Public Document Pack

Projects and Procurement Sub-Committee
INFORMATION PACK

Date: **MONDAY, 4 DECEMBER 2023**

Time: 1.45 pm

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

Members:

Alderman Timothy Hailes (Chairman)
Deputy Shravan Joshi (Deputy Chairman)
Deputy Randall Anderson
Deputy Keith Bottomley
Deputy Madush Gupta
Caroline Haines
Deputy Christopher Hayward
Deputy Charles Edward Lord
Paul Martinelli
Anett Rideg
Tom Sleigh
Luis Felipe Tilleria
Deputy Philip Woodhouse

Enquiries: **Polly Dunn**
Polly.Dunn@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:
https://www.youtube.com/@CityofLondonCorporation/streams

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Public Gateway Reports - For Information

4. **GW2: ENHANCING CHEAPSIDE PROGRAMME**
Report of the Interim Executive Director, Environment.

For Information
(Pages 5 - 20)

5. **GW3/4/5: BEMS UPGRADE PHASE 2**
Report of the City Surveyor.

For Information
(Pages 21 - 40)

6. **GW4:CLIMATE ACTION STRATEGY - COOL STREETS AND GREENING PROGRAMME - PHASE 4**
Report of the Interim Executive Director, Environment.

For Information
(Pages 41 - 56)

7. **GW4: ST PAUL'S EXTERNAL RE-LIGHTING**
Report of the Interim Executive Director, Environment.

For Information
(Pages 57 - 98)

8. **GW4: LITTLE TRINITY LANE**
Report of the Interim Executive Director, Environment.

For Information
(Pages 99 - 124)

9. **GW5: FLEET STREET HEALTHY STREETS PLAN**
Report of the Interim Executive Director, Environment.

For Information
(Pages 125 - 140)

Non Public Gateway Reports - Information

20. **GW2: GUILDHALL SCHOOL OF MUSIC AND DRAMA HEATING COOLING AND VENTILATION**
Report of the Principal, Guildhall School of Music and Drama.

For Information
(Pages 141 - 154)

21. **GW3: BARBICAN RENEWAL PROGRAMME**
Joint report of the Chamberlain, City Surveyor and CEO – Barbican Centre.

For Information
(Pages 155 - 192)

22. **GW3/4 ART GALLERY CHILLER**
Report of the CEO, Barbican Centre.

For Information
(Pages 193 - 206)

23. **GW5: WINDOWS AND COMMON PARTS REDECORATIONS - GOLDEN LANE ESTATE**
Report of the Executive Director, Community and Children's Services.

For Information
(Pages 207 - 242)

24. **GW6: CONCERT HALL STAGE RISERS**
Report of the CEO, Barbican Centre.

For Information
(Pages 243 - 248)

This page is intentionally left blank

Committees: Streets and Walkways - for decision Projects & Procurement Sub – for information	**Dates:** 07 November 2023 04 December 2023
Subject: Enhancing Cheapside Programme **Unique Project Identifier:** 12405	**Gateway 2: Project Proposal** Regular
Report of: Interim Executive Director Environment	**For Decision**
Report Author: Marta Woloszczuk	
PUBLIC	

Recommendations

1. Next steps and requested decisions	**Project Description:** Public realm and highways improvements to enhance Cheapside, the City's 'high street'. The programme will focus on the area along the length of Cheapside (between New Change and Bank), Bow Churchyard and at the Cheapside Bus Gate (east of Bread Street). The programme aims to deliver enhancements to complement existing projects developed in the area by decluttering and rationalising the street furniture along Cheapside; more greening and low maintenance planting, improved pedestrian movement through a change of road layout, enhanced lighting and wayfinding, new seating as well as supporting activation and events. **Next Gateway:** Gateway 3/4 **Next Steps:** - Evaluation and Design to reach the next gateway: o Undertake site surveys o Appoint design consultants o Develop design with the project Design Team including the City Highways Team, City Gardens and external consultants o Undertaken engagement with local stakeholders

<table>
<tr><td></td><td>

Submit design for consultation
Prepare the next Gateway report

Funding Source: CIL funding
Requested Decisions:

That budget of £125,000 is approved for Evaluation and Design to reach the next Gateway;
Note the total estimated cost of the project up to £1m(excluding risk);

</td></tr>
<tr><td>2. Resource requirements to reach next Gateway</td><td>
<table>
<tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>Staff Cost P&T</td><td>Project management evaluation</td><td>CIL&OSPR</td><td>40,000</td></tr>
<tr><td>Staff Cost (Env)</td><td>Design</td><td>CIL&OSPR</td><td>25,000</td></tr>
<tr><td>Fees</td><td>Design, survey, utilities</td><td>CIL&OSPR</td><td>60,000</td></tr>
<tr><td>Total</td><td></td><td></td><td>125,000*</td></tr>
</table>
*£125,000 is sought to carry out evaluation and design as summarised in the table above. Please note the breakdown for the full funding allocation (£1,000,000) to implement the programme will be provided at the next Gateway.
Costed Risk Provision requested for this Gateway: Not required at this stage as summarised in paragraph 14 risk implications.
</td></tr>
<tr><td>3. Governance arrangements</td><td>

Streets and Walkways Sub Committee
Project to be overseen by a Group Manager and managed by a Project Manager from the Transport and Public Realm team on a day-to-day basis
Senior Responsible Officer: Bruce McVean
Regular meetings with key stakeholders including local Ward Members, local businesses and landowners, St Mary Le Bow representatives, and the Cheapside Business Alliance.

</td></tr>
</table>

	• The programme will be delivered through a phased approach to align with the different timelines required.

Project Summary

4. Context	4.1 A £1m bid to seek funding to deliver improvements in the Cheapside area was approved by Resource Allocation Sub Committee on 5 September 2023 and Policy and Resources Committee on 21 September 2023. 4.2 The bid covers enhancements to the wider Cheapside area, Bow Churchyard and permanent improvements to the Bus Gate (east of Bread Street), where temporary changes were delivered as part of the Pedestrian Priority Project (see location plan in Appendix 2). 4.3 The Pedestrian Priority Programme has three projects in the Cheapside Area: • King Street – street enhancements including footway widening, one-way street with contra-flow cycling • Cheapside Bus Gate and public realm enhancements • Old Jewry – road closure and public realm enhancements 4.4 Following consultation and Committee approval, a permanent traffic order on Cheapside came into effect in July 2023. The Bus Gate on Cheapside limits access to buses and cycles. In November 2023, a further experimental traffic order is scheduled to commence at this location allowing taxis access through the restriction. 4.5 Following the need to enhance Bow Churchyard, a preliminary concept design and associated stakeholder engagement were initiated in 2023, funded by the Cheapside Business Alliance. 4.6 The Enhancing Cheapside Programme includes projects to be delivered in a phased approach. Key areas for improvement have been identified as follows: ▪ Provide more greening and low maintenance planting to support

	biodiversity in Bow Churchyard and at the Bus Gate ▪ Deliver enhanced lighting ▪ Support activation and provide additional seating ▪ Improve pedestrian movement and better wayfinding ▪ Provide pavement widening and traffic calming measures in line with the experimental traffic order ▪ Declutter and rationalise street furniture along Cheapside and review accessibility to align with the Healthy Street approach
5. Brief description of project	5.1 The programme seeks to enhance the Cheapside area to make it a greener and a more welcoming environment and support the recovery of the City's principal shopping street and Destination City initiative. 5.2 The most significant improvements will be delivered in Bow Churchyard and on Cheapside in the vicinity of the Bus Gate (east of Bread Street). These enhancements will include increased greenery using low maintenance and sustainable planting, new accessible and flexible seating, enhanced lighting and provision of power points. Other improvements along Cheapside will include a decluttering exercise and provision for seating to align with the Healthy Street approach. 5.3 The project will complement improvements in the area such as the Greening Cheapside project which delivered enhancements to the area outside St Paul tube station and in the sunken garden (works scheduled to be implemented in Q1 2024); the Pedestrian Priority Programme and associated traffic orders which provided opportunity for a permanent design for the Bus Gate in Cheapside. 5.4 The project will be developed with key stakeholders including local businesses and landowners, the Cheapside Business Alliance and Destination City.
6. Consequences if project not approved	6.1 The City would miss the opportunity to complement efforts to activate the Cheapside area and Shopping Centre as identified in the Local Plan, and encourage an increase in visitors to the area. 6.2 The City would miss the opportunity to increase greenery and provide more places to seat and rest.

	6.3 The programme supports the delivery of numerous Transport Strategy objectives and the Biodiversity Action Plan. Without this programme it would be difficult for these targets to be realised without significant investment. 6.4 There would likely be reputational damage, as there has already been financial contributions from the Cheapside Business Alliance towards the initial design in Bow Churchyard and the temporary planters and seating at the Bus Gate in Cheapside.
7. SMART project objectives	7.1 Encourage and enable people to spend more time on Cheapside and in the surrounding area 7.2 Improve perceptions of the look and feel of Cheapside area and Bow Churchyard 7.3 Improve accessibility through the provision of new and improved seating 7.4 Increase greenery, biodiversity and climate resilience 7.5 Enhance wayfinding to Bow Lane and visibility of the desired line from Cheapside across Bow Churchyard
8. Key benefits	8.1 More welcoming and vibrant space including space for events 8.2 Support Destination City initiative and dynamism of the City's primary retail destination 8.3 Increased greenery and sustainable planting 8.4 Introduction of accessible and flexible seating 8.5 Enhanced lighting and provision of power points 8.6 Increase the number of kilometres of new pedestrian-priority streets 8.7 Improved pedestrian crossing

	8.8 Increase the length of City streets with pedestrian comfort level of A+ in line with criteria within the Climate Action Strategy and Transport Strategy targets. 8.9 Increase the percentage of people rating the experience of walking in the City as pleasant (Transport Strategy target and measured through the City Streets survey)
9. Project category	4a. Fully reimbursable
10. Project priority	B. Advisable
11. Notable exclusions	N/A

Options Appraisal

12. Overview of options	Further information to be presented at the next Gateway.

Project Planning

13. Delivery period and key dates	**Overall project:** The estimated project completion Q4 2025 / Q1 2026 **Key dates:** - Streets and Walkways Committee approval for initiation of the programme: 7 November 2023 - Procurement and appointment of external consultants: Q1 2024 - Review of concept design and detailed design development: Q2 2024 - Design consultation: Q2/Q3 2024 - Gateway 3 /4: Q4 2024 - Gateway 5 estimated Q1/2 2025 **Other works dates to coordinate:** Project manager to maintain regular communication with local stakeholders.
14. Risk implications	**Overall project risk:** Low **Overall project risk:** Low • **Full cost of works unknown** *Risk response: accept*

	As the design develops, the likely cost of the scheme will be established. The scope of the project will be tailored to ensure the current approved budget is able to cover the costs. • **Costs of the work prove excessive** *Risk response: reduce* The scheme will be redesigned to fit the budget • **Project not delivered to the programme** *Risk response: accept* Access to carry out the public realm improvement works is subject to the developer's programme • **Stakeholders not supportive of the design** *Risk Response: reduce* Carry out the consultation process to develop options and maintain regular communication with stakeholders. • **Reputational risk if the programme doesn't go ahead given the initial external investment** *Risk response: reduce* Maintain regular communication with stakeholders regarding the programme. Establish a programme board to oversee programme governance and manage engagement with stakeholders. The programme is at an early stage and the aforementioned have been identified as headline risks. A more comprehensive risk register will be reported at the next gateway when the evaluation stage has progressed.
15. Stakeholders and consultees	• Local businesses, occupiers and landowners • St Mary-le-Bow Church • Local Ward Members • Cheapside Business Alliance • City internal teams including Highway, City Garden, Destination City and Access Group

Resource Implications

16. Total estimated cost	**Likely cost range (excluding risk):** The total estimated cost of the project at **£850K - £1m**

<table>
<tr><td>17. Funding strategy</td><td>Choose 1:
All funding fully guaranteed</td><td>Choose 1:
Internal - Funded wholly by City's own resource
<table><tr><th>Funds/Sources of Funding</th><th>Cost (£)</th></tr><tr><td>CIL&OSPR</td><td>£1m</td></tr></table></td></tr>
<tr><td>18. Investment appraisal</td><td colspan="2">None</td></tr>
<tr><td>19. Procurement strategy/route to market</td><td colspan="2">19.1 The design work is proposed to be carried out externally by appointing relevant consultants to develop RIBA stage 2 -4.

19.2 It is anticipated that the construction package will be undertaken in-house by the Highways team subject by recourses being available.

19.3 It is anticipated that all works will be undertaken by the City’s Highways term contractor, FM Conway. This will be confirmed at Gateway 5.

19.4 The materials and specification of the design will be the City’s standard specification, in accordance with the City Public Realm Supplementary Planning Document.</td></tr>
<tr><td>20. Legal implications</td><td colspan="2">20.1 None</td></tr>
<tr><td>21. Corporate property implications</td><td colspan="2">21.1 None</td></tr>
<tr><td>22. Traffic implications</td><td colspan="2">22.1 The proposed works to Bow Churchyard will have no impact on vehicular traffic but will improve pedestrian movements.
22.2 As part of the Pedestrian Priority Programme, a permanent traffic order on Cheapside came into effect in July 2023 which limits access to buses and cycles. A further experimental traffic order is scheduled to commence in November allowing taxis access through the restriction to be progressed.</td></tr>
</table>

23. Sustainability and energy implications	23.1 The project will achieve sustainability standards that are above legal or regulatory requirements 23.2 It is anticipated that all materials will be sustainably sourced where possible and be suitably durable for construction purposes. 23.3 The project will introduce low-maintenance greenery in the local area.
24. IS implications	24.1 None
25. Equality Impact Assessment	25.1 An equality impact assessment will be undertaken prior to Gateway 5.
26. Data Protection Impact Assessment	26.1 None.

Appendices

Appendix 1	Project Briefing
Appendix 2	Location plan

Contact

Report Author	Marta Woloszczuk
Email Address	Marta.woloszczuk@cityoflondon.gov.uk
Telephone Number	020 7332 3986

This page is intentionally left blank

Appendix 1 – project briefing

Project Briefing

Project identifier			
[1a] Unique Project Identifier	12405	**[1b] Departmental Reference Number**	TBC
[2] Core Project Name	Enhancing Cheapside Programme		
[3] Programme Affiliation *(if applicable)*	N/A		

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

Description and purpose
[7] Project Description
The programme seeks to undertake public realm and highways improvements to enhance Cheapside, the City's 'high street'. The programme will focus on the area along the length of Cheapside (between New Change and Bank), Bow Churchyard and at the Cheapside bus gate (east of Bread Street). The programme aims to deliver enhancements to complement existing projects developed in the area by decluttering and rationalising the street furniture along Cheapside; more greening and low maintenance planting, improved pedestrian movement through a change of road layout, enhanced lighting and wayfinding, new seating as well as support activation and events. deliver The most significant improvements will be delivered on Cheapside east of Bread Street (enabled by the traffic restriction at this location, which is developed through the Pedestrian Priority Programme) and at Bow Churchyard. These will include new accessible and flexible seating, increased greenery using low maintenance and sustainable planting, and enhanced lighting and provision of power points. Other improvements along Cheapside will include a decluttering exercise and provision for seating to align with the Healthy Street approach. The project is to be developed with key stakeholders including the Cheapside Business Alliance. The project will complement improvements delivered through Greening Cheapside Phase 1a (outside St Paul tube station) and Phase 1b (improvements to the sunken garden which is scheduled to be delivered in Winter 2023/24), as well as the pedestrian priority proposal and associated Traffic order to create the Bus Gate in Cheapside.
[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)?
The last few years have seen an economic downturn, largely due to the effects of the pandemic and related restrictions from about March 2020 to March 2022. Cheapside is a designated City Shopping Centre as stated in the Local Plan. The Cheapside area has suffered as a result of a significant reduction in pedestrian footfall and there is a need to attract visitors to the area. There has already been some investment in the area from the Cheapside Business Alliance BID to activate retail and encourage more visitors to return to the area. The City needs to match these efforts by making the necessary public realm and highway improvements to keep pace with the changing environment.

The programme also aims to support the Destination City initiative and to attract more people in the City by activating outdoor spaces and improving the area.

It is important that efforts already made to invest in the area continue this momentum or risk reputational damage, given the City of London's reputation as a world City.

[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.
[3] People have equal opportunities to enrich their lives and those of others and reach their full potential.
[5] Businesses are trusted and socially and environmentally responsible.
[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.
[13 COLP] To make the City of London the safest city area in the world.
[16 COLP] To build new ethical economic partnerships.

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

[1] Advancing a flexible infrastructure that adapts to increasing capacity and changing demands.
[5] Creating an accessible city which is stimulating, safe and easy to move around in
[7] Improving quality of life for workers, residents and visitors.

[11] Note all which apply:

Officer: Project developed from Officer initiation	Y	**Member:** Project developed from Member initiation	N	**Corporate:** Project developed as a large scale Corporate initiative	N
Mandatory: Compliance with legislation, policy and audit	N	**Sustainability:** Essential for business continuity	Y	**Improvement:** 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'>>

2) Improved amenity space, lighting, greening and high-quality materials.

2) Improved pedestrian comfort level, access and movement

3) Increased seating and declutter of the street to align with the Healthy Street approach

[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.)

- Increase number of people using the space on daily basis and for events
- Increase quantity of greening
- Increase the number of kilometres of new pedestrian priority streets and total length of pedestrian priority streets
- Increase the length of City streets with pedestrian comfort level of A+, and lengths of street with pedestrian comfort level of at least B+

• Increase the percentage of people rating the experience of walking in the City as pleasant
[14] What is the expected delivery cost of this project (range values)[£]?
Lower Range estimate: £800,000 Upper Range estimate: £1000,000
[15] Total anticipated on-going revenue commitment post-delivery (lifecycle costs)[£]:
Revenue implications for highways maintenance are anticipated to be determined at Gateway 5 when the detailed design is finalised. These costs will be assessed and covered by the funding strategy at the next stage.
[16] What are the expected sources of funding for this project?
The sources of funding come from CIL.
[17] What is the expected delivery timeframe for this project (range values)? **Are there any deadlines which must be met (e.g. statutory obligations)?**
The programme will be developed and the delivery of the project phased accordingly. It is anticipated that works will commence between Q3 2025 – Q1 2026

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?	
The programme and subsequent projects in the area will likely generate public interest due to possible changes in the wider area. The programme board will manage communication both internally and externally.	
[19] Who has been actively consulted to develop this project to this stage? <(Add additional internal or external stakeholders where required) >	
Chamberlains: Finance	Officer Name: Simon Owen
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	Cheapside Business Alliance and Ward Members
[20] Is this project being delivered internally on behalf of another department? If not ignore this question. If so: **Please note the Client supplier departments.** **Who will be the Officer responsible for the designing of the project?** **If the supplier department will take over the day-to-day responsibility for the project, when will this occur in its design and delivery?**	
Client	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>

This page is intentionally left blank

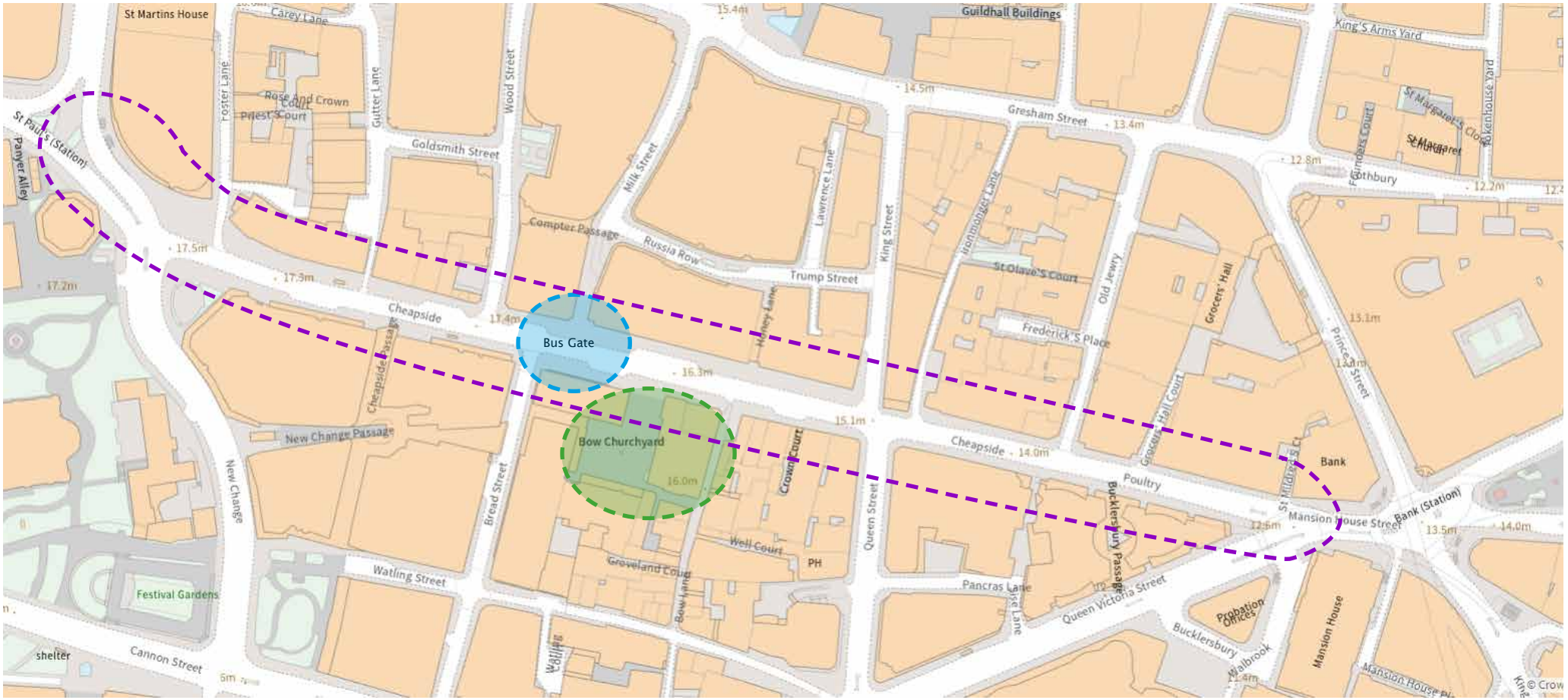
Appendix 2 - Location Plan

Key:

Bus Gate

Bow Churchyard

Wider Cheapside area improvements



This page is intentionally left blank

Committees: RASC – For Decision Policy and Resources Committee – For Decision Projects and Procurement Sub-Committee	**Dates:** 05 September 2023 21 September 2023 4 December 2023
Subject: BEMS Upgrade Programme – Phase 2 **Unique Project Identifier:** PV ID 12331	**Gateway 3/4/5: Options Appraisal and Authority to Start Work (Regular)**
Report of: City Surveyor **Report Author:** Brendan Crowley	**For Decision**

1. Status update	**Project Description:** This is the second phase of the upgrade of the corporate Building Energy Management System (BEMS). This involves the replacement of critical end-of-life components for core services – heating cooling and ventilation and life-safety systems. The BEMS upgrades of the below sites support the Climate Action Strategy (CAS) by providing the backbone for a Smart Buildings network and will be an essential tool to control and monitor the City's buildings into the future – allowing us to quantify the effects of the many carbon reduction projects planned as part of the CAS. This is also business resilience project not a direct energy efficiency project. The BEMS on the following sites are to be migrated: • The View – Epping Forest • The Temple – Wanstead Park • The Warren - Epping Forest • Harrow Road Pavilion - Wanstead Park • Heathrow Animal Reception Centre (HARC) **RAG Status:** Amber (Amber at last report to Committee) **Risk Status:** Medium (Medium at last report to committee) **Total Estimated Cost of Project (excluding risk):** **£200,424** **Change in Total Estimated Cost of Project (excluding risk):** decrease of 16,967 since last report to Committee.

	Spend to Date: *£0 £35k was requested at GW2 but not used however* as all design work/spec was done in house, and the contractor carried out the surveys at zero cost. **Costed Risk Provision Utilised: £0** **Slippage:** Short delay due to Capital Review. Revised completion date – December 2023
2. Next steps and requested decisions	**Next Gateway:** *Gateway 6: Outcome Report* Note: that central funding has been agreed in principle and will therefore require further approval of RASC to draw down the funds. **Next Steps:** Appoint Consultant & principal Contractor via Minor Works Framework and programme the works on each site with the BEMS Specialist. **Requested Decisions:** *Please populate the financial information as structured below. Set out any decisions needed for this paper, if the paper is going to multiple committees note which decisions apply to which committee. Town Clerks Committee Clerks can assist you with committee terms of reference. CRP is not mandatory but can be requested if deemed necessary for projects where the G2 was approved post April 2019.* 1. That additional budget of **£200,424** is approved to reach the next Gateway; 2. Note the revised project budget of **£200,424** (excluding risk); 3. Note the total estimated cost of the project at **£200,424** (excluding risk); 4. That a Costed Risk Provision of **£47,486** is approved (to be drawn down via delegation to Chief Officer), as per risk register appendix 2. That Option **2** is approved. Option 2: Migration of BEMS legacy systems to Ecostruxure platform at • The View – Epping Forest • The Temple • The Warren - Epping Forest • Harrow Road Pavilion • HARC)
3. Budget	Total cost of the project – **£200,424** This is slight reduction in previous estimates due to more accurate costings from suppliers. Please see appendix 1 for individual site migration cost breakdown. CRP of **£47,486** is requested. Capital expenditure is expected in Q2/3 in financial year 2023/24

<table>
<tr><td></td><td>

*For recommended option **1**:*

<table>
<tr><th>Item</th><th>Reason</th><th>Funds/Source of Funding</th><th>Cost (£)</th></tr>
<tr><td>1</td><td>Legacy BEMS hardware and software is obsolete and prone to failure</td><td>City Cash Reserves 56%.
City Fund Reserves 44%</td><td>£200,424</td></tr>
<tr><td>Total</td><td>From City Fund Reserves
From City Cash Reserves</td><td>£112,237
£88,187</td><td>£200,424</td></tr>
</table>

Costed Risk Provision requested for this Gateway:
£47,486 (as detailed in the Risk Register – Appendix 2). This funded from the Capital funding agreed in principle at GW2. (Same 56%/44% CC/CF split applies)

</td></tr>
<tr><td>4. Overview of project options</td><td>

There are two options:

1. Do nothing – leave legacy system in place and risk failure and server impact on business continuity and increased Energy and carbon bills.
2. Migration the BEMS on each site to the latest Schneider platform – EcoStrxure in line with the rest of the City's operation buildings

Note: only one option available as these sites must be compatible with wider City BEMS system therefore they must Ecostruxure.

</td></tr>
<tr><td>5. Recommended option</td><td>Option 2 is recommended – this will future proof these sites for business continuity and energy efficient – an essential enabler to support further Climate Action Strategy projects for these sites.</td></tr>
<tr><td>6. Risk</td><td>

R1: Presence of asbestos containing material which requires management prior to works being undertaken.

R2: Unforeseen Issues with Fire systems.

R3: Extra Out of hours working required.

R7: Installation is not compliant.

R9: Installed assets fail before anticipated life.

R12: Delay in providing/recruiting Project Manager to manage the process following GW3/4/5 approval.

