picked silver grey granite kerb
-  150 x 300 fine picked silver grey granite kerb
-  Proposed 40mm thick mastic surfacing
-  Proposed UltiLayer Carriageway surfacing
-  50mm thick hot poured mastic channel 225mm wide.
-  Proposed 450 x 450mm cycle friendly gully
-  Proposed 675 x 675mm 225mm thick internal brickwork manhole with 600 x 600mm D400 cover.
-  FASERFIX KS 200 with built-in fall 0.5 %, up to load class F 900 with D400 Ductile iron grating (SW 18).
-  FASERFIX KS 200 Trash box with galvanised bucket.



Appendix 2

Page 181

TITLE:  
22 Bishopsgate S278 (Phase 3)

TITLE:  
General Arrangement

CLIENT:  
**HIGHWAY DESIGN AND CONSTRUCTION**  
DEPARTMENT OF THE BUILT ENVIRONMENT  
PO BOX 270  
GUILDHALL  
LONDON  
EC2P 2EJ  
TEL: 020 7606 3030



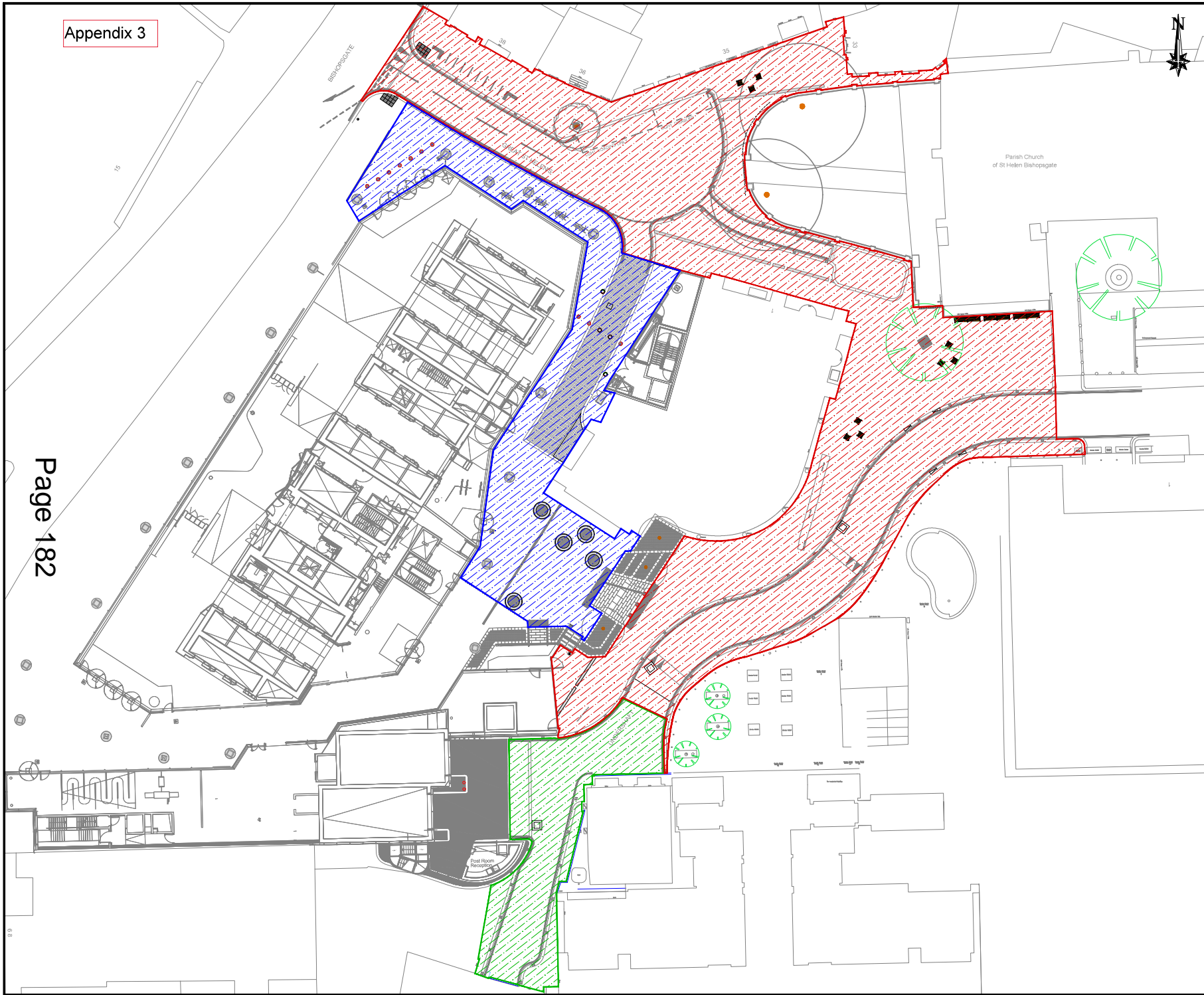
FOR CONSTRUCTION

Issued By: .....

Signed: .....

Date: .....

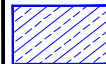
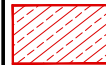
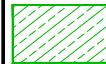
Sheet: <b>SHEET 1</b>	THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF ORDNANCE SURVEY ON BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2006. ALL RIGHTS RESERVED. UNAUTHORISED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 100023243 2006.
Date: Nov 2022	
Designed by: SR	
Checked by: BM	
Scale & Drawing Size: N.T.S.@A1	
Revision: 100/16100403/PH3/GA	Drawing No: 100/16100403/PH3/GA



Notes:

1. No information to be scaled from this drawing.
2. This drawing is to be read in conjunction with all relevant drawings

Key:

-  Phase 1 Works Boundary
-  Phase 2 Works Boundary
-  Phase 3 Works Boundary

Rev. No.	Date	Description	By
Revision			

TITLE:  
**22 Bishopgate S278**

TITLE:  
**Works Boundary Plan**

**CLIENT**  
**HIGHWAY DESIGN AND CONSTRUCTION**

DEPARTMENT OF THE BUILT ENVIRONMENT  
PO Box 270  
GUILDHALL  
LONDON  
EC2P 2EJ  
TEL: 020 7606 3030



**CITY OF LONDON**

SHEET 1 of 1	THIS MAP IS REPRODUCED FROM ORDNANCE SURVEY MATERIAL WITH THE PERMISSION OF CHOROGRAPHY SURVEY OR BEHALF OF THE CONTROLLER OF HER MAJESTY'S STATIONERY OFFICE © CROWN COPYRIGHT 2006. ALL RIGHTS RESERVED. UNAUTHORIZED REPRODUCTION INFRINGES CROWN COPYRIGHT AND MAY LEAD TO PROSECUTION OR CIVIL PROCEEDINGS. CITY OF LONDON 1 0002 3243 2008.
DATE: Aug 2023	
DESIGNED BY: SR	
CHECKED BY: BM	
SCALE & Drawing Size: 1:200@A1	REVISION: DRAWING NO: 100/16100403/WB



# Appendix 4

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
<b>16800371: 22 Bishopsgate S106</b>			
Env Servs Staff Costs	8,976	8,975	1
P&T Staff Costs	86,443	86,442	1
P&T Fees	2,625	2,625	-
<b>Total 16800371</b>	<b>98,044</b>	<b>98,042</b>	<b>2</b>
<b>16800419: 22 Bishopsgate Phase 1 S278</b>			
Env Servs Staff Costs	44,637	44,389	248
<b>Total 16800419</b>	<b>44,637</b>	<b>44,389</b>	<b>248</b>
<b>16100403: 22 Bishopsgate Phase 2</b>			
Env Servs Staff Cost	181,154	152,732	28,422
Legal Staff Costs	2,500	1,148	1,352
Open Spaces Staff Costs	5,000	-	5,000
P&T Staff Costs	122,730	122,461	269
P&T Fees	64,182	59,111	5,071
Lighting	15,950	-	15,950
Main Works	667,640	479,973	187,667
Utilities	93,663	40,027	53,636
<b>Total 16100403</b>	<b>1,152,819</b>	<b>855,452</b>	<b>297,367</b>
<b>GRAND TOTAL</b>	<b>1,295,500</b>	<b>997,883</b>	<b>297,617</b>

Table 2: Resources Required to reach the next Gateway			
Description	Approved Budget (£)	Resources Required (£)	Revised Budget (£)
<b>16800371: 22 Bishopsgate S106</b>			
Env Servs Staff Costs	8,976	-	8,976
P&T Staff Costs	86,443	-	86,443
P&T Fees	2,625	-	2,625
<b>Total 16800371</b>	<b>98,044</b>	<b>-</b>	<b>98,044</b>
<b>16800419: 22 Bishopsgate Phase 1 S278</b>			
Env Servs Staff Costs	44,637	-	44,637
<b>Total 16800419</b>	<b>44,637</b>	<b>-</b>	<b>44,637</b>
<b>16100403: 22 Bishopsgate Phase 2</b>			
Env Servs Staff Cost	181,154	5,000	186,154
Legal Staff Costs	2,500	(1,352)	1,148
Open Spaces Staff Costs	5,000	(5,000)	-
P&T Staff Costs	122,730	15,800	138,530
P&T Fees	64,182	5,728	69,910
Lighting	15,950	(15,950)	-
Main Works	667,640	154,409	822,049
Utilities	93,663	(53,635)	40,028
<b>Total 16100403</b>	<b>1,152,819</b>	<b>105,000</b>	<b>1,257,819</b>
<b>TOTAL</b>	<b>1,295,500</b>	<b>105,000</b>	<b>1,400,500</b>

Table 3: Revised Funding Allocation			
Funding Source	Current Funding Allocation (£)	Funding Adjustments (£)	Revised Funding Allocation (£)
<b>16800371: 22 Bishopsgate S106</b>			
S106 - Pinnacle - Transport - 06/01123/FULEIA	98,044	-	98,044
<b>Total 16800371</b>	<b>98,044</b>	<b>-</b>	<b>98,044</b>
<b>16800419: 22 Bishopsgate Phase 1 S278</b>			
S278 - 22 Bishopsgate Crosby Square Supervision Payment	44,637	-	44,637
<b>Total 16800419</b>	<b>44,637</b>	<b>-</b>	<b>44,637</b>
<b>16100403: 22 Bishopsgate Phase 2</b>			
S106 - Pinnacle - LCEIW - 06/01123/FULEIA	250,863	-	250,863
S106 - Pinnacle - Transport - 06/01123/FULEIA	1,956	-	1,956
S278 - 22 Bishopsgate	900,000	-	900,000
S278 - 6-8 Bishopsgate	-	105,000	105,000
<b>Total 16100403</b>	<b>1,152,819</b>	<b>105,000</b>	<b>1,257,819</b>
<b>TOTAL</b>	<b>1,295,500</b>	<b>105,000</b>	<b>1,400,500</b>

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<b>Committees:</b> Corporate Projects Board Streets & Walkways Sub Committee	<b>Dates:</b> 31 August 2023 26 September 2023
<b>Subject:</b> 35 Vine Street Section 278 highway works  <b>Unique Project Identifier:</b> 11998	<b>Gateway 6:</b> <b>Outcome Report</b> Light
<b>Report of:</b> Executive Director Environment <b>Report Author:</b> George Wright	<b>For Decision</b>
<h1 style="margin: 0;">PUBLIC</h1>	

**Summary**

<b>1. Status update</b>	<p><b>Project Description:</b> An enhanced package of Section 278 highway and public realm improvements around the new development at 35 Vine Street, including the introduction of pedestrian priority measures in part of Vine Street, new cycle parking and ten street trees.</p> <p><b>RAG Status:</b> Green (Green at last report)</p> <p><b>Risk Status:</b> Low (Low at last report)</p> <p><b>Costed Risk Provision Utilised:</b> N/A</p> <p><b>Final Outturn Cost:</b> £399,407 (excluding Maintenance)</p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <ol style="list-style-type: none"> <li>1. To retain £14,987 as a commuted maintenance sum for City Gardens to maintain the ten street trees;</li> <li>2. Approve the budget adjustment set out in Appendix 3, Table 2</li> <li>3. Approve the content of this outcome report and agree for the project to be closed;</li> <li>4. Authorise the return of unspent funds to the developer.</li> </ol>
<b>3. Key conclusions</b>	<p>The project team successfully negotiated an enhanced Section 278 package of works that was over and above the basic scope expected for a development of this nature. The principal enhancement was the closure of part of Vine Street to motor</p>