</td></tr>
</table>

	Further information available in the Risk Register (Appendix 2) and options appraisal matrix.
7. Procurement approach	*For recommended option (add procurement reference no.)* *Refer to the PT4 as needed* 1. Direct award to Sykes & son Ltd. through minor works (MTC) framework to deliver all 5no. sites migration works. 2. Specialist BEMS contractors to install the new system on each site. **3.** Direct award to Project Management service to Beveridge Associates (sub £10k contract)
8. Design summary	General design and project executing steps to be carried on all 5no. sites: 1. BEMS specialist contractor to carry out site control panel condition survey ahead of migration works. 2. Extend Enterprise Server licensing as needed for the required EcoStruxure controller and take a backup of the Continuum net controllers. 3. Decommission and replace the Net-Controller II and input/output modules with an EcoStruxure AS-P Automation Server and input/output modules. Connect the AS-P to the existing local CoL IT network Ethernet data point. 4. Where an infinet sub-network existing install IP ethernet network to support EcoStruxure RPC IP sub controllers. 5. Strip out the redundant Power/BMS panel, original power and BMS containment and wiring. 6. Replace all existing input devise (sensors/switches) with new parts. 7. At Epping Forest The View install additional space temperature and humidity sensors to improve the control of the space conditions. 8. At HARC strip out all i2 controllers serving redundant animal enclosure heating.
9. Delivery team	1. Project will be managed by the Minor Works Team (City Surveyors). Client-side Project Manager will be Beveridge Associates Ltd. 2. Contract for the works will via the Measured Terms Contract– Sykes & Sons Ltd. 3. BEMS specialist has already been engaged to propose solutions and costs.
10. Success criteria	1. Successful installation and commissioning of new EcoStruxure BEMS hardware and Software. 2. Improved system reliability and future proofing business as usual operation of these key corporation sites and through installation modern building controls. 3. Reduced building energy consumption & carbon emissions due to optimised building control. 4. Enhanced user experience through interactive graphics, trend data presentation and alarm management facilities. *5.* Integration of the new BEMS system with 3rd party systems on site, and with the Enterprise server at Guildhall. As well potential for addition to Building Analytics software package being procured via the PSDS. Programme in 2022.

11. Progress reporting	*Progress report will be provided to the senior responsible officer and the City Surveyor on a regular basis. Project Vision will be updated monthly, and issue reports will return to committee as necessary.*

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Additional Info

Contact

Report Author	Brendan Crowley
Email Address	brendan.crowley@cityoflondon.gov.uk
Telephone Number	07395600031

Options Appraisal Matrix

Option Summary	Option 1	***Option 2***
1. Brief description of option	Do nothing approach.	Migration of BEMS legacy systems to Ecostruxure platform at: • The View – Epping Forest • The Temple • The Warren - Epping Forest • Harrow Road Pavilion • HARC
2. Scope and exclusions	No Capital funding investment required with the decision not to install new BEMS platforms.	Full migration of BEMS at the 5no. sites funded by a combination of City Fund and City's Cash.
Project Planning		
3. Programme and key dates	n/a	1. Secure project approval - May 2023 2. Procure PM services May 2023 3. Procure principal contractor services from preferred supplier via

Option Summary	Option 1	***Option 2***
		minor works framework - May 2023 4. Engage with site stakeholders at 5no. sites to plan the phasing of the works – June 2023 5. Place order with Contractor June 2023 6. Start on site August 2023* 7. Practical completion of works on all 5no. sites Dec ’23 8. System handover Jan’24. 9. Gateway 6 report 6 months after project completion *Schneider Electric are currently quoting 2 - 3 months lead time on some of their equipment.
4. Risk implications	n/a	*R1:* Presence of asbestos containing material which

Option Summary	Option 1	***Option 2***
		requires management prior to works being undertaken. R2: Unforeseen Issues with Fire systems R3: Extra Out of hours working required. R7: Installation is not compliant. R9: Installed assets fail before anticipated life. R12: Delay in providing/recruiting Project Manager to manage the process following GW3/4/5 approval.
5. Stakeholders and consultees	Carbon Action Strategy not supported by not utilising latest Building control technology	• Keiron Siddons - HARC • Ross Hayes - HARC • Lee Powell • Nick Clayden • Jess Lees

Option Summary	Option 1	***Option 2***
		• Andrew Coke • David Clelland – IT • Johnathon Cooper – City Surveyors • Carmel McGowan – City Surveyors • Graeme Low – City Surveyors • Kayleigh Rippe – City Procurement
6. Benefits of option	None	1. Mitigate risk of system failure and impact on business continuity, through removal of all obsolete legacy BEMS hardware and software. 2. Improved system reliability and ensuring business-as-usual for these key corporation sites and through installation of a modern building controls platform. 3. Enhanced user experience through interactive graphics, trend data

Option Summary	Option 1	***Option 2***
		presentation and alarm management facilities. 4. Support for the Carbon Action Strategy through improved plant optimisation and reduction in energy consumption and carbon emissions. 5. Integration of the new BEMS system with 3rd party systems on site, and with the Enterprise Server at Guildhall. As well as the new Building Analytics software package being procured via the PSDS programme.
7. Disbenefits of option	• No potential energy/carbon savings delivered • Carbon Action Strategy not supported • Increased risk of system failure and impact on business continuity	• Requirement for additional Project Management resource from City Surveyors to oversee project.
Resource Implications	None	

Option Summary	Option 1	***Option 2***
8. Total estimated cost	0	**£200,424**.
9. Funding strategy	n/a	1. City's cash = £111,455 2. City fund = £88,968 CRP: 1. City's cash = £25,476 2. City fund = £22,009
10. Investment appraisal	n/a	The Energy Team have carried out assessment of the ROI based on the savings delivered by option 2 (a & b) compared to no associated saving with option 1. This ROI is modest as this is not an energy efficiency project. It is, however, an essential business continuity project to replaced failing equipment.
11. Estimated capital value/return	n/a	The project is estimated to deliver savings of £15,758/ann.

Option Summary	Option 1	***Option 2***
		in maintenance and energy costs.
12. Ongoing revenue implications	n/a	There is no additional on-going revenue implications for the new equipment as it is like for like replacement of assets already maintained as part of the City Operation and Maintenance Contract. In addition, the project is estimated to deliver savings of £15,758/ann. in maintenance and energy costs.
13. Affordability	n/a	Option is covered under the allocated and approved Capital funding budgets.
14. Legal implications	n/a	n/a
15. Corporate property implications	none	Consultation required with City Surveyors Corporate Property Team to ensure new equipment captured in the asset register for each site, replacing of existing legacy assets.

Option Summary	Option 1	***Option 2***
16. Traffic implications	n/a	None
17. Sustainability and energy implications	• No potential energy/carbon savings delivered • Carbon Action Strategy not supported	Project is being developed by the Corporate Energy team to deliver energy and carbon savings in line with the Climate Action Strategy
18. IS implications	n/a	Opportunity Outline submitted to IT PMO for survey to any IT network extension requirements associated with the project. IT have provided network architect support.
19. Equality Impact Assessment	n/a	None
20. Data Protection Impact Assessment	n/a	None
21. Recommendation	Not recommended	Recommended

This page is intentionally left blank

Project Coversheet

[1] Ownership & Status

UPI: 12268

Core Project Name: BEMS Upgrade Programme - Phase 2,

Programme Affiliation (if applicable): N/A

Project Manager: Brendan Crowley

Definition of need: The Current BEMS platform is obsolete, end-of-life & increasingly unreliable. We intend to:

1. Mitigate the Life Safety Risk posed by the failure of the obsolete system which monitors &, in some cases, controls the fire & smoke emergency plant with the installation a new, fit-for-purpose BEMS.
2. Mitigate this significant business risk to the Corporation with the upgrade of the system the latest BEMS platform, Schnieder EcoStruxure.
3. Invest in a modern, flexible & easily optimsed control system for the CPG estate building assets. Bringing with it improved building energy preformance and, as such, supporting the Carbon Action Strategy.
4. Use the new BEMS as a platform to implement further innovative smart building technologies and to allow for integration with other systems e.g. CAFM software, energy management software and lighting controls.

Key measures of success:

1. Have a fully reliable, resilient BEMS which meets customer needs at the five phase 2 sites: The View – Epping Forest, The Temple – Wanstead Park, The Warren - Epping Forest, Harrow Road Pavilion - Wanstead Park & Heathrow Animal Reception Centre (HARC)
2. Have building assets that are optimised to operate as efficiently as possible via a new BEMS platform and via integration with energy management software, resulting in energy consumption savings.

Expected timeframe for the project delivery:

Original range:

- Lower Range estimate: 1/5/2023
- Upper Range estimate: 1/11/2023

Revised range:

- Lower Range estimate: 1/010/2023
- Upper Range estimate: 31/3/2024

Key Milestones:

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? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Project Briefing' G1 report (as approved by Chief Officer 04/02/21):

- Total Estimated Cost (excluding risk): £227,683
- Costed Risk Against the Project: £ 22,317
- Estimated Programme Dates: Q3 2023

GW 2 – Projects Sub-Committee- for decision, May 22 Corporate Asset Sub-Committee March 22

- Total Estimated Cost (excluding risk): £217,391
- Costed Risk Against the Project: £5,000
- Estimated Programme Dates: Start on site Oct 2023

GW 345 – OPPSC - for decision, 17th April 23**, RASC- for decision** 2nd May 23

Scope/Design Change and Impact: N/A

'Project Proposal' G2 report (as approved by PSC May '22):

- Total Estimated Cost (excluding risk): £227,683
- Resources to reach next Gateway (excluding risk): £35,000
- Spend to date: £0
- Costed Risk Against the Project: £5,000
- CRP Requested: £5,000 at GW2
- CRP Drawn Down: £0.00
- Estimated Programme Dates: Start on site Oct 2023

Scope/Design Change and Impact:

'Options Appraisal and Design' G345 report :

- Total Estimated Cost (excluding risk): £**200,424**
- Resources to reach next Gateway (excluding risk): £**200,424**
- Spend to date: £0
- Costed Risk Against the Project: £34,838
- CRP Requested: £**47,486**
- CRP Drawn Down: £0

Estimated Programme Dates: Practical completion of works – Mar '24

-

Scope/Design Change and Impact:

'Authority to start Work' G5 report (as approved by PSC xx/yy/zz):

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

Total anticipated on-going commitment post-delivery [£]:<Current Range>
Programme Affiliation[0]:<(If applicable) What is the estimated total programme cost including this project:>

City of London: Projects Procedure Corporate Risks Register

Project Name:	BEMS Upgrade Project – Phase 2	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ 47,486	**Average unmitigated risk**	8.5	**Open Risks**	15
Unique project identifier:	12331	**Total estimated cost (exc risk):**	£ 200,424	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.5	**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 raised	Named Departmental Risk Manager/ Coordinator	Risk owner (Named Officer or External Party)	Date Closed OR/ Realised & moved to Issues	Comment(s)
R1	3	(10) Physical	Presence of asbestos containing material which requires management prior to works being undertaken	Additional project costs and time delays	Possible	Major	12	£0.00	Y - for costed impact post-mitigation	C – Uncomfortable	Survey to reduce uncertainty (cost included in project budget), add in float time to account for potential delays. If risk	£0.00	Likely	Minor	£10,986.00	4	£0.00	Management/removal of asbestos to allow safe installation of works.	20/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R3	5	(2) Financial	Unforeseen additional costs related to with Fire/life safety/power or enclosures	Insufficient budget to cover enabling works	Possible	Serious	6	£0.00	Y - for costed impact post-mitigation	B – Fairly Confident	Budget costs and risk provision to be refined between GW2-GW3/4 through further market testing and technical	£0.00	Possible	Major	£21,000.00	12	£0.00	Cover potential higher quoted costs from PC	20/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R4	5	(2) Financial	Extra Out of hours working required	Insufficient budget to cover extra OOH Working	Unlikely	Serious	4	£0.00	Y - for costed impact post-mitigation	B – Fairly Confident	Engagement with Stakeholder to establish how much work needs to be OOH	£0.00	Possible	Minor	£2,500.00	3	£0.00	Cover extra OOH costs sub contractors	20/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R5	6	(5) H&S/Wellbeing	Disruption to site services/operations during installation	Some level of disruption (interruption to the operation of building assets being replaced) is inevitible. The potential impact of the disruption is project specific. Could result in part or full	Possible	Major	12	£0.00	N	B – Fairly Confident	Good project planning, driven by competent appointed Project Manager, to minimise the likelihood and impact of known or potential disruption. This could	£0.00	Likely	Minor	£0.00	4	£0.00		21/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R6	6	(5) H&S/Wellbeing	An accident/injury related to the works being undertaken for the installation	Depends on the nature of the accident/injury, but potentially: project delays and legal action.	Possible	Extreme	24	£0.00	N	B – Fairly Confident	ensure project is specified, designed, procured, and installed/managed in accordance with regulations	£0.00	Rare	Extreme	£0.00	8	£0.00		22/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R7	6	(4) Contractual/Partnership	Installation is not compliant	Depending the the nature of the compliance this could have minor to major issues. It could result in essential services being shut-down or building regs being	Unlikely	Major	8	£0.00	N	B – Fairly Confident	through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets standards. Enhanced	£0.00	Rare	Extreme	£0.00	8	£0.00		23/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R8	6	(5) H&S/Wellbeing	Occupants/users are not satisfied with final outcome	Poor performance from new building services could result in minor or major disatisfaction depending on the resulting issues	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Through due diligence, Control of Contractors, and Project Manager resource: ensure specification and installation meets	£0.00	Rare	Major	£0.00	4	£0.00		24/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R9	6	(8) Technology	Installed assets fail before anticipated life	Impact on BAU	Possible	Major	12	£0.00	N	B – Fairly Confident	Specify quality equipment with a high confidence for meeting project life basis	£0.00	Unlikely	Major	£0.00	8	£0.00		25/12/2021				
R10	6	(2) Financial	Site changes result in early redundancy of installed assets	Anticipated savings on installed assets are not achieved	Unlikely	Major	8	£0.00	N	B – Fairly Confident	Consult with corporate property stakeholders to ensure alignment with	£0.00	Unlikely	Serious	£0.00	4	£0.00		26/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R11	6	(2) Financial	Consultant Engineers Fee Quote higher than expected	Consultant Engineers Fee Quote higher than expected	Unlikely	Major	8	£0.00	Y - for costed impact post-mitigation	B – Fairly Confident	Revise project programme as required	£0.00	Unlikely	Serious	£1,500.00	4	£0.00		27/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R12	3	(2) Financial	Delay in providing/recruiting Project Manager to manage the process following GW3/4/5 approval	Delay to project programme	Unlikely	Minor	2	£0.00	Y - for costed impact post-mitigation	C – Uncomfortable	Prepare recruitment process prior to GW3/4 decision.	£0.00	Possible	Minor	£1,500.00	3	£0.00		28/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R14	5	(2) Financial	Glocal supply Chain delay or COVID outbreak delays	Additional project costs and time delays	Unlikely	Serious	4		Y - for costed impact post-mitigation	C – Uncomfortable	Get assurance for supplier that parts will be available	£0.00	Possible	Serious	£2,500.00	6	£0.00	Coverpotential extra cost of alternative	21/12/2021	City Surveyor's, Corporate	Graeme Low		
R15	3	(2) Financial	Addition IT costs - Cabling, Switch	Additional cost to projecr if are e	Possible	Major	12	£0.00	Y - for costed impact post-mitigation	C – Uncomfortable	Work closely with CoL IT and RC	£0.00	Possible	Serious	£7,500.00	6	£0.00	cover additional surveys, purchase of IT equipment	20/12/2021	City Surveyor's, Corporate Energy Team	Graeme Low		
R16	3																£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
R52								£0.00				£0.00			£0.00		£0.00						
R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
R55								£0.00				£0.00			£0.00		£0.00						
R56								£0.00				£0.00			£0.00		£0.00						

R57								£0.00				£0.00			£0.00		£0.00					
R58								£0.00				£0.00			£0.00		£0.00					
R59								£0.00				£0.00			£0.00		£0.00					
R60								£0.00				£0.00			£0.00		£0.00					
R61								£0.00				£0.00			£0.00		£0.00					
R62								£0.00				£0.00			£0.00		£0.00					
R63								£0.00				£0.00			£0.00		£0.00					
R64								£0.00				£0.00			£0.00		£0.00					
R65								£0.00				£0.00			£0.00		£0.00					
R66								£0.00				£0.00			£0.00		£0.00					
R67								£0.00				£0.00			£0.00		£0.00					
R68								£0.00				£0.00			£0.00		£0.00					
R69								£0.00				£0.00			£0.00		£0.00					
R70								£0.00				£0.00			£0.00		£0.00					
R71								£0.00				£0.00			£0.00		£0.00					
R72								£0.00				£0.00			£0.00		£0.00					
R73								£0.00				£0.00			£0.00		£0.00					
R74								£0.00				£0.00			£0.00		£0.00					
R75								£0.00				£0.00			£0.00		£0.00					
R76								£0.00				£0.00			£0.00		£0.00					
R77								£0.00				£0.00			£0.00		£0.00					
R78								£0.00				£0.00			£0.00		£0.00					
R79								£0.00				£0.00			£0.00		£0.00					
R80								£0.00				£0.00			£0.00		£0.00					
R81								£0.00				£0.00			£0.00		£0.00					
R82								£0.00				£0.00			£0.00		£0.00					
R83								£0.00				£0.00			£0.00		£0.00					
R84								£0.00				£0.00			£0.00		£0.00					
R85								£0.00				£0.00			£0.00		£0.00					
R86								£0.00				£0.00			£0.00		£0.00					
R87								£0.00				£0.00			£0.00		£0.00					
R88								£0.00				£0.00			£0.00		£0.00					
R89								£0.00				£0.00			£0.00		£0.00					
R90								£0.00				£0.00			£0.00		£0.00					
R91								£0.00				£0.00			£0.00		£0.00					
R92								£0.00				£0.00			£0.00		£0.00					
R93								£0.00				£0.00			£0.00		£0.00					
R94								£0.00				£0.00			£0.00		£0.00					
R95								£0.00				£0.00			£0.00		£0.00					
R96								£0.00				£0.00			£0.00		£0.00					
R97								£0.00				£0.00			£0.00		£0.00					
R98								£0.00				£0.00			£0.00		£0.00					
R99								£0.00				£0.00			£0.00		£0.00					
R100								£0.00				£0.00			£0.00		£0.00					

Building	Supply/Install £	Consultants PM Fees	Works Total Excl CRP	CRP	Total Incl CRP	Fund	Split
The View	£18,295.79	£2,000	£20,296		£25,369.74	CC	56%
The Temple	£19,982.70	£1,984	£21,967		£27,458.37	CC	
The Warren	£50,406.75	£2,000	£52,407		£62,888.10	CC	
Harrow Road Pavilion	£15,716.53	£2,000	£17,717		£22,145.66	CC	
HARC	£86,037.92	£2,000	£88,038		£110,047.40	CF	44%
Total	**£190,439.69**	**£9,984**	**£200,424**	**£47,486**	**£247,909**		**100%**

Fig. 1 Site cost breakdown

This page is intentionally left blank

Committees: Projects and Procurement Sub (for information) Streets and Walkways Sub (for decision) Natural Environment Board (for information)	**Dates:** 04 December 2023 07 November 2023 04 December 2023
Subject: Climate Action Strategy, Cool Streets and Greening Programme – Phase 4 SuDS (Sustainable Urban Drainage) for Climate Resilience **Unique Project Identifier:** *PV Project ID 12267*	**Gateway 4: Detailed Design (Regular)**
Report of: Interim Executive Director, Environment **Report Author:** Melanie Charalambous	**For Decision**
PUBLIC	

1. Status update	**Project Description:** Cool Streets and Greening is a £6.8m Climate Action Strategy programme to pilot climate resilient streets and open spaces in the Square Mile. Phases 1, 2 and 3 of this programme are underway. This report seeks approval to progress Phase 4 *SuDS (Sustainable Urban Drainage) for Climate Resilience* workstream. **RAG Status:** Amber (Green at last report to Committee) **Risk Status:** Amber (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** £1.4m - £1.7m **Change in Total Estimated Cost of Project (excluding risk):** Decrease of £700,000 since last report to Committee. **Spend to Date:** £93,495. **Costed Risk Provision Utilised:** None **Slippage:** It was originally intended to identify up to ten suitable sites for SuDS interventions. However, it has only been possible to identify six so far, due to the extensive presence of underground utilities

	across the City. Site surveys and investigations have also taken longer than expected which has delayed the project programme. The revised end date for this Phase is March 2025.
2. Next steps and requested decisions	**Next Gateway:** Gateway 5: Authority to Start Work for four of the sites detailed in this report and Gateway 4: design reports for Lloyds Avenue and Ludgate Broadway **Next Steps:** • Ongoing engagement with local occupiers • Further detailed design development • Carry out trial holes and develop construction drawings • Traffic order process to relocate parking bays as required • Other approvals to be sought as required **Requested Decisions:** It is recommended that the Streets and Walkways Sub-Committee: 1. Approve the additional budget of £95,000 to reach the next Gateway, funded from the Cool Streets and Greening Programme (OSPR); 2. Approve the revised total estimated cost range for this Phase (excluding risk) of £1.4m - £1.7m; 3. Delegate approval of the Costed Risk Provision to the Chief Officer if one is sought at Gateway 5; 4. Approve the statutory consultation on the proposed relocation of parking bays as set out in this report; 5. Authorise officers to enter into an agreement with the Church to enable the St Andrew Undershaft churchyard works to proceed. 6. Note that two of the sites (Ludgate Broadway and St Andrew Undershaft) include additional repaving and public realm enhancements that are to be funded by ring-fenced S106 funds that have been allocated to the projects and this will be detailed in future Gateway reports. 7. Note that the sites at Ludgate Broadway and Lloyds Avenue will require further design work and will be the subject of a future Gateway 4 report in early 2024. 8. Note that the underspend from this Phase will be redirected to Phase 3 of the programme to further progress tree planting, relandscaping for climate resilience and climate resilient planting. This will be formalised in a forthcoming programme update report in early 2024.

3. Resource requirement to reach next Gateway

Item	Reason	Funds/ Source of Funding	Cost (£)
Fees	Surveys, design fees, traffic order fees and trial holes	OSPR	30,000
Staff Costs (P+T)	Project management and public engagement	OSPR	30,000
Staff Costs (Highways)	Design and utility investigations	OSPR	35,000
Total		**OSPR**	**95,000**

Costed Risk Provision requested for this Gateway: None

4. Design summary

4.1 The Climate Action Strategy Cool Streets & Greening programme is introducing climate resilience measures into the City's public realm to avoid future disruption from climate risks. Phases 1, 2 and 3 of this programme are underway and this report relates to Phase 4.

4.2 This phase seeks to introduce SuDS for Climate Resilience, strategically across the Square Mile at several sites. This strategic approach will result in wider climate resilience benefits such as protection from surface water and sewer surcharge flood risk resulting from extreme rainfall events, across the City.

4.3 Since the approval of the Gateway 2/3 report in November 2022, officers have carried out extensive site investigations and surveys in order to confirm locations where SuDS can be installed in the public realm. As expected, the main constraint has been the presence of underground utilities. This has meant that fewer sites have been identified than originally planned.

4.4 The table below sets out the sites that have been confirmed as locations for SuDS installations where designs have been developed. Please see plans and sketch views in Appendix 3. Officers will continue to carry out site investigations and surveys at other potential

sites and these will be subject to a future Gateway 4 report in early 2024 if feasibility is confirmed.

Site	Proposal	Notes/Dependencies
St Andrew Undershaft Churchyard	Rainwater harvesting from Church roof run-off to serve new planters and planting beds	Re-paving, new benches and reconfigured steps to be separately funded by S106 receipts that have been allocated to the delivery of the City Cluster Programme
St Andrews Hill	Rain garden and tree planting	Cycle racks to be relocated nearby. There is potential to extend this rain garden further north and relocate a parking bay to provide additional improvements. If this is feasible, Members will be updated in the new year.
Bread Street (south)	Rain garden and tree planting	Cycle racks to be relocated nearby
Knightrider Court	Extend pavement in front of café and add rain garden	Disabled parking bays are to be relocated nearby. Surveys indicate these 2 existing bays are not well used and more accessible locations have been identified nearby for their relocation. This is subject to further survey work ahead of Gateway 5.
Ludgate Broadway	Rain garden and tree planting with associated pavement and carriageway works. Replacing temporary 'parklet' with permanent design.	Further feasibility, design work and consultation is required ahead of a further Gateway 4 report in the new year. Raised sections of carriageway, widened pavements and some carriageway re-surfacing in granite setts are to be separately funded by S106 receipts that have been allocated to the delivery of the Fleet Street Healthy Streets Plan

Lloyds Avenue	Rain gardens and tree planting	Further feasibility, design work and consultation is required ahead of a further Gateway 4 report in the new year. Parking bays and cycle/scooter bays will need to be relocated.

4.4 The majority of the SuDS interventions are rain gardens which are shallow planting beds, designed to collect rainwater run-off from adjacent paved areas and thereby slow the movement of rainwater into the sewer system. The added benefits of these gardens are that they also soften the urban environment, enhance the public realm and support biodiversity. At some of the sites, areas of permeable paving will also be possible, as well as tree planting and associated public realm improvements.

4.5 The St Andrews Undershaft Churchyard scheme aims to improve the space and introduce a series of climate resilience measures. A key component underpinning the redesign has been the incorporation of sustainable drainage measures. The system is designed not only to capture water to help irrigate the new planting beds but also to attenuate and cleanse any roof and surface water runoff before entering the already pressurised combined sewer system. A sustainable drainage strategy introduces downpipe diversions, rainwater planters, permeable paving and below-ground attenuation to improve the quality and quantity of the water attenuated whilst also providing benefits to both the amenity and biodiversity on offer. The scheme also includes additional seating, a more accessible space and increased greenery.

4.6 A number of the interventions listed above have dependencies that will either enable them to be delivered or will lead to a more successful scheme. Several are kerbside locations that require the reclamation of carriageway space and the relocation of parking bays or street furniture. The proposal for Ludgate Broadway incorporates widened pavements, raised sections of carriageway and re-surfacing to improve accessibility and create an enhanced public realm, in keeping with the conservation area location. This project received a high degree of support from the recent consultation on the Fleet Street area healthy streets plan.

4.7 These SuDS schemes will help to establish a new way of designing the City's public realm whereby environmental resilience measures including SuDS and planting are a high priority and therefore become more prevalent, enabling the City to better adapt to climate change.

	4.8 Initial engagement with local occupiers has been undertaken with positive responses received. The next steps include trial holes and further engagement on the detailed designs ahead of Gateway 5 reports to be submitted to the Chief Officer for approval. St Andrew Undershaft will have an individual Gateway 5 report due to its complex nature and different funding sources. The other smaller scale interventions will be covered by one Gateway 5 report. Lloyds Avenue and Ludgate Broadway require further design work and a Gateway 4 report for these sites will be submitted in the new year. 4.9 The impacts of the SuDS schemes will be assessed as part of the Cool Streets and Greening programme's lessons learnt. The possibility of including a gully sensor in one of the schemes as part of the Climate Sensor's Network is currently being reviewed. This would provide data to quantify the impact of the schemes. 4.10 The previous Gateway 2/3 report listed a number of sites which have been investigated but are not able to be progressed; typically due to utility congestion. These include sites at Lambeth Hill, St Martin-le-Grande, Godliman Street, Tooks Court, Houndsditch and Swan Lane. Some of the sites showed potential for tree planting which will be progressed as part of Phase 3 of the programme.
5. Confirmation that design solution will meet our SMART objectives	Climate Action Strategy Objectives: • The City of London Corporation and its assets are resilient to climate change • The Square Mile's buildings, public spaces and infrastructure are resilient to climate change • People in the Square Mile and beyond benefit from a clean, green and safe environment and job creation This project will reduce the risks of flooding from the increased and more intense rainfall which we are already experiencing as a result of climate change. The strategically located SuDS schemes will not only reduce surface water flood risk at individual sites but will reduce rainwater run-off into the drainage network and subsequent risk of sewer surcharge flooding elsewhere in the City. The design of raingardens and the planting palette used will efficiently use water, introducing greening whilst avoiding the need for irrigation. This will help to counter the Urban Heat Island and provide opportunities for biodiversity.
6. Risks	The main risks are as follows: • Utilities and underground structures restrict the ability to implement the schemes.

	Response: Ground investigations including radar surveys have been carried out for all sites. Further trial holes are needed to confirm underground conditions. • Objections from local occupiers Response: Initial consultation has been undertaken with local occupiers with positive responses and further engagement is planned as the designs are developed. • Cost escalation as a result of inflation or other factors Response: initial cost estimates have been produced and the proposed cost range is sufficient to cover the project costs including maintenance of planting. Further information available in the Risk Register (Appendix 2).

Appendices

Appendix 1	Project Coversheet
Appendix 2	Risk Register
Appendix 3	Plans and Sketch designs

Contact

Report Author	Melanie Charalambous
Email Address	Melanie.charalambous@cityoflondon.gov.uk
Telephone Number	Via MS Teams

This page is intentionally left blank

Project Coversheet

[1] Ownership & Status

UPI: 12267

Core Project Name: Climate Action Strategy, Cool Streets and Greening Programme – Phase 4

Programme Affiliation (if applicable): Climate Action Strategy, Cool Streets and Greening Programme
Project Manager: Melanie Charalambous
Definition of need: The Climate Action Strategy Cool Streets & Greening programme is introducing climate resilience measures into the City's public realm to avoid future disruption from climate risks.
Key measures of success: Installation of SuDS and climate resilience measures at up to 10 strategically located sites across the City.
Expected timeframe for the project delivery: 2022-2025
Key Milestones:

- GW2/3 – November 2022
- GW 4 – Summer 2023 (delayed to Nov 2023 as a result of survey delays and site constraints)
- GW5 – early - mid 2024
- Implementation 2024/25

Are we on track for completing the project against the expected timeframe for project delivery? N
Project has been delayed as a result of survey delays and site constraints
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' G1 report (as approved by Chief Officer 30/09/20):

- Total Estimated Cost (excluding risk): Cool Streets and Greening Programme approved at total cost of £6.8m (all Phases)
- Costed Risk Against the Project: none
- Estimated Programme Dates: 2021-2025

Scope/Design Change and Impact:

'Project Proposal' G2/3 report (as approved by PSC 23/11/23):

- Total Estimated Cost (excluding risk): £2.4m for Phase 4
- Resources to reach next Gateway (excluding risk): £185K
- Spend to date: N/A
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: 2023-2024

Scope/Design Change and Impact: N/A

Detailed Design' G4 report (this report):

- Total Estimated Cost (excluding risk): £1.4m - £1.7m
- Resources to reach next Gateway (excluding risk): £95K
- Spend to date: £93,495.
- Costed Risk Against the Project: None
- CRP Requested: None
- CRP Drawn Down: None
- Estimated Programme Dates: 2024-2025

Scope/Design Change and Impact: Reduced number of sites and extended programme due to utilities constraints and survey delays

Total anticipated on-going commitment post-delivery [£]: Included in the project cost range
Programme Affiliation [£]: Cool Streets and Greening £6.8m programme

City of London: Projects Procedure Corporate Risks Register

Project Name:	Cool Streets & Greening	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	4.8	**Open Risks**	8
Unique project identifier:	PV12267	**Total estimated cost (exc risk):**	£ 1,700,000	**Total CRP used to date**	£ -	**Average mitigated**	1.6	**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	2	(2) Financial	Funding not available	Project will not progress	Rare	Minor	1	£0.00	N	A – Very Confident	Climate Action Strategy funding identified	£0.00	Rare	Minor	£0.00	1	£0.00	0	10/01/2023	DBE	Gordon Roy		
R2	2	(1) Compliance/Regulatory	Delays due to governance & sign off procedures	Project will be delayed	Possible	Minor	3	£0.00	N	A – Very Confident	Steering Group governance structure	£0.00	Rare	Minor	£0.00	1	£0.00	0	10/01/2023	DBE	Gordon Roy		
R3	2	(4) Contractual/Partnership	Contract or partnership problems	Project will be delayed	Rare	Minor	1	£0.00	N	A – Very Confident	Procurement and comptrollers will oversee contracts and partnership arrangements	£0.00	Rare	Minor	£0.00	1	£0.00	0	10/01/2023	DBE	Gordon Roy		
R4	2	(4) Contractual/Partnership	Skills shortage	Project delayed	Possible	Serious	6	£0.00	N	A – Very Confident	Skills available for this phase, but key officers left/ being recruited. Use consultants if needed	£0.00	Rare	Minor	£0.00	1	£0.00	0	03/07/2023	DBE	Gordon Roy		
R5	2	(9) Environmental	Minimal opportunities for resilience measures due to utilities	find alternative sites and liaise with engineers	Likely	Serious	8	£0.00	N	A – Very Confident	Carry out this phase as preparation avoiding costly design for individual sites	£0.00	Rare	Minor	£0.00	1	£0.00	0	03/07/2023	DBE	Gordon Roy		
R6	3	(9) Environmental	Minimal opportunities for resilience measures due to environmental constraints	It may not be possible to implement resilience measures due to unforseen underground structures	Unlikely	Serious	4	£0.00	N	A – Very Confident	Close liaison with project managers will enable early redesign before costs are incurred	£0.00	Rare	Minor	£0.00	1	£0.00	0	03/07/2023	DBE	Gordon Roy		
R7	4	(3) Reputation	Objections from local occupiers	Design adaptations may be needed	Possible	Minor	3	£0.00	N	B – Fairly Confident	Consult with local occupiers	£0.00	Rare	Minor	£0.00	1	£0.00	0	04/09/2023	DBE	Gordon Roy		
R8	4	(2) Financial	Unexpected cost increases	Review of scope may be required and identification of additional funding	Possible	Major	12	£0.00	N	B – Fairly Confident	Avoid project delays, regular meetings with contractors, regular cost reviews	£0.00	Possible	Serious	£0.00	6	£0.00		04/09/2023	DBE	Gordon Roy		
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						
R17								£0.00				£0.00			£0.00		£0.00						
R18								£0.00				£0.00			£0.00		£0.00						
R19								£0.00				£0.00			£0.00		£0.00						
R20								£0.00				£0.00			£0.00		£0.00						
R21								£0.00				£0.00			£0.00		£0.00						
R22								£0.00				£0.00			£0.00		£0.00						
R23								£0.00				£0.00			£0.00		£0.00						
R24								£0.00				£0.00			£0.00		£0.00						
R25								£0.00				£0.00			£0.00		£0.00						
R26								£0.00				£0.00			£0.00		£0.00						
R27								£0.00				£0.00			£0.00		£0.00						
R28								£0.00				£0.00			£0.00		£0.00						
R29								£0.00				£0.00			£0.00		£0.00						
R30								£0.00				£0.00			£0.00		£0.00						
R31								£0.00				£0.00			£0.00		£0.00						
R32								£0.00				£0.00			£0.00		£0.00						
R33								£0.00				£0.00			£0.00		£0.00						
R34								£0.00				£0.00			£0.00		£0.00						
R35								£0.00				£0.00			£0.00		£0.00						
R36								£0.00				£0.00			£0.00		£0.00						
R37								£0.00				£0.00			£0.00		£0.00						
R38								£0.00				£0.00			£0.00		£0.00						
R39								£0.00				£0.00			£0.00		£0.00						
R40								£0.00				£0.00			£0.00		£0.00						
R41								£0.00				£0.00			£0.00		£0.00						
R42								£0.00				£0.00			£0.00		£0.00						
R43								£0.00				£0.00			£0.00		£0.00						
R44								£0.00				£0.00			£0.00		£0.00						
R45								£0.00				£0.00			£0.00		£0.00						
R46								£0.00				£0.00			£0.00		£0.00						
R47								£0.00				£0.00			£0.00		£0.00						
R48								£0.00				£0.00			£0.00		£0.00						
R49								£0.00				£0.00			£0.00		£0.00						
R50								£0.00				£0.00			£0.00		£0.00						
R51								£0.00				£0.00			£0.00		£0.00						
R52								£0.00				£0.00			£0.00		£0.00						
R53								£0.00				£0.00			£0.00		£0.00						
R54								£0.00				£0.00			£0.00		£0.00						
R55								£0.00				£0.00			£0.00		£0.00						
R56								£0.00				£0.00			£0.00		£0.00						
R57								£0.00				£0.00			£0.00		£0.00						
R58								£0.00				£0.00			£0.00		£0.00						
R59								£0.00				£0.00			£0.00		£0.00						
R60								£0.00				£0.00			£0.00		£0.00						
R61								£0.00				£0.00			£0.00		£0.00						
R62								£0.00				£0.00			£0.00		£0.00						
R63								£0.00				£0.00			£0.00		£0.00						
R64								£0.00				£0.00			£0.00		£0.00						
R65								£0.00				£0.00			£0.00		£0.00						
R66								£0.00				£0.00			£0.00		£0.00						
R67								£0.00				£0.00			£0.00		£0.00						
R68								£0.00				£0.00			£0.00		£0.00						
R69								£0.00				£0.00			£0.00		£0.00						
R70								£0.00				£0.00			£0.00		£0.00						
R71								£0.00				£0.00			£0.00		£0.00						
R72								£0.00				£0.00			£0.00		£0.00						
R73								£0.00				£0.00			£0.00		£0.00						

R74								£0.00				£0.00			£0.00		£0.00						
R75								£0.00				£0.00			£0.00		£0.00						
R76								£0.00				£0.00			£0.00		£0.00						
R77								£0.00				£0.00			£0.00		£0.00						
R78								£0.00				£0.00			£0.00		£0.00						
R79								£0.00				£0.00			£0.00		£0.00						
R80								£0.00				£0.00			£0.00		£0.00						
R81								£0.00				£0.00			£0.00		£0.00						
R82								£0.00				£0.00			£0.00		£0.00						
R83								£0.00				£0.00			£0.00		£0.00						
R84								£0.00				£0.00			£0.00		£0.00						
R85								£0.00				£0.00			£0.00		£0.00						
R86								£0.00				£0.00			£0.00		£0.00						
R87								£0.00				£0.00			£0.00		£0.00						
R88								£0.00				£0.00			£0.00		£0.00						
R89								£0.00				£0.00			£0.00		£0.00						
R90								£0.00				£0.00			£0.00		£0.00						
R91								£0.00				£0.00			£0.00		£0.00						
R92								£0.00				£0.00			£0.00		£0.00						
R93								£0.00				£0.00			£0.00		£0.00						
R94								£0.00				£0.00			£0.00		£0.00						
R95								£0.00				£0.00			£0.00		£0.00						
R96								£0.00				£0.00			£0.00		£0.00						
R97								£0.00				£0.00			£0.00		£0.00						
R98								£0.00				£0.00			£0.00		£0.00						
R99								£0.00				£0.00			£0.00		£0.00						
R100								£0.00				£0.00			£0.00		£0.00						

Appendix 3 – Plans and sketches

1. St Andrews Hill

St Andrews Hill looking south

St Andrew's Hill - Plan view

2. Bread Street

Bread Street looking south

Bread Street - Plan view

3. Knightrider Court - subject to relocation of the disabled bays

Knightrider looking north

Knightrider Court - Plan view

4. St Andrew Undershaft Churchyard

St Andrew Undershaft Churchyard view from St Mary Axe

St Andrew Undershaft Churchyard view

Committees: Streets and Walkways Sub Committee *[for decision]* Projects and Procurement Sub *Committee [for information]*	**Dates:** 26 September 2023 16 October 2023
Subject: St Paul's Cathedral External Re-lighting **Unique Project Identifier:** *9672*	**Gateway 4: Detailed Options Appraisal (Complex)**
Report of: Interim Executive Director Environment **Report Author:** Andrea Moravicova and Clarisse Tavin	**For Decision**
PUBLIC	

1. Status update	**Project Description:** The project proposes to replace the ageing external lighting system at St Paul's Cathedral with a new innovative and energy efficient system. Since 1966 the City of London Corporation has taken responsibility for the installation and maintenance associated with the external lighting of the Cathedral. A recent inspection has determined many of the light fittings and cabling needs replacement. The project aims to bring St Paul's Cathedral back into the City and London's skyline after dark, enhancing the quality of the evening environment in the local area and reinforcing the views of St. Paul's Cathedral across London. This is to be achieved using the latest technology which will allow substantial savings in running and maintenance costs. This aligns with the objectives of the City Lighting Strategy, the Lighting Supplementary Planning Document and the Climate Action Strategy. <u>Project objectives:</u> • Replace the current ageing lighting equipment with a new more effective and efficient system that aligns to the current The Institute of Engineering and Technology (IET) regulations and meets the criteria of the City Lighting Strategy. • Deliver annual savings of approximately 50% of running costs (electrical and maintenance). • Hand over the management and maintenance of the new lighting system to St Paul's Cathedral, in line with the Cathedral's acceptance of financial responsibility. • Reduce light pollution and energy use in line with the City Corporation's commitment to sustainability and contribute towards achieving its net zero carbon emission by 2040.

	• Improve the quality of the evening environment in the local area and reinforce the views of St Paul's Cathedral across London. **RAG Status:** Green (Red at last report to Committee – Projects Sub 2022) **Risk Status:** Medium (High at last report to Committee – Projects Sub 2022) **Total Estimated Cost of Project (excluding risk):** £2.075M **Change in Total Estimated Cost of Project (excluding risk):** Increase/Decrease of £0 since last report to Committee (Projects Sub 2022) **Spend to Date:** £202,012 **Funding Source:** City of London Capital Bid (City Fund), Finance Committee Contingency fund, External sponsorship, S106s **Costed Risk Provision Utilised:** N/A **Slippage:** The project programme has been revised to include lighting tests in October 2023 and demonstrations in January 2024. These aim to test key elements of the design and enable engagement with key City, Cathedral, and external stakeholders to validate the concept design. This stage will also be instrumental in securing further external sponsorship, if required. It is then proposed to progress with the detailed design and submission of a Gateway 4c report in Q3 2024, and a Gateway 5 report in Q1 2025. Subject to all required legal approvals with St Paul's Cathedral being in place, it is anticipated that implementation starts in Q1 2026, nine months later than previously scheduled to accommodate the lighting tests and demonstrations.
2. Next steps and requested decisions	**Next Gateway:** Gateway 4c **Next Steps:** <u>2.1 Lighting tests and trials</u> • Preparation and coordination of lighting tests (October 2023) and demonstration trials (January 2024) to try different technical kits in several locations on St Paul's Cathedral, existing street furniture and surrounding buildings. These will illuminate part of the West Portico and the Peristyle, one of the Bell Tower, and the Southern section of the Dome. • The trials and demonstrations will involve temporary installation of lighting equipment, including its wiring, cabling, and control equipment. The lighting will be focussed and programmed before being observed for several consecutive nights from multiple close-by and distance locations. This will allow assessment of visual brightness from close to mid to far distances, to validate the concept design and provide the basis for the development of the detailed design (see more details in Appendix 2).

	• The tests will inform the demonstration trials, which will provide the opportunity to engage with key stakeholders including decision makers at the City of London and St Paul Cathedral, as well as statutory bodies and external sponsors. • The necessary equipment and services will be procured by the City as per the design specification. These include the appointment of the Surveyor to the Fabric and Clerk of Works, City and Cathedral contractors, Heritage specialist, Sustainability consultant and Quantity Surveyor, System Integrator and Lighting designer. • A lighting trial report, including stakeholders' feedback and photographic recording will be prepared to ensure that the project meets its objectives. <u>2.2 Detailed Design</u> • Develop the detailed design based on the lighting trial's outcomes. • Secure relevant consents and approvals from the City and St Paul's Cathedral, and other statutory bodies and interested parties as required. • Secure additional external funding if required. • Prepare a Letter of Understanding to formalise the future maintenance and management of the lighting to be undertaken by St Paul's Cathedral. • Prepare the Gateway 4c to provide progress on design in Q3 2024. • It is anticipated that the Gateway 5 - Authority to start work report be submitted in Q1 2025 subject to all required approval and legal agreements being in place. **Requested Decisions:** • Note the updated concept design; • Approve the budget of an additional £350,000 to undertake the lighting tests and demonstration trials, progress the detailed design, and reach the next Gateway; funded from the £1.16m capital bid previously approved in 2021; • Authorise transfer of any underspend from the previous Gateway to this Gateway budget. • Note the revised budget of £675k; • Approve the revised project programme; and • Approve that officers enter into the required legal agreement with St Paul's Cathedral regarding the future maintenance and management of the lighting system.
3. Resource requirements to reach next Gateway	3.1 Expenditure to date is £202,012 funded from the approved capital bid of £1.16m (please see details in Finance Tables in Appendix 3).

3.2 Activities completed to date include appointments of the lighting designer to review and update the 2013 lighting concept design, the appointment of a Technical Project Manager to assist with project management activities and provide technical expertise to deal with complex lighting project on listed buildings, and the preparation of the lighting tests and demonstrations.

3.3 The current expenditure is £202k funded from the previous £325k budget approved at Gateway 3 Issue report in February 2022, leaving a balance of £123k to carry over for the next stage of the project.

Table 1: resource requirements

Description	Approved budget (£)	Resources required (£)	Revised budget (£)
PreEv staff costs	15,000	-	15,000
PreEv P&T fees	35,000	-	35,000
Marketing fees	1,900	-	6,900
Sponsorship consultants	7,775	-	7,775
Staff costs	63,325	71,000	134,325
P&T fees	200,000	105,000	300,000
Legal staff cost	2,000	4,000	6,000
Works (including lighting tests and demonstrations)	-	170,000	170,000
Total	325,000	350,000	675,000

3.4 Additional staff cost and fees are required to prepare and implement the test and demonstrations, undertake stakeholder and sponsorship engagement, report writing, legal agreements' negotiations, design development, and appointment of specialists' consultants. This includes the Surveyor to the Fabric and Clerk of Works, City and Cathedral contractors, Heritage specialist, Sustainability consultant and Quantity Surveyor, System Integrator and Lighting designer to progress the detailed design. The staff cost is estimated based on approximately 45 hours a month over period of 10 months for a Group Manager, Project Manager and Highway Engineer.

3.5 To reduce budget costs, it is proposed that following the tests and demonstrations, the lighting equipment unsuitable for permanent installation is returned to the suppliers at a fair market value. Any suitable fixtures and fittings from the trials are proposed to be used in the permanent design to ensure cost efficiencies and sustainability. The total estimated cost of the lighting equipment for the trials is between £115k and £130k.

3.6 In the last months, officers have successfully secured various contributions towards the project through S106s agreements, securing the total current project cost estimate of £2.075M.

	Table 2: Estimated Funding sources **Source of funding** | Amount (£) City of London Capital Bid (City Fund) | 1.16M S106s | 0.840M Finance Committee Contingency fund | 0.075M TOTAL | 2.075M 3.7 The total project cost estimate will be further refined following the tests and demonstrations and appointment of a Quantity Surveyor and reported at the next Gateway. Positive conversations with City Bids and external high-profile partners have already taken place, and it is anticipated that if any further funding is required for the project, this will be secured through external sources. If any additional external funding is secured in excess of the project cost, the City Fund contribution could be reduced accordingly. 3.8 The full project budget will be confirmed in the next Gateway and secured before the Gateway 5 report is submitted. **Costed Risk Provision requested for this Gateway: None**
4. Project Update	**Latest progress:** 4.1 Following the approval of the Gateway 3 Issues report in February 2022 the following activities have taken place: • Engagement with external sponsors to secure the total project cost estimate. • A lighting designer was appointed to review and update the 2013 Concept Design and contribute to the development of the lighting tests and demonstrations. The Concept Design was reviewed and further developed, with light modelling undertaken on the main facades. • A Technical Project Manager was appointed to assist the project team with the project management activities, support the preparation of the lighting tests and trials, and provide technical expertise to deal complex lighting project on listed buildings. • The scope of the lighting tests and trials was defined, and the required equipment schedule prepared and costed. • Appointments of specialist consultants and contractors, including the Surveyor to the Fabric, Heritage Architect and Quantity Surveyor are underway. 4.2 **Project background:** • Since 1966, the City Corporation and Cathedral have continued an informal arrangement whereby the responsibility for the maintenance of the external lighting system, the associated maintenance costs and the running costs have been borne by the Corporation. In so doing, the Corporation have assumed responsibility for ensuring compliance with The Institute of

	Engineering and Technology (IET) regulations and British Standard 7671. Duty-holders are required by law to consider the risks associated with the use of electrical equipment. • The annual costs of this informal arrangement are in the region of £25k per annum. The specific responsibility currently sits within the Environment Department • In 2008, Members approved a feasibility study, to progress the Cathedral relighting project, which was led by the Dean and Chapter of St Paul's Cathedral. • In September 2010, Members approved a budget of £100,000 from the City of London Finance Committee Contingency fund. Only £75k was spent of this approved budget and £25k was returned. • An evaluation of the external lighting was carried out with input from the Cathedral's Dean and Chapter. This led to a Gateway 3 report being approved in May 2013 with the preferred option agreed to implement a new design using Light-Emitting Diodes (LED) technology. The programme for the project was dependent on securing external funding. This option included a flexible lighting system that highlights the architecture of the building whilst continually adapting to the level of lighting needed (i.e., for special events, at different times of the night etc). This scheme anticipated 60% annual savings on running costs, 66% reduction on carbon emission and improvements to the quality of the evening environment, making the area feel safer. • In May 2013, Members also approved the development of a sponsorship strategy, giving consent to engaging a sponsorship specialist to support the City and the Cathedral in developing a clear plan to identify opportunities and prepare a sponsorship package for the project. The officers worked closely with St Paul's and potential external funders to progress the project; however, several external factors impacted the availability of funds and the project's progress. • In September 2021, a comprehensive audit of the existing external lighting system was conducted. The findings of the audit highlighted the need to replace the aging lighting system and bring it up to the latest IET regulations. • In January 2022, the Resource Allocation Sub-Committee approved a project capital funding bid of £1.16M, with further approvals of all capital funds for 2022/23 obtained from Finance Committee and Court of Common Council in February and March 2022, respectively. • In February 2022, Members approved the overall estimated budget of £2,075M and an updated programme for the delivery of the project within a Gateway 3 Issues report. • In the first half of 2023, the review and further development of the lighting design concept was undertaken.

	• To prove and validate the concept design officers are proposing to undertake the lighting tests and demonstrations before the end of January 2024. This will allow the design team and key decision makers to review the proposed positions of the key lighting components, the effect of light created to test areas and performance of luminaires, and understand the optimal colour temperature, brightness, and visibility of lighting units in test locations. • The lighting demonstrations will also provide an opportunity to demonstrate the concept designs to key City and Cathedral stakeholders and decision makers, as well as potential sponsors.
5. Policy implications	**Climate Action Strategy:** • Aim: To support the achievement of net zero • Goal: The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 **City Lighting Strategy and City Lighting SPD objectives:** • Improve the quality and balance of light and darkness; • Address a series of design criteria; • Examine opportunities for improving public lighting in a coordinated manner throughout the City.
6. Sustainability and energy implications	6.1 The new design will use LED technology which is anticipated to deliver a minimum of 65% in energy and maintenance costs. The new scheme will include a Control Management System to continually adapt the level of lighting to the needs (i.e.: lighting levels could be changed for special events, at peak hours or at different times of the night). This will help enhance and preserve the architectural heritage as required and minimise obtrusive light that may adversely impact biodiversity. 6.2 The Cathedral has agreed in principle to pay the revenue costs associated with its external lighting, which includes maintenance costs and electricity costs once the new lighting system has been installed. This will reduce the current City maintenance costs estimated at £25,000 to zero. 6.3 The carbon emissions of the existing external lighting system are expected to be reduced by approximately 66% through the implementation of the new scheme (based on the current Concept Design). 6.4 The project will also assist in achieving a reduction in light pollution and the City's carbon footprint in line with the Corporation's commitment to sustainability and achieving the net zero by 2040. 6.5 It is proposed that a sustainability consultant is appointed to calculate the embodied and operational carbon of the project and provide guidance and best practice on all aspects of sustainability, including material choices, recycling, waste, and circularity of design and help evaluate the potential social, economic, and environmental impact of the scheme.

7. Equality impact assessment	7.1 The initial Equality Impact Assessment screening undertaken in accordance with the City of London's procedures showed the project is irrelevant to equalities duties and is unlikely to have impact on anyone with protected characteristics.
8. Legal implications	8.1 St Paul's Cathedral has agreed to accept financial responsibility for the new external lighting system once it has been installed. This agreement is subject to a final sign-off by the Dean and Chapter. A Letter of understanding will be prepared to formalise the handover. 8.2 It is proposed that a detailed legal agreement is entered before the implementation of the permanent scheme is completed. This will formalise the future maintenance and running arrangements in line with St Paul's Cathedral acceptance of financial responsibility for the new external lighting system.
9. Risks	1. *Necessary approvals unobtained.* The new design requires approvals from the Cathedral, City Committees, and external statutory bodies. An approval Matrix was prepared summarising the necessary approvals and likely timelines for securing these. Officers are liaising closely with the Cathedral's representatives and the City of London planning team to ensure required packages of information are prepared and submitted on time to the relevant Boards and Committees. 2. *Insufficient coordination between St Paul's and the City* A project board consisting of St Paul's and the City's representatives was created to support the development of the project. Regular meetings allow effective communication and ensure both the City's and St Paul's objectives are met. 3. *Project programme is delayed.* Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors. 4. *Lighting test and trials unsuccessful to secure decision maker approvals* Active engagement with decision makers, including circulation of briefings and presentations to provide project updates and highlight the opportunities offered by the new lighting system. 5. *Increase of Project Budget.* Budget to be closely monitored to meet its current estimate. If Budget is to increase, additional funding will be secured through external sponsorship. If further external funding cannot be secured, the scope of the project will be reduced to fit the budget available. Costed Risk Provision Utilised at Last Gateway: **None** Change in Costed Risk: **0** Further information available in the Risk Register (Appendix 4) and Options Appraisal.

10. Procurement strategy	For the tests and demonstration trials, it is intended that: • The City Term Contractor will undertake works on the highway maintainable at public expense, and locations outside the Cathedral's curtilage. • The Cathedral's Works Department, as sole supplier authorised to carry out works on the Cathedral, will undertake works on and within the curtilage of the building. • City's procurement processes to be followed for the equipment, specialist contractors and consultants' appointments. • The relevant procurement forms for the permanent scheme will be included in the Gateway 5 report.