	<p>vehicles, enabling the creation a new pedestrian space. The developer also agreed to fund the cleaning and re-laying of the original granite setts in Vine Street square.</p> <p>The project was delivered within budget and to specification. The main construction works were largely completed within the original project programme. However, final works relating to changes to waiting and loading were delayed by over 12 months, due to budget issues relating to the return from funds from a utility company.</p> <p>Both the developer and a local business have successfully secured outdoor tables and chairs licences and this has helped to “activate” the new pedestrian space.</p>
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## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	Detailed construction designs were prepared by the City’s highways team. Construction was undertaken by the City’s highways term contractor and managed in-house by members of the City Transportation and Highways team. Tree planting was coordinated by City Gardens.
<b>5. Options appraisal</b>	One option was recommended at Gateway 5. This was the enhanced package of Section 278 works agreed with and funded by the developer.
<b>6. Procurement route</b>	Detailed designs were prepared by the City’s highways team. The City’s term contractors at the time, JB Riney, undertook the highway construction works. Tree planting was coordinated by the City Gardens team.
<b>7. Skills base</b>	The project team had the skills, knowledge and experience to manage and deliver this project.
<b>8. Stakeholders</b>	Engagement took place with local residents and businesses during scheme development and the construction phase. There were regular project review meetings with the developer’s team and this enabled issues and queries to be dealt with in a timely and effective manner throughout the project’s lifetime.

### Variation Review

v.April 2019

<b>9. Assessment of project against key milestones</b>	<b>G5 report start date</b>	<b>Actual start date</b>
	March 2021	April 2021
	<b>G5 completion date</b>	<b>Actual completion date</b>
	September 2021	April 2023
	Detailed design of the project commenced following receipt of funding from the developer and this included the selection of the trees. Engagement with local residents and businesses took place as planned, leading the preparation of the detailed construction design. Construction was largely completed to the original programme, although there were some minor COVID 19-related delays. There was a further delay of over 12 months to finally complete the project and these were connected to the need to wait for a refund from a utility company. These delays did have a minor cost impact but did not result in the need to request additional funds from the developer.	
<b>10. Assessment of project against scope</b>	The project was delivered to the agreed scope.	
<b>11. Risks and issues</b>	One of the risks identified at Gateway 5 became an issue. This was unidentified utility works that had not been budgeted for. The initial payment to the utility company may have led to the need to seek additional funds from the developer. However, on completion of the works, it emerged the original estimate from the utility company was too high and a refund was due. There was a long delay before the refund cheque was received. The cheque then went missing in the internal post, leading to a further long delay until a replacement cheque was issued. It was not until the refund was back in the project budget that the final works relating to waiting and loading lines and signage could be completed.	
<b>12. Transition to BAU</b>	The areas of improved public highway will be maintained as part of the highways department BAU. The trees will be maintained by City Gardens.	

### Value Review

<b>13. Budget</b>	Estimated Outturn Cost (G2)		Estimated cost (including risk): £453,130 Estimated cost (excluding risk): £453,130
		At Authority to Start work (G5)	Final Outturn Cost
	Fees	£34,900	£26,905

v. April 2019

	Staff costs	£125,544	£126,846
	Highway works	£258,419	£233,443
	Tree works	£19,280	£12,214
	Committed sum	£14,987	£0
	Total	£453,130	£399,407
	<b>Please confirm whether or not the Final Account for this project has been verified.* No</b>		
<b>14. Investment</b>	N/A		
<b>15. Assessment of project against SMART objectives</b>	<p>The project achieved the following objectives set at Gateway 5:</p> <ul style="list-style-type: none"> <li>• Meeting the needs of the developer: delivery of the Section 278 highway works to a programme that enables the timely occupation of the new building.</li> <li>• Meeting the needs of residents and businesses: creating a space that enhances their neighbourhood.</li> <li>• Meeting the City's requirements: implementing a scheme that improves the public realm, plants trees, uses quality materials and provides pedestrian priority on a City street.</li> </ul>		
<b>16. Key benefits realised</b>	Yes, through the creation of high quality public realm including tree planting, leading to the creation of outdoor seating areas for an adjacent café and pub/hotel.		

### Lessons Learned and Recommendations

<b>17. Positive reflections</b>	The project team worked well with each other during the difficult COVID-19 lockdown period. Liaison with the developer and its team was frequent and effective.
<b>18. Improvement reflections</b>	Request that refunds from utility companies are made electronically, rather than by cheque.
<b>19. Sharing best practice</b>	Project is a good example of restoring traditional granite setts. City Gardens planted climate resilient trees and are monitoring their progress as part of the Cool Streets and Greening programme
<b>20. AOB</b>	None

### Appendices

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Financial information
<b>Appendix 3</b>	Before and after photos

### Contact

v. April 2019

<b>Report Author</b>	George Wright
<b>Email Address</b>	george.wright@cityoflondon.gov.uk
<b>Telephone Number</b>	07802 378812

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# Project Coversheet

## [1] Ownership & Status

**UPI:** 11998

**Core Project Name:** 35 Vine Street Section 278 highway works

**Programme Affiliation** (if applicable): N/A

**Project Manager:** George Wright

**Definition of need:** Developer Urbanest is constructing a new development that comprises student accommodation and office space. A package of Section 278 works around the perimeter of the building is required to enable the various elements of the new building to operate effectively. An enhanced package of works have been agreed with the developer and these include the part-pedestrianisation of Vine Street.

### Key measures of success:

1. Meeting the needs of the developer: delivery of the Section 278 highway works to a programme that enables the timely occupation of the new building.
2. Meeting the requirements of residents and businesses: implementing a scheme that improves the public realm, plants trees, uses quality materials and part-pedestrianises a City street.