Appendix 1	Project Coversheet
Appendix 2	Concept design update and lighting trials
Appendix 3	Finance Tables
Appendix 4	Risk Register
Appendix 5	Programme

Contact

Report Author	Andrea Moravicova and Clarisse Tavin
Email Address	andrea.moravicova@cityoflondon.gov.uk
Telephone Number	020 7332 3925

This page is intentionally left blank

Project Coversheet

[1] Ownership & Status

UPI: 9672
Core Project Name: St Paul's External Lighting
Programme Affiliation (if applicable): City Lighting Strategy
Project Manager: Clarisse Tavin

Definition of need: The project proposes to replace the ageing external lighting system at St Paul's Cathedral with a new energy efficient system. A recent inspection of the lighting has deemed many of the light fittings and cabling unsafe; many of the fitting have already failed and the system overall is not compliant with current IET (Institute of Engineering and Technology) regulations.

Since 1966, the City Corporation and Cathedral have continued an informal arrangement whereby the responsibility for the maintenance of the external lighting system, the associated maintenance costs and the running costs are the responsibility of the Corporation. The annual costs are in the region of £25k per annum. The specific responsibility sits with the Environment Department.

Replacement with a new energy efficient system will reduce on-going revenue costs by 60% and reduce its carbon emissions by 66%, contributing towards our commitment to net zero by 2040. The new system will be designed to meet the criteria of the City's Lighting Strategy, creating a highly attractive night-time appearance for the Cathedral, which has been absent in recent years. The new lighting system would be both a contributor and a symbol of the City's post-pandemic recovery and, in particular, the recovery of its night-time economy.

A recent inspection of the external lighting system has deemed many of the light fittings and cabling unsafe; many of the lanterns have already failed and the system overall is not compliant with current IET regulations. This is a health and safety risk to users of the Cathedral and to the fabric of this Grade I listed building. The impact of the failure of the external lighting system could result in a catastrophic event. The likelihood of such an event is possible and will increase over time. This risk is being added to the Departmental risk register.

The existing lighting system is not efficient, both in terms of energy consumption and sustainability. Replacement with a new energy efficient system will reduce on-going revenue costs by 60% and reduce its carbon emissions by 66%, contributing towards our commitment to net zero by 2040.

The failure of lanterns and problems associated with current system has resulted in a poorly lit Cathedral exterior, which has a negative impact on the City skyline and night-time economy.
Both the City and Cathedral receive complaints from the public and institutions about the poor state of the external lighting of St Paul's. There is reputational risk to both institutions.

Key measures of success:

1) A new lighting system that significantly reduces the health and safety risk associated with system failure, as per the corporate risk assessment process.

2) The reduction of costs associated with the maintenance and energy consumption of the lighting system by 60% compared with the existing system – to be borne by St Paul's Cathedral.
3) The reduction of associated carbon emissions of the new lighting systems by 66%, compared with the existing system.

Expected timeframe for the project delivery:
Project programme was dependent on external funding being secured; full project to be delivered before the end of 2026, compared to the previously stated completion by 2024/25.
Key Milestones:
Completion of Trials and Demonstrations: January 2024
Detailed design & consents: March – December 2024
Technical design: January – May 2025
Gateway 5 report: Q2 2025
Start of implementation: Q1 2026
Are we on track for completing the project against the expected timeframe for project delivery? It is expected that the project will be delivered in line with the revised programme.
Has this project generated public or media impact and response which the City of London has needed to manage or is managing? Not to date. However due to its high profile, the project is likely to attract future interest from media/wider public.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

'Feasibility Study' (as approved by Members in May 2008)
'Capital Bid' report (as approved by P&R 21/10/10)- (pre-Gateway process)

- Total Estimated Cost (excluding risk): £1,050,000
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: N/A

The City of London is responsible since 1966 for the lighting of St Paul's Cathedral. The lighting scheme was approaching the end of its 25 years life and was now in need of replacement.
A feasibility study to replace the lighting of St Paul's Cathedral was undertaken with the Dean and Chapter of St Paul's Cathedral in May 2008 which identified a preliminary proposal for a future project.
A Capital Bid was approved in 2010 for further evaluation for the external relighting for St Paul's, at a cost of £50,000 being met from central resources. The implementation of the project was expected to be met from external sources. The evaluation key objectives were:

- Replace the current lighting equipment which is approaching the end of its life;
- Create a flexible lighting scheme that highlights the architecture of the building;
- Deliver annual savings of approximately 50% of running costs (electrical and maintenance);

- Reduce light pollution and energy use in line with the Corporation's commitment to sustainability;
- Improve the quality of the evening environment in this area and therefore, London as a whole;
- Identify an external funding strategy for the implementation of the project.

'Options Appraisal and Design' G3 report (as approved by PSC 16/05/13):

- Total Estimated Cost (excluding risk): range between £425,000 and £1,105,000
- Resources to reach next Gateway (excluding risk) £25k
- Spend to date: £50k
- Costed Risk Against the Project: N/A
- CRP Requested: N/A
- CRP Drawn Down: N/A
- Estimated Programme Dates: dependant on securing external funding for the implementation for the project.

Following the feasibility study undertaken in May 2008 which identified a preliminary proposal for a future project, several options were evaluated to replace the lighting of St Paul's Cathedral. These include replacing the current scheme like for like or implementing a new design using a range of lighting equipment. The 3 options evaluated are as follows:

- Option 1: Replacing the current scheme like for like;
- Option 2: Implementing a new design using High Intensity Discharge (HID) lighting;
- Option 3: Implementing a new design using Light-Emitting Diodes (LED) technology

The preferred option (Option 3) was approved by Committees and includes the replacement of the current lighting scheme with a new scheme using the latest LED lighting technology. This option will better highlight the buildings architectural features and the new design would continually adapt to the level of lighting needed (i.e., for special events, at different times of the night…). This would deliver considerable energy savings and would reduce maintenance costs, thereby reducing the City's running costs by approx. 60%. It would also deliver considerable sustainability benefits by reducing the City's carbon footprint. This option is also the best in terms of lighting quality.

The Gateway 3 report also requested that a total contribution of £100,000 from the City Finance Committee Contingency Budget be allocated to St Paul's lighting project.

£25,000 of this budget was allocated to evaluate design options, develop a Sponsorship Package, and take the project to the next Gateway.

Following the development of the Sponsorship Package, potential external sponsors were approached, and briefings organised. External funding was secured for part of the project budget.

City Lighting Programme Update (as approved by S&W on 25/02/20 and P&T on 06/03/20)
Update on investigation of sources of funding to deliver St Paul's External Lighting Scheme, through external sponsorship and an application to CIL (Community Infrastructure Levy) Neighbourhood funding.

City Lighting Programme Update (as approved by S&W on 08/07/21, P&T on 20/07/2021 and PHES on 13/07/21)
Officers are continuing to investigate sources of funding to deliver St Paul's External Lighting Scheme, which includes external sponsorship and a potential future application to CIL Neighbourhood funding. Discussion with St Paul's Cathedral about the lighting project and its future maintenance. Total project estimated cost £2.075m.

G3 Progress report (as approved by RASC on 30/12/2021)
The capital bid of £1.6M was approved.

Options Appraisal and Design G3 Issues report (as approved by S&W on 15/02/2022 and Project Sub on 17/02/2022)
This report confirmed a proposed change to the programme to deliver the St Paul's Cathedral external re-lighting project.

Total anticipated on-going commitment post-delivery [£]:
It is anticipated that the on-going commitments for the upkeep of the new lighting system are borne by the St Paul's Cathedral.
The annual costs are in the region of £25k per annum. The specific responsibility sits with the Environment Department. Replacement with a new energy efficient system will reduce on-going revenue costs by 60%.
The llifetime operational cost (over 25 years) of the existing lighting is estimated at £625,000; the estimated cost of the new lighting system over the same period is £250,000.

Programme Affiliation [£] :

Re-lighting St. Paul's Cathedral

A new sustainable lighting scheme to reveal the building's iconic architecture after dark, improving the quality of the lit environment in the local area, and contributing to London's nightscape.

Introduction

St Paul's Cathedral is one of the most famous and iconic landmarks on the London skyline. It is recognised both nationally and internationally. The way it is seen is critical to the character and identity of the entire city.

During the day, the Cathedral remains visible from many key parts of London, enjoying protected views that are unprecedented for any other building in London. After dark it risks disappearing altogether unless illuminated. To that end the external lighting of this great building is not just important to its immediate context and local community, but to the very identity of London and its skyline, particularly during the long, dark winter months.

The City Operations – Transportation and Public Realm Project team is working to renew the external lighting of the Cathedral and deliver a state of the art system which is responsive, adaptive, and allows for substantial reduction of electrical and maintenance costs thanks to energy efficient technology. An upgrade also provides the opportunity to reassess the lit character of the building after dark within its setting.

Speirs Major Light Architecture have produced a comprehensive concept design, using Light-Emitting Diodes (LED) technology to enhance the Cathedral's night-time appearance whilst reducing energy demands. This is summarised within the following pages.

Image: James Newton

Existing Lighting

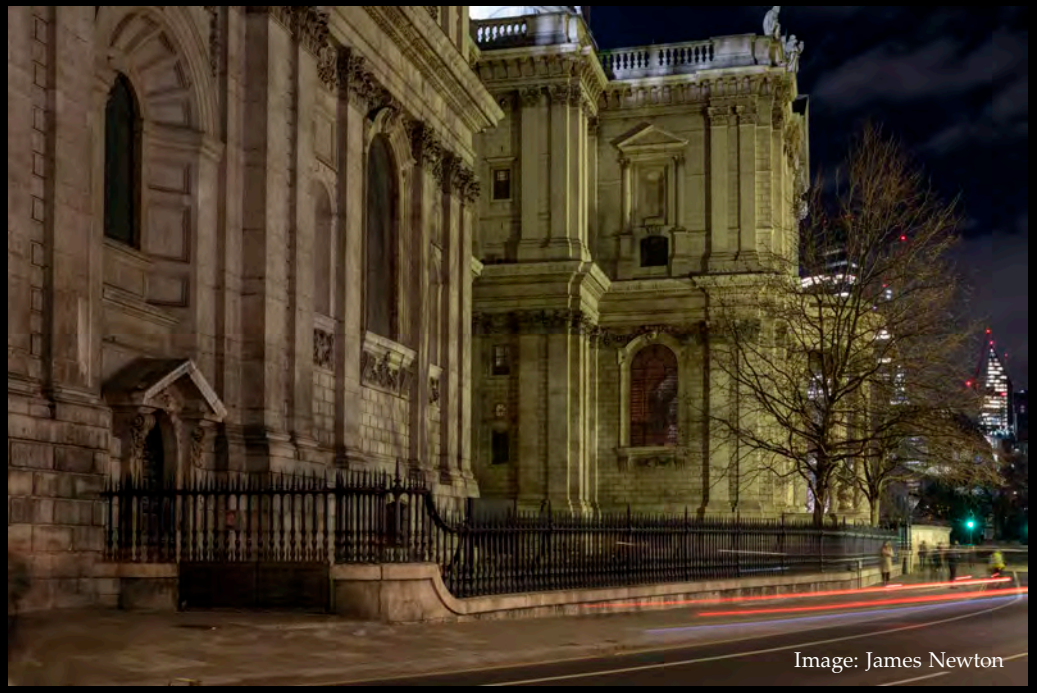
The existing lighting was designed in the 1980's and aimed to deliver an idea of the Cathedral being seen to be flooded with a cool, wash of moonlight, made possible through area floodlighting.

The substantial redevelopment of Paternoster Square and re-modelling of the South-West Churchyard resulted in removal of many of the original light fixtures. This has left the Cathedral only partially lit, with a highly-patchy appearance that belies the original concept.

The remaining floodlighting creates high levels of contrast with areas where ground-level lighting has been removed, creating intimidating and unsafe conditions in the surrounding area. The intensity of the lighting also has a detrimental effect on the area's ambience. It also adversley impacts on the award-winning interior lighting scheme of the Cathedral.

The existing lighting scheme was designed and installed in 1989 and has now exceeded its 25-year lifespan, raising several issues including energy use, light pollution and health and safety risks.

View from Ludgate Hill – the lantern, dome and peristyle are overlit whilst the bell towers are underlit.



South Churchyard – there are a large range of different values on the south façade

Existing lighting

Existing lighting – distant views

Alexander Palace – Missing elements of the scheme are clearly visible from the north…

Greenwich Park – The scheme is bright enough to be visible from a great distance…

Westminster Pier – The lantern, dome and peristyle look very bright…

Southbank - The lantern needs to remain quite bright to be visible from a distance…

Existing lighting – mid-range views

Fleet Street – The lantern, dome and peristyle look very bright…

Millennium Bridge – the large shadow on the dome is clearly visible…

Cannon Street – the scheme seems more balanced when seen from the south-east…

Watling Street – the uneven shadowing of the balustrade to the Stone Gallery is clearly visible…

Existing lighting – close views

St. Peter's Hill – problems with shadowing and colour balance are clearly visible…

Paternoster Square – problems with shadowing are clearly visible

Existing lighting – close views

Ludgate Hill – the lantern, dome and peristyle are overlit whilst the bell towers are underlit...

Cheapside – the east end and north facades appear underlit...

Concept Design

Proposed Lighting (Concept design)

The proposed new lighting concept comprises a warm wash of light across the exterior which graduates from being brighter and more dynamic to the upper parts of the building to support distant views, to being softer and dimmer to the base of the building to help positively contribute to the ambience of its local setting.

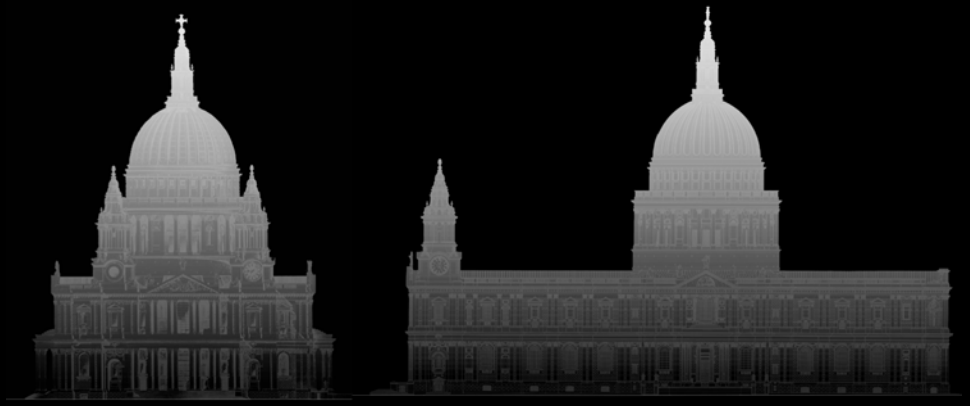
This wash is complimented by the idea of warm light appearing to radiate out from the main body of the Cathedral to create the sense of a 'living building'.

This approach aims to reveal the entire form of the Cathedral through carefully balancing the illumination of the striking features that form the 'skyline' composition of the building – the dome and bell towers, with the reveals, setbacks and internal details, including the peristyle and porticos.

The central concept is to create an overall composition that uses light to interpret the building in its setting after dark and which is legible from a distance, within the general area of the City and when experienced from the precinct and Churchyard.

The proposed scheme has the potential to deliver a minimum of 65% reduction in annual energy and maintenance costs and approximate 66% reduction in CO2 emissions.

The design also meets the objectives of the City Lighting Strategy and Climate Action Strategy, as well as the Church of England's environmental commitments to be 'net zero carbon' by 2030.



The proposed scheme graduates the light to help respect the views and architecture whilst improving local ambience.

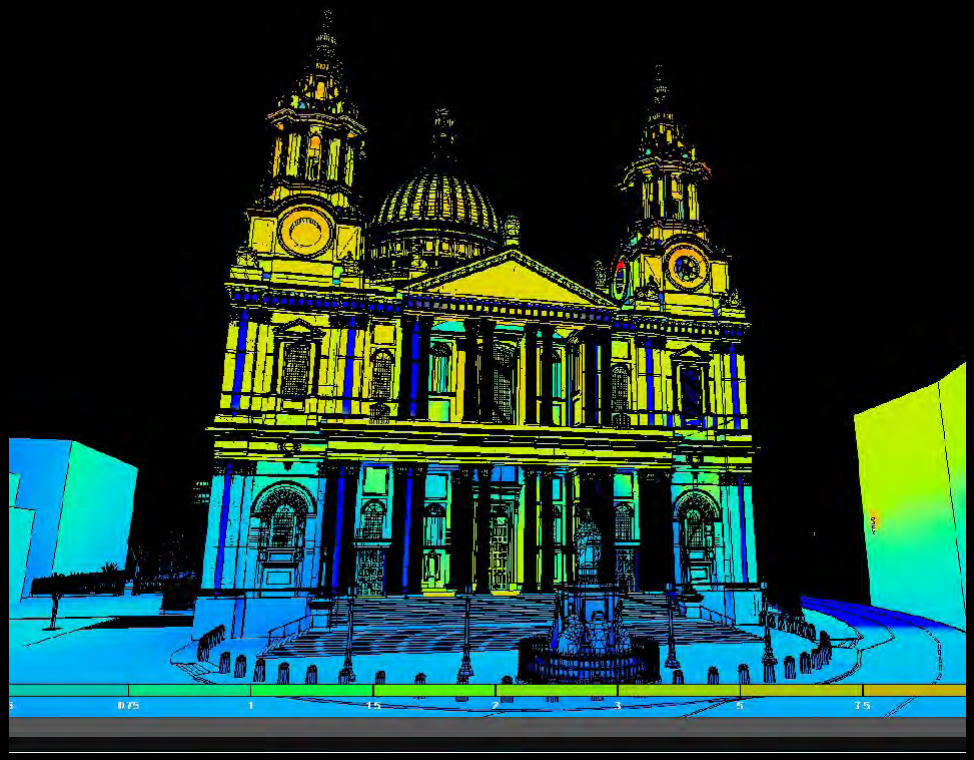
The original scheme provides a uniform, homogeneous, overall wash of bright white light from top to bottom.

Concept – context 2013

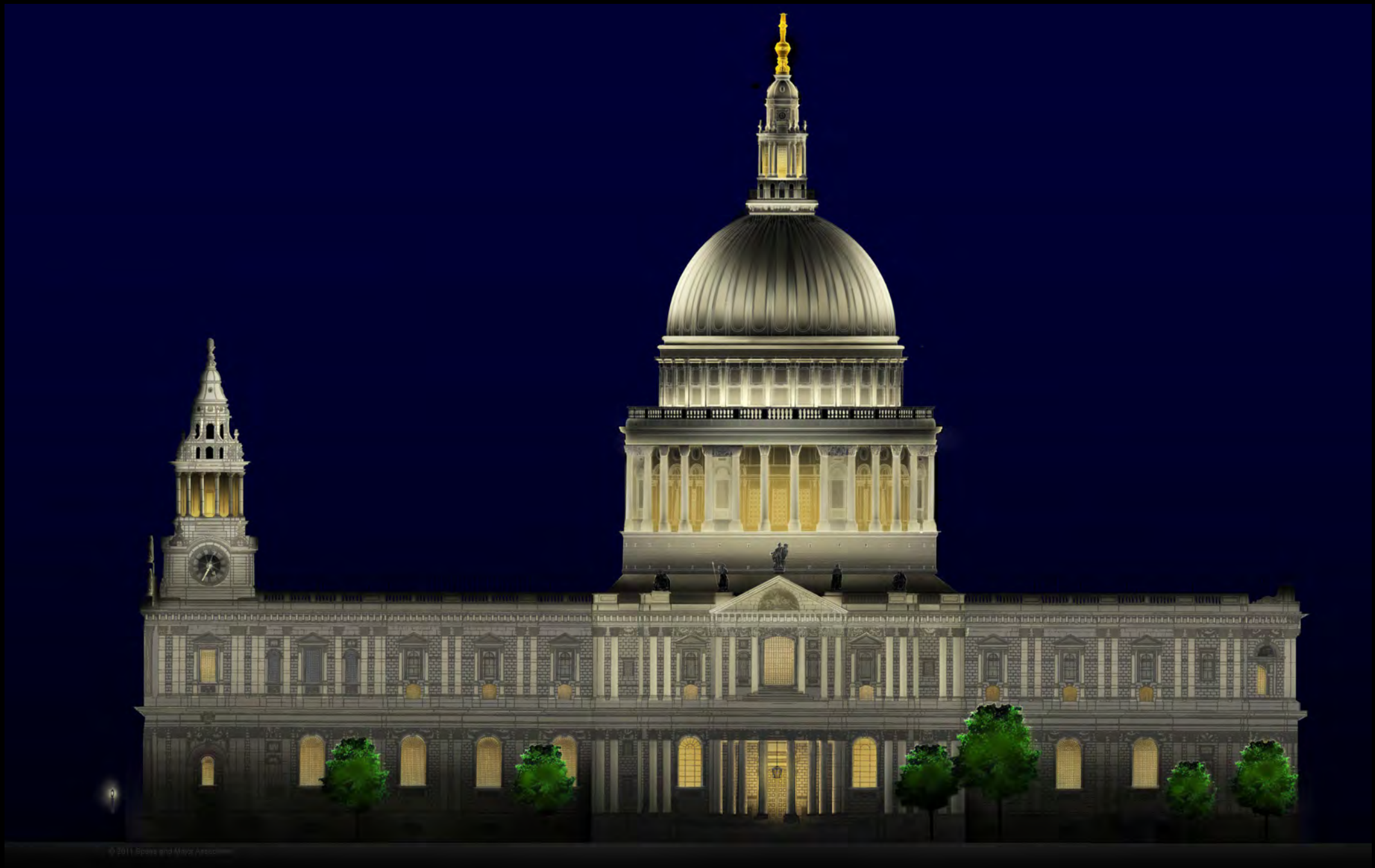
The cathedral should be illuminated within its setting.

The new design will use advanced LED technology and digital control to allow the scheme to continually adapt to the level of lighting needed (i.e. for special events, at different times of the night) delivering considerable energy savings and reducing maintenance costs. The project will also assist in achieving a reduction in light pollution and the City's carbon footprint in line with the Corporation and Cathedral's commitments to sustainability.

Rendering of proposed lighting to West elevation; Warm light to the exterior… warmer light from within



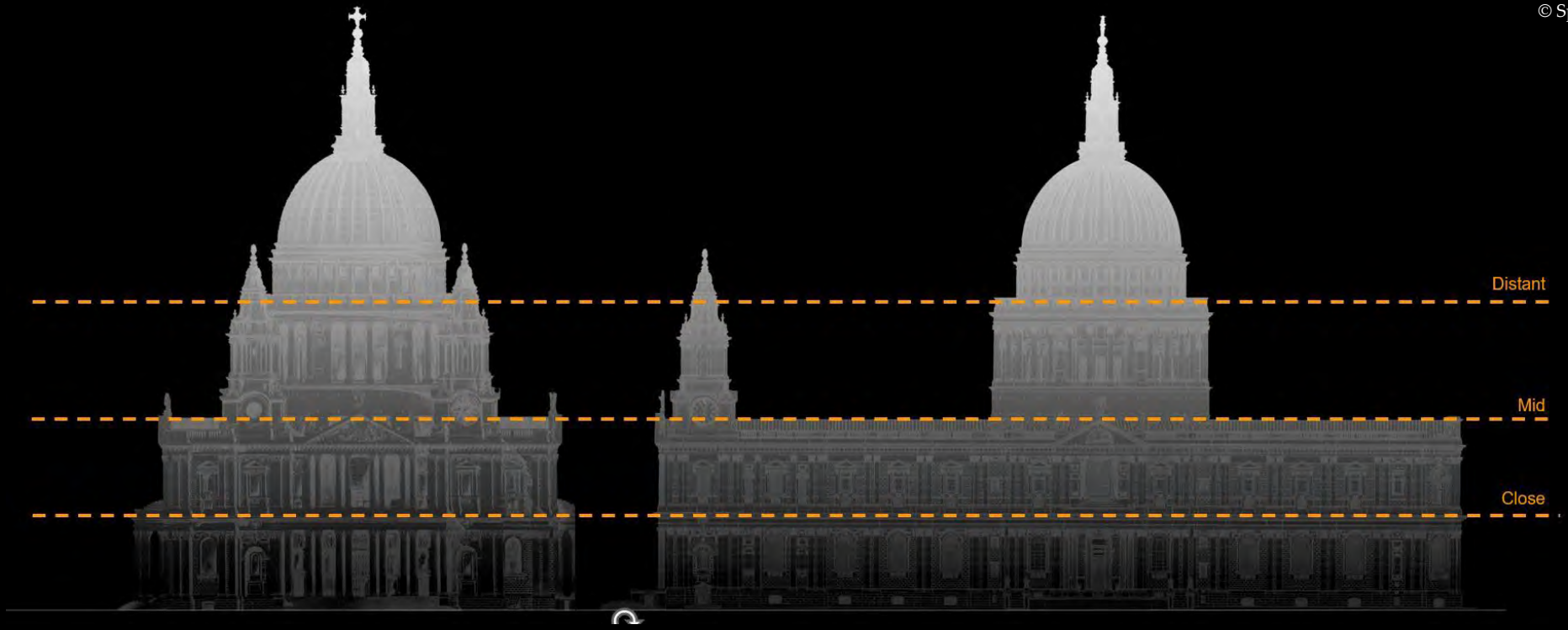
Extract from current lighting model



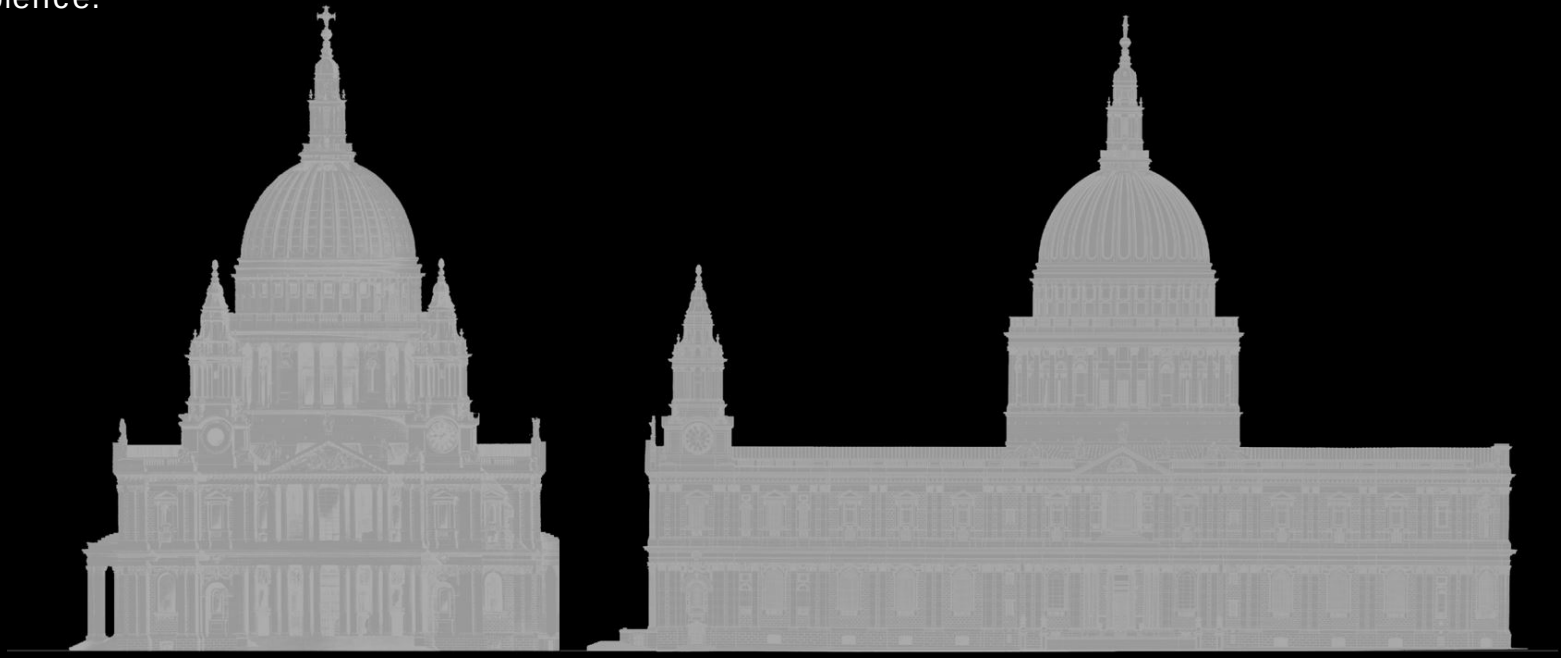
Artist's impression of South elevation looking from St. Paul's Churchyard

Rendering of proposed lighting to South elevation

Artist's impression looking towards West front from Ludgate Hill



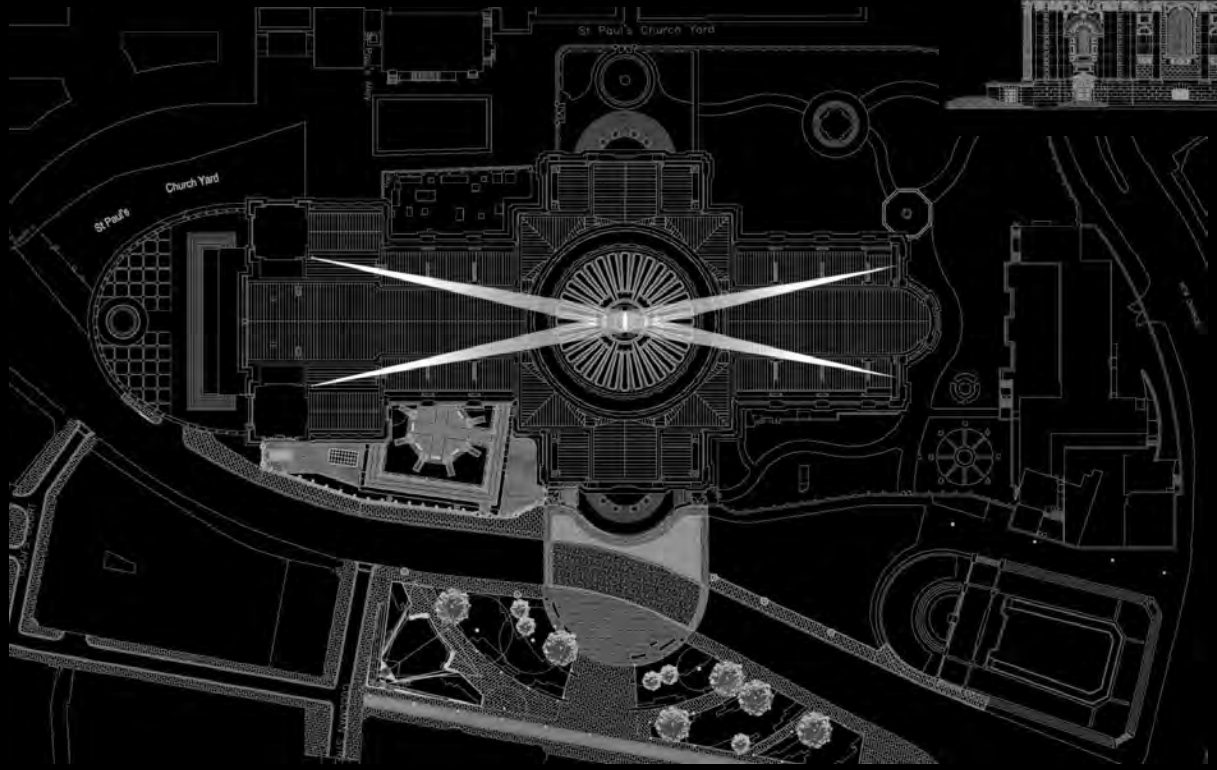
The proposed scheme graduates the light to help respect the views and architecture whilst improving local ambience.

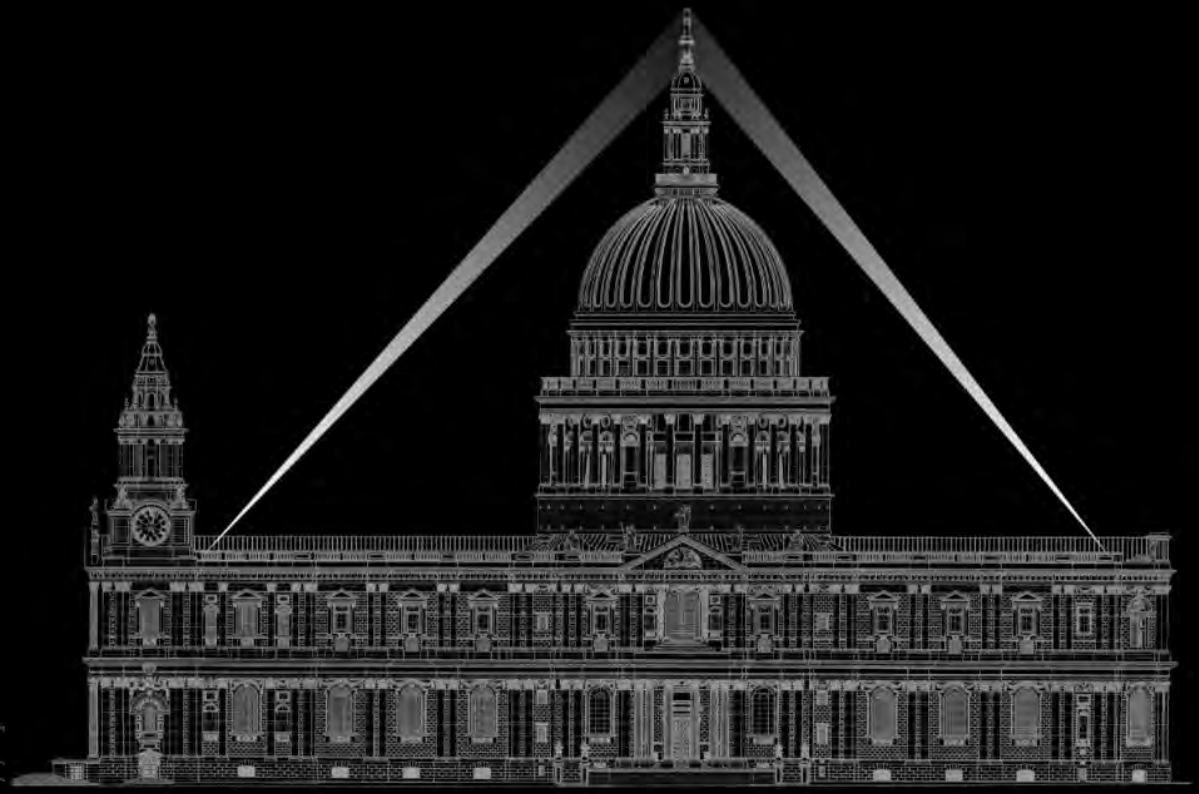


The original scheme provides a uniform, homogeneous, overall wash of bright white light from top to bottom.

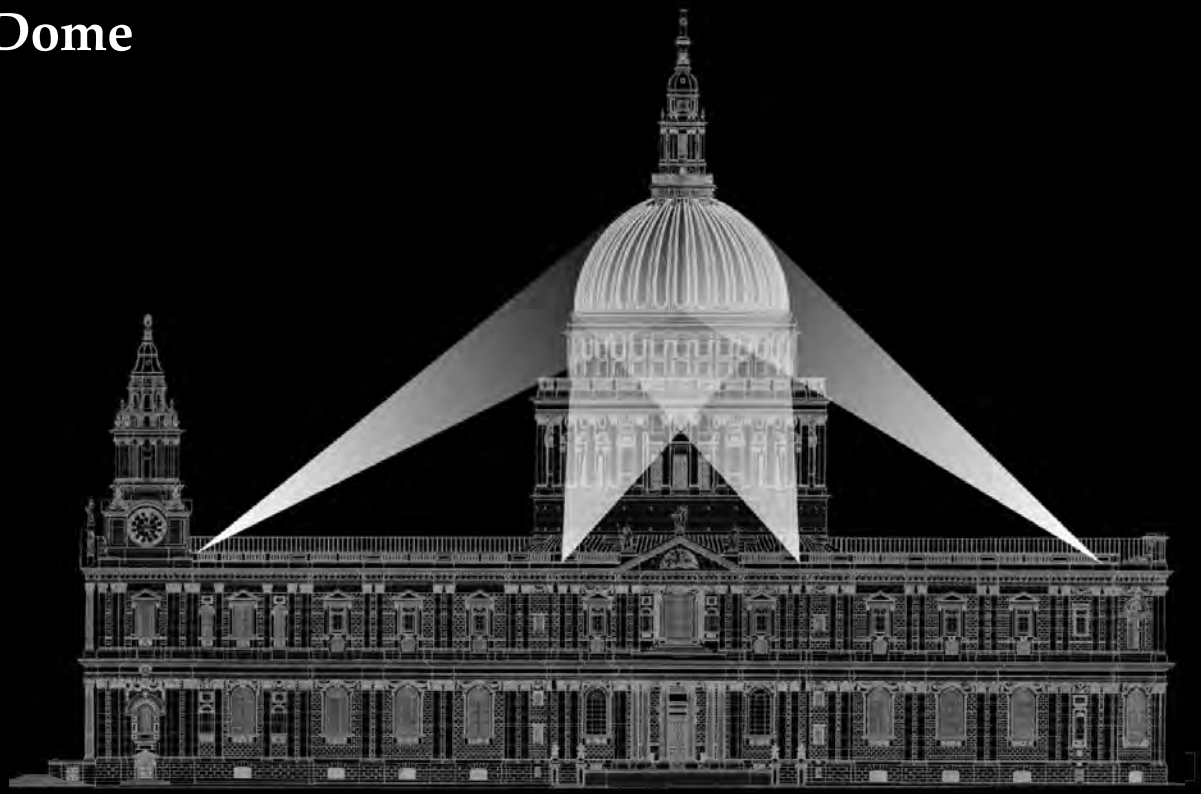
Extracts of key design elements

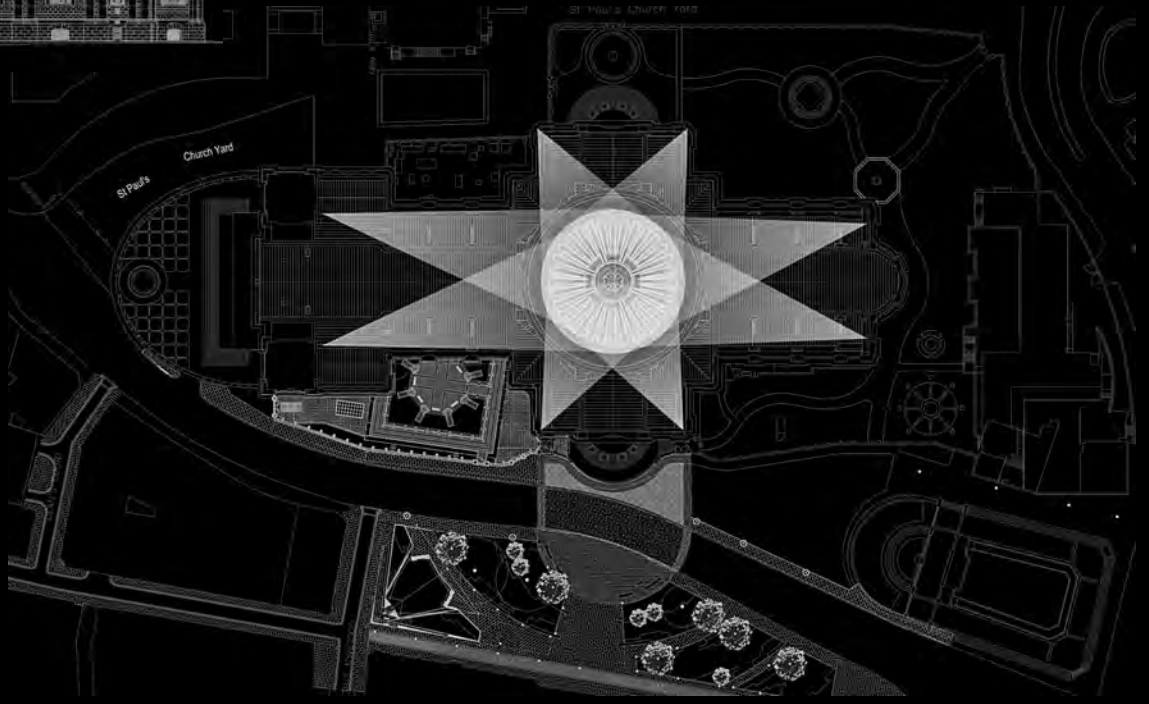
Cross



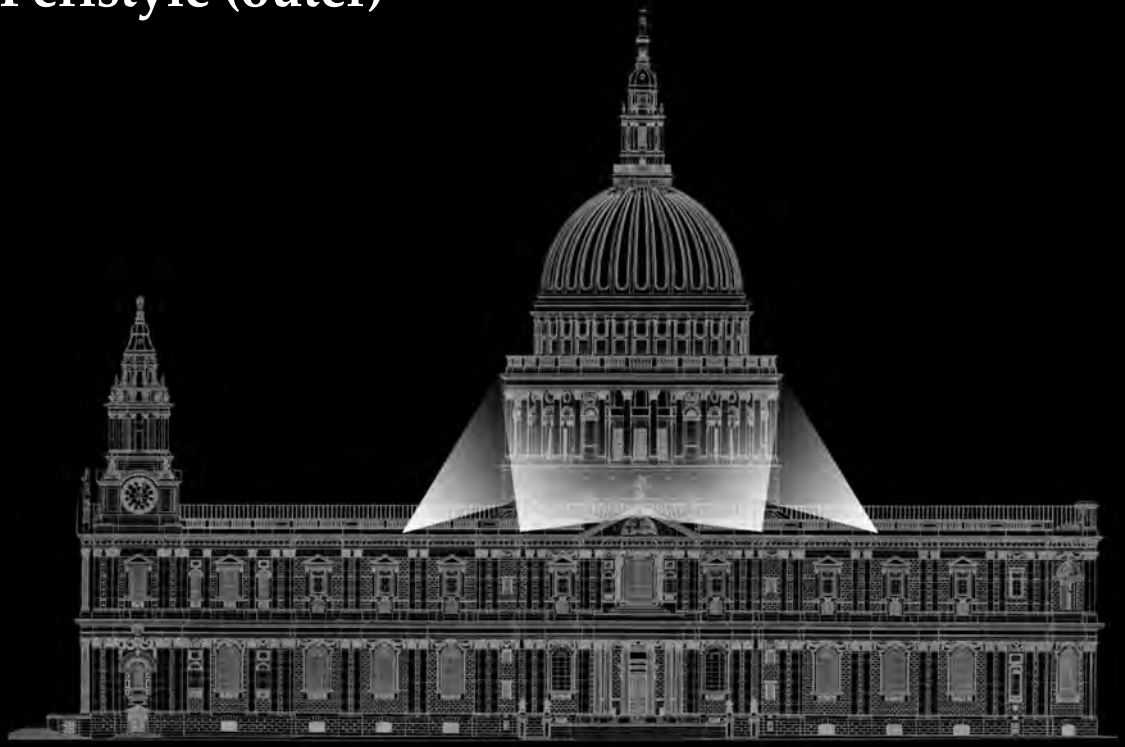


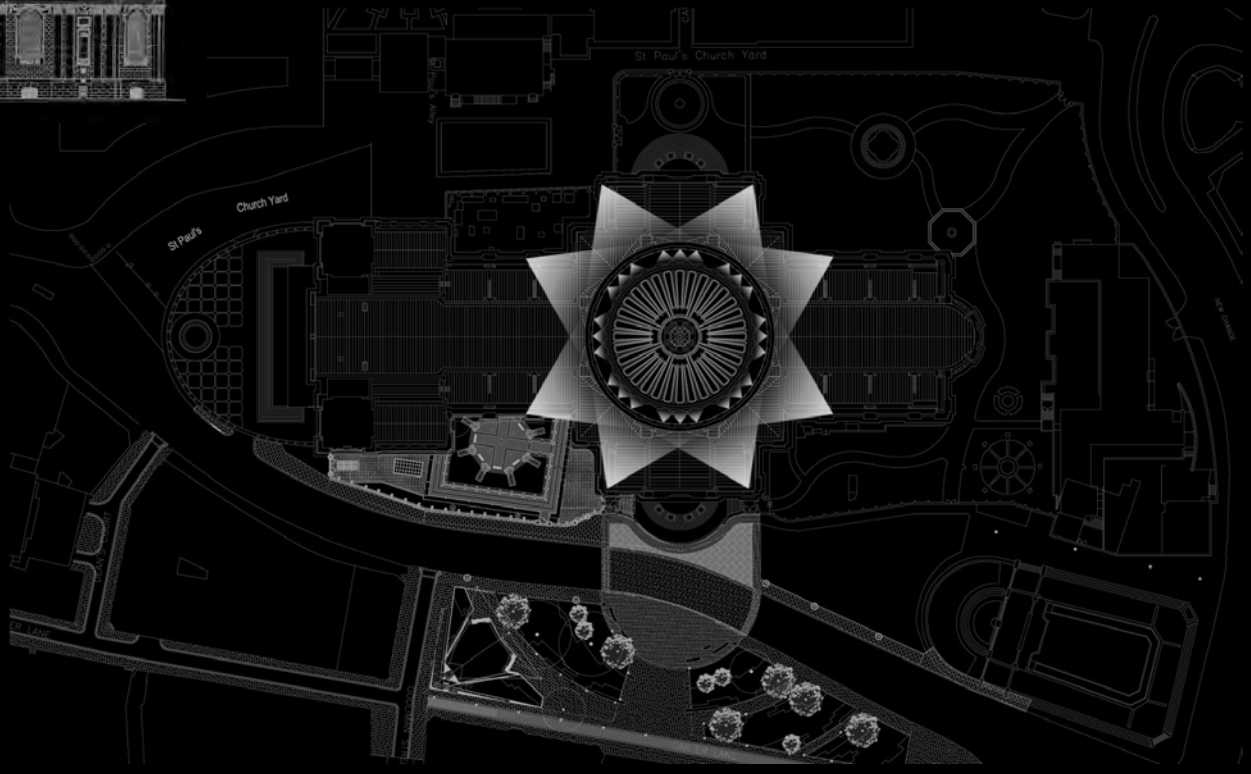
Dome





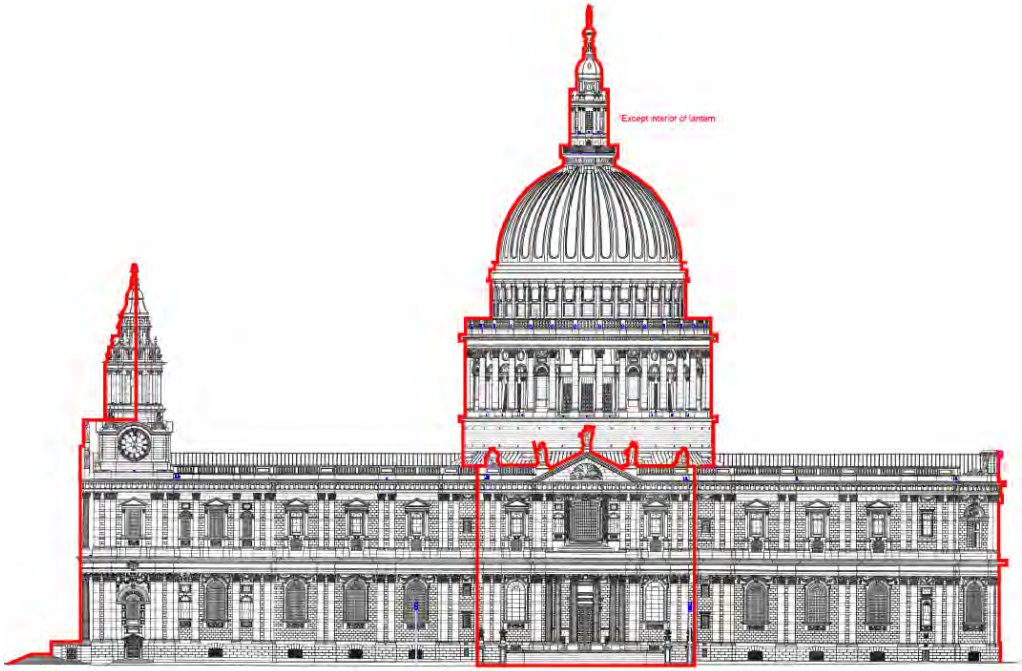
Peristyle (outer)



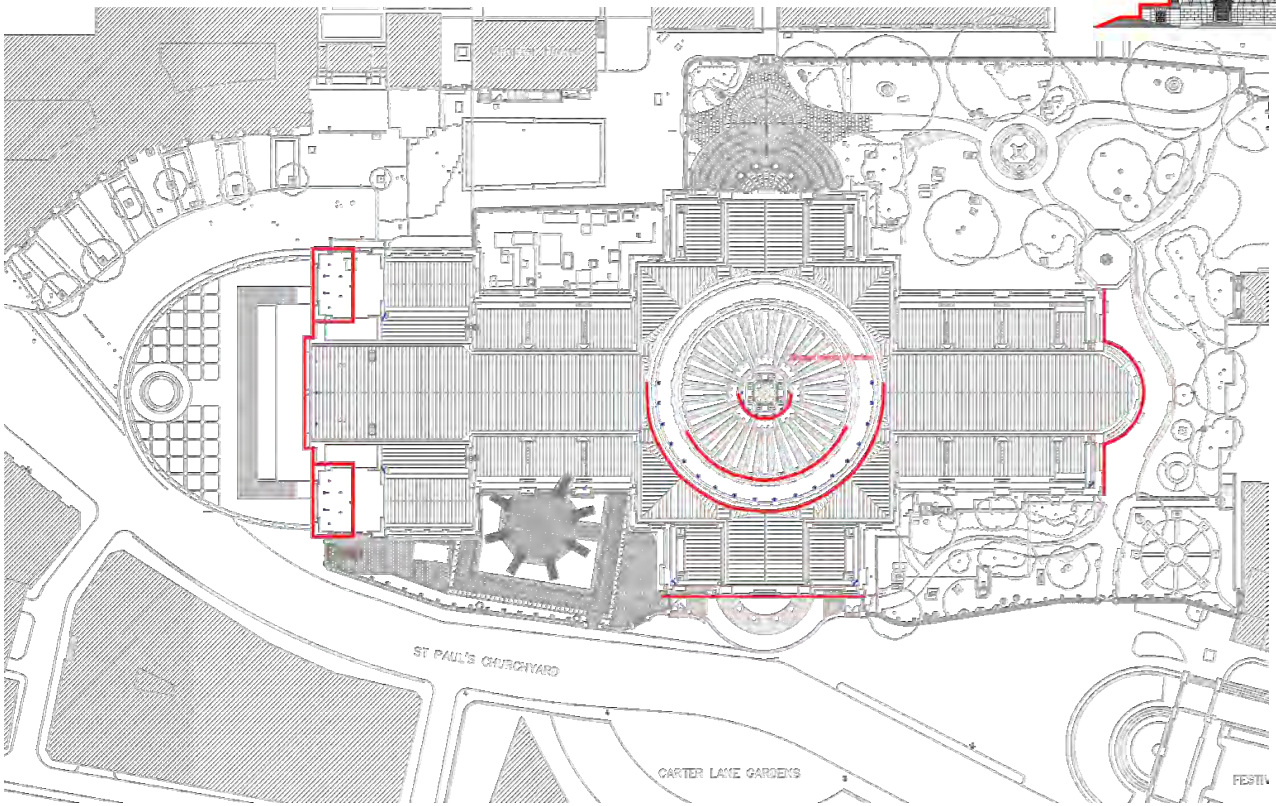


Lighting tests and demonstration trial

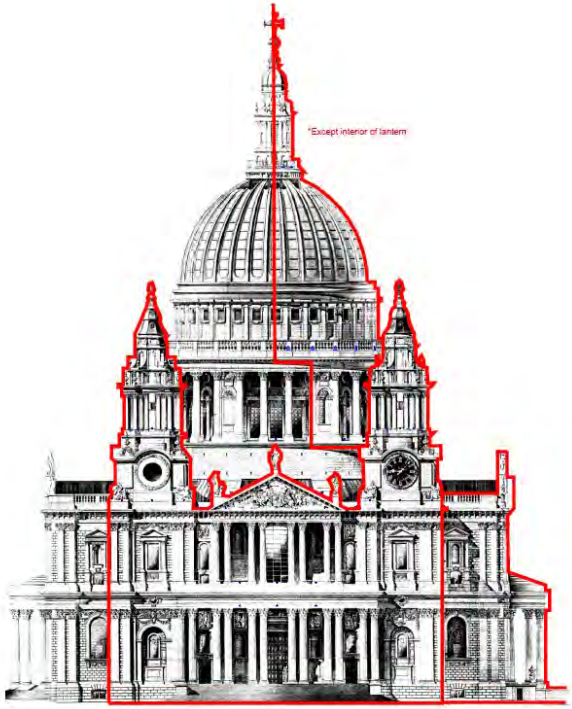
- The lighting consultant, Speirs Major Light Architecture, has produced a comprehensive concept design in 2013, using Light-Emitting Diodes (LED) technology to enhance the Cathedral's night-time appearance whilst reducing energy demands.
- The 2013 concept design has now been reviewed, with tests planned for October 2023.
- A large-scale trial of the new lighting is proposed for January 2023. This will involve a temporary installation of lighting equipment and its wiring to illuminate West Façade, South Transept, Dome and Peristyle and East Façade of the Cathedral (indicative surfaces outlined in red on the images right and below will form part of the lighting trial).