**Expected timeframe for the project delivery:** March 2018-April 2023.

### Key Milestones:

- March 2018 – Gateway 1/2 report approval
- August 2019 – Concept design agreed with developer
- December 2019 – Section 278 agreement between the City and developer finalised
- April 2020 – Gateway 5 authority to start work
- April to September 2020 – Detailed design construction pack prepared
- March 2021 to April 2023 – Section 278 construction phase

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

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

## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

#### 'Project Proposal' G1/2 report (as approved by PSC March 2018):

- Total Estimated Cost (excluding risk): Cost range £250k to £5m
- Resources to reach next Gateway (excluding risk): £50,000
- Spend to date: £
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: April 2018-February 2020

*Scope/Design Change and Impact:* N/A

**'Authority to start Work' G5 report (subject to Chief Officer delegated approval):**

- Total Estimated Cost (excluding risk): £453,130
- Resources to reach next Gateway (excluding risk): £403, 130
- Spend to date: £45,510
- Costed Risk Against the Project: £0
- CRP Requested: £0
- CRP Drawn Down: £0
- Estimated Programme Dates: February 2020-January 2022

*Scope/Design Change and Impact: N/A*

**Total anticipated on-going commitment post-delivery [£]:** A commuted sum of £14,987 is included within the G5 budget to fund maintenance of the new street trees.

**Programme Affiliation [£]:** N/A

**'G6 report :**

- Total Estimated Cost (excluding risk): £453,130
- Spend to date: £423, 773
- Costed Risk Against the Project: £0
- Programme Dates: September 2023.

*Scope/Design Change and Impact: N/A*

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
<b>16800397: 35 Vine Street S278 (SRP)</b>			
Env Servs Staff Costs	17,500	17,499	2
P&T Staff Costs	21,768	21,767	1
P&T Fees	9,249	9,248	1
<b>Total 16800397</b>	<b>48,517</b>	<b>48,513</b>	<b>4</b>
<b>16100397: 35 Vine Street S278 (CAP)</b>			
Env Servs Staff Costs	62,878	64,033	(1,155)
Legal Staff Costs	2,500	2,097	403
Open Spaces Staff Costs	3,260	90	3,170
P&T Staff Costs	23,138	21,360	1,778
P&T Fees	20,151	17,657	2,494
Env Servs Works	258,419	233,443	24,976
Open Space Works	19,280	12,214	7,067
<b>Total 16100397</b>	<b>389,626</b>	<b>350,894</b>	<b>38,733</b>
<b>GRAND TOTAL</b>	<b>438,143</b>	<b>399,407</b>	<b>38,736</b>

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Additional Resources Required (£)	Revised Budget (£)
<b>16800397: 35 Vine Street S278 (SRP)</b>			
Env Servs Staff Costs	17,500	-	17,500
P&T Staff Costs	21,768	-	21,768
P&T Fees	9,249	-	9,249
<b>Total 16800397</b>	<b>48,517</b>	<b>-</b>	<b>48,517</b>
<b>16100397: 35 Vine Street S278 (CAP)</b>			
Env Servs Staff Costs	62,878	1,156	64,034
Legal Staff Costs	2,500	-	2,500
Open Spaces Staff Costs	3,260	-	3,260
P&T Staff Costs	23,138	-	23,138
P&T Fees	20,151	(1,156)	18,995
Env Servs Works	258,419	-	258,419
Open Space Works	19,280	-	19,280
<b>Total 16100397</b>	<b>389,626</b>	<b>-</b>	<b>389,626</b>
<b>GRAND TOTAL</b>	<b>438,143</b>	<b>-</b>	<b>438,143</b>

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Looking north up Vine Street before



Looking north after scheme completion





The carriageway enabled vehicles to travel north



A new pedestrian and cycle zone was created and eight tree were planted



<b>Committees:</b> Streets and Walkways Sub Committee [for decision]	<b>Dates:</b> 26 September 2023
<b>Subject:</b> Creed Court S.278  <b>Unique Project Identifier:</b> 12032	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Interim Executive Director Environment <b>Report Author:</b> Andrea Moravicova	<b>For Decision</b>
<h2 style="margin: 0;">PUBLIC</h2>	

### Summary

<b>1. Status update</b>	<p><b>Project Description:</b> Deliver public realm enhancements to the area surrounding the new development at Creed Court as outlined in the Sections 106 and 278 agreements, to accommodate the projected increase in pedestrian traffic and servicing needs of the hotel.</p> <p><b>RAG Status:</b> Green (Green at last report to Committee)</p> <p><b>Risk Status:</b> Low (Low at last report to committee)</p> <p><b>Costed Risk Provision Utilised:</b> None</p> <p><b>Final Outturn Cost:</b> £583,167</p>
<b>2. Next steps and requested decisions</b>	<p><b>Requested Decisions:</b></p> <ul style="list-style-type: none"> <li>• Approve the contents of this report and agree to close this project.</li> <li>• Approve the budget adjustment related to staff costs to be actioned as outlined in Appendix 3.</li> <li>• Authorise return of unused funds to the developer, including any accrued interest as per the Section 278 agreement.</li> </ul>
<b>3. Key conclusions</b>	<p>The project was completed within the budget and delivered its main objective to enhance the public realm in Creed Lane and Ludgate Square to support people walking whilst maintaining the function of the streets. The design was implemented fully, without a need for variations during the construction phase.</p> <p>The programme was adjusted in agreement with the developer to coincide with their timelines affected mainly by the Covid pandemic. This delayed the works start by a further six months from the timelines presented in the Gateway 5 report (12 months overall). Further delays were caused by several risks that materialised and are described in Section 11 below.</p> <p>Key learning and recommendations for future projects:</p>

	<ul style="list-style-type: none"> <li>• Early face-to-face engagement with local stakeholders, starting at the pre-construction phase, can help prevent some of the issues arising during construction (particularly noisy working affecting local businesses).</li> <li>• Changes to the term-contractor mid implementation phase can affect the works progress and programme, and the impression to external stakeholders that the site is inactive.</li> </ul>
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## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	<p>The design was developed in-house in liaison with the developer and was consulted on with the local stakeholders and internally.</p> <p>Considering the constraints and needs of the area, such as narrow streets and access to premises, ensured the works were phased accordingly to help smooth the implementation.</p>
<b>5. Options appraisal</b>	<p>The chosen option met the project's objectives to improve the environment for people walking and cycling in the area, whilst maintaining the function of the street and supporting the servicing needs of the new hotel.</p> <p>The materials used adhere to the City's standards, with the works delivering the scope of the project without any changes.</p>
<b>6. Procurement route</b>	<p>The works were delivered through the City's term contractor, however, due to the site becoming available later than expected from the developer, the construction phase was affected by the change of the City's term contractor. The work's progress on site was slowed by demobilisation, handover procedures and mobilisation of contractors.</p>
<b>7. Skills base</b>	<p>The project team has the necessary skills, knowledge and experience to manage delivery of this and similar future projects.</p>
<b>8. Stakeholders</b>	<ul style="list-style-type: none"> <li>• The project was delivered in close liaison with the developer and stakeholders to ensure the proposals met their needs.</li> <li>• A three week public engagement was organised, and comments were considered and informed the development and delivery of the project.</li> <li>• Regular updates were provided to all interested parties via a newsletter.</li> <li>• Information on the project was shared via letters distributed to all premises and via emails. Face-to-face engagement with local businesses should have been undertaken during the pre-construction phase. Explaining the phasing plan, devised to enable safe undertaking of works, and prescribed noisy working hours in person may have prevented complaints from local businesses.</li> </ul>