© Speirs Major 2023



© Speirs Major 2023



© Speirs Major 2023

This page is intentionally left blank

Appendix 3

Table 1: Spend to date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
16800038: St Pauls External Lighting			
PreEv P&T Fees	35,000	34,322	678
PreEv P&T Staff Cost	15,000	15,000	-
Total 16800038	**50,000**	**49,322**	**678**
51800003: St Pauls Cathedral External Lighting			
Marketing Fees	1,900	1,900	-
Sponsorship Consultants	7,775	7,775	-
P&T Staff Costs	15,325	15,325	-
Total 518000003	**25,000**	**25,000**	**-**
16800466: St Pauls Cathedral External Re-Lighting			
Env Servs Staff Costs	8,000	136	7,864
Legal Staff Costs	2,000	962	1,039
P&T Staff Costs	40,000	52,196	(12,196)
P&T Fees	200,000	89,500	110,500
Total 16800466	**250,000**	**142,793**	**107,207**
GRAND TOTAL	**325,000**	**217,115**	**107,885**

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
16800038: St Pauls External Lighting			
PreEv P&T Fees	35,000	-	35,000
PreEv P&T Staff Cost	15,000	-	15,000
Total 16800038	**50,000**	**-**	**50,000**
51800003: St Pauls Cathedral External Lighting			
Marketing Fees	1,900	-	1,900
Sponsorship Consultants	7,775	-	7,775
P&T Staff Costs	15,325	-	15,325
Total 518000003	**25,000**	**-**	**25,000**
16800466: St Pauls Cathedral External Re-Lighting			
Env Servs Staff Costs	8,000	17,000	25,000
Legal Staff Costs	2,000	4,000	6,000
P&T Staff Costs	40,000	54,000	94,000
P&T Fees	200,000	105,000	305,000
Lighting Tests & Demonstrations	-	170,000	170,000
Total 16800466	**250,000**	**350,000**	**600,000**
GRAND TOTAL	**325,000**	**350,000**	**675,000**

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
Finance Committee Contingency Budget	75,000		75,000
City of London Capital Bid (City Fund - CIL)	250,000	350,000	600,000
TOTAL	**325,000**	**350,000**	**675,000**

Table 4: Estimated Funding Strategy	
Funding Source	**Amount (£)**
Finance Committee	75,000
City of London Capital Bid (City Fund)	1,160,000
Old Bailey S106	140,000
55 Bishopsagte S106	200,000
81 Newgate Street*	500,000
TOTAL	**2,075,000**

*subject to final approval

This page is intentionally left blank

City of London: Projects Procedure Corporate Risks Register

Project name: *St Paul's External Lighting*

Unique project identifier: *PV9672*

Total est cost (exc risk) *£2075000*

PM's overall risk rating	**Medium**
Avg risk pre-mitigation	**10.5**
Avg risk post-mitigation	**5.0**
Red risks (open)	**3**
Amber risks (open)	**12**
Green risks (open)	**1**

Corporate Risk Matrix score table

	Minor impact	Serious impact	Major impact	Extreme impact
Likely	4	8	16	32
Possible	3	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

Costed risks identified (All)	£0.00	0%	*Costed risk as % of total estimated cost of project*
Costed risk pre-mitigation (open)	£0.00	0%	*" "*
Costed risk post-mitigation (open)	£0.00	0%	*" "*
Costed Risk Provision requested	£0.00	0%	*CRP as % of total estimated cost of project*

	Number of Open Risks	Avg Score	Costed impact	Red	Amber	Green
(1) Compliance/Regulatory	1	**12.0**	£0.00	0	1	0
(2) Financial	5	**10.8**	£0.00	1	4	0
(3) Reputation	3	**8.7**	£0.00	1	1	1
(4) Contractual/Partnership	2	**6.0**	£0.00	0	2	0
(5) H&S/Wellbeing	1	**24.0**	£0.00	1	0	0
(6) Safeguarding	0	**0.0**	£0.00	0	0	0
(7) Innovation	0	**0.0**	£0.00	0	0	0
(8) Technology	0	**0.0**	£0.00	0	0	0
(9) Environmental	0	**0.0**	£0.00	0	0	0
(10) Physical	4	**7.5**	£0.00	0	4	0

		Extreme	Major	Serious	Minor
Issues (open)	**0**	**Open Issues**	0	0	0	0
All Issues	**0**	**All Issues**	0	0	0	0

Cost to resolve all issues (on completion) £0.00

Total CRP used to date £0.00

City of London: Projects Procedure Corporate Risks Register

Project Name:	St Paul's External Lighting	**PM's overall risk rating:**	Medium	**CRP requested this gateway**	£ -	**Average unmitigated risk**	10.5	**Open Risks**	15
Unique project identifier:	PV9672	**Total estimated cost (exc risk):**	£ 2,075,000	**Total CRP used to date**	£ -	**Average mitigated risk score**	5.0	**Closed Risks**	21

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	2	(4) Contractual/Partnership	St Paul's Cathedral project development objectives differ from CoL objectives	impacting project's progress and working relationship between the City and the Cthedral.	Likely	Major	16	£0.00	N		Close liaison with the Cathedral to agree scheme objectives	£0.00	Possible	Minor	£0.00	3	£0.00		10/06/2013		Clarisse Tavin	10/12/2013	
R2	2	(4) Contractual/Partnership	Insufficient coordination between St Paul's and CoLC	Impacting project's progress and costs. Potential impact on working relationship between the parties.	Possible	Serious	6	£0.00	N		Communicate regularly with St Paul's. Arrange Design Team / Working Group meetings.	£0.00	Unlikely	Minor	£0.00	2	£0.00				Clarisse Tavin		Liaision meetings have been effective in building trust. Wider discussion with Chapter at St Paul's are planned
R3	2	(1) Compliance/Regulatory	St Paul's Cathedral does not manage consultants in accordance with CoL evaluation requirements resulting in insufficient information to produce CoL evaluation report	Impacting project's progress (time & costs).	Possible	Serious	6	£0.00	N		Early agreement on consultants scope of work		Unlikely	Serious	£0.00	4	£0.00				Clarisse Tavin	12/12/2013	Management of consultants will be the responsibility of CoL, with St Pauls acting in the capacity of client.
R4	2	(2) Financial	Funding insufficient to cover all required consultants work	Project is paused or progresses at much slower rate whilst funding is secured.	Possible	Major	12	£0.00	N		Source cost estimates from consultants and agree funding strategy with St Paul's Cathedral		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarisse Tavin		Updates to Memers will be provided regularly, specifically on any risks related to funding, to ensure requests for additional funding is expected.
R5	5	(2) Financial	Spend to save element of project is too low to allow match funding to be sought	unable to secure external sponsorship	Possible	Major	12	£0.00	N		Ensure that cost analysis is part of the design process, and spend to save element taken as an important design factor.	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R6	2	(2) Financial	Cost consultants not appointed	Insufficient estimates or no cost information will impact sponsorship efforts.	Possible	Serious	6	£0.00	N		Ensure that cost consultants are appointed	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R7	2	(8) Technology	Electrical Engineers not appointed	insufficient technical information available	Possible	Serious	6	£0.00			Ensure that electrical engineers are appointed	£0.00	Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R8	2	(2) Financial	Lack of CoL Member support	project paused or closed down; funding not approved	Possible	Major	12	£0.00	N		Arrange Members' briefings, and actively engage and update Members on the project		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R9	2	(4) Contractual/Partnership	Project governance / management structure unclear	Confusion over roles and responsibilities.	Possible	Major	12	£0.00	N		Discuss and agree project governance structureand reporting lines at inception meeting		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R10	2	(2) Financial	Members do not agree to provide Committee Contingency Funding to the project	Project unable to progress s funding unavailable.	Possible	Major	12	£0.00	N		Project Sponsor / Senior Officer to discuss with Chairman prior to Committee		Possible	Serious	£0.00	6	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R11	2	(9) Environmental	Public spaces lighting not included in evaluation exercise	The desired effect of the new external lighting for the could be compromised	Possible	Serious	6	£0.00	N		Ensure the inclusion of public space lighting in the evaluation exercise is stipulated in the consultant's brief		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	Public spaces lighting included in the consultant's concept proposals.
R12	2	(2) Financial	Sponsorship Consultant not provide high quality sponsorship Package	Difficulties with securing sponsorship.	Possible	Serious	6	£0.00	N		Ensure that information required in the sponsorship package are detailed in the consultants brief		Unlikely	Minor	£0.00	2	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	The consultant produce satisfactory package, which attracted potential sponsors.
R13	2	(4) Contractual/Partnership	Sponsorship Package does not reflect both City and Cathedral expectations and view	Difficulties in agreeing on sponsorship package sign-off, impacting project's progress and working relationships.	Unlikely	Serious	4	£0.00	N		Ensure that information required in the sponsorship package are detailed in the consultants brief		Rare	Serious	£0.00	2	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R14	2	(4) Contractual/Partnership	CoL and Cathedral disagree on the sponsorship approach and sponsorship funding	affects obtaining the funds necessary to deliver the project	Possible	Serious	6	£0.00	N		Organise internal briefings and presentations to St Pauls Committees		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R15	2	(4) Contractual/Partnership	CoL and Cathedral do not agree who will be the recipient of the sponsorship funding	affectsthe working relationships with St Paul's and impacts the project programme	Possible	Major	12	£0.00	N		Discuss and agree the receiting and management of the sponsorship funding with St Paul's at an early stage of the project		Rare	Major	£0.00	4	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	Approach endorsed by the Chamberlain.
R16	2	(1) Compliance/Regulatory	CoL regulations regarding sponsorship does not allow sponsorship funding to be received	Difficulties for the officers to manage project funds.	Possible	Serious	6	£0.00	N		CoL to investigate the regulations and discuss alternative options with Chamberlains and the Cathedral t an early stage		Unlikely	Serious	£0.00	4	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R17	2	(2) Financial	Sponsorship process not agreed internally	Unable to receive sponsorship funding and progress the project.	Possible	Major	12	£0.00	N		Interal briefings, advice from the Chamberlains and the legal team to be sought at early stage.		Unlikely	Major	£0.00	8	£0.00		05/07/2013		Clarisse Tavin	12/12/2013	
R18	2	(2) Financial	Potential sponsors unresponsive	Inability to secure sufficient funding for the overall project	Possible	Major	12	£0.00	N		Set exact criteria to identify the most appropriate City businesses and Lighting Companies that could be approached for potential sponsorship		Unlikely	Major	£0.00	8	£0.00		05/07/2013		Clarisse Tavin	11/09/2023	
R19	3	(3) Reputation	Lack of support from City Members to the developed Sponshorship Package.	inability to progress with securing external sponsorship	Possible	Major		£0.00	N		Internal briefings and presentations to City Committees		Unlikely	Major	£0.00	8	£0.00		05/10/2015		Clarisse Tavin	03/03/2017	
R20	3	(2) Financial	Existing Main distribution equipment not in good condition and needs replacement	costs of the project will likely increase	Likely	Major	16	£0.00	N		undertake detailed assessment of the existing main distribution equipment		Possible	Major	£0.00	12	£0.00		01/03/2017		Andrea Moravicova		
R21	3	(2) Financial	Lack of support of the final sponsorship package from the Cathedral	affecting progress with securing external funding	Possible	Major	12	£0.00	N		Briefings and presentations to St Paul's committees		Unlikely	Major	£0.00	8	£0.00				Clarisse Tavin	20/05/2023	
R22	3	(3) Reputation	Failure of the existing lighting system	damage could be caused by the failing light fittings and fixtures	Likely	Major	16	£0.00	N		seek additional funding, so the project can progress as soon as possible. Review project's programme and deliver		Unlikely	Serious	£0.00	4	£0.00		09/10/2021		Andrea Moravicova		

R23	3	(2) Financial	Consultants fees higher than expected	insuficient funding for the overall project.	Unlikely	Major	8	£0.00	N		Consultant briefs to include detailed information and fees to be agreed accordingly. Consider approaching lighting suppliers with in-house consultancy. Include risk in the sponsorship strategy and identify potential sponsors.		Unlikely	Serious	£0.00	4	£0.00		09/10/2021		Andrea Moravicova		
R24	3	(10) Physical	Sensitivities over information	resulting in poor quality information provided and undermining the quality of recommendations in the draft strategy by the sponsorship consultant.	Possible	Major	12	£0.00	N		Early engagement with the Cathedral clarifying any matters of sensitivity. Provide reassurance about intentions. Avoid applying pressure where possible.		Unlikely	Major	£0.00	8	£0.00				Clarisse Tavin	21/02/2022	
R25	3	(2) Financial	Lack of secured external funding	impacting progress of the project.	Possible	Major	12	£0.00	N		Identify and engage with potential sponsors.		Unlikely	Major	£0.00	8	£0.00		09/10/2021		Clarisse Tavin	11/09/2023	
R26	3	(5) H&S/Wellbeing	Ageing current lighting system	fixtures and fittings becoming loose	Possible	Extreme	24	£0.00	N		Commission a comprehensive lighting inspection; carry out regular checks and progress with an implementation of the new lighting system in timely manner.		Possible	Major	£0.00	12	£0.00		12/07/2021		Andrea Moravicova		
R27	5	(10) Physical	Lighting tests and trials unsuccessful in securing decisionmakers approvals	project delayed or unable to progress	Possible	Serious	6	£0.00	N		Active engagement with decision makers, including circulation of briefings and presentations to provide project updates and highlight the opportunities offered by the new lighting system		Unlikely	Serious	£0.00	4	£0.00		30/08/2023		Andrea Moravicova		
R28	5	(10) Physical	Necessary approvals unobtained from statutory bodies	project delayed or unable to progress	Possible	Serious	6	£0.00	N		Close liaison with the City's planning team and other statutory bodies to ensure relevant packages of information are prepared and submitted on time.		Unlikely	Serious	£0.00	4	£0.00		02/05/2023		Andrea Moravicova		
R29	5	(10) Physical	Project programme is delayed	resulting in the Cathedral being in darkness due to delays in implementation and failure of current lighting	Possible	Serious	6	£0.00	N		Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors.		Unlikely	Serious	£0.00	4	£0.00		05/05/2023		Andrea Moravicova		
R30		(2) Financial	Project programme is delayed	potential increase in costs	Possible	Major	12	£0.00	N		Regular board meeting and effective communication with St Paul's Cathedral, external consultants, and future contractors. Identify and approach external sponsors if required.		Possible	Serious	£0.00	6	£0.00						
R31	3	(1) Compliance/Regulatory	Members do not approved Gateway 3 report	project unable to progress	Possible	Major	12	£0.00	N		Briefing to Members to be done and Project Sponsor to discuss with Chairman prior to Committee		Unlikely	Major	£0.00	8	£0.00				Clarisse Tavin	17/02/2022	
R32	4	(1) Compliance/Regulatory	Members do not approve Gateway 4 report	project unble to progress	Possible	Major	12	£0.00	N		Project Sponsor / Senior Officer to discuss with Chairman prior to Committee	£0.00	Unlikely	Major	£0.00	8	£0.00		30/08/2023		Andrea Moravicova		
R33	4	(3) Reputation	Project is not delivered to agreed timeline due to technical issues that arise either in design or construction phase	This will either extend the project timeline or reduce the project scope to align with the available funding	Possible	Serious	6	£0.00	N		A programme will incorporate necessary tests and trials / demonstrations to ensure potential technical issues can be addressed.	£0.00	Unlikely	Minor	£0.00	2	£0.00		13/09/2023		Andrea Moravicova		
R34	4	(4) Contractual/Partnership	Delays in supply, issues in productivity or resource	Negative impact on project delivery, both monetarily and timewise, causing potential delays to programme and increasing costs.	Possible	Serious	6	£0.00	N		Early engagement with the procurement team, suppliers andthe City's term and Cathedral's contractor to programme works and procure materials well in advance, allowing for at least 16 weeks lead in times. Regulate supply chain via existing meetings with principal contractor.	£0.00	Unlikely	Serious	£0.00	4	£0.00		02/05/2023		Andrea Moravicova		
R35	4	(10) Physical	Unforseen technical and / or engineering issues identified	Late identification of any engineering or technical issues will disrupt delivery and may increase costs and timelines	Possible	Major	12	£0.00	N		Undertake relevant surveys, tests and large-scale trial to support the design development.	£0.00	Unlikely	Serious	£0.00	4	£0.00		02/05/2023		Andrea Moravicova		
R36	4	(2) Financial	The full cost of the project is unknown	If the costs are not ascertained soon enough in the project process, the design might exceed the available project budget	Possible	Serious	6	£0.00	N		As the design develops, the likely cost of the scheme will be established by an appointed quantity surveyor. Develop funding strategy, clearly identify potential funding sources and actively engage with potential sponsors. The scope and design of the project will be tailored to ensure the scheme can be financed from the available project budget.	£0.00	Unlikely	Serious	£0.00	4	£0.00		02/05/2023		Andrea Moravicova		
R37	4	(3) Reputation	Stakeholders object to the proposals	The City would not be delivering a scheme that is supported by the local community, and it would not therefore be responsive to their needs. A redesign would be required which could impact on the programme and budget.	Unlikely	Serious	4	£0.00	N		Engage early and consult stakeholders as part of the project process and adapt the design if required. Key stakeholders were previously consulted and were supportive of the proposals.	£0.00	Rare	Serious	£0.00	2	£0.00		02/05/2023		Andrea Moravicova		

This page is intentionally left blank

Committees: Streets and Walkways Sub Committee – For Decision Projects and Procurement Sub-Committee – For Information	**Dates:** 26 September 2023 4 December 2023
Subject: Mansion House Station Environs - Little Trinity Lane public realm enhancements **Unique Project Identifier:** PV Project ID – 11945	**Gateway 4: Detailed Options Appraisal (Regular)**
Report of: Interim Executive Director, Environment **Report Author:** Leila Ben-Hassel	**For Decision**
PUBLIC	

1. Status update	**Project Description:** This project aims to deliver an enhanced public space through increased greening, improved seating, and accessibility improvements. Following its integration into the City's Climate Action Cool Streets and Greening Programme in July 2022, the project scope was amended to include additional design objectives aiming to maximise the delivery of climate resilience measures. **RAG Status:** Green (Green at last report to Committee) **Risk Status:** Low (Low at last report to committee) **Total Estimated Cost of Project (excluding risk):** £650,000 - £780,000 (for recommended option) **Change in Total Estimated Cost of Project (excluding risk):** Cost range reported last at committees was £450,000-550,000. The proposed cost range increase is: £200,000 (lower end of cost range) and £230,000 (higher end of cost range) based on the recommended option. **Spend to Date:** £120,267 (inclusive of evaluation work for all phases).

	Costed Risk Provision Utilised: 0 **Slippage:** **Cost/Scope** • Officers investigated opportunities to include minor accessibility improvements and secured additional TfL funding allocation of £75,000 (subject to the LIP 2024-25 programme report being approved by committees in early 2024). • Following initial site surveys and analysis, officers identified additional SuDs opportunities which is welcome considering the site is in the City's Flood Risk Zone. • The change in scope to include minor accessibility improvements and additional SuDs (including a carriageway rain garden) has led to the increase of the overall estimated project cost range. • It is proposed to fund the increase from additional funds from the Cool Streets and Greening Programme (subject to committee approval of the next CSG Programme Update Report) and TfL LIP 2024-25 (subject to committee approval of the next LIP Programme Update Report). **Programme** • The last reported programme provided an indicative construction start date of Summer 2023. The revised indicative start date is now Spring 2024. This delay was caused by the following 2 factors: 1- The project was put on hold as part of the wider corporate projects review in July 2022. Officers were able to resume design work in January 2023. 2- The programme was further impacted by additional design work related to the additional scope referenced above (minor accessibility enhancements and additional SuDs).
2. Next steps and requested decisions	**Next Gateway:** Gateway 5 (Regular) – delegated to the Interim Executive Director, Environment. **Next Steps:** The next steps are as follows: • Additional surveys and analysis including drainage and environmental engineering (October - November 2023). • Continued engagement with key local stakeholders including TfL, St James Garlickhythe Church, Virgin Active, local hotels and Livery Companies. • Detailed design. • Gateway 5 (February/March 2024) – Delegated.

<table>
<tr><td></td><td>Requested Decisions:
I. That design option 2 is approved to taken forward to the next gateway;
II. That additional budget of £37,600 from the 39-53 Cannon Street S106 is approved to reach the next Gateway, thus increasing the available project budget to £177,607;
III. Note the revised total estimated cost of the project at £650,000-£780,00 excluding risk (if option 2 is approved);
IV. That approval of a Costed Risk Provision be delegated to the Interim Executive Director, should one be sought at Gateway 5;
V. That approval to undertake the statutory consultation that may be required in relation to the reviewed position of the Doctor’s parking bay and disabled bays, be delegated to the Executive Director.</td></tr>
<tr><td>3. Resource requirements to reach next Gateway</td><td>For recommended Option 2:
<table><tr><th>Item</th><th>Reason</th><th>Funds/ Source of Funding</th><th>Cost (£)</th></tr><tr><td>Fees</td><td>Further site investigations incl. traffic and drainage surveys
Detailed design</td><td>S106 39-53 Cannon Street</td><td>£5,000</td></tr><tr><td>P&T Staff Costs</td><td>Facilitate and manage stakeholder engagement, design development and finalisation</td><td>S106 39-53 Cannon Street</td><td>£12,600</td></tr><tr><td>Env Services Staff Costs</td><td>Production of construction package</td><td>S106 39-53 Cannon Street</td><td>£20,000</td></tr><tr><td>Total</td><td></td><td></td><td>£37,600</td></tr></table>
Costed Risk Provision requested for this Gateway: None.</td></tr>
<tr><td>4. Overview of project options</td><td>The site is currently an unattractive and under-utilised public space (see pictures of existing site condition in Appendix 4). The design focuses on public realm and greening</td></tr>
</table>

	enhancements to create a more welcoming and comfortable environment where workers, residents and visitors would want to dwell. The overall design approach celebrates the most striking components of the space including the church façade. More seating and greater greenery are included. The layout takes cues of the rich architecture and history of the site whilst enabling sufficient hard space outside of the Church to accommodate events. The objective is to achieve a layout that responds to the changing needs of the area, including more space for people to walk and sit individually or in small groups. Following inclusion of the project in the City's Climate Action Cool Streets and Greening Programme in July 2022, the environmental objectives of the design have been prioritised further to maximise the delivery of climate change adaptations. Both design options will include: • Sustainable Drainage Systems (SuDs) achieved through raingardens, channels, reprofiling footways and level changes – please see plan highlighting SuDs opportunities in Appendix 4; • Additional planting (incl. trees where possible) to provide more shade, absorb rainwater run-off and mitigate pollution from Upper Thames St; • Climate resilient, low-maintenance planting; • Inclusion of more elements and planting to support biodiversity. • Review position of Doctor's bay by a couple of metres westbound (subject to any necessary approvals) to enable carriageway SuDs raingarden to be installed. Both options include minor accessibility improvements: • Widened western footway or granite-setted raised table at the junction of Garlick Hill, Little Trinity Lane and Skinners Lane to make the crossing more comfortable for pedestrians. • Additional dropped kerbs or raised table along Little Trinity Lane (subject to costs). The difference between both options is focused on how the southern edge of the space is treated: • Option 1 includes the retention of the existing linear planter wall (See marked up plan and pictures in Appendix 4). This wall is in poor condition in places, as are the existing benches (see pictures included in Appendix 4). As a result of retaining the existing linear planter wall, the opportunity to change levels would be

	reduced. A smaller surface would be draining into the central rain gardens, and these would thus be smaller. • Option 2 includes the replacement and redesign of the linear planter wall and new seating, to create a more unified and higher quality space. The reconfiguration of the largest planted area in the space would also enable opportunities for more tree planting which would enable greater pollution mitigation from Upper Thames St. Officers have already undertaken initial consultation with local occupiers and further consultation is planned as the detailed design is developed. The proposals have been very well received by all consultees. Further details are set out in the options appraisal.
5. Recommendation	Option 2 is recommended as it provides a more attractive, design solution by bringing the space together using one design language throughout. Option 1 could risk feeling like a juxtaposition of old and new designs not meshing as well together. Foremost, option 2 delivers greater environmental benefits. The relandscaping of the southern planter offers greater opportunities to plant trees than option 1 and trees score highest on the Urban Greening Factor assessment. More tree planting would enable greater pollution mitigation from Upper Thames Street absorbing greater amount of toxic particulate matters. Option 2 also presents greater SuDs opportunities and considering the site is situated in the City's Risk Flood Zone, maximising areas to drain surface water as shown in the SuDs plan contained in Appendix 4.
6. Risks	The key project risks are set out below: • Restricted site access. Carrying out works alongside TfL road (coordination required during construction – temporary closure of a section of the Cycle Super Highway on Upper Thames St may be required). • Poor health of existing trees on site means that these trees may need to be removed and replaced (subject to City Gardens' assessment). • Objections to the statutory consultation on the traffic orders to move the Doctor's Bay by a few metres westbound. This risk is low as the relocation is only a few metres and officers have identified the interested party to engage with and have established good relationships with key local occupiers. • Unknown structural condition of the planter retaining wall may impact re-planting scope opportunities. Planting design will be adapted to constraints.

	• Known presence of archaeology in the vicinity – although only shallow excavation is anticipated so this risk is low. • If Option 1 is chosen the existing wall and benches will require repairs which will impact maintenance budgets. Further information is available in Options Appraisal.
7. Procurement strategy	All proposed works are on City Highway and will therefore be undertaken by the City's Highways Term Contractor, FM Conway.

Contact

Report Author	Leila Ben-Hassel
Email Address	Leila.Ben-Hassel@cityoflondon.gov.uk
Telephone Number	Via MS Teams

Options Appraisal Matrix

Option Summary	***Option 1***	***Option 2***
1. Brief description of option	This project aims to deliver an enhanced public green space with associated walking and accessibility improvements at Little Trinity Lane to provide a more welcoming and comfortable environment for all. Following its integration into the City's Climate Action Cool Streets and Greening Programme in July 2022, the project also aims to maximise the delivery of climate resilience measures.	This option would be the same as Option 1 but with the addition of replacing and reconfiguring the southern linear planter facing onto the space to provide a higher-quality and integrated design solution with greater potential for tree planting and SuDs.
2. Scope and exclusions	• Re-landscaping of public space; • Introduction of climate-resilience measures including sustainable urban drainage (SuDS); • Re-planting southern planter and retain existing layout and wall; • Minor accessibility improvements through either raised table and/or dropped kerbs at junction of Skinners Lane, Garlick Hill and Little Trinity Lane.	This option would have the same scope as Option 1 but with the additional element of: • Re-landscaping and re-configuring the linear planter wall which would enable mounding within the planted area to accommodate some trees. Through the relandscaping of the southern linear planter, there would be a greater opportunity for level changes and thus enable a larger area of surface water to be drained into the central rain gardens (see SuDs opportunities plan in appendix 4).
Project Planning		
3. Programme and key dates	**Overall project:** It is anticipated that the construction would start on site in spring 2024 (subject to the City Term Contractor's construction programme) for a period of 4-5 months. **Key dates:** • October - November 2023: additional site surveys and analysis including drainage and environmental engineering. • Ongoing local consultation and engagement with key local stakeholders • Traffic order statutory consultation for the reposition of the Doctor's bay by a few metres westbound (November-December 2023) • Design finalisation • Gateway 5 (February 2024)	

Option Summary	*Option 1*	*Option 2*
4. Risk implications	Overall project option risk*:* Low • The main risks are set out in the main report • This option has the additional risk of retaining the existing planter wall and seating edge which is in poor condition and in need of repair. This could mean that more repairs are needed in the short-medium term	Overall project option risk*:* Low • The main risks are set out in the main report Further information is available within the risk register (appendix 2).
5. Stakeholders and consultees	• **External consultees:** TfL, representatives of local occupiers including Virgin Active, St James Garlickhythe, Westin Hotel, Vintry and Mercer Hotel and Painters' Hall Livery Company. • **Internal consultees:** Climate Resilience Policy Team, City Gardens Team and Cleansing Team	
6. Benefits of option	7. Public realm and seating improvements 8. Improved green infrastructure with increased green space with biodiverse and low-maintenance planting; *9.* Improved blue infrastructure through the introduction of rain gardens, considering the site in the City's Flood Risk Zone; **10.** Maintain and/or replacement of legacy trees (central area) – subject to City Gardens' assessment and decision; 11. Improved walking routes and accessibility through minor highway adjustments (dropped kerbs and/or raised tables).	
		Additional benefits of Option 2: • Replacement and reconfiguration of existing linear planter (southern end of the site – see plan in appendix 4) wall and seating edge which is in poor condition • A more unified and high-quality design solution • Opportunities for greater area of surface drainage into central planters thanks to ability to change levels

Option Summary	***Option 1***	***Option 2***
		• The redesign of the southern end planter would enable mounding of the planter thus creating opportunities for tree planting in that location along Upper Thames St (one of the City's most polluted streets) thus delivering greater pollution mitigation.
12. Disbenefits of option	• Retention of linear planter wall and seating edge which is in poor condition and would cost in maintenance in the longer term.	• Additional cost of replacing and relandscaping existing linear planter wall and seating edge – however this report demonstrates affordability through the funding strategy proposed in Appendix 3.
Resource Implications		
13. Total estimated cost	£550,000-£650,000	£650,000-£780,00
14. Funding strategy	The project is funded from a mix of sources including: • TfL (LIP) • S106 deposits from the local area • The Cool Streets and Greening Programme (CoL Climate Action Strategy)	Same as option 1 but with additional funding from the Cool Streets and Greening Programme Further details are provided in Appendix 3
15. Investment appraisal	N/A	
16. Estimated capital value/return	N/A	
17. Ongoing revenue implications	Planting establishment costs and maintenance cost of additional planting is included in the project budget. This option would have an additional revenue implication as a result of the need to maintain the existing planter wall which is in poor condition	Planting establishment costs and maintenance cost of additional planting is included in the project budget.

Option Summary	*Option 1*	*Option 2*
18. Affordability	S106, TfL LIP (2022-23) and Cool Streets and Greening allocations are confirmed. £75,000 of TfL LIP (2023-24) funding is subject to further approvals (LIP Annual Report anticipated early 2024)	
19. Legal implications	Legal processes will be followed to undertake any traffic orders and associated statutory consultation necessary to enable moving two disabled bays and a doctor's bays a few metres west bound along Little Trinity Lane.	
20. Corporate property implications	N/A	
21. Traffic implications	For both design options, it is proposed to maintain the existing two Disabled Bays in their current location and to move the Doctor's Bay a few metres westbound to enable a rain garden to capture a large surface water run-off from Garlick Hill and Little Trinity Lane. A statutory traffic management order consultation is required to do this, and the design finalisation is subject to the successful outcome of this consultation.	
22. Sustainability and energy implications	• Both options will increase the amount of planting and trees enabling greater absorption of surface water run-off – although option provides less capacity for additional tree planting; • Both options will introduce a SuDs system and rain gardens • Both options will introduce climate resilient, low maintenance and biodiverse planting.	
23. IS implications	N/A	
24. Equality Impact Assessment	The project will deliver a more accessible pedestrian environment through the introduction of a raised crossing table at Skinners Lane and dropped kerbs by Virgin Active along Little Trinity Lane. A COLSAT assessment and EQIA of the design proposals will be undertaken ahead of the design finalisation and conclusions will be shared at the next Gateway.	
25. Data Protection Impact Assessment	NA	NA
26. Recommendation	Not recommended	Recommended

Appendix 1: Project Cover Sheet

[1] Ownership & Status

UPI: *11945*
Core Project Name: Mansion House Station Environs: Little Trinity Lane public realm enhancements
Project Manager: Leila Ben-Hassel
Definition of need: The space is proposed to be transformed into a larger and more attractive green public space that is greatly needed in this area, in line with the Climate Action Strategy and Transport Strategy.

The current space is in need of enhancement to improve the setting of St James Garlickhythe Church, improve accessibility and comfort along one of the key routes to the riverside and create a high-quality space for local occupiers (office workers, visitors and residents) to dwell by mitigating the impact of the pollution from Upper Thames St (one of the most polluted streets in the City).

Expected timeframe for the project delivery: The originally reported programme has slipped due to TfL funding being withdrawn and additional design work to include climate resilience measures since the project was included in the Cool Streets and Greening Programme. The revised programme is to start on site 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 June 2022 Issues Report, following the project being put on hold due to TfL withdrawing project funding.

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

The total estimated cost was **£350K-£700K** and a budget of £60,000 was approved to reach Gateway 3.

The following streets and spaces were included in scope to be improved:

- Little Trinity Lane, including the green public space adjacent to St James's Church and the area adjacent to the new Queenhithe hotel development.
- Garlick Hill
- Pedestrian subway signage at Mansion House tube station

The key objectives were defined as follows:

- An accessible and inclusive public realm;
- A more comfortable and pleasant environment (including subways);
- Additional greenery and measures to help mitigate the impact of pollution and noise;
- An enhanced setting for the redevelopments in the area

G3 report (as approved by PSC as part of the Queenithe and Vintry Area Enhancement Programme December 2018)

- Total Estimated Cost (excluding risk):

£418,445, funded from a mix of S106 contributions from local developments (amount capped in S106 Prioritisation Report) and TfL (Local Implementation Plan) funding.

- Spend to date: £41,507 (including evaluation costs)
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: To be coordinated with the programme of the neighbouring hotel development (Which was subsequently delayed by the pandemic)
- January to September 2019: Design development
- Nov/Dec 2019 Gateway 4/5 – Authority to Start Work;
- July 2020: start on site – construction works to be phased and coordinated with hotel development programme and connected Globe View Walkway Works.

Through the programme approach, existing City projects in the vicinity and the Queensbridge House Hotel development's timescales would be coordinated with the project. However the hotel development timescales slipped in 2019 and further in 2020 due to the pandemic. The project was subsequently put on hold in 2020 when TfL funding was withdrawn.

- Scope/Design Change and Impact:

The project aims to deliver an enhanced and enlarged public space at Little Trinity Lane to provide a more welcoming and comfortable environment to transform this currently unattractive and under-utilised public space.
The concept design seeks to exploit and celebrate the most striking components of the space such as the mature trees and church façade as well as introducing more seating and a strongly planted edge to increase greenery and encourage longer dwell time.
Two options were explored and included the same hard landscaping elements with widened footways (incl. relocation of doctor's parking bay), a granite-setted carriageway cutting through a York stone paved pedestrian space and additional seating. The options explored offered different treatments to the southern edge of the space. Option 2 was approved by committees.
The landscape design Option two proposed the introduction of:

- a feature pergola structure to the southern edge of the space providing a framework for climbing plants and creating a semi-perforated wall of greenery and canopy. This would act as a screen and buffer from the adjacent road noise and add important leaf cover to filter air particulates.

The planting would also provide seasonal colour as well as shade for the seating.
- integrated feature lighting making the lower level hedging and planting beds would become a more prominent focal point in the space.
- Seating centred around the feature trees and new planting

This design is proposed to be reviewed as part of this Issues' Report to refocus the benefits of the project to align with the City's Climate Action Strategy objectives and the Cool Streets and Greening Programme's requirements.

Issues report – July 2022

- Total Estimated Cost (excluding risk): £418,445 (set at Gateway 3).
- Spend to date: £81,992 (including evaluation costs for all phases and fee commitments)
- Costed Risk Against the Project: 0
- CRP Requested: 0
- CRP Drawn Down: 0
- Estimated Programme Dates: The project has been on hold since 2020 because of the withdrawal of TfL funding as a result of the pandemic. The previous completion date was late 2020. The revised completion date is summer 2023.
- Scope/Design Change and Impact:

The project aims to deliver an enhanced and enlarged public space at Little The project funding strategy included a mix of S106 and TfL funds.
However, following the impact of the pandemic on TfL's overall financial position and ongoing uncertainty around future funding, £100k of TfL LIP funding was withdrawn from this project, and the project was subsequently put on hold in 2020.
Officers identified some project efficiencies, however the loss of the TfL funds and additional costs as a result of inflation, mean that not all of the planned improvements will be affordable, and the original project objectives will not be met.
Since the Gateway 3 approval, the City has adopted the Climate Action Strategy (CAS) which seeks to introduce more climate resilience measures in the public realm through the implementation of the Cool Streets and Greening Programme (CSG). The CSG programme is a £6.8m programme to be implemented over 4 years.
This site has been identified as a priority project of the Cool Streets and Greening programme as it has great potential to incorporate climate resilience measures due to its location, topography and greening capacity. In February 2022, the Cool Streets and Greening Programme report for Year 2 was approved and this included a funding allocation of £165,000 to widen the scope to deliver climate resilience measures as part of this project. This funding is specific to deliver climate resilience measures and is not able to be used to offset the loss of TfL funding to deliver minor accessibility measures.

Appendix 2 – Finance tables

- Spend to date

Table 1: Expenditure to Date			
Description	**Approved Budget (£)**	**Expenditure (£)**	**Balance (£)**
Mansion House Station (SRP) - 16800384			
P&T Staff Costs	27,557	27,557	-
P&T Fees	13,950	13,950	-
Total – 16800410	**41,507**	**41,507**	**-**
Mansion House Station (CAP) - 16100384			
Env Servs Staff Costs	14,000	2,167	11,833
Legal Staff Costs	600	524	76
Open Spaces Staff Costs	2,500	-	2,500
P&T Staff Costs	37,000	34,804	2,196
P&T Fees	44,400	41,265	3,135
Total – 16100410	**98,500**	**78,760**	**19,740**
TOTAL	**140,007**	**120,267**	**19,740**

- Budget to reach next gateway

Table 2: Resources Required to reach the next Gateway			
Description	**Approved Budget (£)**	**Resources Required (£)**	**Revised Budget (£)**
Mansion House Station (SRP) - 16800384			
P&T Staff Costs	27,557	-	27,557
P&T Fees	13,950	-	13,950
Total – 16800410	**41,507**	**-**	**41,507**
Mansion House Station (CAP) - 16100384			
Env Servs Staff Costs	14,000	20,000	34,000
Legal Staff Costs	600	-	600
Open Spaces Staff Costs	2,500	-	2,500
P&T Staff Costs	37,000	12,600	49,600
P&T Fees	44,400	5,000	49,400
Total – 16100410	**98,500**	**37,600**	**136,100**
TOTAL	**140,007**	**37,600**	**177,607**

- Revised funding allocation:

Table 3: Revised Funding Allocation			
Funding Source	**Current Funding Allocation (£)**	**Funding Adjustments (£)**	**Revised Funding Allocation (£)**
TfL LIP - FY 2017/18	14,424	-	14,424
TfL LIP - FY 2018/19	45,053	-	45,053
TfL LIP - FY 2019/20	7,487	-	7,487
TfL LIP - FY 2022/23	25,000	-	25,000
S106 - 39-53 Cannon Street - 13/00339/FULMAJ - LCE	48,042	37,600	85,642
Total Funding Drawdown	**140,007**	**37,600**	**177,607**

- Funding strategy:

Table 4: Funding Strategy (option 2)	
Funding Source	**Amount (£)**
TfL LIP - FY 2017/18	14,424
TfL LIP - FY 2018/19	45,053
TfL LIP - FY 2019/20	7,487
TfL LIP - FY 2022/23	25,000
TfL LIP - FY 2024/25 (TBC)	75,000
S106 - 39-53 Cannon Street - 13/00339/FULMAJ - LCE	121,090
S106 - 39-53 Cannon Street - 13/00339/FULMAJ - Transportation	36,455
S106 - Bucklersbury House - 11/00935/FULEIA - LCE	100,900
CAS - Cool Streets and Greening Programme*	354,591
TOTAL	**780,001**

***To be approved in the next CAS Cool Streets and Greening Programme report**

Appendix 3: Visuals

- **Existing:**

Picture 1 – overall site

Picture 2 – overall site

Picture 3 – Junction of Skinners Lane, Garlick Hill and Little Trinity Lane

- **Southern planter – existing condition: wall and coping stone in poor condition with cracks and chips in various places**

Design Option 2:

Proposed character

The introduction of perimeter legacy tree and shrub planting within the southern raised bed creates a more balanced and framed space, accentuating and celebrating the view and dominance of the church tower within the space. At night the church may once again become the *'lantern'* of historic name.

The low level raingardens that stagger their way down the slope present a greener heart to the space, with raingarden planting benefitting from good natural daylight to improve planting conditions.

The kerbside pathway ensures disabled users occupying the roadside parking spaces benefit from a simple pavement edge whilst also maintaining the existing informal crossing towards the northern buildings.

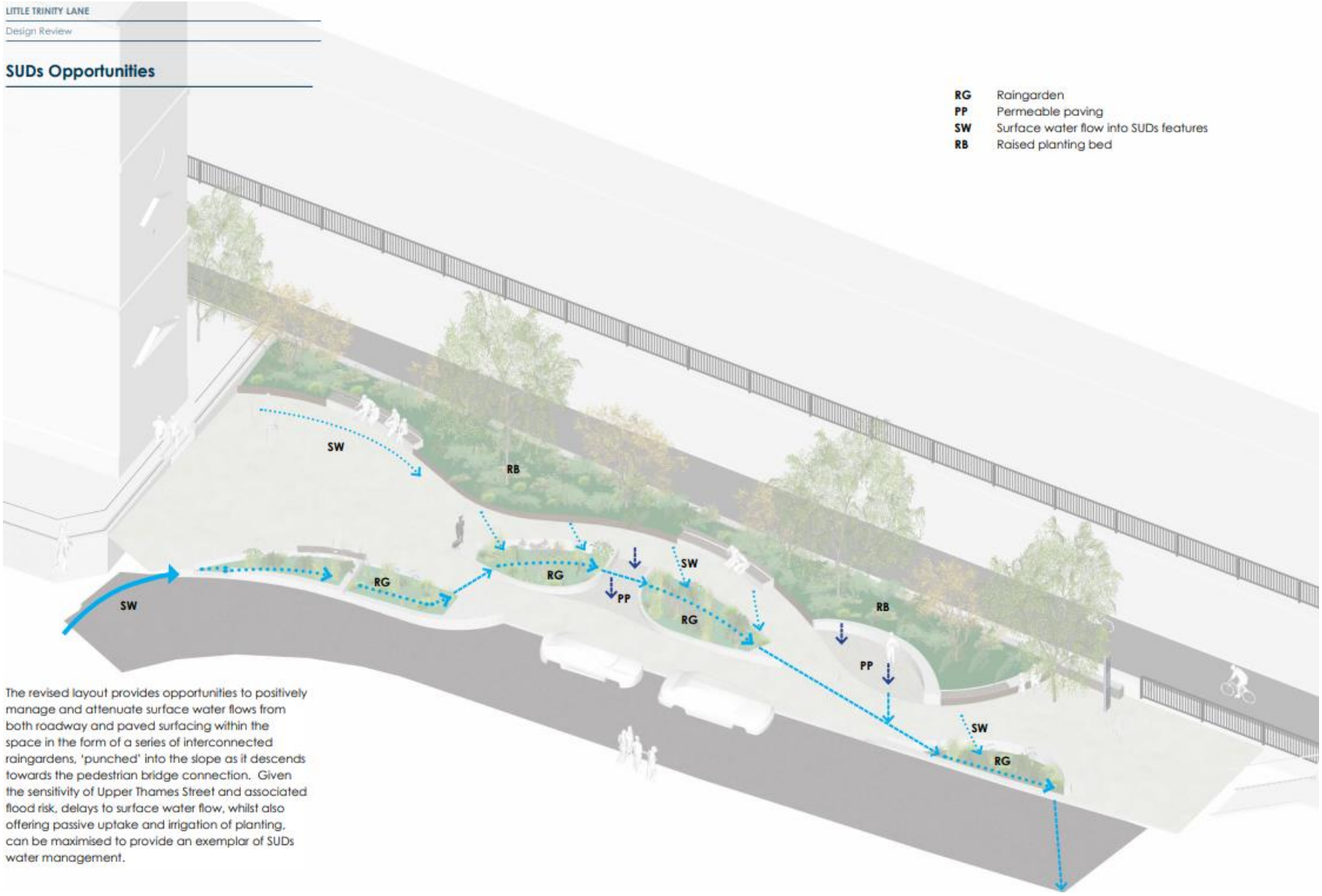
growthindustry

Proposed character

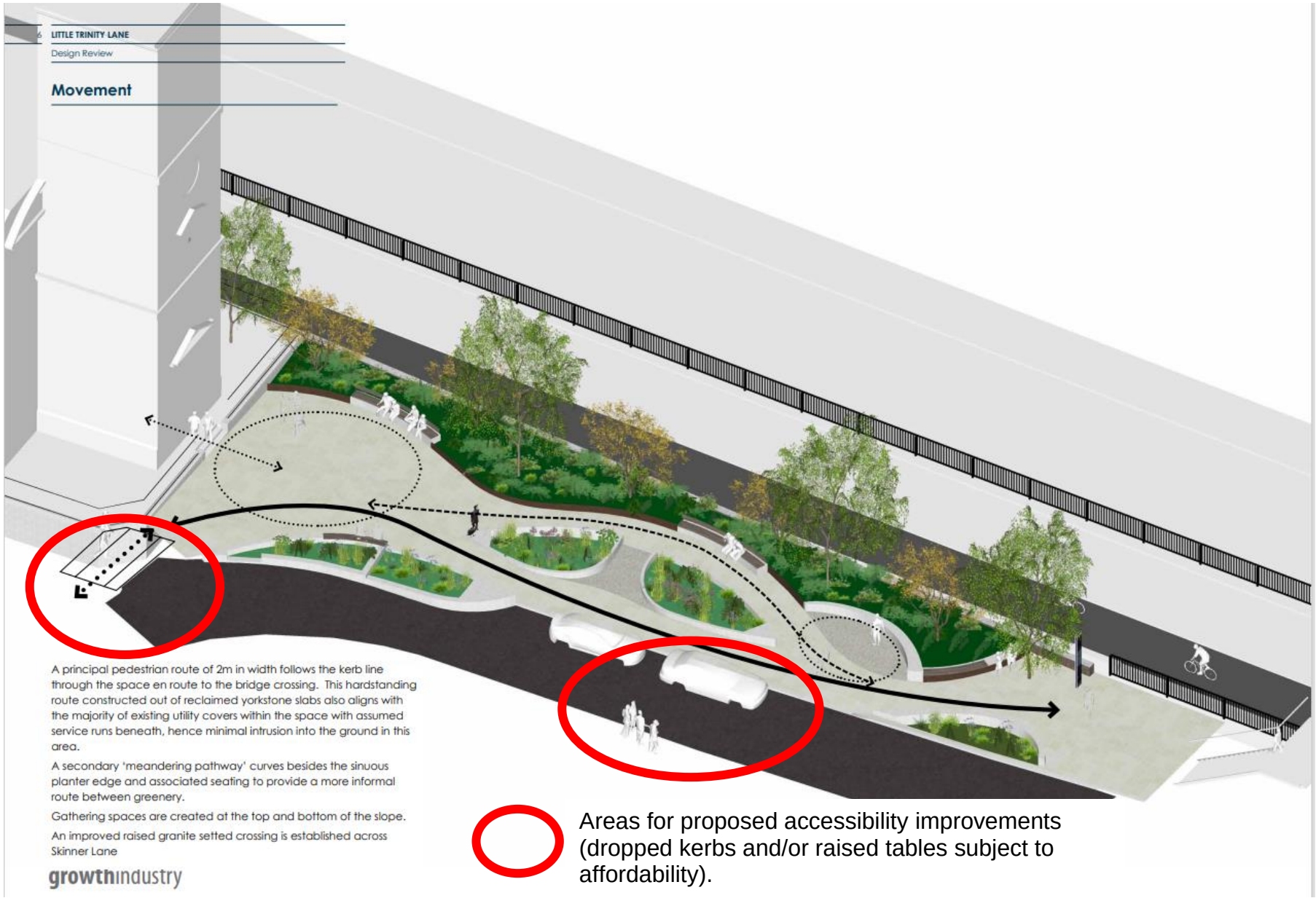
The heart of the space provides a greener character with backed seating beneath the shade of trees overlooking the central raingardens. The relocated Barge Master and Swan sculpture now occupies a prominent position at the head of the raingardens.

A tree survey has been undertaken for the existing trees in the central areas and are subject to assessment of the City Gardens' team to establish whether they should be retained or replaced.

- **Plan highlighting SuDs opportunities – option 2:**

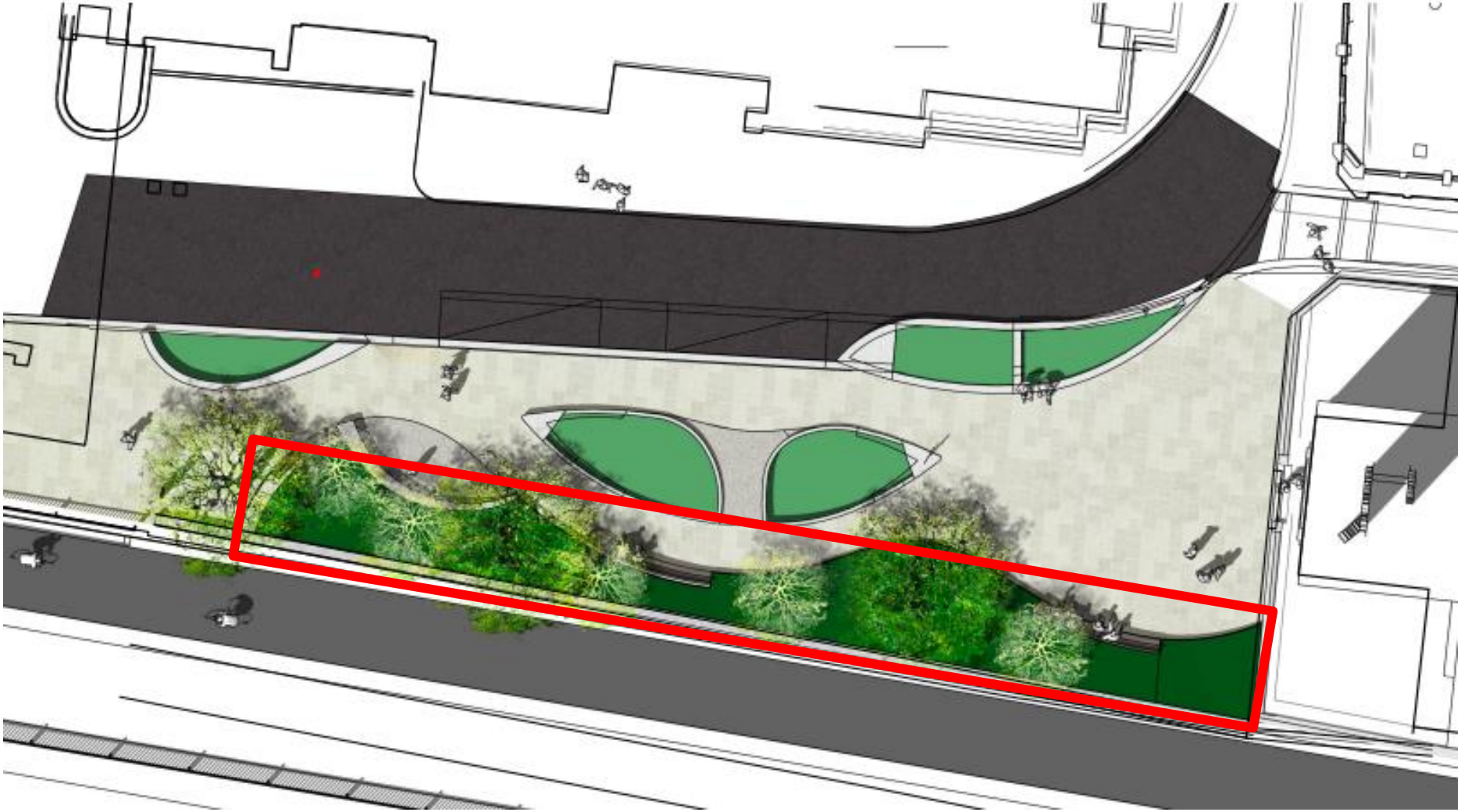


- **Visual highlighting improved movement along route to riverside and opportunities for minor accessibility improvements along Little Trinity Lane:**



Areas for proposed accessibility improvements (dropped kerbs and/or raised tables subject to affordability).

- **Option 1: plan and pictures**



This area at the southern end of the space is excluded in Option 1 and would remain as existing.