## Variation Review

<p><b>9. Assessment of project against key milestones</b></p>	<p>The construction programme was affected by several risks that have materialised, including delayed site release from the developer and changes to term contractor during the implementation phase.</p> <ul style="list-style-type: none"> <li>• At Gateway 5, construction was initially planned to start in October 2021 and works completed in March 2022</li> <li>• Construction started in April 2022; slippage of approximately six months due to late handover of the site from the developer. The completion was expected in September 2022.</li> <li>• Construction work was completed in December 2022; further slippage of approximately three months was due to change in the term contractor and other materialised risks detailed in Section 11 below.</li> </ul>
<p><b>10. Assessment of project against Scope</b></p>	<p>The project's scope remained unchanged and is summarised below:</p> <ul style="list-style-type: none"> <li>• Street surfaces were upgraded to the City's standard pallet, providing a more pleasant environment to walk in.</li> <li>• Carriageway in Ludgate Square (a pedestrian priority street) was raised to footway level to benefit people walking.</li> <li>• Servicing requirements for Creed Court development were accommodated within the design.</li> <li>• The improvements were sympathetic to the conservation area setting.</li> </ul>
<p><b>11. Risks and issues</b></p>	<p>Several factors affected the overall programme of this project:</p> <ul style="list-style-type: none"> <li>• Delay in the handover of the site at the start of the programme, causing overall slippage of approximately 12 months. At Gateway 5 report advised of six months delay due to a global pandemic, with the works programmed to start in October 2021. The developer's programme was delayed by another six months since the Gateway 5 report was approved, moving the start of implementation of the public realm works to April 2022.</li> <li>• Change in the term contractor during the construction resulted in delays to the works' schedule, with longer than expected demobilisation and mobilisation period. This delay had no impact on the overall cost of the project.</li> <li>• The site is in the vicinity of both residential and business properties, which all have different requirements for quiet hours. This resulted in several complaints from the local business owners. The City's standard noisy working hours prescribed by the environmental guidance for demolition, construction and street works proved disruptive to some local occupiers. Additional door-to-door visits might have been more useful in gathering evidence to support noisy hour variation requests.</li> </ul>

	<ul style="list-style-type: none"> <li>• Unforeseen emergency works to utility apparatus in the area caused part of the repaved carriageway in Ludgate Square being open and needing relaying once the emergency was attended to, which resulted in approximately two-week delay to the completion of works in this area.</li> <li>• Unforeseen shortage of supplies, particularly bollards, also contributed to the project's delays.</li> </ul>
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### Value Review

<b>12. Budget</b>	<table border="1"> <tr> <td><i>Estimated Outturn Cost (G2)</i></td> <td>Estimated cost: 300,000 - 800,000</td> </tr> </table>		<i>Estimated Outturn Cost (G2)</i>	Estimated cost: 300,000 - 800,000															
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<table border="1"> <thead> <tr> <th></th> <th><i>At Authority to Start work (G5)</i></th> <th><i>Final Outturn Cost</i></th> </tr> </thead> <tbody> <tr> <td><i>Fees</i></td> <td>£38,529</td> <td>£35,465</td> </tr> <tr> <td><i>Staff Costs</i></td> <td>£194,938</td> <td>197,606</td> </tr> <tr> <td><i>Works</i></td> <td>£419,693</td> <td>£345,096</td> </tr> <tr> <td><i>Maintenance</i></td> <td>£5,000</td> <td>£5,000</td> </tr> <tr> <td><i>Total</i></td> <td>£658,160</td> <td>£583,167</td> </tr> </tbody> </table> <p>The final accounts for this project have been verified.</p> <p>It is requested that the underspend, together with all accrued interest is refunded to the developer as per provision in the Section 278 agreement.</p>			<i>At Authority to Start work (G5)</i>	<i>Final Outturn Cost</i>	<i>Fees</i>	£38,529	£35,465	<i>Staff Costs</i>	£194,938	197,606	<i>Works</i>	£419,693	£345,096	<i>Maintenance</i>	£5,000	£5,000	<i>Total</i>	£658,160	£583,167
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<b>13. Assessment of project against SMART objectives</b>	<p>This project delivered against its main objectives to:</p> <ul style="list-style-type: none"> <li>• provide a high-quality public realm, sympathetic to the character of the conservation area, using the City's standard palette of materials to ensure consistency and ease of maintenance.</li> <li>• Accommodate projected increase in pedestrian traffic and servicing needs of the hotel.</li> </ul>																		
<b>14. Key benefits realised</b>	<p>Key benefits outlined in the Gateway 2 report were realised, with improvements to the highway arrangements and surfaces around the development benefiting people walking, including residents, commuters and visitors to the hotel, restaurant and local businesses.</p> <p>Accessibility was improved by creating a smooth levelled surface on lightly trafficked streets with narrow pavements.</p>																		

### Lessons Learned and Recommendations

<b>15. Positive reflections</b>	<ul style="list-style-type: none"> <li>• Use of high quality, standard palette of materials improved the environment around the development for people walking.</li> <li>• A good rapport and communication with the term contractors helped with prompt resolution of issues that occurred,</li> </ul>
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	<p>including the area of completed work that needed re-laying after the emergency works were carried out by a statutory undertaker.</p> <ul style="list-style-type: none"> <li>• Upon completion of the main works, several positive comments on the workmanship and the look and feel of the area were received from local stakeholders.</li> </ul>
<b>16. Improvement reflections</b>	<ul style="list-style-type: none"> <li>• In person communication with local businesses from the start of the project might have improved the overall relationship and supported better understanding of the works. It may have allowed all businesses to raise concerns about potential impact of the noisy working on their operations. This information would support officers' request for noisy working variations.</li> <li>• Formal guarantees should have been sought from the developer's contractor about site release, to avoid numerous re-programming of the works.</li> <li>• Commitment of the outgoing term contractor to complete agreed portion of works before their contract comes to an end should have been sought to avoid unnecessary delays at handover to the new term contractor.</li> </ul>
<b>17. Sharing best practice</b>	Information will be disseminated through team and project staff briefings.

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
<b>Appendix 2</b>	Before and after photos
<b>Appendix 3</b>	Finance tables

### **Contact**

<b>Report Author</b>	Andrea Moravicova
<b>Email Address</b>	andrea.moravicova@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3925

# Project Coversheet

### [1] Ownership & Status

**UPI:** 12032

**Core Project Name:** Creed Court S.278

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Andrea Moravicova

**Definition of need:**

A planning permission to redevelop an office building at Creed Court (14/00300/FULMAJ) to a hotel with ground floor retail, was granted on 6 October 2017, with S.73 application (17/01207/FULMAJ), proposing predominantly internal reconfiguration / amendments to the scheme, approved in September 2018.

The change of use of the Creed Court necessitates changes to the highways adjacent to the development to deliver a well-functioning street environment that improves pedestrian permeability and accommodates projected increase in pedestrian traffic and servicing needs of the hotel.

The proposed site lies within the St Paul's Conservation area and the setting of grade II listed 1-3 Ludgate Square.

**Key measures of success:**

- 1) Improve the pedestrian environment by ensuring that the public realm in the vicinity of the development aligns with the CPR Supplementary Planning document.
- 2) Accommodate the servicing requirements of the new development by making necessary adjustments to the highway.

**Expected timeframe for the project delivery:** construction to start in Q4 2021 and to complete in March 2022

**Key Milestones:**

- Finalise S278 Agreement – January 2021
- Draft construction package – January – March 2021
- Gateway 5 report – Spring 2021
- Issue Construction package – April 2021
- Pre-construction planning – May - July 2021
- Project construction – Q4 2021

**Are we on track for completing the project against the expected timeframe for project delivery?** Six months slippage attributed to revised developer's plan due to Covid-19 pandemic and associated restrictions.

**Has this project generated public or media impact and response which the City of London has needed to manage or is managing?** No, neither is expected to raise any public or media attention. The project team engages local stakeholders.



## [2] Finance and Costed Risk

### Headline Financial, Scope and Design Changes:

#### **'Project Briefing' G1 report (as approved by Chief Officer):**

- Total Estimated Cost (excluding risk): £300,000 – £800,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: May – November 2021

#### **'Project Proposal' G2 report (as approved by PSC 12/12/2018):**

- Total Estimated Cost (excluding risk): £300,000 - £800,000
- Resources to reach next Gateway (excluding risk): £50,000
- Spend to date: £0
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: May – November 2021

#### **'Options Appraisal' G3/4 report (as approved by PSC and S&WSC October 2020)**

- Total Estimated Cost (excluding risk): £800,000
- Resources to reach next Gateway (excluding risk): £100,000
- Spend to date: £40,105
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2021 – April 2022

#### **'Authority to start Work' G5 report (as approved by PSC 07/07/2021):**

- Total Estimated Cost (excluding risk): £658,160
- Resource to reach next Gateway (excluding risk): £508,160
- Spend to date: £91,146
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: October 2021\* – March 2022  
*\*Subject to changes to the Developer's programme and site release.*

Scope/Design Change and Impact: N/A

**Total anticipated on-going commitment post-delivery [£]:** None

## Appendix 2

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Ludgate Square (view from Ludgate Hill)





Ludgate Square (view from Creed Lane)

## Appendix 3

Table 1: Expenditure to Date			
Description	Approved Budget (£)	Expenditure (£)	Balance (£)
<b>16800406: Creed Court S278 (SRP)</b>			
Env Servs Staff Costs	12,645	12,644	1
Legal Staff Costs	700	679	21
P&T Staff Costs	20,985	20,984	1
P&T Fees	12,829	10,655	2,174
<b>Total 16800406</b>	<b>47,159</b>	<b>44,962</b>	<b>2,197</b>
<b>16100406: Creed Court S278 (CAP)</b>			
Env Servs Staff Costs	75,164	75,349	(185)
P&T Staff Costs	85,444	87,949	(2,505)
P&T Fees	25,700	24,810	890
Env Servs Works	305,193	259,802	45,391
Lighting Works	14,500	13,657	843
Utilities	100,000	71,636	28,364
<b>Total 16100406</b>	<b>606,001</b>	<b>533,205</b>	<b>72,796</b>
<b>GRAND TOTAL</b>	<b>653,160</b>	<b>578,167</b>	<b>74,993</b>

Table 2: Budget Adjustment Required			
Description	Approved Budget (£)	Adjustment Required (£)	Revised Budget (£)
<b>16800406: Creed Court S278 (SRP)</b>			
Env Servs Staff Costs	12,645	-	12,645
Legal Staff Costs	700	-	700
P&T Staff Costs	20,985	-	20,985
P&T Fees	12,829	-	12,829
<b>Total 16800406</b>	<b>47,159</b>	<b>-</b>	<b>47,159</b>
<b>16100406: Creed Court S278 (CAP)</b>			
Env Servs Staff Costs	75,164	186	75,350
P&T Staff Costs	85,444	2,506	87,950
P&T Fees	25,700	-	25,700
Env Servs Works	305,193	(2,692)	302,501
Lighting Works	14,500	-	14,500
Utilities	100,000	-	100,000
<b>Total 16100406</b>	<b>606,001</b>	<b>-</b>	<b>606,001</b>
<b>GRAND TOTAL</b>	<b>653,160</b>	<b>-</b>	<b>653,160</b>

<b>Committees:</b> Chief Officer – <i>for decision</i> Community and Children’s Services Committee – <i>for information</i>	<b>Dates:</b> 12 May 2023 15 June 2023
<b>Subject:</b> Social Care Case Management System  <b>Unique Project Identifier:</b> N/A	<b>Gateway 6:</b> <b>Outcome Report</b> Regular
<b>Report of:</b> Director of Community & Children's Services  <b>Report Author:</b> Sarah Greenwood	<b>For Information</b>
<b>PUBLIC</b>	

**Explanatory Note for Members:** The Corporate Projects Board agreed that the project should proceed under delegation until such time as determined the project would reach the thresholds of the Gateway process. Proceeding under delegation means that all usual Gateway reports are submitted to the Director, who may then choose to share the reports with Committee for information. Because previous Gateway reports were shared with Members, this report is also being shared with Members for their information.

**Summary**

<b>1. Status update</b>	<b>Project description:</b> IT system designed to manage the caseload for children and adult social care users with interfaces with the NHS  <b>RAG Status:</b> Green (Green at last report to Committee)  <b>Risk Status:</b> Low (Low at last report to Committee)  <b>Costed Risk Provision Utilised: £0</b> (of which £0 amount was drawn down at the last report to Committee)  <b>Final Outturn Cost: £266,800</b>
<b>2. Next steps and requested decisions</b>	<b>Requested Decisions:</b>  Members are asked to note the contents of the report and that the project will now be closed.

<b>3. Key conclusions</b>	The project met all of the original SMART objectives and realised all the planned benefits. The solution has enabled the City to continue to meet its statutory duties effectively and support planning for the forthcoming changes within Adult Social Care, including the Care Cap. Although the IT system was implemented on time, the delay in signing the contract led to cost increases. The final contract cost was within the original budget set at Gateway 1 and still achieved savings by direct award of the contract to the incumbent supplier.

## Main Report

### Design & Delivery Review

<b>4. Design into delivery</b>	The design of the specification covered all of the City's requirements with regard to both statutory duties and wider responsibilities.
<b>5. Options appraisal</b>	The option to outsource enabled leveraging of market expertise for the software.
<b>6. Procurement route</b>	The direct award of the contract to the existing supplier using the G-Cloud Framework meant that no capital outlay or data migration was required. There was a seamless transfer from the end of the existing contract to the new contract.
<b>7. Skills base</b>	No external consultants were required because the City's officers (both in IT and Community and Children's Services) were suitably skilled and worked in partnerships to develop the specification, complete the options appraisal and mobilise the contract.
<b>8. Stakeholders</b>	System users were consulted early in the development of the specification to determine their priorities, and identify any issues with the existing service and improvements required. Users were represented on the Mosaic Advisory Board which oversees the development of the system under the current and new contract.



## Variation Review

<p><b>9. Assessment of project against key milestones</b></p>	<p>The key timeframe of implementation by October 2022 was achieved. Sufficient time was built into the project timetable to procure and migrate data from one system to another, but this was not required.</p>
<p><b>10. Assessment of project against Scope</b></p>	<p>The scope of the project was not changed following Gateway 1. The detailed design and requirements of the service were developed and refined following consultation with social care and education staff (users of the system).</p>
<p><b>11. Risks and issues</b></p>	<p>As reported at Gateway 5, only one foreseen risk was realised – financial stability of potential providers.</p> <p>A financial appraisal of the existing supplier identified significant financial risk, but this risk reduced to an acceptable level following the acquisition of the supplier by the Access Group. As an ongoing mitigation, the supplier has been included as a strategic provider in the business continuity plan for the Department of Community and Children’s Services. Regular business continuity testing has been included in account meetings.</p>
<p><b>12. Transition to business as usual (BAU)</b></p>	<p>The Information and Systems Officer within Community and Children’s Services is responsible for the day-to-day operation of the Social Care Case Management System. The strategic oversight is through the Mosaic Advisory Board, chaired by the Assistant Director (People). No mobilisation plan was required because the incumbent provider is the new provider, and BAU continued between contract periods.</p> <p>There was a delay in the signing of the contract due to negotiations between the City’s and the provider’s legal teams on liability limits. The clause was agreed in January 2023. However, this meant the original framework documents had been superseded and pricing had been revised, leading to a contract increase of £49,536. The revised contract was agreed and signed in April 2023, and the Technology Category Board authorised the increased expenditure. The Chamberlain was consulted through the Mosaic Advisory Board and the Category Board, and advised that the planned cost increase could be met through the social care grant. The provider continued to supply the service on the terms of the preceding contract until the new contract was agreed.</p>

## Value Review

<p><b>13. Budget</b></p>	<table border="1" data-bbox="491 342 1366 495"> <tr> <td data-bbox="499 342 783 495"><i>Estimated Outturn Cost (G2)</i></td> <td data-bbox="783 342 1366 495">           Estimated cost (including risk):            £219,264            Estimated cost (excluding risk):            £219,264         </td> </tr> </table> <table border="1" data-bbox="491 530 1374 1021"> <thead> <tr> <th data-bbox="499 530 783 607"></th> <th data-bbox="783 530 1082 607"><i>At authority to start work (G5)</i></th> <th data-bbox="1082 530 1374 607"><i>Final oOutturn Cost</i></th> </tr> </thead> <tbody> <tr> <td data-bbox="499 607 783 645"><i>Fees</i></td> <td data-bbox="783 607 1082 645">£ 0</td> <td data-bbox="1082 607 1374 645">£ 0</td> </tr> <tr> <td data-bbox="499 645 783 683"><i>Staff Costs</i></td> <td data-bbox="783 645 1082 683">£ 2,000</td> <td data-bbox="1082 645 1374 683">£ 2,000</td> </tr> <tr> <td data-bbox="499 683 783 721"><i>Works</i></td> <td data-bbox="783 683 1082 721">£ 0</td> <td data-bbox="1082 683 1374 721">£ 0</td> </tr> <tr> <td data-bbox="499 721 783 759"><i>Purchases</i></td> <td data-bbox="783 721 1082 759">£ 0</td> <td data-bbox="1082 721 1374 759">£ 0</td> </tr> <tr> <td data-bbox="499 759 783 835"><i>Other Capital Expenditure</i></td> <td data-bbox="783 759 1082 835">£ 0</td> <td data-bbox="1082 759 1374 835">£ 0</td> </tr> <tr> <td data-bbox="499 835 783 911"><i>Costed Risk Provision</i></td> <td data-bbox="783 835 1082 911">£ 0</td> <td data-bbox="1082 835 1374 911">£ 0</td> </tr> <tr> <td data-bbox="499 911 783 949"><i>Recharges</i></td> <td data-bbox="783 911 1082 949">£ 0</td> <td data-bbox="1082 911 1374 949">£ 0</td> </tr> <tr> <td data-bbox="499 949 783 987"><i>Other*</i></td> <td data-bbox="783 949 1082 987">£ 217,264</td> <td data-bbox="1082 949 1374 987">£ 266,800</td> </tr> <tr> <td data-bbox="499 987 783 1021"><i>Total</i></td> <td data-bbox="783 987 1082 1021">£ 219,264</td> <td data-bbox="1082 987 1374 1021">£ 268,800</td> </tr> </tbody> </table> <p data-bbox="491 1099 1398 1205">*Other: revenue costs, including annual licences, hosting, maintenance and managed service costs for the whole contract financed from the local risk budget.</p> <p data-bbox="491 1245 1414 1314">The final account for this project did not require verification as no capital expenditure was incurred.</p>	<i>Estimated Outturn Cost (G2)</i>	Estimated cost (including risk): £219,264 Estimated cost (excluding risk): £219,264		<i>At authority to start work (G5)</i>	<i>Final oOutturn Cost</i>	<i>Fees</i>	£ 0	£ 0	<i>Staff Costs</i>	£ 2,000	£ 2,000	<i>Works</i>	£ 0	£ 0	<i>Purchases</i>	£ 0	£ 0	<i>Other Capital Expenditure</i>	£ 0	£ 0	<i>Costed Risk Provision</i>	£ 0	£ 0	<i>Recharges</i>	£ 0	£ 0	<i>Other*</i>	£ 217,264	£ 266,800	<i>Total</i>	£ 219,264	£ 268,800
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<p><b>14. Investment</b></p>	<p>The project is not an invest to-save or revenue-generating opportunity.</p>																																
<p><b>15. Assessment of project against SMART objectives</b></p>	<p>The project met all of its SMART objectives (including the timetable as detailed above):</p> <ol data-bbox="539 1469 1382 1688" style="list-style-type: none"> <li>1) The system meets statutory requirements and identified good practice.</li> <li>2) Safe and professional experience for service users and carers with co-ordination of all records in relation to a service user or carer and their family.</li> <li>3) Accurate reporting of performance and budget trends.</li> </ol>																																
<p><b>16. Key benefits realised</b></p>	<p>All key benefits outlined in the Gateway 2 report have been realised:</p> <ol data-bbox="491 1839 1455 1937" style="list-style-type: none"> <li>1. The City of London Corporation continues to be at the forefront of excellent social work practice and is recognised as such by regulatory bodies.</li> </ol>																																

	<p>2. Accurate data dashboards detailing past and future performance trends have led to improved practice.</p> <p>3. Professional users and recipients of social care services enjoy an enhanced digital experience.</p>
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### **Lessons Learned and Recommendations**

<b>17. Positive reflections</b>	The early formation of a cross-departmental project team brought together experience and skills so that the specification and procurement process was smooth. The use of the framework enabled a shorter procurement timetable and use of framework documentation.
<b>18. Improvement reflections</b>	Negotiating the liability limit in the contract has delayed the signing of the contract, which in turn had cost implications. A potential improvement could be an internal agreement to a City approach to liabilities (with Legal and Insurance being the key teams involved).
<b>19. Sharing best practice</b>	All Community and Children's Services IT projects are used to further develop the good practice document for IT specifications within the department.
<b>20. AOB</b>	None

### **Appendices**

<b>Appendix 1</b>	Project Coversheet
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### **Contact**

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<b>Telephone Number</b>	020 7332 3594

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# Project Coversheet

## [1] Ownership & Status

**UPI:** N/A

**Core Project Name:** Social Care Case Management System

**Programme Affiliation** (if applicable): N/A

**Project Manager:** Sarah Greenwood, Commissioning Manager

**Definition of need:** The contract for the current IT system is due to expire in October 2022

**Key measures of success:**

- |  |
|--|
| 1) The system meets statutory requirements and identified good practice  |
| 2) Safe and professional experience for service users and carers with co-ordination of all records in relation to a service user or carer and their family |
| 3) Accurate reporting of performance and budget trends   |

**Expected timeframe for the project delivery:** October 2022

**Key Milestones:**

- Contract awarded April 2021
- Mobilisation May 2022 – September 2022
- Overall project: Completion and go live by 31 October 2022

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

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

A number of potential providers have asked for information on the potential tender. They have been advised that contract opportunities would be advertised on the City's Capital E-Sourcing portal

## [2] Finance and Costed Risk

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

**'Project Briefing' G1 report (as approved by Chief Officer 03/02/21):**

- Total Estimated Cost (excluding risk): £143,600 one off/capital + £312,500 revenue
- Costed Risk Against the Project: nil
- Estimated Programme Dates:
  - contract start – March 2022
  - month contract negotiation/data migration and mobilisation period April – September 2022
  - existing contract ends September 2022

*Scope/Design Change and Impact:*

**'Project Proposal' G2 report (as approved by CPB 31/03/21):**

- Total Estimated Cost (excluding risk): £151.1k one-off/capital + £337k revenue.
- Resources to reach next Gateway (excluding risk) £1,500 staff costs

- Spend to date:
- Costed Risk Against the Project: nil
- CRP Requested: nil
- CRP Drawn Down: nil
- Estimated Programme Dates:

*Scope/Design Change and Impact:* Additional costs attributable to staff costs required and inclusion of NHS interoperability requirement. The Corporate Projects Board agreed that the project should proceed under delegation until such a time that it was determined whether the project would reach the thresholds of the gateway process

**'Options Appraisal and Design' and 'Authority to start work' G3/4/5 report (as approved by Chief Officer 27/01/22):**

- Total Estimated Cost (excluding risk): £2,000 one-off/capital + £217,264 revenue.
- Resources to reach next Gateway (excluding risk): £500 staff costs only
- Spend to date: £1,500
- Costed Risk Against the Project: £0
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: Contract start October 2022

*Scope/Design Change and Impact:*

**Total anticipated on-going commitment post-delivery [£]:**£217,264 revenue across 4 years

**Programme Affiliation [£]:**N/A



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