This page is intentionally left blank

City of London: Projects Procedure Corporate Risks Register

Project Name:	Mansion House Station Environs - Little Trinity Lane	**PM's overall risk rating:**	Low	**CRP requested this gateway**	£ -	**Average unmitigated risk**	4.4	**Open Risks**	8
Unique project identifier:	11945	**Total estimated cost (exc risk):**		**Total CRP used to date**	£ -	**Average mitigated risk score**	3.8	**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	4	(2) Financial	TFL LIP Funding and CSG Funding allocations do not get approved	This would impact the revised scope of the project	Possible	Serious	6				Working closely Transportation and Climate Action Colleagues - should the funding allocation not be approved, the minor accessibility improvements would be descoped and these would need to be undertaken as part of a separate future project. As for the CSG allocation, should it not be secured, S106 unallocated funds would be identified and/or reduction in amount of SuD would be undertaken in the design finalisation		Possible	Serious		6	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R2	4	(2) Financial	Archaelogical finds	This would require a watching brief and impact cost and lengthen the programme	Unlikely	Minor	2				the works will not be in depth so the risk is minor of finding archaeology. A fee allocation for a possible watching brief will be included in the Gateway 5 budget.	£0.00	Unlikely	Minor	£0.00	2	£0.00	0	15/08/2023	Leila Ben-Hassel	Leila 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	4	(1) Compliance/Regulatory	Objections to the statutory consultation on the traffic orders to move the Doctor's Bay by a few metres westbound.	This risk is low as the relocation is only a few metres and officers have identified the	Unlikely	Minor	2	£0.00			Engagement with the Doctor's practice and local occupiers to highlight the benefits of the minor relocation of the Dr's bay.		Unlikely	Minor	£0.00	2	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R4	4	(2) Financial	Works costs exceed budget due to unforeseen underground issues	would impact on budget and programme	Unlikely	Serious	4	£0.00			Extensive radar survey has been undertaken	£0.00	Unlikely	Minor	£0.00	2	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R5	4	(2) Financial	Cost escalation due to inflation	increase cost of materials impact the project's budget	Possible	Serious	6	£0.00			The City's term contractor will seek various quotes to ensure competitive prices are secured - risk will be monitored closely with Term Contractor	£0.00	Possible	Serious	£0.00	6	£0.00	15/08/2023	15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R6	4	(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 explored to ensure value for money.	£0.00	Possible	Minor	£0.00	3	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R7	4	(9) Environmental	Poor health of existing trees on site means that these trees may need to be removed and replaced	budget impact mostly	Possible	Minor	3	£0.00			Officers commissioned a tree survey and City Gardens will undertake an assesment - any trees that need to be replaced will be budgeted for in the implementation budget	£0.00	Possible	Minor	£0.00	3	£0.00		15/08/2023	Leila Ben-Hassel	Leila Ben-Hassel		
R8	4	(10) Physical	Unknown structural condition of the planter retaining wall may impact re-planting scope opportunities	this would impact the design scope and the delivery of benefits (e.g. greater amount of biodiverse planting)	Possible	Serious	6	£0.00			The budget would not be s	£0.00	Possible	Serious	£0.00	6	£0.00		15/08/2023				
R9								£0.00				£0.00			£0.00		£0.00						
R10								£0.00				£0.00			£0.00		£0.00						
R11								£0.00				£0.00			£0.00		£0.00						
R12								£0.00				£0.00			£0.00		£0.00						
R13								£0.00				£0.00			£0.00		£0.00						
R14								£0.00				£0.00			£0.00		£0.00						
R15								£0.00				£0.00			£0.00		£0.00						
R16								£0.00				£0.00			£0.00		£0.00						

R17								£0.00				£0.00			£0.00		£0.00					
R18								£0.00				£0.00			£0.00		£0.00					
R19								£0.00				£0.00			£0.00		£0.00					
R20								£0.00				£0.00			£0.00		£0.00					
R21								£0.00				£0.00			£0.00		£0.00					
R22								£0.00				£0.00			£0.00		£0.00					
R23								£0.00				£0.00			£0.00		£0.00					
R24								£0.00				£0.00			£0.00		£0.00					
R25								£0.00				£0.00			£0.00		£0.00					
R26								£0.00				£0.00			£0.00		£0.00					
R27								£0.00				£0.00			£0.00		£0.00					
R28								£0.00				£0.00			£0.00		£0.00					
R29								£0.00				£0.00			£0.00		£0.00					
R30								£0.00				£0.00			£0.00		£0.00					
R31								£0.00				£0.00			£0.00		£0.00					
R32								£0.00				£0.00			£0.00		£0.00					
R33								£0.00				£0.00			£0.00		£0.00					
R34								£0.00				£0.00			£0.00		£0.00					
R35								£0.00				£0.00			£0.00		£0.00					
R36								£0.00				£0.00			£0.00		£0.00					
R37								£0.00				£0.00			£0.00		£0.00					
R38								£0.00				£0.00			£0.00		£0.00					
R39								£0.00				£0.00			£0.00		£0.00					
R40								£0.00				£0.00			£0.00		£0.00					
R41								£0.00				£0.00			£0.00		£0.00					
R42								£0.00				£0.00			£0.00		£0.00					
R43								£0.00				£0.00			£0.00		£0.00					
R44								£0.00				£0.00			£0.00		£0.00					
R45								£0.00				£0.00			£0.00		£0.00					
R46								£0.00				£0.00			£0.00		£0.00					
R47								£0.00				£0.00			£0.00		£0.00					
R48								£0.00				£0.00			£0.00		£0.00					
R49								£0.00				£0.00			£0.00		£0.00					
R50								£0.00				£0.00			£0.00		£0.00					
R51								£0.00				£0.00			£0.00		£0.00					
R52								£0.00				£0.00			£0.00		£0.00					
R53								£0.00				£0.00			£0.00		£0.00					
R54								£0.00				£0.00			£0.00		£0.00					
R55								£0.00				£0.00			£0.00		£0.00					
R56								£0.00				£0.00			£0.00		£0.00					
R57								£0.00				£0.00			£0.00		£0.00					
R58								£0.00				£0.00			£0.00		£0.00					
R59								£0.00				£0.00			£0.00		£0.00					
R60								£0.00				£0.00			£0.00		£0.00					
R61								£0.00				£0.00			£0.00		£0.00					
R62								£0.00				£0.00			£0.00		£0.00					
R63								£0.00				£0.00			£0.00		£0.00					
R64								£0.00				£0.00			£0.00		£0.00					
R65								£0.00				£0.00			£0.00		£0.00					
R66								£0.00				£0.00			£0.00		£0.00					
R67								£0.00				£0.00			£0.00		£0.00					
R68								£0.00				£0.00			£0.00		£0.00					
R69								£0.00				£0.00			£0.00		£0.00					
R70								£0.00				£0.00			£0.00		£0.00					
R71								£0.00				£0.00			£0.00		£0.00					
R72								£0.00				£0.00			£0.00		£0.00					
R73								£0.00				£0.00			£0.00		£0.00					
R74								£0.00				£0.00			£0.00		£0.00					
R75								£0.00				£0.00			£0.00		£0.00					
R76								£0.00				£0.00			£0.00		£0.00					
R77								£0.00				£0.00			£0.00		£0.00					
R78								£0.00				£0.00			£0.00		£0.00					
R79								£0.00				£0.00			£0.00		£0.00					
R80								£0.00				£0.00			£0.00		£0.00					
R81								£0.00				£0.00			£0.00		£0.00					
R82								£0.00				£0.00			£0.00		£0.00					
R83								£0.00				£0.00			£0.00		£0.00					
R84								£0.00				£0.00			£0.00		£0.00					
R85								£0.00				£0.00			£0.00		£0.00					
R86								£0.00				£0.00			£0.00		£0.00					
R87								£0.00				£0.00			£0.00		£0.00					
R88								£0.00				£0.00			£0.00		£0.00					
R89								£0.00				£0.00			£0.00		£0.00					
R90								£0.00				£0.00			£0.00		£0.00					
R91								£0.00				£0.00			£0.00		£0.00					
R92								£0.00				£0.00			£0.00		£0.00					
R93								£0.00				£0.00			£0.00		£0.00					
R94								£0.00				£0.00			£0.00		£0.00					
R95								£0.00				£0.00			£0.00		£0.00					
R96								£0.00				£0.00			£0.00		£0.00					
R97								£0.00				£0.00			£0.00		£0.00					
R98								£0.00				£0.00			£0.00		£0.00					
R99								£0.00				£0.00			£0.00		£0.00					
R100								£0.00				£0.00			£0.00		£0.00					

Committees: Streets and Walkways Sub Committee *[for decision]* Planning and Transportation Committee *[for decision]* Projects and Procurement Sub Committee	**Dates:** 7 November 2023 21 November 2023 4 December 2023
Subject: Fleet Street Area Healthy Streets Plan . **Unique Project Identifier:** PV ID 12240	**Gateway 5: Light/ Authority to start work.**
Report of: Interim Executive Director Environment **Report Author:** Stephen Oliver	**For Decision**
. **PUBLIC**	

1. Status Update	**Project Description:** The Fleet Street Area Healthy Streets Plan (HSP) will provide a framework for improvements to streets and public realm in the area. The proposals will reflect the aspirations of stakeholders, including the Fleet Street Quarter Business Improvement District (BID), and the opportunities arising from development. **RAG Status:** Green as at last report to Committee. **Risk Status:** Low as at last report to Committee. **Total Estimated Cost of Project (excluding risk):** £276,254 **Change in Total Estimated Cost of Project (excluding risk):** No change. **Spend to Date:** £219,026. **Costed Risk Provision Utilised:** None **Slippage:** The Healthy Streets Plan was originally programmed to be presented to Streets and Walkways Sub-Committee in September 2023. In has been held back to ensure the proposals align with those of the BID in their

	Fleet Street Quarter- Placemaking and Public Realm Strategy which is programmed for approval in November 2023.
2. Requested decisions	**Next Steps:** A Working Group will be established to guide the implementation of the plan. Priority projects will be agreed and taken forward in accordance with the project procedure. **Requested Decisions:** 1. That Streets and Walkways Sub-Committee approve the Fleet Street Area Healthy Streets Plan in Appendix 4. 2. That the budget adjustment in Appendix 2 is approved. 3. That the establishment of a Fleet Street Area Programme Working Group to guide and manage the delivery of projects in the Plan area is agreed, including staff costs of £ 57,434 to manage this process for the next 12 months, funded from the Plan development underspend. 4. Note the allocation of £1,126,145 of S106 funds towards the delivery of projects in the Plan (as approved by this Committee on 26 September 2023). 5. That Planning and Transportation Committee approve the Fleet Street Area Healthy Streets Plan in Appendix 4.
3. Budget	See Appendix 2 Finance Table

1.1 **Design** summary	**2 Project Update** 2.1 The Healthy Streets Plan sets out an integrated approach to improving the public realm and managing traffic to support delivery of the following Transport Strategy 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. • Delivery and servicing are more efficient, and impacts are minimised. • Our street network is resilient to changing circumstances. The proposals will support delivery of the City Corporation's Climate Action Strategy and the Destination City initiative. The proposals also support the BID's Area Based Strategy and the objectives of the Fleet Street Key Area of Change. 2.2 Since the Gateway 4 Report was presented to Committee in January 2023 a consultation exercise on the draft Healthy Streets Plan has been completed. Further traffic data and feasibility studies have been carried out for Fleet Street and the Whitefriars Neighbourhood. The project team have continued to work closely with the Fleet Street Quarter BID (BID) to ensure that the proposals in the plan align with their proposals and aspirations. **3 Consultation** 3.1 A public consultation was carried out over a six-week period in May and June 2023. The consultation was via an on-line portal supplied by a consultancy, Commonplace. On street publicity posters and a leaflet drop extending beyond the wider project area promoting the consultation were undertaken. Five in-person drop-in sessions were also held at different times and locations in the area. The consultation was publicised on social media by Commonplace and the City's Communication Team. The BID also publicised the consultation to its members. 3.2 The consultation was open to anyone (group or individual) and whether a resident, business owner,

	worker or visitor, with an interest in the area. It was designed to gain an understanding of public opinion on the proposals, capturing valuable feedback on the possible measures being considered in the draft Healthy Streets Plan. 3.3 The consultation portal received 597 responses. Additional emails to the project team brought responses to over 600. The adjoining Boroughs of Westminster and Camden also responded. 3.4 The consultation portal requested comments on the five neighbourhoods. Respondents had the choice to comment on an individual or on multiple neighbourhoods. For each neighbourhood there were questions on: • Pedestrian Priority Improvements: giving more priority to people walking and wheeling and improving their safety. • Public realm improvements: to make streets and spaces more attractive, comfortable and enjoyable to spend time in. • Cycling improvements: to improve the comfort and safety for people cycling. There were also questions about proposals that were particular to a street or the neighbourhood. Consultees could add written comments about the proposals or add comments on a map of the area. The summary of overall support for proposals are attached as Appendix 3. 3.5 The majority of respondents were male (71%) and the most common age group was 25-34. Walking was the most common mode of moving around the area with 40% of respondents choosing this as their usual mode whilst people cycling represented 29%. 3.6 The City of Westminster expressed support for the draft Healthy Streets Plan. Camden Council advised that they intend to carry out an engagement on the Holborn Liveable Neighbourhood early next year. These proposals have been discussed with the City, and both boroughs will continue the liaison as the proposals continue to progress. 3.7 The London Cycling Campaign expressed support for the Plan, but caveated this with concerns that segregated cycle facilities may not be installed on all the City's Access streets in the plan area.

	3.8 The full consultation report is attached in Appendix 5. **4 Fleet Street Area Healthy Streets Plan** 4.1 The Healthy Streets plan has been refined since the draft plan presented to Committee in January 2023. The plan has responded to the consultation findings and undertaken further design and feasibility studies for Fleet Street and the Whitefriars Neighbourhood. It has also included proposals identified in the Fleet Street Quarter BID Placemaking and Public Realm Strategy. (The BID is programmed to approve their Strategy in November 2023). Similar to the draft plan, it is structured around five neighbourhoods that are separated by City and London Access Streets (as defined by the City of London Street Hierarchy). 4.2 The proposals in the plan aim to improve the safety and comfort for people walking, wheeling and cycling within and between these neighbourhoods. The plan provides a framework for improvements and individual projects will be subject to funding and the usual project processes and approvals. 4.3 A timeframe has been assigned to each project. These timeframes reflect the level of complexity of projects and interdependencies with other projects and developments in the area. The draft final Fleet Street Healthy Streets Plan is attached in Appendix 4 and this report seeks members approval to adopt the plan. (Track changes have been included in order to make the post-consultation changes more legible). 4.4 On going area wide projects Some of the proposals in the plan are encompassed in existing programmes and initiatives. These include: • Tree planting as part of Streets and Greening Programme • Seating which the BID has funded, and the City is managing the installation of. • Raised junction and continuous footway proposals funded from the Healthy Streets Minor Schemes. • Cycle, Dockless cycle and E-scooter hire parking from Cycle parking programme externally funded by TfL and revenue created by e-scooter/e-cycle hire.

- The Plan also identifies a number of Section 278 funded public realm improvements in the area, and these have been integrated with other proposals.

4.5 In the sections below the main proposals for each neighbourhood and the level of support they received at consultation are summarised. From the consultation responses possible priority projects are identified but these will be agreed by the Fleet Street Area Programme Working Group before being reported back to this Committee.

5 Chancery Lane Neighbourhood Proposals and Consultation Responses.

5.1 Pedestrian priority improvements to be explored include raised carriageways, crossing points and vehicle cross overs, improved crossing facilities on New Fetter Lane and timed vehicle closures at the junction of Breams Buildings and Fetter Lane (north).

For these proposals the consultation had 82 supportive responses (78% of responses) and 18 non supportive responses, 2 of which were from business owners concerned about local access being restricted.

5.2 Public realm improvements to be explored include new public spaces on Tooks Court, the western end of Breems Buildings and the northern end of Fetter Lane and new planting and seating where possible and additional Legible London signage.

For these proposals the consultation had 82 supportive responses (83% of responses) and 13 non supportive responses (these were predominantly questioning the merits of spending public money on such improvements).

5.3 Cycling improvements to be explored include improving the Chancery Lane cycle contraflow and improving the comfort and safety for people cycling on Holborn and the Fetter Lane New Fetter Lane corridor.

For these proposals the consultation had 88 supportive responses (83% of responses) and 20 non supportive responses (these predominantly questioned the need for additional cycle infrastructure).

	5.4 Changes to Kerbside Parking and Loading to be explored include relocating kerbside parking on Tooks Court and the northern of Fetter Lane to create new public spaces. For these proposals the consultation had 67 supportive responses (66% of responses) and 15 non supportive responses, 3 of which were from local businesses. Comments were received requesting more motorcycle parking. 5.5 Chancery Lane local traffic restriction and permanent public realm improvements. If consultation on the existing experimental traffic scheme on Chancery Lane has support to be made permanent, public realm improvements including pavement widening, seating and greening will be explored, and kerbside parking will be formalised. For these proposals the consultation had 76 supportive responses (82% of responses) and 10 non supportive responses (of these 4 were from taxi drivers, but 6 taxi drivers did support the proposal). Other concerns were about traffic displacement. 5.6 Chancery Lane Neighbourhood Priority Projects It is considered that consultation responses identified the following as priorities to be developed: • Breems Buildings new public space. Tooks Court new public space. Fetter Lane (north) new public space. 5.7 From the Healthy Streets Minor Schemes Programme the following projects have already commenced: • Junction of Furnival Street and Holborn, the carriageway will be raised to pavement level. • Junction improvements at Fetter Lane and New Fetter Lane to create a raised table. **6 Fleet Street and the Lanes Neighbourhood** 6.1 Pedestrian priority improvements to be explored comprise a timed traffic restriction on Shoe Lane south of Little New Street at lunchtimes and weekends to enable on street activities.

	For this proposal the consultation had 101 supportive responses (76% of responses) and 24 non supportive responses (these were predominantly questioning the merits of spending public money). 6.2 Public realm improvements to be explored include more planting, trees, seating and Legible London signage in the neighbourhood. In response to the BID's Placemaking and Public Realm Strategy, feature lighting under Holborn Viaduct has been added to the proposals and increasing lighting levels in the Lanes will be investigated. For these proposals the consultation had 99 supportive responses (81% of responses) and 16 non supportive responses (these were predominantly questioning the merits of spending public money). 6.3 Cycling improvements to be explored include dedicated space on Holborn Viaduct and Newgate Street, maximising the traffic signal priorities for cyclists at the junctions with Holborn Circus and Old Bailey and Giltspur Street and Warwick Lane. For Fleet Street the Plan recognises the ability to provide dedicated space for people cycling may be limited by the need to widen pavements and accommodate bus stops and loading. Reducing traffic levels will be explored as an alternative approach to improve the environment for cyclists. For these proposals the consultation had 100 supportive responses (73% of responses) and 31 non supportive responses (these were predominantly concerns about cyclists already having sufficient facilities and impacts on taxis). 6.4 Improvements to Fleet Street to be explored include widening paving to improve pedestrian comfort levels and enable new planting, seating and improved bus stop waiting areas. The introduction on inset loading bays and a new crossing facility between Salisbury Court and Shoe Lane. For these proposals the consultation had 100 supportive responses (83% of responses) and 17 non supportive responses (these were predominantly concerns about increasing congestion and resulting air quality issues).

	6.5 The project team have consulted TFL about the proposals for Fleet Street and discussed the results of modelling carried out to date. TFL have indicated that they will resist any changes that negatively impact on bus performance on Fleet Street. The consultants, NRP, have therefore developed some initial options to meet the objectives of improving Fleet Street whilst meeting TFL criteria. These are not included in the plan as they are still at the early stages of development. Improvements to Fleet Street have been identified as a priority project for the BID. 6.6 Fleet Street and Lanes Neighbourhood Priority Project • It is considered that the consultation responses and the objectives of the BID identify further design, optioneering and feasibility investigation to improve the comfort and safety for people walking and cycling on Fleet Street as a priority for the neighbourhood. **7 Old Bailey Neighbourhood** 7.1 <u>Pedestrian priority improvements</u> to be explored include restricting motor vehicles on Old Bailey, south of the junction with Limeburner Lane. Raising the carriageway to pavement level on Limeburner Lane at the junction with Fleet Place. Improving where people cross on Ludgate Hill between Pageantmaster Court and Old Bailey. For these proposals the consultation had 68 supportive responses (78% of responses) and 14 non supportive responses (these were predominantly concerns about restricting motor vehicle movements). 7.2 <u>Public realm improvements</u> to be explored include widened pavements on Old Bailey south of the junction with Limeburner Lane and on Ludgate Hill and new trees, greening and seating and additional Legible London signage. For these proposals the consultation had 65 supportive responses (86% of responses) and 10 non supportive responses (these were predominantly concerns about reducing carriageway space).

	7.3 Cycling improvements to be explored include dedicated space on Ludgate Hill and improving facilities on Old Bailey and Limeburner Lane. For these proposals the consultation had 59 supportive responses (70% of responses) and 20 non supportive responses (these were predominantly questioning the need for additional cycle facilities). Feasibility and optioneering for changes to traffic priorities on Limeburner Lane have already commenced. These will partly determine options for Old Bailey and changes to Ludgate Hill. 7.4 Old Bailey Neighbourhood Priority Project • It is considered that consultation responses to the proposals indicate that further design, optioneering and feasibility for traffic priorities changes on Limeburner Lane should be prioritised. **8 Carter Lane and Ludgate Neighbourhood** 8.1 Pedestrian priority improvements to be explored include changes to permitted traffic movements on Addle Hill, St Andrew's Hill and Deans Court, extending the existing Carter Lane timed motor vehicle traffic restriction to include Ludgate Broadway and raise the carriageway to pavement levels on Pilgrim Street and at the side street junctions with Carter Lane and at loading bay entrances. For these proposals the consultation had 68 supportive responses (78% of responses) and 4 non supportive responses (these were predominantly concerns about restricting vehicular movements). 8.2 Public realm improvements to be explored include introducing small public spaces on Ludgate Broadway, St Andrew's Hill and Playhouse Yard with additional Legible London signage and more trees, planting, seating. Where feasible additional trees, planting and seating will be introduced on Queen Victoria Street. In response to the BID's Placemaking and Public Realm Strategy, feature lighting under the railway viaduct over Queen Victora Street has been added to the proposals. For these proposals the consultation had 62 supportive responses (92% of responses) and 3 non supportive

	responses (these were predominantly concerns about restricting vehicular movements). 8.3 Cycling improvements to be explored include dedicated space on Queen Victoria Street and maximising the traffic signal priorities for cyclists at the junctions with New Bridge Street and Puddledock. For these proposals the consultation had 67 supportive responses (81% of responses) and 8 non supportive responses (these were predominantly questioning the need for additional cycle facilities). 8.4 Carter Lane and Ludgate Neighbourhood Priority Projects It is considered that consultation responses identified the following as the priorities to be developed: • Ludgate Broadway- design has commenced for this project. • Addle Hill, St Andrew's Hill and Deans Court, changes to permitted traffic movements. Detailed design and implementation. From the Healthy Streets Minor Schemes Programme the following projects have already commenced: • Junction of Furnival Street and Holborn, raising the carriageway to pavement levels. **9 Whitefriars Neighbourhood** 9.1 Pedestrian priority improvements to be explored include raising pavement levels at junctions with side streets and at loading bay entrances in the neighbourhood. Improving where people cross on Tudor Street and restricting motor vehicles travelling north on Dorset Rise and Salisbury Rise between the junctions with Hutton Street and Fleet Street. For these proposals the consultation had 75 supportive responses (81% of responses) and 16 non supportive responses (4 of these were concerns about restricting vehicular movements and access to the Temples).

	9.2 Public realm improvements to be explored include widening the pavements on Tudor Street, the introduction of trees, planting, seating and Legible London signage where possible; and improving paving. These improvements would not restrict access on Tudor Street. On Bridewell Place the introduction of a small public space. For these proposals the consultation had 75 supportive responses (84% of responses) and 9 non supportive responses (these were predominantly concerns about reducing carriageway space, cellars under Tudor Street and if the proposals were ambitious enough). 9.3 Changes to kerbside parking and loading will be explored to allow greater pedestrian priority and space for public realm improvements. For this proposal the consultation had 79 supportive responses (73% of responses) and 26 non supportive responses (these were predominantly concerns about parking for delivery vehicles and access to the Temples. Of the 9 business owners who responded to the consultation 3 supported the proposal and 4 did not support the proposal). 9.4 Cycling improvements to be explored include a new cycle contraflow on Dorset Rise and Salisbury Court and improvements to the existing cycle contraflows on Bouverie and Whitecross Street. For these proposals the consultation had 71 supportive responses (71% of responses) and 23 non supportive responses (these were predominantly questioning the need for additional cycle facilities). 9.5 The draft Healthy Street Plan included exploring existing access into the neighbourhood and a potential public space at the junction of Temple Avenue and The Victoria Embankment. Three binary questions were included in the consultation on these issues. 9.6 Existing access into the Whitefriars Neighbourhood. The consultation asked if existing access into the Whitefriars Neighbourhood for motor vehicles was sufficient for residents and businesses. This question had 64 responses stating that existing access is sufficient (74% of responses) and 11 responses

	stating it was not sufficient. Most residents stated that existing access was sufficient and some residents who responded commented upon the 60 flats on Temple Avenue and felt increased traffic on this street would be contrary to the overall objectives of Healthy Streets. Of the 9 business owners who responded 5 felt it was sufficient and 4 did not. 9.7 Through traffic into the Whitefriars Neighbourhood. The consultation asked if through traffic in the Whitefriars Neighbourhood was considered a problem and needed restricting. This question had 55 responses stating that through traffic was a problem (60% of responses) and 23 stated it was not a problem. Most residents stated that through traffic was a problem whilst of the 9 business owners who responded 2 supported traffic restrictions and 7 did not. 9.8 Potential Small Public Space on Temple Avenue. The consultation asked if a small public space should be prioritised over direct vehicle access into the neighbourhood from the Victoria Embankment. This question had 71 responses supporting the public space (78% of responses) and 20 responses prioritised the direct access. Of the 8 business owners who responded 5 supported the direct access and 3 the public space. 9.9 Whitefriars Traffic Study June 2023 Funding secured under Section 106 for the Salisbury Courts development have enabled a detailed traffic study for the Whitefriars Neighbourhood. The traffic consultancy NRP were appointed to carry out traffic counts in March 2023 to inform the project team on traffic movements in the neighbourhood. (See Appendix 6). The data was also compared to vehicle counts in January 2018. The study identified the following traffic flows in the neighbourhood: • The journey time results for all survey days (Wednesday, Thursday and Saturday), show that over 80% vehicles pass through the area within 2 minutes. This suggests most vehicles move through the Whitefriars area without having a purpose within the area. The movement with the highest motor vehicle flow is from Fleet Street to New Bridge Street. The main

	reason for this is likely to be because the right-turn from Fleet Street eastbound to New Bridge Street southbound at Ludgate Circus is prohibited. • Motor vehicle flows entering the Whitefriars area in March 2023 have reduced by 25% in the AM peak hour and by 16% in the PM peak hour compared to the January 2018 survey data. • The highest 2-way flow on Tudor Street is 176 motor vehicles in the AM peak hour and 201 in the PM peak hour. • Bouverie Street has a southbound flow of 141 motor vehicles in the AM peak hour and 138 in the PM peak hour. • No other street has a motor vehicle flow of more than 70 vehicles an hour. The streets to the south of Tudor Street have very low motor vehicles flows, with less than 30 vehicles in the AM and PM peak hours. The study identified origin and destination movements from The Victoria Embankment into the neighbourhood: • The survey data suggests there is not significant demand to access Whitefriars from the south of the area, with 46, 25 and 4 vehicles going from Victoria Embankment to the Whitefriars area across the 8-hours surveyed for each of the Wednesday, Thursday and Saturday survey days, respectively. The study recorded kerbside parking usage and potential new parking locations: • The survey data suggested the existing marked kerbside bays are all well used with little spare capacity. • The survey identified new kerbside parking locations on Tallis Street and Carmelite Street and Bouverie Street and on Bridewell Place and opportunities to rationalise disabled bays on Tudor Street. The NRP report recommends: • Maintaining existing access arrangements between Temple Avenue, Carmelite Street and John Carpenter Street and Victoria Embankment. • Monitoring traffic flows on Tudor Street. If they increase to greater than 2,000 motor vehicles per day, review options to restrict traffic movement on Tudor Street. The proposals in the Healthy Streets Plan reflect these recommendations. New vehicle ingress and egress between the Victoria Embankment and the neighbourhood

	is not included as a proposal. At present the requirements for vehicular access from the south for the Salisbury Courts development have not been finalised. If access is required for particular vehicles, changes may be required at the junction of Carmelite Street and the Victoria Embankment. Through traffic will be monitored for significant changes in volumes. 9.10 Whitefriars Neighbourhood Priority Projects It is considered that consultation responses identified the following as the priorities to be developed: • Tudor Street – Design, optioneering and feasibility to widen pavements and make public realm improvements. • St Brides Place new public space – Design, optioneering and feasibility. • Temple Avenue new public space – Design, optioneering and feasibility. From the Healthy Streets Minor Schemes Programme the following project have already been commenced. • Junction of Tallis Street with Temple Avenue raising the carriageway to pavement levels. 10 Cost Estimate Range and Funding Sources. The programme of estimated projects is between £20m - £30m. Going forward funding for projects will be from: • Section 106 developer contributions • CIL • Section 278 developer contributions • O.S.P.R. • The BID • Other external funding sources • Cool Streets and Greening.
4. Delivery team	The project will have a delivery team comprising the Transport and Public Realm Projects Team supported by Highways and City Gardens.
5. Programme and key dates	The Fleet Street Area Programme Working Group will be formed by January 2024. The Programme Working Group will identify the projects that will be taken forward as priorities. Individual projects will then be initiated as required that form the overall programme.
6. Risks	As this report is for the adoption of the Healthy Streets Plan, the identification of Risks and a Risk Register are not required.
7. Success criteria	Key measures of success:

	• A tested and recommended phasing schedule for the projects that will comprise the Fleet Street Area Healthy Street Plan. • The identification of the number of pedestrian priority streets that can be delivered (measured by length) in the area. • An indication of the reduction in traffic volumes that can be achieved in the area.
8. Progress reporting	The Working Group will recommend how progress is reported on the programme and the frequency.

Appendices

Appendix 1	Project Coversheet
Appendix 2	Finance Tables
Appendix 3	Summary of overall consultation responses.
Appendix 4	Draft Final Healthy Streets Plan with track changes.
Appendix 5	Fleet Street Healthy Streets Plan Consultation Report
Appendix 6	Whitefriars Traffic Study June 2023

Contact

Report Author	Stephen Oliver
Email Address	Stephen.Oliver@cityoflondon.gov.uk

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank